

Work works better
WITH TRUST

Communicating with Trust



Outcomes

- Gained insights on how to build trust through your conversational intelligence
- Drafted actions to improve trust levels with one person
- Improved how to listen and connect to build trust



Your Trust Role Model

- Think about a person you trust
- Why do you trust this person?
 - What specific behaviors, attitudes, or language gives you this feeling of trust?
- Share with your partner



Activity

Activity

- Type into the chat (but **DO NOT** hit enter yet) one thing someone has said that makes you feel defensive or micro-managed.
- Type one question someone could ask that makes you feel heard, valued, or creative. (DO NOT hit “enter” yet).
- What shift in energy did you feel?



Conversational Energy

The Energy We Bring

- Our brain is a sensor scanning for 'danger'
- Your positive (or negative) intent toward another is felt on a cellular level
- The energy we bring and words we choose have an impact - together with our body language, intonation and facial expressions



Our Words Matter

- Your brain will trigger stress hormones upon hearing things like: “You never...”, “You always...”, “Well, that’s just stupid!”
- The connection hormone oxytocin is present when we hear words of curiosity or inclusion, like “I appreciate what you said...”, “What do you think?”



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The Trust Impact

TRUST CHANGES REALITY

DISTRUST:

we see reality through threats and fear and close down.

Reveal less

Expect mistakes

Assume the worst

Look with caution

Interpret with fear

Tell secrets

Yes people

TRUST:

we see reality more clearly and are more open to engage.

Reveal more

Expect the unexpected

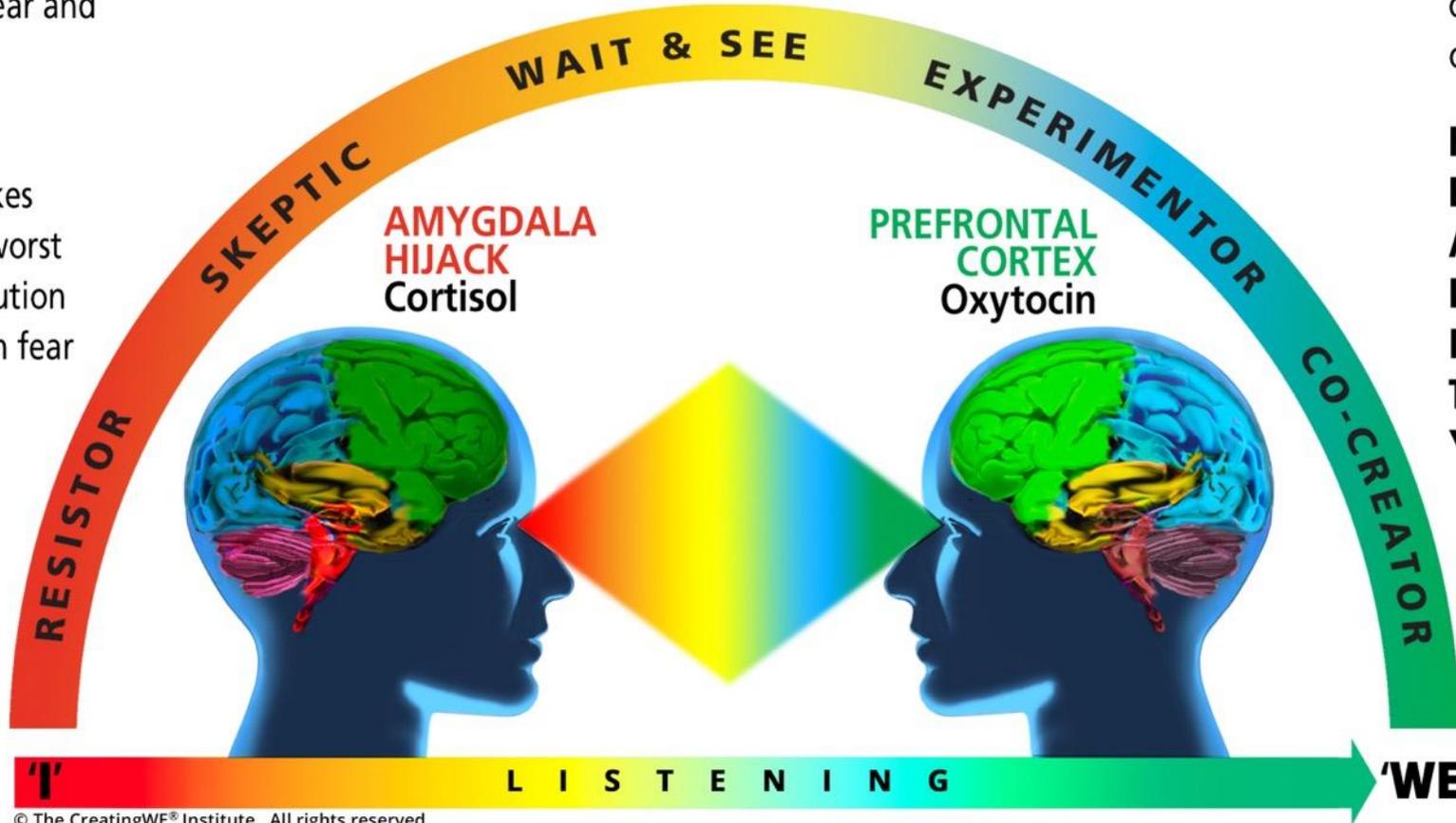
Assume the best

Look with an open heart

Interpret with facts

Tell the truth

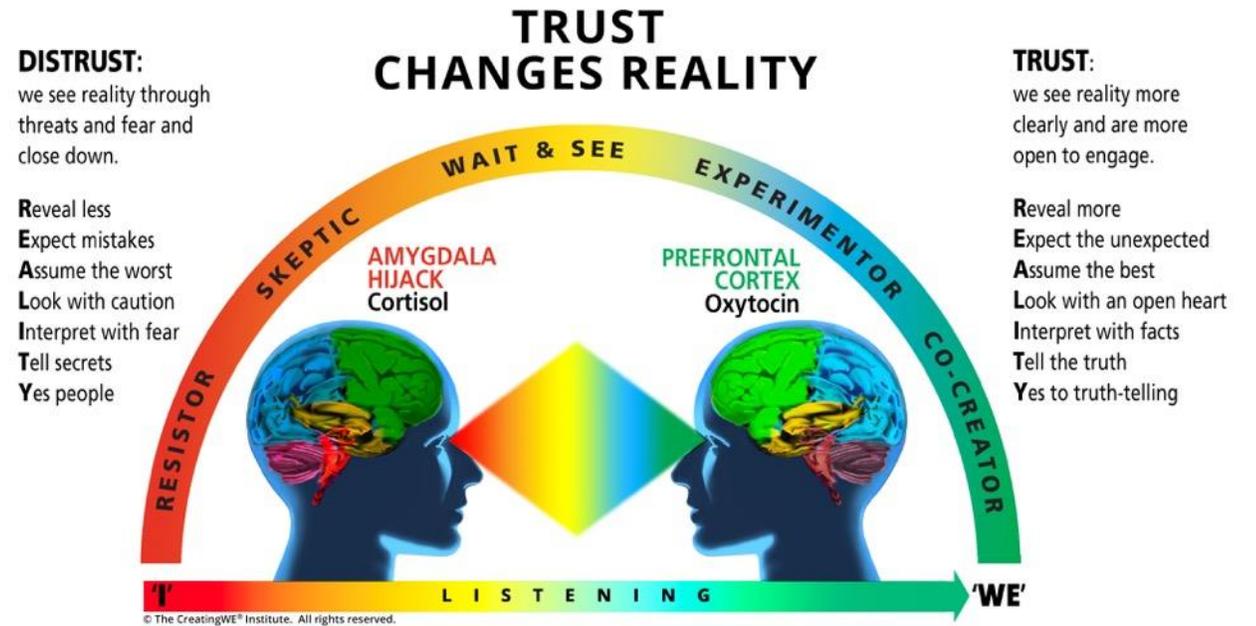
Yes to truth-telling



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Reflect

- Select one person in your personal/professional life
- What mode are you typically in with them and why?
- What is one thing you can do to take one step closer towards Co-Creator mode?



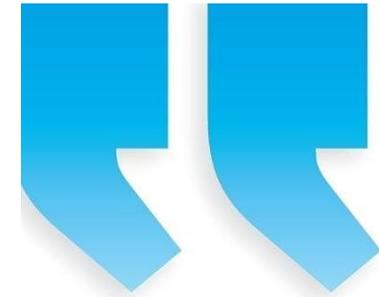
Conversational Intelligence

Conversational Intelligence C-IQ™

“To get to our next level of greatness depends on the quality of our culture, which depends on the quality of our relationships, which depends on the quality of our conversations...

Everything happens through conversation!”

-Judith E. Glaser

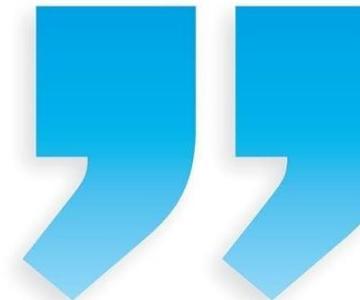


“If you’re not getting the results you want, maybe it’s time to give your conversational intelligence a boost.”

DANIEL H. PINK, author of *Drive and To Sell Is Human*

Conversational **INTELLIGENCE**

How Great Leaders
BUILD TRUST
and Get Extraordinary Results



JUDITH E. GLASER

Three Levels of Conversation

Level 1 - Transactional



Level 1 Conversation involves focus on getting the task or transaction done. We tend to tell the other person what or how to get something accomplished. There is no new input, so we confirm what we already know.

Level 2 - Positional



“ADVOCATE - INQUIRE”

Level 2 Conversation involves a bit more attention on the other person. We may hear what the other person is saying, in order to prepare our next statement and share our own position. We defend what we know and try to sell the other person on our position.

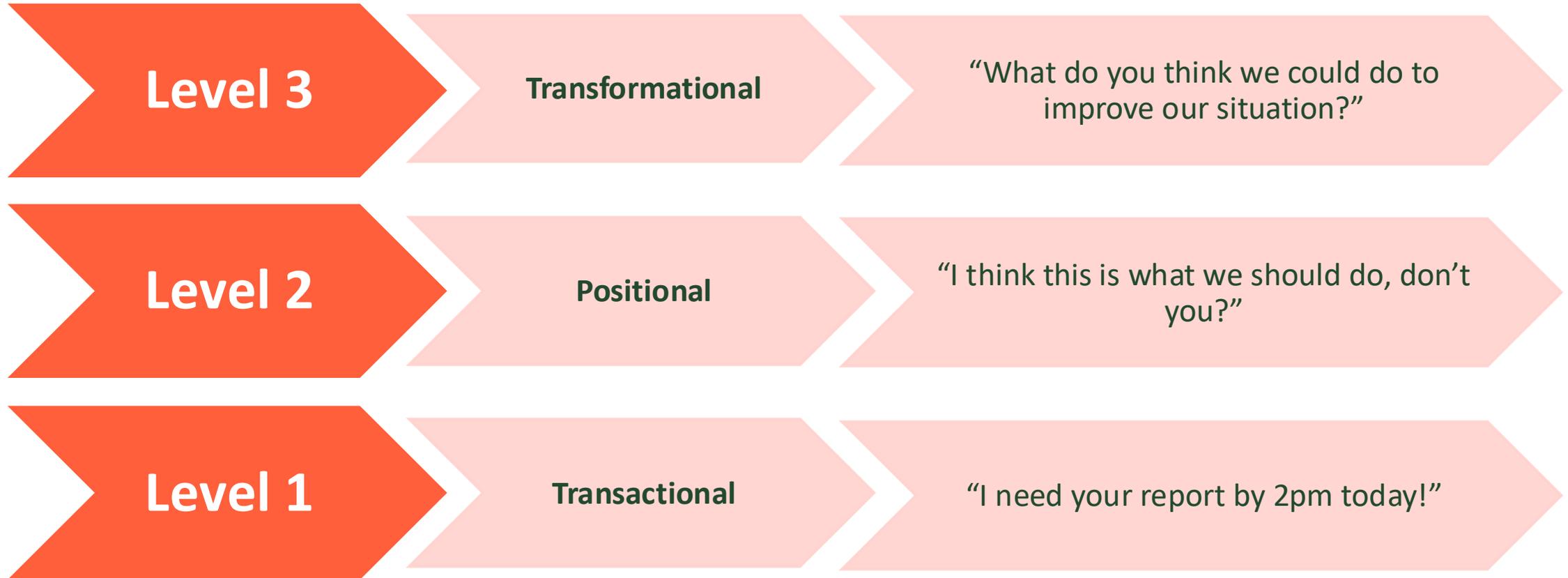
Level 3 – Transformational



“SHARE - DISCOVER”

Level 3 Conversation is where we are open to influence and seeking to co-create a solution with the other person. It’s paying attention to their ideas during the conversation and building on input from both parties to discover new possibilities together.

3 Levels of Conversation – Examples



Think of your person. Which level do you typically use with them? What would it be like to have more Level 3 conversations? What needs to happen to make that a reality?

Tips

- Prime for trust
- Be open to influence
- Listen to connect
- Double-clicking and ask questions for which you have no answer
- Focus on “We” over “I”



Priming for Trust Steps

Transparency

(Quelling Threats & Fears)

- How can I create a safe environment, be more transparent about desired outcomes?
- What actions, thought, or words will enable the other person to shift from Protect to Partner?

Relationship

(Listen to Connect)

- How can I establish rapport, trust, openness and respect?
- What actions, thoughts or words will enable us to listen, connect, and relax judgment?

Understanding

(Listen to Understand)

- How can I step into their shoes and stay open?
- What actions, thoughts or words will bridge between our realities?

Shared Success

(Listen to Co-Create for Mutual Success)

- How can we elevate curiosity about what's possible and lower attachment to being right?
- What can we say to reduce conflict and open a new view of mutual success?

Truth Telling

(Listen to Close Reality Gaps)

- How can we tell the truth with candor and caring?
- What actions, thoughts, or words will enable us both to tell our truth?

Listen to Connect Practice

- Partner A will speak for 2 min about a topic they are passionate about or most concerned with now.
- Partner B must listen without interrupting or nodding. After 2 min, mirror back not just the facts, but the intent and emotion they sensed.
- Switch roles and repeat.
- Debrief in the main room.



Listen to Connect Debrief

- "How did it feel to be listened to without the listener trying to 'fix' or 'input' their own story?"
- "When you were mirroring back their 'intent and emotion,' how much of your own story did you have to 'quiet' to hear theirs?"
- "How would your most difficult meeting this week change if you spent the first 5 minutes just 'listening for connection'?"



Listen to Connect Reminders

Don't Hijack the Story

- When someone shares, resist the urge to say "The same thing happened to me!" This shifts the oxytocin from them back to you.

Validate Before You Navigate

- Before moving to a solution, say: *"It sounds like the most important thing to you right now is [X]. Did I get that right?"*

Listen for the "Why"

- People talk about *what* they are doing, but trust is built when you acknowledge *why* they care about it.

Stay Curious Longer

- If you feel the urge to give advice, ask one more "Double-Click" question instead.

C-IQ Catalyst & TRUST Catalyst Tools

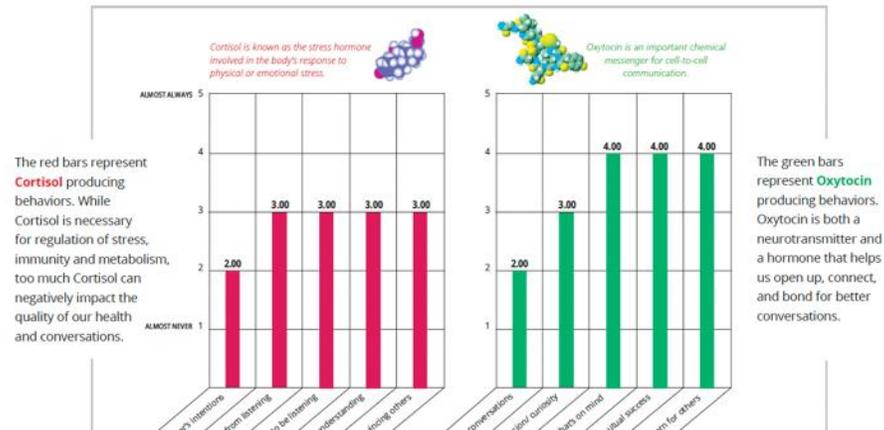


Conversational Intelligence®

How High Is Your C-IQ?

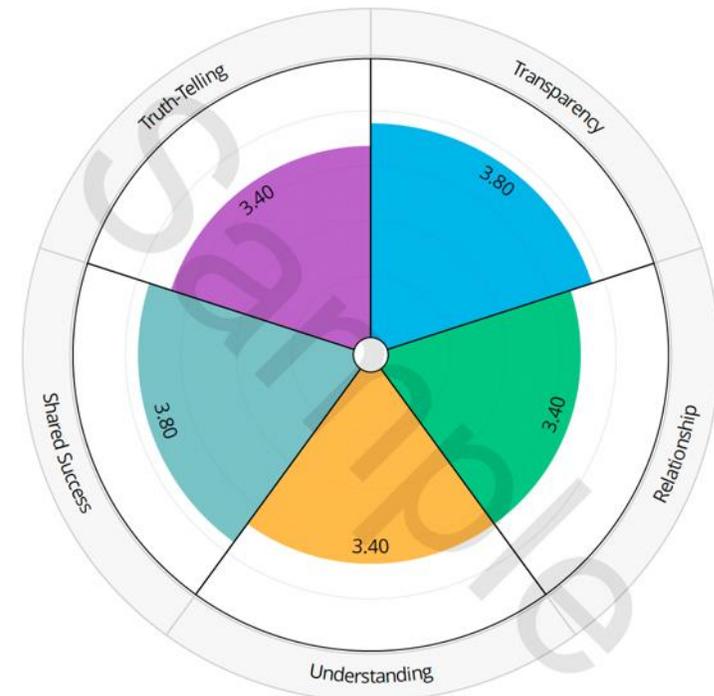
C-IQ CATALYST TOOL is one of a family of powerful measurement tools for individuals and teams. This 'quick study' tool unlocks the patterns of conversations and provides a cultural fingerprint of how people at work engage with each other. Understanding how your conversational patterns impact your ability to influence healthy conversations in your life is pivotal to your present and future success.

For example: an analysis (below) of the frequency of negative **cortisol-producing** versus positive **oxytocin-producing** interactions in your workplace can identify patterns that help build healthy relationships. It's the balance between the two that gets translated into our behavior when we are in conversations.



Below is the Overview of your self-evaluation of the **TRUST Catalyst Tool** across the 5 vital dimensions: **Transparency**, **Relationship**, **Understanding**, **Shared Success** and **Truth-telling**. These scores provide you with insight into your own perceived trust level. With such insight, you can proactively work towards practicing the important skills that will lead to higher levels of trust.

◆ Your current aggregate scores — Benchmark: Your aspirational or desired scores



Any Questions?

Email: Ty@withtrust.co