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# Trust

*at the*  
**Moment  
of Contact**

**Judith E. Glaser**

Chairman, Creating WE Institute  
*A World of Change in Thought Leadership*

*Source: Conversational Intelligence™, by Judith E. Glaser.  
To be published by BiblioMotion in 2013.*

# Trust

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## At The Moment Of Contact

### Understanding the Alchemy of Trust

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**H**uman beings have a need to belong that is considered by neuroscientists and psychologists to be more powerful than the need for physical safety and security. As we learn more about the neuroscience behind social interactions, we are learning that interactions cause us to either move towards others or move away from others, and each interaction has the power to trigger protection or growth.

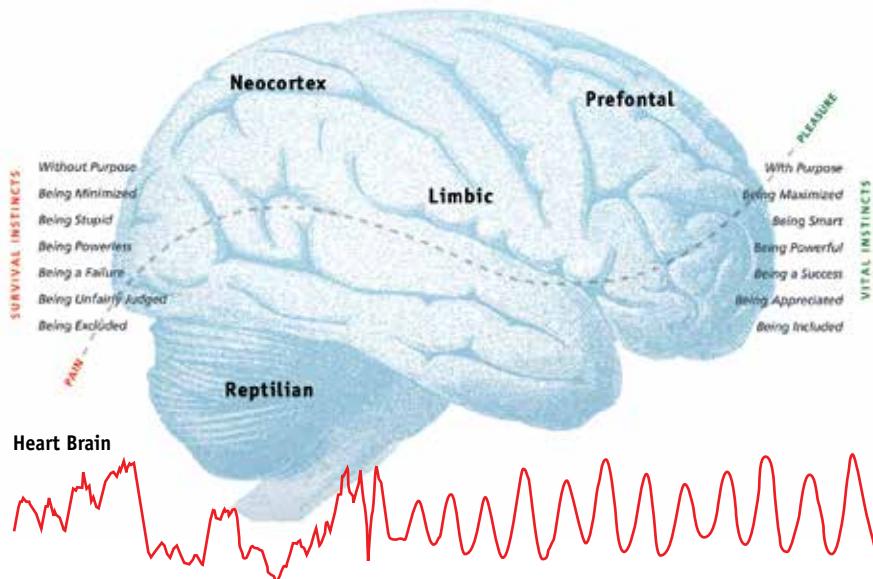
Interactions trigger states of mind, which are driven by our millions of minute-by-minute neurochemical reactions, translating into how we build trusting relationships with others, how we communicate, and how we shape our environments for mutual success. Conversational intelligence™ is what separates those who are successful from those who are not – in business and in relationships.

For example, when a leader trusts that an employee will be able to tackle a project successfully, and the employee actually delivers great results something happens neurochemically in both the leader and the employee. There is a shift in the employee's confidence that can be directly connected to increases in neurotransmitters – like serotonin and dopamine.

When the leader praises and supports the employee publicly, this also unlocks another set of neurochemical patterns that cascade positive chemistry throughout the brain. Highly motivated employees describe the feeling as an almost drug-like dopamine state. When this state of positive arousal comes with appropriate, honest and well-deserved (sincere) praise – the employee feels they are trusted and supported by their boss. They will take more

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## Wisdom Of The 5 Brains: Co-creating Conversations®



risks, they will speak up more and push back when they have things to say, and they will be more confident with their peers.

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When leaders give employees honest feedback, it drives patterns of intrinsic motivation that energizes them, or motivates them to access new skills and talents. Yet when the interaction feels judgmental or embarrassing, a whole different cascade of neurotransmitters takes place, creating a very different brain landscape to drive our future interactions.

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How engagement, interactions and conversational intelligence<sup>TM</sup> impact us is a science that all business people need to learn to understand and to practice. There is a neurochemistry behind praise that actually triggers neurochemical shifts, which has a positive ripple affect impacting the employee's levels of "confidence" and "social composure." Employees literally become better and more competent right in front of our eyes.

Once these chemicals are released, they give the person the ability to sustain commitment to working on projects even under stress – which means that a person will essentially have greater intention and attention to staying on a project longer to get a result – rather than bailing out midstream and only achieving a fraction of what they could otherwise accomplish.

## How Leaders Lead

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Yet like all of us, we may at times get angry or upset with employees for not delivering results. We may yell at them, ignore them, or reject them even in subtle ways and not think much of it. Wrapped up in our desire to get things done and our addiction to being right<sup>1</sup>, we might react judgmentally, blow off steam and then, move on. Yet for the employee, that moment of contact doesn't disappear so quickly.

Through advances in neuroscience, we are now able to see inside of the brains and minds of people while they are



The words we choose can be swords for a  
fight or gifts for a celebration.

experiencing different emotions. What is so astounding is the dramatically different “brain landscape” that show up for people who are in fear states, compared to those who are in states of joy, happiness and trust. What this incredible comparison in our brain’s activity is showing us is so profound that it is changing the very foundation of how leaders lead.

Once an employee has been triggered by fear – let’s say from an angry boss, a yelling, or merely a passive-aggressive or blaming boss who is embarrassing them in front of colleagues – they experience a cascade of neurochemicals which starts in the lower brain and literally spews into the rest of the brain as though someone was spray painting their brain! This is a cortisol bath, which sends messages to the other parts of the brain, telling it to move into hyper-gear and protect them from harm.

If the leader continues to irritate, embarrass or outrage the employee, the cortisol and associated neurochemistry continues a cascade throughout the body, and the employee is not just in a moment of fear, but in a prolonged state of fear – named by scientists as an Amygdala Hijack.

Parts of the brain needed for building trust, for thinking clearly, and for important social behaviors such as empathy, and getting along with others is now closing down and the employee

This triggered reaction is not momentary – it is sustained over a half-life of 13 hours or a full-life of 26 hours.

is being driven into strategies for self-protection. They can either fight with the source of fear, withdraw from the source of fear, or turn to others for help. When human beings feel hurt and rejected they often turn to others who can console them and help them think through what just happened so they can make sense of the situation and work through the bad feelings.

## A Change of Heart

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Yelling, embarrassing and punishing others to motivate them to action is so ingrained in us that we often don't give it a second thought. Yet punishment and embarrassment used to get others to perform is not only an outdated strategy for employee motivation – it's a harmful strategy – with both short-term and long-term unexpected consequences.

Leaders who create a healthy culture get better business results. Leaders who make up and apologize after they "lose it" do more

The more we learn about  
how our brain works,  
the more we realize that  
emotions drive our culture.

to restore trust and health in their workplace than they may realize. Better than that, leaders who understand how to sustain positive work environments with conversational intelligence™, will motivate

their employees to do more and produce more than they might have ever expected.

On some levels, human beings are very simple. We turn to



WE-Centric Leaders understand what they do to engage employees, and what they do to disengage employees.

those who make us feel good, and we turn away from those who make us feel bad. Finding comfort from people who care about us is a healthy strategy. Learning to down-regulate fear at work and up-regulate the factors that stimulate growth is a winning strategy for success.

We've now learned that what quells the brain's fear state is trust, empathy and support. When someone shows concern for our state of mind, or shows care for our feelings, our chemistry makes a shift. We become calmer, we can gain composure, and we can think in constructive ways.

The hormone oxytocin is a neurotransmitter associated with bonding behaviors. New scientific research is suggesting that

oxytocin is the most prevalent hormone in the heart and the brain, and is driving our need for social contact. This hormone's power is the newest discovery in neuroscience and may explain why isolation is so painful (lack of oxytocin), why loners die young, and why rejection is more painful at times than physical pain. Some scientists call oxytocin the "cuddle hormone" because of its effect on making us feel cared for, and its power to create and restore a feeling of well being is as good as a mother's hug.

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

"Everything happens through conversations!!!"

~ Judith E. Glaser

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## The Caring Effect™

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What is most exciting about this new science of human behavior is that we now know that our heart acts more like an orchestra leader of our states of mind than as a solo musician. Capable of reading the chemistries of our interactions, our heart sends messages up to the brain through a large number of pathways, instructing our brains how to interpret and respond to our moments of contact with others. With this information from



WE-Centric Leadership is about  
creating mutual success.

our heart, our brain guides us to either withdraw from others in fear or reach out to others to connect.

Leaders don't need to physically touch another person or hug them to produce this **caring effect**. Instead they can touch someone's heart with words of sympathy or support, or they can validate someone's concern and trigger a more positive mental and physical state of mind.

Rather than "replacing employees who aren't cutting it" or punishing them for not achieving expectations, leaders can now learn new leadership and conversational intelligence™ practices they can use with employees to help release or trigger skill-building – propelling mediocre employees to become better and ensuring good employees to become even greater. ■

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# Notes

1. Glaser, Judith E., *Your Brain Is Hooked on Being Right* (Harvard Business Review, Feb. 28, 2013)

[http://blogs.hbr.org/cs/2013/02/break\\_your\\_addiction\\_to\\_being.html](http://blogs.hbr.org/cs/2013/02/break_your_addiction_to_being.html)

[http://www.cbsnews.com/8301-33816\\_162-57574707/when-does-the-need-to-be-right-become-an-addiction/](http://www.cbsnews.com/8301-33816_162-57574707/when-does-the-need-to-be-right-become-an-addiction/)

<http://www.usatoday.com/story/money/business/2013/04/01/executive-edition-managing-debate/2023281/>

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A special thank you to the Neuroscientists whose work has had a profound impact on the evolution of Conversational Intelligence & Trust:

Angelika Dimoka, Ph.D.; Fox School of Business, Temple University, Neuro-decision Making Department

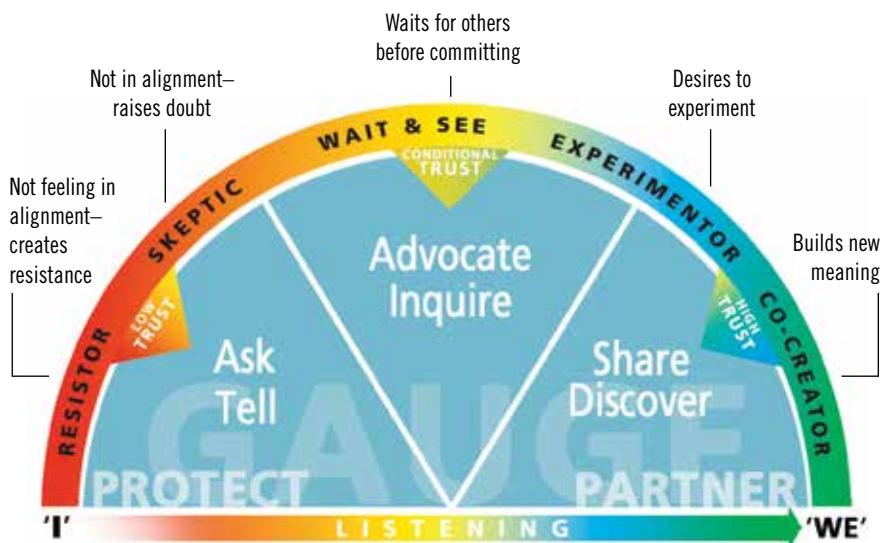
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John Bargh, Ph.D.; Psychologist, Yale University

Deborah Rozman, Ph.D., CEO; Bruce Cryer, Chairman; Institute of HeartMath

## Conversational Intelligence™ Dashboard



**THIS GAUGE** is a visual tool – a dashboard – for displaying and measuring your style of engagement from Protecting to Partnering. As you move to the right side of the dashboard, you are elevating trust and co-creation in relationships and conversations. There are 3 levels of interaction dynamics.

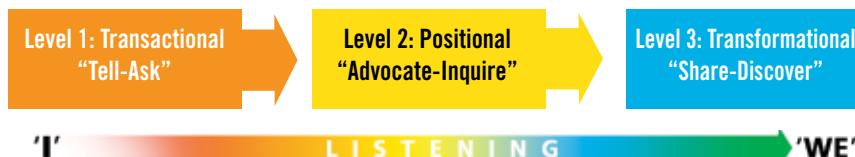
### Level Setting Your Conversations

Level 1 is Transactional: “Tell-Ask.”

Level 2 is Positional: “Advocate-Inquire.”

Level 3 is Transformational: “Share-Discover,” which is high trust, high listening and open to influence.

As you move through the levels, you open the brain’s ability to change, grow and innovate with others (Co-creating Conversations®).

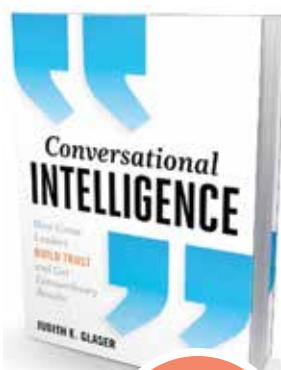


Co-creating Conversations® is a registered trademark of Benchmark Communications Inc.

RESISTOR	SKEPTIC	WAIT & SEE
<i>Telling &amp; Asking</i>		<i>Uncertainty</i>
When we are in the <b>Resistor mindset</b> we are in the <b>protect</b> mode and rely mostly on telling. We can come across as advocating, persuading and asserting our perspective – or even lecturing. (Tell-Sell-Yell™) When we feel threatened we resist more and can block healthy conversation. We create resistance or “push back” and bring out confrontation” in others. When we are listened to we are open to bring out new insights in others and ourselves.	When we are in the <b>Skeptic mindset</b> we have a need to <b>connect</b> , yet we are cautious about being open to influence and rely on a combination of telling and asking. We inquire and ask questions to gain understanding. We often ask questions to prove we are right and persuade to gain support of our positions. We have low levels of trust. When we feel threatened we move into greater distrust. When we are listened to we become open to engage in dialogue and surface new insights.	When we are in the <b>Wait &amp; See mindset</b> , we have a need to <b>belong</b> , yet we are confused by the interaction dynamics and the context – we are cautious. We are uncertain about how to “read” and “interpret” people’s intentions, as well as situations and conversations. There is a high potential for misinterpretations and assumptions. We watch what others are doing to feel safe. This mindset can lead to group think, silo-mentality and a status quo, or to holding onto old habit patterns.
<i>“I want to influence you to my point of view. I’m not open to yours.”</i>	<i>“I want to learn more from you, but....”</i>	<i>“I’m not taking any risks.”</i>
FIXED MINDSET		WAIT & SEE

EXPERIMENTOR	CO-CREATOR
<b><i>Sharing &amp; Discovering</i></b>	
<p>When we are in the <b>Experimentor mindset</b> we are open to being <b>influenced</b> and we favor sharing and discovering. We are willing to take risks and learn from others. We are seen as “mentors of the experiment.” We are open to influence, to engage and explore others’ thoughts and feelings. We are caring, candid, and curious.</p> <p>When we become threatened we withdraw from trying new things.</p> <p>When the environment is trusting we foster learning. When we are listened to we trust our vital instincts and become better leaders and supporters of change.</p> <p><b><i>“How can we share and discover our best current thinking?”</i></b></p>	<p>When we are <b>Co-creators</b> we’re open to being influenced and we favor high levels of sharing, discovering and <b>partnering</b>. We foster “stepping into each other’s shoes” and cultivate a spirit of “we’re all in this together.” We thrive on co-creating. We are very open to influence and have high levels of trust. When we feel threatened we become less open and less vulnerable. When the environment is trusting and we are listened to we drive innovation and become ambassadors of change.</p> <p><b><i>“How can we create new possibilities together?”</i></b></p>
<b>GROWTH MINDSET</b>	

To learn more about this innovative approach, order Judith’s latest book, *Conversational Intelligence: How Great Leaders Build Trust & Get Extraordinary Results*



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## *Judith E. Glaser, CEO*

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Judith E. Glaser is one of the most innovative and pioneering change agents, consultants and executive coaches in the consulting industry – and refers to herself as an Organizational Anthropologist. She is the author of 3 best selling books, and is the world's leading authority on ***WE-centric Leadership, Neuro-Innovation, and Conversational Intelligence™***. Through the application of neuroscience to business challenges, Judith shows CEOs and their teams how to elevate the levels of engagement, collaboration and innovation to positively impact the bottom line. She is the Founder and CEO of Benchmark Communications, Inc., and the Chairman of the Creating WE Institute.



Judith was awarded Business Woman of the Year in New York City in 2004, as well as the Benno Curtis Entrepreneur of the Year and Quality Consultant Award. In 2012 Executive Excellence 500 ranked Judith in the category of Top 15 Leadership Consultants globally, and as the #1 Female Leadership Consultant. Between 2006-2011 she was listed in the Excellence Top 100 Consultants as one of the Top 100 Thought Leaders globally on the subject of Leadership. In 2011 she was awarded the Drexel University Distinguished Alumni Award, and in 2006 she was inducted into the Temple University Gallery of Success. Judith is a Founding Fellow of the Harvard Institute of Coaching. In addition, Benchmark was selected by Executive Excellence as one of

the top small consulting firms specializing in leadership. Judith has appeared on the *NBC Today Show*, *ABC World News*, *Fox News Channel*, *News 12 Connecticut*, *NY 1*, *Martha Stewart Show*, *CBS* and the *Family Network* talking about We-Centric Leadership, Bully Bosses and Culture Transformation. She is frequently quoted many times in the *New York Times*, *Wall Street Journal*, *Crain's*, *Newsday*, *Star Ledger*, *Harvard Management Review*, *AMA World* and other print and on-line media talking about her Revolutionary Workplace Approaches.

She also served as an Adjunct Professor at Wharton, visiting guest speaker at Harvard, Kellogg, Loyola, University of Chicago, NYU, IIT, University of Stellenbosch, Etisalat Academy in Dubai, Tsinghua University in China and others. She is currently on the boards of The We Are Family Foundation, Expeditionary Learning, and was a founding member of The Executive Woman's Business Forum and Women Leader's in Health Science & Technology.

# *Benchmark Communications, Inc.*

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**S**ince 1980 Benchmark Communications, Inc. has worked as a transformational consulting and coaching firm to executives and organizations seeking to create powerful cultures to drive profitability and growth – with a direct line of sight to the customer. Benchmark works at the intersection of leadership; culture and brand helping organizations focus on competitive challenges

**Benchmark offers custom designed and facilitated programs** – from keynote speeches, to half and full-day sessions, up to full, multi-month Interventions which enable leaders and their teams to work issues and challenges in a safe and supportive process that leads to greater insights, new partnering skills, higher levels of candor and caring.

in a world of moving targets – with a direct line of sight to the customer.

We work with our clients to design and facilitate large-scale initiatives that set the stage for executives to create breakthroughs in their business, sustain positive change, and build leadership strength within the organization. In

addition, we coach, partner and assist executives in designing roadmaps for ongoing conversations to rethink strategies, invent new products, and create new business models for success in a world of moving targets. Our consulting approaches and technologies release focused energy in an organization, and are recognized as leading edge and innovative.

Benchmark's innovative ***Creating WE*** technologies include executive consulting, executive, team and organizational coaching, summits, and workshops designed for leaders to set and achieve new benchmarks for success resulting in higher levels of profitability, expanded market share and a renewed vision for the future.

Benchmark's specialty is drawing upon deep expertise in neuroscience, human behavior and development, psychology, anthropology, linguistics and transformational social sciences, to help clients "graft" new practices into their culture, enabling them to discover their DNA and reshape their company's "genetic code."

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## *Organizational & Executive Coaching*

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**B**enchmark Communications, Inc. partners with CEOs and their teams on strategic transformational initiatives that develop strong brands, strong leaders and strong cultures...with a direct line of site to the customer and the marketplace.

At Benchmark, we are in a continual state of “experimentation” with clients. We engage with them to enter what we call a Leadership Journey. This process serves as a metaphor that helps clients move out of thinking about “fixing things” and into a state of wonder about learning and growing into their next level of greatness.

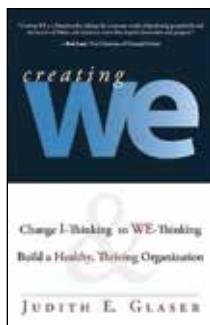
Our ability to reach our next level of greatness depends on the quality of the culture, which depends on the quality of relationships, which depends on the quality of conversations. Everything happens through conversations!

We've learned how to intentionally create a “shift” in the way people “have conversations and work together” both inside the company and outside. Underlying the conversations is a shift from “I-centric Thinking” to “We-centric Thinking” – a Conversational Intelligence™ approach. The result is that leaders, employees, customers, and clients start to work together differently – territoriality shifts to collaboration; fear shifts to anticipation of what we're going to create together; there is a shift from a command and control environment to a co-creating environment.

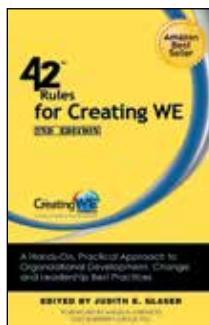
# *Award Winning Books By Judith E. Glaser*

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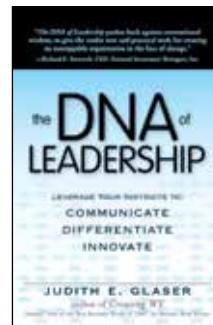
In addition to being best sellers, *Creating WE* and *The DNA of Leadership* are recognized by Forbes & Business Book Review as being among the best business books. Several of her books have also made it onto the Amazon Best Seller list.



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Organization*



**42 Rules for  
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**The DNA of  
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Differentiate, Innovate*

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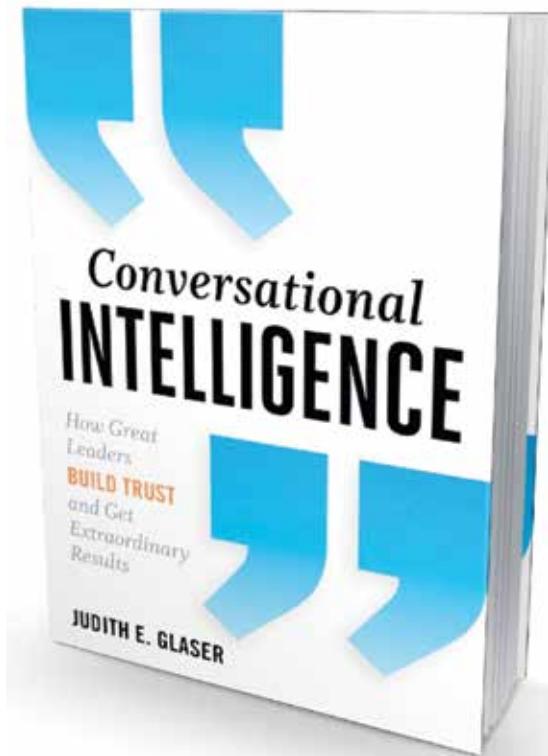
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# Conversational **INTELLIGENCE**

How Great Leaders Build Trust & Get Extraordinary Results

by JUDITH E. GLASER



*Getting to the next level of greatness depends on the quality of the culture, which depends on the quality of relationships, which depends on the quality of conversations...*

***Everything happens through conversation!***

– Judith E. Glaser –

A concept whose time has come, **Conversational Intelligence™** is the key to success in life and business. It's not about how smart you are, but how open you are to learn new and effective powerful conversational rituals that prime the brain for trust, partnership and mutual success.

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Author and Organizational Anthropologist Judith E. Glaser presents a framework for knowing which kind of conversations trigger the lower, more primitive brain and which conversations activate higher-level intelligences such as trust, integrity, empathy, and good judgment. **Conversational Intelligence™** makes complex scientific material simple to understand and apply through a wealth of easy-to-use tools, examples and practices for all levels of an organization.

Named one of Leadership Excellence's Top 20 Thought Leaders, Judith has also been quoted in and interviewed on CBS MORNING NEWS, NBC'S TODAY SHOW, ABC WORLD NEWS, FOX NEWS CHANNEL, CHANNEL 12, THE NEW YORK TIMES, USA TODAY, THE WALL STREET JOURNAL, HARVARD BUSINESS REVIEW, HUFFINGTON POST, CRAIN'S and AMA WORLD.

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212.307.4386

jeglaser@creatingwe.com

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