

The Power of Conversations

Help Desk BC Presentation
April 22, 2002

Invitation

- **Join me in learning**
- **Be willing to play**
- **Participate by asking questions and offering observations**



Agenda

- Introduction
- What is a Conversation?
- Cycle of Conversation
- Conversation and Trust
- Summary



Objectives

- **Through conversation:**
 - **Increase your ability to build trust and loyalty**
 - **Increase your effectiveness in serving customers**
 - **Realize new possibilities in relationships**

What is a Conversation?



Speaker

+



Listener

Conversations in Organizations...



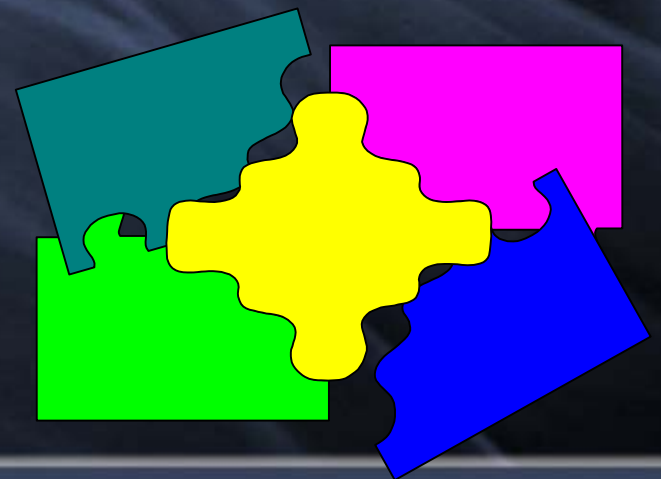
...are often about coordinating
action

In the Beginning....

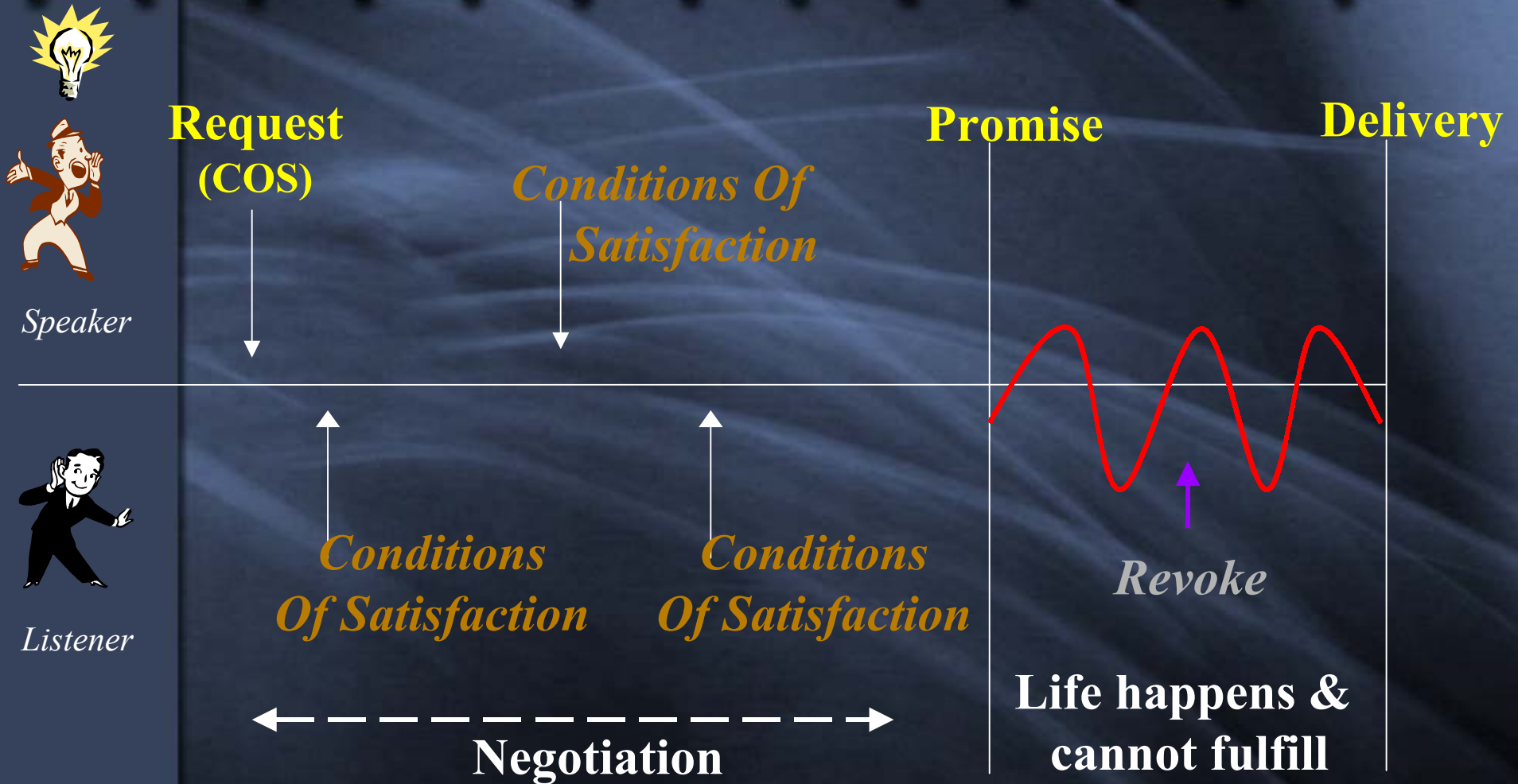


Conversational Elements

- **Concern (something is missing)**
- **Request or Offer**
- **Conditions of Satisfaction (expectations)**
- **Promise (commitment)**
- **Delivery on Promise**



A Conversation to Coordinate Action



How are You in a Conversation?

- **How do you make requests?**
 - I think we should mow the lawn
 - I wish that the lawn was mowed
 - Sally, would you please mow the lawn?
 - Expect it without asking (S/he should know that is what needs to get done)

How are You in a Conversation?

- **How do you negotiate your conditions of satisfaction?**
 - **Engage openly in discussion of expectations**
 - **State your expectations but not ask other about theirs**
 - **Test the waters first**
 - **Assume the expectations are known**
 - **No negotiation is allowed**

How are You in a Conversation?

- How do you make promises?
 - Usually state commitments clearly
 - *“John, I will have the report completed by the end of the day”*
 - Usually make vague commitments
 - *“I will do it”*
 - Usually don't make commitments
 - *Silence or change subject*

How are You in a Conversation?

- **How do you revoke or cancel?**
 - **Renegotiate promises directly**
 - **Don't say anything and just deliver**
 - **Fake it**
 - **Lie**



**Cycle of Conversation:
Requests, Promises and
Delivery**

The Cycle of Conversation

Moves

- Declaration of something missing
- Conditions of satisfaction
- Request/Offer

Moves

- Clarify
- Assessment conversations
- Counter-offers
- Promise made

Customer declares something missing

Request/offer

Performer makes a Promise

I.
Preparation

II.
Negotiation

IV.
Satisfaction

III.
Fulfillment

Moves

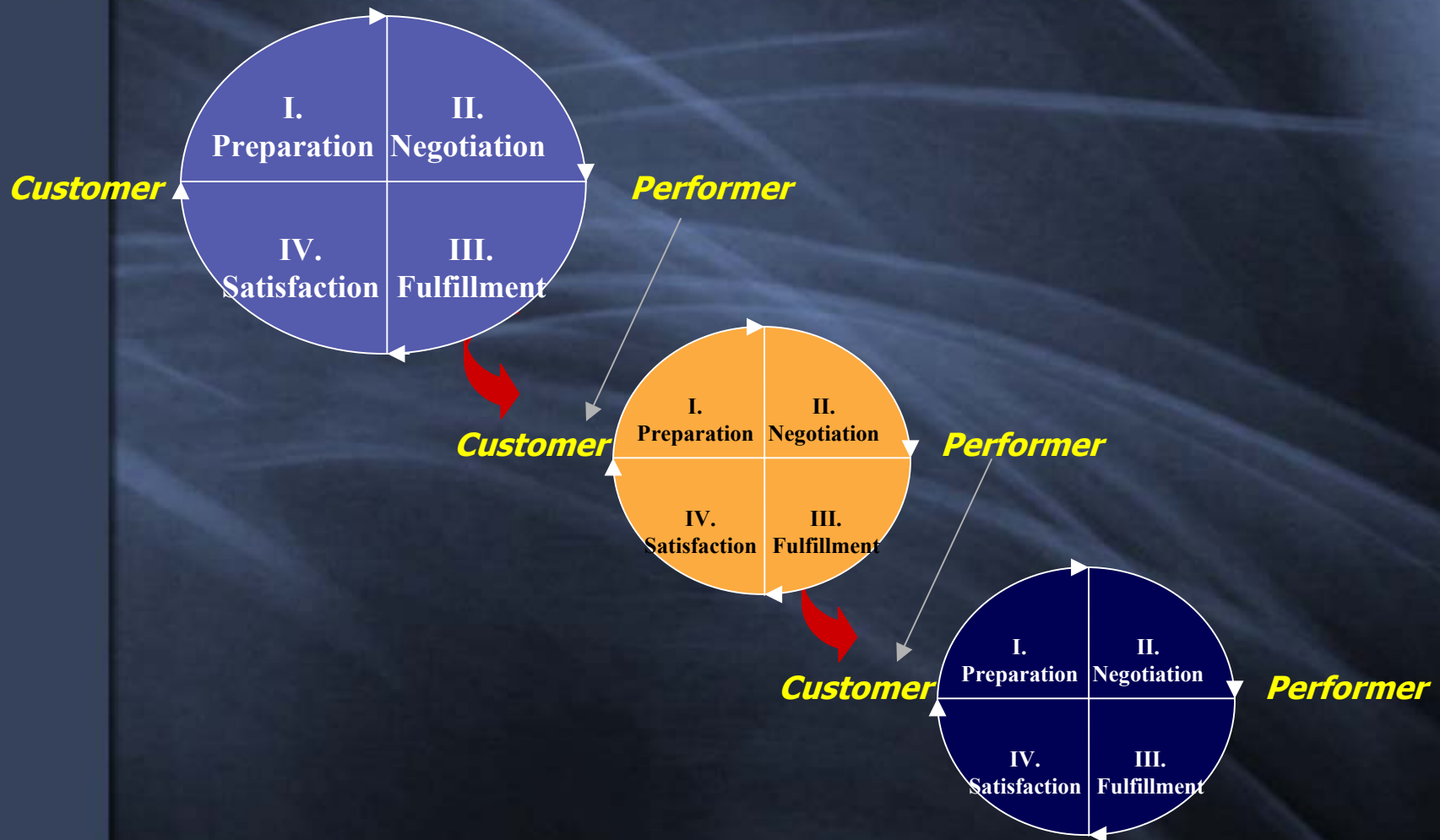
- Declaration of satisfaction or dissatisfaction
- Conversations about learning

Moves

- Renegotiate
- Revoke or Cancel
- Deliver/declare complete

Deliver

Cycle of Conversation in Organizations



Conversational Moves Activity

- **Break into Groups of 3 People**
- **Reflect on the following questions:**
 - **Organization**
 - What moves is your organization more competent in?
 - What moves is your organization least competent in?
 - **Personal**
 - What moves are you more competent in?
 - What moves are you least competent in?

Trust



Conversation and Trust

- Where does trust breakdown in the cycle of conversation?



The Myths of Trust

- **Mysterious**
- **Naïve or prudent**
- **Exists or does not exist**
- **A flat-line (unwavering)**
- **When it is betrayed, it is lost forever**
- **Cordial hypocrisy**

Cordial Hypocrisy

- **Facade of good will**
- **Congeniality that hides distrust and cynicism**
- **Superficial**
- **Often tight-lipped smile**
- **In a personal relationship... based on habit, convenience, and mere courtesy**

Defining Trust

- **Authentic Trust**
 - **Reflective and honest**
 - **Based on choice and responsibility**
 - **Self-aware**
 - **Open to new possibilities**
 - **Is to be in conversation with another about trust**

Building Trust

- **What is the one relationship in your life that needs trust reinstated or rebuilt?**
- **Break into Pairs**
 - **Discuss what action you can take to rebuild trust in this relationship**



**“Trust is the residue of
fulfilled promises”**

~Unknown

The Power of Conversation

- **Conversation has the power to coordinate action**
- **How we are in a conversation creates the possibility for generating the most effective coordination of action**
- **We have an opportunity to build trust in how we make requests and promises and how we deliver on promises**

Summary

- Q/A
- Discussion