

# Conversation Capital

## KEY TAKEAWAYS



Conversations are the  
cornerstone of progress,  
uniting people and purpose  
across all organisations.



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At some point in every organisational process there needs to be a conversation between people. Regardless of the organisation or its purpose.

Conversations are essential for organizations to facilitate collaboration, assess efficiency and professionalism, evaluate teamwork skills, and resolve conflicts. These conversations are also crucial in restoring collaboration if it has been disrupted.

Typically it has been a managerial responsibility to ensure this works. Teams that thrive demonstrate that is not only possible, but essential regardless of a manager being present. Trust and psychological safety between team members is achieved through the quality of their conversations.



The model for conversational capital  
**The Conversation capital triangle.**

**Personal communication skills**

An awareness of your preferences and challenges in conversations.

- Having the personal skills to engage in a conversation.
- Being able to participate effectively in conversations while being aware of your personal biases and challenges.
- The ability to facilitate conversations so that they work for everyone involved. Challenging understandings and attitudes so that alternatives are explored, ideas encouraged. And trusting environments are built.



Trust & psychological safety  
is achieved through  
good conversations.



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**Conversation culture:**

How organisations and employees regard and acknowledge the importance of conversations.

Conversations live best in a conscious culture where conversations are recognised for their true value. And where there is a basic awareness and interest for building conversation capital in the workplace.

**Terms and Conditions:**

How you facilitate and invest in the enhancement of skills, methods, environmental design and abilities.

There must be the right conditions for conversations. Both in terms of the opportunity to develop one's own personal and professional skills. But also that the conversations can take place in an environment that supports conversations.



We often have conversations only on the surface. Good conversations in the workplace must naturally aim to enable us to connect and deliver on our work.

What truly matters is how we connect, both our values and our experiences.

There will always be at least 3 conversations going on at anyone time – the one your head, the one in the other persons head and the one between you.



It is important to consider what sort of environment supports the type of conversations you want to have. What is the purpose of the conversation? What is needed to support these different types of conversation.

Typically it is the culture of our organisations that plays an important role in the type of conversations we have and what is acceptable. But what if we change the environment in which conversations take place? By changing the environment we can impact the type, quality, outcomes and very nature of the conversations we are prepared to have.

There are big strategic challenges that most organisations face and must find answers for.

And conversations are the most important strategic capital we have—  
and play a central role in meeting these challenges.





Conversations thrive  
in a culture that values  
and recognises their  
significance.



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Leadership is changing, no longer the command and control approach but more about the individual's ability to realise the potential in others; inspiring, engaging and aligning people to create opportunities and solve problems collectively.

With working processes and businesses becoming more and more complex. Leaders are moving from knowing all the right answer to asking the right questions.

Conversations and conversation skilling lay at the heart of great leadership. Great leaders create an environment for, and how to have, Great Conversations that build relationships and increase performance.



Thriving organisations are taking a new perspective, one where good conversations are regarded as a professional tool:

- To engage people in meaningful work.
- To connect people and their values.
- And to enable team conversations that make it possible to understand each other's preferences, motivations and intentions.

Importantly, to enhance the cooperation between all.



As the expectations of employees and customers change therefore so do the needs of businesses.

To meet this challenge we must start nurturing new skills and mindsets:

- An ability to and willingness to lead our colleagues – without formal leadership or hierarchy
- To be led by our colleagues – accepting and sharing our knowledge based on the job at hand
  - To lead oneself – Understanding our preferences? Areas of strength, and areas of risk?

And to how to release our potential.

What tends to be the hardest from the above 3 is to be led by colleagues.

It is easier for people to challenge themselves to take a leadership role than to be led by a colleague, where hierarchy and power distance is embedded in the organisations culture.

But this is what future collaboration is all about,  
and what organisations need to develop.

Horizontal, non-hierarchical leadership in teams – and cooperative environments –  
call for higher levels of conversations quality.



With open communication  
and collaboration, teams  
can lead themselves  
to success.



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Global learning conference  
For HR, L&D, OD and Coaching professionals.

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