“Talk” as the medium for developing Social Intelligence in Workforce

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Social Intelligence

"the ability to understand and manage men and women, boys and girls - to act wisely in human relations"

(E. L. Thorndike (1920). Intelligence and its use)

"(the) ability to get along with people in general, social technique or ease in society, knowledge of social matters, susceptibility to stimuli from other members of a group, as well as insight into the temporary moods or underlying personality traits of strangers"

(P. E. Vernon (1933). Some characteristics of the good judge of personality)

Why “Talk” Matters

The quality of the conversation determine the quality of our relationships....

....And the quality of the relationships determines the quality of the system / organizations

(Michael Cavanagh and Sean O'Connor (2012). Developmental Coaching in Complex Workplace: Taking interconnectedness seriously)

The 9 Voices Model of SoundWave

amazing things happen between people when the quality of their conversation is good...
In workforce, the demands placed on leaders, managers and professionals is high

- a multiplicity of roles
  - coach, facilitate, instruct, counsel, negotiate...
- across a range of dynamic situations
  - lean, agile, transformation, AI, sigma....
- at different organisational levels
  - front line, middle, strategic, networked...

Our evidence lies in the data from SoundWave itself

<table>
<thead>
<tr>
<th>Tell</th>
<th>Suggest</th>
<th>Ask</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers interact here, in a solution-orientated world...</td>
<td>...short-circuiting the need to coach for a growth mindset and truly engage others...</td>
<td></td>
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| | | ...

With the consequence that...

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<thead>
<tr>
<th>Tell</th>
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| Managers end up with the world on their shoulders... | ...ownership and engagement get compromised... | ...

<table>
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<th>Suggest</th>
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<td>...operational control goes missing.</td>
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Being responsive to situations

Continuum of Conversation - Responsive Interactions

<table>
<thead>
<tr>
<th>TELL</th>
<th>SUGGEST</th>
<th>ASK</th>
</tr>
</thead>
<tbody>
<tr>
<td>The problem</td>
<td>Situation</td>
<td>Organization</td>
</tr>
<tr>
<td>The role</td>
<td>Commander</td>
<td>Instructor</td>
</tr>
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...and so SoundWave...

Tell  Suggest  Ask

...builds the range and repertoire of necessary social interaction...

...drives ownership and engagement...

...enables operational excellence...

How does it work?

...by addressing three related dimensions

Sensitivity to situation
the impact of one's dialogue made on others

Skill in selecting appropriate voices in social interaction

Preferences or ‘tendency’ in using the 9 Voices in social interaction

Emphasising understanding, practice,

Sensitivity to situation

Specialist workshops

The analytical tools of Self-Perception and 360 Report

Skill in social interaction

Coaching

Preferences or ‘tendency’ in social interaction
Amazing things happen

- A project was run in a well-developed pharmaceutical company with high returns and a culture which has traditionally challenged the value of change and improvement.

- SoundWave provides managers with insight into the way they use language, construct dialogue and the impact this has on the thoughts, feelings and actions of people.

- The workforce in the company is more agile in handling challenges.

- As a result, contributes to career advancement of managers and professionals.

Building Skillful Dialogue

A system of development

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What do you need to do?

- Managers and professionals often play the roles as Mentors or Coaches at workplace
- The SoundWave model suggests that a range of repertoire in voices with skill and the sensitivity to situations may expand verbal competence of Managers
- How could these elements be incorporated into career development program in colleges and workplace?