



Public Service Management Wales
Rheoli yng Ngwasanaeth Cyhoeddus Cymru

How to conduct a clever conversation

Transforming the way People Think and Act

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Conversations are the DNA of human and organisational transformation

they shift perspective, change
hearts and minds and influence
thoughts and behaviours





Conversations allow us to presence

providing the opportunity to
define who we are and what we
believe in to others





A conversation is an exchange of ideas or views between two or more people using a common vocabulary and a shared cultural logic

They require us to share a cultural context and social reality





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Conversations connect people in
time and space they provide the
social glue that facilitates
engagement



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Transforming the way people
think and behave is critical to
delivering change
**‘Things don’t change people
do’**

Change is often painful,
distressing stressful and conflict
creating





Conversations are one of the most powerful tool for achieving individual transformation because they:

Operate at the level of the individual

Engage the individual as the object and not the subject of change





Require reciprocity and
interaction

Operate in real time

Sensitive to context change





Four ways to converse to achieve change

Transformational
Transactional
Instructional
Informational





Informational Conversations

Giving knowledge and information to others in a non-reciprocal way

Sharing advice, knowledge, experience and insight





**A suggestive mode of
conversation requiring:
knowledge and expertise
Effective communication/language
skills
Understanding of needs
Endures until new information
is imparted**





Instructional Conversations

Telling someone what to do or
what to think

Contingent upon possessing
sufficient power or authority to
ensure compliance





A coercive form of communication

Requiring a directional or commanding style of behaviour, requiring low level of interaction, Focused upon delivering tangible prescribed change

Lasts as long as power is exercised





Transactional Conversations

An exchange of resources of
equal value or benefit
Change is contingent upon being
able to offer what others need
and in return are prepared to
trade





A negotiating conversation

requiring an awareness of the
needs of others, an ability to
trade/exchange resources fairly
and judiciously,





a degree of trust based upon a
model of mutual self-interest to
bond both parties

Lasts as long as the trade
remains worthwhile for both
parties





Transformational Conversations

Building a commitment to change from within, developing a joint vision that inspires all parties to perform beyond expectation in collaboration with each other





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Participative conversations

Requiring the ability to co-create
with others to engage in
appreciative inquiry, to extend
influence beyond the realm of
personal control, to be mindful,
flexible and in the moment
Lasts until the transformation
is complete



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The conversations leaders have with their colleagues and teams must be:

Informational	10%
Instructional	5%
Transactional	10%
Transformational	75%

