

Judith Glaser

Conversational

Intelligence

The Power of Conversational Intelligence by Judith Glaser

Every now and then, a topic captures people's attention in unexpected ways. Conversational Intelligence, a concept popularized by Judith Glaser, is one such idea that has gradually transformed how we understand communication in both personal and professional contexts. It's not just about talking more effectively – it's about reshaping relationships, enhancing trust, and enabling collaboration through the nuanced art of conversation.

Who Was Judith Glaser?

Judith E. Glaser was a pioneering anthropologist, organizational consultant, and author who dedicated her life to exploring the science of conversations. Her groundbreaking work revealed how conversations affect the brain and influence the quality of human connections. As the founder of Benchmark Communications, she brought her insights to global leaders and organizations seeking to foster healthy, innovative, and productive cultures.

Understanding Conversational Intelligence

Conversational Intelligence (C-IQ) is more than a communication skill â€” itâ€™s a framework for building trust and strengthening relationships by understanding the biological and psychological impact of conversations. Glaserâ€™s research showed that certain types of conversations stimulate the release of oxytocin in the brain, promoting feelings of trust and safety, while others can trigger cortisol, the stress hormone, causing defensive reactions.

By mastering C-IQ, individuals and teams can shift from transactional interactions to transformational dialogues, creating environments where creativity and cooperation thrive. This approach emphasizes the power of questions, listening, and shared meaning, enabling leaders to harness the full potential of their workforce.

Key Principles of Conversational Intelligence

1. **Building Trust:** Trust is the foundation of successful conversations. Glaser highlights how conversational behaviors either build or erode trust in relationships.
2. **Levels of Conversation:** Glaser identifies three levels â€” transactional, positional, and transformational â€” each with different impacts on relationships and outcomes.
3. **Neuroscience in Communication:** Understanding how the brain reacts during conversations helps individuals create dialogues that foster connection rather than conflict.
4. **Listening for Impact:** Active listening and empathy are crucial to elevate conversations beyond surface-level exchanges.

Applications in Business and Leadership

Judith Glaser's™ Conversational Intelligence has been widely adopted in leadership development, team building, and organizational change initiatives. Leaders use C-IQ to dismantle silos, improve negotiation outcomes, and cultivate a culture of inclusivity and innovation. The methodology encourages transparency and authenticity, essential for navigating today's™ complex business landscapes.

Organizations that integrate C-IQ principles often report improved employee engagement, higher trust levels, and increased agility in problem-solving. This is because conversations are not merely exchanges of information but the very mechanism through which culture and collaboration are built.

How to Develop Your Conversational Intelligence

Developing C-IQ involves self-awareness, intentional communication, and practice. Some strategies include:

1. Being aware of your conversational style and its impact.
2. Asking open-ended questions that invite exploration.
3. Listening without judgment and validating others's™ perspectives.
4. Recognizing and managing emotional responses during conversations.
5. Encouraging dialogues that foster trust and mutual understanding.

Judith Glaser's™ books, workshops, and coaching programs provide valuable resources for those eager to deepen their conversational

skills and create meaningful connections.

The Lasting Legacy of Judith Glaser

Judith Glaser left an enduring legacy that continues to influence how we communicate, lead, and connect. Her insight that conversations shape our realities reminds us that every dialogue holds transformative potential. By embracing Conversational Intelligence, we open doors to richer relationships and more effective collaborations in every facet of life.

Unlocking the Power of Conversational Intelligence: Insights from Judith Glaser

In the realm of leadership and organizational development, few names resonate as profoundly as Judith Glaser. A pioneer in the field of conversational intelligence, Glaser has dedicated her career to unraveling the complexities of human interaction and its impact on business success. Her work offers a compelling lens through which to view the dynamics of communication, trust, and collaboration in both personal and professional settings.

The Foundations of Conversational Intelligence

Conversational Intelligence, or C-IQ, is a concept that Judith Glaser has meticulously developed over years of research and practice. At its core, C-IQ is about understanding the neurological and psychological

processes that underpin effective communication. Glaser posits that our brains are wired to connect, and the quality of these connections can significantly influence our ability to lead, innovate, and build strong relationships.

The Neuroscience of Trust

One of the most compelling aspects of Glaser's work is her exploration of the neuroscience of trust. She explains that trust is not just a feeling but a biological process that involves the release of neurotransmitters like oxytocin. When we engage in trust-building conversations, our brains release oxytocin, which fosters a sense of safety and connection. This biological response is crucial for creating environments where creativity and collaboration can thrive.

Applying Conversational Intelligence in the Workplace

The practical applications of Conversational Intelligence in the workplace are vast. Glaser's research suggests that leaders who cultivate high C-IQ can transform their organizations by fostering a culture of openness, transparency, and mutual respect. This, in turn, can lead to increased employee engagement, higher productivity, and a more innovative work environment.

Case Studies and Real-World Examples

To illustrate the power of Conversational Intelligence, Glaser often cites real-world examples and case studies. For instance, she highlights how companies that have embraced C-IQ principles have seen significant improvements in team dynamics and overall

performance. These success stories underscore the importance of investing in the quality of conversations within an organization.

Developing Your Conversational Intelligence

For those looking to develop their own Conversational Intelligence, Glaser offers several practical tips. She emphasizes the importance of active listening, empathy, and the ability to read non-verbal cues. Additionally, she encourages individuals to engage in conversations that are not only task-oriented but also relationship-building. By focusing on the quality of interactions, individuals can enhance their C-IQ and, in turn, their leadership capabilities.

The Future of Conversational Intelligence

As the business landscape continues to evolve, the role of Conversational Intelligence is becoming increasingly important. Glaser's work provides a roadmap for leaders and organizations looking to navigate the complexities of modern communication. By embracing the principles of C-IQ, businesses can create environments that are not only more productive but also more fulfilling for their employees.

Conclusion

Judith Glaser's contributions to the field of Conversational Intelligence have revolutionized our understanding of human interaction. Her insights offer a powerful framework for improving communication, building trust, and fostering collaboration in both personal and professional settings. As we continue to explore the depths of C-IQ,

Glaser's work remains a beacon of wisdom and innovation.

Judith Glaser and the Analytical Depth of Conversational Intelligence

Judith Glaser's work on Conversational Intelligence (C-IQ) stands as a significant development in the study of communication, combining anthropology, neuroscience, and organizational psychology to reveal the profound impact of conversation on human behavior and organizational effectiveness. This article delves into the context, causality, and consequences of Glaser's research, offering a comprehensive analytical perspective on her contributions.

Contextual Background

In an era defined by rapid technological advancements and increasingly complex organizational structures, effective communication has emerged as a critical differentiator in leadership and business performance. Judith Glaser entered this landscape with a unique interdisciplinary approach, drawing on anthropology's emphasis on human behavior, neuroscience's insights into brain function, and organizational theory to explore how conversations create, sustain, and transform relationships and cultures.

The Science Behind Conversational Intelligence

At its core, Conversational Intelligence is an exploration of how words and conversations literally shape neural pathways and influence

chemical responses in the brain. Glaser emphasized that conversations are not mere exchanges of information but are biological events that trigger neurochemical responses such as oxytocin and cortisol release, which in turn affect trust, openness, and collaboration.

This scientific underpinning situates C-IQ within the broader field of neuroleadership and emotional intelligence, highlighting the brain-body connection in leadership communication. By grounding conversational practices in neuroscience, Glaser offered a practical framework that leaders and organizations can apply to foster environments conducive to innovation and engagement.

Causes and Drivers in Conversational Dynamics

Glaser identified specific conversational patterns and behaviors that either build or undermine trust. These include the use of declarative statements versus interrogative queries, the role of listening, and the impact of vulnerability and transparency. She proposed a model of three conversational levels – transactional, positional, and transformational – each representing increasing depth and impact.

The causes behind conversational breakdowns often relate to fear, ego, and misalignment of intent, which lead to defensive postures and reduced openness. Glaser's framework helps diagnose these barriers and offers pathways to shift conversations towards transformational levels where mutual understanding and shared goals emerge.

Consequences for Leadership and Organizations

The implications of Glaserâ€™s work extend beyond individual communication skills to organizational culture and effectiveness. Leaders who apply Conversational Intelligence principles can dismantle silos, increase psychological safety, and foster a culture where innovation and change become possible.

Empirical studies and case examples show that organizations embracing C-IQ experience improvements in employee engagement, conflict resolution, and overall performance metrics. The ability to navigate complex conversations with emotional intelligence and clarity often differentiates successful leaders in volatile business environments.

Critical Perspectives and Future Directions

While Glaserâ€™s integration of neuroscience with communication theory is widely praised, some scholars suggest further research is needed to quantify the direct impact of C-IQ interventions across diverse settings. Additionally, the challenge remains in translating these principles into scalable training and sustained behavioral change.

Nonetheless, the enduring relevance of Judith Glaserâ€™s work lies in its holistic vision â€” recognizing that conversations are foundational to human systems and that mastery over conversational dynamics is essential for thriving in both personal and organizational realms.

The Depths of Conversational Intelligence: An Analytical Exploration of Judith Glaser's Work

Judith Glaser's groundbreaking work on Conversational Intelligence (C-IQ) has reshaped our understanding of human interaction and its profound impact on organizational dynamics. By delving into the neurological and psychological underpinnings of communication, Glaser offers a nuanced perspective on how trust, empathy, and active listening can transform leadership and team performance.

The Neurological Basis of Trust

Glaser's research reveals that trust is not merely an abstract concept but a biological process. When individuals engage in trust-building conversations, their brains release oxytocin, a neurotransmitter associated with bonding and social connection. This biological response creates a sense of safety and security, which is crucial for fostering an environment where creativity and collaboration can flourish. Understanding this neurological basis allows leaders to cultivate trust more effectively, leading to more cohesive and productive teams.

The Role of Empathy in Conversational Intelligence

Empathy is a cornerstone of Conversational Intelligence. Glaser emphasizes the importance of active listening and the ability to understand and share the feelings of others. By practicing empathy,

individuals can build stronger relationships and create a more inclusive work environment. This, in turn, can lead to increased employee engagement and higher levels of job satisfaction. Glaser's work highlights the transformative power of empathy in shaping organizational culture and driving business success.

Active Listening and Non-Verbal Cues

Active listening is another critical component of C-IQ. Glaser argues that effective communication involves not only hearing the words spoken but also interpreting the non-verbal cues that accompany them. By paying attention to body language, tone of voice, and facial expressions, individuals can gain a deeper understanding of the underlying emotions and intentions of their conversation partners. This heightened awareness can lead to more meaningful and productive interactions.

Case Studies and Practical Applications

Glaser's research is supported by numerous case studies and real-world examples. For instance, companies that have implemented C-IQ principles have reported significant improvements in team dynamics and overall performance. These success stories underscore the importance of investing in the quality of conversations within an organization. By fostering a culture of openness, transparency, and mutual respect, businesses can create environments that are not only more productive but also more fulfilling for their employees.

The Future of Conversational Intelligence

As the business landscape continues to evolve, the role of

Conversational Intelligence is becoming increasingly important. Glaser's work provides a roadmap for leaders and organizations looking to navigate the complexities of modern communication. By embracing the principles of C-IQ, businesses can create environments that are not only more productive but also more fulfilling for their employees. The future of C-IQ lies in its ability to adapt to the changing needs of the workplace and continue to drive innovation and collaboration.

Conclusion

Judith Glaser's contributions to the field of Conversational Intelligence have revolutionized our understanding of human interaction. Her insights offer a powerful framework for improving communication, building trust, and fostering collaboration in both personal and professional settings. As we continue to explore the depths of C-IQ, Glaser's work remains a beacon of wisdom and innovation, guiding us towards a future where the power of conversation is fully realized.

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As technology continues to advance, the relevance of digital books will only grow. The ability to download *Judith Glaser Conversational Intelligence* represents more than convenience—it symbolizes adaptation to modern learning methods. Digital literacy is now an essential skill, and engaging with PDF books helps users become more comfortable navigating digital environments, managing information, and evaluating sources critically.

In conclusion, downloading *Judith Glaser Conversational Intelligence* in PDF format offers numerous benefits, including accessibility, flexibility, affordability, and enhanced learning tools. It supports

students, professionals, and independent learners in achieving their educational goals while promoting ethical, sustainable, and inclusive access to knowledge. By choosing reliable platforms and engaging thoughtfully with digital content, readers can maximize the value of *Judith Glaser Conversational Intelligence* and continue their journey of lifelong learning in the digital age.

Questions & Answers About judith glaser conversational intelligence

No	Question	Answer
1	Who was Judith Glaser and what is her contribution to communication?	Judith Glaser was an anthropologist, organizational consultant, and author who pioneered the concept of Conversational Intelligence, exploring how conversations influence brain chemistry and relationships, ultimately transforming communication in leadership and organizations.
2	What is Conversational Intelligence (C-IQ)?	Conversational Intelligence is a framework developed by Judith Glaser that studies how conversations impact trust, relationships, and collaboration by understanding the neuroscience behind communication.
3	How does Conversational Intelligence improve leadership?	C-IQ helps leaders build trust, foster transparency, and create environments of psychological safety by facilitating transformational conversations that promote openness, creativity, and effective collaboration.

4	What are the three levels of conversation according to Judith Glaser?	The three levels are transactional (exchanging information), positional (advocating for one's own point of view), and transformational (engaging in dialogues that build trust and shared understanding).
5	How does neuroscience relate to Conversational Intelligence?	Neuroscience shows that conversations trigger chemical responses like oxytocin and cortisol in the brain, which affect trust and stress levels; C-IQ leverages this knowledge to improve communication outcomes.
6	Can Conversational Intelligence be applied outside business?	Yes, C-IQ principles are applicable in personal relationships, education, healthcare, and any context where building trust and effective communication are important.
7	What practical steps can one take to develop Conversational Intelligence?	Practical steps include active listening, asking open-ended questions, managing emotional reactions, fostering empathy, and creating dialogues that encourage trust and mutual understanding.
8	What is Conversational Intelligence (C-IQ) and why is it important?	Conversational Intelligence (C-IQ) is a concept developed by Judith Glaser that focuses on the neurological and psychological processes underlying effective communication. It is important because it helps individuals and organizations build trust, foster collaboration, and enhance overall performance.

9	How does the neuroscience of trust influence Conversational Intelligence?	The neuroscience of trust reveals that trust-building conversations trigger the release of oxytocin, a neurotransmitter associated with bonding and social connection. This biological response creates a sense of safety and security, which is crucial for fostering an environment where creativity and collaboration can flourish.
10	What role does empathy play in Conversational Intelligence?	Empathy is a cornerstone of Conversational Intelligence. It involves active listening and the ability to understand and share the feelings of others. By practicing empathy, individuals can build stronger relationships and create a more inclusive work environment.
11	How can active listening improve Conversational Intelligence?	Active listening involves not only hearing the words spoken but also interpreting the non-verbal cues that accompany them. By paying attention to body language, tone of voice, and facial expressions, individuals can gain a deeper understanding of the underlying emotions and intentions of their conversation partners.
12	What are some practical applications of Conversational Intelligence in the workplace?	Practical applications of Conversational Intelligence in the workplace include fostering a culture of openness, transparency, and mutual respect. This can lead to increased employee engagement, higher productivity, and a more innovative work environment.

1 3	How can leaders develop their Conversational Intelligence?	Leaders can develop their Conversational Intelligence by practicing active listening, empathy, and the ability to read non-verbal cues. Additionally, they should engage in conversations that are not only task-oriented but also relationship-building.
1 4	What are some real-world examples of organizations that have successfully implemented Conversational Intelligence?	Companies that have embraced C-IQ principles have reported significant improvements in team dynamics and overall performance. These success stories underscore the importance of investing in the quality of conversations within an organization.
1 5	How does Conversational Intelligence contribute to organizational culture?	Conversational Intelligence contributes to organizational culture by fostering a sense of trust, empathy, and active listening. This creates an environment where creativity and collaboration can thrive, leading to increased employee engagement and higher levels of job satisfaction.
1 6	What is the future of Conversational Intelligence?	The future of Conversational Intelligence lies in its ability to adapt to the changing needs of the workplace and continue to drive innovation and collaboration. As the business landscape evolves, the role of C-IQ will become increasingly important.
1 7	How can individuals enhance their Conversational Intelligence?	Individuals can enhance their Conversational Intelligence by focusing on the quality of their interactions, practicing active listening, and engaging in trust-building conversations. Additionally, they should be mindful of non-verbal cues and strive to build stronger relationships.

active listening, building trust, c-iq, communication skills, communication strategies, conversational intelligence, empathy, judith glaser, leadership communication, leadership development, neuroscience and communication, neuroscience of trust, organizational culture, team dynamics, transformational conversations, trust building, trust in communication

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Judith Glaser Conversational Intelligence eBooks support offline access, enabling uninterrupted learning without constant internet connectivity.

Judith Glaser Conversational Intelligence eBooks provide measurable educational value.

By eliminating physical constraints, Judith Glaser Conversational Intelligence eBooks allow readers to focus entirely on content rather than format.

Professionals and students alike rely on Judith Glaser Conversational Intelligence eBooks as dependable reference materials.

Judith Glaser Conversational Intelligence eBooks integrate seamlessly with digital workflows and note-taking systems.

Reduced paper usage contributes to environmental efficiency.

Judith Glaser Conversational Intelligence eBooks allow rapid content revision and correction.

Readers value Judith Glaser Conversational Intelligence eBooks for their consistency in structure and presentation.

Reliable content builds trust.

Platform independence enhances longevity.

Judith Glaser Conversational Intelligence eBooks are widely used in

professional development programs.

Updatable digital content ensures alignment with current standards and best practices.

Judith Glaser Conversational Intelligence eBooks reduce reliance on fragmented online sources by consolidating information into structured formats.

Many learners report improved discipline when using Judith Glaser Conversational Intelligence eBooks.

Judith Glaser Conversational Intelligence eBooks contribute to a more efficient learning ecosystem.

Digital learning with Judith Glaser Conversational Intelligence eBooks reduces reliance on fragmented external resources.

Centralized content improves trust.

Continuous engagement with Judith Glaser Conversational Intelligence eBooks helps reinforce habits that lead to long-term intellectual growth.

Revisions can be deployed without disruption.

Many learners report improved discipline when using Judith Glaser Conversational Intelligence eBooks.

Control over pace reduces pressure and increases retention.

They adapt to changing consumption patterns.

Device flexibility allows seamless transitions between work, travel, and study contexts.

Judith Glaser Conversational Intelligence eBooks reduce time spent

searching for reliable information.

Tips for reading Judith Glaser Conversational Intelligence

Reading Judith Glaser Conversational Intelligence in digital format can be a highly effective and enjoyable experience when done with the right approach. Unlike traditional printed books, digital reading offers flexibility, customization, and powerful tools that can improve comprehension and retention. However, without proper habits, digital reading can also lead to fatigue or reduced focus. Applying practical reading strategies helps you get the most value from Judith Glaser Conversational Intelligence.

One of the most important tips is to break your reading into manageable sessions. Long, uninterrupted reading on a screen can strain the eyes and reduce concentration. Instead of reading for several hours at once, divide your time into shorter sessions with regular breaks. This approach helps maintain focus, improves understanding, and prevents mental exhaustion. Using techniques such as the Pomodoro method—reading for 25–30 minutes followed by a short break—can be particularly effective.

Using bookmarks is another simple yet powerful habit. Most digital reading platforms allow you to bookmark chapters, sections, or specific pages. Bookmarks make it easy to return to important parts of Judith Glaser Conversational Intelligence without scrolling or searching manually. This is especially useful for long documents, study materials, or reference-based reading where you may need to revisit certain sections frequently.

Highlighting key points and adding annotations can significantly improve comprehension. Digital highlights allow you to visually mark

important ideas, definitions, or summaries. Adding notes in your own words helps reinforce understanding and creates a personalized study guide. Over time, these highlights and annotations turn Judith Glaser Conversational Intelligence into an interactive learning resource rather than passive reading material.

Adjusting screen settings plays a crucial role in reading comfort. Most reading apps allow you to customize font size, font style, line spacing, and background color. Increasing font size and line spacing can reduce eye strain, while using dark mode or sepia backgrounds may improve readability in low-light environments. Adjusting screen brightness to match ambient lighting further enhances comfort and protects eye health during long reading sessions.

Creating a focused reading environment

A distraction-free environment improves reading efficiency and enjoyment. When reading Judith Glaser Conversational Intelligence, try to minimize notifications from messaging apps or social media. Many devices offer “focus mode” or “do not disturb” settings that help maintain concentration. Choosing a quiet, comfortable location with proper lighting also contributes to a better reading experience.

For study or professional reading, setting clear goals before starting can be beneficial. Decide whether you are reading for general understanding, detailed analysis, or quick reference. Clear objectives help guide how deeply you engage with the content and which sections deserve closer attention.

Access Formats

Judith Glaser Conversational Intelligence is often available in multiple formats, each offering unique advantages. Understanding these

formats helps you choose the one that best matches your preferences, devices, and reading habits.

PDF format:

PDF is one of the most common formats for Judith Glaser Conversational Intelligence. It preserves the original layout, fonts, and images, ensuring consistency across devices. PDFs are ideal for documents with structured layouts, charts, or academic formatting. They work well on computers and tablets but may require zooming on smaller screens. Annotation and highlighting tools are widely supported in PDF readers, making this format suitable for study and professional use.

ePub format:

ePub is a flexible and reflowable format designed for eReaders and mobile devices. Text automatically adjusts to different screen sizes, allowing comfortable reading on smartphones and dedicated eReaders. If you prioritize readability and customization, ePub is often the best choice for reading Judith Glaser Conversational Intelligence on the go. However, complex layouts may not always appear exactly as intended.

Audiobook format:

Audiobooks offer an alternative way to experience Judith Glaser Conversational Intelligence content. Instead of reading text, users listen to narrated versions. Audiobooks are ideal for multitasking, commuting, or users who prefer auditory learning. While they do not allow highlighting or visual reference, they provide accessibility and convenience for busy lifestyles.

Selecting the right format depends on your device, reading goals, and

personal preferences. Many readers combine multiple formats—for example, reading the PDF for detailed study and listening to the audiobook for review or reinforcement.

Benefits of Digital Copies

Digital copies of Judith Glaser Conversational Intelligence offer several advantages over traditional printed books, making them increasingly popular among modern readers. One of the most significant benefits is portability. Hundreds or even thousands of digital books can be stored on a single device, eliminating the need for physical storage space and making it easy to carry an entire library anywhere.

Searchable text is another major advantage. Instead of flipping through pages, digital readers can instantly search for keywords, phrases, or topics within Judith Glaser Conversational Intelligence. This feature is invaluable for research, study, and professional reference, saving time and improving efficiency.

Offline access enhances flexibility. Once downloaded, digital copies of Judith Glaser Conversational Intelligence can be accessed without an internet connection. This is especially useful for travel, remote study, or areas with limited connectivity. Offline access ensures uninterrupted reading regardless of location.

Annotation tools add further value. Highlights, notes, and bookmarks transform digital reading into an interactive experience. These tools help readers organize information, revisit important sections, and personalize their learning process. Notes can often be exported or synced across devices, providing continuity and convenience.

Cost and sustainability advantages

Digital copies are often more affordable than printed books. Many platforms offer discounts, subscription models, or free access to public domain works. Over time, digital reading can significantly reduce costs for students, professionals, and avid readers.

From an environmental perspective, digital books reduce paper consumption, printing, and transportation. Choosing digital versions of Judith Glaser Conversational Intelligence contributes to more sustainable reading habits and a smaller environmental footprint.

Accessibility and inclusivity

Digital reading platforms often include accessibility features that benefit a wide range of users. Adjustable fonts, text-to-speech options, screen reader compatibility, and contrast settings make Judith Glaser Conversational Intelligence more accessible to readers with visual impairments or learning differences. These features help ensure that knowledge is available to a broader audience.

Balancing digital and traditional reading

While digital copies offer many benefits, balancing them with healthy reading habits is important. Taking regular breaks, maintaining good posture, and limiting screen exposure before bedtime help prevent fatigue and eye strain. Some readers choose to alternate between digital and printed formats depending on the context and purpose of reading.

Building a long-term reading habit

Consistency is key to getting the most value from Judith Glaser Conversational Intelligence. Setting a regular reading schedule, even for a short daily session, helps build a sustainable habit. Tracking progress using reading apps or journals can increase motivation and

provide a sense of achievement.

Final thoughts on reading Judith Glaser Conversational Intelligence

Reading Judith Glaser Conversational Intelligence digitally offers flexibility, efficiency, and powerful tools that enhance understanding and engagement. By applying effective reading strategies, choosing the right format, and taking advantage of digital features, readers can create a comfortable and productive reading experience. Whether for learning, professional growth, or personal enjoyment, digital copies of Judith Glaser Conversational Intelligence provide a modern and accessible way to consume structured knowledge anytime and anywhere.