

Goal

Improving Communications Skills is an essential course designed to give you both **the tools** you need to improve your communication skills, and the most **successful strategies** for using them to your advantage.

You'll learn how to discover if someone is lying (and how to react if they are), how to develop trust, the best method of communication for negotiation, and how to apologize. You'll also learn when to cooperate and when to compete, how to create persuasive messages, ask thoughtful questions, engage in active listening, and choose the right medium (face-to-face conversation, video conference, phone call, or email) for your messages.

By the end of the course, you'll be able to understand what others want, respond strategically to their wants and needs, craft convincing and clear messages, and develop the critical communication skills you need to get ahead in business and in life.

Thin lines between cooperation and competition

Example: thanksgiving, Japan vs US before and after WW2, parenting, sibling love / rivalry, twins, office (accomplish common goals, competing for recognition, promotion, and raises).

Three principles of cooperation and competition

- Scarcity of resources
- Sociability
 - Inherently social beings
 - Solitary confinement
- Dynamic instability
 - Need for change between cooperation and competition

The mechanics of comparisons

Puzzles: separated twins share much similarities, expectant father gains weight (Correlation does not imply causation, no cause-and-effect relation)

Comparisons

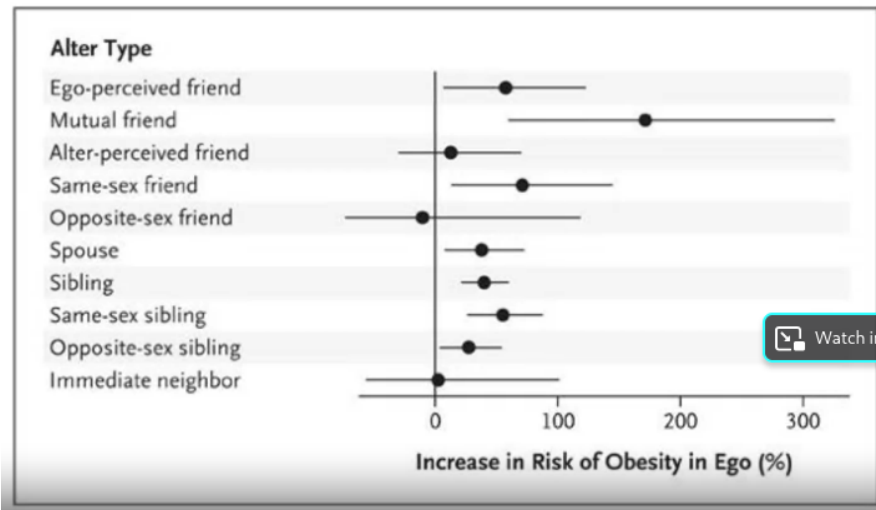
- Inevitable
- Upward and downward comparisons
- Social / internal

Dimensions of comparisons

Similarity

- Siblings, twins

- The more similar, the more the comparisons matter
- The spread of obesity
 - People compare themselves to those around them (expectant father)



- the more similar the person, the more impactful that comparison is.

Proximity

- Rivalries: football clubs
- Neighbors:

Self-Relevance

Something we care about

- Strong drive to advance one's career
 - A co-worker's promotion is self-relevant
- Neighbor wins an award for baking
 - The comparison is not intense

Social comparisons

- Collaboration
 - Information may change the way we collaborate or compete with others
- Competition
- Retreat
 - If a comparison is unpleasant / invidious, one will exit the situation

Examples

- Monkey getting cucumber rather than grapes gets angry
- Unfair salary
- American airline:
 - Union agreed to an annual concession of certain amount
 - Top executives get extra pay
 - Union withdrew concessions
- "The permanent invidious comparisons made professional life impossible". – David Miliband

Adoption of artificial twin

- An adopted child that is similar to the age of a biological child
 - Pro: built in playmate, economies of scale
- Corrosive social comparison
 - Many adoption agencies encourage against the adoption of an artificial twin

Doing better but feeling worse

- The silver medal face
 - Those come in second seem more distraught than those who finish third
 - 93% gold medalist smiled
 - 70% bronze medalist smiled
 - None of the silver medalist smiled
- Silver medalists compare upward to gold medalists
- Bronze medalists compare downward to no medal

Comparison and motivation

- NBA example: they analyzed over 18,000 games, and they found a discontinuity where teams down by one point at the half were actually more likely to win. Motivated by comparison
- Space race: more spending on NASA in comparison to Sputnik

Special social comparisons - rivals

- In races against one's close rivals
 - Larry bird & Magic Johnson
- Sisters
 - Comparison between husband's income
 - The actual amount does not matter, but the relative amount matters

Comparison and cheating

- BA and Virgin airlines
- Professional soccer rivalries
 - 2788 matches played between 2002-2009
 - Co-location in the same city lead to more unethical behavior
- Professors and SSRN deception
- Rhonda
 - Selected to take classes to develop her computer skills
 - Socially ostracized from co-workers

Comparisons find you balance

Motivation - resentment

Key rules

- Favorable comparisons
 - Looking down at others who haven't accomplished as much
 - Volunteering

- Increase happiness
- Unfavorable comparisons
 - Can push you to great efforts

Key bargaining table

- Negotiation table
 - Target: motivation
 - Reservation price: in comparison, happy
- Target focus
 - More motivated but less satisfied
- Reservation price focus
 - Less motivated but more satisfied

Benefits of graduating in a recession

- Graduates make up to 15% less
- Actually happier with their job

Three principles of social comparison

- Assess if the comparison is in/out of order
- Provide new opportunities to compete
- Anticipate that success will upset others

Trust

The cooperation challenge

Interrogation Example

- Rowels knew Detective Frank needed a confession
 - Frank still got it in 30 min
 - Needed someone to be cooperative
 - Needed it fast
- How do we get people to help us out even when it's not in their own best interest?
- Would you allow a stranger sleep in your house?
 - Airbnb

How to cooperate in a social dilemma?

- Social dilemma
 - Prisoner's dilemma with more than two parties
 - The collective is better off when individuals cooperate
 - Individuals have incentives to defect: overfishing, smog test of an individual's car
 - Problems
 - Reducing greenhouse gasses
 - Overfishing
 - Conserving water
 - Contributing to a public radio

- Working on a team project
- Many negotiations
 - Creating vs claiming value

What facilitates cooperation

- “Shadows of the past”
 - Build relationships: shared history (bonding experience), or shared goal.
- Shared identity
 - Do I value my identity as part of the group?
- “Shadows of the future”
 - Will we interact in the future?
- Communication
 - Is communication clear
 - Does it demonstrate concern
 - Face-to-face is best
- Expectations
 - Shift expectations: community game vs wall street game
- Accountability
 - Is behavior observed? Is there recourse?
 - Anonymity hurts
 - Rating systems help
- Trust

Building trust: vulnerability

- Prenuptial agreement was a thorn to the marriage
 - Low trust, lack of vulnerability
- Pratfalls
 - High performer gains trust from spilling coffee
 - Mistakes make people seem warmer and more approachable
 - Must be balanced with competence

Vulnerability

- Not just about sharing failures
 - Making yourself vulnerable to others by off key singing or socializing with others
- Self disclosure
- Admitting failure
- Risk: too vulnerable
 - Millosevic: failed to consider extradition
 - Surgeons cannot spill pens

Building trust

- Rapport
- Warmth
- Equality

Detective Frank build rapport

- Sat close
- Leaned in

- Asked about his family
- "I made friends with him"

Build rapport

- Non-task communication
 - Local events, hobbies
 - Share meal
 - Go to events together
- Common experiences/ interests
- Using first names correctly

Warmth

- Ron Klein's challenge
 - How could he sound articulate but also warm?
 - Practice TV interview
 - He never smiled
 - Talk about his family
 - He demonstrated warmth as well as competence, and more likeable and trusted
- Having a dog as president projects warmth
 - Spending time with family
 - Sharing personal stories

Demonstrate warmth

- Concern for other people
- Kindness
- Spend time
 - Family, friends, pets ,volunteering

Equality

- Communicate a sense of equality
 - Be punctual, minimize differences in clothing, seating, etc.

Interdependence

- The need to rely on each other
- Assigning people to groups
 - Caused loyalty within: participants to favor their group and increase trust in group members

Common goals build trust

- Common enemies
 - The US and Pakistan grow closer after 9/11 attack
 - Russia and France changes their dynamics after attacks in the mid-east
 - Such as a competitor

- Identify common goals
 - To develop the best process for the company, to solve a shared environmental concern

Building trust

- Warmth and competence
- Vulnerability
- Communication
- Institutions
- Reputations
- Common goals

Communication and institutions

Key idea

- Our words match our deeds

Example

- In 2008, Ford, Chrysler and GM requested \$25B Federal loan
 - First trip to DC, corporate jet
 - Second trip to DC, arrived in hybrid vehicles

Show equality

Language matters

- Community game vs Wall Street game
- Partner vs opponent

Seating matters

Reverence for Institutions

- Alton Logan's aunt said, "They did what they had to do"
- Set free after 26 years when Wilson was dead
- If your friend gossip to you, you know that they also gossip about you.

Rating system

- Airbnb
 - Website devoted to trust
 - Their rating system makes a big difference
- Uber
- Ebay

Signaling and trust

- How can we convey unobserved information?
- How committed is your partner to the relationship?
 - Expensive gifts, jewelry
 - Cost
- How interested is the candidate in a career?
 - Internships
- How intelligent is a candidate?
 - Higher education

- How sure is our new partner that this product will succeed?
 - Guarantees, warranties

Signal

- Signal can be clear
- Signal can be powerful
 - Observable action that conveys unobserved information
 - Affordable to some types of people, but too expensive to others

Dimensions of signals

- Clarity
 - Does the signal convey the right message?
 - Flower and jewelry
- Power
 - Is it too expensive for people to bluff

Guidelines

- Send clear signals
- Trust signals that are powerful
 - Time and money

Trust emotion and limited feedback

How do you feel?

- Feelings are a summary statistics for complicated judgements
 - Should we hire the candidate?
 - Do I like this house?
 - Do I trust this person?

Incidental emotions influence our feelings and trust

- Incidental emotions - emotions that are unrelated
- Incidental anger harms trust
- Incidental happiness boosts trust
- Our trust judgements can move
 - But incidental emotions don't have an effect on people you know well
- When you are asking others to trust you
 - Recognize that their feelings will bleed into the current situation

Whom should we trust

- Guilt-prone people are more trustworthy than people who are not prone to feeling guilty
- Think of a time when you made a mistake at work. How did you feel when this occurred?
 - What did you do? What did you learn from this experience?
 - How likely is this person to feel badly if they did something wrong, even if no one knew about it?
 - Does this person have a strong sense of responsibility for others?
 - Would this person feel bad about letting others down

The challenge of limited feedback

- We often cannot observe every behavior
- Beware when monitored behaviors anticipated

- People often engage in strategic behavior when they know they are being observed
- Observers fail to appreciate how strategically people behave

Deception

Deception in the wild

- Deception is hardwired
- Cuckoo chick fed by tree pipit
 - Exploit other bird's generosity
 - Hide eggs in nests of other bird species
- Ravens, apes, monkeys, fish
 - Capuchin: sound an alarm to distract others to steal food
 - Fake death
 - Fake injury

Fundamental truths about deception

- Deception hijacks existing systems
 - Exploits trust
- Deception is hardwired
 - it's an important part of our cognitive development
- Deception often succeeds
- Deception is not always bad
 - We should teach people how and when to deceive

Deception development milestone

- By age 4, 90% of children lie
 - Demonstrate a "theory of mind"
 - The recognition that you might not know what I know

Deception is chronic

- Teenager
 - 86% lie to parents regularly
 - 75% lie to friends
 - 73% lie to siblings
- Couples
 - 69% lie to a spouse
- Women lie to make others feel better
- Men lie to self-enhance

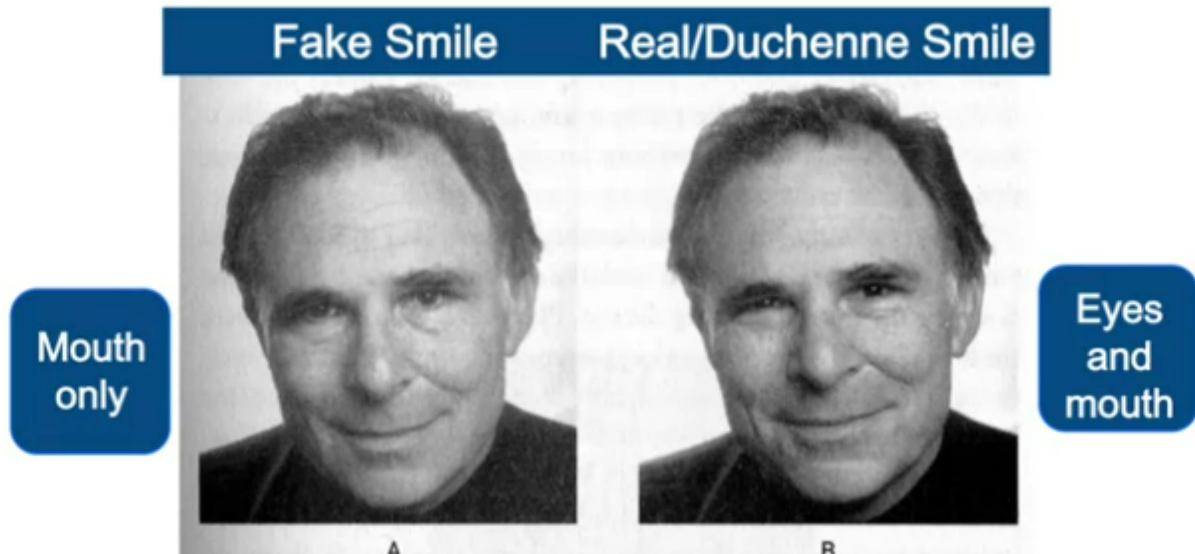
The challenge of lie detection

Most people are poor lie detectors

- Most people believe what they are told
- People are generally over-confident in their ability to detect lies
 - Especially true of

- Professionals
- Relational partners

Many cues are subtle



Where to focus?

- Content of the message
 - Does it make sense? Is it consistent?
 - Is it an unusual thing to say or do?
- How is the message delivered?
- Match between content and delivery

Detecting deception vs suspicion

- Identify suspicious cues that prompt you to
 - Probe further
 - Seek info from other sources

Cues to detect deception

What changes when people lie

- Emotions change when engaging in deception
 - Fear, guilt, happiness
- Cognitive load
 - Keeping two stories straight
 - Monitoring and controlling their own behavior
 - Monitoring and inferring what others are thinking

Anxiety

- Polygraph - an anxiety detection machine
 - Heart rate quickens
 - Perspiration increases
 - Breath is faster
- Face
 - Press lips together

- Blink rate rises
- Voice
 - Higher pitched voice
- Movement
 - Rubbing forehead
 - Squeezing face
 - Rubbing neck
 - No movement “flash frozen”
 - Lip bite

Scared straight

- Even the prospect of polygraph testing
 - Leads to confession
 - Refuse to participate

Disrespect

- Sarcastic responses
- Talking down to the target
- Exhibiting contempt
- Preening
 - Such as picking-off lint on their clothes
 - Rolling eyes
- Deception is a sort of an egotistical move.

Feigned emotions

- Leakage
 - Cues of mismatching emotions
- Mistakes in emphasis
 - How are words emphasized
- Lack of synchrony
 - Text and non-verbal correspondence
- Conflicting micro-expression
 - Less than 1/20 of a second
 - Frequently missed in casual conversation
- Incomplete expressions

Facial expressions

- The ability to detect micro-expressions can be trained
- Facial action coding system
 - Combination of 43 facial action units yields more than 10,000 possible micro expressions

Matching content and context

Synchrony

- Text and non-verbal correspondence
 - Do they match or do they differ?
- Deceivers
 - Incongruent

- Say no but nod yes
- Catch and correct mid-way
- Delayed
 - "I didn't do it" - pause - negative head swing
- Inconsistent actions
 - Does emotion match the situation
 - Delayed reporting
 - Reporting a kidnapping
 - Traveling to a different jurisdiction to report a crime

Asynchronous comes from discomfort

- Liars want the meeting to end
 - Looking at the clock
 - Repeatedly talk about ending the meeting / interview
 - Welcome description
- Liars want to create distance
 - Lean away (often toward exit)
 - Eye blocking
 - Create artificial barrier
 - Inanimate objects
 - Soda cans, backpack, pencil holders

Self-presentation: overdoing it

- Excessive displays of comfort
 - Spread out on couch
 - Yawn excessively
 - Self-medicated (alcohol, drugs)
- Statement
 - I would never lie
 - I was always taught to tell the truth
 - To be honest

Perception management

- Group attendance
 - Group of "close friends"
 - Prominent members of community
- Appearance
 - Change clothes
 - Change hairstyle

Cues for cognitive load

- Longer pauses
- Liars take longer to start answering a question
 - Stalling for time
 - Adding irrelevant information
 - Unless deceiver had time to prepare
- More shuttering
- Decreased gesticulation

- Increased pupil size

Practical steps to detect deception

Increase cognitive load

- Push people to make mistakes if they are lying
- Ask interviewee to perform a second task
- Remember additional info
 - A 7-10 digit number
- Add a distracter
- Ask questions about several different topics
- Ask interviewee to recall activities out of order
- Make eye contact
- Ask detailed follow-up question
 - Who else was there
 - What is the weather like
 - What time of day was it?

Prescriptions

- Meeting in person
 - Allows you to access nonverbal cues more accurately
 - But also allows the deceiver to gage gullibility
 - Inhibit lying
 - People may be less likely to lie in person
 - People become less aggressive or hostile
 - “Keyboard bullies become meek as lamb in person”
 - Control the environment
 - Know who is listening, add cognitive load
 - But reveal more info
 - Such gullibility

Search broadly

- Be sensitive to behavior in other domains
 - Boasting about cheating on taxes
 - Pre-test with questions to which you already know answers
- Value and collect info from many sources
- Record interviews
 - Shift focus to see more cues
 - Watch without sound
 - Focus on the body without watching the face
 - Computer text analysis
 - Linguistic inquiry and word count

Confronting a liar

- Context / status matters
 - Police use key phrases when interrogating suspects
 - “I know you are lying to me”
 - Add stress

- “The two things I miss most, my gun and my badge”
- If you don’t have such a status
 - Suggest that there is more info
 - Encourage people to exit the situation

Nature of violation

Eliot Spitzer

- High ethical standard
- Patron of Emperors Club VIP
- Comeback attempt 5 years later

David Letterman

- 2009 accused of sexual harrasment
- “I got into my car this morning, and even the navigation lady wasn’t talking to me”,

Martha Stewart

- Arrested for insider trading
 - Lied to investigators
- In prison
 - K-mart product sold well
 - Ad sales went up
 - Interior paint line did well
 - Omnimedia stock rebounded
- Within months of her release
 - Back on daytime television
- Style advice is not core violation

Arthur Andersen accounting

- Build a brand on integrity
- Signed off on misleading Enron documents & shredded them in 2002

When can trust be repaired

- Nature of violation
 - Core / non-core
- Competence (ability) / integrity (benevolence)
 - We forgive competence violations more readily

Learning from bad apologies

Deepwater Horizon (2010)

- Oil gushes for 87 days
- 11 workers died
- BP CEO made a self-centered apology
- “The only time Tony Hayward opens his mouth was to change feet”, former BP employee in PR
- Calls from Capitol Hill for Hayward to resign

Lululemon 2013

- Chairman and founder

- "Some women's bodies just actually won't work"
- Apology to his employees
 - "I'm sorry to have put you all through this."

Tiger Woods

- After delivering his apology, he sailed off on his expensive boat named "privacy"

Coca-cola

- Belgium 1999, bad carbon dioxide at a plant in Antwerp
- CEO took a lower profile hoping to blow it over
- 50 m beverages were removed in France, Belgium and Germany

Volkswagen

- Cheating on emission testings
- Limited authority
 - Defected blame
 - "This is not a corporation decision"
 - "Cars are safe to drive"
 - Recall and fixes can take years

Lessons

- Perspective taking
 - Think about the other perspective
- Audience matters
 - Who is receiving that apology matters most
- Penance matters
 - We expect wrong doers to suffer or pay for it
- Speed matters
 - You cannot always wait for an internal investigation or for things to blow over
- Psychological contracts
 - You are responsible, even when you believe concerns are overblown
- Who apologizes matters
 - The person sent to apologize wasn't in charge
 - Limited apology
 - Commitment to change matters
 - Clear
 - Credible
 - Involve outside parties

The apology formula

Study German EBay

- 632 users made a complaint about a transaction
 - Half receive an apology, "I would like to apologize and ask if you might withdraw your evaluation"
 - 45% removed their critical rating
 - Half received a cash rebate "as a goodwill gesture"
 - 21% removed their critical rating

Southwest airlines

- Flight crash
- CEO responded within hours
 - Expressed condolences
 - Flew to Chicago with 94 Go team employees
 - “There are no words to adequately convey our grief and sorrow. The entire Southwest family is grieving this loss.”
 - Response characterized as “swift” and “caring”

A good apology can

- Fundamentally change perceptions
 - Words matter
 - Deeds matter

Baptist hospital’s response

- Full disclosure policy
 - Explained what happened immediately
 - Hospital took measure to get to know the family
- Mediated settlement
 - Free care for patient for life
 - Create video with the nurse to educate Baptist employees
- Changed procedure to prevent a future accident
 - The patient’s father believes Baptist is committed to change and forgave the hospital

What makes an apology effective

- Candor
 - Disclosure (VW vs Baptist)
 - Speed (Southwest vs Coca-Cola)
- Remorse
 - Who apologize (Southwest vs VW)
 - Express regret (Southwest vs Lululemon)
 - Other focus (BP vs Southwest)
 - Penance (Baptist vs Tiger Woods)
- Commitment to change
 - Baptist vs VW

Apology can transform a relationship from one that could have been very competitive to one that ends up being incredibly cooperative.

Preparation and experience

Industries familiar with service failure

- Hospitality
- Medicine
- Restaurants
- Transportation

Industries unprepared

- Oil & Gas, manufacturing, clothing

Barriers to apology

- Fear of signaling weakness
 - 1-down position
 - Like asking for direction
- Fear of lawsuits
 - Medical professionals are trained not to apologize
- Pride
- Defensiveness
 - Shift blame

Key lessons

- We need to prepare to apologize
 - Train employees
 - Develop policies
 - Convey respect
 - Follow-up
 - Build credibility
 - Promise carefully
 - Manage expectations
 - Stay other-focus (audience's concern)

Effective communication

Conveying ideas

Communication goals

- Convey ideas
- Gather information
- Change relationships

Key principles to convey ideas

- Grab attention
 - Surprising
 - Puzzle
 - Emotional
 - Individual stories trigger empathy
 - "If I see one I would act".
 - Video from a patient's perspective
- Send a message
 - Simple
 - Persuasive
 - Memorable

Persuasive

- Credible
 - Invoke authority
 - Experience
 - Trust

Simplicity

- Focus on a single message
 - “It’s the economy stupid” (Clinton)
 - “THE low cost airline” (Southwest)
 - Commanders intent (US military)
 - Don’t bury the lead

Make Messages Memorable

Tell a Story

- Willie Horton
- George H. W. Bush vs. Michael Dukakis
- Lee Atwater, Bush Campaign Manager, “By the time we’re finished, they’re going to wonder whether Willie Horton is Dukakis’ running mate.”
- Willie Horton was serving a life sentence for murder
 - Weekend furlough
 - Raped a woman & stabbed her husband
 - Dukakis was in favor of the furlough program
- This story derailed Dukakis in 1988

Memorable

- Vivid
 - National Geographic (Afghan refugee)
- Keep it simple
 - Chronological order

Accessible

- Analogy
 - “Copyrights are property.”
 - “We are only as strong as our weakest link.”
 - “Closing the barn door after the cows have gotten out.”

Figures of Speech

- Rhyming
 - OJ Simpson Trial
 - “If the glove doesn’t fit, you must acquit”
- Loose lips sink ships

Concrete

- Offers ideas for specific action
- “Put a man on the moon within the decade.” – John F. Kennedy
- Boeing in the 1960s
 - “The 727 must seat 131 passengers, fly nonstop from Miami to New York City, and land on Runway 4-22 at La Guardia.”
 - Runway 4-22 is < 1 mile
- Avoid vague directions
 - “Maximize shareholder value”
 - “Continuous improvement”

Narrow Focus

- CEO Lee Iacocca of Ford
 - “under 2,000 pounds and under \$2,000” available in 1970
- In 1970, Ford introduces the Ford Pinto
 - Ford Pinto: 1970-1980 “The barbecue that seats four.”
- Rear-end collisions could burst the fuel tank
 - Fuel tank behind the rear axle in less than 10 inches of crush space
 - 56 people died in Pinto fires
 - Time Magazine included the Pinto in its list of the 50 worst cars of all time
 - Debate
 - Was Ford was aware of the design flaw?
 - Perhaps it was cheaper to pay off lawsuits than redesign the vehicle

Asking questions

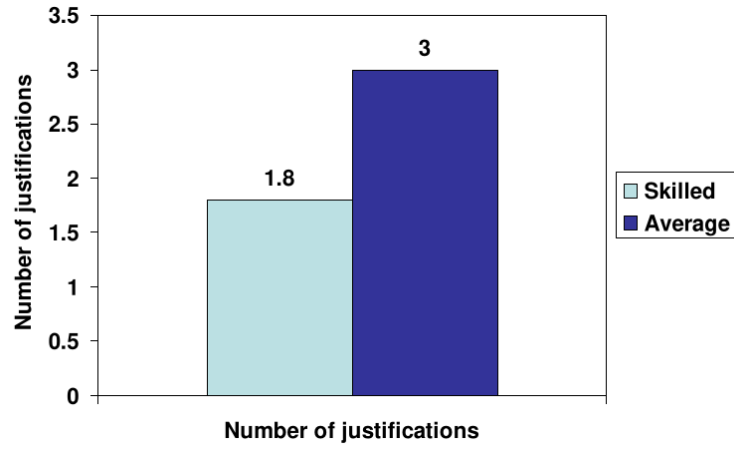
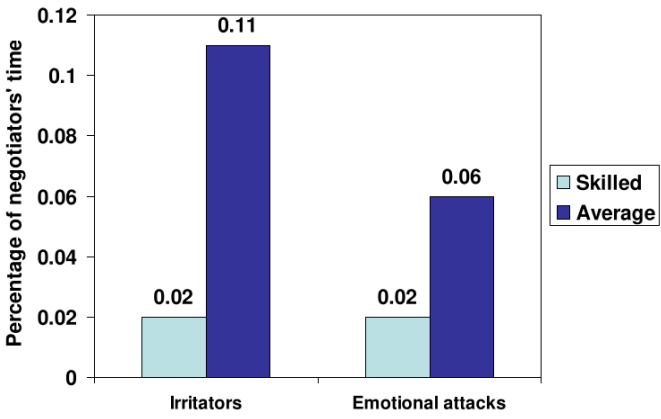
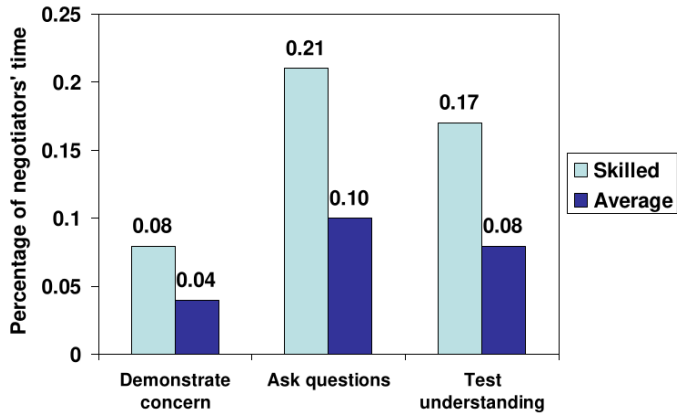
Ask for it

- University of Chicago received a \$1m grant from Mrs. Field of the Marshall Field Department Store.
- Administration at Northwestern University were shocked. Mrs. Field lived in Evanston, Illinois and had been a supporter in the past.
- They called Mrs. Field, she explained, “The people of the University of Chicago asked. You didn’t.”

Comparison of Skilled vs Average Negotiators

- Neil Rackham study of 102 labor negotiators
- Compared superior and average negotiators before, during, and after negotiation
- Ability based upon peers and counterparts assessments

Skilled Negotiators in Communication



A Deeper Look at Questions

What Questions Do (Linguistics)

- Structure Conversation (Clark, 1996)
- Moves narrative forward
 - “And what happened next?”
- Pauses to ensure understanding
 - “Do you know what I mean?”

- “How did you know who was calling?”
- Solicit information
- Guide answers

Leading Questions

- Study where participants watched a driver’s education film of an accident (Loftus & Palmer)
 - How fast were the cars going when they *smashed* into each other?
 - How fast were the cars going when they *bumped* into each other?
 - How fast were the cars going when they *contacted* each other?
 - **Answer:** 41, 38, 32 mph, respectively
 - The questions we ask can guide the answers that we get, particularly for questions that have kind of vague or uncertain answers.

Leading Questions (Loftus)

- Do you get headaches *frequently*, and if so, how often?
 - 2.2 per week
- Do you get headaches *occasionally* and, if so, how often?
 - 0.7 per week
- Other examples
 - Could you be impartial if you knew the defendant was a member of a gang?
 - When did you stop taking money?

Implanting Memories (Loftus)

- Participants watched a video of car driving on a country road
 - “How fast was the car going?”
- One week later, asked participants again “Did you see a barn?”
 - “How fast was the white sports car going while traveling along the country road?”
 - “How fast was the white sports car going when it passed the barn while traveling along the country road?”
- One week later: “Did you see a barn?”
 - Yes: 17.3% vs 2.7%

What Do Questions Do?

- Gather information
- Reveal information
- About the asker
- Consequently elicit different information

Example about selling a used-ipod

Manipulation

- General question: What can you tell me about it?
- Positive assumption question: It doesn’t have any problems, does it?
- Negative assumption question: What problems does it have?

Question Disclosure

Specificity reveals knowledge

General question:

What can you tell me about it?

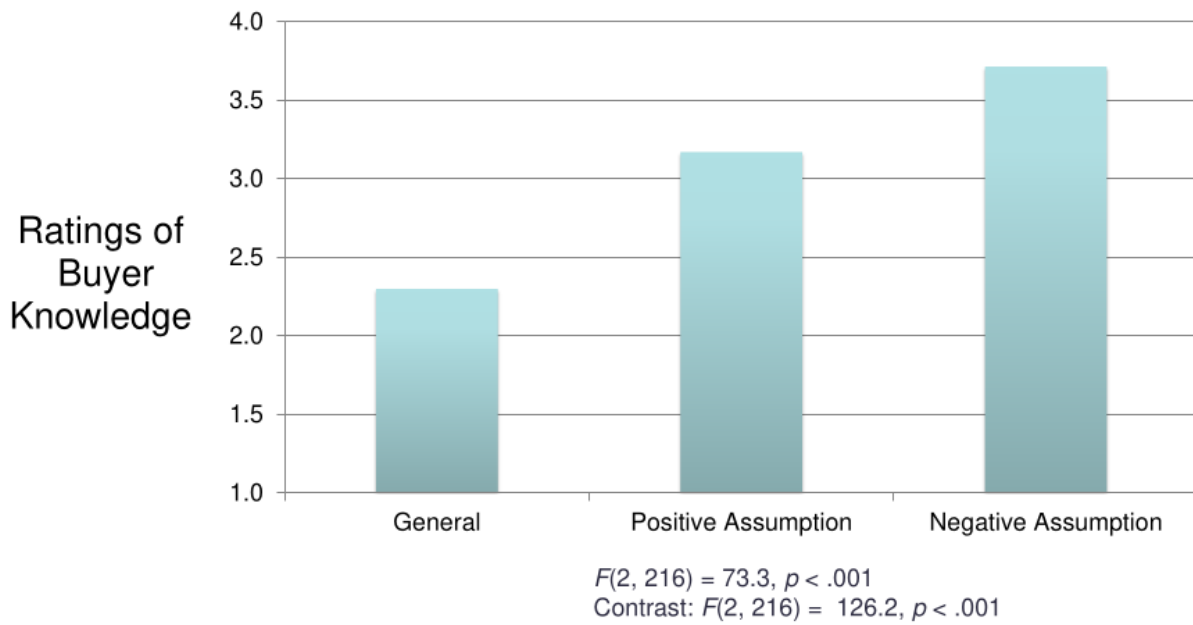
Positive assumption question:

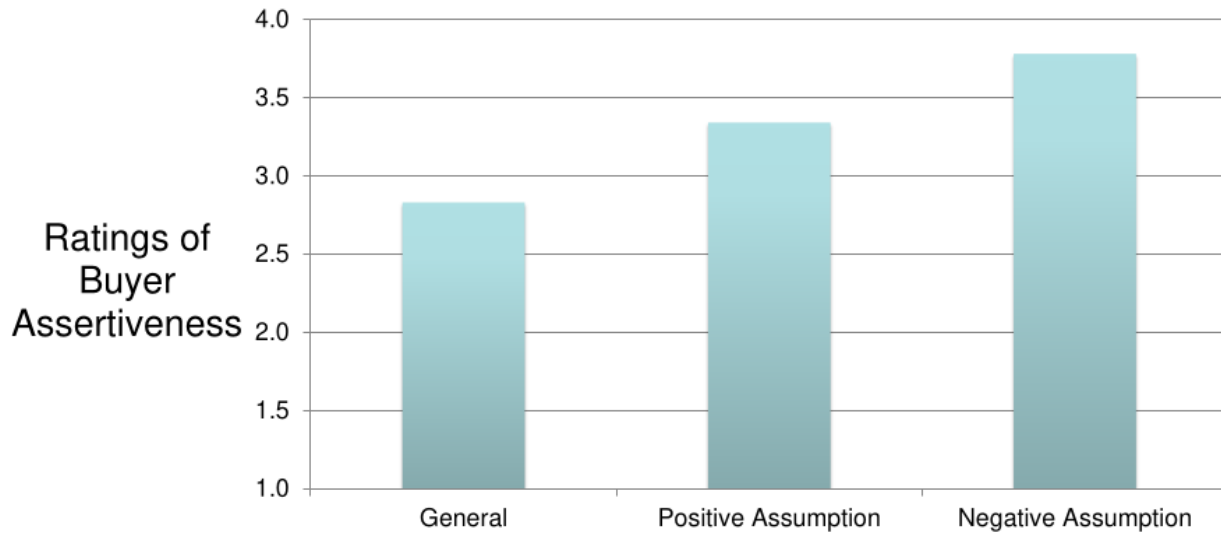
It doesn't have any problems, does it?

Negative assumption question:

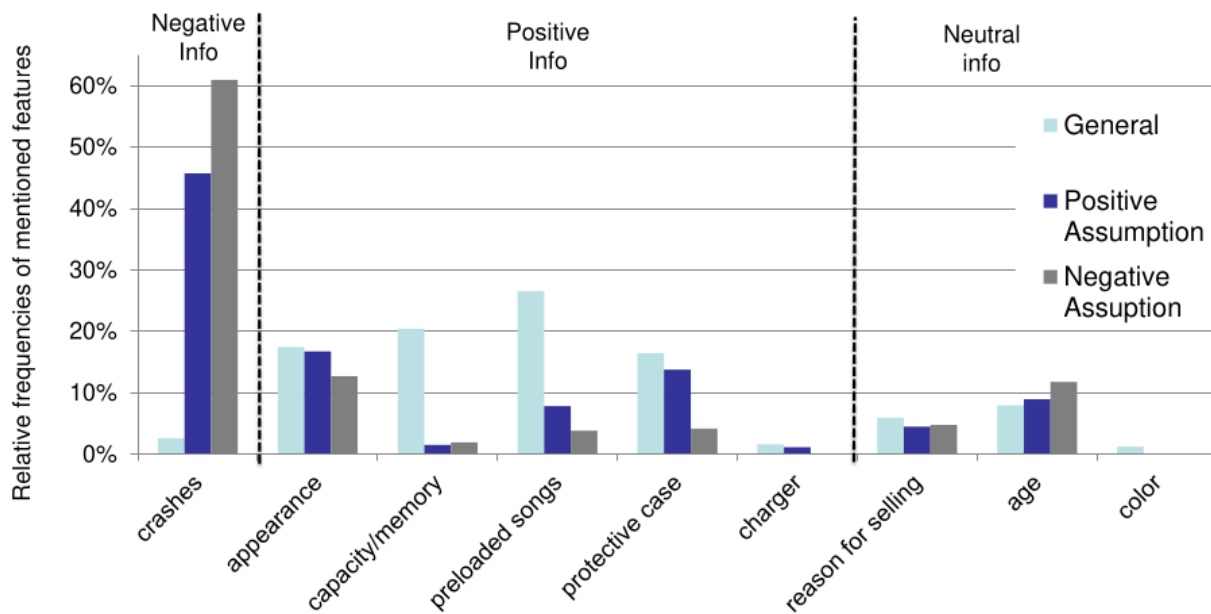
What problems does it have?

Directness reveals assertiveness





$F(2, 216) = 27.8, p < .001$
 Contrast: $F(2, 216) = 38.9, p < .001$



Summary

- Ask questions
- Seek disconfirming information
 - What medications have you missed?
 - What challenges are you facing meeting this deadline?

Active listening

- Using the communication process
 - Learn information
 - Build relationships

- Demonstrate concern and interest in others
- Shift emotions
- Ask questions
- Demonstrate interest
- Probe further
- Questions that require elaboration
 - “what...? When...?”
- Encourage a counterpart to expand on their responses
 - “tell me more about...” “I’d like to hear more...”
- Speak less
- Demonstrate interest both verbal and non-verbal
- Verbal: Minimal encouragers
 - Cues that indicate your presence and attention
 - “uh-huh” “yes”, “right”, “go on”, “ok”
 - Nodding
- Non-verbal: Mirroring
 - Demonstrate interest
 - Repeating the last few words or gist of the counterpart
- Probe further
 - Summarize information, demonstrate perspective taking, and seek clarification
- Combine paraphrasing with follow-up questions
 - “Let me make sure I understand what you’re saying... the depreciation values for last year came from... (paraphrase) but the current values are missing...?(follow-up question)”
- Asking Questions
 - Seek elaboration
 - Avoid talking
 - Pause: people may tell more info when filling the gap
- Demonstrating Interest
 - Minimal encouragers
 - Mirroring
- Probe Further
 - Summarize
 - Ask follow-up questions

Most communication is nonverbal

- By various estimates 70-90% of communication is nonverbal
- Nonverbal communication enables:
 - You to communicate your message more effectively
 - You to interpret others’ reactions more effectively

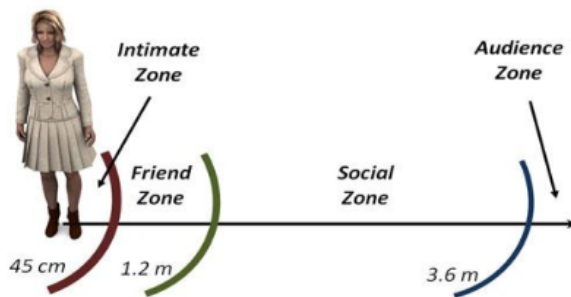
Cross Cultural Differences

- High-context cultures
 - Infer information from context / rely heavily of nonverbal signs (Asian, Latin American, Middle Eastern)
- Low-context cultures

- Rely on content of message (European, North American)
- Symbols mean very different things
 - “ok symbol”, haptics, holding hands, patting someone on the head

Types of Nonverbal Communication

- Kinesics
 - Symbols created by the body
 - Gestures ‘ok symbol’
 - Gesticulations, facial expression, eye contact, appearance
- Paralanguage
 - Inflection, tempo, emphasis add meaning to oral language
 - In writing: Highlighting, bold, all capital letters
- Haptics
 - Tactile contact
 - Taking one’s hand, putting a hand on one’s shoulder
- Proxemics
 - Distance
 - Intimate distance: within 18”
 - Personal distance: 18” to 4’
 - Social distance: 4’ to 12’
 - Public distance: 12’ +
 - Use of space: room size, color, lighting, table configuration, office layout
- Chronemics
 - Use of time
 - Promptness, handling of deadlines, pace of negotiations



Personal Space

Communication media

Advantages from E-mail & Texting

- Asynchronous
 - Opportunity to multi-task
 - More time to think/respond
- More equal medium of communication
- Can evade questions
- Reveal less information such as emotional reactions

- Easy medium to communicate with many people
- Keep a record

Media Richness

- Face to face media is the best
- Most effective in communicating our messages and reading other people
- Can shake hands or give an embrace
- Video-conference, some facial cues
- Telephone
- Writing
- Voicemail*
- E-mail*
- IM*

*can be easily replicated and forwarded

E-mail Prescriptions

- Avoid e-mail for sensitive matters
 - Write as if the email will be forwarded
- Avoid e-mail for nuanced, delicate matters
 - Higher chance of being misunderstood
 - Reduced social cues
 - Reduced social awareness
 - Empathy, guilt, social conventions
- Work at relationship building
 - Messages often appear more assertive than intended
- Consider meeting face to face or calling someone in reply to an e-mail
- Write e-mail as if many people will read it
 - Forwarded e-mail can have unintended consequences

Air-Traffic Controllers

- On August 3, 1981, nearly 13,000 air-traffic controllers went on strike after negotiations over wages, hours and benefits broke down with the federal government
- President Ronald Reagan:
 - "They are in violation of the law, and if they do not report for work within forty-eight hours, they have forfeited their jobs and will be terminated."
 - On August 5, President Reagan carried out his threat and fired the 11,359 air-traffic controllers who had not returned to work
 - On October 22nd the air traffic controllers union was officially decertified

Consequence

- U.S. Attorney General Edwin Meese considered this to be the defining act of Reagan's Presidency.
- Foundation for Reagan's subsequent legislative and diplomatic successes

When to Use Threats

- Get attention
- Send a message (Status quo is unacceptable)
- Set a precedent

Auto Workers and Meat Packers

- In 1984, Canadian Auto Workers went on strike against General Motors
- Each day of the strike cost the company millions of dollars in lost production
- After 13 days, General Motors conceded to the principal demands of the autoworkers

Wise Threats

- Are you WILLING to follow through?
 - Make credible threats
 - Avoid threats that hurt you more than your counterpart
 - Make reasonable demands
 - The other side should be able to comply with the demand
- Consider INTERESTS
 - Plan your threats
 - Avoid rash threats driven by emotion
 - Frame threats in terms of how compliance will further the other side's interests
 - You want to motivate, not punish
 - "If we get back to work, we will be productive..."
- SAVE FACE
 - Your face: Don't make irrational or wimpy threats
 - Their face: Make it easy for the other side to meet your demands; give them the appearance of choice
 - Beware of inciting reactance and revenge: Aim for respect
- Be EXACT in your threat
 - IF ... Then...: Say what you are going to do and when you are going to do it (a clear deadline)
 - Be specific about what the counterpart can do to prevent you following- through
- If you don't follow through, you lose credibility, and if you do follow through, it will cost you something– at least in the short-run

Dealing with Threats

- Threats push our neurological buttons (we crave retaliation).
- Try not to be...
 - Too tough: Avoid conflict spirals
 - Too weak: Consider when conceding to demands will reinforce domineering tactics
 - Consider ignoring the threat
 - Negotiators abandon their threats 77% of the time when the threats go unreciprocated

Responding to Threats

1. Diagnose the motivation behind the threat

- The victim: your counterpart is feeling frustrated or offended, the threat may have emerged from his desire to be heard and acknowledged
- The pragmatist: This straight-shooter is informing you of a strong outside alternative or a real constraint
- The bluffer: This could reflect insecurity or a desire to dominate. The threat may be merely a ruse

2. Express understanding

- Listen to feelings, acknowledge grievance, and express understanding for their troubles. Soothes the victim
- 3. Ask questions
 - Questions reveal the intensity of the threat and also reveal novel solutions. Helps understand a pragmatist
- 4. Label the threat
 - Labeling a threat neutralizes negative intent and boosts sense of control. Counteracts the bluffer
- 5. When all else fails....
 - Deliver a counter-threat to establish credibility. Then immediately shift focus to identify interests

The Benefits of Goals

- Over 400 managerial studies show that goals:
 - increase effort
 - increase persistence
 - increase performance

“The beneficial effects of goal setting on task performance is one of the most robust and replicable findings in the psychology literature.”

Goals & motivation

- The more difficult the goal, the higher the performance
- Goal proximity matters
 - More motivated towards the end to achieve the goal
- Goals
 - Focus attention
 - Increase effort
 - Boost persistence

Setting Goals

- Set clear specific goals
 - Challenging but achievable: 80-90% of performance
 - Set a series of short-term goals
- Commit to goals
 - Visualize/write it down
 - Tell other people
 - Develop a plan
- Feedback

Goal setting pitfalls

Goals Gone Wild

- Goals also have negative effects
- Focus attention too narrowly

- Increase risk taking
- Lead to unethical behavior

Narrow Goals

- General Motors and the “29” goal
 - 2002 had 28.2% of US market
 - Set a goal of capturing 29%
 - Execs wore “29” pins
 - GM expanded its offerings of interest- free loans and “no money down” incentives to reach 29%
 - Lost money on a per unit basis
 - “Fixated on this target, the firm went on to make decision after disastrous decision that helped drag it to the brink [and past the brink] of bankruptcy” (Forbes.com)
- UK Health Commission recently reported 400 deaths at Stafford hospital (2005-8) due to excessive focus on targets

Increased Risk Taking

- HUD goal for Fannie Mae & Freddie Mac in 2003
 - 2001-2003: Set a goal of 20% mortgages for low or very-low income families
 - Up from 14% in 1997-2000
 - Bankruptcy and government bailout in 2008
- Lab research in negotiations
 - Negotiators with goals are less likely to reach profitable agreements
 - Make larger demands
- 1996 Mt. Everest disaster
 - Described as “destructive goal pursuit” to reach the summit

Unethical Behavior

- MiniScribe in the 1980s
 - Goals = quarterly earnings employees shipped bricks
 - Company eventually went bankrupt
- Sears automotive in the 1990s
 - Goal = \$147/hr in sales
 - Staff overcharged for work and made unnecessary repairs
 - Affected reputation for years
- Lab experiment (Schweitzer, Ordóñez, & Douma, 2004)
 - People cheat when they fail to meet challenging goals
- Goals can lead to unethical behavior by:
 - Using unethical behavior to meet goals
 - Misrepresenting performance to meet goal

Making the most of goal setting

Goals can:

- Be used effectively to direct effort
- Inform and communicate what is valued
- Can be especially useful for straightforward tasks

Goals should be used cautiously

- Monitor behavior when people are close to the goal

Related Topics

- **Performance goals vs. learning goals**
 - People are better off with learning goals in the long term
- Organizational culture
 - Strong cultures can curtail the risks associated with goal setting

Warning

Goals may cause systematic problems in organizations due to narrow focus, increase risk taking, unethical behavior, inhibited learning, decreased cooperation, and decreased intrinsic motivation

Use case when applying goals in your organizing

The Importance of Endings

- "Listen to Paris"
- Crisis negotiator communicated with Paris via a helicopter and yes or no question
- Even in unusual cases, what may seem like a single occurrence, can be a repeated interaction, in crisis negotiation.
- Even be careful of not smiling too much after reaching a negotiation