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# The (new) Art of Virtual Collaboration

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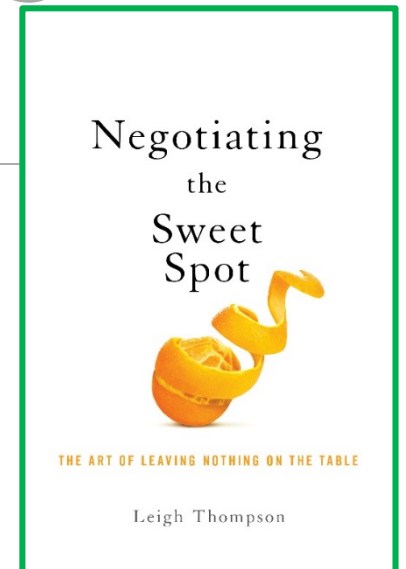
# Negotiating the Sweet Spot: *The Art of Leaving Nothing on the Table*

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KELLOGG SCHOOL OF MANAGEMENT

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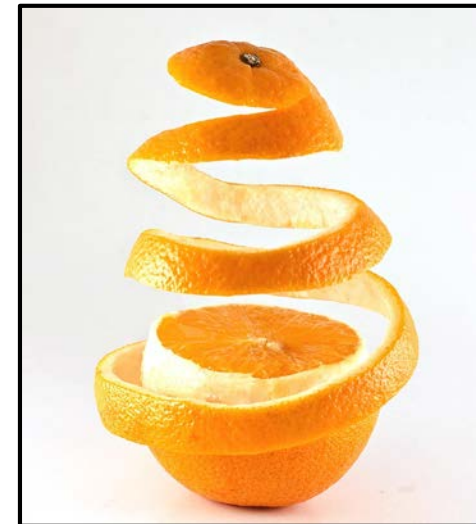
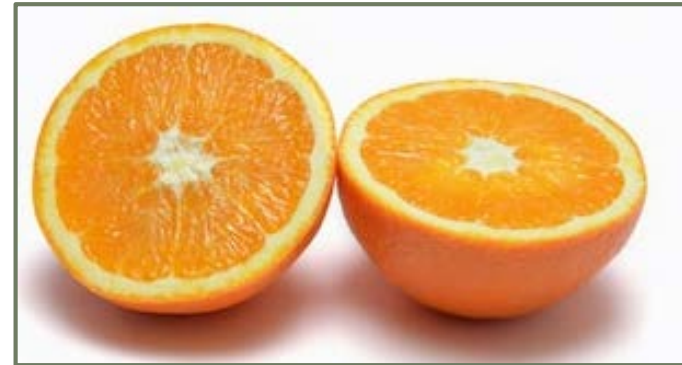
# Workplace, Personal, & Virtual Collaborations

## *What do we know?*

- Business: Managers often fail to reach *win-win* solutions
  - *over 80% of corporate executives and CEOs leave money on the table*
  - *40% people fail to realize when they are in complete agreement with someone*
- Personal Life: Married couples reach less rewarding outcomes
  - Married couples: worse outcomes & quit sooner than ad hoc couples
  - Newlyweds: lower aspirations & lower joint gains vs. complete strangers
  - Friends: avoid “negotiation” and settle for less than complete strangers
- Virtual Collaboration:
  - Greater likelihood of impasse
  - Fewer win-win outcomes
  - Less trust: online groups trust less and lose trust during interaction
  - More negative confrontational behavior
  - Less moral behavior



# What is the Sweet Spot?



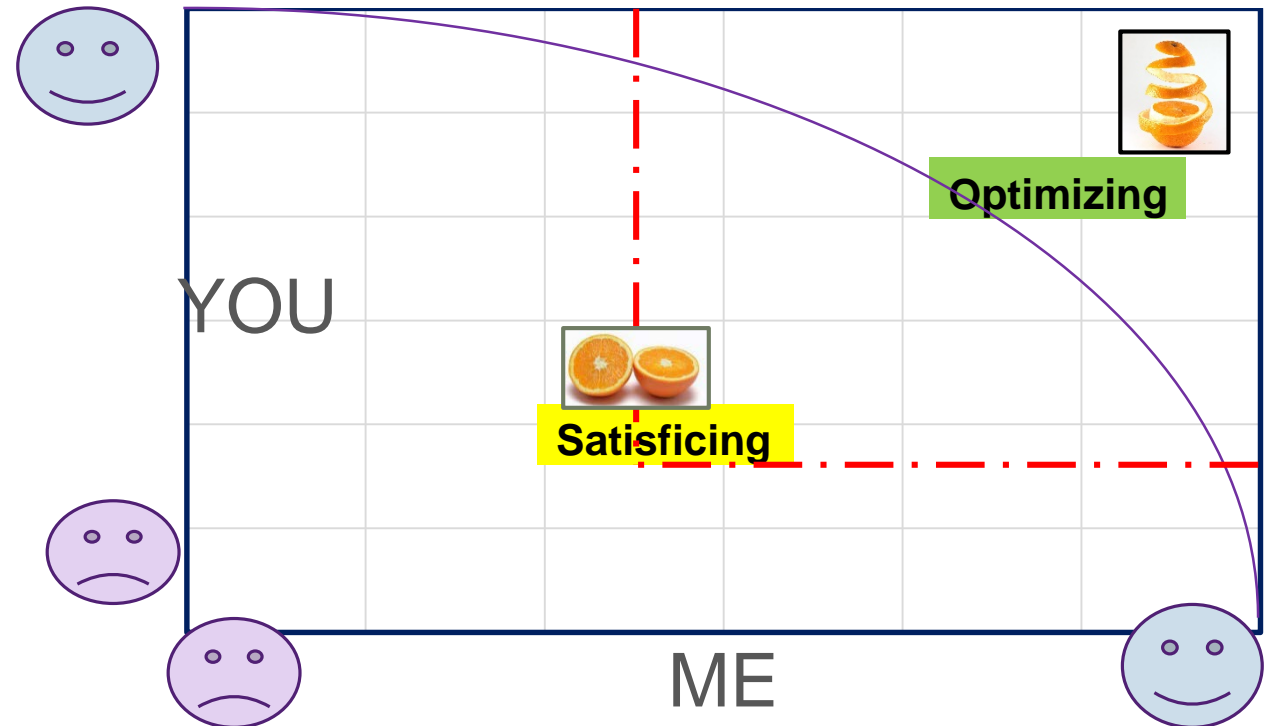
# Measuring the Sweet Spot

## ■ Siblings-and-Orange:

- **Satisficing**: split-down-the-middle; settle, compromise, premature agreement, even-steven
- **Optimizing**: peel vs. juice; leverage all potential in relationships

## ■ Not just about money!

- Relationships: chores, leisure time
- Business: work responsibilities, credit



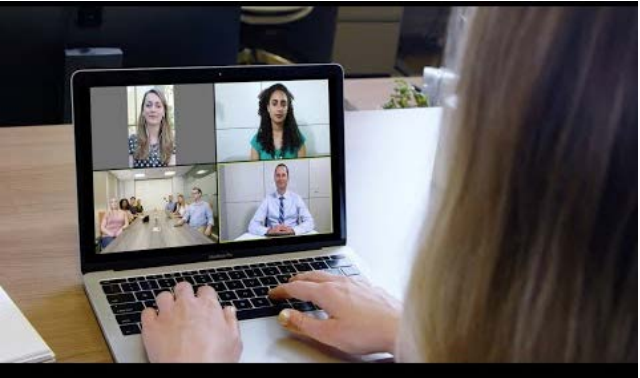


# Why do People miss the Sweet Spot?

- Not a motivational issue!
- **Fixed-Pie perception:**
  - Faulty belief that other's interests are directly opposed to our own
  - Confirmatory information-processing
- Leads to:
  - Premature concessions
  - Relational accommodation
  - Take-one-for-the-team
  - Don't rock-the-boat



# Why We Need Sweet Spot *Hacks*

Relationships	Workplace	Virtual Life
		
<ul style="list-style-type: none"><li>○ Couples</li><li>○ Parents</li><li>○ Friends</li><li>○ Community</li></ul>	<ul style="list-style-type: none"><li>○ Colleagues</li><li>○ Co-workers</li><li>○ Bosses</li><li>○ Subordinates</li></ul>	<ul style="list-style-type: none"><li>○ Video</li><li>○ Phone</li><li>○ Text-Chat</li><li>○ Email</li></ul>

# Virtual Collaboration

- Covid 19 crisis:
  - Most significant over-night organizational restructure most businesses ever faced
  - No playbook!
- Observations:
  - Strategies / best practices that worked in traditional face-to-face interactions may not work in Virtual interactions
- Each of us has done our own “experiment” in past *stay-at-home* weeks with virtual communication...





# Virtual Collaboration

Advantages	Disadvantages
<ol style="list-style-type: none"><li>1. <i>Task focused</i>: get down to business</li><li>2. <i>Goal focus</i>: belief in common goal</li><li>3. <i>Weak-get-Strong effect</i>: reduced status differences</li><li>4. Persuasion and Influence: substance &gt; style</li><li>5. Equalization of participation</li><li>6. Less inhibition (<i>fierce conversations</i>)</li><li>7. Less conformity</li><li>8. Buffer zone: Provides “buffer” when collaborations extremely contentious</li><li>9. Buys time when someone is in power-down position in business negotiation</li></ol>	<ol style="list-style-type: none"><li>1. “<i>Zoom Fatigue</i>”: cognitive, affective &amp; motivational depletion</li><li>2. “<i>ODE</i>”: more aggressive, confrontational behavior</li><li>3. <i>Irony poisoning</i>: lose ability to understand nuance, humor, sarcasm vs. sincerity</li><li>4. Greater risk-taking</li><li>5. Less trust and rapport</li><li>6. Conflict: more relationship conflict &amp; conflict escalation</li><li>7. More misunderstandings</li><li>8. Less efficient (<i>increased time to make decisions, but not increased volume info exchange</i>)</li><li>9. <i>Information suppression</i>: less communication/lower frequency communication</li></ol>

# Enhancing Virtual Collaborations: *6 Hacks*

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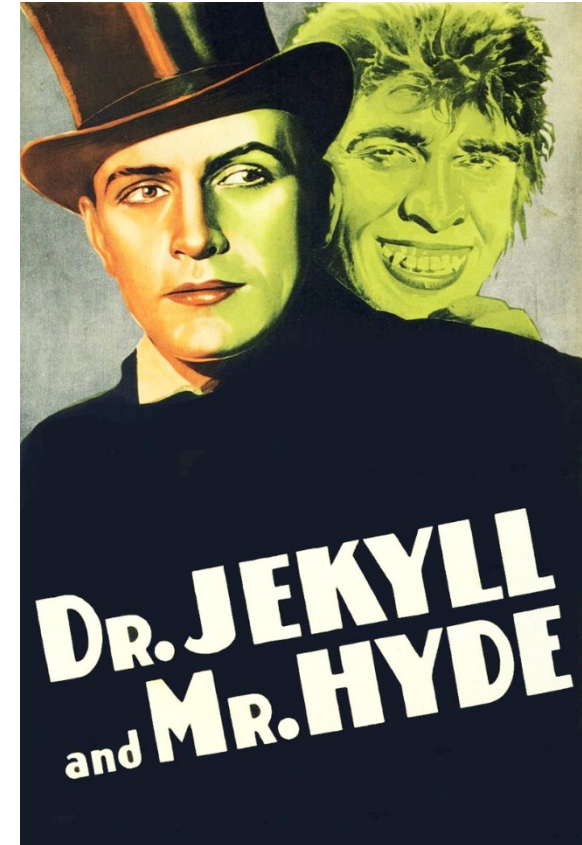
1. “Watch your *Hyde*”
2. Virtual handshake & “*Structured Fun*”
3. Managing personality & participation
4. Proactive conflict management
5. Positive constraints
6. *P*-charisma vs. *E*-charisma



# Dr. Jekyll & Mr. Hyde:

## *This is your brain on virtual teams*

- People behave differently when not face to face
- Why? Lack of real-time, immediate visual feedback changes brain signals
- Leads to impulsive behavior and lack of restraint
- **“Online Disinhibition Effect”**: [ODE] people act out more frequently or intensely than they would in person
  - Harsh feedback: people deliver harsher feedback virtually (e.g. performance reviews)
  - Threats: more on email than face-to-face or phone
  - Interpretation: positive messages viewed as neutral; neutral perceived as negative
  - Ethical standards: teams who interact online more likely to cheat than when face to face
  - Lying: online lied 90%; written note lied 60%; even when knew partners would definitely be informed of lie



*Chat Q: How can you manage your “Mr. Hyde”?*

# The Value of a Virtual Handshake

## Challenge:

- **Virtual Distance:** feeling of separation caused by lack of FtF communication

## Possible Solution:

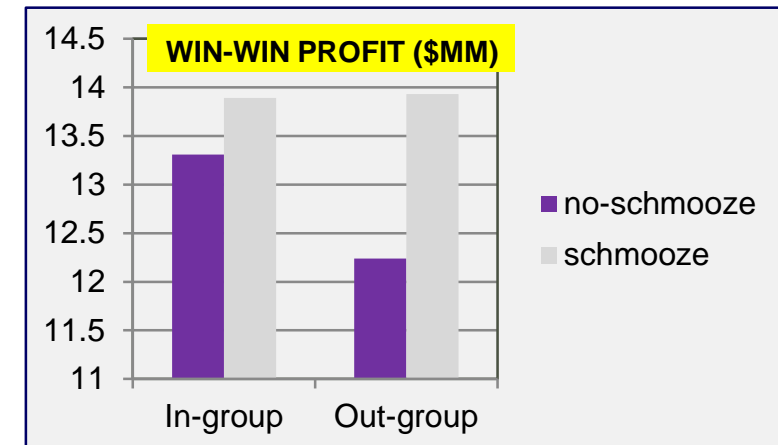
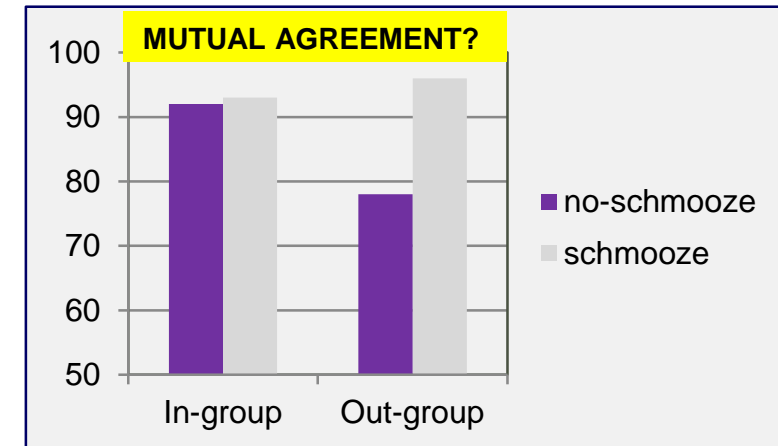
- **Virtual Handshake:** attempt to humanize group members

## Study:

- Managers negotiated with member of in-group vs. out-group
- Some exchanged non-business, personal information prior to negotiation (*schmooze*)

## Results:

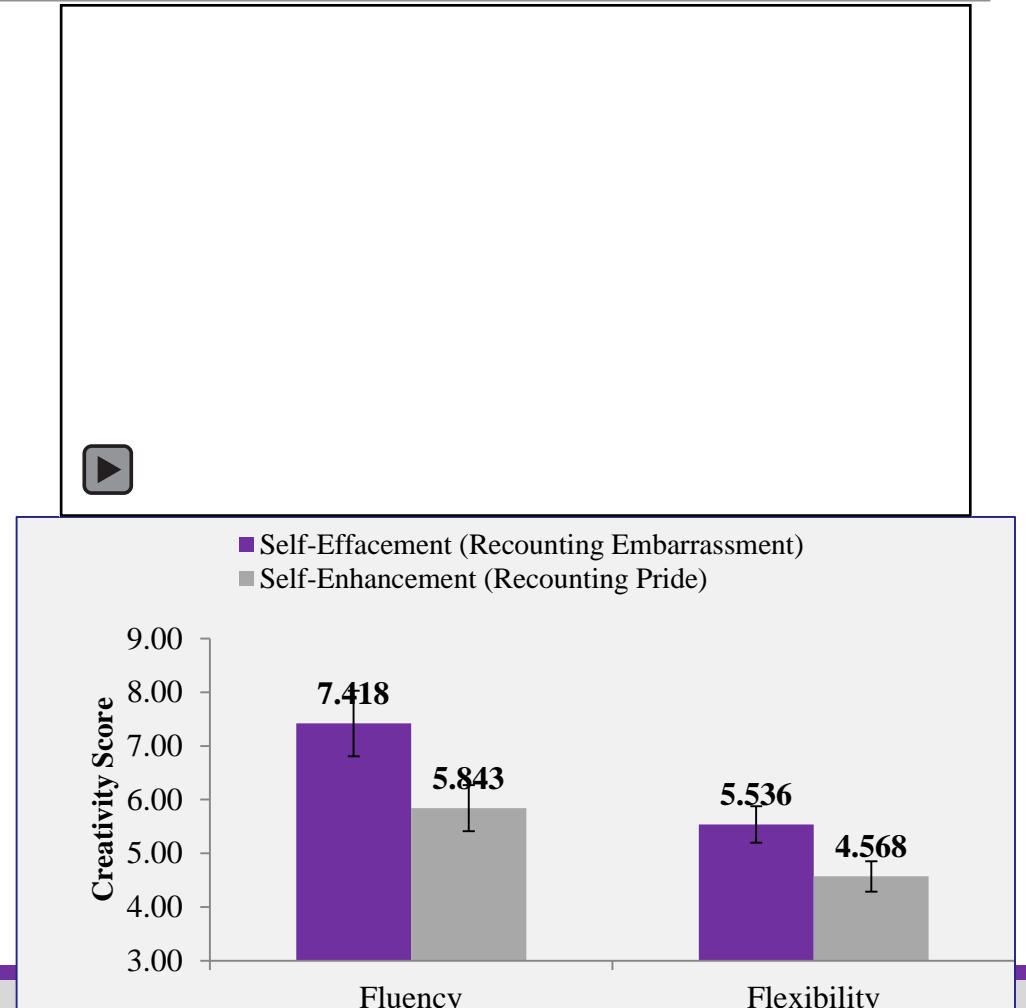
- Schmoozing dramatically increases agreement
- Schmoozing profound economic & social impact when building new relationship




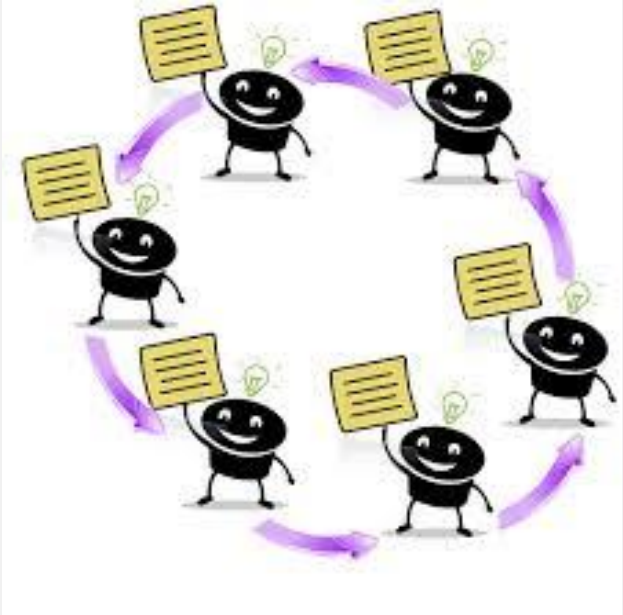
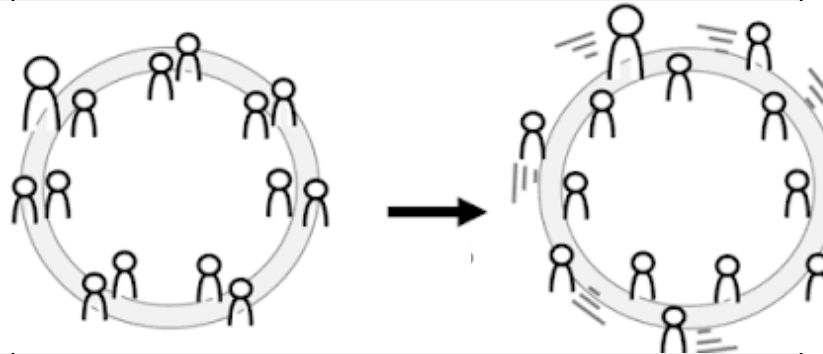
# “Structured Fun”

- **“All work and no play”**: increases fatigue, distrust, misunderstanding in virtual teams
- **Hack**: short, fun interactions
- Lessons from “*improv*”
  - Engagement (“*virtual red ball*”)
  - Cue-ing (“*croissant*”)
  - Beats & Transitions (*set-twist-fix*)
  - Object work (*sharing the environment*)
  - Embarrassing story

Chat Q: How can you make virtual meetings fun?



# Managing Personality & Participation

Virtual Brainstorming	Virtual Brainwriting	Virtual Speed-Storming
<p data-bbox="160 465 830 554">Simultaneous <u>verbal</u> generation of ideas in a group</p> 	<p data-bbox="932 465 1628 554">Simultaneous generation of <u>written</u> ideas by individuals in a group</p> 	<p data-bbox="1709 465 2405 639">Pair-wise brainstorming in a round-robin fashion with explicit purpose, time limits and one-on-one encounters</p> 

*Chat Question: "How do you ensure all diverse voices are heard in a virtual setting, especially without the benefit of having pre-established relationships?"*

# Be Proactive about Conflict *(not reactive)*

- Conflict is necessary for high performance virtual teamwork
- However, not all conflict is productive
  - **Relationship conflict**: personality clashes
  - **Task conflict**: disagreements about work
- Create forum for healthy **task** conflict in your virtual team:
  - Develop “virtual team charter”
  - Leaders: “normalize” conflict
  - Practice debating low-stakes topic before tackling big kahuna
  - If necessary, recruit a “debate coach”
  - Separate “understanding” from “agreement”
  - Establish “*boxing rings*” and “*campfires*”



# Rules of the Virtual Road

## *“Positive Constraints”*

- Research: groups that have more structure are more effective
- Virtual teams need to establish VTC: Virtual Team Charter
  - Goal
  - Norms
  - Rules of engagement
  - Team membership
- Best practices:
  - First meeting sets tone...
  - *“Nothing but good news & updates delivered via email...”*
  - No multi-tasking
  - Use camera
  - Email boundaries



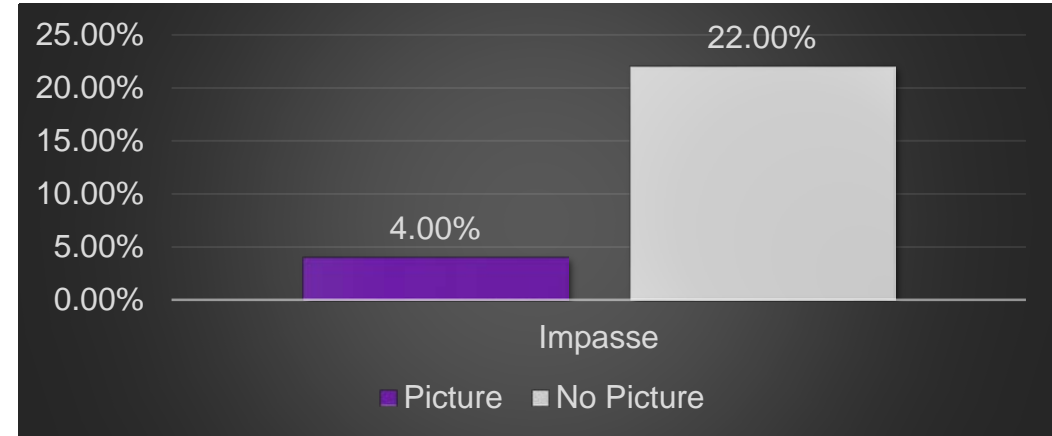
*Chat Q: What's your favorite virtual teams norm?*



# Camera-Shy?

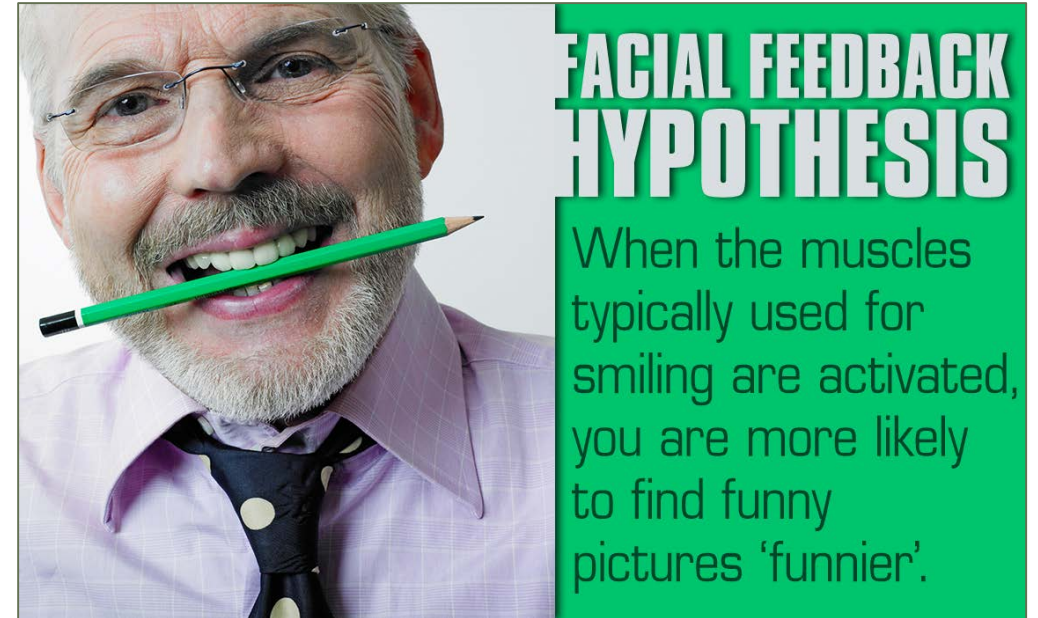
## *Your Picture is worth 1000 words*

- If you're having a bad-hair day, and turn off your camera:
  - You are hindering virtual collaboration
- If you don't feel ready for camera, at very least, post a picture!
- Thumbnail picture study:
  - 96% with photo reached agreement; vs.78% no photo
  - Photo: netted > \$1.68M



# Mirror, Mirror on the Wall...

- Zoom Fatigue: too many zoom meetings creates fatigue!
- What about old-fashioned conference calls?
- We lose nonverbals!
- Hack: put a mirror on your desk
- Why?
  - People who communicate in front of a mirror more self-critical and ethical in their communication than those without mirror
- **Facial feedback theory**
  - When people frown they feel more angry; when people smile, they feel happier
  - Take-away: regulate felt and expressed emotion via facial awareness



# *P*-Charisma ≠ *E*-Charisma

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- Informal poll of sales people and engineers:
  - Sales people: strongly prefer face-to-face
  - Engineers: prefer other means
- Study: one investigation accurately predict which executives win business competition solely on basis of nonverbal social signals (*tone, gesticulation, body position*)
- *P*-charisma: voice, gesture, stature, mannerisms, paralinguistics, gender, age, *mirroring*
- *E*-charisma: much more influenced by content, ideas, parsimony, *language-matching*

# What's Next?

Live Virtual Executive Programs	Self-Paced Video courses	Book Shelf
<ul style="list-style-type: none"><li>▪ <a href="#">Leading High Impact Teams</a></li><li>▪ <a href="#">High Performance Negotiation skills</a></li><li>▪ <a href="#">Constructive Collaboration</a></li></ul>	<ul style="list-style-type: none"><li>▪ <a href="#">Negotiation 101</a></li><li>▪ <a href="#">Teamwork 101</a></li><li>▪ <a href="#">Virtual Collaboration</a></li><li>▪ <a href="#">Negotiating in a Virtual World</a></li></ul>	<ul style="list-style-type: none"><li>▪ <a href="#">Negotiating the Sweet Spot: The Art of Leaving Nothing on the Table</a></li><li>▪ <a href="#">Creative Conspiracy: The New Rules of Breakthrough Collaboration</a></li><li>▪ <a href="#">Stop Spending, Start Managing</a></li><li>▪ <a href="#">The Truth about Negotiation</a></li></ul>