

CHIRO

2022

S · U · M · M · I · T

CONCURRENT SESSION 3:

Employee Voice, Societal and Political Discourse and Employer Responses

WEDNESDAY, JUNE 1



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Disagreement:

We have different views,
and it's ok



Agreement:

We share the
same point of
view



Conflict:

We have different
views, and I am going
to make you change
your mind



Naïve Realism

Belief in objectivity and accuracy of own views and opinions

“I see the world as it really is”

Expectations that “reasonable others” will agree with me

“Others who ‘get it’ will see it my way”

Attributions of error, bias and bad motives to disagreeing others

“If you disagree with me, it’s because you don’t get it”

How Disagreement Becomes Conflict

Action Interdependence

Does what you choose to do effect/constrain my behavior?

Outcome Importance

Is this a high-stakes situation or a relatively trivial/minor one?

Evidentiary Skew

Does the evince favor one point of view?

Important note:

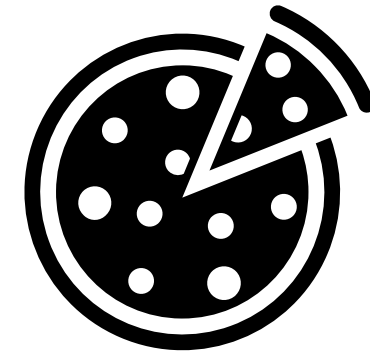
These are perceptions - i.e., both parties could think that the evidence favors them

The factors are additive - the more are present, the more likely is conflict to arise

Low Action Interdependence

Low Evidentiary Skew

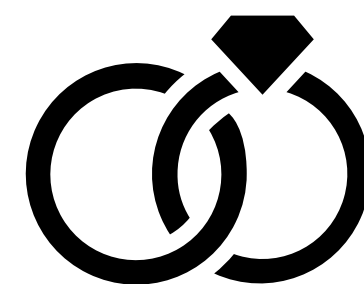
Two coworkers order take-out for lunch. One wants Chinese food, the other Italian.



Low Outcome Importance

High Outcome Importance

College roommates disagree about whether getting married is a good life decision.

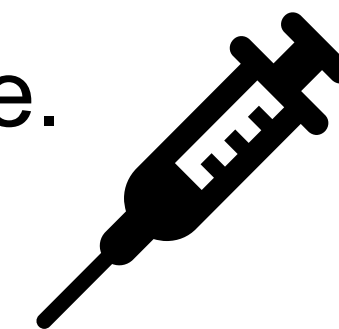


High Evidentiary Skew

Two friends disagree about the health merits of cupcakes versus vegetables.



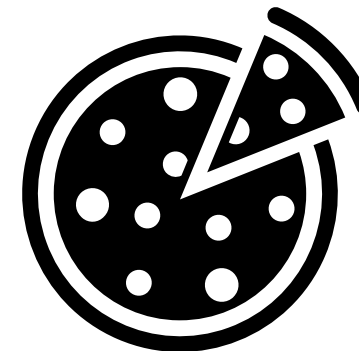
Two strangers disagree about the safety and effectiveness of the COVID-19 vaccine.



High Action Interdependence

Low Evidentiary Skew

A couple is going out to dinner. One wants Chinese food and the other wants Italian.



Low Outcome Importance

High Outcome Importance

Members of a PhD admissions committee disagree about the likely future success of two qualified candidates.



High Evidentiary Skew

Parents disagree about the health merits of cupcakes versus vegetables.



Family members disagree about the safety and effectiveness of the COVID-19 vaccine.



Leveraging Disagreement

To effectively **leverage disagreement** two things need to happen:

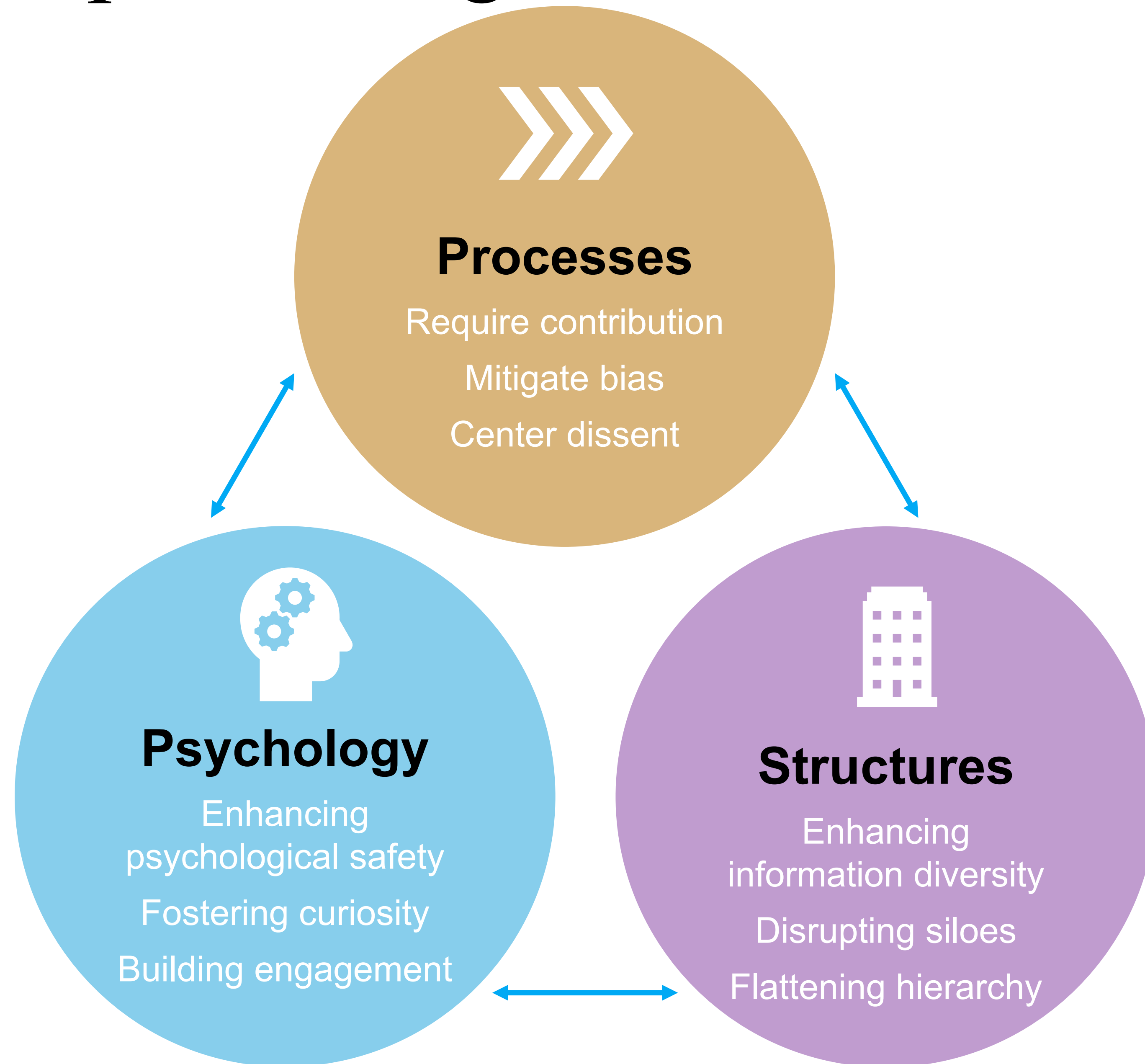


Amplify open dialogue



Manage it once it happens

Amplifying Open Dialogue



Leveraging Disagreement

To effectively **leverage disagreement** two things need to happen:



Amplify open dialogue



Manage it once it happens

Receptiveness to Opposing Views

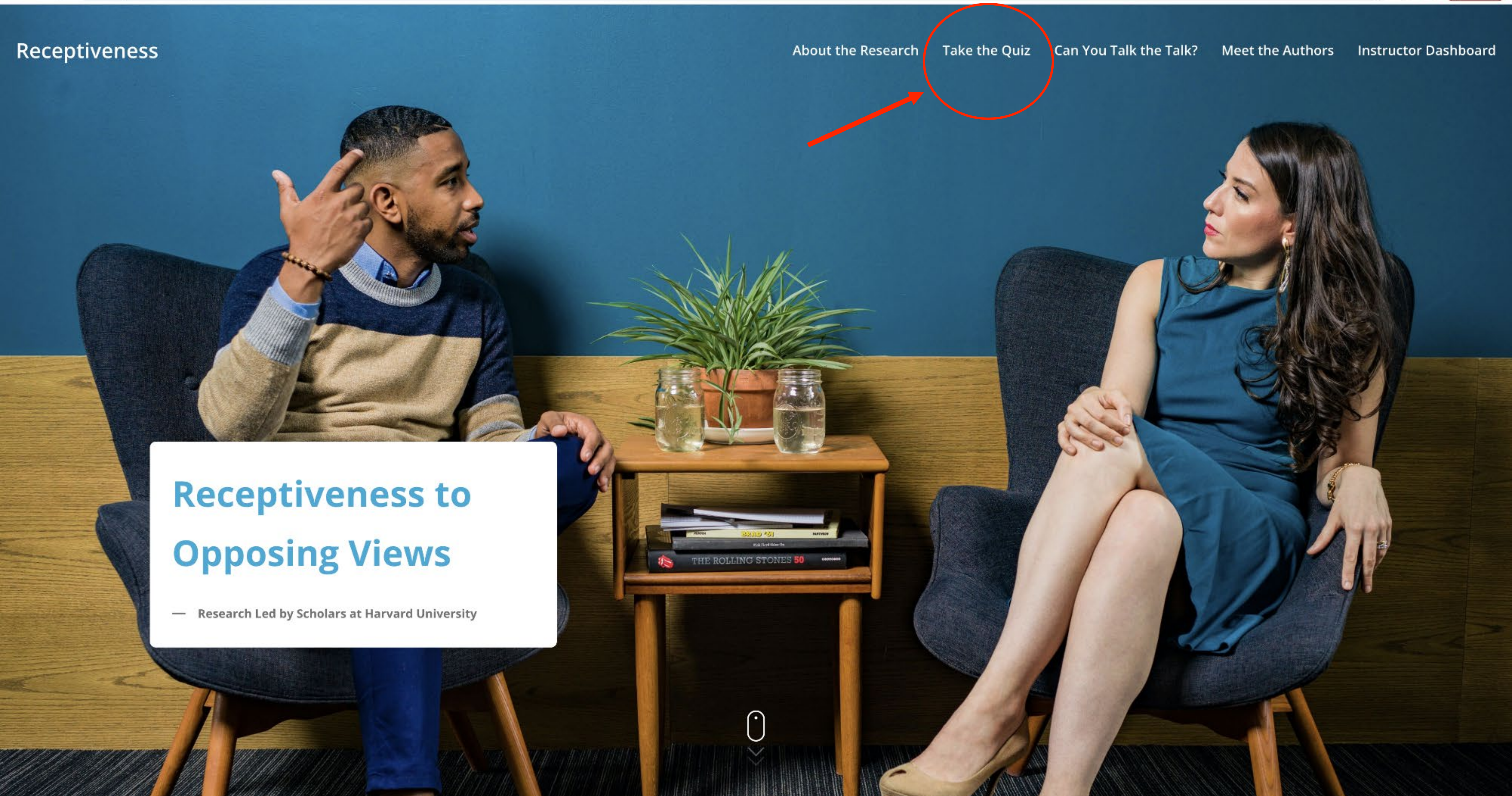
The willingness to **access, consider,** and **evaluate** supporting and opposing views in a relatively impartial manner.



18-item scale

4 components or “factors”

	Strongly disagree	Somewhat disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Somewhat agree	Strongly agree
I feel disgusted by some of the things that people with views that oppose mine say.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I often get annoyed during discussions with people with views that are very different from mine.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Some ideas are simply too dangerous to be part of public discourse.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Some points of view are too offensive to be equally represented in the media.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I consider my views on some issues to be sacred.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I value interactions with people who hold strong views opposite to mine.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



**Receptiveness to
Opposing Views**

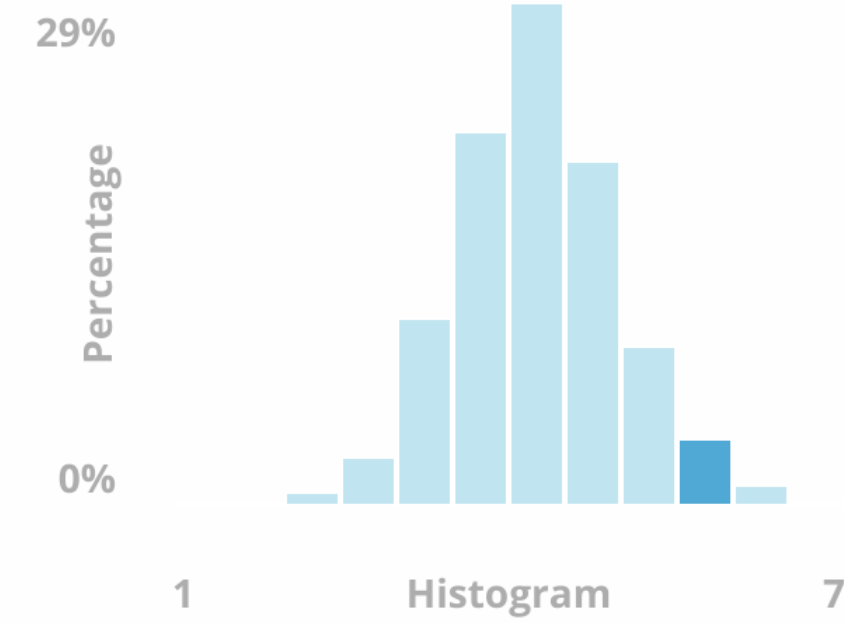
— Research Led by Scholars at Harvard University



Your Overall Receptiveness Score:

5.2

Your Score



The graphs below plot your score against a large dataset of other people who have taken the quiz. You can see how your score compares to others with different characteristics.

[Tweet](#) [Share](#) [Share](#)

[Download Results as PDF](#)

Receptiveness predicts information processing

People who are more receptive

Expose themselves to more balanced information

Can maintain attention to content they disagree with

Are less biased in evaluating both sides of an issue

Form friendships with ideologically-opposed others

Are more attractive collaborators and colleagues





What gets in the way of people being more receptive?

- Overly focusing on persuasion
- Believing that mere listening legitimizes bad ideas
- **Not knowing how to express receptiveness!**

Identifying Markers of Receptiveness using Natural Language Processing (NLP)

Step 1:

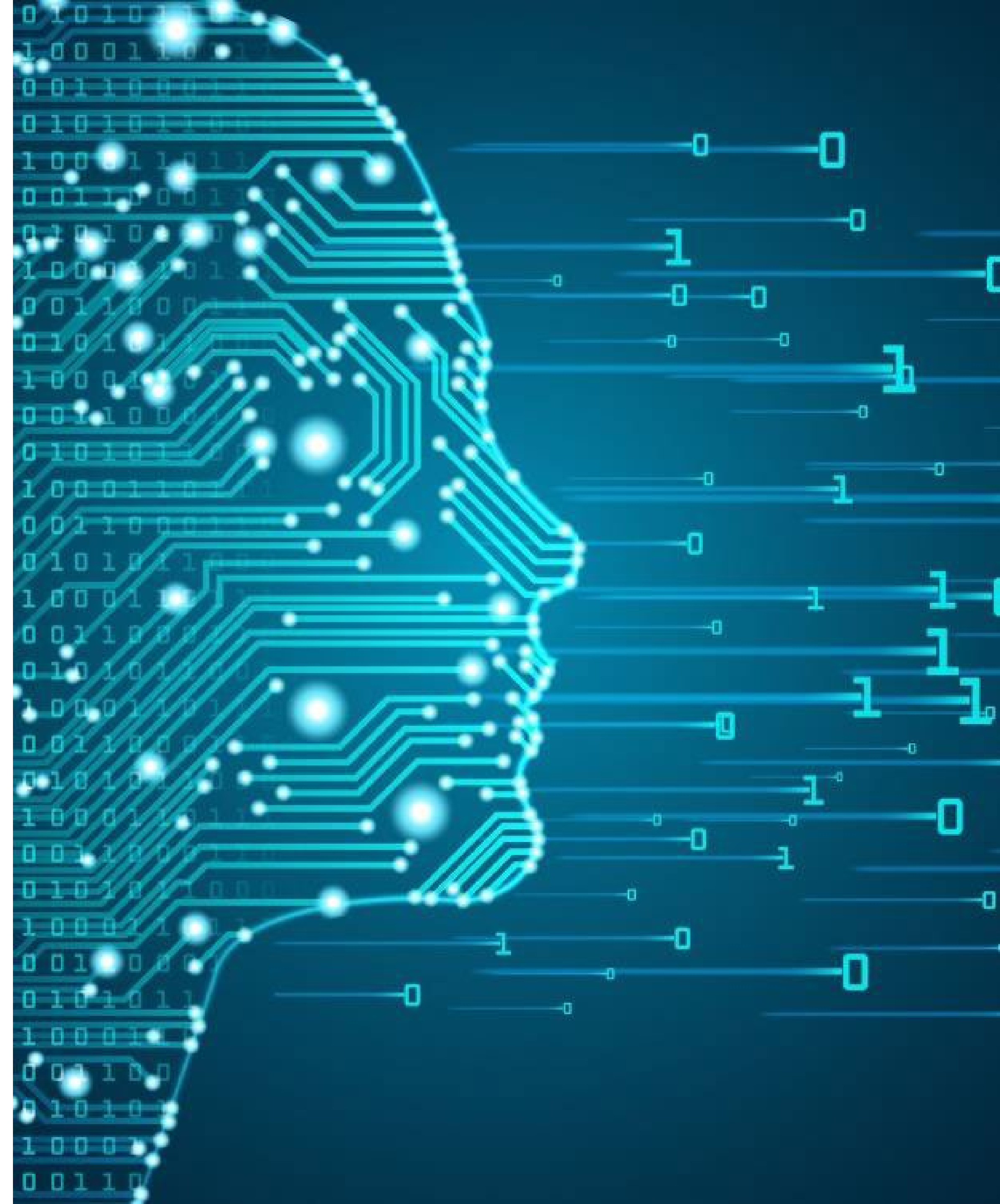
Collect text of conversations between pairs of people who disagree (hundreds)

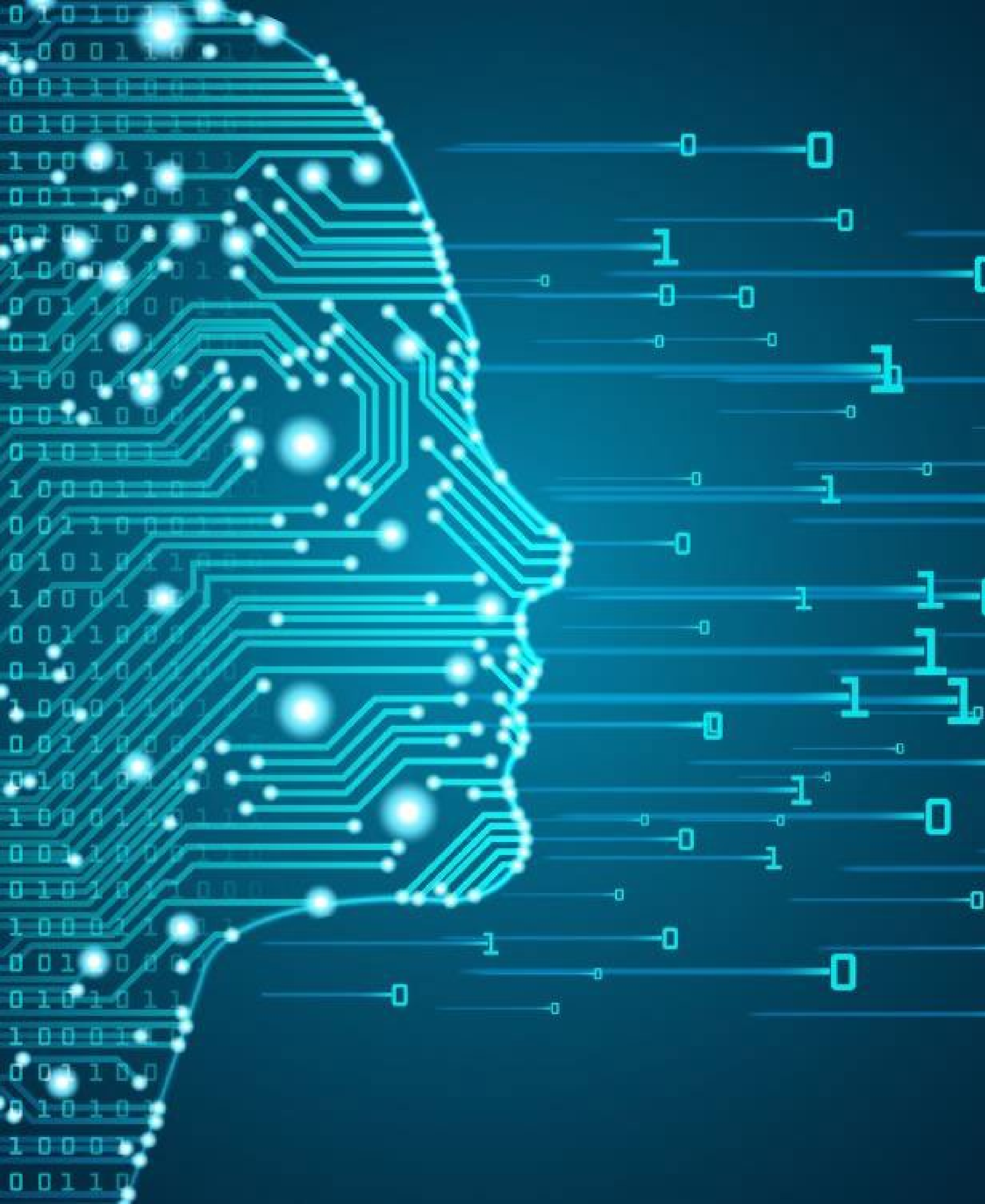
Step 2:

Ask (thousands of) other people to evaluate the receptive-ness of the side they disagree with

Step 3:

Train a machine learning model to identify features of natural language that are **seen** as receptive





Pretend you are an
algorithm...

Receptive Response

(96th percentile)

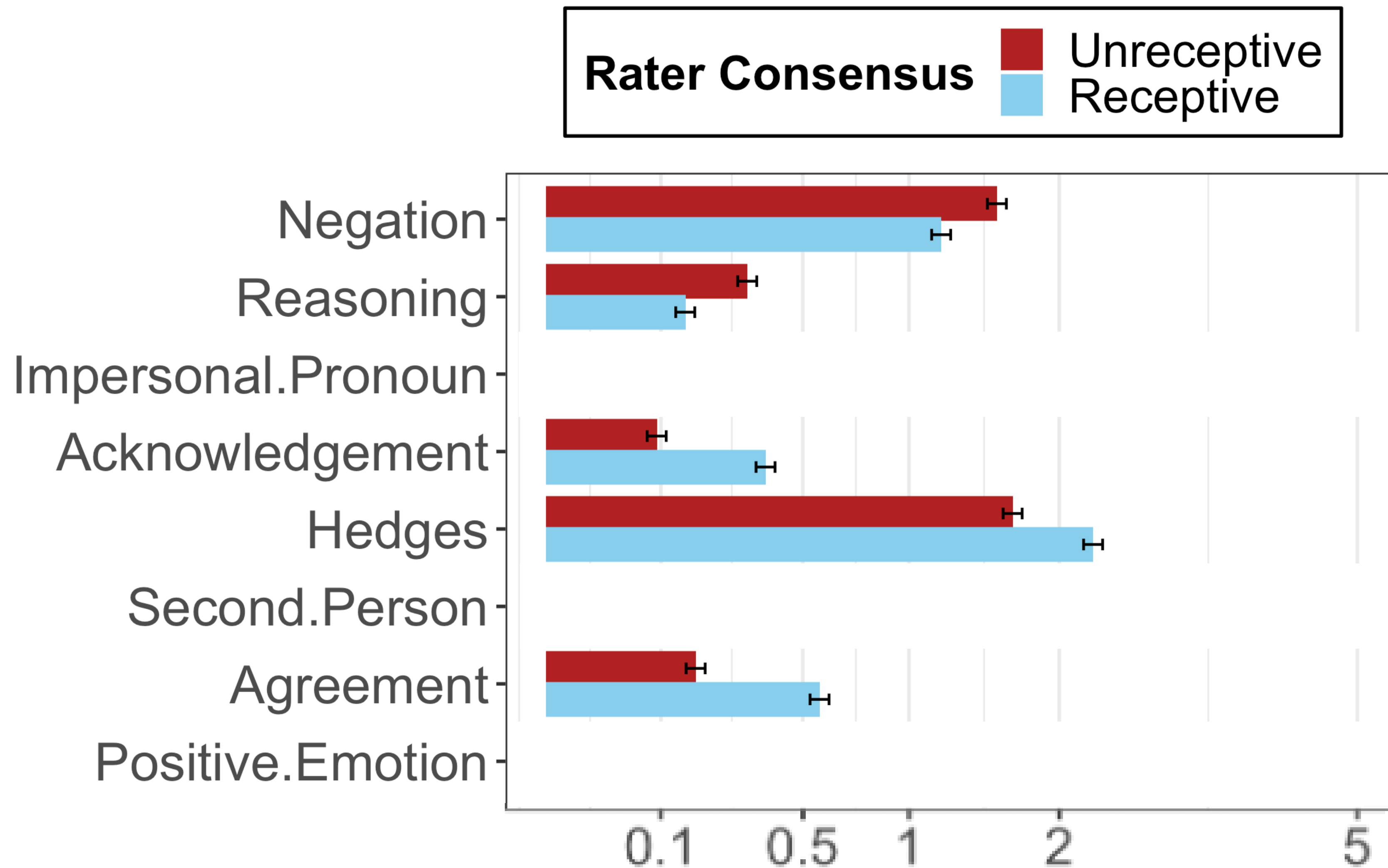
I understand what you are saying. There probably is some truth to the fact that these issues have been hidden for a long time. However, coming from St. Louis and witnessing the Ferguson riots, I can also see how things can be blown out of proportion and make people feel that it is worse than it is. I agree real problems exist, but possibly sometimes attention is drawn in the wrong places.

Unreceptive Response

(2nd percentile)

Over-reacting to police confrontations, can be deadly to the public in general. When animosity towards the police rises, as it has in Chicago, police do not feel safe, going into the ghetto neighborhoods. Therefore those people, in those neighborhood, literally, have to fend for themselves, because if they need the police and call for their help, the police can't help those in need there, because they will likely be shot at themselves.

Features of Receptive Language



Receptive Response

(96th percentile)

I **understand** what you are saying. There **probably** is some truth to the fact that these issues have been hidden for a long time. However, coming from St. Louis and witnessing the Ferguson riots, **I can also see** how things can be blown out of proportion and make people feel that it is worse than it is. **I agree** real problems exist, **but possibly sometimes** attention is drawn in the wrong places.

Unreceptive Response

(2nd percentile)

Over-reacting to police confrontations, can be deadly to the public in general. When animosity towards the police rises, as it has in Chicago, police **do not** feel safe, going into the ghetto neighborhoods. **Therefore** those people, in those neighborhood, literally, have to fend for themselves, **because** if they need the police and call for their help, the police **can't** help those in need there, **because** they will likely be shot at themselves.



“Conversational” Receptiveness

(Yeomans, Minson, Collins, Chen & Gino, 2020)

Specific words and phrases that make people **“feel heard”** during active disagreement

Strongly predicts conflict outcomes

Easy to **learn** and imitate

Practicing Conversational Receptiveness

H

Hedge your claims

"I think it's possible that..."

"This might happen because..."

"Some people tend to think..."

E

Emphasize agreement

"I think we both want to..."

"I agree with some of what you are saying..."

"We are both concerned with..."

A

Acknowledge other perspectives

"I understand that..."

"I see your point..."

"What I think you are saying is..."

R

Reframe to the positive

"I think it's great when..."

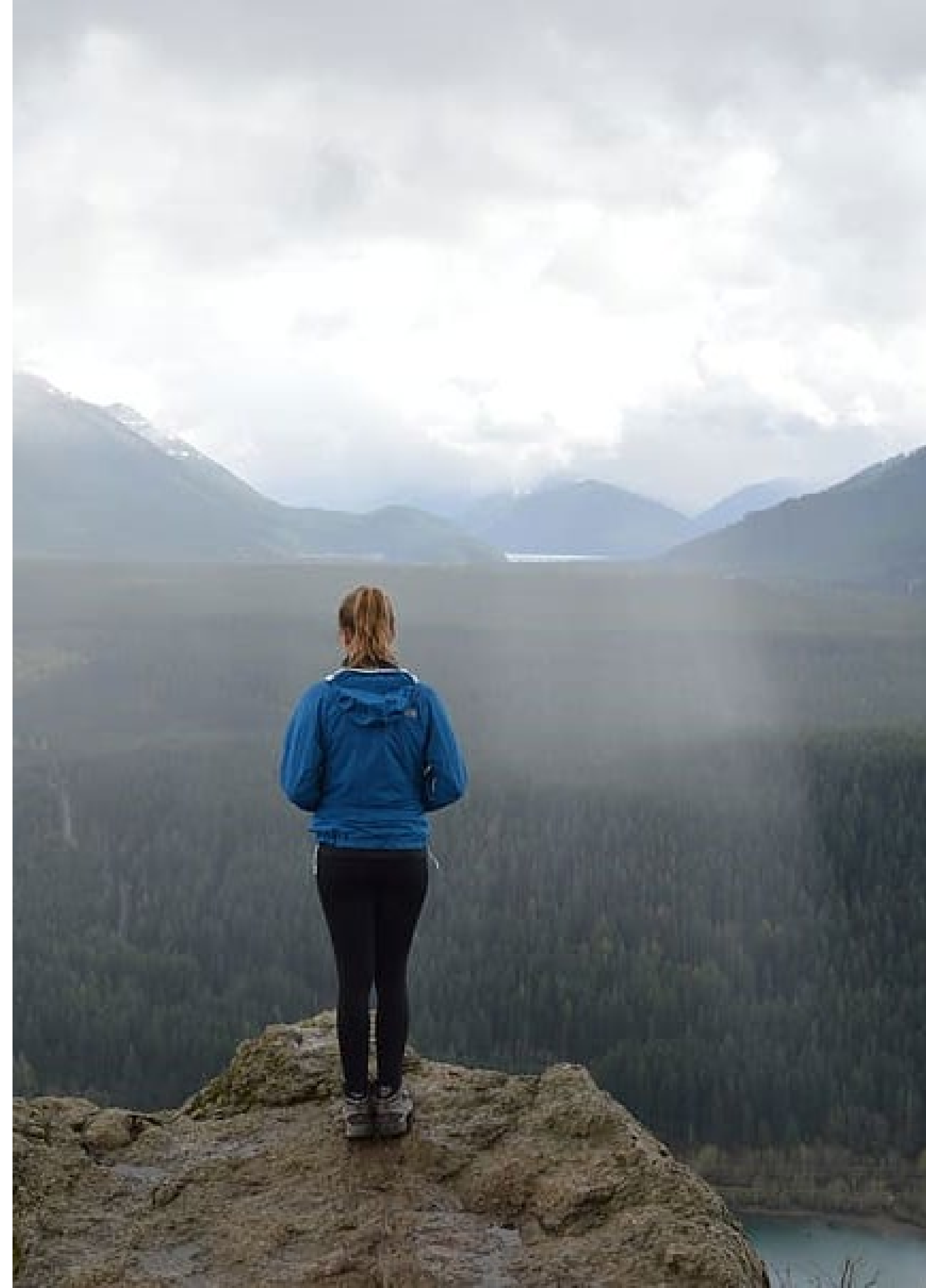
"I really appreciate it when..."

"It would be so wonderful if..."



Transforming Organizations

- Recognizing the value of receptiveness
- Identifying the barriers to receptiveness
- Communicating a framework for receptive conversations
- **Practice!**



Building Conversational Receptiveness

Setting the Context

What are your goals?

- To learn
- To persuade
- To avoid
- To soothe

What do you know?

- Your perspective
- Their perspective
- The barriers to success
- Would they agree with your assessment?

When is the right time to have the conversation?

- Now!
- Once you cool down
- Once you know more

H

Hedge your claims

- "I think it's possible that"
- "This might happen because"
- "Some people tend to think"

E

Emphasize agreement

- "I think we both want to"
- "I agree with some of what you are saying"
- "We are both concerned with"

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Acknowledge other perspectives

- "I understand that"
- "I see your point"
- "What I think you are saying is"

R

Reframe to the positive

- "I think it's great when"
- "I really appreciate it when"
- "It would be so wonderful if"

Building Conversational Receptiveness

Opening the Conversation

My Defaults

- What do you want to say?
- What don't you understand?
- Why does this situation bother you?

Reframe

- Hedge your claims
- Emphasize agreement
- Acknowledge other perspectives
- Reframe toward the positive

Instructions: Use the left column to write out what you wish to communicate. Use the right column to redraft your message in a way that communicates your engagement with your counterpart's perspective. Repeat this process on every conversational round (in writing or "in your head"), until the HEAR framework becomes your default.



THANK YOU!

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receptiveness.net