

FEEDBACK



→ You need results for your experiments

- your response to their behavior
- their response to your behavior

→ Social feedback is crucial

- People do not see themselves
- People can not grasp what they do not have (show in Jamaica)



→ Feedback hurts

- Condensing subjective judgement + cynical bite
 - “You are wrong”, “You behave improperly”
- Make your feedback a useful mirror
 - THE NET between you and me principle
 - We do not cross the net
 - when you do X I feel Y



GIVERS AND TAKERS

→ <https://www.brainpickings.org/2013/04/10/adam-grant-give-and-take/>



INFLUENCE LINE

- You start with 10 (ten) sticks
- Give 1 (one) stick to each **giver** you find in the room
- If there are more **givers** then sticks, rank and prioritize
- Leave 1 (one) stick to yourself if you are a giver
 - the stick that you received from the other people you can not give to others
 - return unused sticks received from instructor
 - keep sticks received from peers



- One better plays it early
- Peer feedback
- Social awareness
- Vector of improvement
- Stress management exercise
 - breath
 - equanimity
 - author theory



Foolish ____ : ____ : ____ : ____ : ____ : ____ : x Wise

in the middle you are either

good in both and you are the champion
or bad in both and have major problem

takers = tit for tat jedi

usually they are poor in EQ and strong in energy

Robots for serving !

good mid-level careers

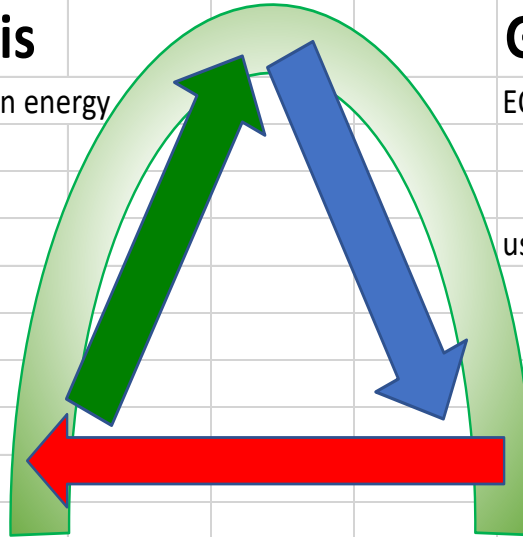
envied

bad relationships

never go to top

unsatisfied

engineers, Germans, and sexy people



Givers = true influencers

EQ champions

giving requires major personal charm and art
try to give and see

usually do not know how to do tit-for-tat

used to get everything for some smiling
eventually hit tit-for-tat situation and sink

bad robots

poor careers

can be killer negotiators

if you are weak in both, first you move to the givers corner by practicing EQ - first learn giving

what you create right now? Tension or relaxation? Irritation or comfort? Hate or love?

from the giver corner you move to the taker corner

Nobel Prize is given to the proof that tit-for-tat is the best life strategy

why you do what you do? Why your counterpart does what she does? Barter! Win-win!

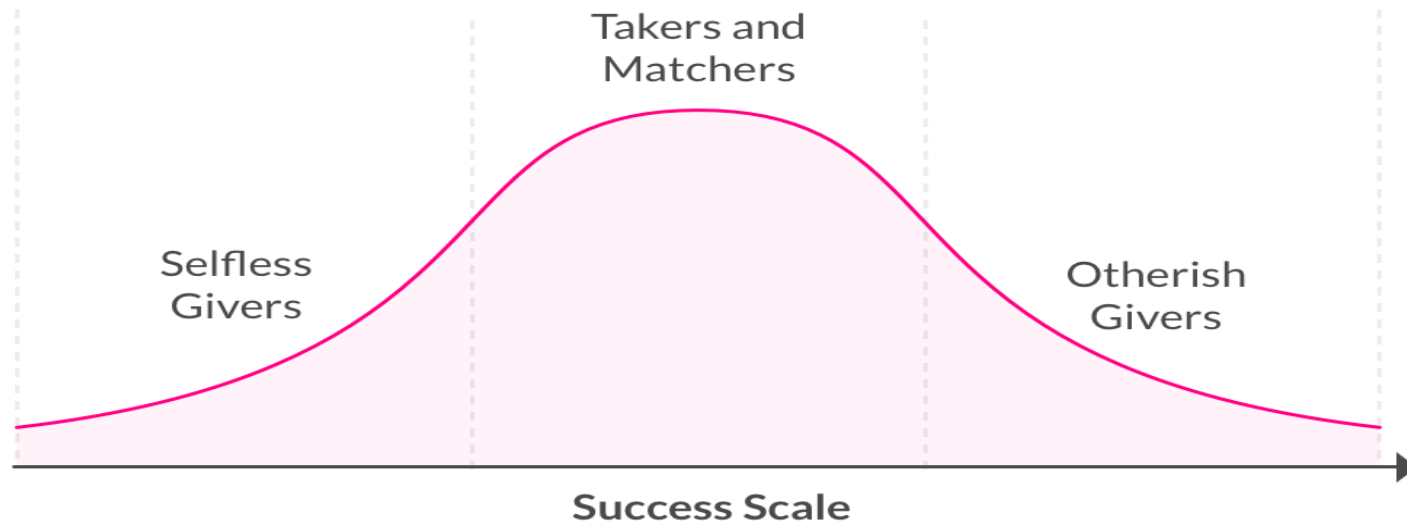
then you come back to the middle and master both arts in turns

first you give to anyone - giving = unconditional love

then you play tit-for-tat with those who hurt you

but do not go into revenge - it is bad for you

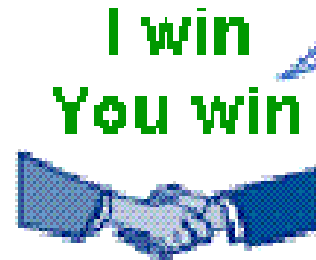
Givers, Takers, and Matchers at Work



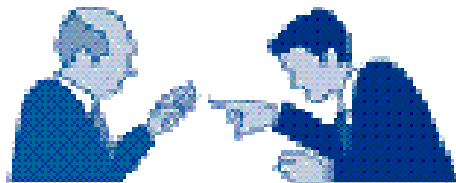
- Successful givers tend to pick one or two ways of helping that they enjoy and excel at, rather than being jacks of all trades.
 - That way, they get to help in a way that energizes them instead of exhausts them. This trick also allows givers to gain a reputation as a person with a particular expertise they're willing to share, rather than as a nice person who's freely available.
- Disagreeable giver goes a long way



I win
You lose



I lose
You lose



I lose
You win

Principled Negotiations (aka Win-Win)

GETTING TO YES (1992) – Fisher and Ury

→ Positional bargaining

→ Zero sum

→ Distributive

→ Cut the pie

→ Competition

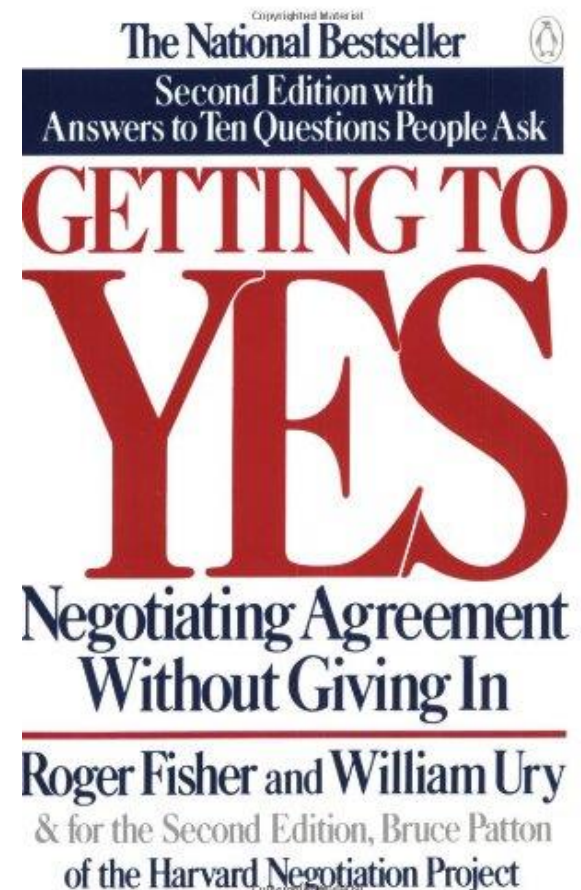
→ Principled negotiations

→ Win-Win

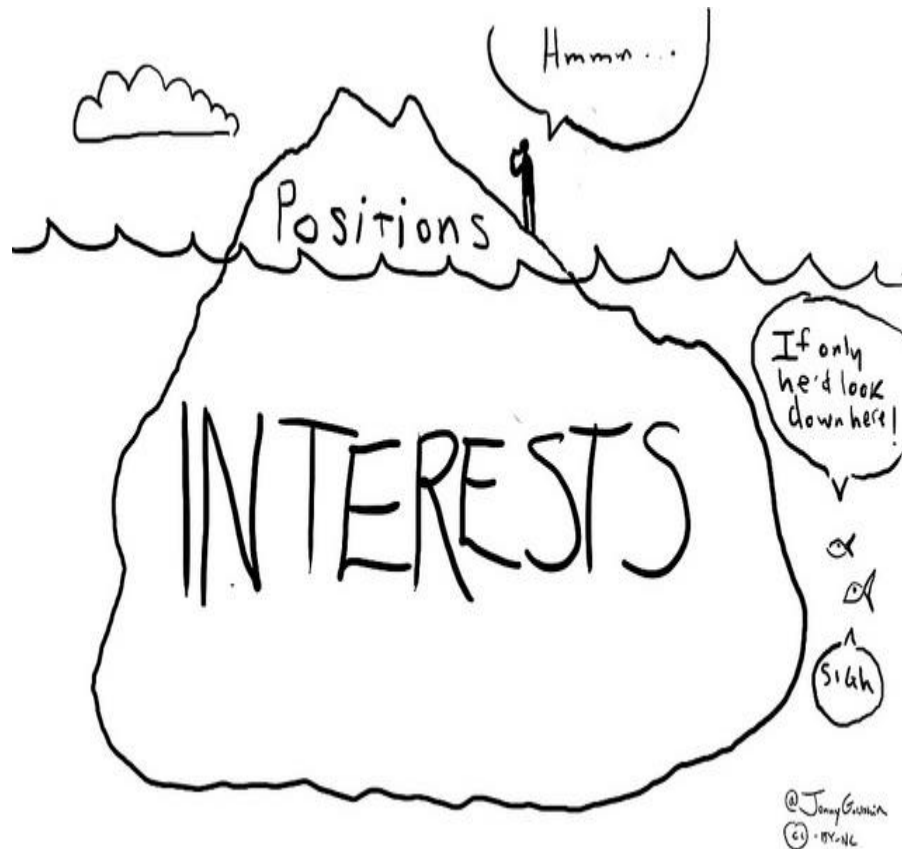
→ Integrative

→ Grow the pie

→ Cooperation



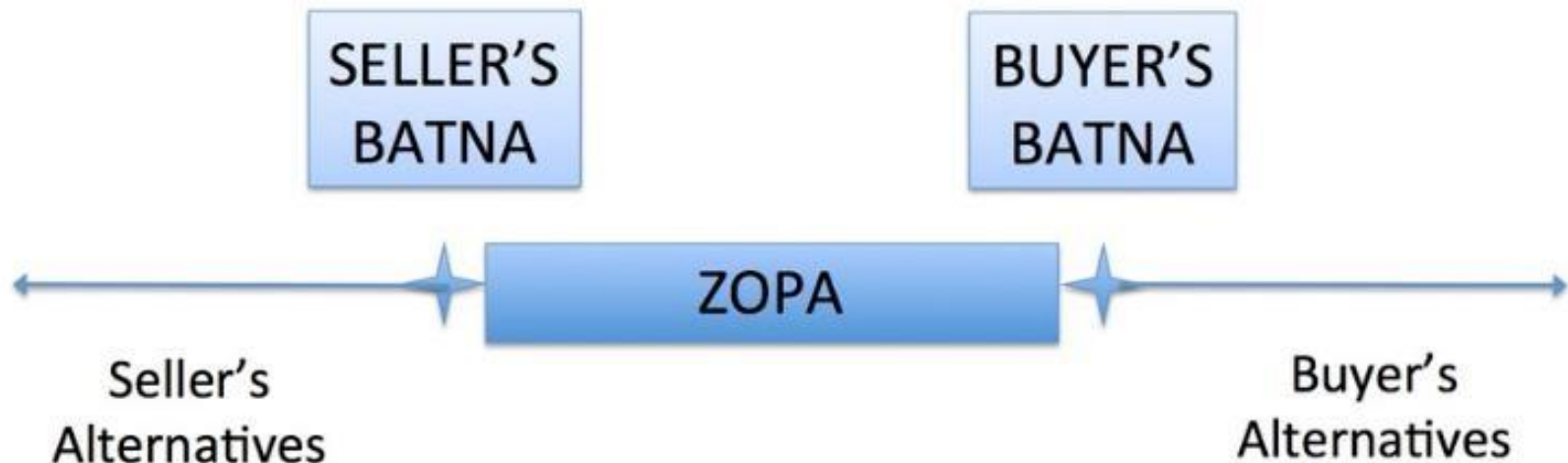
Define FAIR



WHERE IS WIN-WIN POINT ? CENTER ?

LIMIT = “BATNA”

“BEST ALTERNATIVE TO NEGOTIATED AGREEMENT”



BATNA to Win-Win

- Diligent honest search for mutual BATNA often brings the miracle of synergy
 - And the pie grows !
- This is your duty, responsibility, obligation, and effort
 - To look for win-win
 - You may not find it, but if you do, you will enhance both yourself and the world around you



SHIFTING WIN-WIN POINT

→ **EMOTIONAL FEEDBACK LOOPS**

- Fears: imaginary and real
- Prisoner dilemma insecurity

→ **PSYCHOLOGICAL BIASES (inside)**

- Bazerman: ambiguity aversion, attachment to anchor, approval, social comparison, familiarity

→ **ORCHESTRATED MANIPULATIONS (outside)**

- Good cop – Bad cop
- Last minute concession
- Post-settlement settlement
- Juggling authority
- Escalation



Anchoring bias.

People are **over-reliant** on the first piece of information they hear. In a salary negotiation, whoever makes the first offer establishes a range of reasonable possibilities in each person's mind.



Availability heuristic.

People **overestimate the importance** of information that is available to them. A person might argue that smoking is not unhealthy because they know someone who lived to 100 and smoked three packs a day.



Bandwagon effect.

The probability of one person adopting a belief increases based on the number of people who hold that belief. This is a powerful form of **groupthink** and is reason why meetings are often unproductive.



Blind-spot bias.

Failing to recognize your own cognitive biases is a bias in itself. People notice cognitive and motivational biases much more in others than in themselves.



Choice-supportive bias.

When you choose something, you tend to feel positive about it, even if that **choice has flaws**. Like how you think your dog is awesome — even if it bites people every once in a while.



Clustering illusion.

This is the tendency to **see patterns in random events**. It is key to various gambling fallacies, like the idea that red is more or less likely to turn up on a roulette table after a string of reds.



Confirmation bias.

We tend to listen only to information that confirms our **preconceptions** — one of the many reasons it's so hard to have an intelligent conversation about climate change.

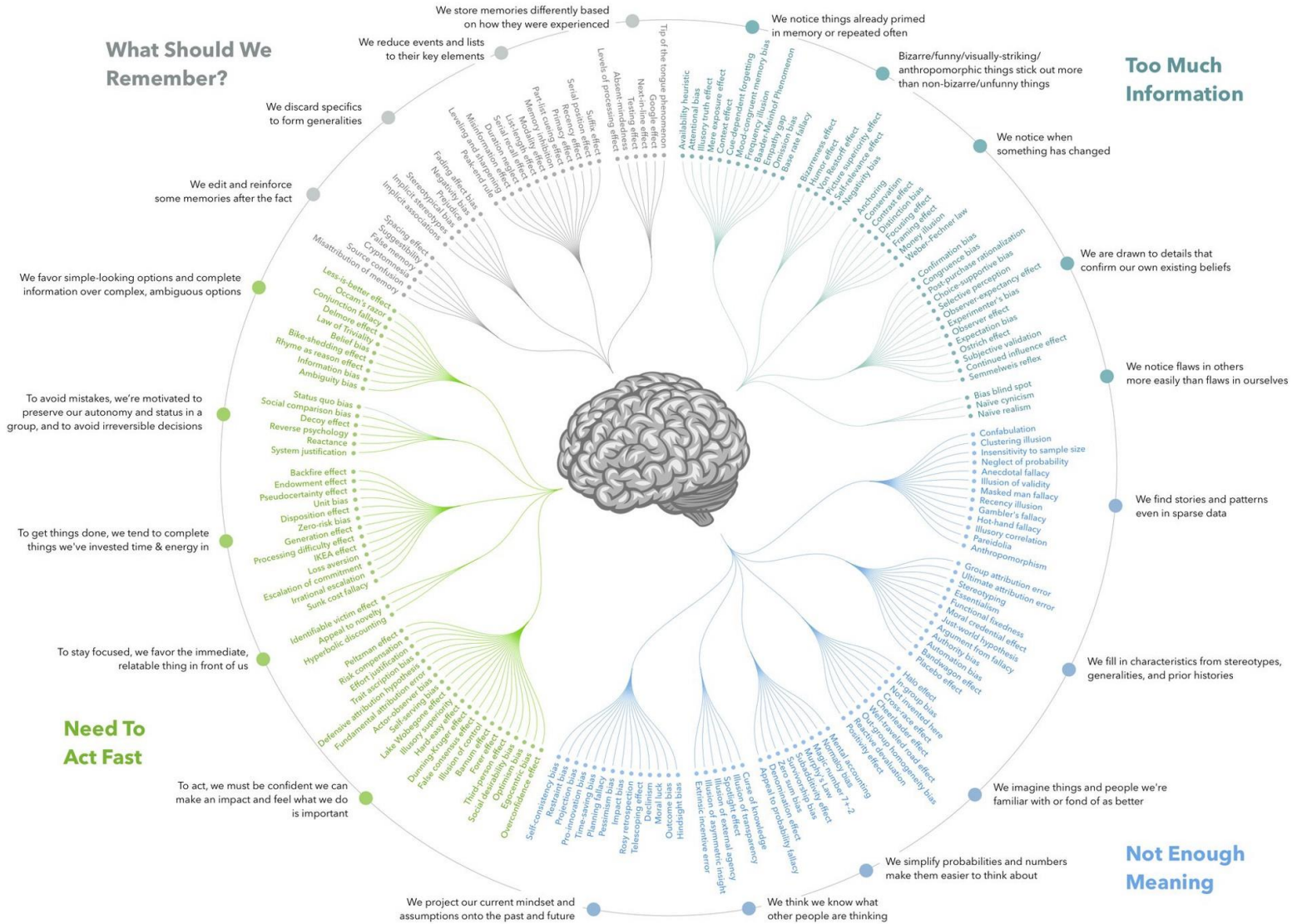


Conservatism bias.

Where people favor prior evidence over new evidence or information that has emerged. People were **slow to accept** that the Earth was round because they maintained their earlier understanding that the planet was flat.

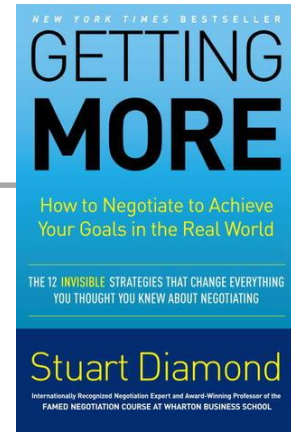


COGNITIVE BIAS CODEX, 2016



ALGORITHMIC LAYOUT + DESIGN BY JM3 · JOHN MANOOGIAN III // CONCEPT + METICULOUS CATEGORIZATION BY BUSTER BENSON // DEEP RESEARCH BY WIKIPEDIANS FAR + WIDE

Getting More – Stuart Diamond



→ What we do for many years?

- Seeking alternatives
- Reinforcing leverage
- Logic
- Threats
- Walking Out
- BATNA
- Win-Win



→ Should you try better and go to the next level?

- Human interaction
- Emotional intelligence
- Cultural diversity
- Understanding and valuing the other party's perceptions, that is, the pictures in their heads