

# Hard kicking soft tools for constructive collaboration between research support and researchers

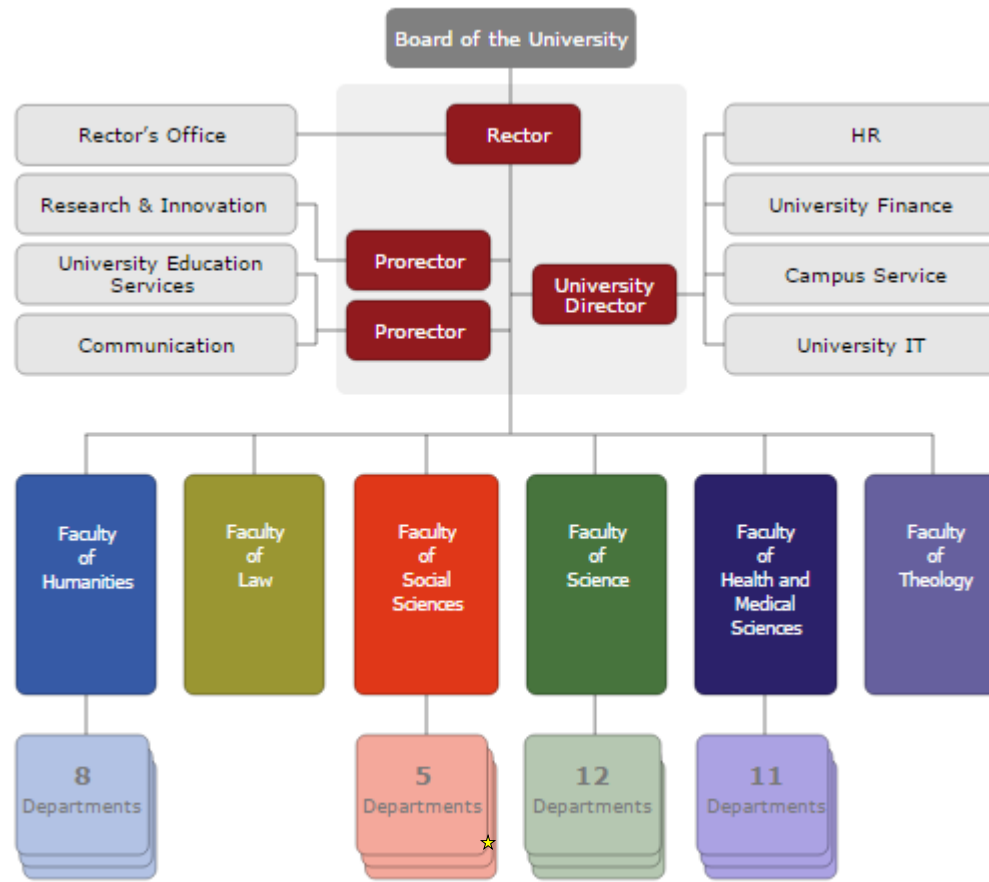
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UNIVERSITY OF COPENHAGEN



# Marginalized – but close to the right people



# The business coach

*"You could have been a business coach 😊"*

*"you didn't know? That is what I am 😊"*

# The Business Coach:

- Helps a person look at the big picture for her opportunities.
- Guides a person in enhancing her skills and intellectual development.
- Provides candid feedback to a person about her strengths and weaknesses.
- Links a person with professionals and organizations that can assist her in following her dreams.
- Assists a person balancing her personal with her business life.
- Listens to the problems a person are facing, helps her set goals and develop a plan, and requires her to carry out and implement her plans.
- Encourages and motivates a person, building her sense of selfworth and confidence.

# Core moves to achieve influence

The relation always trump the argument → strengthen relations

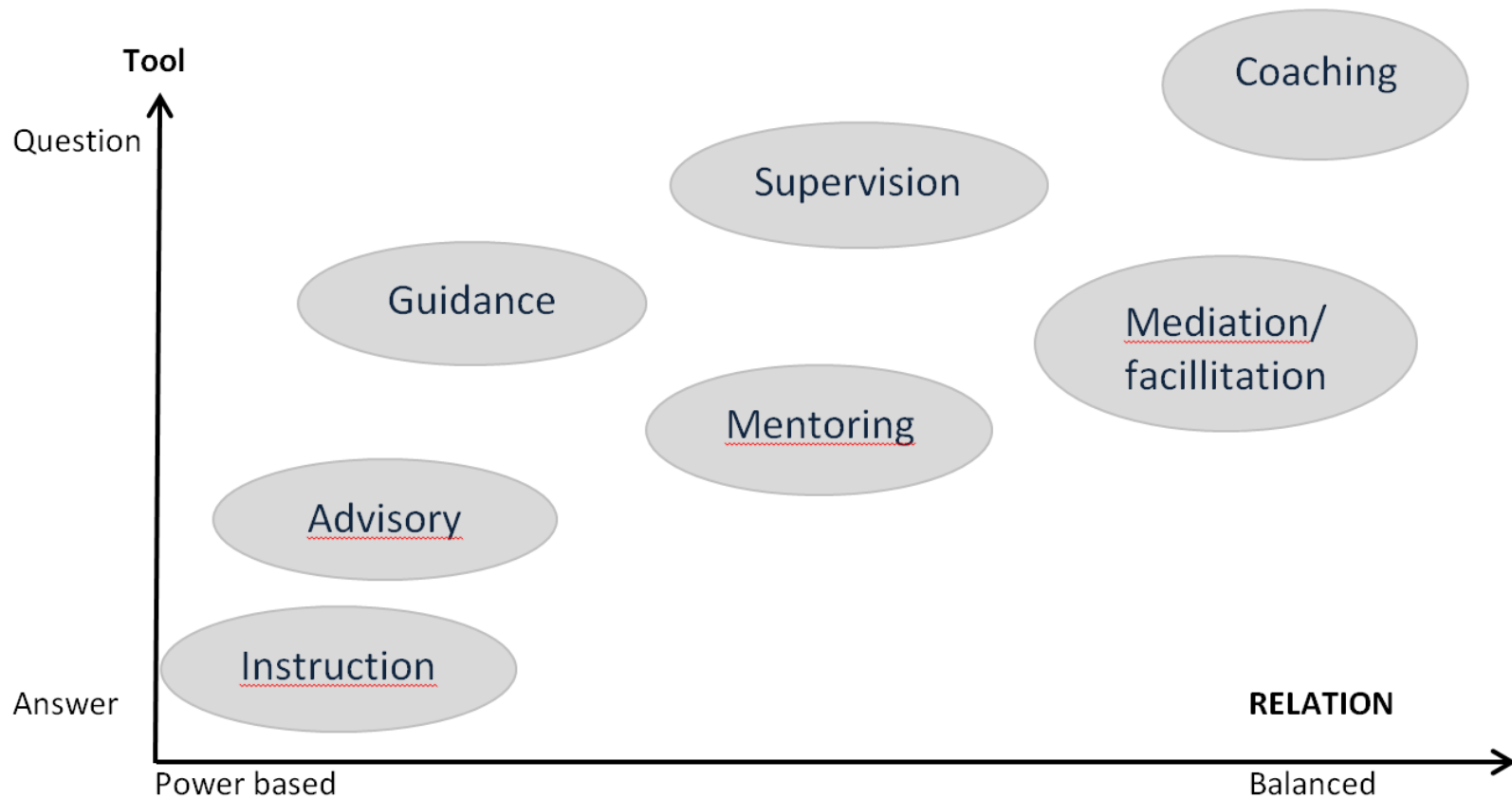
Draw on the need for consistency

Tell a story

Give gifts

Make it simple – and easy to say yes.

# From instruction to coaching



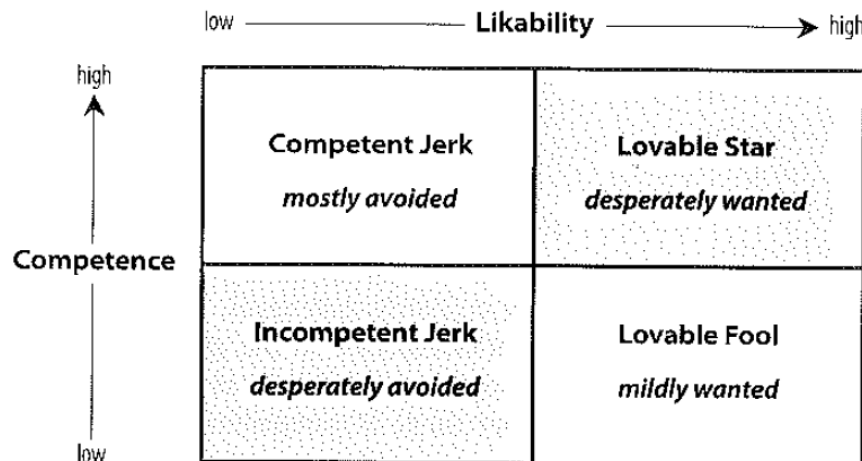
Stelter, R.: Coaching, læring og udvikling, 2002

# We chose the lovable fool

## Whom Would You Choose?

If you were faced with the need to accomplish a task at work, what sort of person would you pick to help you—someone able to get the job done or someone enjoyable to be around? Studies done in four very different organiza-

tions consistently showed that most people would choose a “lovable fool” (someone who, to varying degrees, is more likable than competent) over a “competent jerk.”



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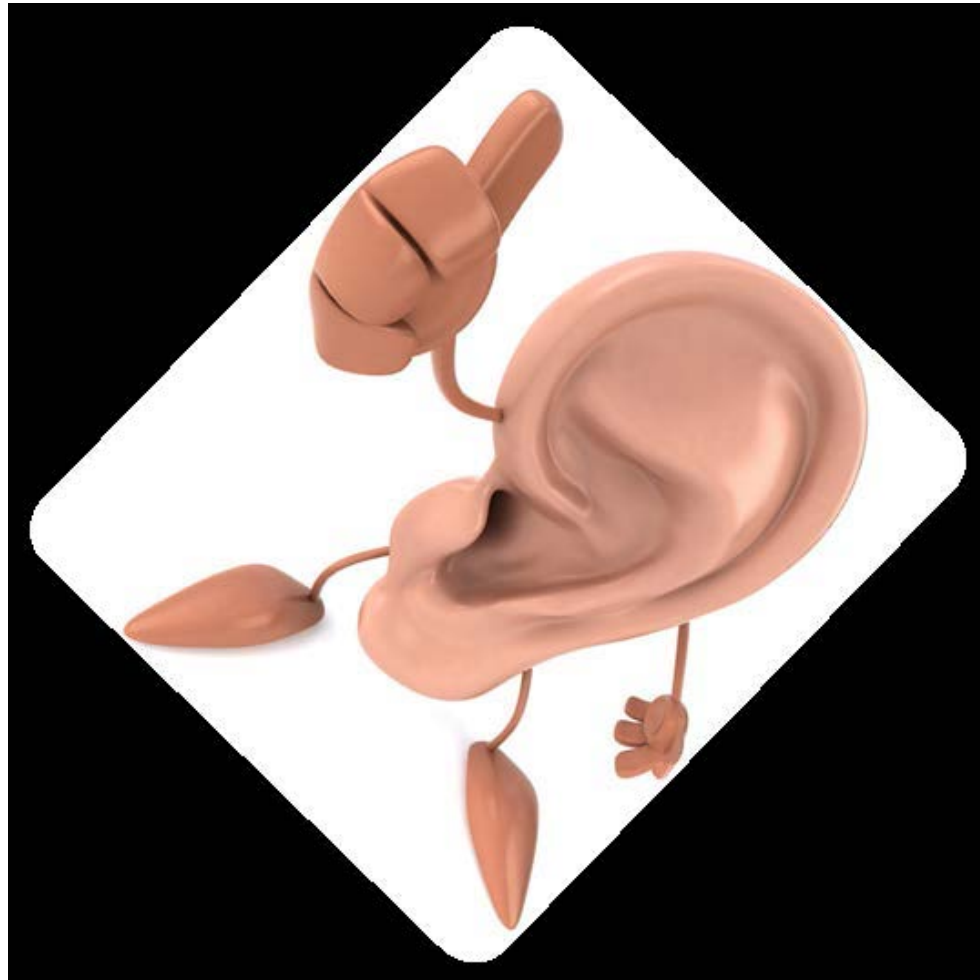
# Roosevelt

*"The single most important thing about success is knowing how to get along with people."*





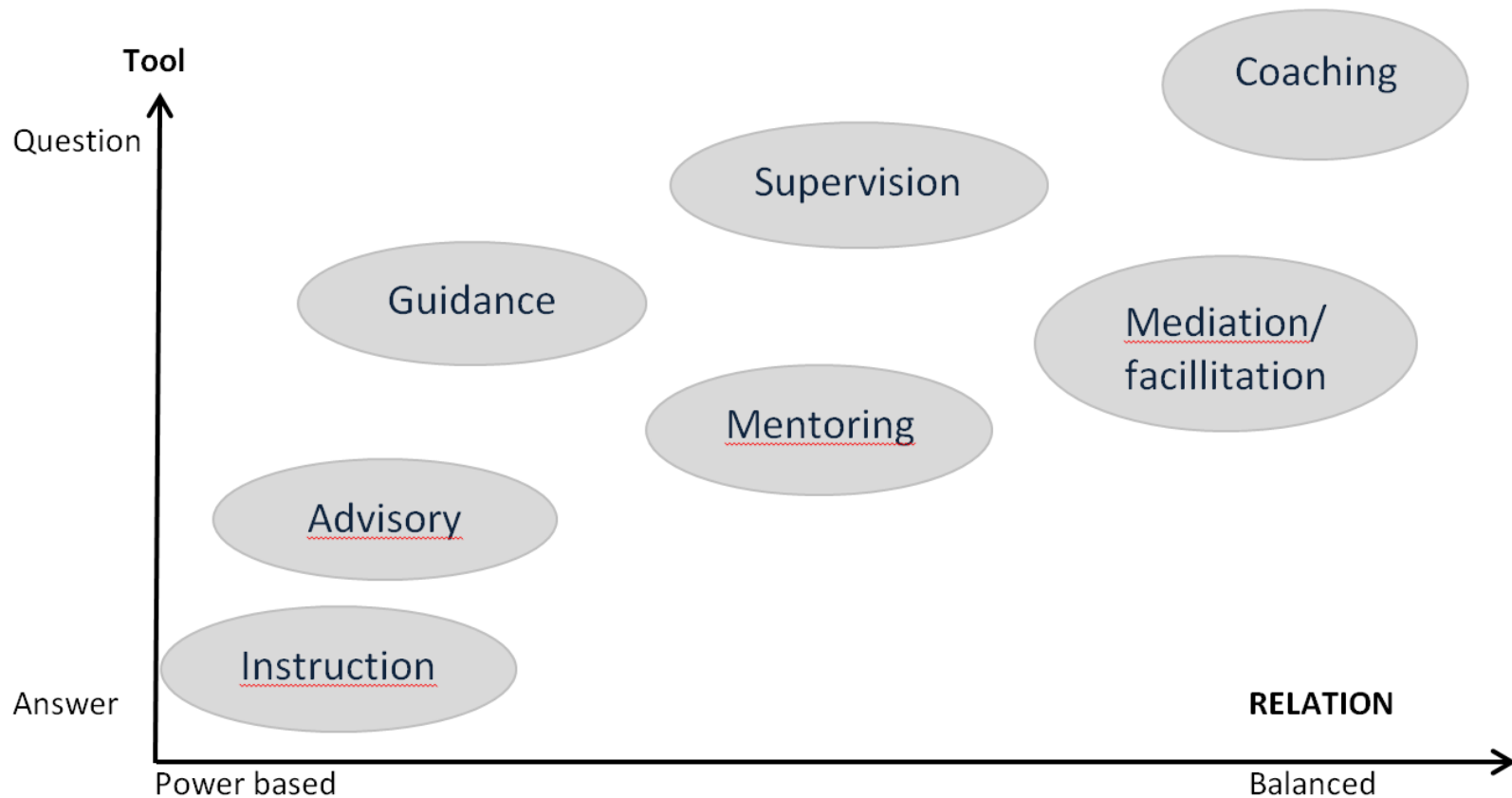
# To listen is to stretch the ear



## When posing questions you will:

- You will hear all her arguments, objections, and worries and you will thus get a chance to understand her better = your basis and precondition for achieving influence
- You get time to think and chose your own words carefully
- You make your interlocutor talk, discuss with herself, nuancing points of view opening herself towards your proposals
- You may appear even more clever than you are
- You may actually learn something new
- You get the chance to read your interlocutors signals and estimate her credibility

# From instruction to coaching



Stelter, R.: Coaching, læring og udvikling, 2002

# Creatures of emotion

*"when dealing with people, remember you are not dealing with creatures of logic, but with creatures of emotion, creatures bristling with prejudice, and motivated by pride and vanity".*

- Dale Carnegie, author of the bestseller sold in 15 exemplars "How to win friends and influence people"

# Nudging



# Remember the context

## A Story from David Foster Wallace

- There are these two young fish swimming along and they happen to meet an older fish swimming the other way, who nods at them and says "Morning, boys. How's the water?" And the two young fish swim on for a bit, and then eventually one of them looks over at the other and goes "What the hell is water?"



*" Politics is about giving people better stories."*

- Bill Clinton

*"If you can put the fact inside the feeling, you will have a chance to say something that will not be forgotten."*

- Bill Clintons speechwriter Tom Rosshirt



# Reciprocity - give gifts

- Give time
- Give compliments
- Give away your results, managing upwards and sideways making the others perform and look good.
- Give attention
- Give recognition
- Give concession. Studies show that we can easier convince the ones that can also convince us.
- Give your knowledge
- Give your respect
- Give more than expected
- Give services
- Give humanity. Show that you too have weak sides.
- Give a recommendation

Always remember, never forget: do not give away yourself. Give your limits too.

# Make it simple



# What we have learned

- Relations trump arguments → Strengthen relationships
- Remember our need for consistency
- Talk to the feelings through a story
- Give gifts
- Offer simple choices

# Litterature:

## About Lee Ross

<http://daily.swarthmore.edu/2008/04/11/lee-ross-lecture-on-barriers-to-conflict-resolution/>

Aronson, Elliot and Tavis, Carol: Mistakes Were Made (But Not by Me) – Why We Justify Foolish Beliefs, Bad Decisions and Hurtful Acts. London: Pinter & Martin Ltd., 2008, p 129-130

Sunstein, Cass R. and Thaler, Richard H.: Nudge: Improving Decisions about Health, Wealth, and Happiness. New York: Penguin Books, revised 2009.

## On competent jerks/loveable fools:

[http://susalobo.com/researchfiles/casciaro\\_lobo\\_hbr\\_05.pdf](http://susalobo.com/researchfiles/casciaro_lobo_hbr_05.pdf)

## On reciprocity/ Strotetz

Cialdini, Robert.; Goldstein, Noah J. & Martin, Steve J.: Yes! 50 Secrets from the Science of Persuasion. London: Profile Books, 2007, p 46-47

# Thank you

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