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

Jane Lykke Bøll, UCPH

The 22nd Annual EARMA Conference, 24-26 April 2017
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

Tool

Question

Answer

Instruction

Advisory

Guidance

Mentoring

Supervision

Coaching

Mediation/facilitation

Power based

Balanced

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

```
<table>
<thead>
<tr>
<th>Competence</th>
<th>Likability</th>
</tr>
</thead>
<tbody>
<tr>
<td>low</td>
<td>high</td>
</tr>
<tr>
<td>Competent Jerk</td>
<td>mostly avoided</td>
</tr>
<tr>
<td>Incompetent Jerk</td>
<td>desperately avoided</td>
</tr>
<tr>
<td>Lovable Star</td>
<td>desperately wanted</td>
</tr>
<tr>
<td>Lovable Fool</td>
<td>mildly wanted</td>
</tr>
</tbody>
</table>
```
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 week 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
Literature:

About Lee Ross
http://daily.swarthmore.edu/2008/04/11/lee-rosss-lecture-on-barriers-to-conflict-resolution/

Aronson, Elliot and Tavris, 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


On competent jerks/loveable fools:
http://sousalobo.com/researchfiles/casciaro_lobo_hbr_05.pdf

On reciprocity/ Strometz
Thank you

Jane Lykke Bøll
University of Copenhagen
Jane.boll@econ.ku.dk