Making Strategy Choices
Communication and Deception

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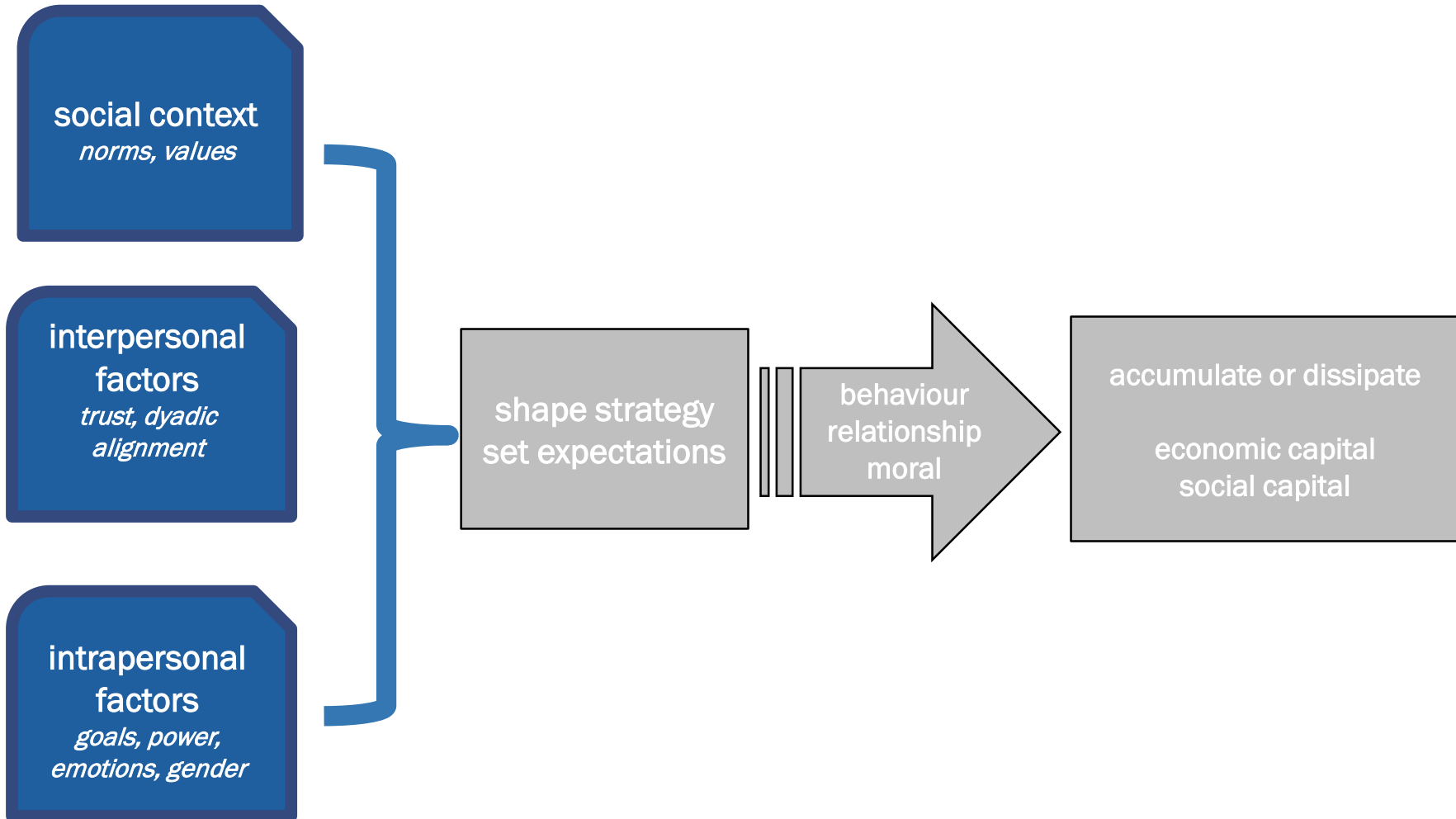
THE UNIVERSITY OF MELBOURNE

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The 'right' strategy
What shapes (deceptive) communication?

social context
norms, values

interpersonal factors
trust, dyadic alignment

intrapersonal factors
goals, power, emotions, gender

shape strategy
set expectations

behaviour
relationship
moral

accumulate or dissipate

economic capital
social capital

Communication patterns

- Strategy preferences, *strategy sequences* and how strategies are distributed over time are influenced by intrapersonal and interpersonal factors

- Reciprocity reinforces dominant strategy; breaks in reciprocity create transformational moments

- Cultural differences in normative strategies and communication patterns have received substantial research attention

- Emphasis has been on economic rather than social capital

Cultural 'misalignment'

- What sets our behavioural threshold in cross-cultural negotiations? And how much latitude do we grant before we perceive an expectancy violation?

- What is the economic cost of expectancy violations? How do failures reciprocity consistently influence the accumulation (or dissipation) of economic capital?

- What is the social cost of expectancy violations? Can expectancy violations elicit backlash and dissipate social capital?

Deceptive communication

- Nature of deception
  - proself vs prosocial deception

- Decision to deceive is influenced by
  - Incidental (emotion, cognitive load) and intrapersonal (goals, power) trigger ethical drift
  - Other's trustworthiness moderates the decision to deceive
  - Clearly adversarial or clearly benign contexts trigger the use of deception

- Limited attention to the impact on economic and social capital

- Cultural differences in deceptive communication are "under-investigated"

Establishing and crossing moral thresholds

- How do relationships (and relationship breaches) affect the decision to deceive? Displays of (dis)respect?

- When do we weight cognitive vs affective trust more heavily in decisions to deceive? Cognitive style (reasoning)?

- How does the negotiating context affect negotiators' moral thresholds? Does 'certainty' increase deception in all cultures?

- How do cultural norms shape moral judgments and with what effect on deception? Dominant moral principle (ends, duties, social contracts)? Moral foundations (individualising vs binding)?

- To what extent are current models of deception culture-bound? Opportunistic betrayal, moral pragmatism.....????

State of Play: Communication and Deception

Communication patterns

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Deceptive communication

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Behavioural and relational thresholds

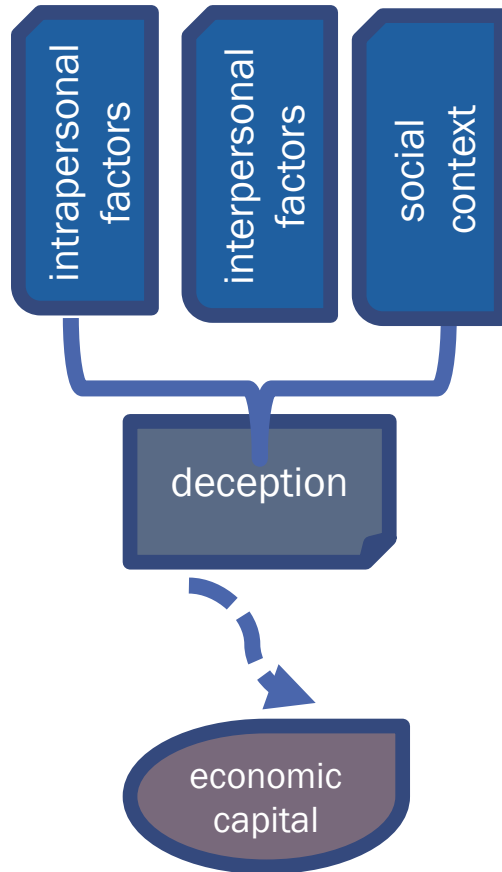|	
Behavioural threshold	*How much behavioural latitude do we grant to others in a cross-cultural negotiation? Are we more or less sensitive to expectancy violations in cross-cultural negotiations?*
	Can expectancy violations elicit backlash and dissipate social capital? Are there differences in the economic and social consequences of failures of reciprocity perceived?
Relational threshold	*Might differences in cognitive style (reasoning) make cognitive vs affective trust more influential in decisions to deceive?*

The moral threshold

- **How does the negotiating context affect negotiators' moral thresholds?**

  - *Does 'certainty' increase deception in all cultures?*

  - *Will negotiators from high context cultures have more nuanced interpretations of context, including 'certainty'?*

- **How do cultural norms shape moral judgements?**

  - *Might differences in cultural reasoning styles influence dominant moral principle (ends, duties, social contracts) and with what effect on deception?*

  - *Might cultural prototypes preference one moral foundation over others (individualising vs binding), and with what effect on deception?*

- **To what extent are current models of deception culture-bound?**

  - *opportunistic betrayal, moral pragmatism.....????*

Context-dependent paths to high joint gain
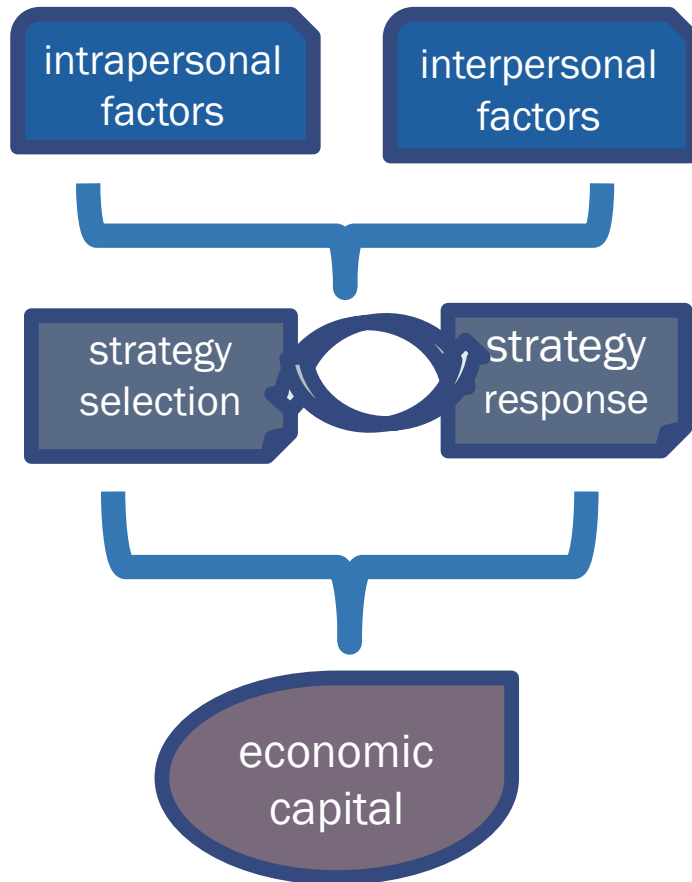
- **The intrapersonal path**
  - *motivational orientation, social value orientation, power link strategy selection to HJG*

- **The interpersonal path**
  - *goal alignment, (non)mutual dependence link response patterns to HJG*

- **Paths less travelled**
  - *normative influences*
  - *breaks in reciprocity*
  - *accumulating social capital*

Context-dependent triggers of deception

intrapersonal factors → interpersonal factors → social context → deception → economic capital

- **One layer at a time**
  - *emotion, cognitive load, motivational orientation, regulatory focus*
  - *(non)mutual power, gender balance, trust*
  - *individualistic vs principled norms*

- **Stacking the layers**
  - *clearly benign <u>and</u> clearly adversarial contexts equally likely to trigger deception*

- **Unpacking the layers**
  - *motivation to deceive*
  - *dissipating social capital*

Crossing the behavioural threshold

- How are behavioural thresholds set?

  - *What do cultural stereotypes contribute to behavioural thresholds?*

  - *Are we more or less sensitive to expectancy violations in cross-cultural negotiations?*

- How much behavioral latitude do we grant?

  - *When do 'failures' of reciprocity serve a transformational functions? And when do they impede value creation?*

  - *At what point might expectancy violations elicit backlash? And with what impact on economic or social capital*

Crossing the relational threshold

- **What are the relational triggers for deception?**

  - *Do cultural differences in displays of (dis)respect play a role in the decision to deceive?*

- **Does the dominant form of trustworthiness differ?**

  - *Might differences in cognitive style (reasoning) make cognitive (competence, behavioural integrity) vs affective (benevolence, value congruence) trust be more influential in decisions to deceive?*

  - *Is the impact of deterrence-based on deception a culture- bounded phenomenon?*