Making Strategy Choices
Communication and Deception

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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.....????
Communication patterns

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## Behavioural and relational thresholds

<table>
<thead>
<tr>
<th>Behavioural threshold</th>
<th>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?</th>
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<tbody>
<tr>
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<td>Can expectancy violations elicit backlash and dissipate social capital? Are there differences in the economic and social consequences of failures of reciprocity perceived?</td>
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<th>Relational threshold</th>
<th>Might differences in cognitive style (reasoning) make cognitive vs affective trust more influential in decisions to deceive?</th>
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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

- 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 and 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?*