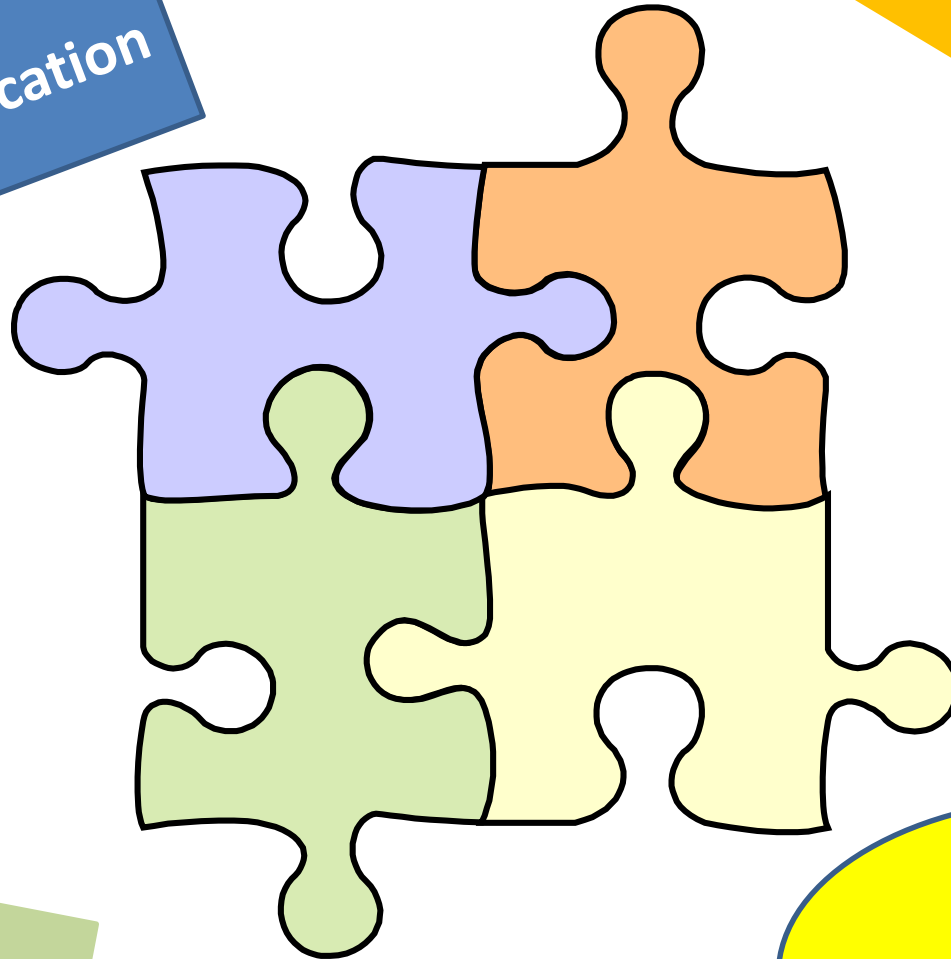


Communication

Influence



Negotiation

Leadership

Dimitris
Roukas
Athens, 2023

Course Structure

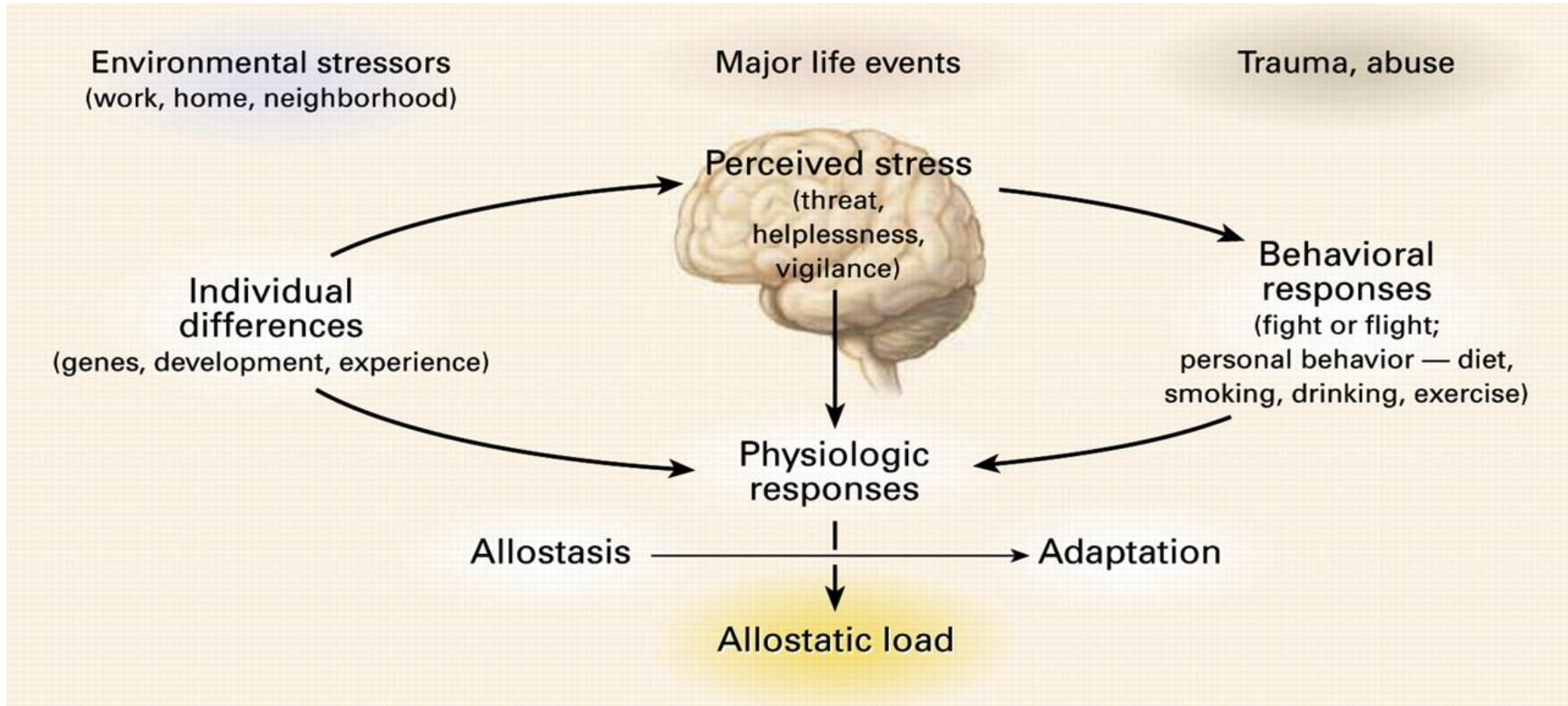
- Stress
- Information environment
- Theories of needs – motivation
- Basic principles of communication
- Message
- Social influence
- Motivation
- Problem solving
- Factors of analysis - sources of power
- Decision making, negotiation
- Shaping leadership (psychological dimension) under pressure



About stress...

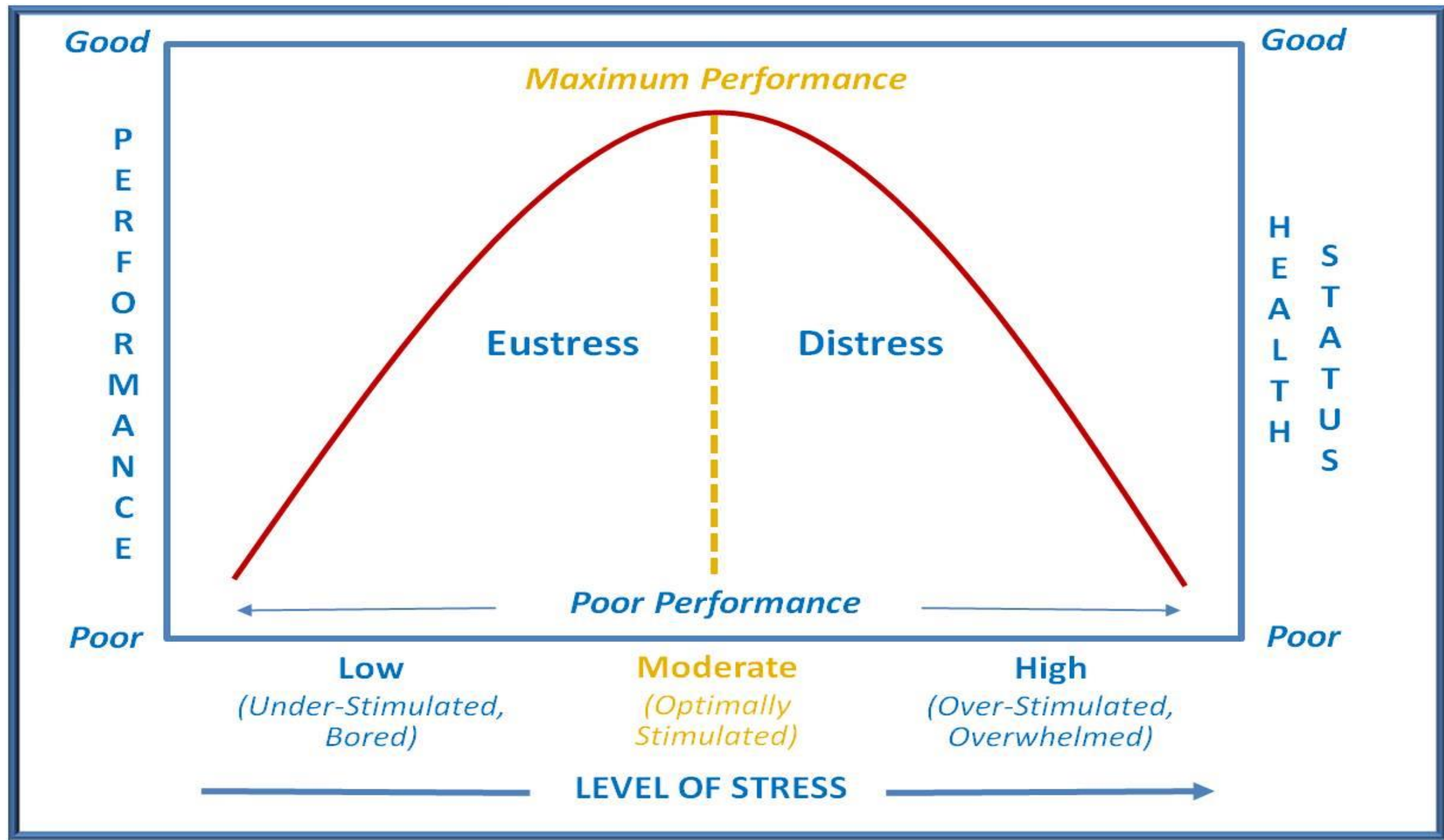
- **Stress** is a normal physical and mental reaction to a threat or a request to deal with demanding situations. When a person feels **stressed** their body is tense and their brain is overwhelmed by many thoughts.
- **Stress** can have a positive aspect - so-called euphoric stress - and in this case it acts as a catalyst and energises the person to cope with any situation.

Central role of the brain in allostasis and the behavioral and physiological response to stressors. [From McEwen (211), copyright 1998 Massachusetts Medical Society].



Bruce S. McEwen *Physiol Rev* 2007;87:873-904

Physiological Reviews



- **In life we do not earn what we deserve but what we claim...**

Leadership...



"Leadership" is the influence, the ability, the art, the process of influencing people to work with zeal and confidence. Zeal reflects willingness and intensity in performing work, confidence reflects experience and technical ability. To lead means to persuade, inspire, suggest, direct, lead and not follow...



Leadership...



"Leadership" is the influence, the ability, the art, the process of **influencing** people to work with zeal and confidence. **Zeal** reflects willingness and intensity in performing work, **confidence** reflects experience and technical ability. To lead means to persuade, inspire, suggest, direct, **lead and not follow...**



Definitions

Geopolitics:

The study of the international behaviour of states and international politics from their spatial or geographical dimension, or the study of the influence of geographical factors on political action

(Gottmann and Parker)

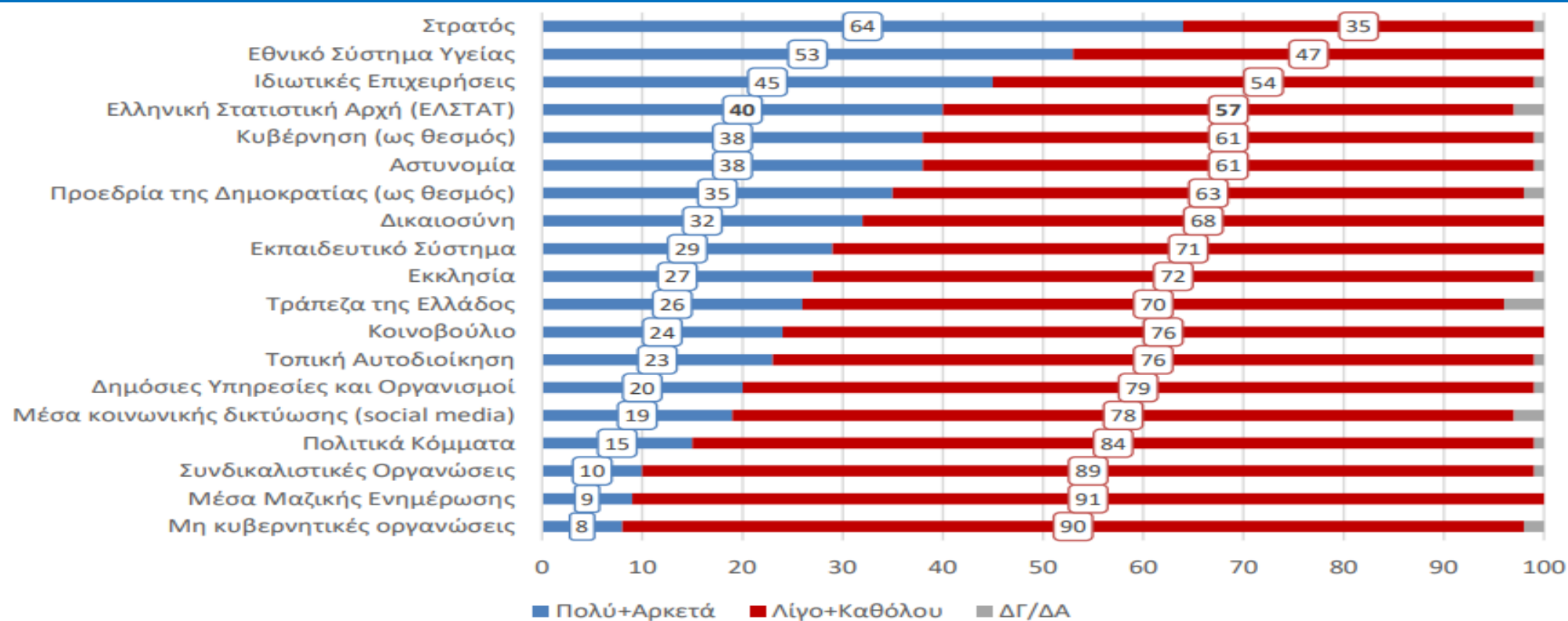
the influence of geographical elements (such as a country's location and demographics) on international relations

(Aravidis, 2017)

Definitions

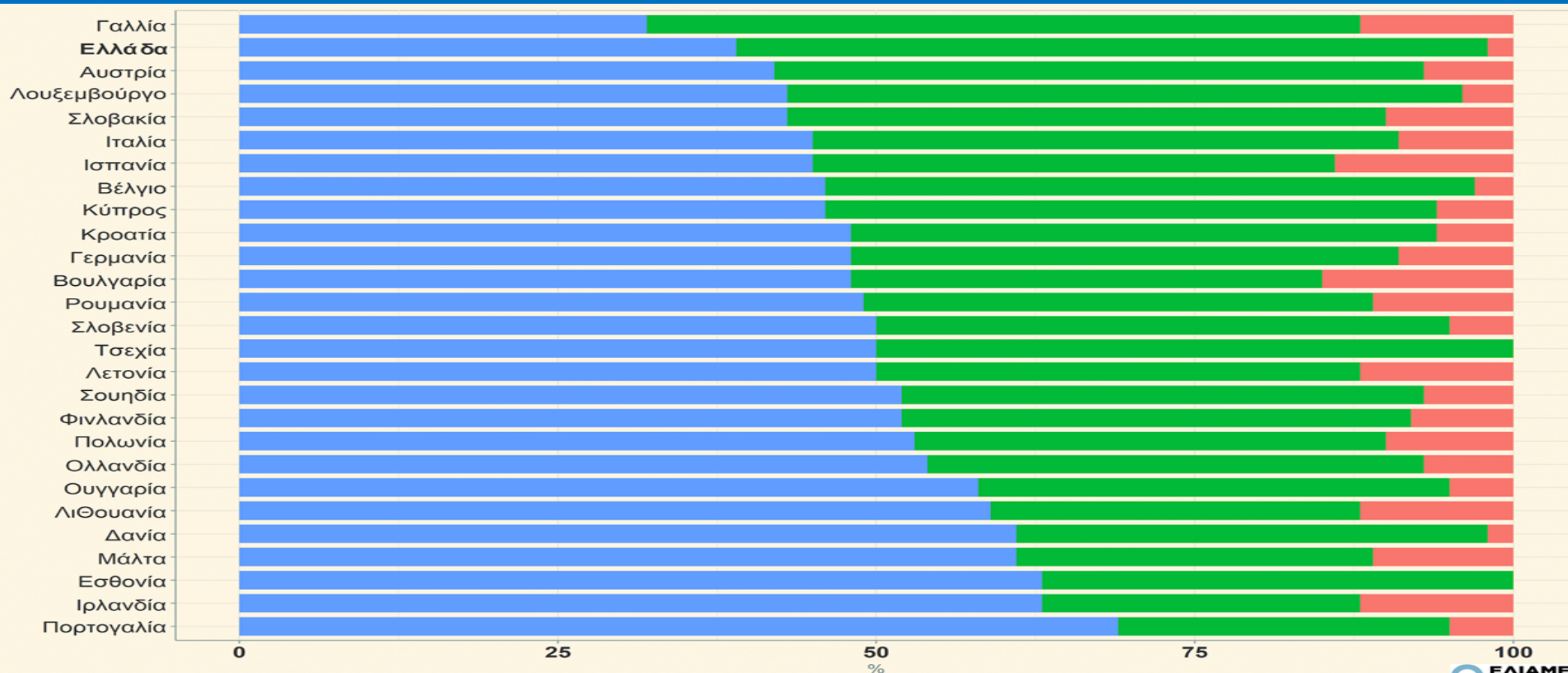
- Geopolitics must be distinguished from political geography. Political geography simply investigates the dimensions of the determinants of power (i.e. geographic location, size, climate, natural resources, human resources).
- In contrast, geopolitics attempts, by analyzing these geographic (in the broadest sense) factors, to make predictions about the likelihood of the survival of nations or alliances

Trust in the Institutions (2021)



Πηγή : [KAPA Research](#)

Trust in the EU (2021)



Γράφημα: ΕΛΙΑΜΕΠ, Πηγή: Eurobarometer Standard 96, Winter 2021-2022

Informative Environment

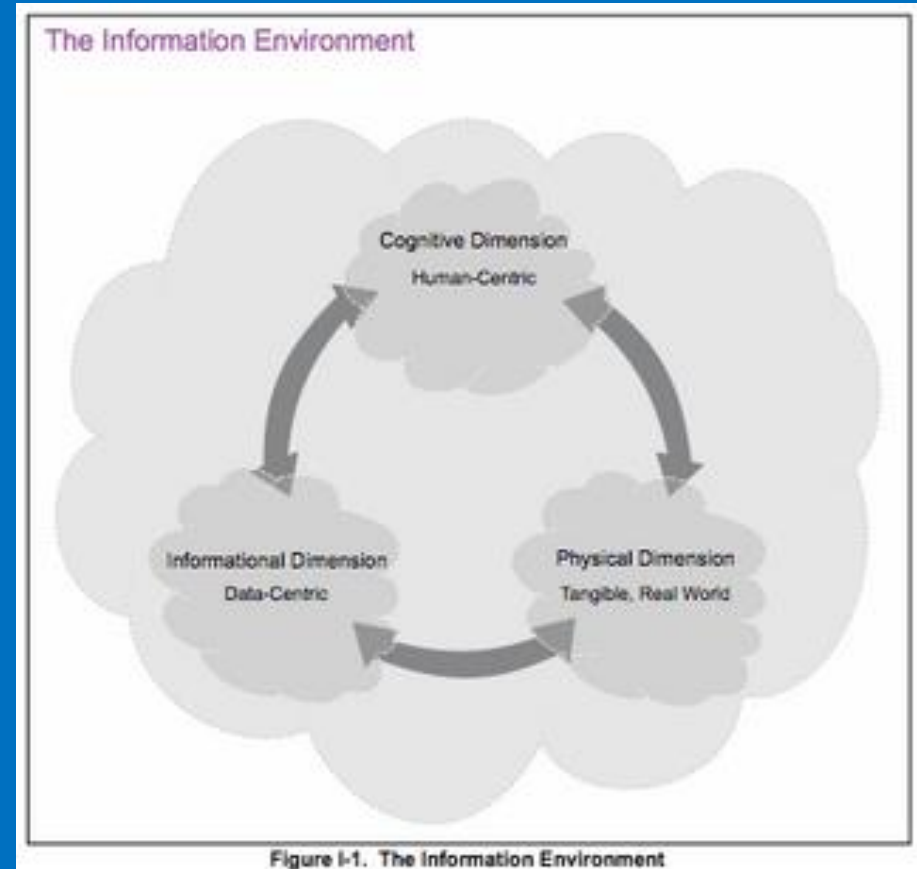
It includes the following fields:

- Physical space (land/sea/air/space)
- Cyberspace
- Electromagnetic spectrum
- Human attitude – behaviour
- Environment
- Media environment

Informative Environment

3 Dimensions:

- Physical
- Cognitive
- Informational



Informative Environment

- **Networks and frequencies of communication and information systems**
- **Command and control systems**
- **Infrastructure and industry**
- **Personnel - services and organisations**
- **Media and internet**

Strategic Communication

- A process aimed at coordinating the communication and information activities of all the country's stakeholders



Strategic Communication Model: Orchestra of Steve Tatham



Strategic Communication Model: Communication Stages of Steve Tatham



Definitions

Information actions:

- Coordinated actions at all levels (strategic, operational and tactical) in support of national objectives, in order to influence the will, understanding and capability of the "adversary"

INFORMATION ACTIONS

- Precursor phase
- Crisis – Tension
- Crisis climax
- After the crisis – recovery
- CENTRAL PLANNING AND COORDINATION
- ANALYSIS OF THE 'ADVERSARY' ENVIRONMENT

INFORMATION ACTIONS

- Area of interest
- Area of crisis
- Identification of information actions
- Assessment of information actions
- Indications of future I.A.
- Weaknesses - sensitive points of our own forces
- Trends - behaviours - characteristics of the "adversary"

INFORMATION ACTIONS

- Information dominance in time and place that supports the purpose and idea of our actions
- REDUCED DECISION-MAKING CYCLE“
- STRATEGIC CRUTCH...”

Social Psychology

- Studies the ways in which individuals are affected by the real or imagined presence of others



Turner J. C., *Social Influence*, Open University Press, Milton Keynes, 1991

Theoretical Background



Admissions

- diversity of human behavior...
- we interact with the environment in different personal ways and styles...
- our ardent need to seek an interpretation and attribution of some causal relationships (action-reaction) in an attempt to understand the world beyond our own behaviour...

Definitions

- **SOCIALISATION:**

Integration and interaction process of transmission of customs, traditions, rules and ideologies. Through socialisation, the skills and habits necessary for participation in the society to which an individual belongs are transmitted to him/her.

Socialisation is also the internalisation of social norms and values, i.e. the assimilation by the individual of the standards of behaviour that each society or social group considers acceptable

(Emile Durkheim, 19th century)

Definitions

Modernity:

Historical period from the Enlightenment to the end of the 20th century. It is characterised by the use of machines, the development of science, the growth of urban centres and the emergence of multinational companies.

Man becomes a 'person' after the French Revolution

(D. Giovas, 2008)

Definitions

- The fundamental principle of modernity is the autonomy and self-determination of the subject that defines its identity through the relation and subordination of otherness. For modernity, self-determination implies the determination and control of the other

(D. Giovas, 2008)

Definitions

Meta-Modernity :

(after 1960, culminating in the fall of the Berlin Wall)

Post-modernity represents in a way the change of priority and the premium of the other, because by reversing the hierarchy of self and other it defines subjectivity by taking into account otherness and acknowledging its obligations towards third parties, be it people, nature or history

(D. Giovas, 2008)

Globalisation...

- **Globalisation: (Definition by IMF)**
- **increasing economic interdependence of countries worldwide through the growing volume and variety of international trade in goods and services, the free flow of capital internationally, and the rapid and widespread diffusion of technology**
- **Although globalisation is a highly complex set of phenomena and relationships, one can nevertheless distinguish various aspects of it:**

Globalisation...

- **Globalisation:**
- *industrial globalisation - the strengthening and expansion of multinational companies*
- *financial globalisation - the emergence of global financial markets and easier access to external finance for corporate and sovereign borrowers*
- *political globalisation - the expansion of political interests into regions and countries that are not adjacent to politically powerful states*
- *information globalisation - increasing the flow of information between geographically distant regions*
- *cultural globalisation - development of intercultural contacts and the creation of a global culture*

Globalisation...

- **Globalisation:**
- The transformation of society into a single territory through the deconstruction of all the parameters that underpin the nation state
- (homogenisation, migration, nutrition, ecology, the 'crisis of democracy', the emergence of social inequalities)

Definitions

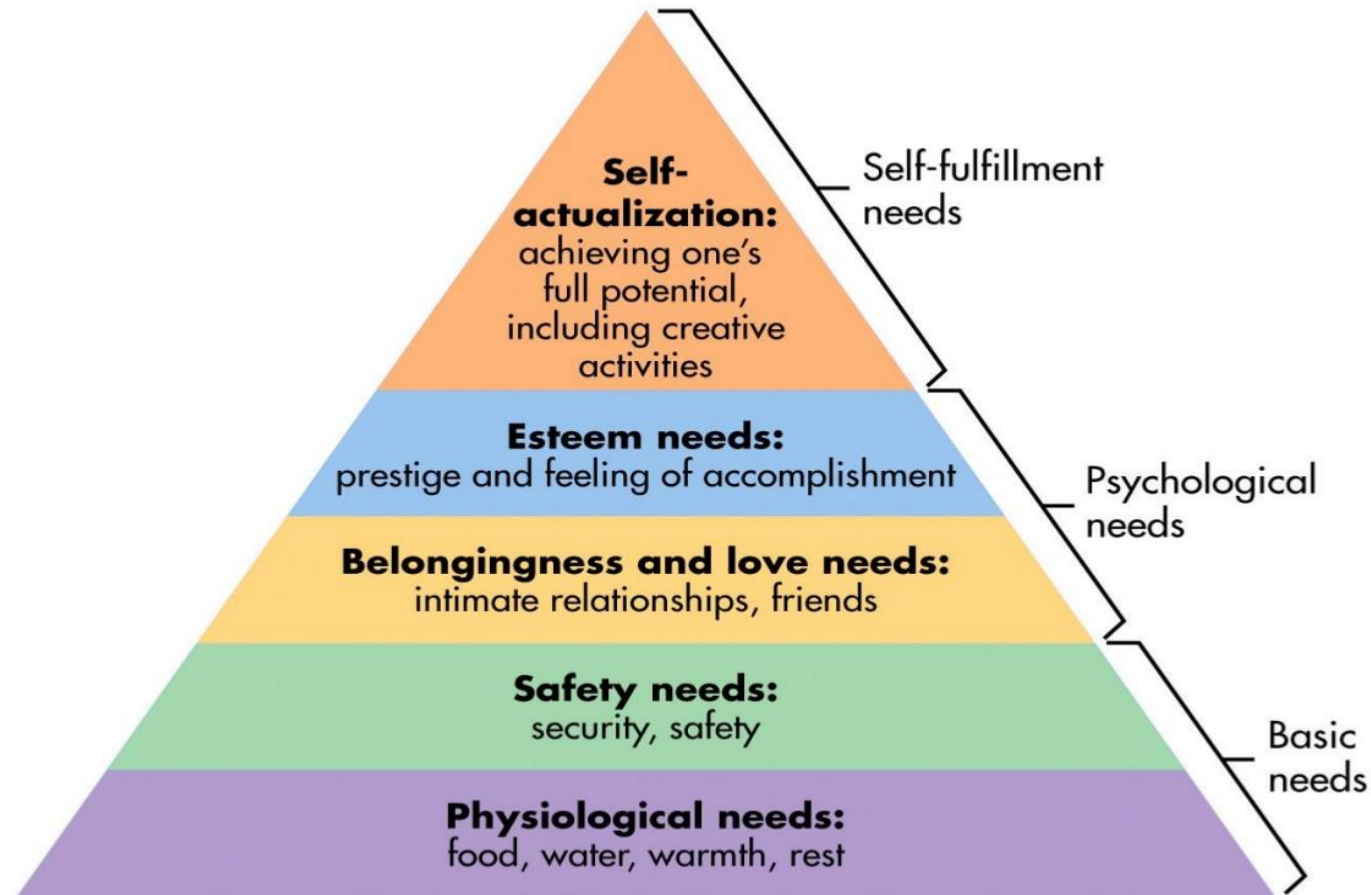
- **SOCIAL IMMUNICATION:** indirect social and cultural information of society through indirect messages from the media, creating a common field of discussion, acceptance
- **SOCIAL INTERPRETATION:** the degree of penetration and acceptance of such messages in relation to "audience volume" and unit of time

Human Needs...

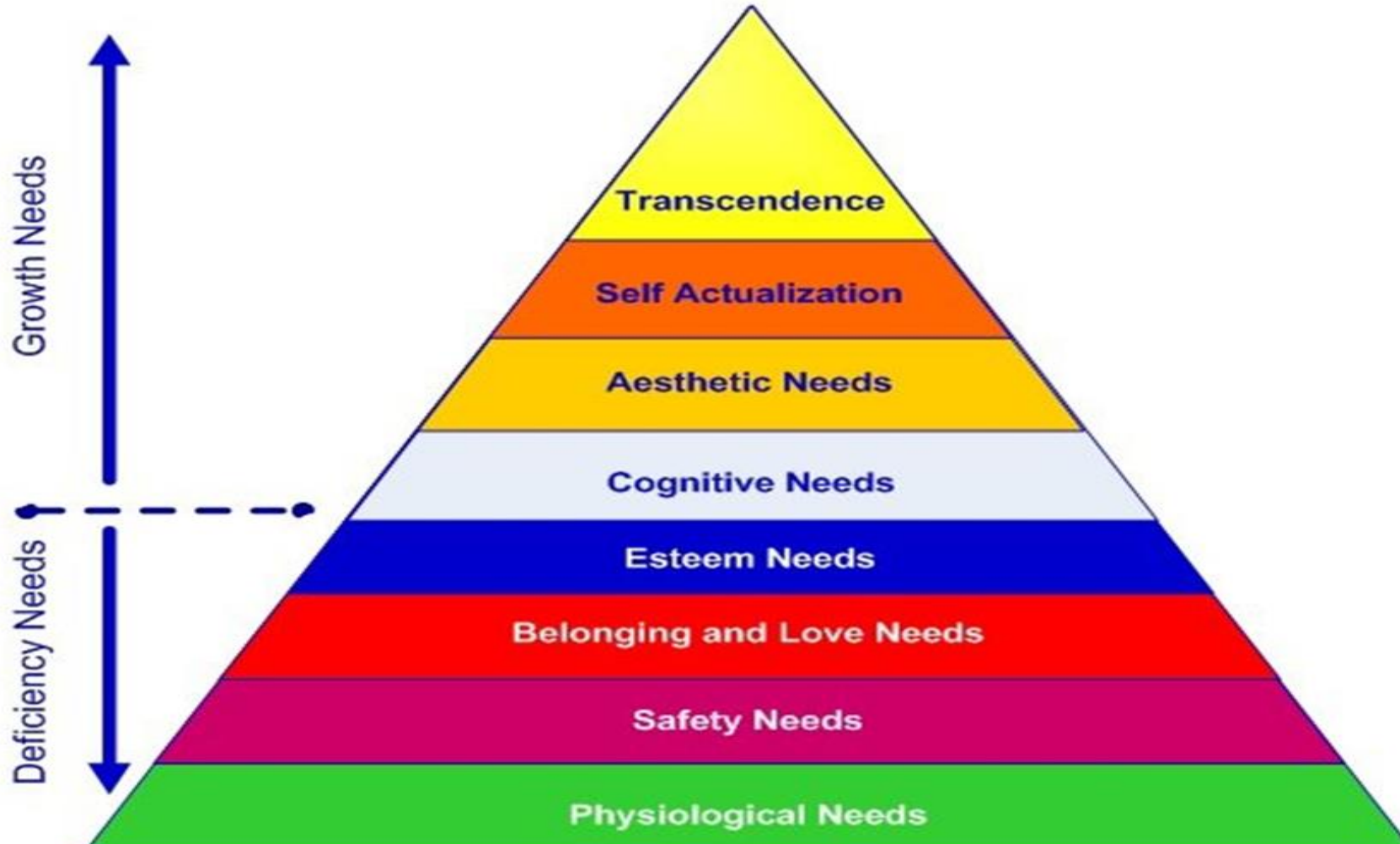
- "Necessity is what is required for the survival and happiness (the life and well-being) of a person"

(Hadjipanteli, P., 1999)

Maslow Pyramid



MASLOW'S MOTIVATION MODEL



**More needs have been added during the 1970's
Including Cognitive and Informative Needs**

Maslow Pyramid (II)

5. Informative Needs

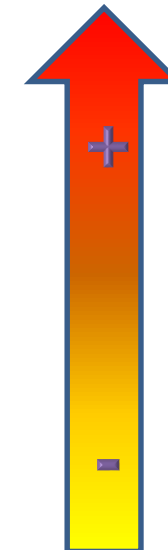
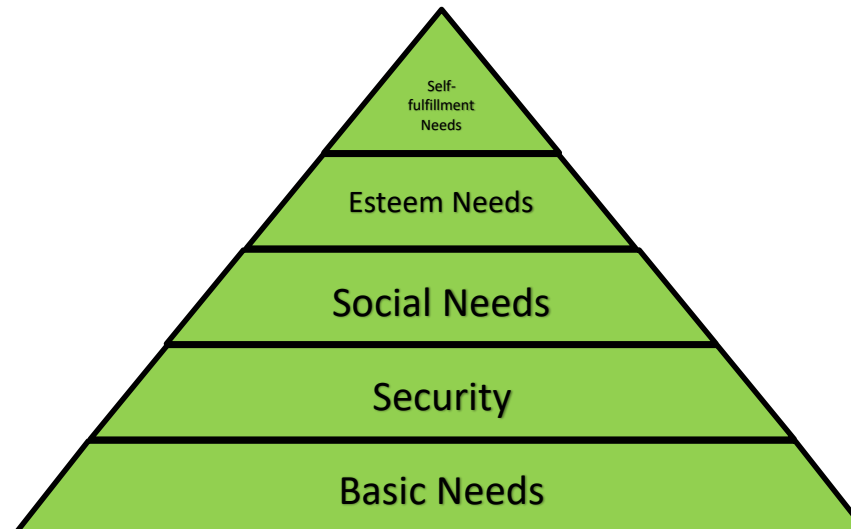
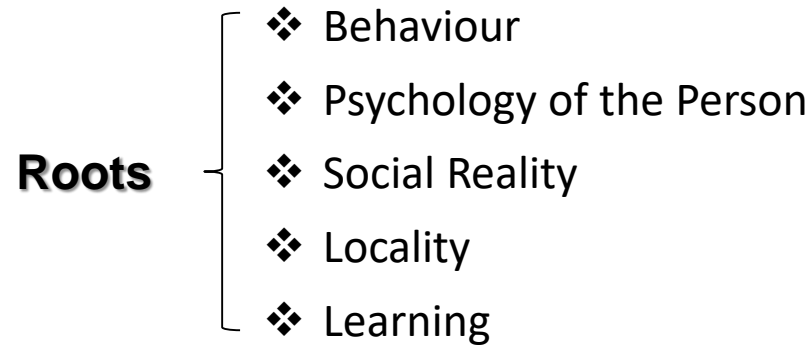
6. Cognitive Needs

7. Self-fulfillment Needs

8. Overcoming Needs

Motivation

It is the psychological characteristic that causes an organism to act towards a desired goal by controlling and inducing certain behaviours.



Mc-CLELLAND Theory of Needs

- *The need for cooperation and friendship.*
- *The need for strength.*
- *The need for achievement.*
- *Mc-Clelland places particular emphasis on the need for success (achievement) and argues that the person who realizes the satisfaction of this need has a well-developed sense of responsibility in taking initiatives and, most importantly, the capacity for self-control and "self-feedback" that allows him to know where he is at each stage of his activity.*

Theory of Motivation - Hygiene HERZBERG (1959)

- man has two different categories of needs which are essentially independent of each other, and which influence behaviour in different ways.

Theory of Motivation - Hygiene HERZBERG (1959)

- **Hygiene Factors, because they describe the worker's environment and serve the main function of preventing job dissatisfaction**

Theory of Motivation - Hygiene HERZBERG (1959)

- Management style and policy of the company (stable or unstable line, unity of command and control).
- Working conditions (availability of necessary facilities and tools, lighting, temperature, etc.).
- Type of supervision (close, loose, etc.).
- Interpersonal relationships (with supervisors, colleagues, subordinates).
- Salary.
- Stability-Permanence of work.

Theory of Motivation - Hygiene HERZBERG (1959)

- **Motivators, because they appeared to be effective in stimulating superior performance.**

Theory of Motivation - Hygiene HERZBERG (1959)

- i. Earnings from work
- ii. Recognition
- iii. The nature of the work itself, interesting or uninteresting
- iv. The degree of responsibility
- v. The promotion in the hierarchy

Expectancy Theory V. H. Vroom

- Expectancy theory was formulated by Vroom in an attempt to explain why an individual chooses to do some projects over others as well as the cost of having a successful performance.

Expectancy Theory V. H. Vroom

- People form their thoughts, feelings and expectations about activities by taking into account their outcomes.

Expectancy Theory V. H. Vroom

- Before making decisions they often use their expectations. When they expect that efforts and performance will have positive results, it makes sense that individuals will be more motivated.

Expectancy Theory V. H. Vroom

- According to the theory, the satisfaction an individual derives from his/her work is a function of subjective perceptions related to the instrumentality of work (i.e. the belief that if he/she performs certain tasks then certain results will come about) for positive outcomes for the individual.

Expectancy Theory V. H. Vroom

- According to the theory, the satisfaction an individual derives from his/her work is a function of subjective perceptions related to the instrumentality of work (i.e. the belief that if he/she performs certain tasks then certain results will come about) for positive outcomes for the individual.

In Conclusion

- Needs, therefore, create incentives that in turn lead to goals. Through behaviour and action, goals are achieved, resulting in the satisfaction of the initial needs
- The elimination, reduction or increase in the satisfaction of needs creates new needs and thus the cycle of motivation continues in perpetuity
- Human needs are determined by numerous internal and external factors, evolve and vary over time and in the environment and sometimes come into conflict
- In conclusion, human behaviour is motivated by the satisfaction of specific needs

Covering Communication Needs

- INTERNET
- PRESS
- RADIO
- TV
- BOOK
- CINEMA



Covering Communication Needs

- Internet



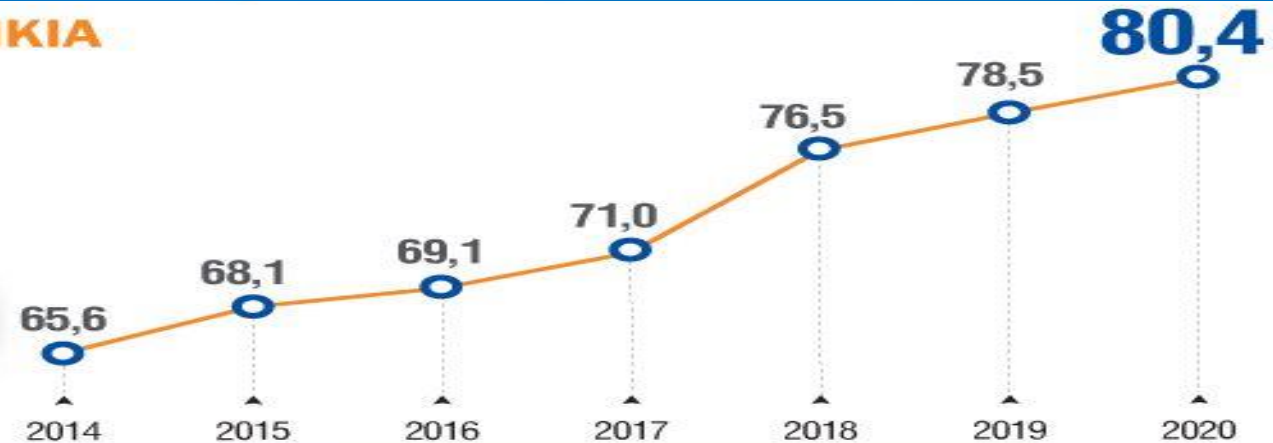
Technology Usage Social Media

ΠΡΟΣΒΑΣΗ ΣΤΟ ΔΙΑΔΙΚΤΥΟ ΑΠΟ ΤΗΝ ΚΑΤΟΙΚΙΑ % νοικοκυριών



80,4%

2020/2019
+2,4%



ΧΡΗΣΗ ΔΙΑΔΙΚΤΥΟΥ, Α' τρίμηνο 2020 Άτομα 16 - 74 ετών



88,9%

ΠΛΗΡΟΦΟΡΙΕΣ
ΓΙΑ ΠΡΟΪΟΝΤΑ
ΚΑΙ ΥΠΗΡΕΣΙΕΣ



88,5%

online ΕΙΔΗΣΕΙΣ
(ιστοσελίδες,
εφημερίδες, περιοδικά)



76,0%

ΚΟΙΝΩΝΙΚΗ
ΔΙΚΤΥΩΣΗ



74,3%

ΜΗΝΥΜΑΤΑ
(μέσω Skype, Messenger,
Viber κ.ά.)



74,2%

ΗΛΕΚΤΡΟΝΙΚΑ
ΜΗΝΥΜΑΤΑ



73,0%

ΜΟΥΣΙΚΗ



72,3%

ΚΛΗΣΕΙΣ,
ΒΙΝΤΕΟΚΛΗΣΕΙΣ



66,6%

ΠΛΗΡΟΦΟΡΙΕΣ
ΥΓΕΙΑΣ

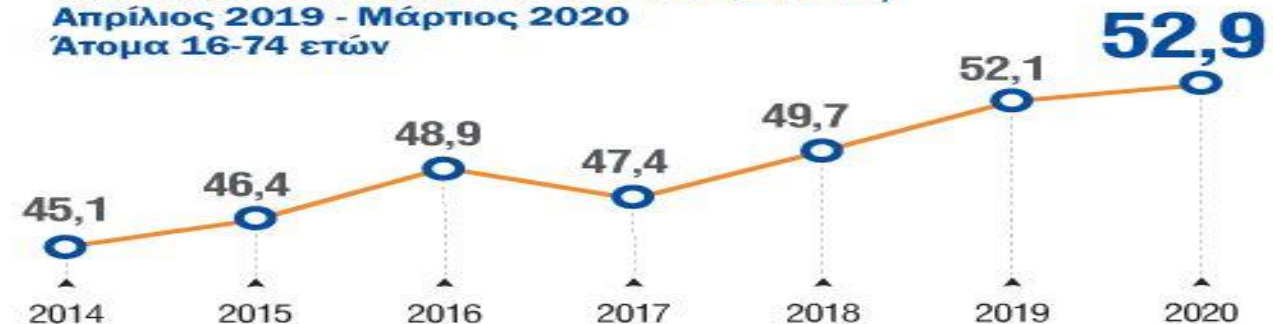
ΗΛΕΚΤΡΟΝΙΚΟ ΕΜΠΟΡΙΟ, Α' Τρίμηνο 2020 Άτομα 16-74 ετών που έχουν χρησιμοποιήσει το διαδίκτυο



47,8%

2020/2019
+15,2%

ΗΛΕΚΤΡΟΝΙΚΗ ΔΙΑΚΥΒΕΡΝΗΣΗ, Απρίλιος 2019 - Μάρτιος 2020 Άτομα 16-74 ετών

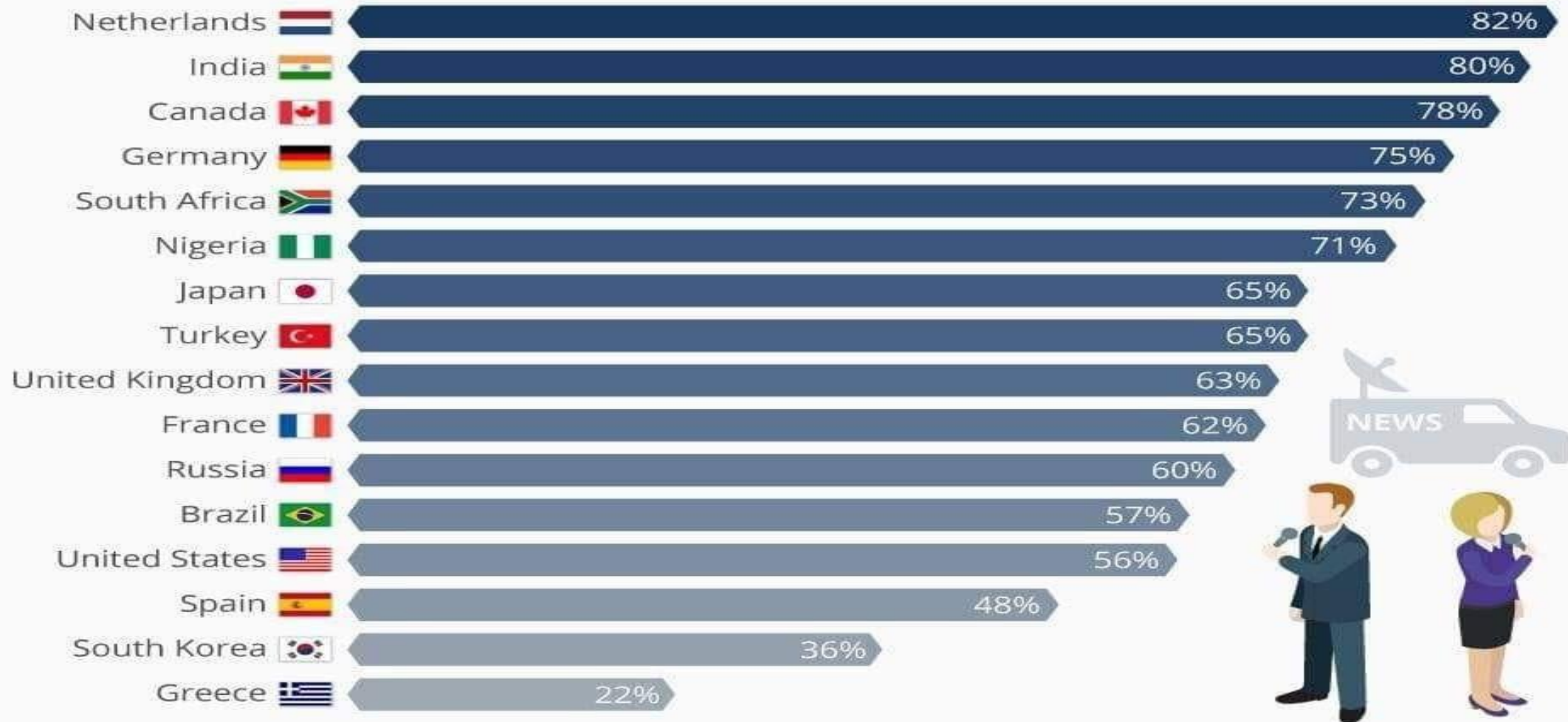


infographic
ΕΛΣΤΑΤ

Πηγή: Ελληνική Στατιστική Αρχή / 10 Νοεμβρίου 2020

#GreekDataMatter

Percentage of People trusting the Media

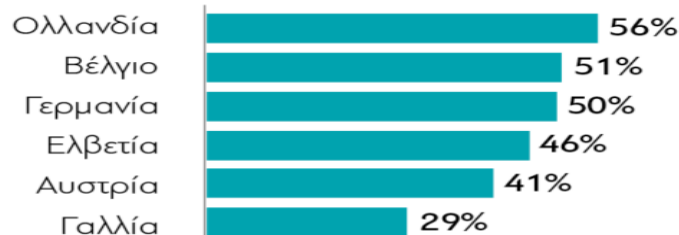


Percentage of People trusting the Media

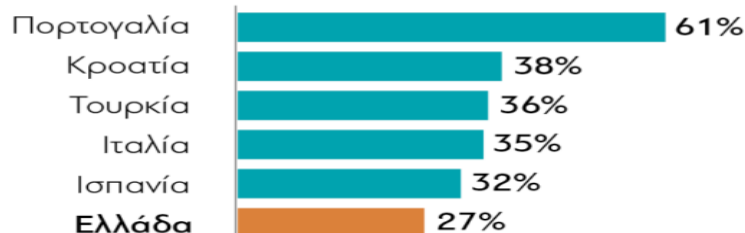
Βόρεια Ευρώπη



Δυτική Ευρώπη



Νότια Ευρώπη



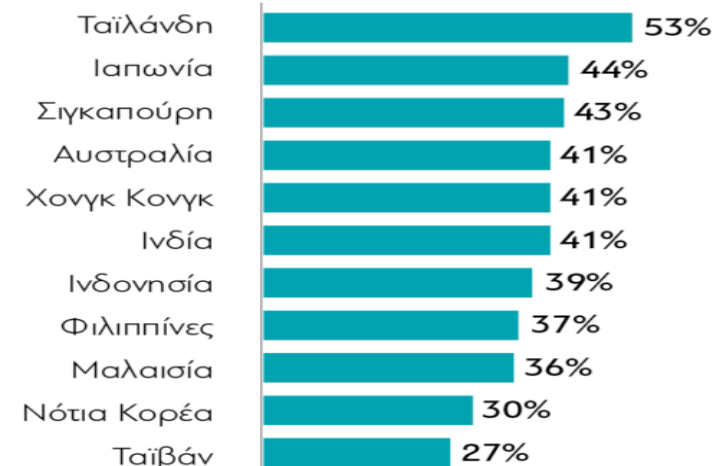
Ανατολική Ευρώπη



Αφρική



Ασία/Ειρηνικός



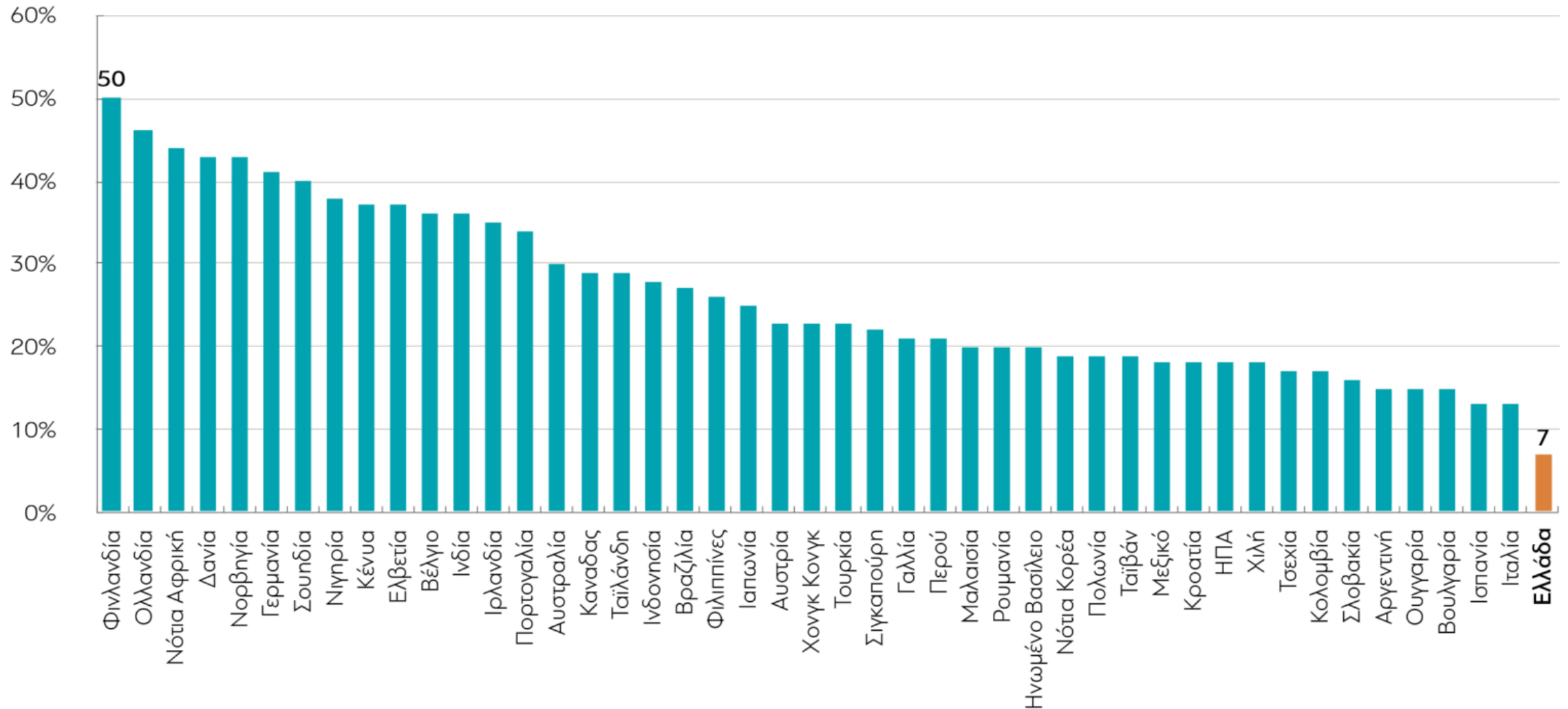
Λατινική Αμερική



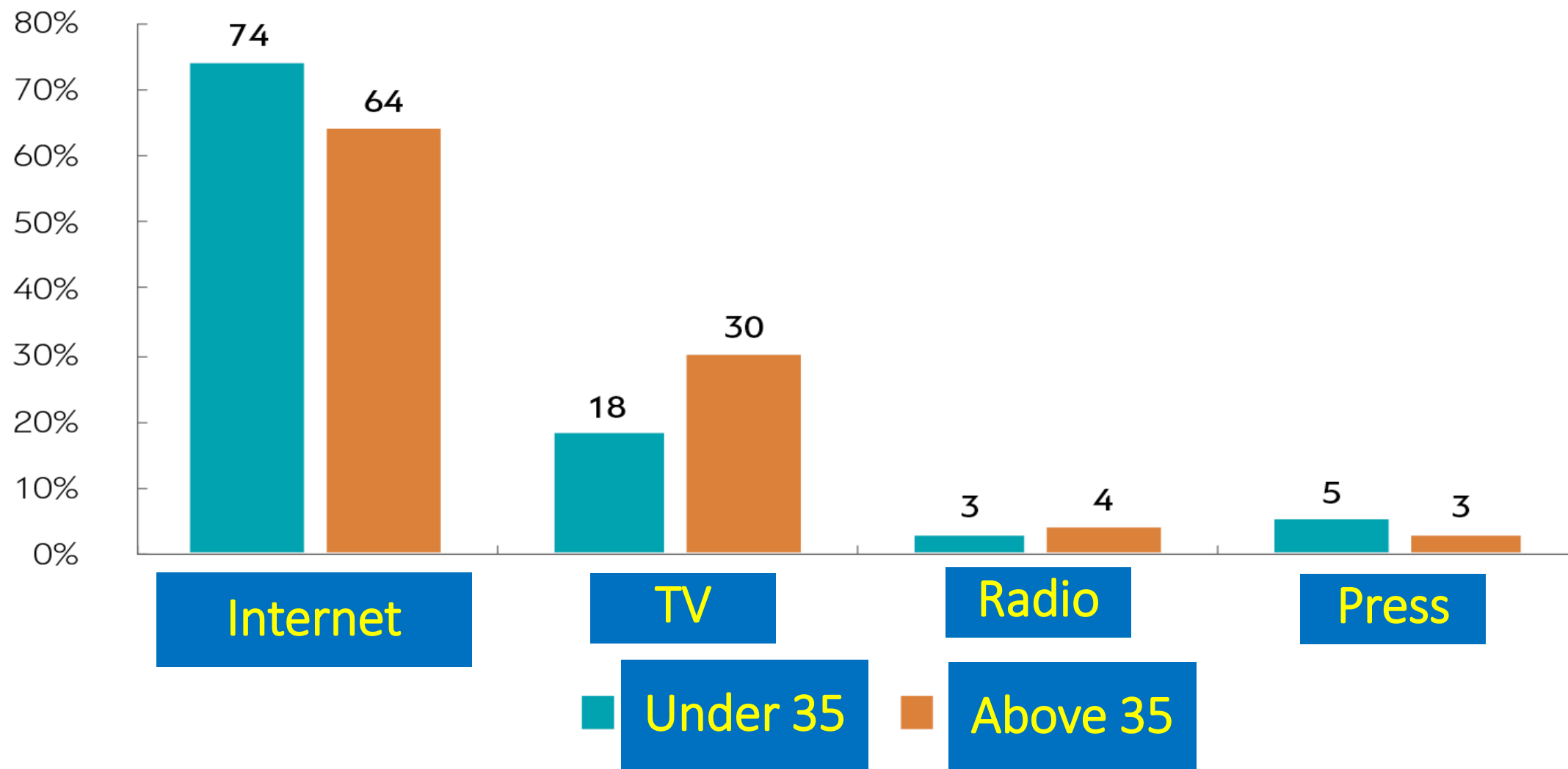
Βόρεια Αμερική



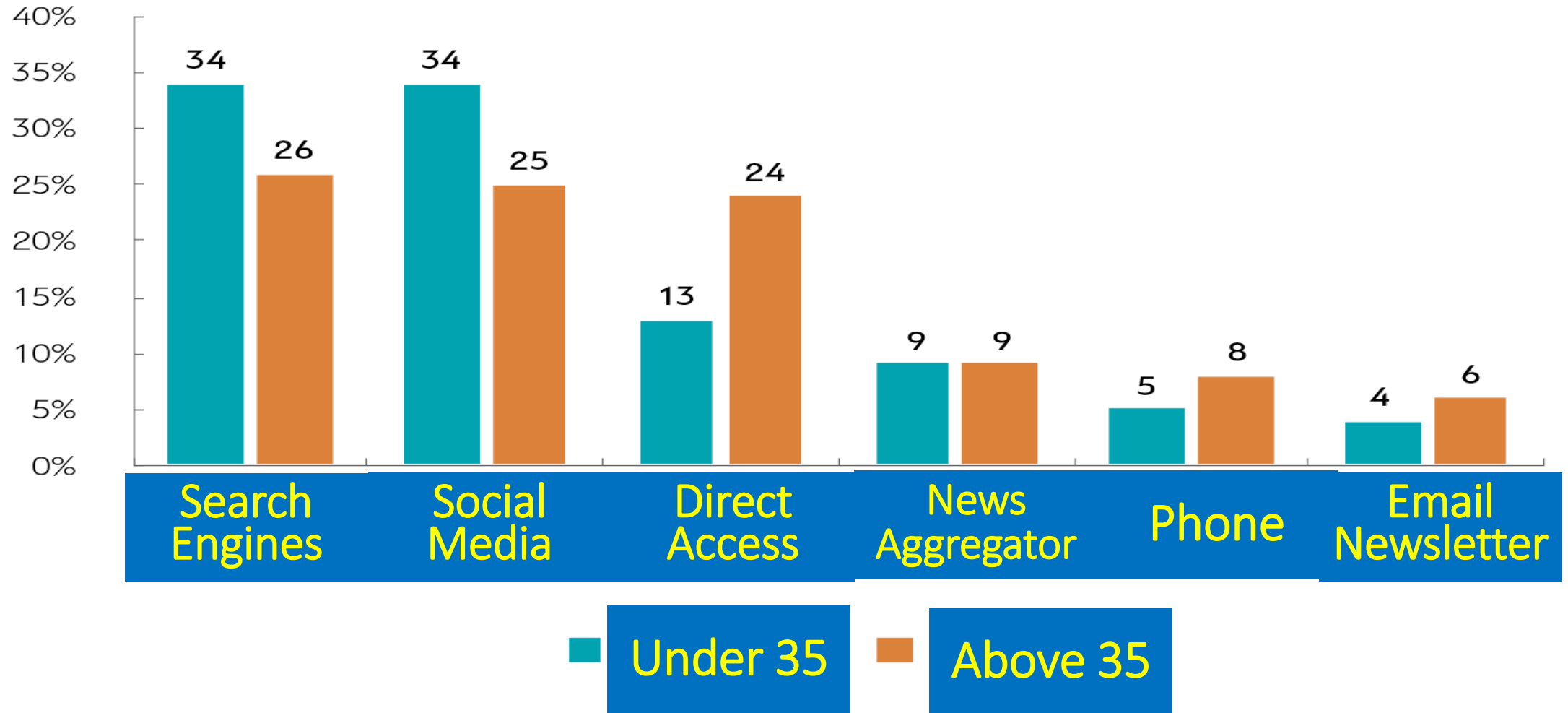
Independence of Media from Third-Party Political Activities



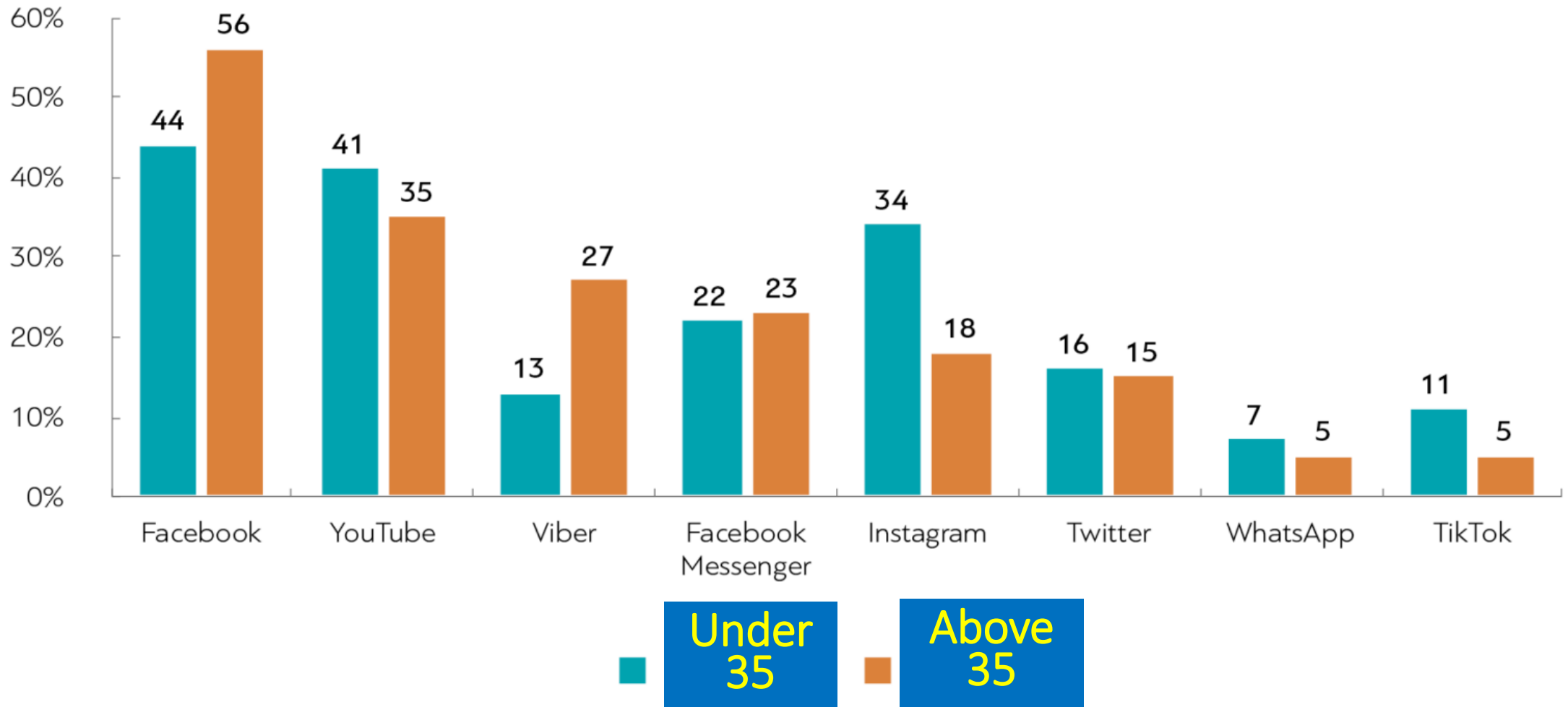
Main Source of Information per Age Group



Main Way of searching the News on the Web per Age Group



Trending Social Media per Age Group



Source:

<https://www.dianeosis.org/2022/06/psifiakes-eidiseis-ellada-2022/>

«Growth»

Initially, the purpose of the state became progress. Then this concept was identified with technology.

Successive, numerous technological achievements led the leaders to choose more technological than human resources.

Thus, gradually modern states developed through a high-tech organization, which began to form the invoked cyberspace, as follows:

PEAK CYBERSPACE PHASES

(The historical proof of the algorithm)

	Decade	Tech	Main Users	«Potential Need»
1	1970 - '80	Computer	Few Specialists	Time (fast processing) Space (storage memory)
2	1980 - '90	Internet	Lots of Skilled Users	Secure communication Data exchange
3	1990 - '00	Web 1.0	«Passive Viewers»	Information
4	2000 - '10	Web 2.0	Virtual Communities	Expression
!	2010 - '20	“Cloud” & Mobility	Hybrids (CYBORGS)	«Collectivity» & Movement

Culture

- Lifestyle
- Transmitted through learning
- Psychological orientation of a society
- Fixed tendencies and attitudes that characterize a society over time

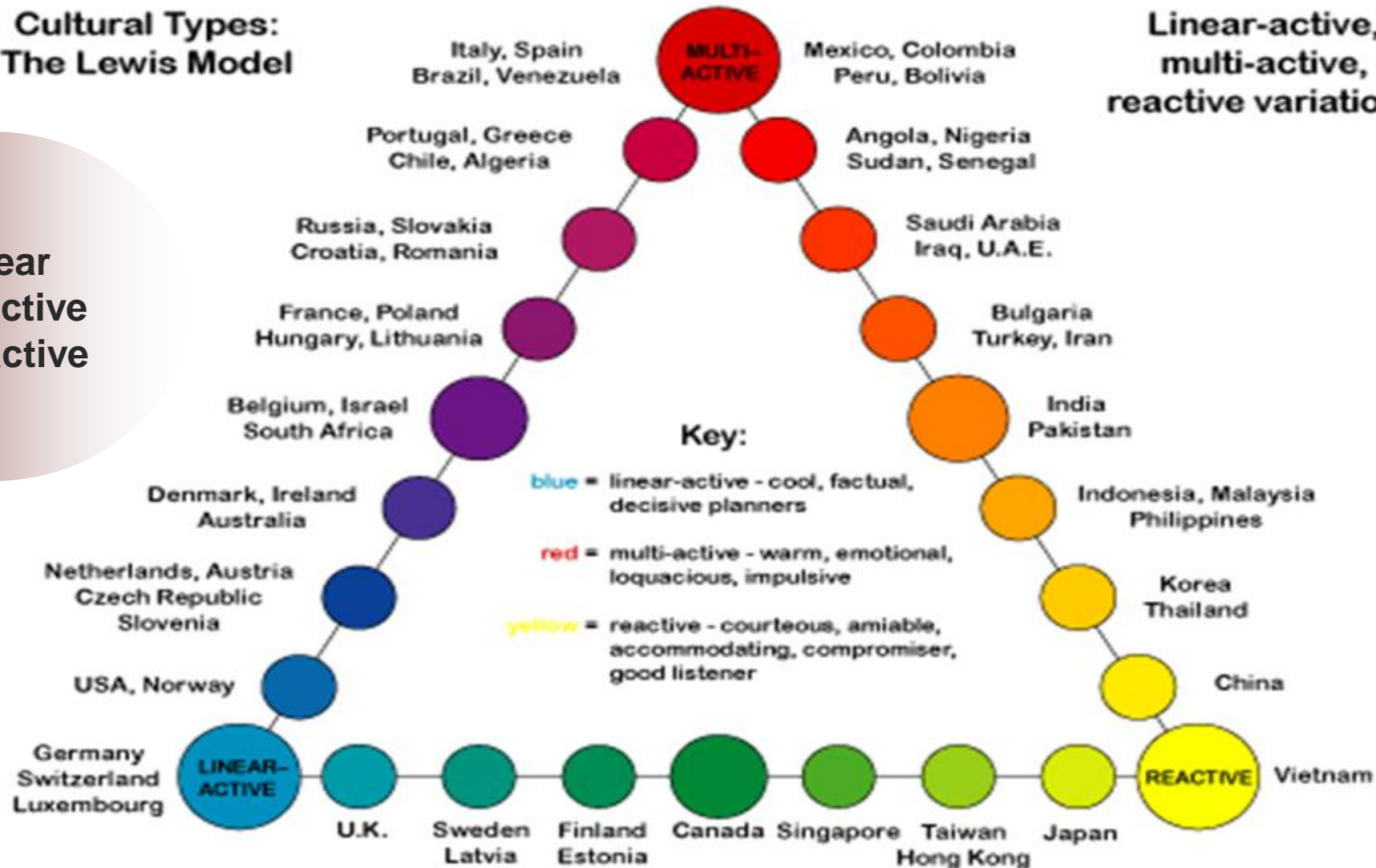


Culture

Cultural Types: The Lewis Model

Linear-active,
multi-active,
reactive variations

Linear
Polyactive
Interactive



HOFSTEDE THEORY

0 ← ----- HOFSTEDE'S CULTURAL DIMENSIONS ----- → 100

LOW POWER
DISTANCE

PDI

HIGH POWER
DISTANCE

COLLECTIVISTIC

INV

INDIVIDUALISTIC

FEMININE

MAS

MASCULINE

LOW UNCERTAINTY
AVOIDANCE

UAI

HIGH UNCERTAINTY
AVOIDANCE

SHORT TERM
ORIENTATION

LTO

LONG TERM
ORIENTATION

RESTRAINT

IND

INDULGENCE

HOFSTEDE THEORY

10 Characteristics of the Greek Consumer, given the 6 Dimension of Hofstede:

1. Need of Correspondent relationships of trust and security
2. Preference to long-term relationships
3. Preference to clear rules and settings, without any hidden agendas
4. Appreciation of Hierarchy
5. Need of important Status
6. Need of direct access to fast and credible services
7. Weakness towards Social Welfare
8. Sympathy towards “the Winners”
9. Need of feedback from others, when a decision is being made
10. Inclination towards “Quantity over Quality”

Communication

- Message generation and transmission
- Message receivers may give different interpretations to the same transmitted messages



Communication

- ARISTOTHELES 350 BC, in his work "Rhetoric"
- First study on communication

Communication

"Communication is social interaction through messages"

John Fiske

"Communication is the exchange of information and the transmission of messages"

Katz & Khan

Schools of thought (Communication)

There were two main "schools" that approached communication scientifically:

Process-linear (the process school)

The procedural (semiotics school).

The first approaches communication as a transmission of messages, while the second as the production and exchange of messages of meanings

Process-linear Communication

Examines:

- how transmitters and receivers encode and decode
- how transmitters use channels and communication media
whether the communication is effective and valid

Takes communication as a process in which a person influences
behaviour or thinking of another

Semiotics School of Thought

Examines:

- how messages affect people in order to produce meaning
- how messages work within a particular cultural and social context

concepts of meaning

According to this school the study of communication is the study of texts and the socio-cultural context

Theories of Communication

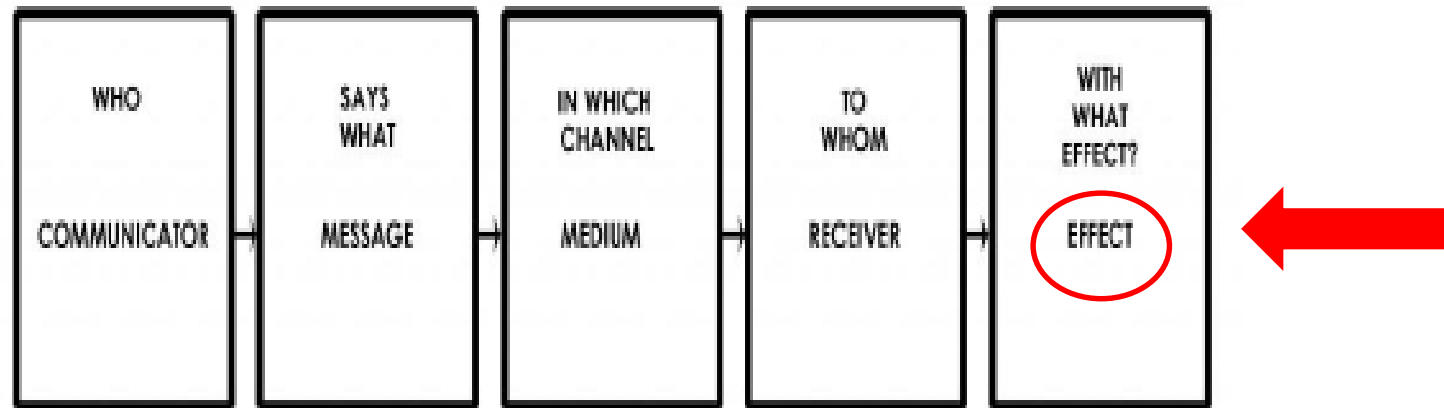


Figure 1. Lasswell Model

Lasswell Model (1948)

- Who
 - What (message)
 - Channel/Media
 - Common Audience
 - Result
-
- Lasswell puts more **emphasis on the result** (the effect the message will have on the receiver) than on the message itself.

Theories of Communication

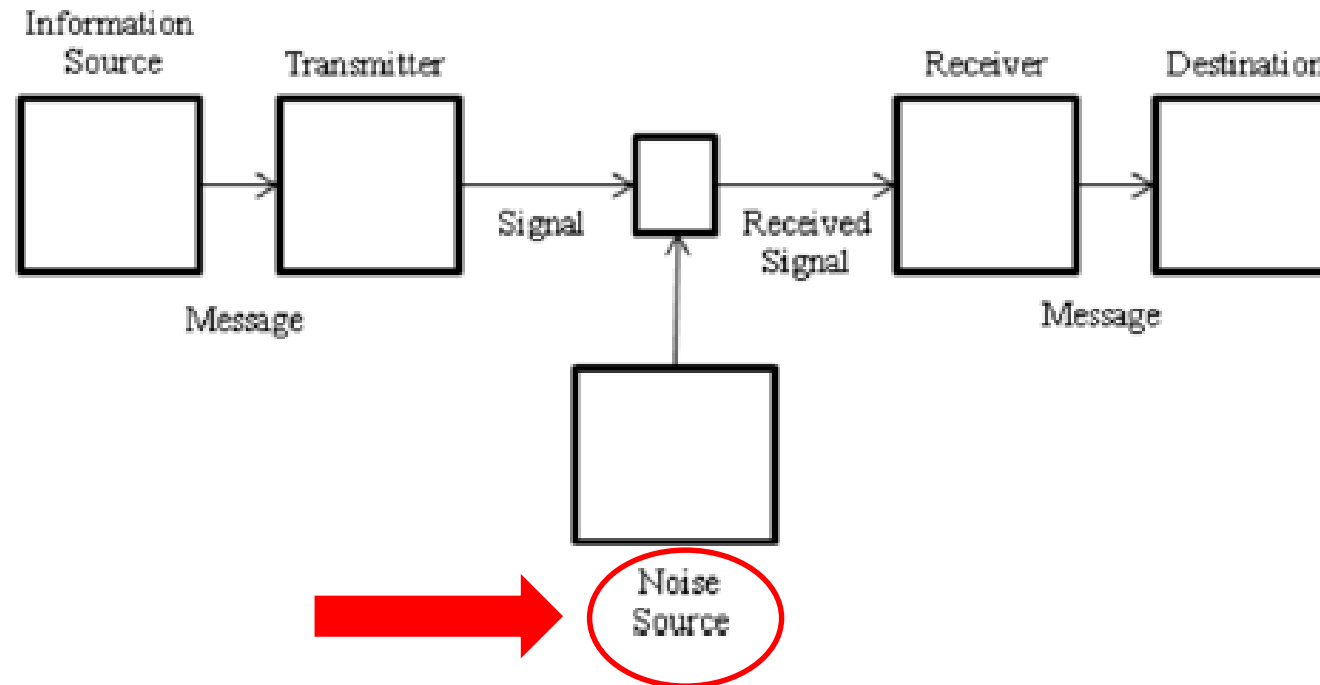


Figure 2. Shannon-Weaver Model

Shannon & Weaver Model (1949)

Shannon and Weaver identified three levels of problems in the study of communication:

Level A: How accurately can the symbols of communication be transformed? (technical problems)

Level B: How accurately do the transformed signals convey the desired meaning? (semantic problems)

Level C: How effectively does the perceived message affect the receivers? (effectiveness problems)

Shannon & Weaver Model (1949)

The meaning of noise:

Anything added to the signal between the transformation and the reception of the message that does not originate from the source.

The concept of information:

Anything that reduces uncertainty

The concept of channel:

The physical media which transform signals/signals

Shannon & Weaver Model (1949)

The concept of the Means:

The technical or physical means of converting messages into signals that can be transmitted. Anything that generates, transmits and processes signals.

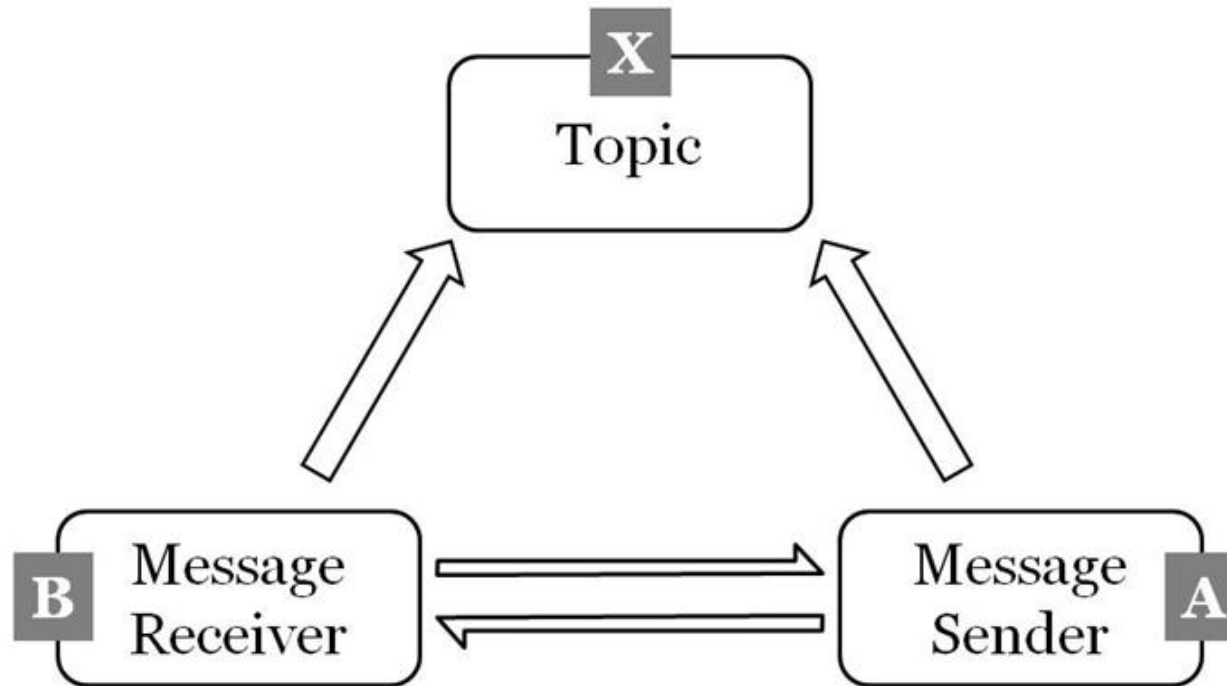
The concept of code:

A code is a system of meanings common to members of a social and cultural group. It consists of signals, rules and conventions that define how these signals are used and combined.

The concept of feedback:

The transfer of the receiver's reaction back to the transmitter.

Theories of Communication



The Newcomb's Model

Newcomb Model (1953)

The main innovation of this model is the approach the role of communication in social relations. It gives emphasis, not so much on the message (which does not appear as a separate element in his diagram), but mainly the social goal of communication which is the the maintenance of relations between people.

Theories of Communication

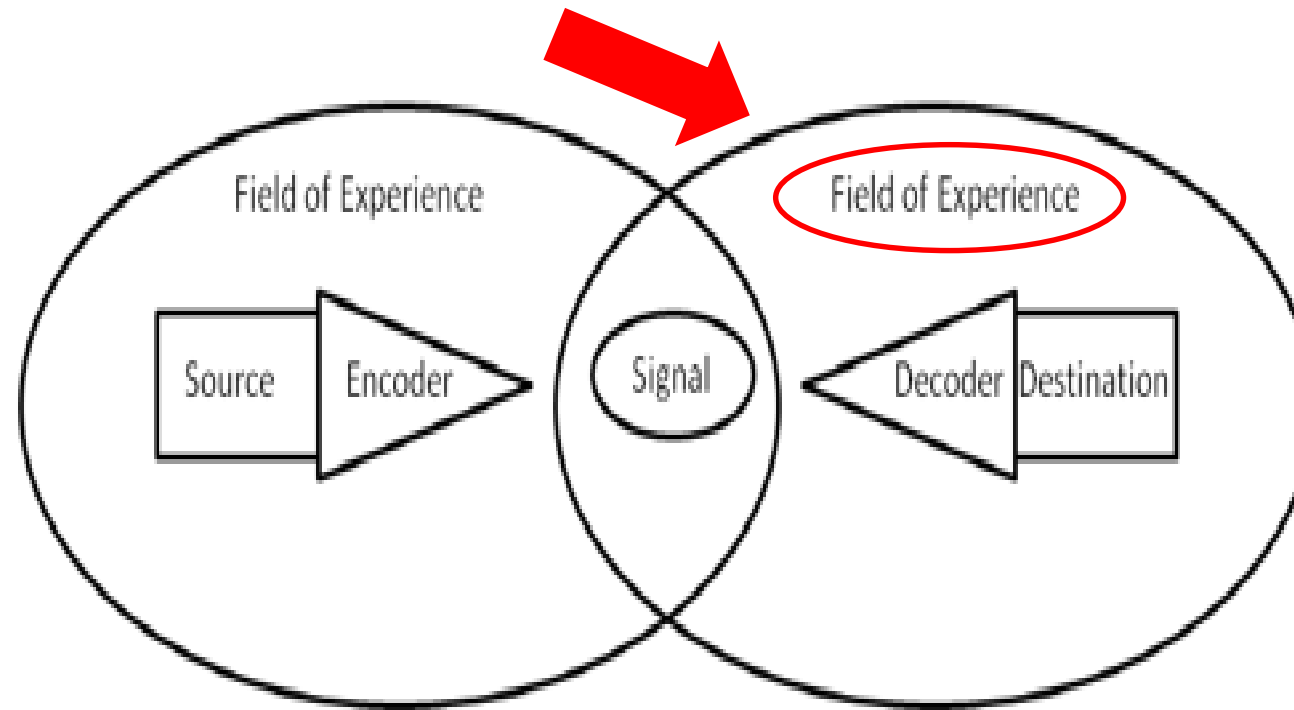


Figure 3. Schramm Model

Wilbur Schramm Model (1954)

Here, communication is interaction. Transmitter and receiver act in parallel as decoders, interpreters, transformers and receivers of signals.

Systems of Communication (Moscovici 1976)

- Dissemination,
- Transmission,
- Propaganda

Systems of Communication (Moscovici 1976)

Dissemination:

Distribution of information on a specific topic

Aims to disseminate information rather than to induce specific behaviour

Transmitter-receiver equality relationship

Re-transmission of information

Target the general population

Systems of Communication (Moscovici 1976)

Transmission:

Retransmission of structured explicit messages

Transmission is addressed to a specific audience with a clear and known ideology and a specific value system

Systems of Communication (Moscovici 1976)

Propaganda: A way of expressing a group in a conflict situation and of elaborating, in view of an action, the group's representation of the object of the conflict

Expression and process of group manipulation

The context is conflictual, intergroup conflict, need for active positioning, action orientation, formation of a single intra-group identity that is in opposition to "the others" (white - black)

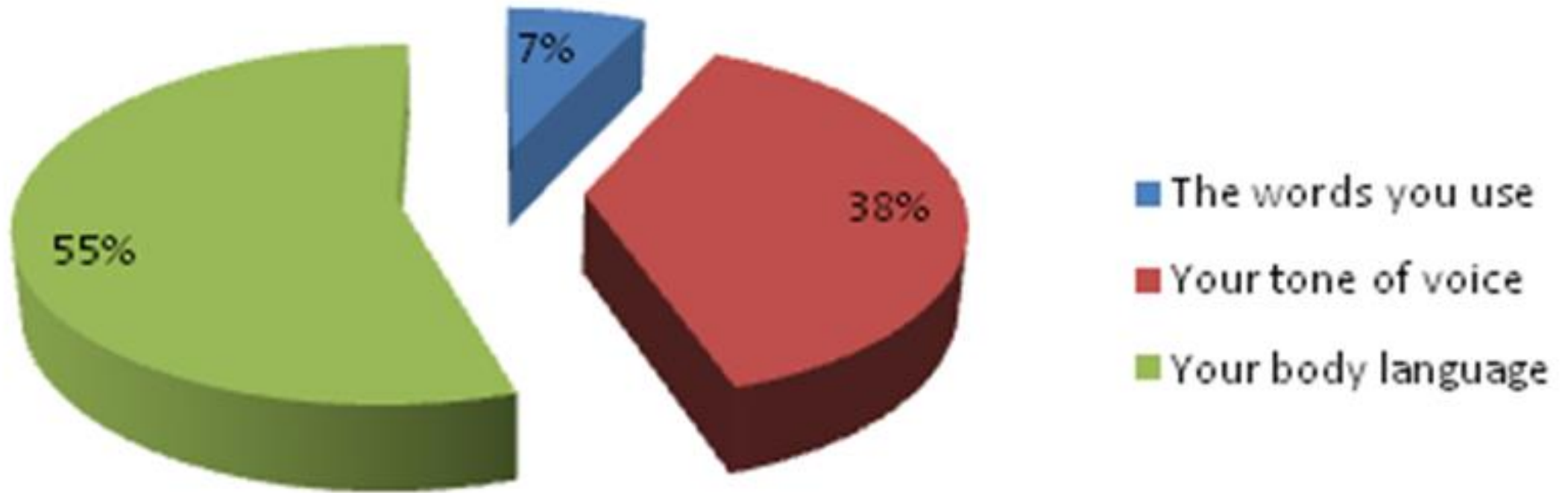
Tension - sharpening - conflict

Message Outreach

- **55% Optical (Non- Verbal)**
- **38% Oral (Tone, Rhythm, Timbre)**
- **7% Verbal (What I Say)**
- **Importance of voice volume in words that have meaning**



Key Elements Of Successful Communication



(Michail, 2020)

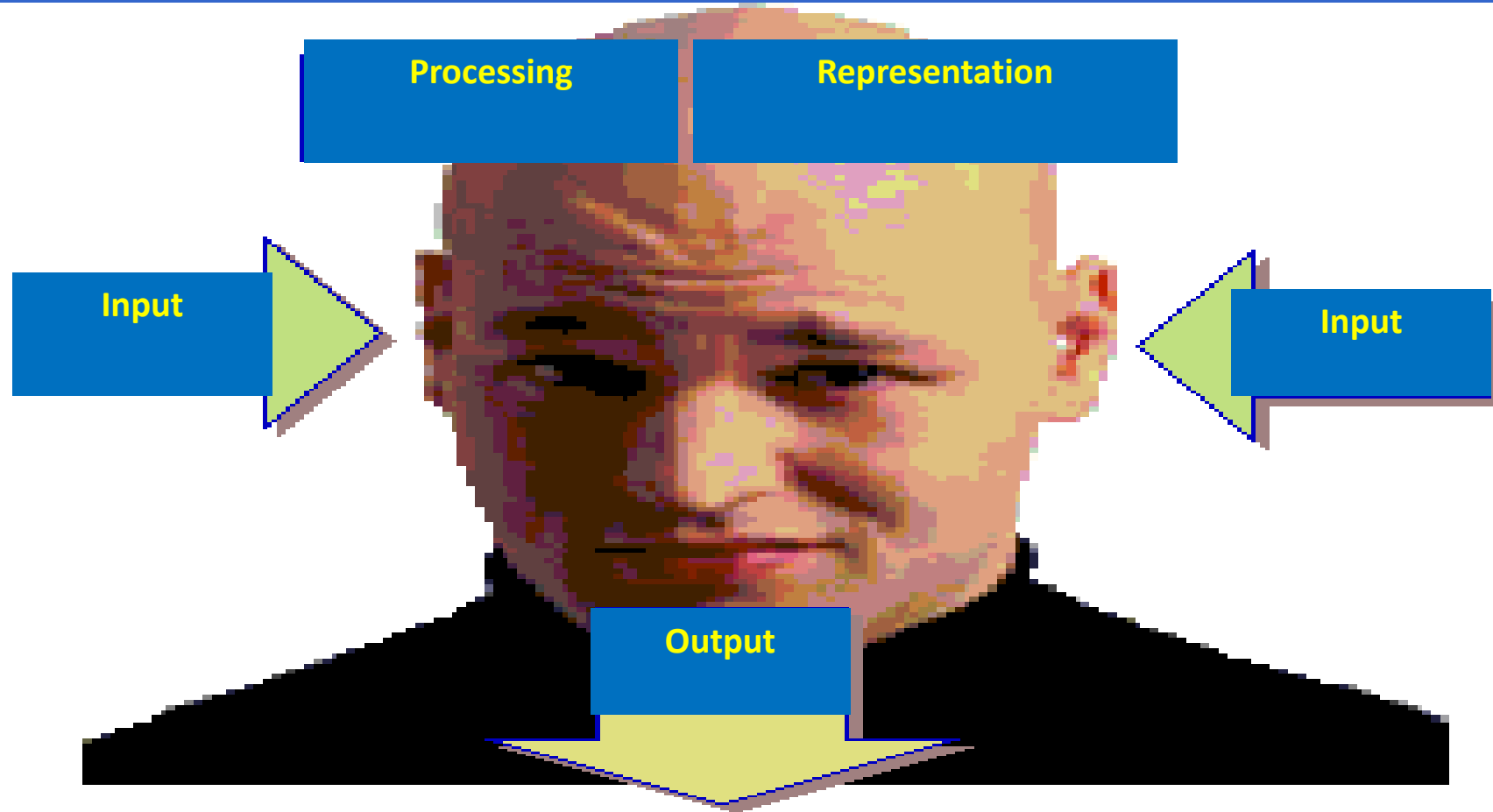
Verbal and Non- Verbal Communication

- **60% Non- Verbal Communication**
- **40% Verbal Communication**
- **Non-verbal communication provides more accurate indications of actual emotional state**

Verbal Communication

- Choice of words
- Aware of Context
- Avoiding "why" (creates a sense of control)
- Avoid "you, all of you..."
- Open questions

In the human mental system, as in computers, there are 'inputs' (senses), 'processing' and 'representations' (in the brain) and 'outputs' (behaviour). The 'processes' and 'representations' constitute cognitive processing



Feel & Perception

Feel: Is the process by which the body collects data from its environment

Perception: Is the process of organisation and interpretation of the sensory information

2 Sides of the Same Coin:

Perception is an energetic function

Ambiguous images cause different reflections

Perception

- The process of perception involves the following stages in order:
- Stimulus (sensations)
- Selective attention (understanding - interpretation)
- Perceived stimulus (encoding)

Perception

- The perceived stimulus is what ultimately interests us more than all the stimuli that flood our senses. Our Selective Attention does not act randomly, but depends on:
 - our motivations and needs,
 - cognitive consistency
 - family and social influences as well as
 - our previous experience
- Our attention, that is, avoids focusing on stimuli that conflict with our values and beliefs or remind us of an unpleasant past experience we have had.

Perception

Perception is the process through which an individual interprets the impressions of his senses in order to make sense of his environment. The result of perception does not always correspond to reality

It involves the subjective interpretation of what we see...

Values

- Values represent beliefs about choosing a particular way of behaving and defining a destination of existence, on a personal or social level, as opposed to something opposite or inverse that is rejected.
- They are the infrastructure that determines personality and behaviour

Ultimate or Ulterior Values

They concern the desired final destination of existence

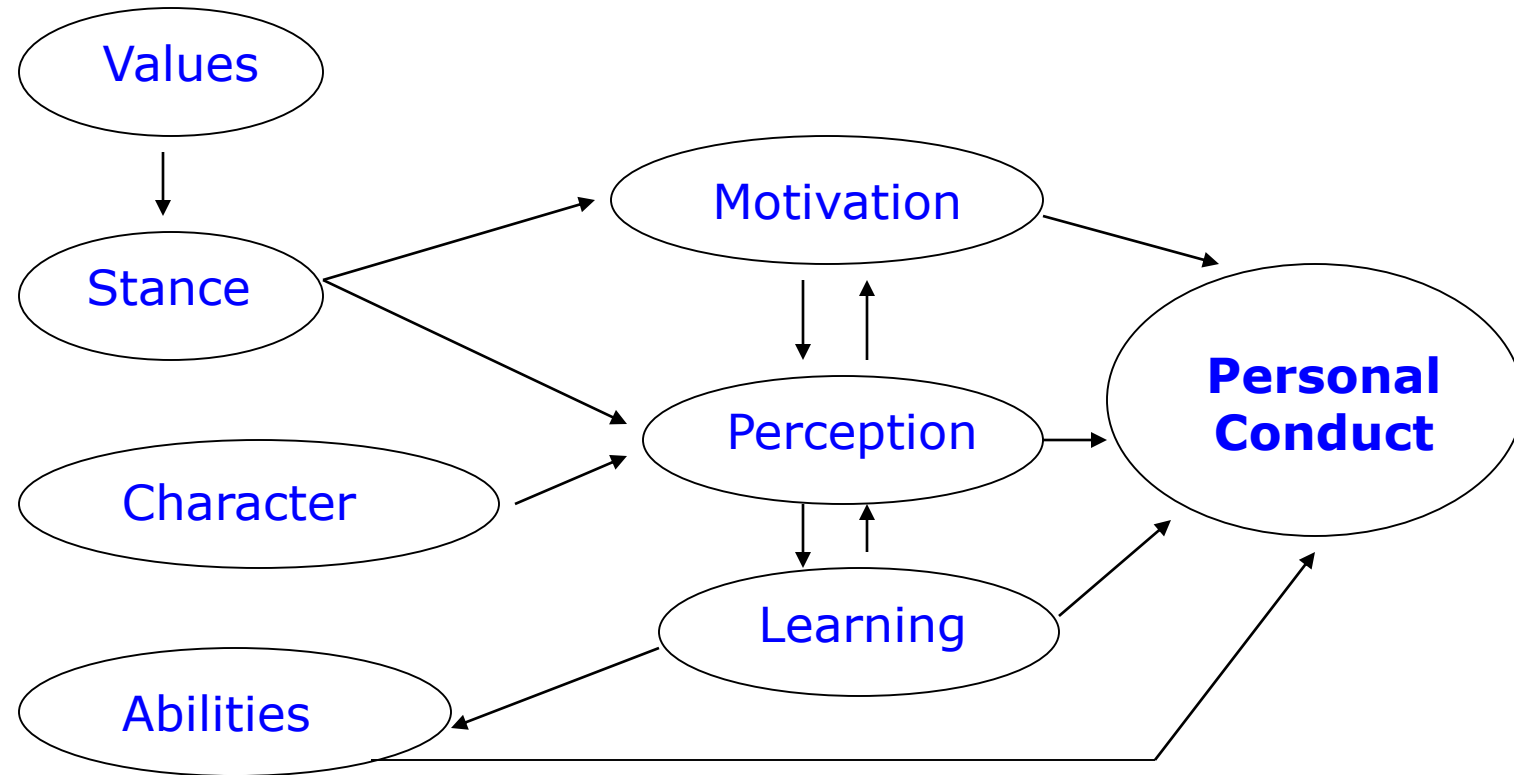
Values - Instruments

They concern the preferred mode of behaviour or the means to fulfil the end goal

Stance

- Attitude is an evaluative position (positive or negative) regarding objects, people or events.
- Attitude reflects how one feels about something

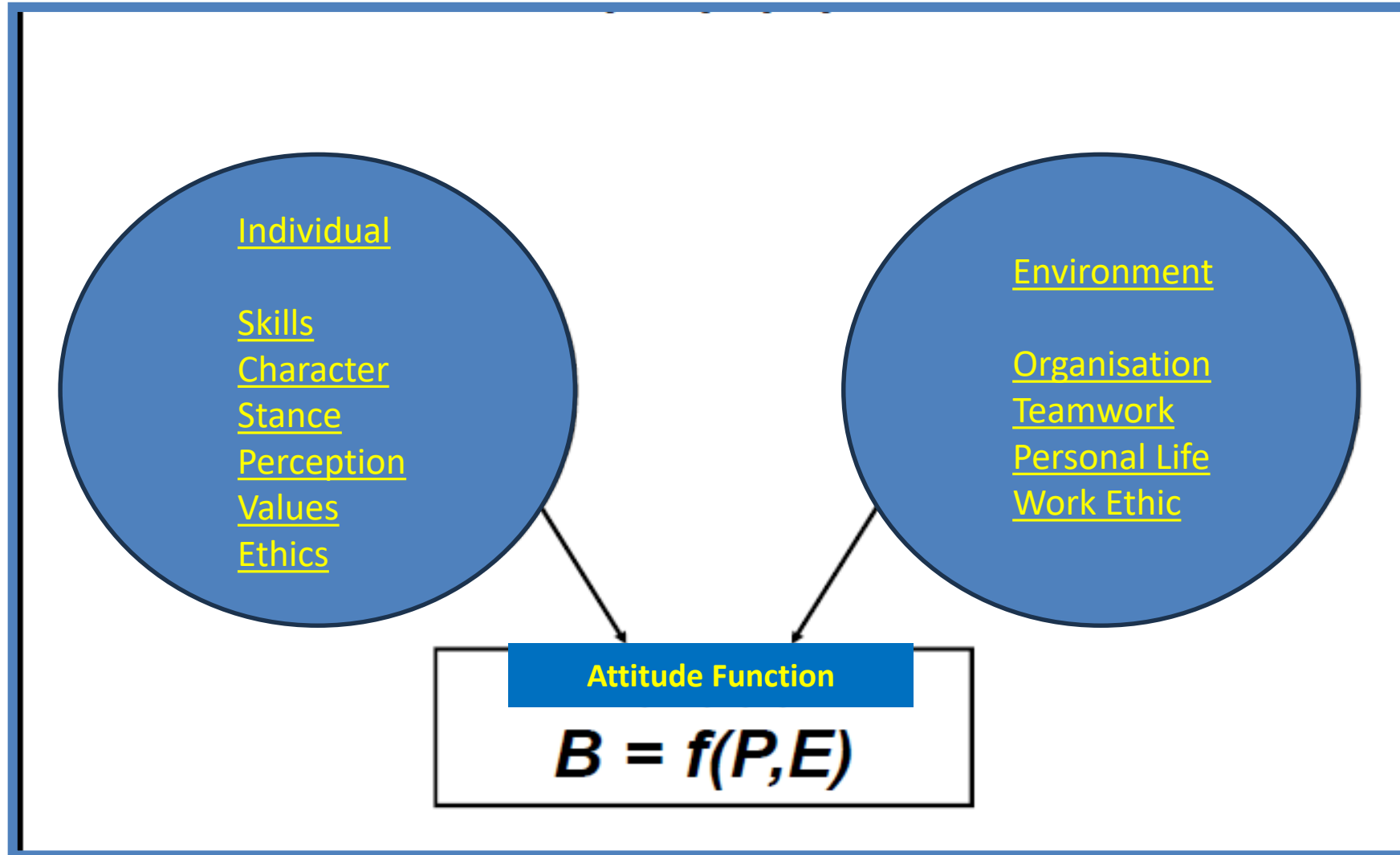
Impact Factors of Personal Conduct



Attitude Formation

- COGNITIVE INFORMATION
- EMOTIONAL INFORMATION
- PREVIOUS BEHAVIORS
- Attitude differs from behaviour
- Knowledge of attitudes can lead to prediction of behaviour

Attitude Formation



How does Attitude Change?

- Compliance
- Recognition
- Incorporation



Cognitive dissonance

Some knowledge interactions are possible to have the power to motivate behaviour

Cognitive dissonance has particular motivational power
(cognitive dissonance)

Cognitive dissonance occurs, for example, when a principle of ours, or something we believe, comes into contradicts some of our behavior

Cognitive dissonance

In cases of cognitive dissonance the person has various ways to resolve it, such as distorting the memory for a piece of information that brings about cognitive dissonance, or abandoning behavior that cognitive dissonance

All theories of cognitive consistency hold that the individual tends to behave in such a way that his/her ideas are consistent with his actions.

Festinger's Theory

Festinger argued that we have cognitive dissonance when we hold two knowledges that are inconsistent with each other.

These situations create stress in the organism and need to be eliminated.

The organism can eliminate cognitive dissonance by in three ways:

- A. change the elements of the dissonance
- B. B. add new elements that give weight to one or the other viewpoint
- C. C. reduce the importance of the elements that create disharmony.

Festinger's Theory

Example:

Someone smokes but is worried about the effects on their health.

- A. He quits smoking (remove conflict element)**
- B. He hangs out with non-smokers (adding elements that prompt to quit smoking) or seeks out cases of smokers in good health (adding elements that prompt to continue smoking)**
- C. Questioning medical data (reducing the importance of evidence of disharmony)**

Festinger's Theory

The intensity of disharmony is not always the same and depends on:

- A. importance of knowledge involved
- B. B. quantity of knowledge involved

This means that **the more uninformed** we are about a **negative issue for us** the less likely we are **to react** to it.

FROM MAGICAL THINKING TO CRITICAL THINKING

- From infancy to adulthood, there is a gradual retreat of the individual interpretation of the cause of things and a gradual adoption of social versions.

Transition from metaphysical to rational interpretations.

Stevens, Jr. Ph. (2001)

Situation Analysis...

- **THOUGHT**
- **EMOTIONS**
- **BEHAVIOUR**
- **PHYSICAL REACTIONS**

STOPP Method

STOP

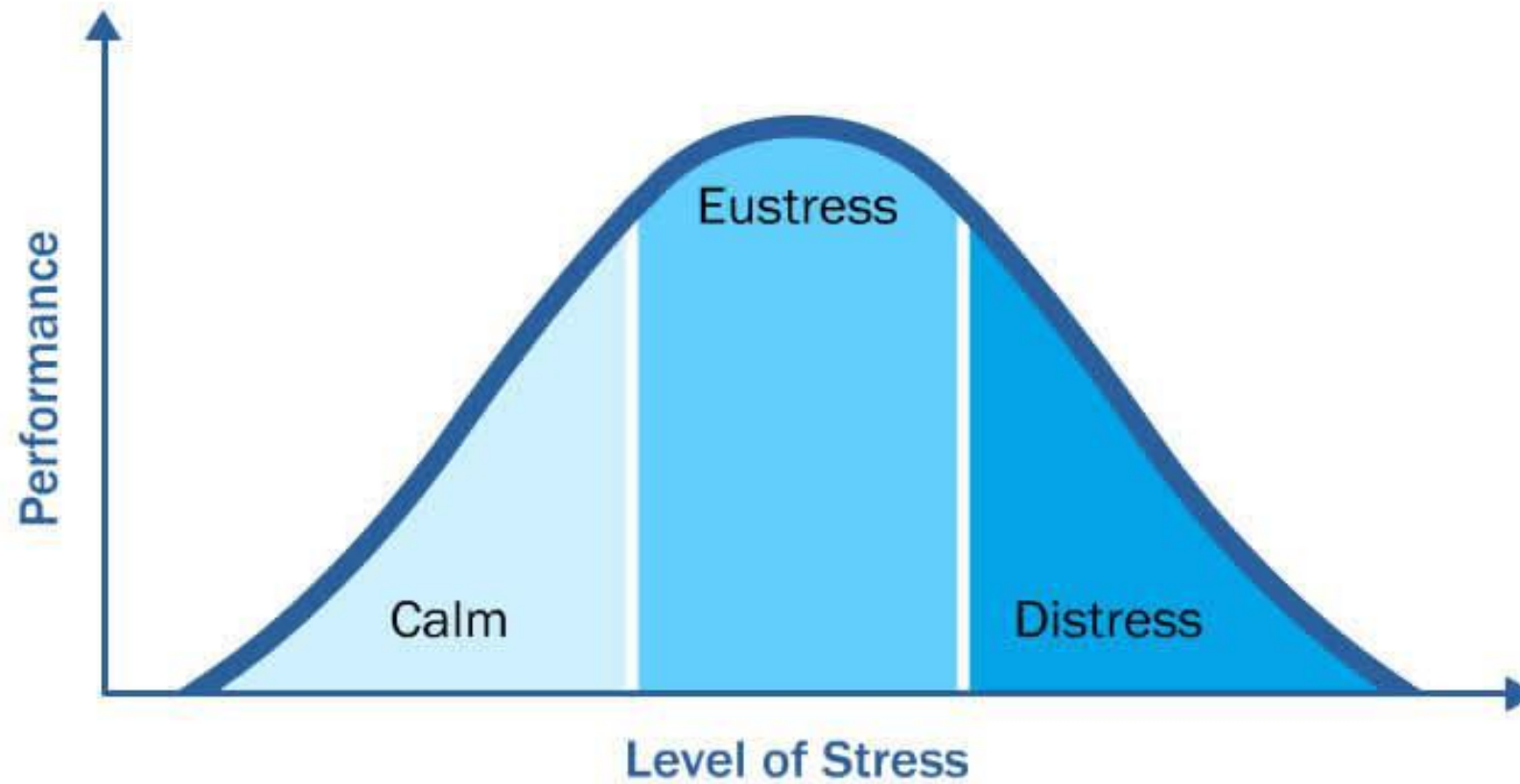
TAKE A BREATH

OBSERVE

PULL BACK, PUT IN SOME PERSPECTIVE

PRACTICE WHAT WORKS

Stress Curve



Problem Solving (1)

- What makes me vulnerable at first level
- Nuclear beliefs
- Rules of life...

Problem Solving (2)

- Present problem
- What triggers the problem
- What helps me deal with it

Problem Solving (3)

What is maintaining the problem now?

- Thoughts,
- Feelings,
- Physical symptoms,
- Behaviors

The Change

- ADVANTAGES OF THE CHANGE
- DISADVANTAGES OF THE CHANGE
- DISADVANTAGES OF NOT CHANGING
- ADVANTAGES OF NOT CHANGING

"The Comfort Zone"



Influence

- The art of Persuasion:
- Speech
- Virtue
- Passion



Aristotle

Social Influence

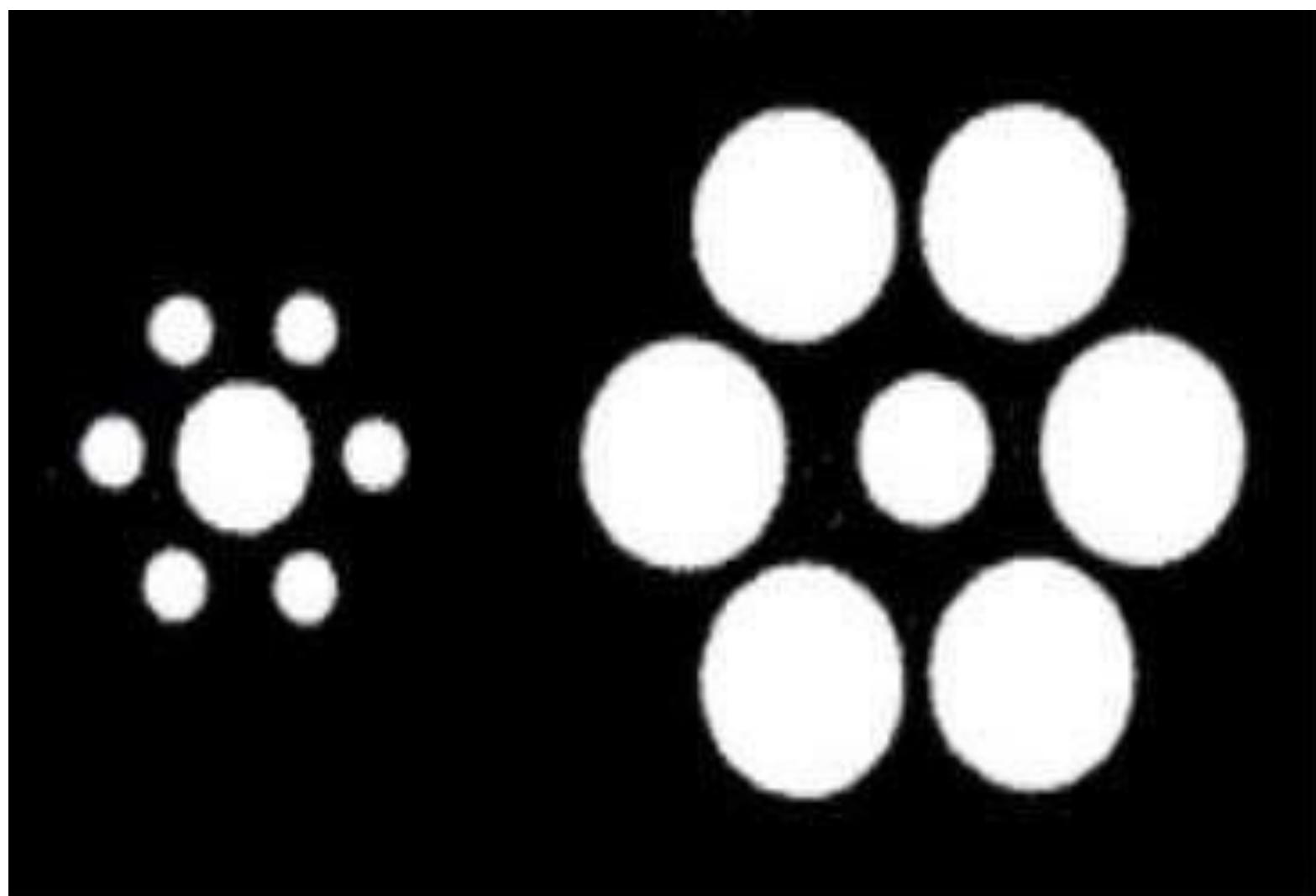
- Set of processes through which people indirectly or directly influence thoughts, feelings, actions of others

Social Influence

Definition: the change in an individual's views, judgements and attitudes as a result of exposure to the judgements, views and attitudes of other individuals.

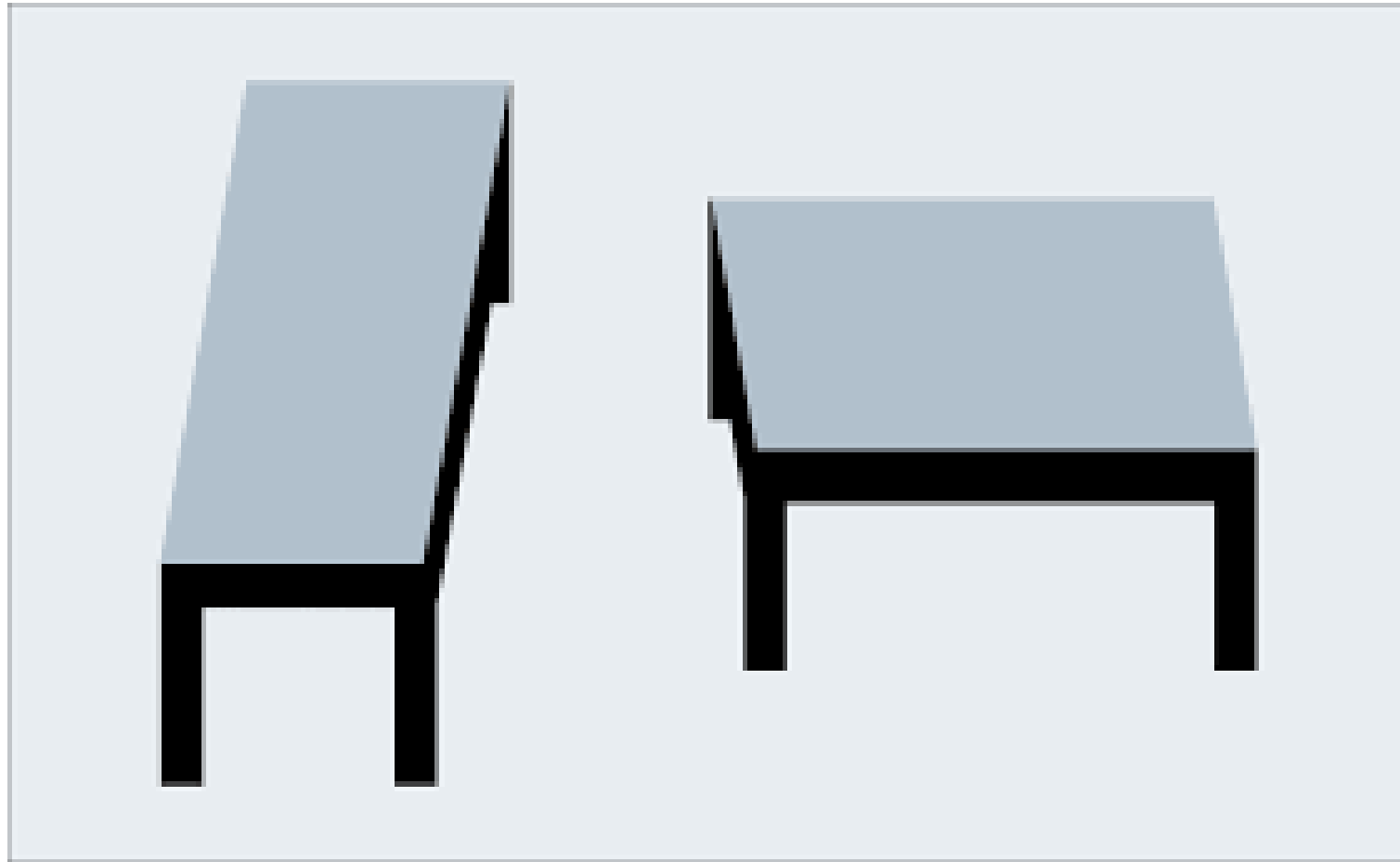
- Conformity (majority influence)
- Minority influence

Papastamou (1983)

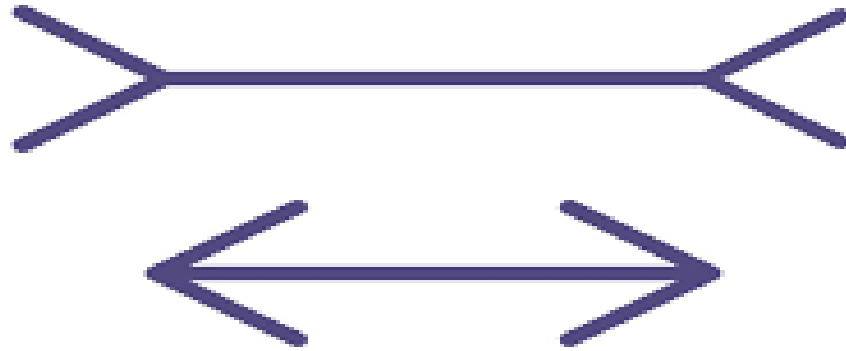




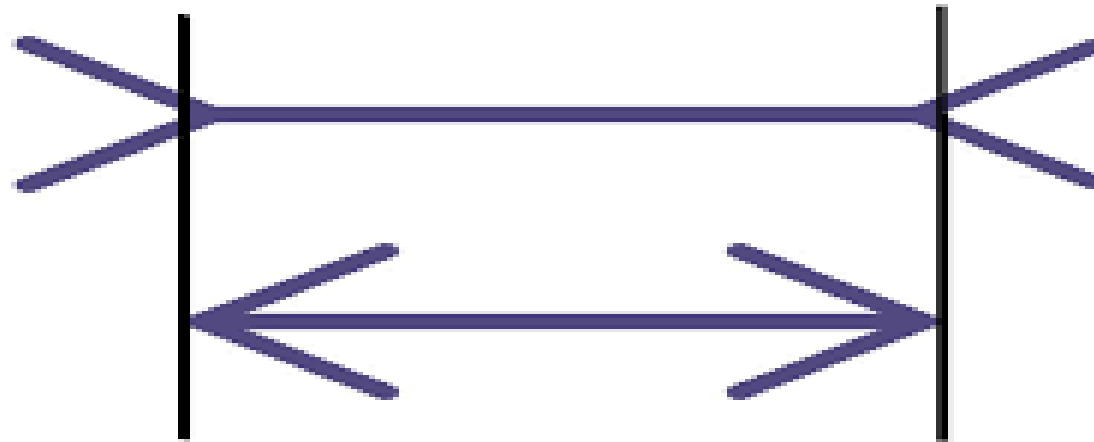
Social Influence (Shepard)



Social Influence (Muller – Lyer)



Social Influence (Muller – Lyer)



Social Influence

- The result of the conflict between majority or minority groups



Conflict underlies a wide range of communication phenomena:

Dialogue

Dialectical relationship and negotiation

Disagreement

Divergence

Opposition

Difference

And leads to either social conformity or social change...

(Mandoglou, Papastamou)

Influence

- **SOURCE** (who, from where, with whom)
- **CONTENT** (motives, objectives)
- **COMMON** (apparent, final, accidental, intermediate)
- **MEANS** (which means and why)
- **EFFECT** (change of attitudes, positions)

Techniques

- **DIVERSION OF ATTENTION**
- **DISTRACTIONS**
- **SHRINKAGE**
- **IMMUNISATION**
- **DISTANCE**

Social Influence

3 research phases:

- 1940-1970: majority influence study
- 1970-1980: minority influence study
- 1980 to present: study of psychological processes that occur during influence

Social Influence

- In the triadic model of influence and in the processes of social influence, the power or minority and the population are present at a real or symbolic level.
- The power and the minority are the bearers of influence, while the population constitutes the recipient of influence

(Papastamou S. Miouni G., 1983)

Information Pluralism

- **Information pluralism (according to the triadic model of influence) is the simultaneous diffusion of information from both majority and minority influence when the population has direct access to the positions of both sources of influence**

(Papastamou, 1983)

Covering Communication Needs

- Internet



- The epitome of information pluralism...

Information Pluralism

- Influence under dissemination conditions (two-sided influence) has a more significant impact on the audience - public than influence under propaganda conditions (one-sided influence)

Hovland, C.I., Lumsdaine, A.A. & Sheffield, F.D. (1949)

Conflict Resolution

- **Normalisation (avoiding conflict, forming common group rules)**
- **Compliance (minority accepts majority positions)**
- **Innovation (majority accepts minority positions)**

Majority & Minority

- 3 dimensions:
- Group size
- Social rules (majority: normative position)
- Power

EXCEPTION: Economic and political elites

Majority & Minority: Differences

- Majority: Refers to most or part of the population
- Majority: Refers to the largest number or percentage of those who vote or choose something

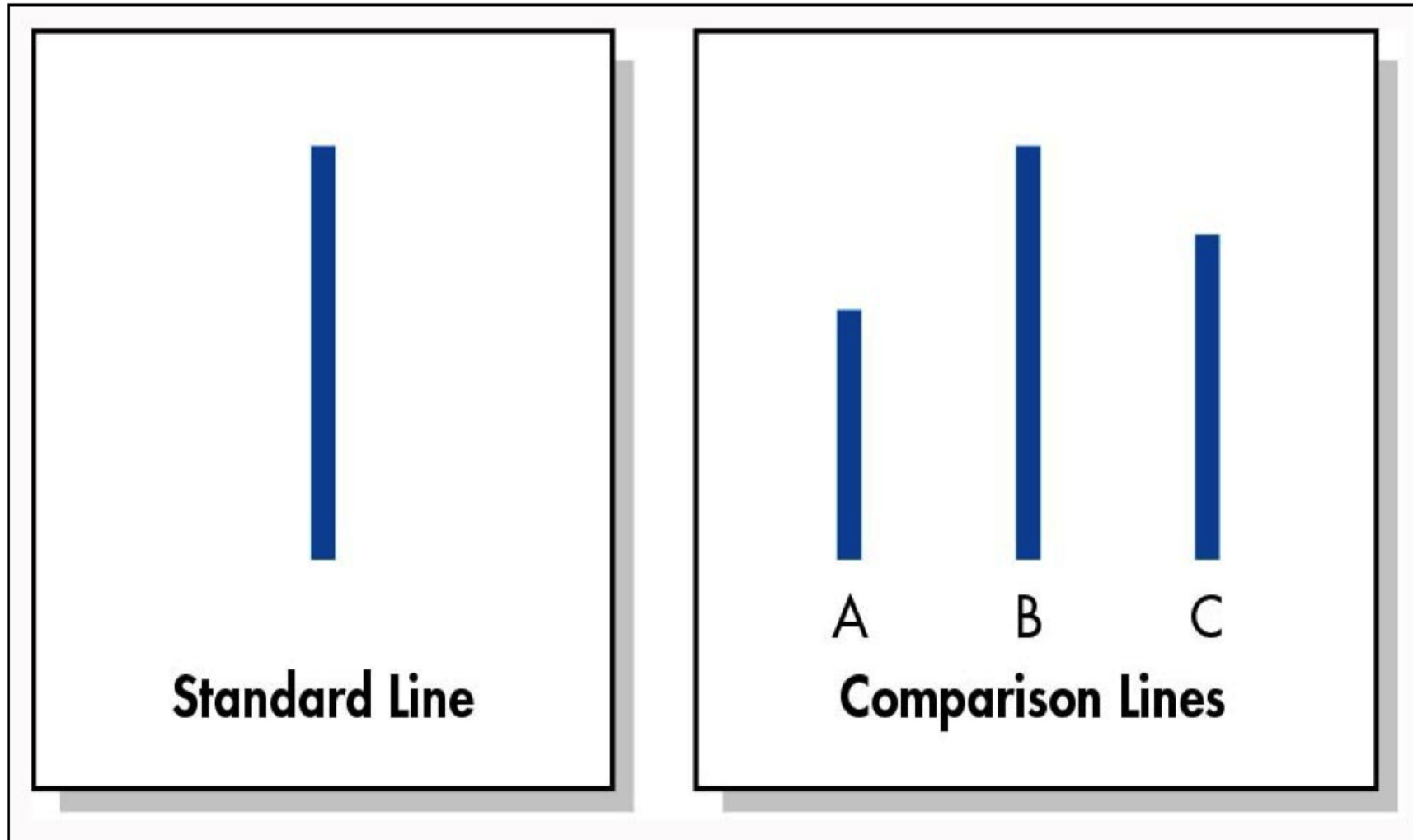
Majority & Minority: Differences

**Majority Influence
(Compliance Process)**

Majority Influence

- Compliance
- Pioneering Study, Asch (1956) on majority influence
- 1/3 group agreed with "accomplices"

Asch Study, 1956



Asch, S.E. ["Studies of independence and conformity. A minority of one against a unanimous majority"](#). *Psychological Monographs*. 70, (9), 1956

Compliance

- People act in a different way than they would if they were alone
- To what extent is a public compliance linked by a "private change"?
- Public appeasement /private acceptance

Evaluational Views

- **We need our views to be evaluated as this facilitates our adaptation**
- **We tend to compare ourselves to our peers**

The Individual & The Team

The individual depends on the group:

- To be accepted
- To be accepted for the purpose of being accepted
- Because he needs to identify with the group to be accepted as a valid source of information

Factors affecting compliance

- Stress increases compliance
- Low self-esteem increases compliance
- Ambiguity increases compliance
- Do women comply more?
- Increasing age decreases compliance

Compliance

- **We comply for reasons of acceptance by the group and for information purposes**
- **Compliance leads to:**
 - **Normality**
 - **Predictability**
 - **Behavioral control**

Milgram Experiment (1963)

- **Conditions of submission to authority**
- **Obedience: Process by which an individual modifies his or her behavior to submit to the dictates of an authority**

Central axes of influence according to MOSCOVICI (1976) [functional model]

- Within a group, social influence is unequally distributed and exercised in a one-way manner (two categories of social subjects: those with power who speak and those without power who listen)
- Social influence has the function of maintaining and strengthening social control (Milgram's experiment)
- Dependency relationships determine the direction and importance of influence exerted on a group [social control, conformity as a value that protects proper social functioning, social learning. Information dependence and normative dependence (need to belong)]

Central axes of influence according to MOSCOVICI (1976) [functional model]

- The forms that the process of influence takes are determined by situations of uncertainty (uncertainty causes stress that directs us to seek the correct knowledge, i.e. those who know)
- The consensus that emerges from the exchange of influence is founded on the rule of objectivity (objective truth is sought in the opinion of the many and those who know)
- All influence processes are studied from the point of view of social conformity and only social conformity is considered to support their basic characteristics

Minority Influence (Innovation Process)

The Fathers of Innovation

- Thales, Anaximander, Heraclitus, Parmenides, Socrates, Plato, Aristotle, Epictetus
- Galileo, Newton, Marx, Freud

Innovation

- Innovation requires Conflict
- Innovation promotes Social Change
- It is a process, during which, the Minority influences the Majority

Word

- **ACTIVE MINORITIES:** Innovative word oriented towards the future
- **MINORITIES AGAINST THE MOTION:** Reactionary speech oriented towards the Past
- **AUTHORITATIVE SPEECH:** Conformist Speech oriented towards the Present

Mantoglou A. (1995)

Minority Influence

Characteristics of the Group:

- Devotion
- Autonomy
- Justice
- Stability
- Rigidity

Classic Challenge

- 6 blue slides of different colours
- Group of 6 people (4 targets, 2 accomplices)
- **MESSAGE:** is there a green slide?
- Control conditions 0.25% error
- Partners with unstable behaviour 1.25%
- Partners with stable behaviour **8.42%!!!!**
- 32% answered that they saw a green slide at least once

Shades of Blue



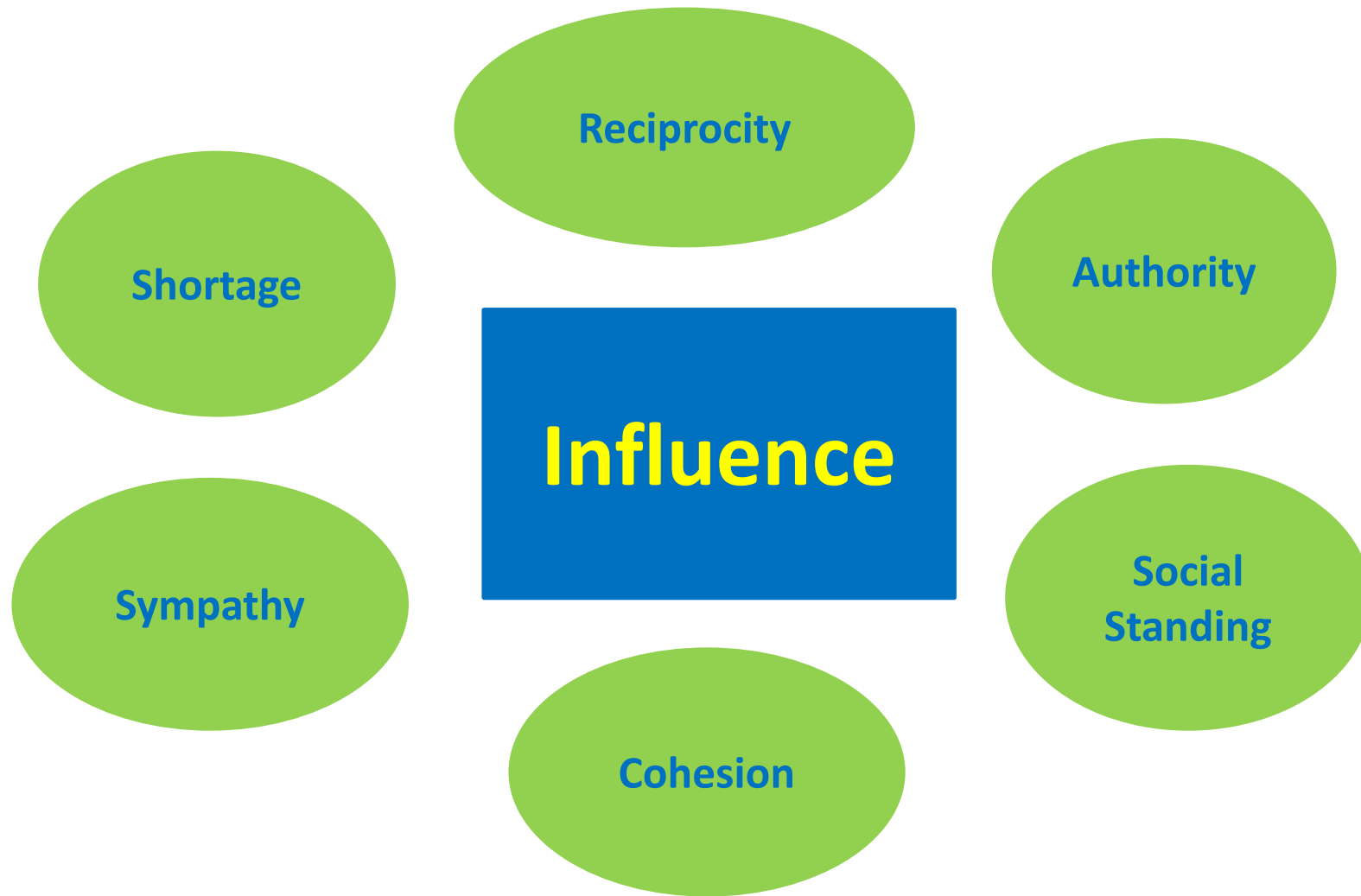
Minority Influence

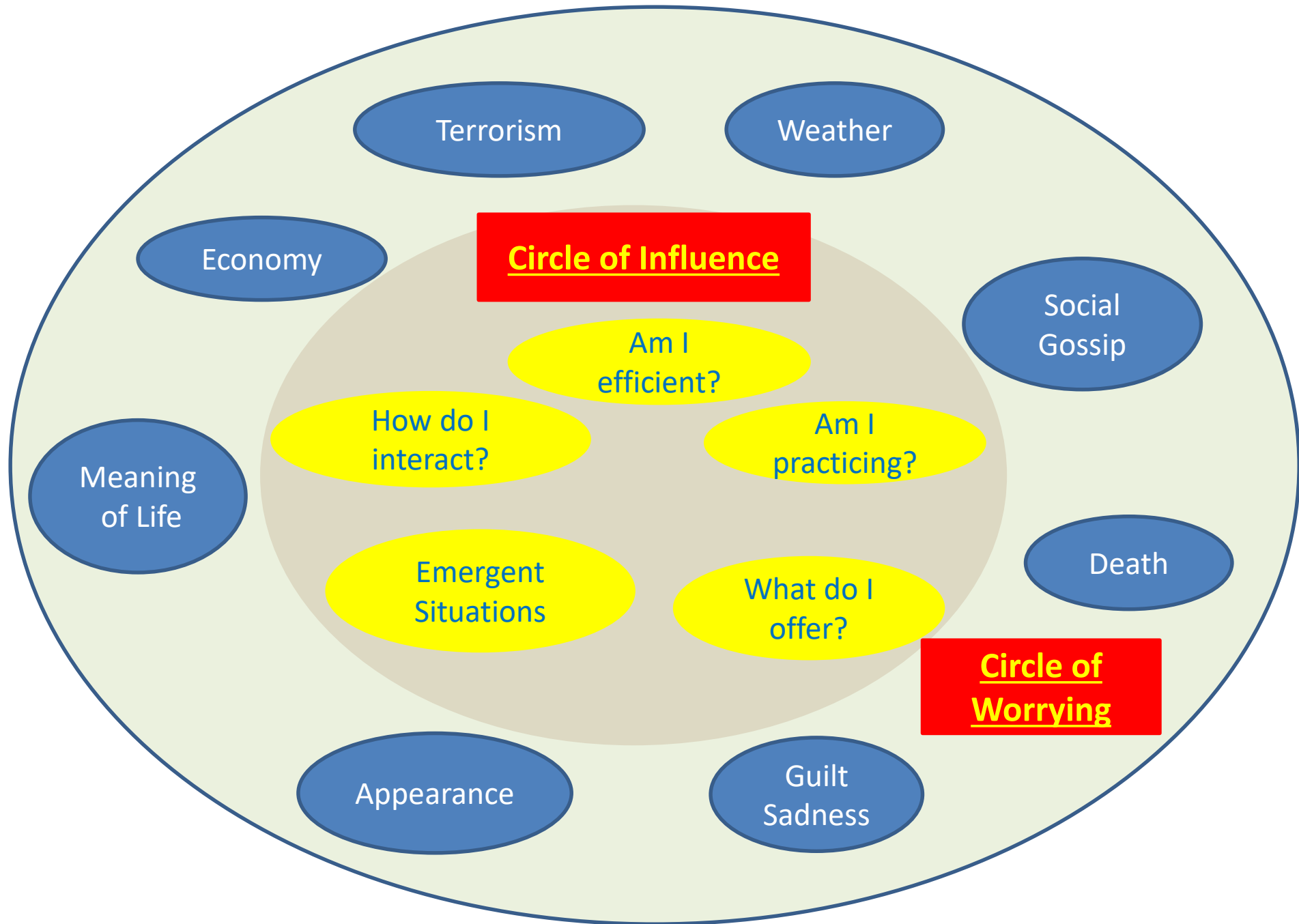
- Conflict with the majority
- Questioning the dominant rule
- Fixed position, attitude, behaviour
- Emergence of an alternative position

Social Influence

3-factor multiplicative function:

- **Power (strength, prestige, knowledge)**
- **Immediacy (proximity of space, time)**
- **Number of team members**






Our Age is characterised by:

- the unstable and volatile institutions
- by high speeds, which give the feeling that we easily forget "yesterday"
- the complexity of "today", with the consequence that we do not understand
- the intense uncertainty of 'tomorrow', resulting in constant anxiety...



Blinkist


Influence

- ↓ Attention  ↓ Contact
- We retain 40% of what we hear
- The Importance of the First Impression

Influence

- To be able to influence, I first need to listen...
- Active Listening
- Hearing \neq Listening
- Listener always precedes the speaker
- (speech 150 words/minute)
- (thinking 700 words/minute)

Goal

- **DOMINANCE IN THE FIELD OF INFORMATION**
- **INFORMATION**  **KNOWLEDGE**

Trust

Ethics

Reliability of Information



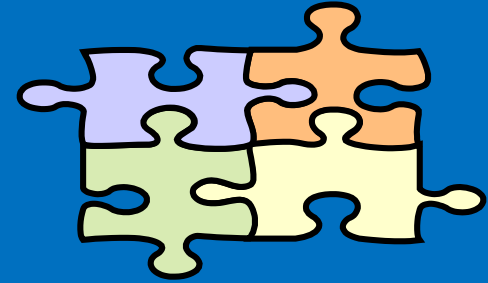
Creating a trusting Climate



Relationship Creation



Trust



First Impression

OUR EXTERNAL APPEARANCE...

Our Gaze

Eye Contact

We do not keep our gaze on one person for more than 5 seconds (unless we only have one conversation partner).

If we have a small audience (about 6 people), we look at everyone in turn and end our point by looking at the nearest person.

If we have a large audience, we follow a mental cross with our gaze. That is: as we speak, we turn our gaze first to the left, then look to the far right, then to the center, then back and forth finishing

Body Language

- Body Movement
- Limb Movement
- Body Posture
- Management of Space

Living Space

- **Zones:**
- **Familiar 45 cm.**
- **Personal 0.45- 1 m.**
- **Social 1-3.5 m.**
- **Public > 3.5 m.**

Memory

- Memorability

7 ± 2 Elements/ Clues

- It is important to remember the names of the participants:

«Κώστας, Αλεξάνδρα, Λάμπρος, Όλγα»

«Κ Α Λ Ο»

Our Personal “Prime Time”

The Hours of the day, which according to our biological clock, we are most productive

EMOTIONAL INTELLIGENCE

- Emotional Intelligence is the ability of a person to perceive his/her own and others' emotions, to categorise, classify and adjust them according to the current situation
- People with high Emotional Intelligence Quotient - EQ are able to calmly manage situations, controlling their emotions, regardless of the current circumstances of their environment

(Caroline Empathy, Power Laws 2020)

EMOTIONAL INTELLIGENCE

- 1) Perceiving: it is the ability of a person to perceive his/her own emotions and those of those around him/her by understanding the non-verbal elements (i.e. body language)
- 2) Reasoning: a person believes that his/her feelings prove reality when empirically this may not be the case. For example, a person feels that he is a bad student, yet his grades prove that he is above average. People with a high EQ will not let emotion affect them

(Caroline Empathy, Power Laws 2020)

EMOTIONAL INTELLIGENCE

- 3) Learning: the observer understands the cause of an emotion. For example, if he sees someone else laughing, he will look for the cause of joy and its meaning or if he sees someone tearful and sad he will look for the cause of sadness and sorrow.
- 4) Managing: it is the flexibility of a person to manage their emotions and maintain their calm and composure and not make impulsive and "emotion-manipulated" decisions. It is one of the most important dimensions of emotional intelligence

(Caroline Empathy, Power Laws 2020)

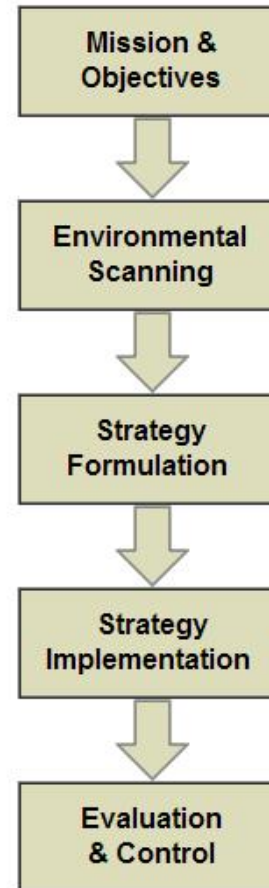
EMOTIONAL INTELLIGENCE



Source:

<https://themsljournal.com/article/emotional-intelligence/>

The Problem

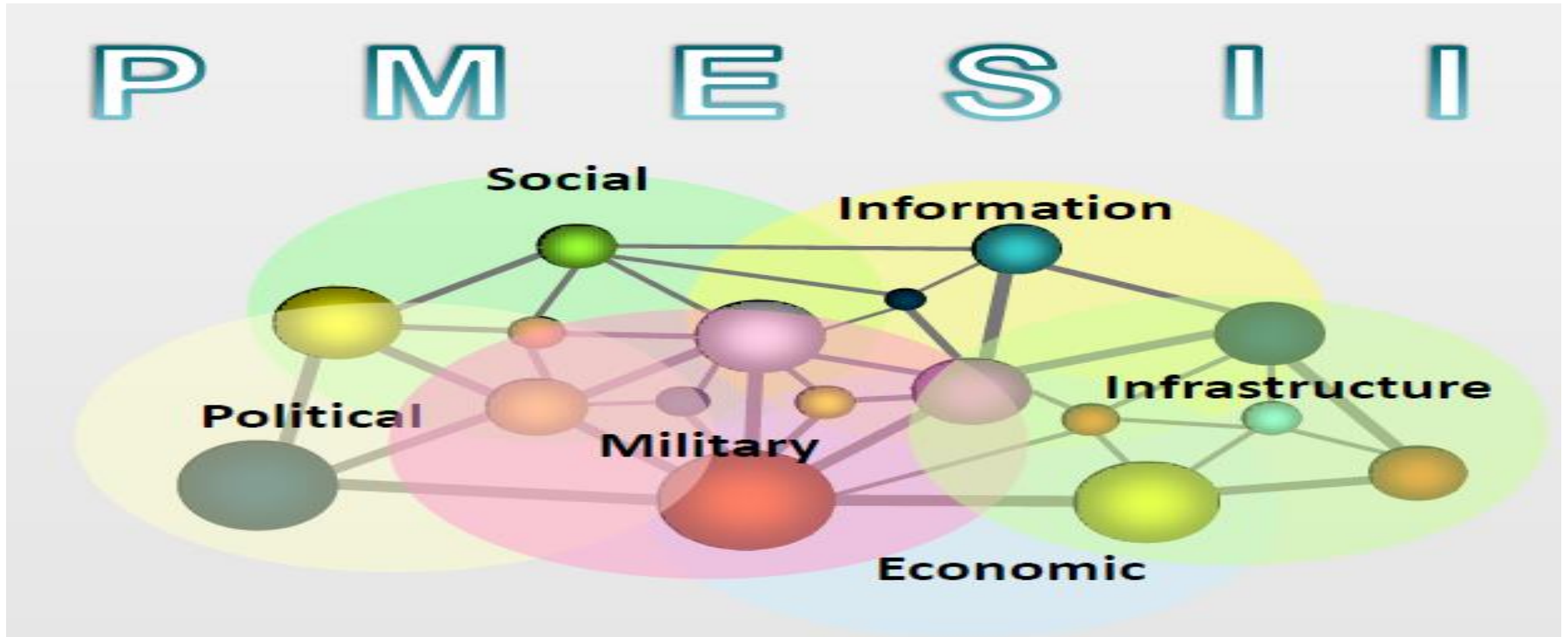


Communication support requirements in a period of crisis

- ✓ Intentions
- ✓ Positions/ Attitude
- ✓ Vulnerable Points
- ✓ Sensitivities
- ✓ Policies
- ✓ Economic
- ✓ Cultural
- ✓ Social
- ✓ Environmental

REGION - SOCIETY = SYSTEM

(Set of subsystems that are functionally, physically or behaviorally related, interact with each other or are interdependent and form a single whole...)



Stances of Life/ PMESII Model

	P Political	M Military	E Economic	S Social	I Infrastructure	I Information
A Areas	District Boundary, Party affiliation areas	Coalition/ANSF bases, historic ambush/IED sites	Bazaar areas, livestock dealers, auto repair shops	Traditional picnic areas, bazaars, outdoor shura sites	Irrigation networks, water tables, areas with medical services	Radio/TV/paper coverage areas, word of mouth gathering points
S Structures	Provincial / District centers, Shura halls, Polling sites	Provincial / District police HQ, INS Known leader house/business	Bazaar, Wheat storage, Banks	Mosque, Wedding halls, Popular restaurants	Roads, bridges, Electric lines, Gabion walls, dams	Cell, radio, TV Towers, Print shops
C Capabilities	Dispute resolution, Local leadership, INS ability to have impact	ANSF provides 24/7 security? QRF present? INS strength / weapons	Access to banks, Ability to stand drought? Development	Strength of tribal/village traditional structures, Mullahs	Ability to build / maintain roads, walls; check dams, irrigation systems	Literacy rate, availability of electronic media, Phone service
O Organization	Political parties, INS group affiliation, Gov & NGO org.	Coalition/ANSF present, INS groups present	Banks, large landholders, Merchants, money lenders	Tribes, class, families, sport, shuras, youth shuras	Government ministries, Construction companies	News organizations, influential mosques, INS IO groups
P People	Governors, councils, elder mullahs, parliamentarians	Coalition, ANSF, INS military leaders	Bankers, land-holders, merchants, money lenders	Mullahs, Maliks, elders, Shura members, Influential families	Builders, road contractors, local development councils	Media owners, mullahs, maliks, elders, heads of families
E Events	Elections, Shuras, Jirgas, Provincial council meetings, speeches	Kinetic events, unit RlPs, loss of leadership, operations	Drought, harvest, business openings, loss of business, good/bad crop	Friday prayers, holidays, weddings, deaths, births, bazaar days	Road/bridge construction, well digging, center/school construction	Friday prayers, publishing dates, IO campaigns, project openings CIVCAS incidents

Strategic Factors of Analysis

a. Political Sector

Individuals and groups who officially or unofficially exercise power or command in a particular area - region through power and/or influence

(e.g. political systems, political parties, organisations, individuals, alliances etc.)



Strategic Factors of Analysis

b. Military sector

Armed forces providing security to a zone - area (+ armament systems)



(e.g. numbers, formations, staff satisfaction, senior/subordinate relations, scandals, quality training, public confidence in the AF, etc.)

Strategic Factors of Analysis

c. Economic sector

Total production, trade, consumption goods, services of a region

(e.g. distribution networks, imports, exports, indicators of economic growth indicators, wealth distribution)



Strategic Factors of Analysis

d. Social/ Civil Sector

Institutions that support individuals by providing them with opportunities to achieve their individual life goals, within the framework of the society under study



(e.g. education, religion, cultural elements, legislative, social and economic policies, etc.) judicial power, elements of well-being)

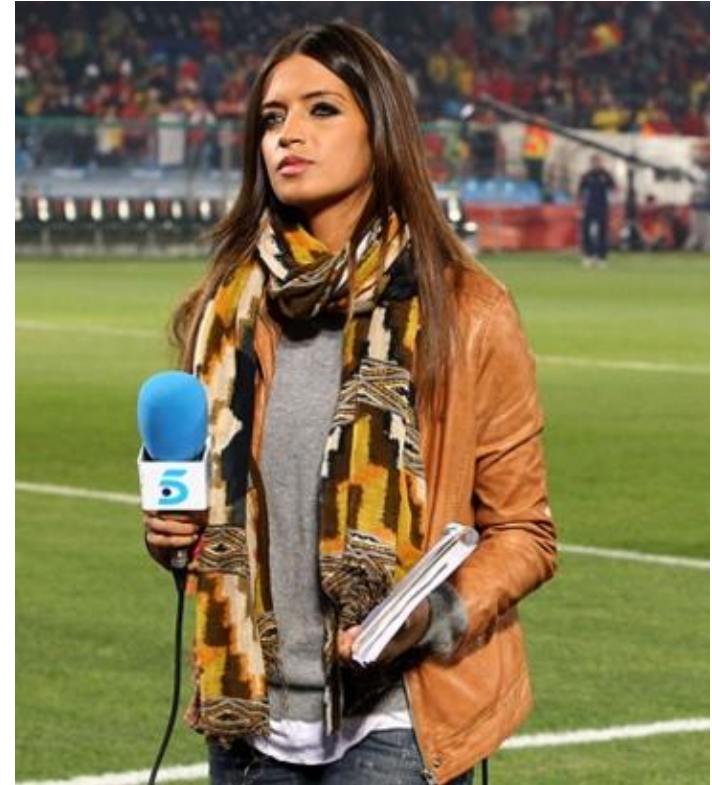
Strategic Factors of Analysis

e. Information Sector

Any kind of information that
circulated, media



(e.g. infrastructure, equipment, personnel, etc.) for collection, processing, storage, transmission, dissemination, dissemination, dissemination, reception of information)



Strategic Factors of Analysis

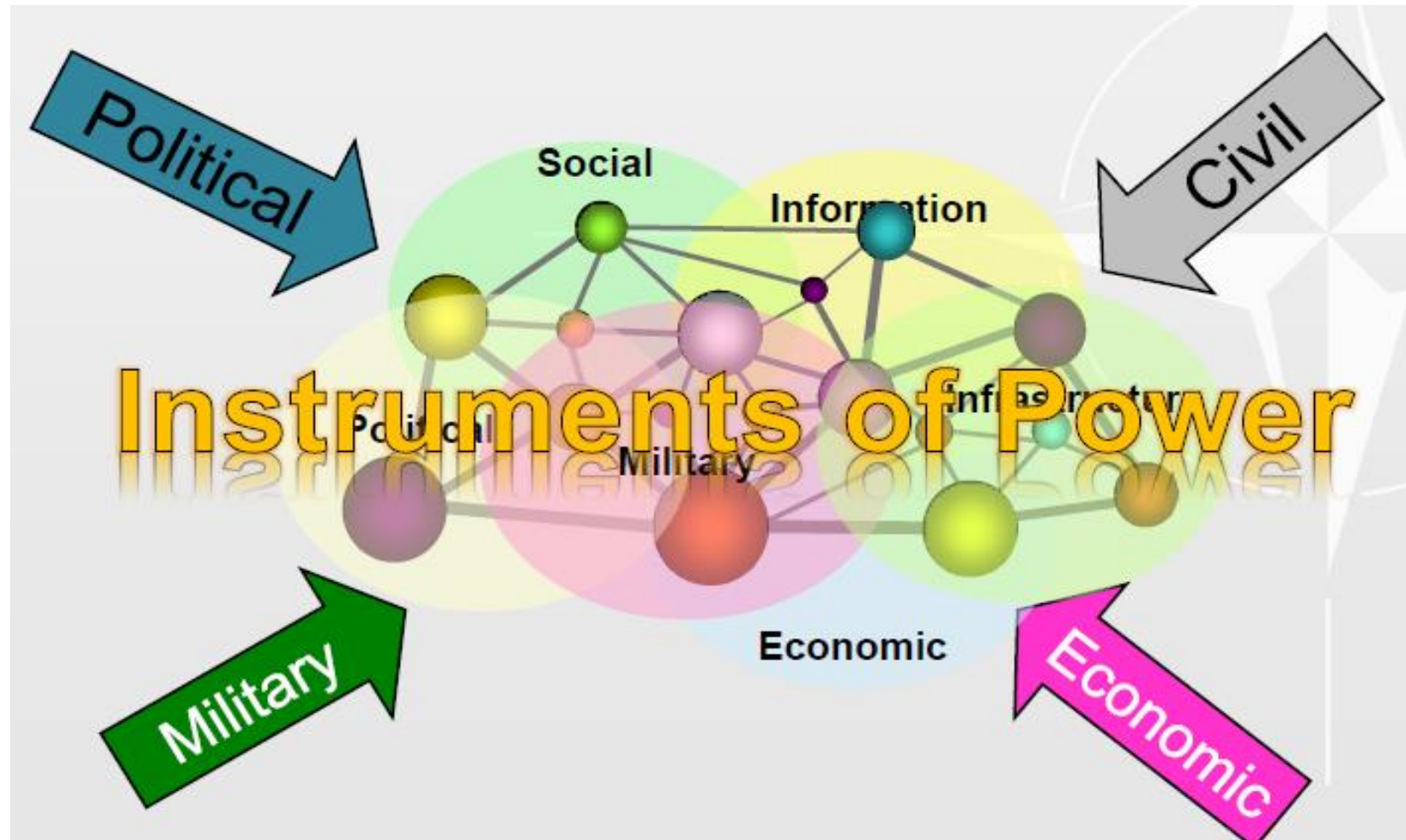
f. Infrastructure Sector

Facilities, structures and services



(e.g. supply chain, communications, mass media, etc.)
transport, buildings, health facilities, resources energy
sources, hydroelectric projects, irrigation systems,
pipelines fuel pipelines, waste management, etc.)

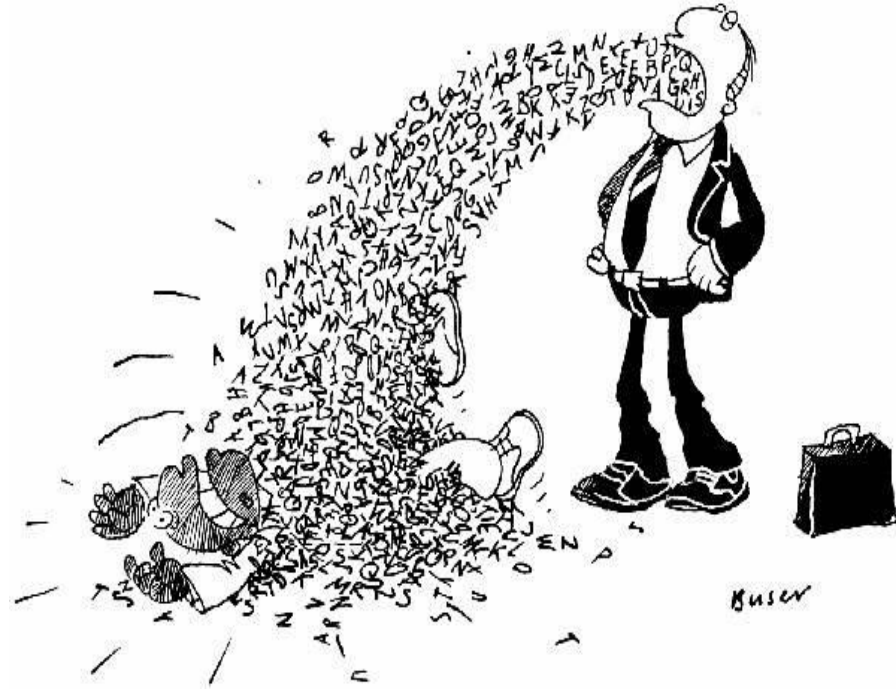
Sources of Power



Sources of Power

a. Diplomatic

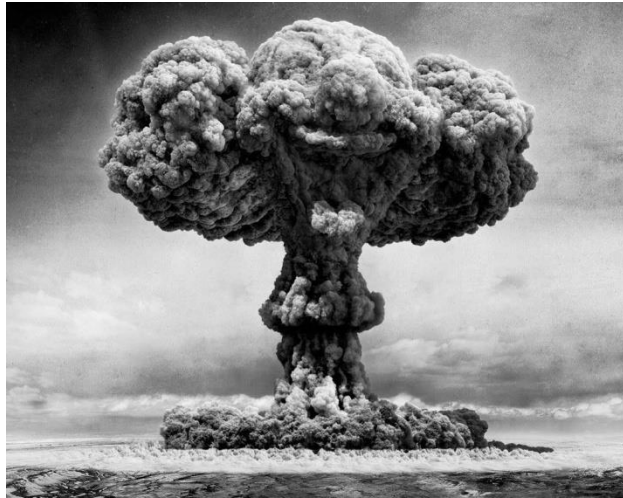
Algorithm of interests, balances, action and reaction



Sources of Power

b. Military

Display of military power including the threat or use of force (kinetic or non-kinetic), to destroy critical military and non-military capabilities



Sources of Power

c. Economic

Initiatives and sanctions designed to affect the flow of goods and services, as well as financial support to governmental and non-governmental state entities



Sources of Power

d. Political

the use of the powers contained in areas such as the judiciary, public information, the public administration and control of infrastructure, which can lead to access to medical access to health care, food, electricity and water



Conflict Resolution

- Conflict is part of Human Nature

Conflict ↔ Crisis ↔ New Equilibrium

It is a Social Phenomenon

Evolution involves the concept of differentiation and the interaction of parts

Negotiation

- The process whereby an approach to a set of issues is sought, through consultation, with a view to reaching agreement.

Negotiation

- **Negotiation behaviours:**
 - 1. Attention to the correspondent**

Attentive listening

Asking questions

Focusing on the goal of the discussion

Demonstrating understanding

Continuous evaluation of the process

Isolation of emotions

Negotiation

- **Negotiation behaviours:**
 - 2. Question Formulation

Open questions

Exploratory questions

Questions directing to the target

Negotiation

- **Negotiation behaviours:**

- 3. Utilisation of Non-Verbal Communication

- Harmony between Verbal & Non-Verbal Communication

- Body Stance

Negotiation

- **Negotiation Stages:**

Preparation

Objective definition of goals,
design of tactics in approaching them.
Assessment of the other side's aspirations

Discussion

Fostering a favourable climate of cooperation,
confirming a desire achieve goals

Negotiation

- **Negotiation Stages:**

Framing the Goals

Accurate targeting and linking of goals, which correlate to other side too

Negotiation Phase

Gradual formulation of positions to approach the goal, adjustment- arrangement

Negotiation

- **The don'ts of Negotiations:**

First Offer Accepted

Goals are set low

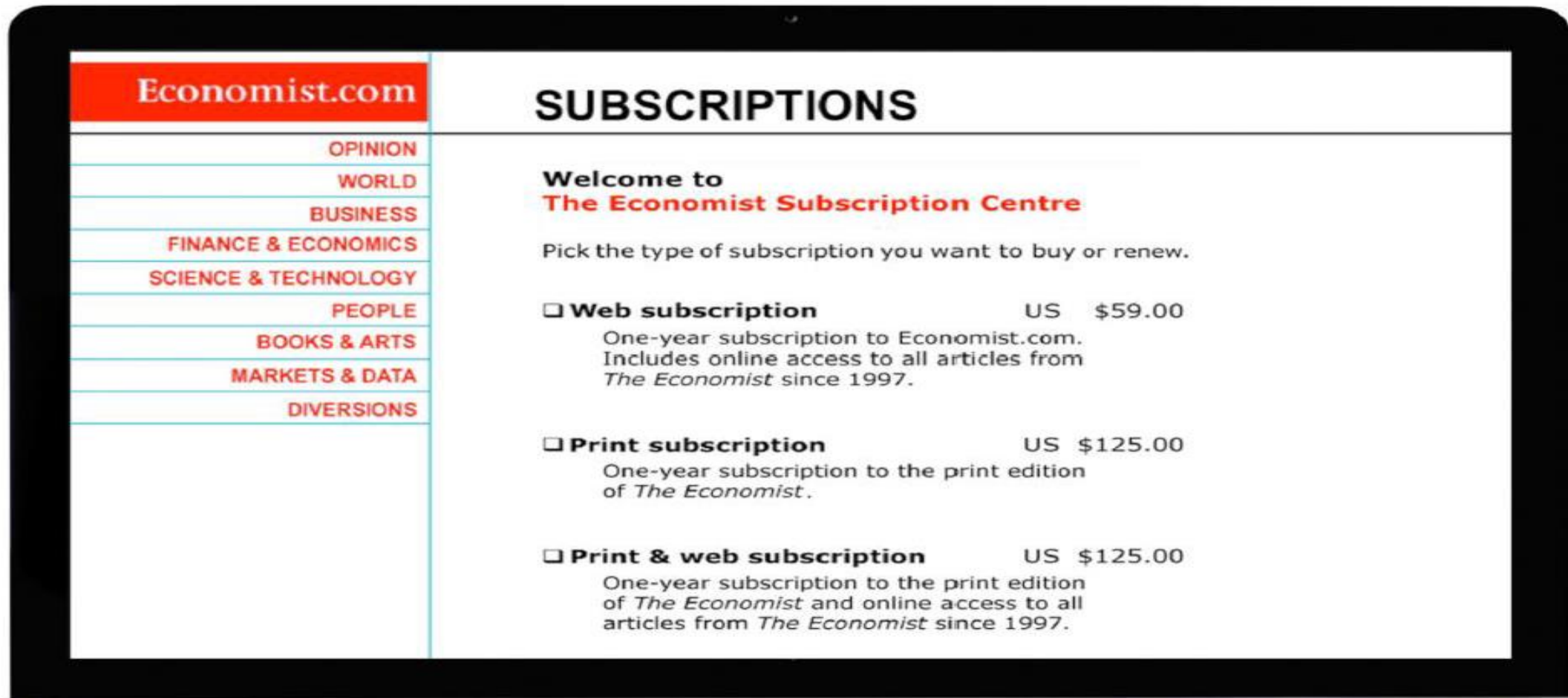
Complaints and insults are made

Making excessive commitments

Disappointment occurs

Giving up

Anchorage (Ariely, 2008, 2010)



The image shows a screenshot of the Economist.com website's subscription page. On the left, there is a vertical menu with the following categories: OPINION, WORLD, BUSINESS, FINANCE & ECONOMICS, SCIENCE & TECHNOLOGY, PEOPLE, BOOKS & ARTS, MARKETS & DATA, and DIVERSIONS. The main content area is titled 'SUBSCRIPTIONS' and contains a welcome message, a prompt to pick a subscription type, and three options: Web subscription (\$59.00), Print subscription (\$125.00), and Print & web subscription (\$125.00). Each option includes a description of what is included in the subscription.

Economist.com	SUBSCRIPTIONS
OPINION	Welcome to The Economist Subscription Centre
WORLD	Pick the type of subscription you want to buy or renew.
BUSINESS	<input type="checkbox"/> Web subscription US \$59.00
FINANCE & ECONOMICS	One-year subscription to Economist.com. Includes online access to all articles from <i>The Economist</i> since 1997.
SCIENCE & TECHNOLOGY	<input type="checkbox"/> Print subscription US \$125.00
PEOPLE	One-year subscription to the print edition of <i>The Economist</i> .
BOOKS & ARTS	<input type="checkbox"/> Print & web subscription US \$125.00
MARKETS & DATA	One-year subscription to the print edition of <i>The Economist</i> and online access to all articles from <i>The Economist</i> since 1997.
DIVERSIONS	

Strategies for Coping with Negative Messages

Reframing

Watzlawick, Weakland and Fisch (1974) describe 'reframing' as follows:

"Changing the conceptual and/or emotional structure of a view in relation to an experienced situation and placing it in another context that fits the 'facts' of the same particular situation just as well or even better, and thus changing the whole meaning of" (eg we can reframe a problem as an opportunity, a weakness into a strength, etc.). Reframing changes the way we perceive an event and thus changes its meaning. When concepts and meanings change, attitudes and behaviors towards this issue also change.

There are two types of reframing:

Content reframing and

Context reframing.



AGREEMENT



SKILLS



COMMUNICATE

NEGOTIATION

ipsum dolor sit amet, consectetur adipiscing elit. Phasellus imperdiet, ipsum dapibus semper auctor, eros nisl sollicitudin lectus, vel consectetur tellus enim at velit. Praen blandit id metus ut morcus. Quisque dignissim rhoncus, est non rutrum. Nulla ut viverra illos. Utde mattis impera. Nullam pretium pellentesque magna. Sed ligula nulla, sodales etui ligula at, consequat pellentesque neque. Fusce mattis in turpis et fermentum. Ut vestibulum mollis orci eget fribus. Quisque vehicula lectus nisl, eget elementum velit tempor ut. Quisque congue arcu nec enim tristique, placerat mollis orci tempor. Quisque efficitur enim mauris, eu placerat nisl efficitur non.



TACTIC



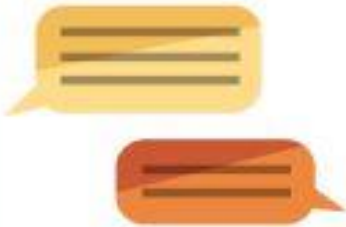
COLLABORATION



GOAL

Successful Negotiation

The Top 10 Soft Skills



Communication



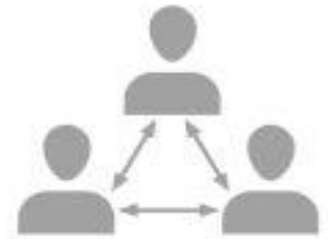
Self-motivation



Leadership



Responsibility



Teamwork



Problem solving



Decisiveness



Ability to Work
Under Pressure
and Time Management



Flexibility



Negotiation
and Conflict Resolution



The Laws of Persuasion

According to Cialdini (2003), the 6 Laws of Persuasion are the following:

- The law of reciprocity
- The law of commitment and consistency
- The law of sympathy
- The law of rarity
- The law of power
- The law of social proof

BEHAVIORAL INFLUENCE STAIRWAY MODEL (BISM)

The Behavior Influence Stairway Model (BISM) was developed in the mid-1990s by the FBI's Crisis Negotiation Unit and is used primarily in highly volatile crisis situations

BISM has five stages that must be completed by the negotiator.

These stages are as follows:

- Active listening
- Empathy
- Rapport
- Influence
- Behaviour change

(Vecchia et al., 2005)

BEHAVIORAL INFLUENCE STAIRWAY MODEL (BISM)

Behavioral Influence Stairway Model (BISM)

- Active listening
- Empathy
- Rapport
- Influence
- Behaviour change



(Van Hasselt, Romano, and Vecchi, 2008)

(Vecchia et al., 2005)

The “Familiarity” of the “Receptor”

Practical Practice

- **WHEN I HOLD A HAMMER I SEE EVERYTHING AROUND ME AS NAILS...**



Setting Goals Vs Perfectionism

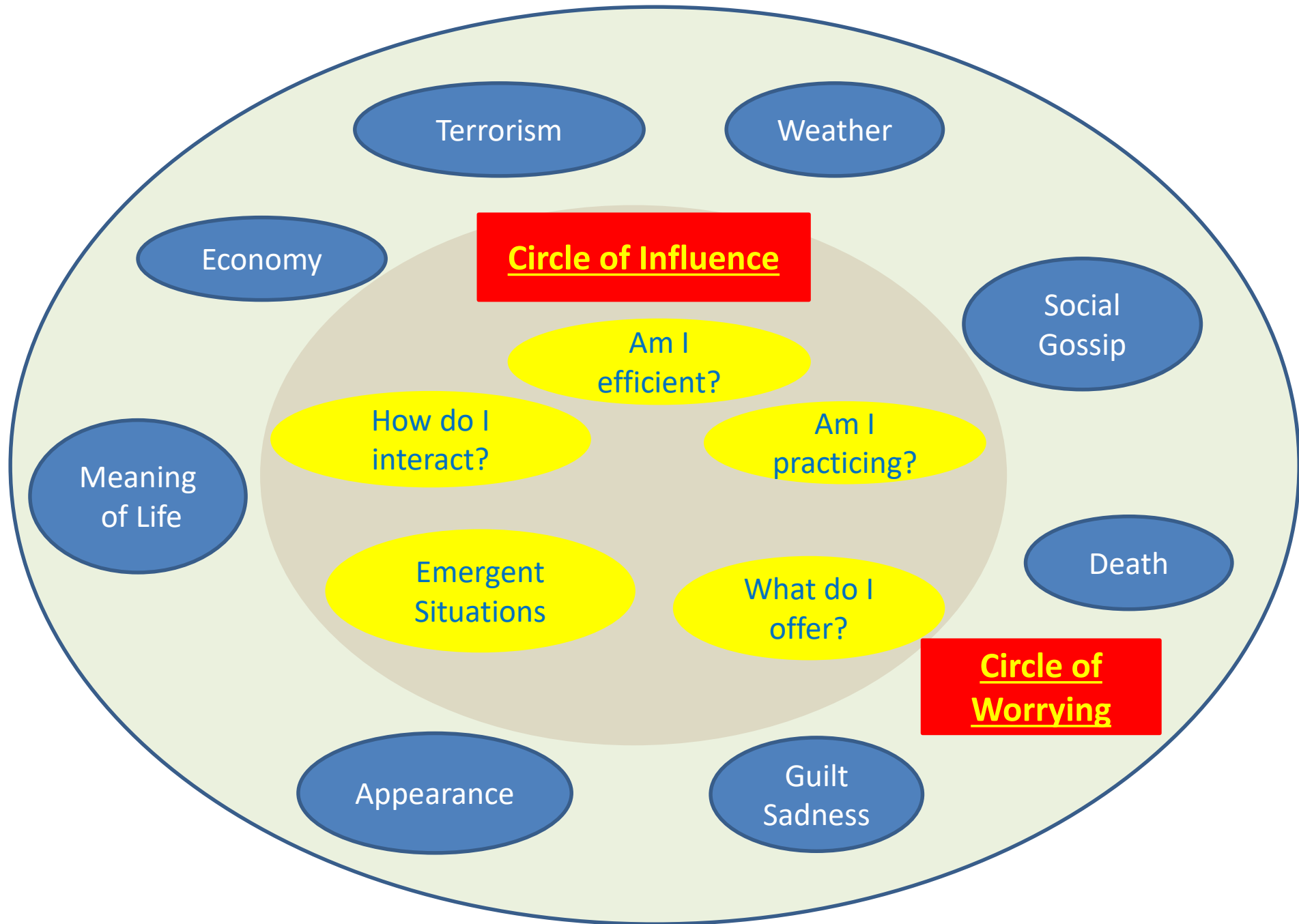


For Example It is Really Hard to Read this Sentence

Finally...

Socially Constructed Reality





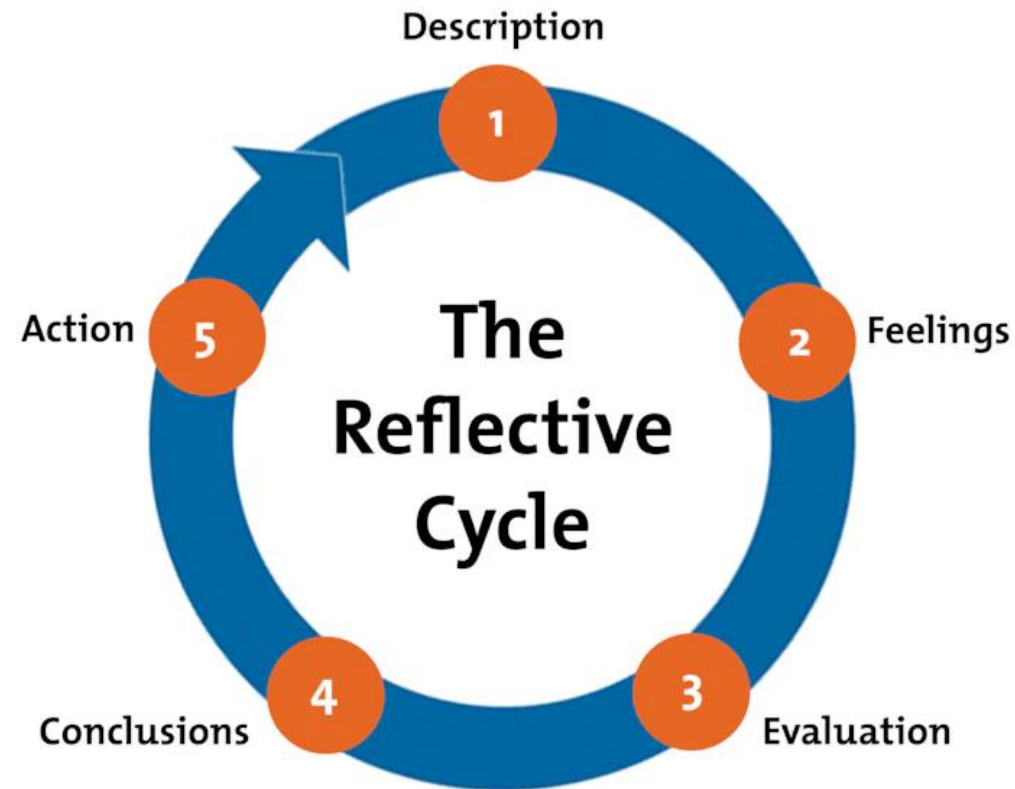
Leadership



"Leadership" is the influence, the ability, the art, the process of **influencing** people to work with zeal and confidence. **Zeal** reflects eagerness and intensity in performing work, **confidence** reflects experience and technical ability. To lead means to persuade, inspire, suggest, suggest, direct, direct, **lead and not follow...**



Gibbs Model

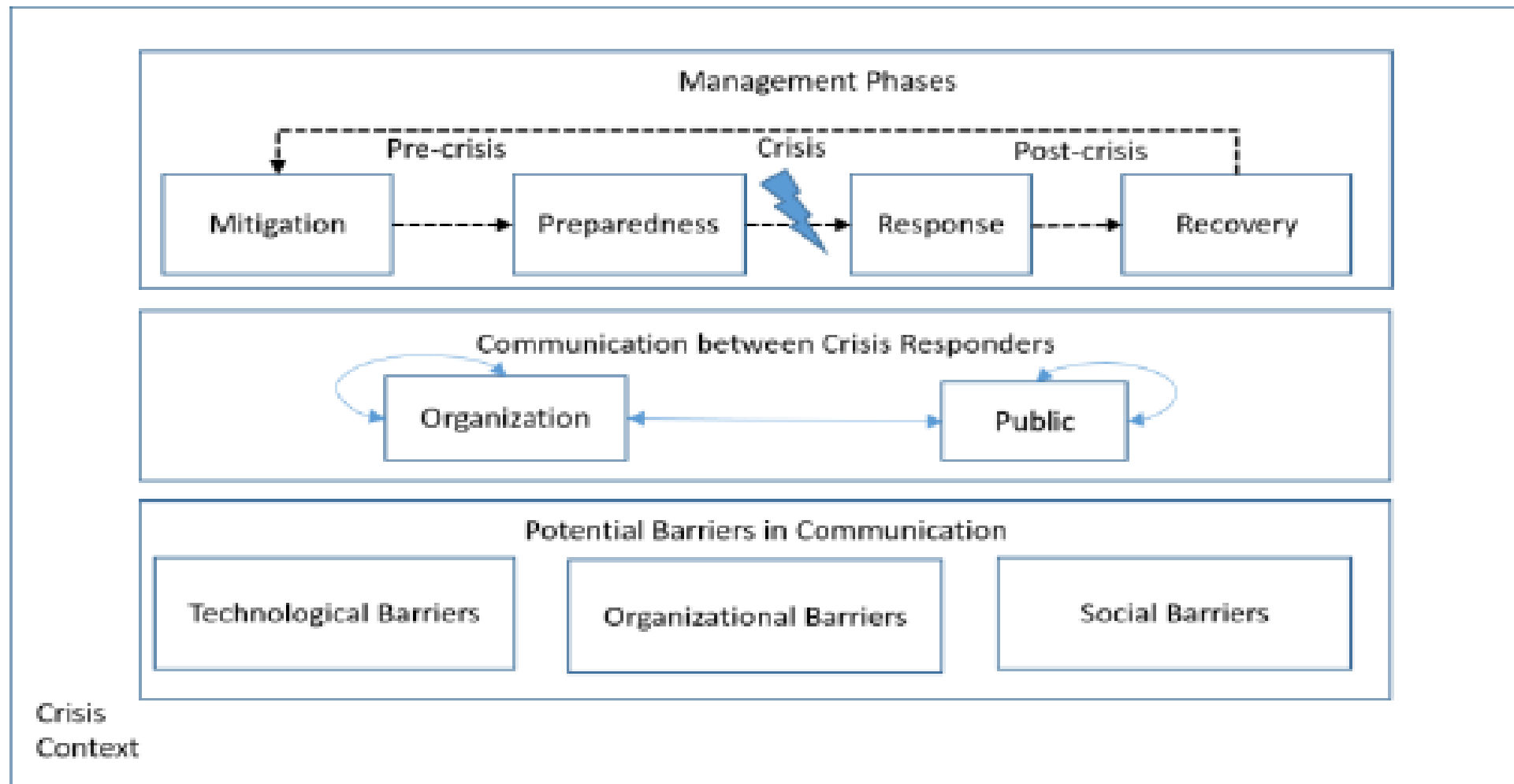


New Challenges

- **DISMISS (Denial of Accusations)**
- **DISTORT (Distortion of events)**
- **DISTRACT (Distraction of Focus)**
- **DISMAY (Intimidation of the Opponent)**

Hybrid Threats



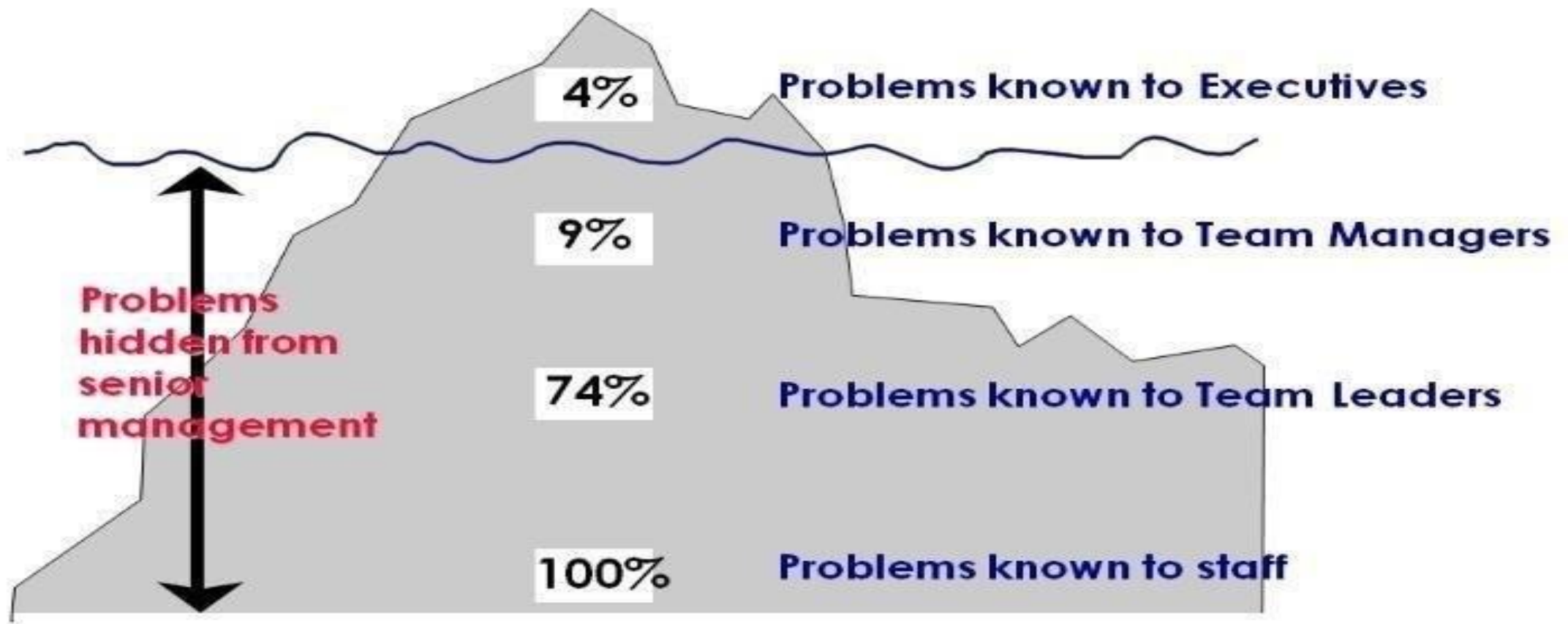


Framework for Communication during Crisis Management

Posegga, Oliver, University of Bamberg, Bamberg, Germany

Twenty-Fourth European Conference on Information Systems (ECIS), İstanbul, Turkey, 2016

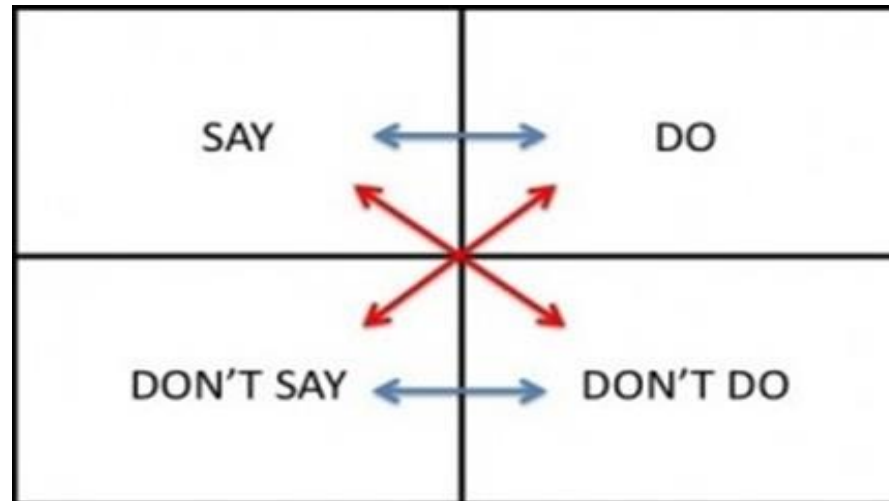
The Iceberg Of Ignorance



*Adapted from
"Quality Improvement and TQC Management at Calsonic in Japan and Overseas"
Sydney Yoshida*

In Conclusion

**Do what you say, and say what you do
or you will fail...**



In Conclusion

We need to start caring less about **HOW to project our actions.**

and care more about **WHAT our actions project...**

Goal Orientation



@ALEXMAESEJ

Panopticon & Power

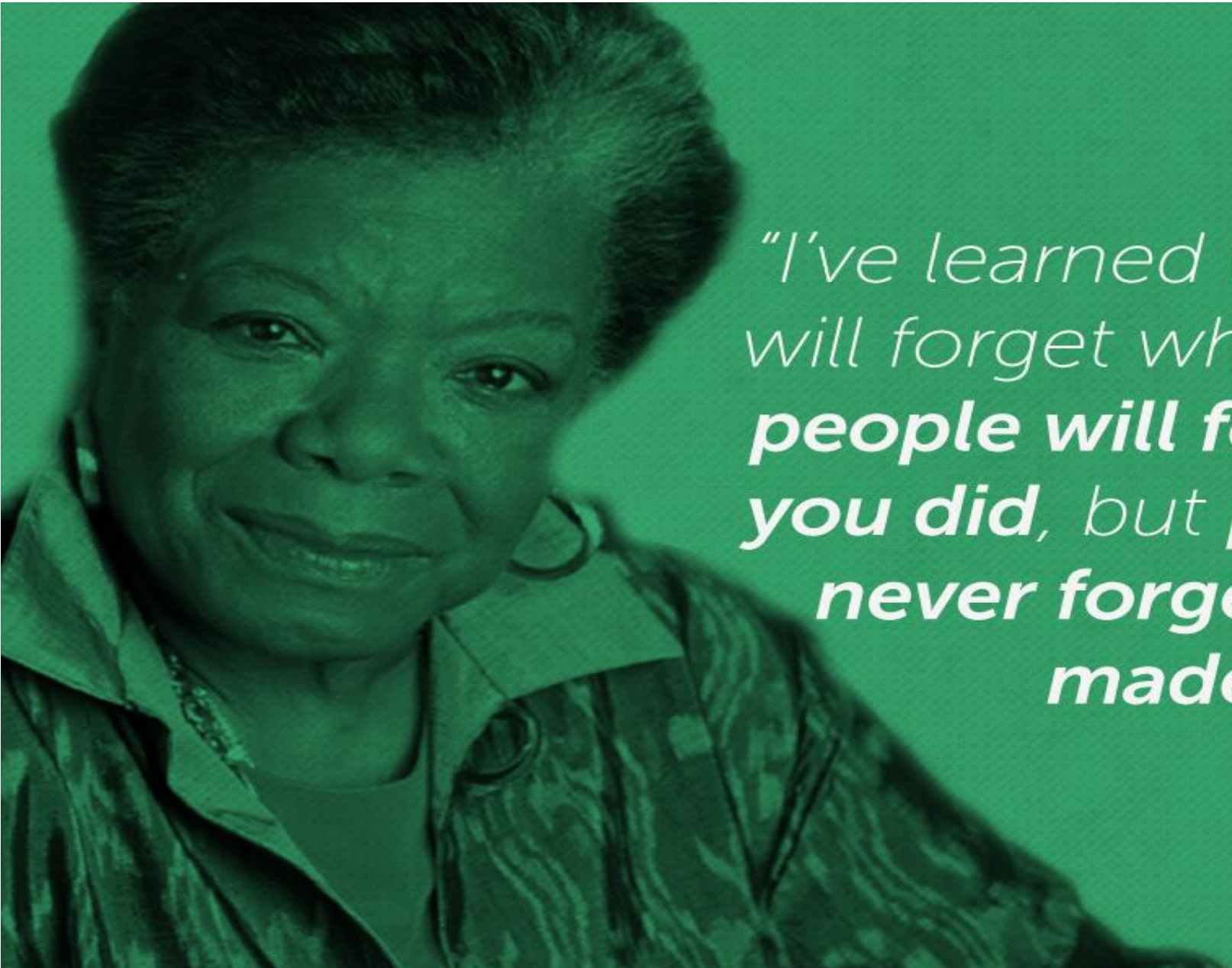


Power must be visible and uncontrollable...
(Bentham, 18th Century)

"YOU'LL LEARN, AT
YOUR EXPENSE, IN
THE LONG JOURNEY
OF LIFE THAT YOU
WILL MEET **MANY**
MASKS AND A **FEW**
FACES."



Long-Prudence



*"I've learned that people
will forget what you said,
**people will forget what
you did**, but **people will
never forget how you
made them feel.**"*

-Maya Angelou

Finally...

- **"Whoever has equal power is right, and when this is not the case, the strong man imposes what his power allows and the weak man retreats and adapts..."**
- **"Those who (but) retain their freedom owe it to their strength..."**

(Thucydides, Dialogue between Miles and Athenians, v. 103)

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Questions???

