

Scientists meet Diplomats: What do They Say After They Say Hello?

**MAURO GALLUCCIO, PH.D.
POLITICAL SCIENTIST, PSYCHOLOGIST, AND
CBT THERAPIST**

*President EANAM (European Association for
Negotiation and Mediation)*

23 October 2020



Let me never fall into the vulgar
mistake of dreaming that I am
persecuted whenever I am
contradicted

Ralph Waldo Emerson

Introduction

This talk will provide an insight on how psychological tools awareness could be important to strengthen interpersonal skills and improve the cooperation between scientists and diplomats.

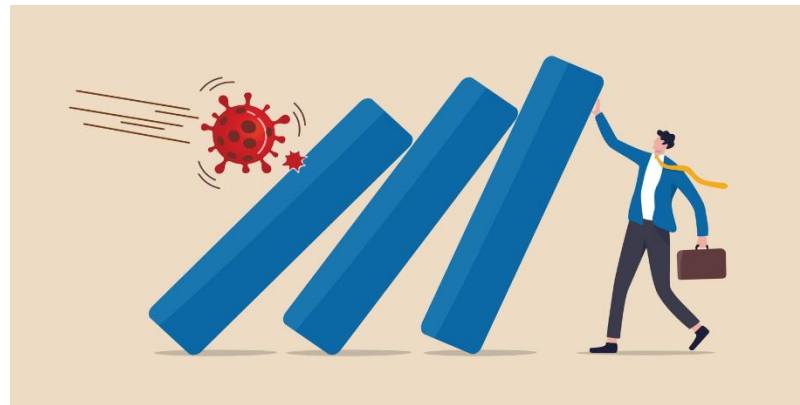
NEGOTIATING A COOPERATION PROCESS



Global solidarity and effective cooperation face COVID-19

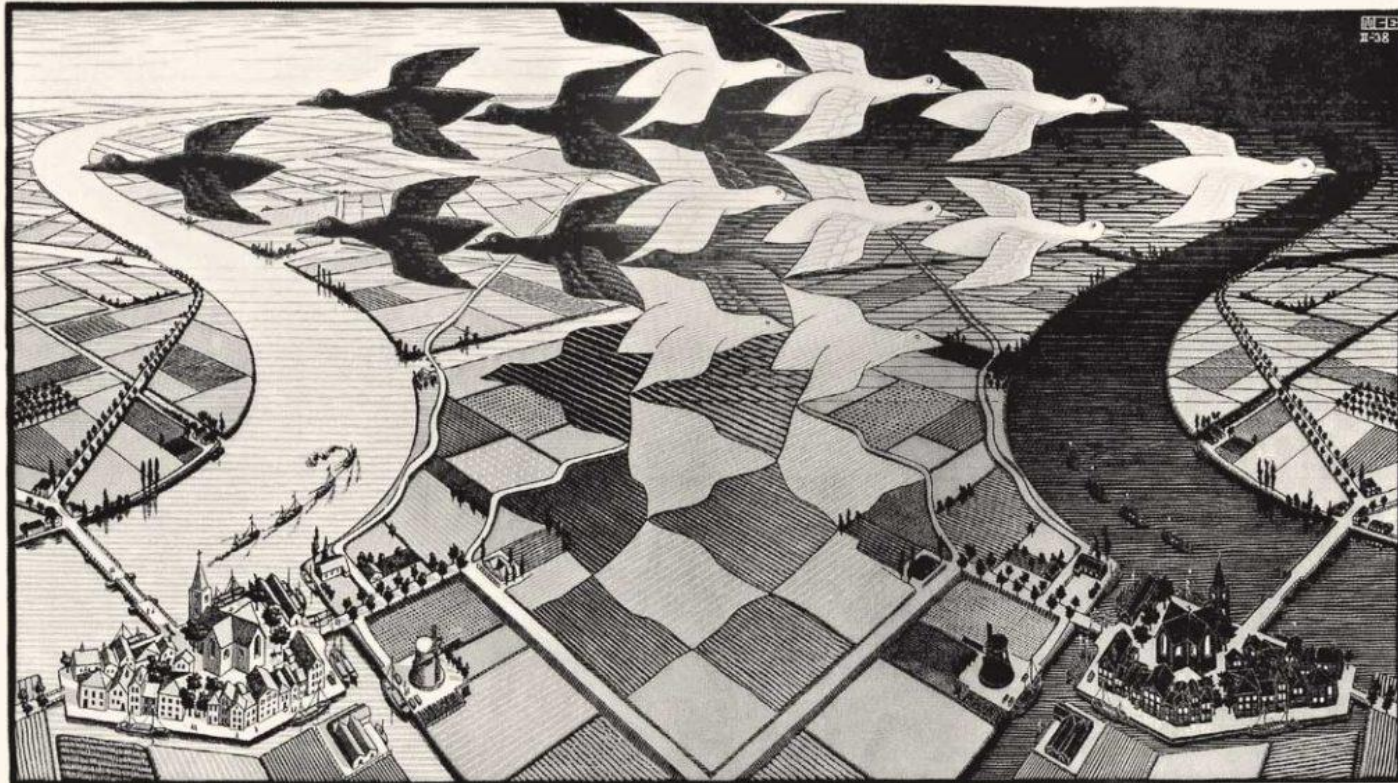
International Challenges: Undue Pressure

- Especially in time of **crisis** (like the COVID-19), the tyranny of time, causes undue pressure on cognitive and emotional processes, influencing adaptive decision-making.
- A smooth negotiating process of evidence-informed policies can produce a psychological commitment to mutually satisfactory results (Fisher, Ury, Patton, 1991).



Crisis marketing made simple

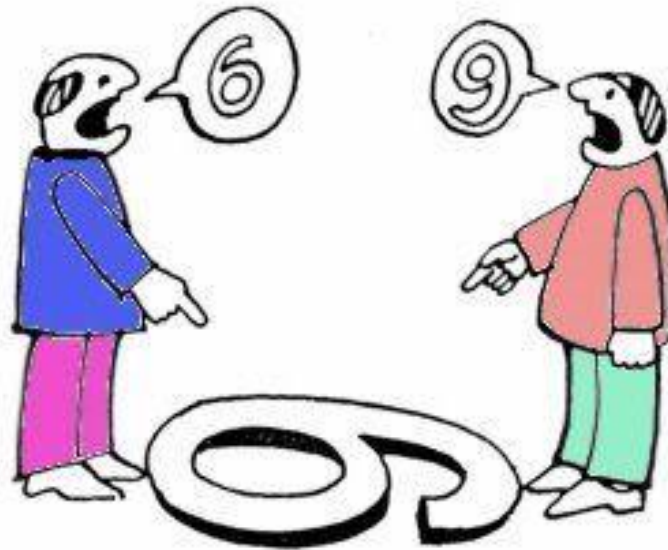
PERCEPTION AND MISPERCEPTION IN CRISIS SITUATIONS



Escher, Day and
Night

Do you hear me?

- The spread of COVID-19 contagion has been a history of misperception, misunderstanding, miscommunication, overconfidence, and lack of preparation



<https://theodorewalters.wordpress.com/miscommunication-in-the-workplace/>

3 Phases

- ① **1st phase:** apparent concealment of the problem (the problem was simply not accepted and therefore it could not be given the right attention),
- ② **2nd phase:** the political actors were “overtaken” by the crisis.
- ③ **3rd phase:** the actors began to doubt their own ability to deal successfully with the problem, extremely frustrated in the face of the problem and tormented by their emotions and negative thoughts.

The Dark side of the moon

- They were emotionally overwhelmed. The perception of uncertainty associated with the dark side of the pandemic (unknown trajectory and knowledge) influenced the adaptive decision-making



Vanity Fair, Funambolismo

Crisis situation

- Many elements have characterized this crisis situation:
 1. Newness
 2. Complexity and ambiguity
 3. Unpredictability
 4. Conflicting goals
 5. Communication impairment
 6. Lack of resources

Experience on the field

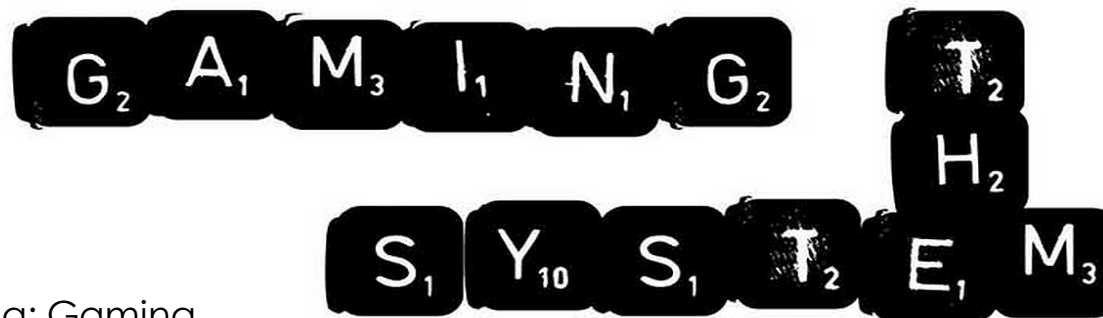
*“Policy makers are faced with irreducible complexity and radical uncertainty—and they must often rely on inadequate information. Policy makers think practically, are prepared to do anything that looks as if it might succeed and are reluctant to take big bets if not forced to do so”
(Gallucci, 2012)*

Cognitive biases and psychosocial mechanisms

- Policymakers and advisers may adopt a series of **cognitive shortcuts** through heuristics that can be helpful in a variety of situations.
- Politicians (and scientists) may be affected by various cognitive biases. We could be “directed” by cognitive dissonance, normality bias, or a syndrome of personal invulnerability. They are especially relevant to this topic.

Gaming the System and Groupthink

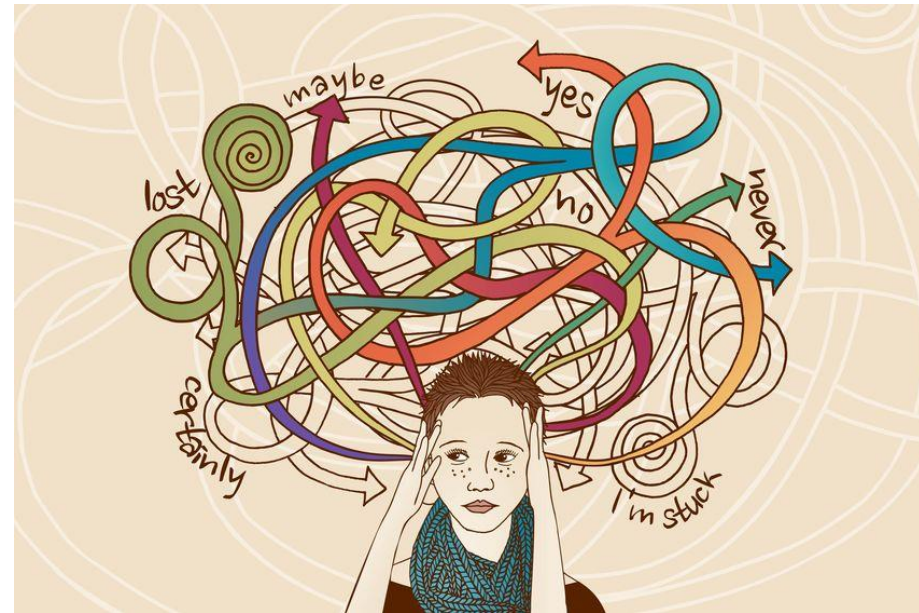
- We can then often observe “**gaming the system**” motivational strategy.
- This behavior could be strictly linked to the phenomenon observed and described by Janis (1982) as “groupthink,” in which few members of the team of decision-makers could act as mindguards in a way to co-opt the process of decision making.



Gordon marketing: Gaming the system

Thinking Errors and CIC

- Leaders and politicians should also be aware of their own and other side's core beliefs and cognitive distortions (thinking errors), (Aquilar, Galluccio, 2008; Galluccio, Beck, 2015).
- As well be aware of human cognitive interpersonal cycles and the social mechanisms of selective moral disengagement.



Thinking Errors That Cause Anxiety

Metacognitive functions and emotional styles

- What we need is qualitative and quantitative research to understand how people can make important, vital decisions under extreme pressure of time and uncertainty. In practice, it is considered of great importance to investigate in the field the way decision-makers work and master their cognitive and emotional processes.



Interpersonal Skills

- Research has shown that people can develop and acquire new specific skills through training tailored on the **interpersonal skills** they need and would like to learn (Davidson, Begley, 2013).
- We are working on effective ways to increase specific interpersonal skills developing tailor-made training programmes (i.e.: self-awareness, attention, memory, empathy, outlook, to name but a few).

ADAPTIVE DECISION-MAKING



The Complexities of Decision Making
BY BETH A. KRIKORIAN

Limits on “Rationality”

- Limits on “rationality” may occur because of:
 1. Cognitive overload
 2. Misperception and misunderstanding.
 3. Biased-cognitive information processing
 4. Strong emotional arousal.
 5. Limited motivation due to feelings of hopelessness
 6. Impairment in metacognitive functions and the ability to regulate emotions.
 7. Inability to generate the entire set of alternatives.
 8. Inability to prevent possible consequences.
 9. Ineffective problem-solving modalities.
 10. Dis-adaptive behaviours.

The accompanying limits may be fueled by the impossibility to:

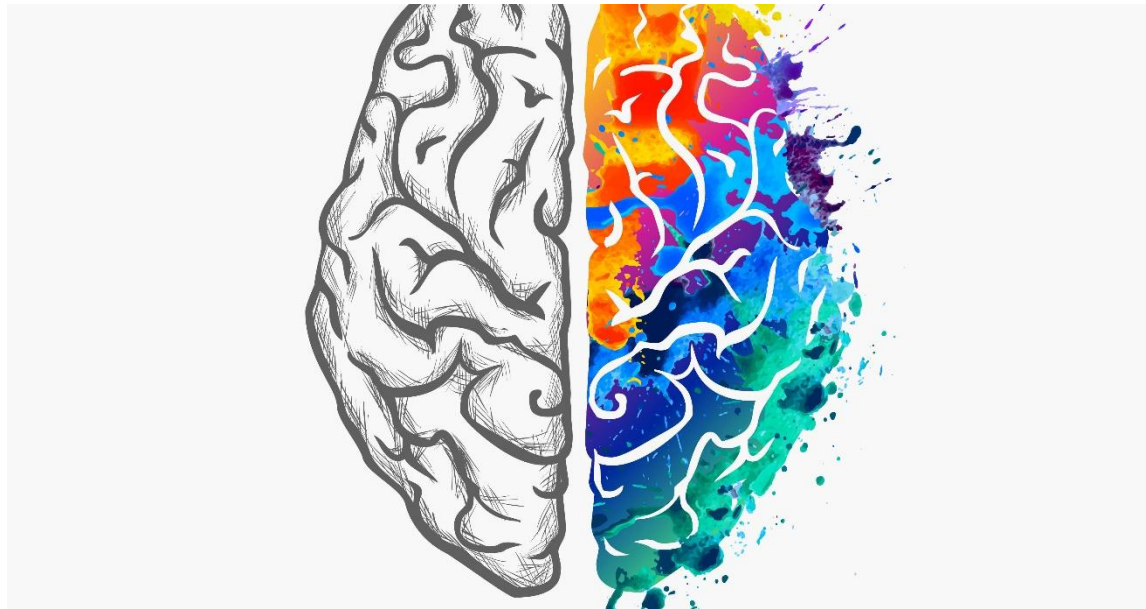
1. Deal effectively with abstractions and uncertainty.
2. Perceive not only blacks and whites, but also to distinguish from the many subtle shades of grey that fall between.
3. Distinguish valid analogies from false ones, and sense from nonsense.
4. Enter into the frame of references of others.
5. Establish logical links between present action and future goals.
6. Produce appropriate responses to unexpected events.
7. Search effectively for relevant policy options.
8. Communicate complex ideas and solutions to peers and to the citizens.

Experience on knowledge

- In such conditions, experience based on accumulated knowledge could mitigate the shock that calls to action in introducing an element of credibility and predictability.
- Learning from experience is the most powerful way to lead. It produces the tacit knowledge that is crucial in a crisis (Nye, 2008). Experience is not a simple accumulation of knowledge, but it is how we use our knowledge to adjust our attention.

Core Beliefs

- We also need to investigate **core beliefs**, because rigid beliefs anchor our understanding. Even if we have a lot of experience, if we are “trapped” in fixed mindsets we will miss the insights sitting right in front of us.

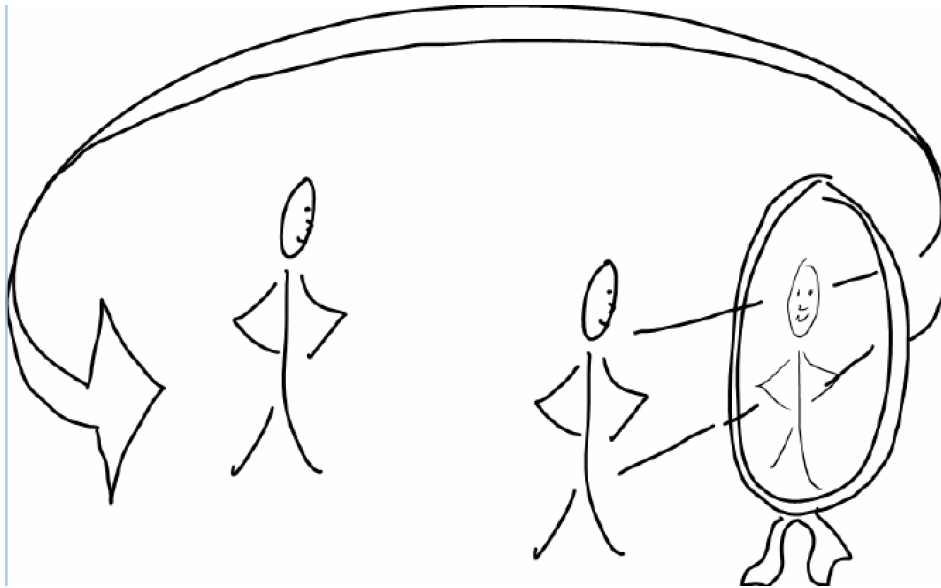


Growth mindset

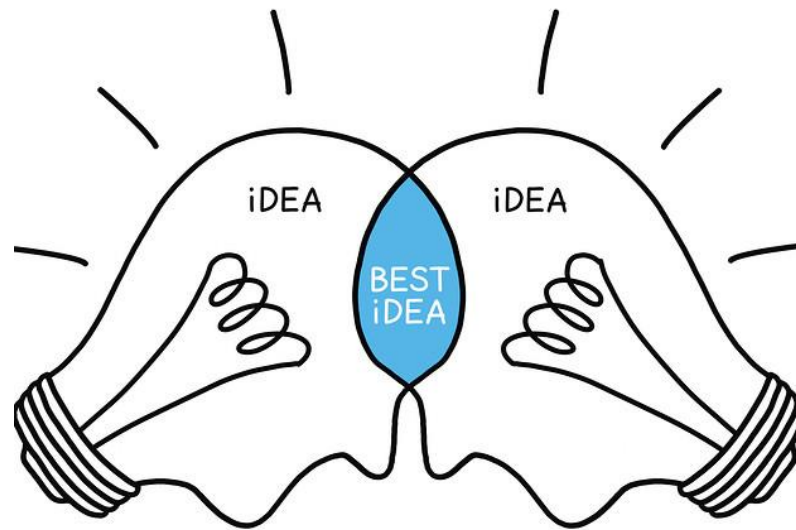
Self-reflexivity

- All the actors from scientists to politicians to diplomats, will benefit from self-reflexivity, becoming aware of dysfunctional beliefs, cognitive biases, and the importance of trusting more their tacit knowledge and the profound value of peer cooperative processes.

Reflexivity: Some techniques for interpretive researchers



CONCLUDING REMARKS



What Is Collaboration and
Where Does It Begin?
by Jesse Lyn Stoner

“Those who are able to see beyond the shadows and lies of their culture will never be understood, let alone believed, by the masses.” — **Plato**

Joint Attention

- Without a serious reflection on ourselves, the world, and our interaction with the world, we cannot hope to produce sustainable evidence-informed policymaking.
- An interaction between people requires joint attention, a common concentration, otherwise we risk communicational chaos.

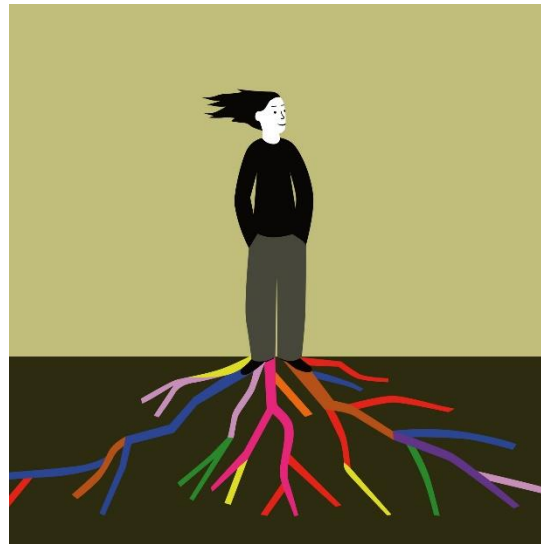


Tacit Knowledge

Tacit knowledge is the ability to do things without being able to explain how. It is about perceptual skills; workarounds, pattern matching, judging typically, mental models (Klein, 2009).

Mentalizing

- Experience together with the ability to mentalize (the awareness that our and other people's behaviour is not detached from intentional mental states) makes us more resilient, allows us to store situations and experience in our brain, as it makes us more efficient in the future in solving problems and making decisions.



The New York Times, "What makes some people more resilient than others"

Cooperation Processes

In the long history of humankind (and animal kind, too) those who learned to collaborate and improvise most effectively have prevailed - **Charles Darwin**

Cooperation can help us all build something new together and share knowledge on the field: from the leader, to the scientists, to the operators, to the normal citizen.



Teamwork and cooperation brainstorm- creative vector image

References

- Aquilar, F., Galluccio, M.** (2008), *Psychological Processes in International Negotiation. A Theoretical and Practical Framework*. Springer: NYC.
- Aquilar, F., Galluccio, M.** (Ed.) (2011), *Psychological and Political Strategies for Peace Negotiation: A Cognitive Approach*. Springer: NYC.
- Galluccio, M.** (eds), (2015), *Handbook of International Negotiation*. Springer: NYC.
- Galluccio, M.; Beck, A.T.** (2015), “A Cognitive insight on Cooperation and Conflict”, in M., Galluccio (Eds.) *The Handbook of International Negotiation: Interpersonal, intercultural, diplomatic perspectives*. Springer: NYC.
- Galluccio, M.; Safran, J.D.** (2015), “Mindfulness-Based Training for Negotiators: Fostering Resilience in the Face of Stress”, in M., Galluccio (Eds.) *The Handbook of International Negotiation: Interpersonal, intercultural, diplomatic perspectives*. Springer: NYC.
- Galluccio, M.; Vivani, L.** (2015); “Diplomacy meets Science: Negotiating Responsible and Inclusive Growth,” in Galluccio, M. (Eds.) *Handbook of International Negotiation. Interpersonal, Intercultural, and Diplomatic perspectives*. Springer: NYC.
- Galluccio, M.** (2019), “Hydrometeorological extremes events effects on populations: A Cognitive insight on Post-Traumatic Growth, resilience processes and mental well-being” in La Jeunesse, I. ; Larrue, C. (2019), *Facing Hydrometeorological Extreme Events: A Governance Issue*. John Wiley & Sons Ltd:

References

Galluccio, M., *Science & Diplomacy: Negotiating Essential Alliances*. Springer: NYC, in press.

Galluccio, M., Beck, T.A. (2020), “Scientists meet Diplomats: A Cognitive Insight on Interpersonal Negotiation” in Galluccio, M., *Science & Diplomacy: Negotiating Essential Alliances*. Springer: NYC, in press.

Galluccio, M., Sanna, M. (2020), “International Alliance for Science Diplomacy. Interpersonal skills as a predictor of a sound negotiation process: American and European self-perception” in Galluccio, M., *Science & Diplomacy: Negotiating Essential Alliances*. Springer: NYC, in press.

Kahneman, D.; Slovic, P., Tversky, A. (1982), *Judgement under uncertainty: Heuristics and biases*. UK: Cambridge University Press.

Klein, D.E., Woods, D.D., Klein, G., Perry, S.J. (2016). “Can We Trust Best Practices? Six Cognitive Challenges of Evidence-Based Approaches”, in *Journal of Cognitive Engineering and Decision Making*. Volume 10, Number 3, September 2016, pp. 244–254.

Lowenstein, D.H.; Parent, J.M. (1999), “Brain, Heal Thyself” in *Science* 283, pp. 1126-27.

Nye JR., J. S. (2008), *The powers to lead*. New York: Oxford University Press.

THANK YOU FOR YOUR ATTENTION

Mauro Galluccio, Ph.D.

President of EANAM



European Association for Negotiation and Mediation

-  www.eanam.org
-  Square Ambiorix 32, B-1000 Bruxelles
-  mauro.galluccio@eanam.org
-  +32 2 230 07 74
-  +32 472 02 49 91