Speaker 1:	00:00	Welcome Francesca Gino to the behavioral groups podcast.
Speaker 2:	00:04	Thank you so much for having me. It's a pleasure to be here.
Speaker 1:	00:07	We are super excited to have you on, on as a guest. Uh, we typically start with a round a speed round. And so let's get going. And you want to go? Yes. A Monet or Michelangelo?
Speaker 2:	00:20	Michelangelo
Speaker 1:	00:24	Pizza or Pasta Pizza. Ah, okay. Which would be better. A company with 100% rebels, 50% rebels or 0% rebels.
Speaker 2:	00:35	I would go for the hundred percent rambles.
Speaker 1:	00:38	Oh, we're going to have to talk about that later. Okay. Last, last speed round question. Can you prime curiosity? Can you get people primed to be more curious?
Speaker 2:	00:49	Yes. Uh, we can and I have some good evidence for that.
Speaker 1:	00:53	Well, the law, let's talk about, let's go into that because that's a, that's one of our key things that we wanted to talk to you about. So how do you prime for curiosity and what are some of the, what's some of the research point too?
Speaker 2:	01:04	Well, one of the things that we tend to forget is that we were born curious. In fact for anyone was mulch children or just good images of who we were as children. It's a lot if not all about asking questions and really approaching the world with that sense of wonder and if you look at the data, what's interesting is that curiosity peaks in the age of four and five and then it declined steadily from there. There's more children. I can tell you that it's constant exploration. Our high was in fact just the other day my son was asking me why is that the sky is blue? Why is it that we need, we are close when we leave the house that we need to pay for things. All sorts of good question that comes from the eyes of a little person just not knowing much about the world.
Speaker 2:	01:54	Now, what's interesting is that despite the fact that we're born curious, once we were put into the world and it starts with schools, but then with organizations with our jobs, somehow the curiosity get shut down. And in fact at some point there was really interesting in seeing how that happens. And I collected some data on a sample of people. So you mentioned 300 people starting off a new job across industries, across stable jobs. And

generally when you measure their level of curiosity at the start is pretty high. Some variations but pretty high. And when you go back to the same people six to eight months later, at least in the data I collected, the curiosity had dropped by least the 20% across the board. Wow, that's disappointing. But there's also a missed opportunity for ourselves because we would get more joy out of the work that we do when we stay curious, but also for the organizations.

Speaker 2: 02:50 What are these people work? And so I've been thinking a lot about what it is that we can do to keep our curiosity alive, but also what it is that organizations can do. To remind people to be curious. So in a recent study, we tried that at a large Canadian bank. And what we decided to do for a few weeks, in fact, it was a once off for a few weeks, is send people a text or an email. Okay. Which we reminded them to ask questions throughout their day at work to ask why, what if? And these just the trying to get people out of this mode of just executing, do your job, checking off items from your to do this. And being a little bit more thoughtful about the opportunity that we have to explore. And so that was a way for us to prime people to think more curiously about the world that they're in.

Speaker 3: 03:49 So it just took a text that says, do you know, remember to ask more questions to really do that.

Speaker 2: 03:56 Yeah.

Speaker 3: 03:58 How did you measure the effect?

Speaker 2: 04:00 So what we were looking in this particular study, what we were looking at was to see how people develop more relationships at work. So are networks become wider and broader and more diverse. And so that's what we captured in one case. In one study we capture it by asking questions about people's networks. So asking them to reflect back to the type of relationship that they nurture or created at work. And in another case, the case of the bank, they actually gave us the email data so we could look at whether people start writing more emails to people even outside of their group, but they go to people in other departments in other functions, in other units. And so we were able to tell with more objective measures if you will, that curiosity is really important in allowing us to really diversify or networks and get to collaborate with others more effectively.

Speaker 3:	[04:58](#)	That is fabulous. That is just fabulous. So you mentioned there were two things that, so reminding employees is one really good thing and an effective way. What was the second way?
Speaker 2:	[05:09](#)	So it's still giving this question, get them starting to ask questions like why question, what if or how could he be type questions? Because again, we're sort of trying to fight that tendency to just take things for granted. What am I feeling exercises this day whenever I visited organization is to try really to ==pay attention to processes, systems or ways of working. The just seems strange to a person who doesn't work there== and then usually I go to the people who work there and say, well, I've noticed that this process seems to be in place. Can you tell me why? Why? How did that come about? And nobody has good answers because we've been doing this for many years in the same way. =="This is how we do it" is just not a good answer.== And so I think that we tend to take a lot of processes, traditions inside the Organization for granted. And curiosity allows us to push back on that tendency and really open our eyes to something different.
Speaker 1:	[06:15](#)	Yeah. Well you mentioned at the very beginning that four or five year old curiosity and asking about the color of the sky and why do we work clothes going out. And sometimes it's really hard when you have your children ask you those questions to go, why? I mean, you know, like, why didn't you know summertime, why do I have to, you know, my daughter is nine now and she needs to put on her swimsuit top. And she's like, why? And that's like cousins, you know, my brother doesn't and I'm about, yeah, but it gets to be, and so you have to start really thinking through the, the, the responses. And I think that's what you're saying in, in these organizations, if they're not asking the questions, they're not quite, they're not thinking through why of, of, of all of that component.
Speaker 2:	[06:58](#)	Yeah. ==And you miss out on all this amazing world of possibilities that we could get to if we just started thinking differently== about the problem. One of the examples that really inspired the book rabble talent at least for me was discovering the story of now a rather famous Italian chef. His name is Massimo Bottura and he's the chef and owner of a three Michelin Star restaurant. That in 2016 became the best restaurant in the world. And then again in 2018 they were back at the top of the list. And what is interesting and fascinating about his stories that you went into a context that traditional Italian dishes and started asking question with curiosity. And it's a powerful story because if you know anything about Italians,

two things are true. First, there are all sorts of rules when it comes to cooking and the way you pair at certain liberal pass it to a certain type of sauce.

Speaker 2:	07:52	My husband was American steel does understand why is it that you can't put cheese on a pastor that is fish, bass, the sauce, you just, you can't move their rule. But the Italians cherish their old ways, especially when it comes to traditional recipes that have been passed on for century. And here you have a person, a chef, one to that context and starting asking question, why is it that we cook the dish that way? Maybe made sense 20 years ago but not today. And is that type of curiosity that led to a rather successful career and a quite deletion set of meals, uh, produced and cooked in his restaurant?
Speaker 1:	08:32	Well, and is that the example from the book? And forgive me for that. Making sure that this is right, but where he talked about the, the music and building, uh, asking all of his employees to how do you interpret this music now let's build a menu. It was *Take a walk on the wild side*
Speaker 2:	08:51	exactly. Yeah. As the old sorts of examples like that you would find as soon as of inspiration somewhere from a piece of music, from a piece of art and then he would just walk into the kitchen and give his stuff the title of the piece of music or the name of the port threat or the piece of art and he wants people to think through how they can come up with a dish. It'd be is on that inspiration. That's one way to trigger curiosity that I think is quite effective in his context.
Speaker 3:	09:23	Springing two very divergent components and trying to to intermix them. That's very nice. That is fascinating.
Speaker 2:	09:30	And the things that he does and again, here's the reason, opportunity for all of us, how he reacts to whatever it is it is happening at the restaurant. What are the stories that I love from him is this story of a very busy night at the restaurant where the sous chef, one of the sous chef was working on a lemon tart, so he was arranging all the pieces in this desert and all of a sudden as he was preparing the dessert, the play dropped to the floor and he was starting to panic because a, here you have a very expensive dessert and as these shoes, chef was a feeling the way chef must move through, walks into the kitchen and saw the plate on the floor. Now a Manny fancy restaurants I visited, the leader would have started the alley, but Butera didn't it look in the bleed on the Florence said Taka was the name of the sous chef. I think we have a new idea for a

new dessert. Sure enough when they come up with at deconstructing lemon tart is a dessert that is the most popular one at the restaurant and the name for it is, oops, I dropped the lemon tart.

Speaker 2:	10:41	We all have the opportunity to react to what we see around us and do we react with curiosity or **do we take it as an opportunity to shut curiosity down**?

Speaker 3:	10:52	So how much, uh, this is something that that plagued me throughout the book was the, when I, when we, we, we've talked a lot about, Kurt and I have talked a lot about project Aristotle and the work that Google has done on teams and team building and the importance of psychological safety in teams. So where, what role does, does trust and psychological safety play in, in the role of the rebel or in the organization that the rebel is, is living in spring that curiosity and allowing it to, allowing it to flourish? Yeah,

Speaker 2:	11:26	I think it's very important. I often think about it as respect. A couple of the two talents that I discuss as the talons that rebel seems to have in addition to **curiosity, authenticity and also this desire for novelty**. They have perspective and they think how to best leverage differences between themselves and others. And those two talents, **perspective and diversity** are important because they allow you to suggest ideas but also react to others' ideas. Knowing that you don't necessarily have all the right answers, that there are other ways to approach this problem and so in a way when all those ingredients are there, you tend to be more respectful. One very simple way for me to think about how rebels often interact when they are in meetings or in brainstorming session is to think of how strangers come together to work on an **Improv comedy scene**.

Speaker 2:	12:26	The rules of their, one of their biggest principle that is core to everything that happens in Improv comedy is this idea of the **"yes, and."** What the means is that if you and I are working on a scene and you suggest an idea, I'm not going to shut it down because I don't think he's as good as mine or what I would have said. Instead I take it, I accept it, and then I build on it. I might take us to a very different direction, but at least I start from that point of acceptance and that's perspective. That's having the respect for whatever ideas are being mentioned in the group in a way that allows me to bring my contributions forwards. And in the process of doing that and having those type of norms for the group, I think that what we're creating is this sense of psychological safety. Hmm. Yeah. Does he, not easy,

Speaker 3:	[13:17](#)	no. Are there organizations that, I mean you, you work with a lot of big companies around the world. Are there organizations that you think are doing this really well on a large scale? I'm sure that there are, are some groups that that do well, but on a large scale or do you, are there any organizations that you would hold up as a paragon?
Speaker 2:	[13:35](#)	Yeah, so it's interesting that I have a couple of organizations that come to mind. One is, and then we can talk about scaling this, but why is Pixar animation studio actually builds on this idea of the yes and where we accept and then build on into whatever it is that they're doing in their interactions, especially when they're in brainstorming sessions of four there, um, meetings. So one of the things that Pixar does in their brainstorming meetings when he was really a time to have that type of psychological safety and people keep exchanging ideas is to adopt the yes and technique of Improv comedy. They call it plusing because it is always to plus on each other's ideas. And what's interesting about what they've created is that not only they've trained people on how to use this technique, but they also pay attention to whether or not you're actually delivering on this idea of doing plastics.
Speaker 2:	[14:34](#)	So sometimes they have coaches who come and sit in the meetings, do really understand whether there are opportunities that we're not, um, really using to be true to the technique of placing, impressing. Do you think about the investment that goes into that? It doesn't come naturally to us. We all have this intuitive, a quick way of judging others ideas and this sense of strong belief that our perspective and thoughts are better than those of others. And so it takes some time and thought if we're removing that judgment. In fact, the president and confounder of Pixar, ed Catmull, she told the story that I thought was really fascinating. It was talking about the fact that when they starting three new people on this technique, there were a few that would understand the concept. But if you're suggesting an idea in a meeting, they used to pause and the pause is not a good one.
Speaker 2:	[15:35](#)	He used to call it the death pause. Oh my God. Yeah. And the example that he shared with me was, let's imagine that you are thinking of walk downtown and you see a friend of yours with just a baby. And so you're all excited because it's the first time you're gonna see your friends after delivering a baby. And so you ran over good next to the stroller and then you look inside and then that he's silence clause knows that you think that the baby's ugly. And that's why you're not saying anything. We

don't often do that. You know what are meanings when we say every idea is a good one, but then we have trouble staying true to that type of message and technique. Yeah,

Speaker 1:   16:21   it's the, the rolling of the eyes. It's the kind of, you know, it's a subtle, subtle hints that people give without actually saying anything like, oh

Speaker 2:   16:31   yeah, totally.

Speaker 3:   16:34   You know, something I, something I have observed in a reading lots of your stuff over the years, Francesca, is how open you are about using your own life as examples, your children, you're, you're the, the Improv classes that you've taken, the cooking classes, the time with your husband. How is it that you come to this kind of openness? And I'm, and I'm, and I'm wondering since openness is, is it kind of a key part of the rebel side? Is there a personality trait that lends itself to this?

Speaker 2:   17:05   ==So in my case, if I, if I think at a very high level what really gets my attention in the work that I do, it's all about understanding the decision and choices that we make in our life at work. Sometimes what it was in our personal life. So I'm really fascinated with the psychology that is behind our decisions.== And given that it seems relevant as a question to life much more generally, oftentimes after a paper is done. Or in this case, after being on this longer project of writing a book, I had a lot of lessons learned for myself as an individual. Uh, what it is that I could defer, be doing differently, a parent or as a colleague or as a friend or as a partner. And so I think a lot about that. So a lot of the opportunities that I think come from, from that is taking the research is seriously a little bit like you doing this food gas.

Speaker 2:   18:06   So if I think about what inspired my gift, an appreciated gift though, this is the beginning for my husband, um, in signing us up for Improv comedy classes that you was partly reflecting on this wonderful stream of research, uh, coming from a psychology on the fact that it's nice and important to inject novelty in our relationships because it's easy to fall back on to routines. So I said, okay, let's take this seriously. And I signed us up for Improv comedy classes. How did he respond to that? I can still picture his face when he open up the present. Still disappointed, did a piece of technology or gadget is a person who's a, who's a geek. And so that's what he loves. And even after the first glass and the first two hours even for comedy actually looked at me and said, I hate this. Oh totally. We had 10 weeks to go. So changed as we went from glass to glass. So

there was a death pause when he opened that. Well actually there wasn't this, it was literally the used these appointment.

Speaker 1: [19:24] Wow. Oh Wow. I was going to ask about, uh, you know, some, some of the things that you've worked on in the past that you feel like need, need more attention. Yeah. Is there any research that you have done that you go, gosh, it, I thought this would just, you know, really catch fire and somebody would pick it up and really run with it more, but if finances were amazing, hasn't really taken off anything that you think should have more attention out there in the world.

Speaker 2: [19:54] So some of it is related to the research in the book. So I have been on the road a lot to talk to many different organizations about the finding behind the books behind about the message and the fact that we should really encourage more rebelliousness in organizations. I mean our lives and usually in the audience I see a lot of nodding so people are agreeing that that's the right thing to do. What I'm unsure about and sort of them hoping is that people are going to keep on talking about the lessons so that they're closer to putting it into action. So if I think about what motivates me to get out of bed in the morning is sort of knowing that somebody is out there really using the research in a way that benefits them, that makes them more joy out of the work that they do rather than frustrations. And so, um, I hope that, um, that is going to be even more talking about all the research in the book in a way that really can help people appreciate the work that they do.

Speaker 3: [21:04] What would validate that? What would a w what would validate that for you?

Speaker 2: [21:10] That's a good question. **I think it's an interesting questions to any scholar more broadly of knowing how much of an impact have you made in people.** So often you learn because people give you the feedback and they say, I tried this and this worked and this is a, these are the challenges I at. But it really made the difference in the way I think about acts. Um, and I do receive some of those messages. So for example, since we were talking about curiosity, one interesting place where I found a really open minded audience. So for the research on curiosities teachers in school, Oh, what's interesting is that many of them, or at least among the ones I talk to, feel the pressure of preparing children to perform to the test. And what they realize, especially in looking at the research, is that they might be missing out on allowing children to retain some of their curiosity. And so it's been quite interesting to have those

conversations and see how maybe next time a child asks you a question rather than just giving you an answer, you answer with a question and you help them get to where they need to go to keep the exploration going.

Speaker 1:   22:26   Well, I can see that from the perspective also of you're creating critical thinkers as opposed to people who are responding wrote, bye, bye knowledge and various different things. It's interesting you, you talked about at the very beginning that curiosity peaks at that four or five right before most kids get into more formalized schooling. And how much of that decline and curiosity as a result of just natural aging and how we learn in general and how much is because you are now put into a school system that isn't necessarily designed to foster that curiosity, uh, and to, to to build upon it. I don't know if you've done any research on that or if there's any insights that you could, could bring to that.

Speaker 2:   23:16   I'm hoping to do some research in collaborations with the schools on this question. I think it's a really important one. Any might be, and he is your problem to solve if you start early rather than when we are adults. And so, so far, no real research, concrete research, but I'm hoping to go into directions. I think it's a interesting journey to take on.

Speaker 3:   23:40   Yeah. You know, uh, Sendhil Mullainathan uh, we saw him in New York last fall and he was talking about this research that has been doing with, with, um, kids in risky neighborhoods where the, where they tested, well, what if we just take the kids out of the risky neighborhoods, can we move them into a safer neighborhood and they'll just be better. And, and he found that after, you know, they're a six, seven years old, uh, there are too old, you know, that the habits are already ingrained. And so, so they have to, they have to move the kids out of those, those environments when they're really, really young in order to have a long lasting effect on them.

Speaker 2:   24:20   And to me the key is how, again, I'm looking at myself as a parent or as a colleague in the work that I do. Do we say yes, do all the micro opportunities that come our way. So we talked about how you can answer the question we did not in a question or rather than being so focused on just the executing on your to do list to are you allowing for a little bit more time for exploration? And often it's really in the small behaviors, are we the first model curiosity to others? And so there is where I see some opportunities for all of us to make a difference.

Speaker 3:	24:58	So how much is enough time for to support for curiosity.
Speaker 2:	25:05	So I think of it as an investment in the sense of that for two reasons. First of all is that often is something that might create a little bit more less efficiency in time to start with, but it has great benefits later on that saves you time and we're not good at thinking through that trade off. But I will also think about another important aspect of this. I visited a lot of organizations that really embrace rebelliousness and it's working out really well for them when people being quite constructive and productive and innovative. For the very fact that they are encouraged to stay curious, **they know when it's time to put their heads down and execute on the work versus keep on expanding and asking questions. And so people form a very good judgment if you trust them a bit.** And what is interesting is that organizations that also embrace rebelliousness have a hundred percent **clarity**, hundred percent transparency on the type of rules that should not be broken. And there is where people are not applying curiosity because they know that they should not applied curiosity there.
Speaker 3:	26:17	So you have some s some parameters within which the curiosity can operate like the accounting team and the legal team.
Speaker 2:	26:26	Oh or on you were simpler things like when we were organizations I can think of that really embraces curiosity. Could you also be another talent? Is Ariel investment the money money management firm based in Chicago. And what is interesting is that you can go to every single and they would tell you rules that they're not supposed to be touched. So for example, when a letter goes out to a client, you are three people need to look at it to make sure that it's clear, no typos, et cetera. That is a rule that nobody would ever think of questioning because the leadership made that very clear and transparent to them.
Speaker 1:	27:01	Hmm, okay. Yeah. So you're setting the boundaries within which you can operate, which sometimes, and, and you know, I'm not an expert in this area, but my understanding is that, you know, sometimes constraints can actually create some, some of those, um, new ways of thinking because you don't have a fully, Eh, you know, wide open range that, but within these constraints now you have to come up with some unique and novel ways of solving it. And so I'm wondering if even some of those constraints help in, you know, the responses to that people create from that.

Speaker 2:	27:36	Yeah. If we bring attention to the research, the research would say absolutely. That one, you have a few more constraints rather than just complete freedom. You end up being more innovative and creative, thinking more thoughtfully about the resources that are available to you.
Speaker 1:	27:53	Yeah. You bring up in the book a counterfactual thinking as a key way of kind of getting around this. First off, if you could just really quickly, um, tell our listeners what counterfactual thinking is for some of them that may not know and then how, how does that use, how would you use that in, in an organization or even in your personal life?
Speaker 2:	28:14	Yeah. Come through. Factual thinking is all about asking ourselves how is it that as certain decision or a certain situation could be different? So if you need them to take a certain action or if you need take an action, how is it that things could have gone in a different direction? And what's interesting is that as humans, we often approach life just focusing on just one way of looking at the situation or looking at the problem. Usually it's our own perspective. That's the focus that we have and we don't ask ourselves, well how is it that this could have been different? Or if a person comes to us with a certain statement because they want to convince us of an idea that they have, we don't stop and ask how is it that they could have framed the argument differently so that we would also have responded differently. So come through virtual thinking is all about asking ourselves to go down that path of reimagining what happened. So that, that we realize that maybe things could have been a bit different and it's hard, right? This is very hard. It's very hard. It's a little bit to me in a sentence, similar to accumulating experience and staying open minded to the fact that that he's still a lot to learn and we might be wrong.
Speaker 1:	29:48	Well Annie, we, we, we spoke with Annie Duke who wrote, I'm thinking in bets and one of the words terms that she uses as resulting, which is down almost hindsight bias, right? And the fact that we have a really hard time in looking at what went into our decision when we know the result and being, you know, if the result is good, we think the decision process was good. If we result was bad, we think the decision process was bad. And her whole component to say that's not always true. There is a component of luck and other factors that come in. And so we have to separate out the result from the decision process that that goes into that result. And it sounds a bit, you know, counterfactual thinking is that component of saying, look, we got this result, but let's, what are the other results? If we

would've just done things a little bit differently and think those are really interesting components of begin challenging how we normally think and how we tend to go through life with maybe blinders on or very myopic in our viewpoint. It's easier. I know you like, I like easy. My sister mon is man, it's, it's on all the time.

| Speaker 2: | 30:59 | I agree that it's easier and in fact oftentimes, uh, going for radio, embarrassing Italians and they talk about in rebel talent we're increasing discomfort and we're making it harder on people. When I think about perspective about this idea of really surrounding myself with people who think differently, you are going to challenge my opinion, who likes that? They are not right in their heads and agreeing with me, but that's not good for the decisions that I'm going to make in the end. And so I was very much drawn by people, leaders, employees. We're really able to approach the situation from different perspective and they seem to be okay being challenged by others. |

| Speaker 1: | 31:44 | Yeah. Well that's when you brought up the idea of 100% of a company being rebels, being the one that you chose. And I, in my head, I'm going, it's painful and it's like every, everything gets questioned, but to a point, right? If you can learn to live with that and you're, you're, you're able to, to function that way, what great outcomes that could reap. |

| Speaker 2: | 32:06 | And again, it requires some honesty with ourselves. When I teach about perspective, I often ask my students to sit down and do a very quick exercise where they're asked to, to think about people in their network that they go to at work when they need a second opinion or maybe they're making a decisions and they want just to talk it through with another person's. And so they list their people. Some have five, eight, 10 some they're just fewer than that. And when they have listed their name's, I asked them to go back to the list and give each person a score and this score represent, I was similar. The person is to you in their way of thinking. So five is very similar, one is very dissimilar, anything in between. And he's a remarkable to see how many people, including me, when I went through this exercise and I studied these things, I have a lot of forum five. So you're surrounded by people who you know are going to basically just not their heads and agree with you. And so that is a very simple solution. The unpleasant than this. And add people who, you know, I'm going to challenge you way of thinking. |

| Speaker 1: | 33:15 | Yeah. But that's that. They might, they might say I'm wrong. |

Speaker 2:	[33:21](#)	That is an interesting, uh, CEO of a company based in New York called catch Catchafire fire and it's a startup. They've been growing quite fast and every time she hires people, she gives them the type of problems that the organization is struggling through. And when they, the candidates give their answers, she pays really close attention since **she's trying to look for people who fundamentally disagree with her** and they look at the situation from a very different standpoint. And then she brings those in. It's hard. It's hard for the business.
Speaker 1:	[33:55](#)	Well that, I mean that's hiring for diversity in a really large way. Yeah, that's a huge commitment. So Francesca, is there any research that you're working on right now, new research that you think is really fascinating that you might want to be able to share with our listeners as, as you're going through any, any fun research that you're currently working on?
Speaker 2:	[34:17](#)	Yeah. So some of the research that I'm doing that is building upon some of the themes and struggle that came from working on the book is a research on receptiveness. So how is it that we can find ourselves disagreeing with one another and really stay open minded and being able to approach with curiosity the views and arguments the others are bringing to the table. So one of the things that we're testing is whether we can make people more receptive to other's views when they know that they're going to be in a conflict or disagreement by asking them to change their assumptions about the people that interacting with. So often when we are in a conflict or in a bad collaboration or in situations where we feel stuck because we can't quite work, uh, together we start thinking that the other side or the other people involved are stupid, don't have the right set of competencies or they're not quite prepared the, or maybe they don't care as much about the project or the situation as we do.
Speaker 2:	[35:24](#)	And so what we're trying to do in some of our studies is to change the assumptions. Do the personal or the people involved the hours mark and they're caring. And with that, the past this is, is that you're going to approach the conversation, the disagreement, asking yourself a very different question. Where are you going to say, well, if they're smart and caring, how is it that they're going to have such a different view from mine? And so we're interested in seeing how that leads to better debates and better decision making if they're actually working together with those people. Wow.

Speaker 1:	[36:00](#)	I could see that in organizations where you have to, you know, very strong leaders that are coming into a situation maybe with differing ideas and, and do you do, you tend to disregard their, their thoughts or inputs because you placed those labels on them, whatever they would be. And just changing those assumptions at the, at the headstart could really impact how that happens. So, yeah.
Speaker 3:	[36:26](#)	Who are you working that on that with?
Speaker 2:	[36:29](#)	It's a team effort. Uh, one of the colleagues I'm working with is **Julia Minson**. It was a colleague at the Kennedy School and then a postdoc here at HBS called **Mike Humans**. He was doing a lot of really interesting work using algorithm to try to capture, um, the pattern is in our language and uh, um, uh, research assistant assistant too awfully is going to be a doctoral student next year. Wow. Nice. Wow. I have a team,
Speaker 1:	[37:02](#)	I would be fascinated by the, uh, the, you know, the algorithms to capture, you know, the language components. That sounds fascinating in and of itself. So
Speaker 3:	[37:12](#)	yeah, I haven't been with the, somebody recently that said that they're doing, um, they're checking MRI and VMRI of people when they introduce a new product to them visually or with a narrative and they find that when there's a narrative, a story around what the new product is, their brains light up in all kinds of ways that are much more fully embracing of the new product than just when they're showing a picture of what the new product is.
Speaker 2:	[37:38](#)	That's fascinating.
Speaker 3:	[37:40](#)	Yeah. So story and narrative and language her are really critical to how we, how we construct these things.
Speaker 2:	[37:48](#)	Yeah. It's an exciting, um, path for the future since it seems like some of the technology and techniques that we can use in research can allow us to answer the question that we wouldn't be able to answer before Mike Human says a also the person who in a different project allowed us to build a, he calls it a politeness. I'll go Riza during conversation. Uh, it was able to say what it is that we are more or less polite and we were trying to understand what their politeness is reciprocated and Molly that whether it's, for example, if we are in a business, a discussion, like a negotiation, whether is full lightening lists, tracks with the concessions that were making. Oh, oh. Um, wow. Yeah. We

found that you can keep the two separate so I can be very polite, but still you might block it.

Speaker 3:	38:47	Wow. Wow. Okay. So, um, so we'd like to talk just a little bit about music in, in our, in our program you would like to talk to Kurt. Kurt reminds all of us that it really is about me at this point. I enjoy it just not to the same level.
Speaker 2:	39:06	Did you play an instrument?
Speaker 3:	39:09	Well, I, I do, but hey, hey, any question? Yes. He plays, he plays and he's a singer songwriter. He gets up and performs. I do.
Speaker 2:	39:18	Wow. Cool.
Speaker 3:	39:19	I do. Um, but, um, but I, I'm, I think the music, it has huge impacts on our lives. Um, and right now you're impacted a lot by Pokemon and baby shark and things like that. What, what? But that's just right now, right? That's right.
Speaker 2:	39:37	Just in the world. Those are going to listen in that those songs are due to the fact that it's reasonable children where those songs come, Robin.
Speaker 3:	39:50	So it could just be the time of life that you have and you might just like those, I don't know. I Dunno. I have to admit, I sang baby Beluga long after my kids were, were out of the, the Raffi stage. It's like an earworm. But, um, no. So what, um, so maybe growing up, what are we going know? We go back to the, those roots when music has that neurological imprinting on our brains when we're young teenagers. Um, what were you listening to and what do you like to listen to now? If you could, if you could turn on a station right now, what, what would be that station?
Speaker 2:	40:24	So I liked the type of music that gets you dancing. And so I often, if my children are not in the car, that's what I'm likely listening to you. It's the beat. It sort of gives me energy, gets me ready for the day. Um, that's probably not the music that I was listening to when I was growing up. I think that's just that I have in my head was the, for a summer I would work in, this was quite a job I was working as, I'm one of those people who's, who's picking up potatoes in a farm.
Speaker 3:	41:03	Yeah, we'll do, we're pulling potatoes out of the ground.
Speaker 2:	41:06	Yeah. You're on your knees and the entire days Pam, to just picking up with data's from the ground, but you have a partner

working with you on the other side of the basket and he decided on the chew after doing it, hours of just picking potatoes. And I guess talking to me that that wasn't fun. And so you brought a radio with him and we would listen to classical music, classical music, which I thought was bizarre given that we were picking up potatoes. But that's was this choice. And I guess when did I add board the him hours and narrow the day prior I won't for it

Speaker 3:   41:45   was do you have any fun memories of, of any of that classical music?

Speaker 2:   41:51   I am not sure we could. Whatever I'm really remembering is the picking up potatoes I think. I think he made the day go faster actually. Yeah. Which is an also made me wonder more since I wasn't talking directly to him because we were listening to music. I want the more with my, when my head

Speaker 1:   42:14   so, so now as classical music always paired with this thought of picking potatoes though for you are, you must be

Speaker 2:   42:22   what crosses my head and I lose them smiling with the memory.

Speaker 3:   42:27   Uh, well what, what, what music with good beats. I mean we, we could go back to swing music from the 1930s and forties. We could be in, you know, in disco music from the 70s. We could be an in hip hop, uh, Latin dance as Latin dance music. You know, I don't know what, what, what, what are the kinds of musical themes that you'd like to listen to with the right beat?

Speaker 2:   42:49   So when I'm home and I'm on my own, uh, and I would talk to a lexile, ask Alexa or Google to pick the best disco dance club songs of 2018 and at times I go back in time just to again remind myself of what I was doing many years ago. So sometimes it is a front of the 90s. Interesting. Because it is, um, it reminds me, put Sema Dizzy my head of the different things that I was doing years ago.

Speaker 1:   43:27   We have had more guests when we get to this musical conversation, who are, you know, with the advent of Google or Alexa, a Spotify, Pandora, and the ability to be able to just call up music at will. That might be, you know, just go dance music of 2018 or you know, French cooking music, uh, you know, when you're doing and, and the, the ability, I wonder how much that has shaped our listening components. I, it has to have had a, an impact because in the back in the day when I was growing up, right, you had to, you could put the radio on and whatever

the radio is playing or you had an album or CD, but you had to go out and purchase that. You had to have it or make your mix tape. And now it's just, it's as easy as calling something up and you listen to it and it's, there's not an investment in it because you can switch. You don't like it there and

| Speaker 2: | 44:25 | yeah. Next Song. Alexa, you're, we, you read different if you're the one chooses and picking. |

| Speaker 3: | 44:34 | Yeah. Maybe the more important, important question is when are you ever at home alone? |

| Speaker 2: | 44:42 | That is indeed. |

| Speaker 3: | 44:46 | Oh my gosh. With that, uh, we are so, so grateful for your time, Francesca. And this conversation is really, really fun. So thank you. |

| Speaker 2: | 44:55 | Same here. Thank you so much for having me. Thank you very much. |

| Speaker 3: | 44:59 | Uh, so really we're just, we're just going to cut off the recording right here. |

| Speaker 2: | 45:04 | We're being, given that you're such a good singer into music, and what would you pick? |

| Speaker 3: | 45:12 | What would I pick for what? For what? |

| Speaker 2: | 45:14 | Singing to me for one minute. |

| Speaker 3: | 45:16 | You want pick one of your songs. Here we go. Let's go. He has six albums. So you know, they go, wow. Okay. Okay. Oh my God, I cannot believe that I'm putting him on the spot. I love it. All right. |

| Speaker 2: | 45:39 | I read the chapter about novelty and discomfort and there we go. |

| Speaker 3: | 45:44 | No, I totally, I skipped over that chapter! Okay. So, um, so I'm gonna sing a song that I wrote when I finished graduate school in 1991. I'll, I'll sing you the, the, the first verse. How about that and the chorus, and it's called the ballot of Lucinda. And it's, it's based on a poem by Edgar Lee Masters. Uh, and it's a reflection of what this girl's life was like. And she's, she's making the reflection after she has died. So her perspective is now that she's died, she's looking back on her life and it's, it's about |

Lucinda Matlock. So I played snap out in Winchester wrath evening day, and you put me on the flow or, and I would prance I was the prince was the Belle of the ball for one short night in a town so small. The boys did not know that I could not swim. Javeon foolish on the bridge rails. Rim. And the Barb was all I needed and I headed for the drink. Who would've thought that? I would say, Oh, Honduras world. What are you thinking? Well, you ended my life when I was so young. Oh, you took me to the water. Who ran the rotting ground? I could see me go up and down spoon river. You just let me drown.

Speaker 3: 47:28 Very good.

Speaker 1: 47:30 Was that came from the Spoon River Anthology Book? I'd never heard that one. Thank you. All right. Well Francesca, thank you very much. We appreciate your time and wonderful stuff, so thank you. Thank you. Bye.