

The Evolution of Communication

Adam Roberts

















A world map with a dark blue background, where landmasses are outlined in a lighter blue. The map is covered with a dense pattern of small, glowing yellow and white dots, representing city lights or digital activity across the globe. The text is centered over the map.

Where Are We Now: The Digital Landscape in 2024

WORLD POPULATIONS

- | | | | |
|----|---|-----|---|
| 1. |  | 6. |  |
| 2. |  | 7. |  |
| 3. |  | 8. |  |
| 4. |  | 9. |   |
| 5. |  | 10. |  |

93% OF BUYING DECISIONS
ARE INFLUENCED BY
SOCIAL MEDIA



SHRINKING
ATTENTION
SPANS

GOLDFISH
8 SEC

HUMANS
7 SEC



A dark blue world map with glowing yellow and white dots representing city lights. The map is centered on the Atlantic Ocean, showing North and South America on the left and Europe, Africa, and Asia on the right. The text is overlaid in the center of the map.

Where Are We Going: Emerging Trends in Communications





Being value-first & service-oriented is what we want

What Social Media Users Expect from Brands

PC Social

Social Responsibility

Transparency



Values



Social Consciousness







EVERY SECOND
5 PEOPLE
JOIN LINKEDIN

A faint, dark hourglass is visible in the background, with a thin stream of sand falling from the top bulb to the bottom bulb.

12.5 **trillion** hours spent online, and 2024 has given us:

1. **Double-digit growth** in online conversations
2. Big **gains** for YouTube, Instagram, and TikTok
3. The rise of **social commerce**
4. Significant increases in the cost of **communicating through paid ads**
5. Uncomfortable truths about **trust** and **misinformation**



Effective Communication

What is our vision for construction labour relations in Ontario?

- Frame bargaining in terms of market share and our shared competition.
- There is a desire for change, positive change at the leadership level (generally), to do things differently, and better for the benefit of all actors. But **change is hard, there is resistance (fear of the unknown)**. The system is also complex (regional and trade differences, political elements to the structure).
- **Positive and productive working relationships** between the parties are the lynchpin for successful labour relations and bargaining. This takes work and a focus on building and maintaining those relationships continually.
- **The nature of communication has changed** – new and emerging social media tools, access to information, and AI. This requires a re-think of how we communicate and an industry strategy including shared rules of engagement around communication when bargaining is occurring.



Several studies on **effective**
communication at the **leadership**
level

Point to three massive pain-points in bargaining

Organizational Performance Systems Theory

Mukelabai M. Musheke¹, Jackson Phiri²

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²Department of Computer Science, School of Natural

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INDUSTRIAL A JOURNAL OF ECONOMY AND SOCIETY RELATIONS

Bargaining Theory Meets Interest-Based Negotiations: A Case Study[†]

ROBERT B. MCKERSIE, TERESA SHARPE, THOMAS A. KOCHAN, ADRIENNE E. EATON, GEORGE STRAUSS, and MARTY MORGENSTERN

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Bargaining Process and Channel Eff

Ernan Haruvy , Elena Katok , Valery Pavlov 

Published Online: 22 Jan 2020 | <https://doi.org/10.1287/mnsc.2019.3>

Abstract

The behavioral literature has demonstrated that the format of... when theoretically it should not and that contracts that in theory

Bargaining Theory Meets Interest-Based Negotiations: A Case Study[†]

ROBERT B. MCKERSIE, TERESA SHARPE,
THOMAS A. KOCHAN, ADRIENNE E. EATON,
GEORGE STRAUSS, and MARTY MORGENSTERN*

This is a case study of the 2005 national contract negotiations between Kaiser Permanente and the Coalition of Kaiser Permanente Unions. Given the scale and complexity of these negotiations, their successful completion provides an exemplar for collective bargaining in this country. In 1997 Kaiser Permanente and the Coalition of Kaiser Permanente Unions formed a labor management partnership, and negotiations were structured around the principles of interest-based negotiation (IBN). Drawing on direct observation of all parts of the bargaining process, interviews with individuals from Kaiser and the Coalition of Unions, and surveys we conducted after bargaining was completed, we conclude that the parties employed a mix of interest-based and traditional negotiation processes across an array of integrative and distributive issues. We find that IBN techniques were used extensively and successfully to reach mutually satisfying agreements when the parties shared interests. When interests were in greater conflict, the parties resorted to more traditional, positional tactics to reach resolution. Strong intraorganizational conflicts limited the use of IBN and favored the use of more traditional positional bargaining. While a high level of trust enabled and supported the use of IBN, tensions that devel-



listening poorly

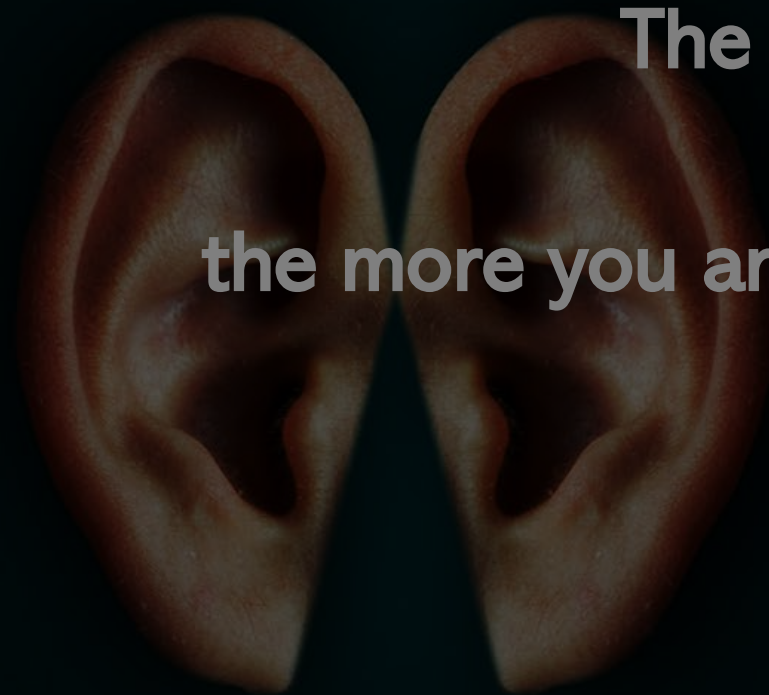
lack of care for the other side

loss of trust

three keys for effective

communication





The quieter you become,
the more you are able to **hear**

- Rumi

Total Volume 1

39

Total Engagements 1

1,959

Avg. Engagements Per Message 1

50.23

Potential Impressions 1

43.43K

Unique Authors 1

18

Positive Sentiment Rate 1

100%

Device Demographics

Better understand how participants in this conversation like to communicate based on their device preferences.

Mobile Breakdown 1

Android

67%

iOS

33%

Technology Breakdown 1

Mobile

47%

Web

53%

Volume

Identify conversation patterns and changes within this reporting period.

Volume

Total

By Hour 1



Sentiment Summary

Understand how users feel about this topic and see how positive and negative sentiment changed since the last reporting period.



Net Sentiment Score 1

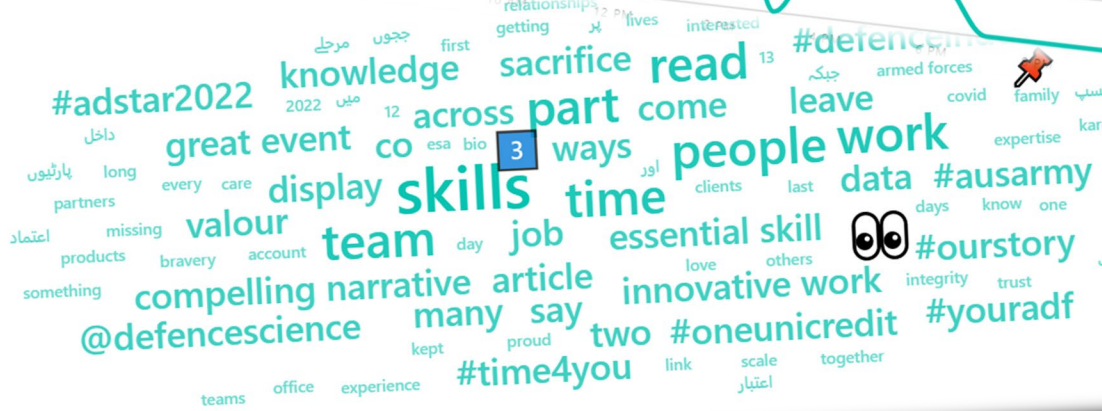
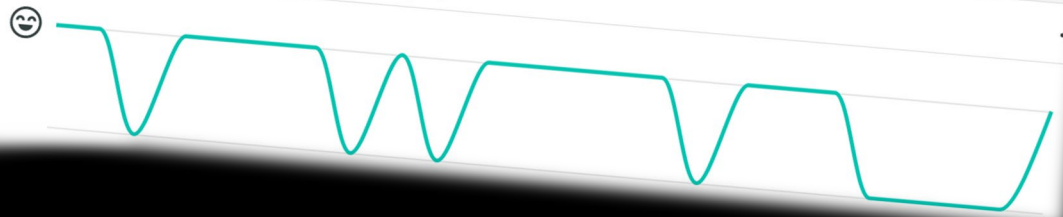
100% difference between positive and negative sentiment this period

Net Sentiment Trend 1

Your net sentiment score increased by 59% compared to the previous period

Sentiment Trends

View the positive and negative sentiment changes over time for this reporting period.





AMERICA
#COULDUSEABEER








@gordonramsayofficial ✓ 1d ago







**Your purpose is to make your
audience see what you saw, hear
what you heard, feel what you felt.**

Dale Carnegie



koelnmesse

we energize your business | since 1924

Proseminierung
Proseminator

Proseminierung
Proseminator







ouch.

Know your audience

#1. Identify false information in the age of fake news and work to correct it: question and fact-check your sources, even A.I.

#2. Establish community among those searching for you, though not by name

#3. Answer questions

Do one thing at a time

The brain is a sequential processor, unable to pay attention to two things at the same time. Businesses and schools praise multitasking, but research clearly shows that it reduces productivity and increases mistakes. Try creating an interruption-free zone multi-day—turn off your email, phone, and social-media sites—and see whether you get more done. If you have trouble untangling various download software that blocks your access to certain websites, limit amount of time that you specify.

Divide presentations into 10-minute segments

Remember my students who said they got bored in 15 minutes into a mediocre lecture? The 10-minute rule, which I have known for many years, provides a guide to creating lectures people can pay attention to. Here's the method I used in giving a lecture, for which I was named the Hoechst Lecturer in Teacher of the Year (awarded at one of the largest annual meetings in psychiatry).

I decided that every lecture I'd ever give would be organized into segments, and that each segment would last only 10 minutes. Each segment would cover a single core concept—always a *single* concept, general, and *always* explainable in one minute. The brain likes brevity. In meaning before detail, and the brain likes hierarchy. Start with the general concepts naturally leads to explaining information in the hierarchical fashion. Give the general idea first, before diving into details, and you will see a 40 percent improvement in understanding.

Each class was 50 minutes, so I could teach three classes a day. Large concepts took 50 minutes, so I could teach three classes a day.

Each class was 50 minutes, so I could easily burn through five large concepts in a single period. I would use the other nine minutes

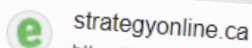
This illustrates the audience
 director phenomenon where, without telling the audience where
 the presentation, the audience is
 to the instructor and attempt to
 of what the instructor is saying.
 of trying to drive while talking on
 reasonable pay attention to ANY two
 buttons a series of millisecond delays
 the presentation.
 After 10 minutes had elapsed, I had
 the class. Why did I construct my lec-
 ture that way? I knew that I had only about 600 seconds to
 the next hour would be useless. And I
 something after the 601st second to "buy"
 another 10 minutes.

[illegible]



Changing of the guard:
trust shifting





strategyonline.ca

<https://strategyonline.ca> › 2023/06/26 › canadian-trust-in-... ⋮

Canadian trust in influencers is slipping - Strategy Online

Jun 26, 2023 — Though more than half of **Canadians** say they're at least somewhat trusting of influencer recommendations, only 13% **trust** them a lot or completely ...



CTV News

<https://www.ctvnews.ca> › lifestyle › forget-the-influenc... ⋮

Forget the influencers. Here come the 'deinfluencers'

Jun 11, 2023 — HOW MUCH CAN WE **TRUST** DEINFLUENCERS? Not everyone is sold on deinfluencing. Aria Connor, 36, creates lifestyle content on social media and says ...



YouTube · How Money Works

916.7K+ views · 1 year ago ⋮

How Influencer Businesses Actually (Don't) Work



Download the Business of Creators Report: <https://clickhubspot.com/5gw>
Make a FREE professional email signature: ...



Medium · This Here

3 likes · 6 years ago ⋮

You should stop working with influencers. Here's why.

The reason why their followers love them is because **influencers don't usually mislead**. They respect their community and openly ...



Squad.App

<https://www.squad.app> › blog-posts › why-influencer-... ⋮

Why Influencer Marketing Does Not Work

Jun 23, 2023 — Additionally, **influencers** can be fickle. They may switch platforms or lose their following, making their endorsement of your product less ...



Forbes

<https://www.forbes.com> › ... › Leadership Strategy ⋮

Influencer Marketing: A Phony Industry Based On False ...

Jul 17, 2019 — **No, influencers are not going to rule the world**. At least not the kind of influencers we've seen so far. Some people will attain positions ...



Meltwater

<https://www.meltwater.com> › Home › Blog › Marketing ⋮

Influencer Fatigue: Are We Done With Influencers?

Mar 31, 2023 — **Influencer** fatigue: people are getting tired of the clichéd **influencer** posts. Here's why and how to deal with this phenomenon.



Kynship

<https://www.kynship.co> › blog › how-to-make-influenc... ⋮

10 Reasons Why Your Influencer Marketing Isn't Working

May 25, 2022 — 1. Noise: "Do you guys do whitelisting?" · 2. Inertia: "What we've always done, stopped **working**" · 3. Exhaustion: "We've used CRM's, UGC ...



Media in Canada

<https://mediaincanada.com> › 2017/04/20 › do-canadians-... ⋮

Do Canadians still trust influencers more than ads?

Apr 20, 2017 — Environics' new CanTrust Index shows that **trust** in bloggers and **influencers** has dropped 5% behind TV and print advertising, but some still ...



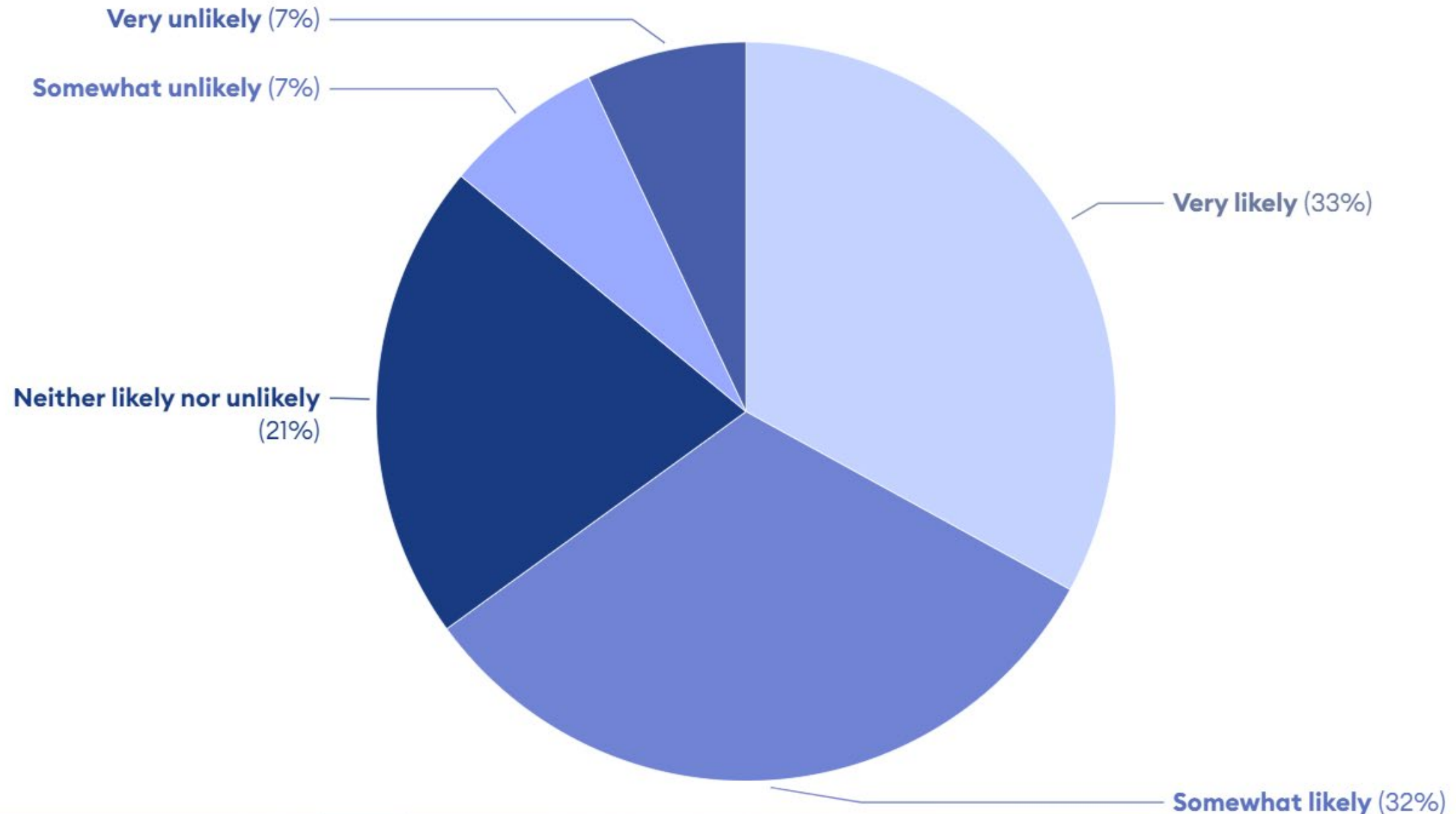
Harvard Business Review

<https://hbr.org> › 2022/11 › does-influencer-marketing-re... ⋮

Does Influencer Marketing Really Pay Off?

Nov 24, 2022 — They also **don't** have enough presence on followers' feeds to build intimacy and trust. However, posting too frequently can clutter followers' ...

How likely are you to trust a business that uses artificial intelligence?





Flawless and Brown

@kissmyelite

Follow

The influencer bubble is bursting. This young lady has well over 2 million followers and couldn't sell 36 shirts. Focus on genuine engagement and not followers cuz they ain't gonna buy a thing.



ari

35,788 likes



ariii hi, it breaks my heart to have to write this post. as y'all i know i released my brand. i've poured my heart into this drop. for my photoshoot, i flew out a photographer & a makeup artist (thank you for coming @matthewrcaylor @dawnkingston) & i planned weeks ahead & was lucky enough to gather some friends who modeled for me (5/6 to y'all too) i rented out a huge photo studio for the day so i could as many shots & video promo shots as i could. HUGE THANK YOU to my bff @babyariel for literally coming home early to come & help me on this but unfortunately the company that i'm working with goes based on your first drop sales. in order for them to order & make my products (even to keep working with them) i have to sell at least 36 pieces (knowing i've become super irrelevant, i already knew it was gonna be hard) but i was getting such good feedback that people loved it & were gonna buy it. no one has kept their word so now the company won't be able to



Jack Appleby

@JuiceboxCA

Follow

Look at her feed vs her product line. These aren't even close to the same aesthetic.

If you can't imagine her wearing any of these, why would her followers?

The emergence of the micro-influencer model

| Micro-influencing at a Glance | | | |
|---|---------------------------------------|---------------------------------------|--|
| Situation: Brand is running a \$10,000 social campaign and has three options for which voices to enlist to help amplify the campaign key messages | Option 1: Hire a Celebrity Blogger | Option 2: Hire 5 micro-influencers | Option 3: Hire 10 micro-influencers |
| Total Campaign Budget | \$10,000 | \$10,000 | \$10,000 |
| Cost per influencer | \$10,000 | \$2,000 | \$1,000 |
| Influencers hired | 1 | 5 | 10 |
| Average followers per influencer | <u>1,500,000</u> | <u>100,000</u> | <u>50,000</u> |
| Total reach | 1,500,000 | 500,000 | 500,000 |
| Average engagement rate | 1% | 5% | 10% |
| Total Campaign Ad Impressions | 15,000 | 25,000 | 50,000 |
| Cost / Ad impression | \$0.67 | \$0.40 | \$0.20 |

Facts on employee advocacy



Employees collectively have an audience **10x** that of their employer



Brand messages are **re-shared 24x** more frequently when distributed by employees



Content shared by an employee generates **8x more engagement** than brand content

A close-up photograph of two hands shaking in a firm grip. The hand on the left is wearing a dark grey long-sleeved shirt, and the hand on the right is wearing a red long-sleeved shirt. The background is a light-colored brick wall. The image has a soft, warm color gradient overlay.

three keys to effective
communication

summarized

The background of the image is a dark, textured surface, possibly a map or a piece of paper, with several colorful pushpins (blue, yellow, red, and black) pinned to it. The text is overlaid on this background.

Listen to **understand**

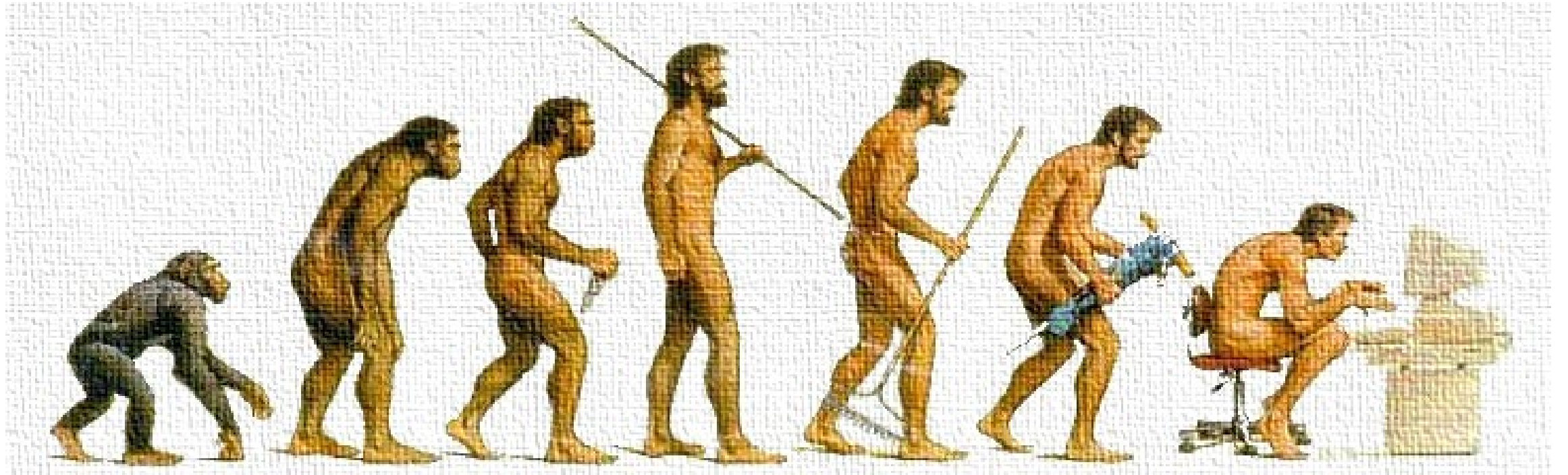
rather than **respond**

Prioritize your
audience:
discover what a
win looks like for
the other person





without
trust
it all goes to hell



W

M

E



#thankyou

- *Adam*

@adamrodricks

www.adamrodricks.com

Questions?



**Without speaking, you must line up in
chronological order by birth month and day.**

Departures



| Departing To | Airline | Flight | Sched | Gate | Remark | Departing To | Airline | Flight | Sched | Gate | Remark | Departing To | Airline | Flight | Sched | Gate | Remark |
|----------------------|---------|--------|-------|------|----------|------------------|---------|--------|-------|------|----------|--------------|---------|--------|--------|------|---------|
| Akron/Canton, OH | | 4542 | 5:50p | F7 | on time | Cedar Rapids, IA | | 3015 | 5:00p | G19 | on time | Denver, CO | | 1821 | 3:46p | C31 | on time |
| Albany, NY | | 5287 | 6:00p | | | | | | | | | | | 341 | 6:00p | B12 | on time |
| Albuquerque, NM | | 3471 | 1:38p | | | | | | | | | | | 3137 | 5:15p | H1B | on time |
| Allentown, PA | | 4040 | 4:50p | | | | | | | | | | | 5333 | 5:55p | F19 | on time |
| Allentown, PA | | 5414 | 5:45p | | | | | | | | | | | 2984 | 4:55p | G18 | on time |
| Appleton, WI | | 3434 | 5:28p | | | | | | | | | | | 5704 | 5:55p | B2 | on time |
| Appleton, WI | | 3780 | 6:05p | | | | | | | | | | | 726 | 11:30p | | on time |
| Atlanta, GA | | 972 | 1:15p | | | | | | | | | | | 122 | 4:45p | | on time |
| Atlanta, GA | | 1682 | 5:10p | | | | | | | | | | | 3904 | 4:50p | L1A | on time |
| Atlanta, GA | | 1612 | 5:45p | | | | | | | | | | | 5096 | 6:40p | C2 | on time |
| Atlanta, GA | | 3439 | 5:50p | | | | | | | | | | | 5345 | 5:40p | C7 | on time |
| Baltimore/Washington | | 1696 | 5:50p | | | | | | | | | | | | | | |
| Bentonville, AR | | 4105 | 1:38p | | | | | | | | | | | | | | |
| Bentonville, AR | | 3578 | 5:00p | | | | | | | | | | | | | | |
| Boise, ID | | 5685 | 5:45p | | | | | | | | | | | | | | |
| Boston, MA | | 1251 | 5:10p | | | | | | | | | | | | | | |
| Boston, MA | | 3426 | 6:00p | | | | | | | | | | | | | | |
| Buffalo, NY | | 5321 | 5:45p | | | | | | | | | | | | | | |
| Burlington, IA | | 2625 | 6:50p | | on time | Dayton, OH | | 4014 | 1:11p | G21 | departed | | | | | | |
| Burlington, VT | | 5310 | 5:45p | C6 | on time | Dayton, OH | | 3755 | 5:50p | F3 | on time | | | | | | |
| Cedar Rapids, IA | | 3483 | 1:28p | G5 | departed | Denver, CO | | 2780 | 1:30p | K6 | departed | | | | | | |

| City | Number of Participants | Time | Pass/Fail |
|-----------|------------------------|------|-----------|
| Toronto | 150 | 15 | FAIL |
| Vancouver | 300 | 17 | PASS |
| New York | 75 | 10 | FAIL |
| Niagara | 25 | 8 | FAIL |
| Chicago | 250 | 20 | FAIL |
| Saskatoon | 100 | 10 | FAIL |
| Toronto | 100 | 10 | FAIL |
| Calgary | 80 | 9 | PASS |
| Muskoka | | ???? | |

STOP THE SPREAD OF GERMS

prevent the spread of respiratory diseases like COVID-19.

Wash your hands often with soap and water for at least 20 seconds.

cdc.gov/COVID19

Birthday debrief

#1. What was the single biggest help to you?

#2. What's something you wish the group did more of? Less of?

#3. If you were going to approach this again, how would you communicate differently?