

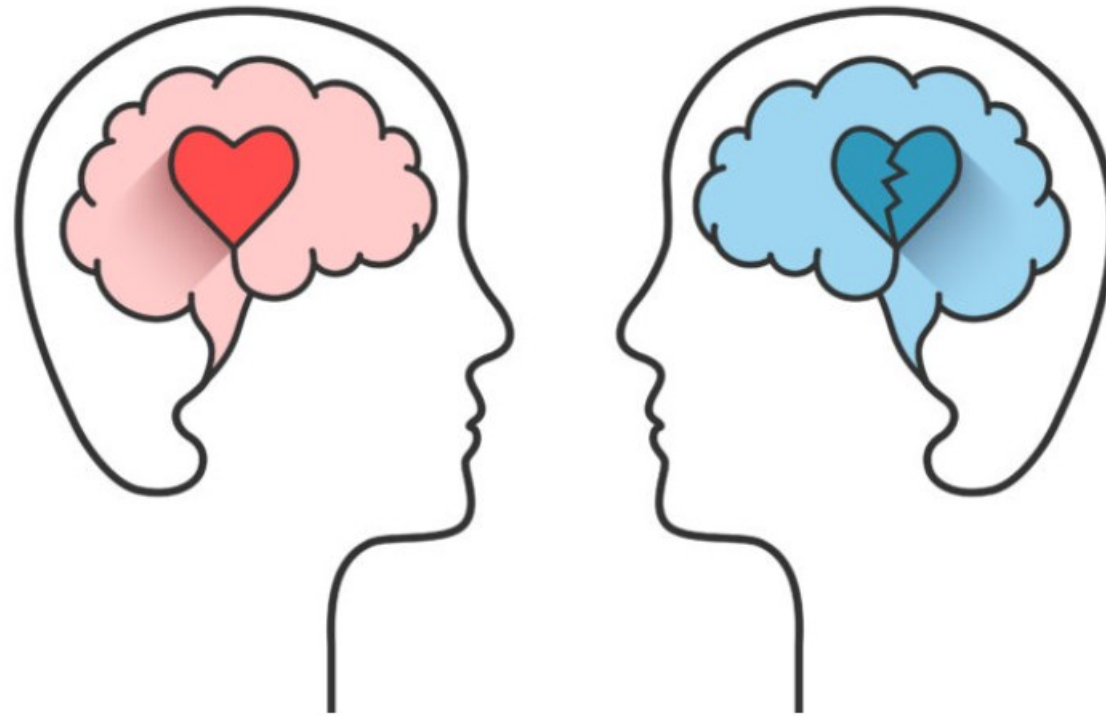
Crisis communication, Expectations management

PV236 – TIME MANAGEMENT & EFFECTIVENESS

JOSEF SPURNÝ



Theoretical framework: Transactional analysis



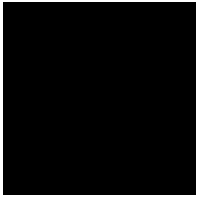
Transactional analysis

3 states of our self (Eric Berne, 1950's)

In the life roles we normally play (child, sibling, student, teacher, employee..), there are **three** specific **internal states** which may apply:

1. Parent
2. Adult
3. Child

TA – Parent state



Represents: Parental authority, ethics, morale, tradition

Observed as: setting goals or limits, counseling/coaching/supervision, critique, protective or caring behavior, defending traditional or “normal” values, setting rules and ensuring that they are followed

Variants:

- **Criticizing parent** – command & control, blaming, unwanted advices, “...you should”, “...you must”
- **Caring parent** – support, protection, appreciation, “Well done!”, “I’m so proud of you”

TA – Adult state



Represents: objective, balanced communication, responsibility, bound to reality

Observed as: awareness of pros and cons, realistic expectations, goal seeking, predicting future, working coalition, making and fulfilling agreements

TA – Child state



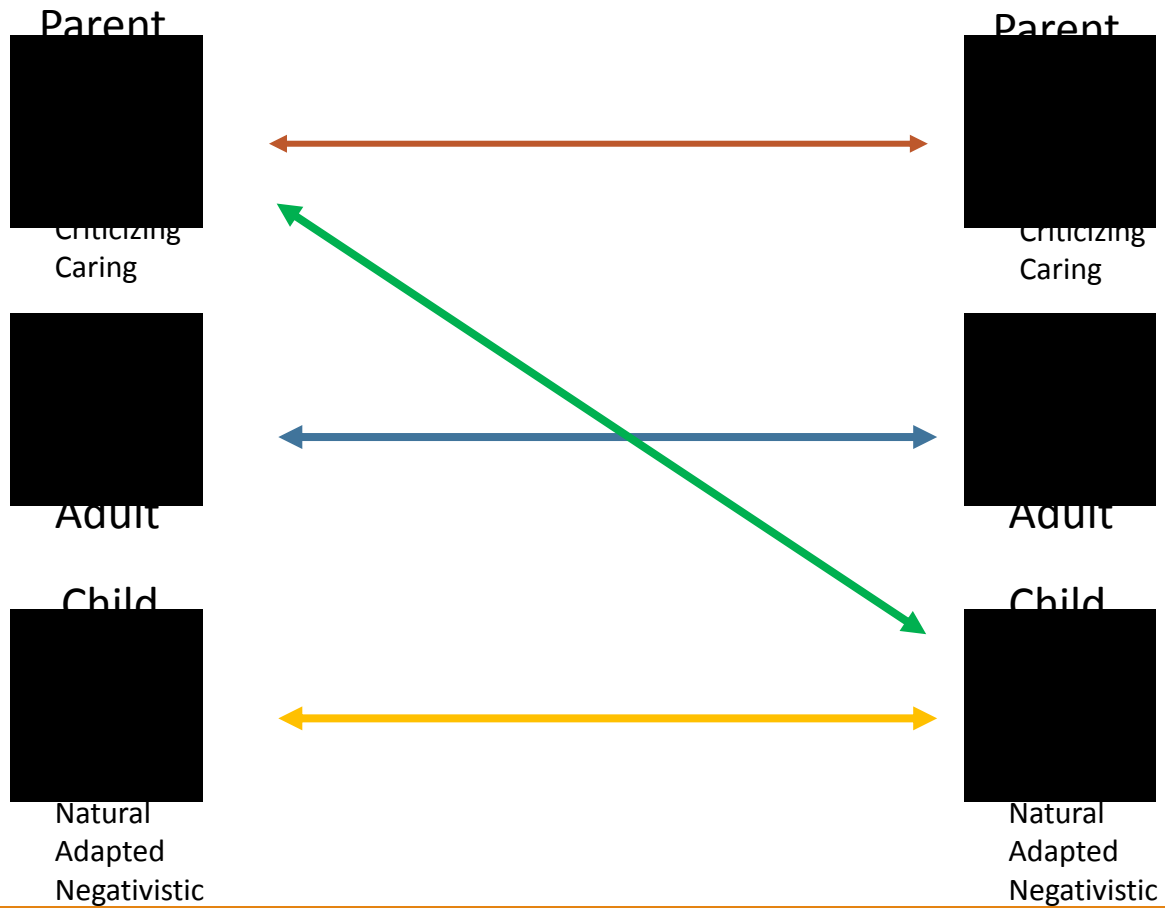
Represents: Dependency, tendency to be lead, internal wishes, feelings, fantasies

Observed as: emotional episodes (anger, joy, envy...), making fun, playing games, wishful thinking, unrealistic expectations, seeking benefits and overlooking (avoiding) costs, lightheartedness / irresponsibility, manipulation

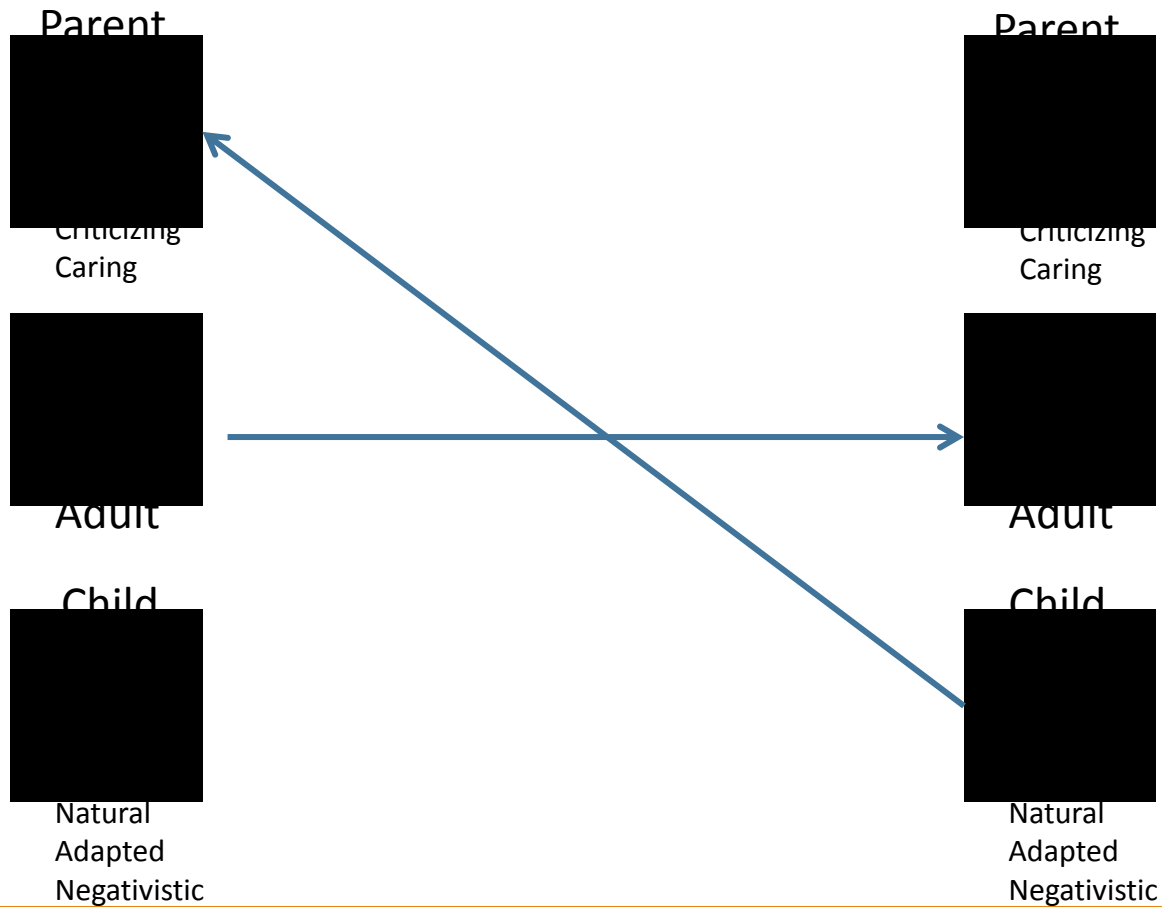
Variants:

- **Natural child** – behaves spontaneously
- **Adapted child** – as a result of conditional love, it seeks to fulfil parental expectations, own motives may cause guilty consciousness
- **Negativistic child** – rebellious, questioning authority, not willing to cooperate

TA - complementarity



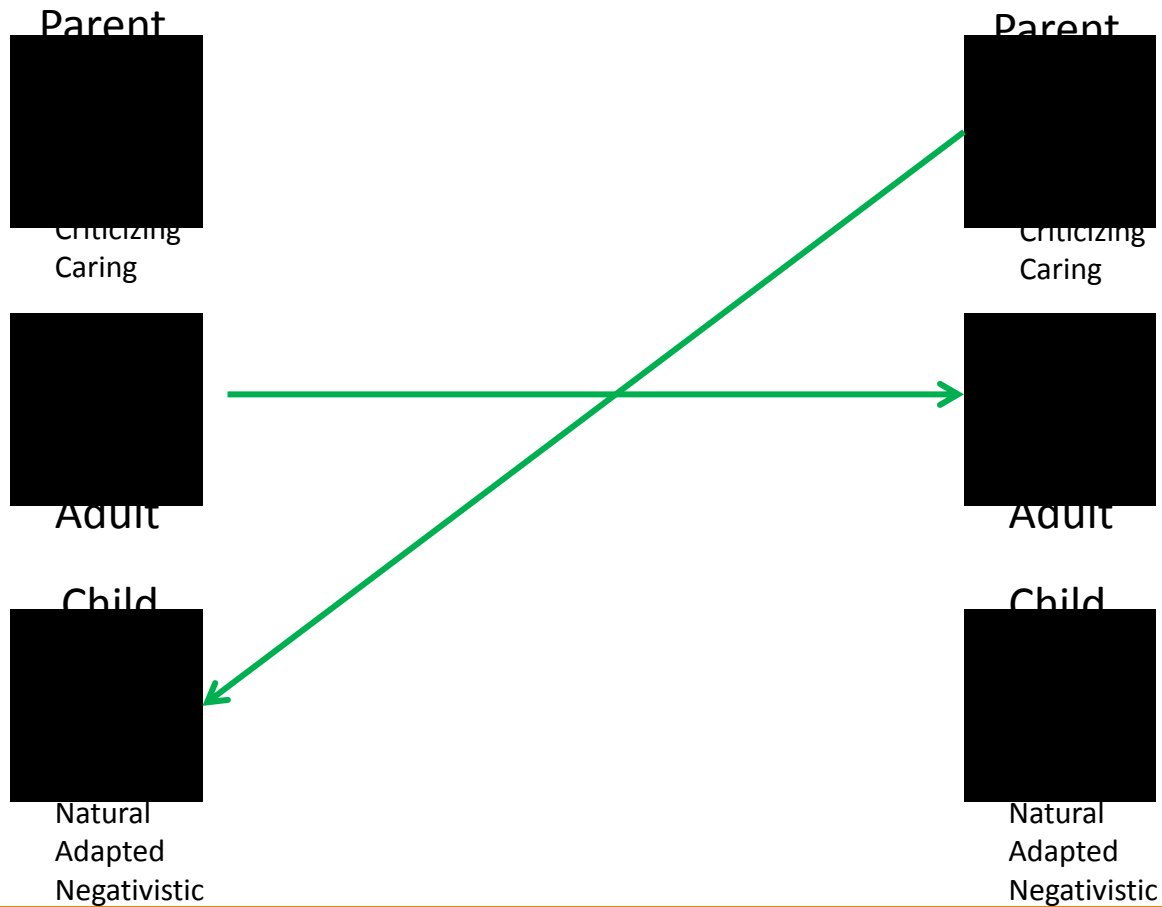
TA - conflicts



You and your roommate are studying the same studying program. There is a deadline approaching, you suggest that before starting to study, you will both watch an episode of a favorite TV series.

Imagine the conversation to match the portrayed relationships.

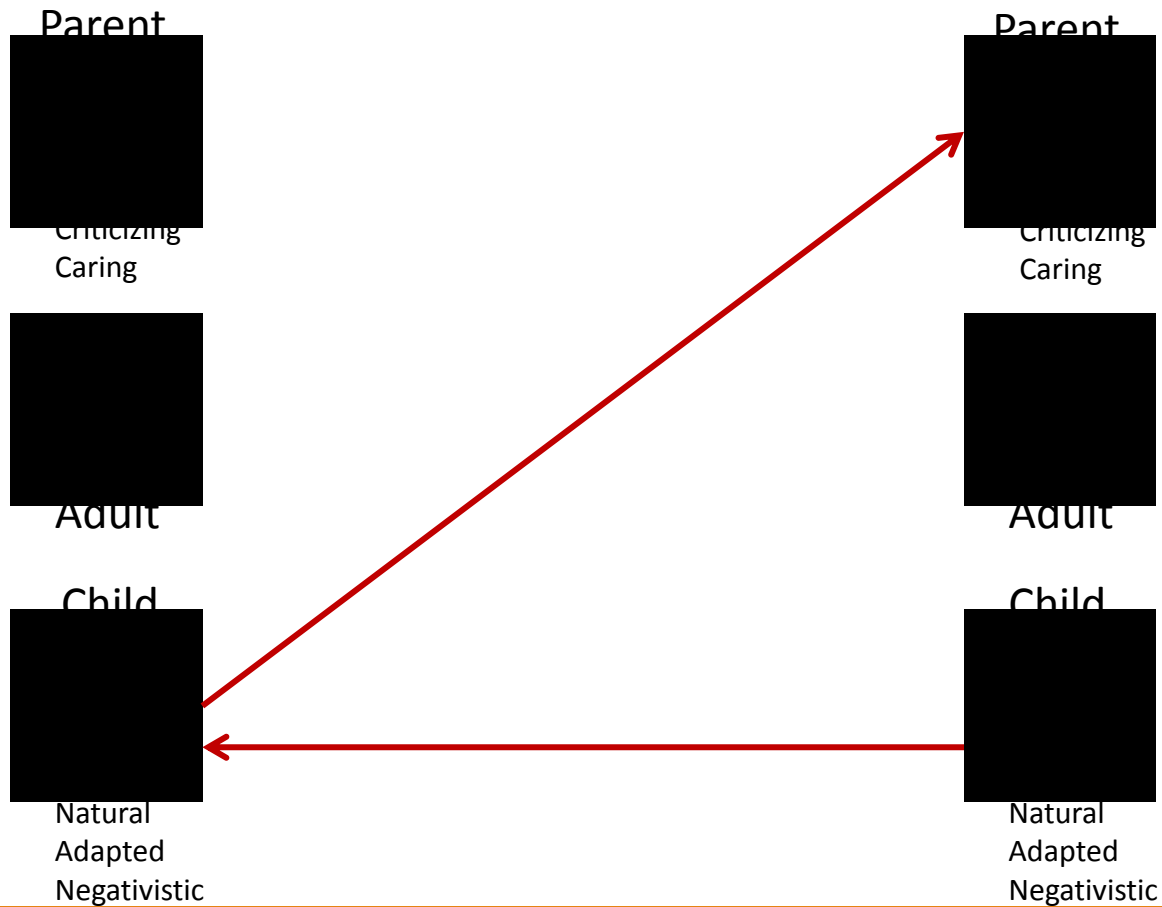
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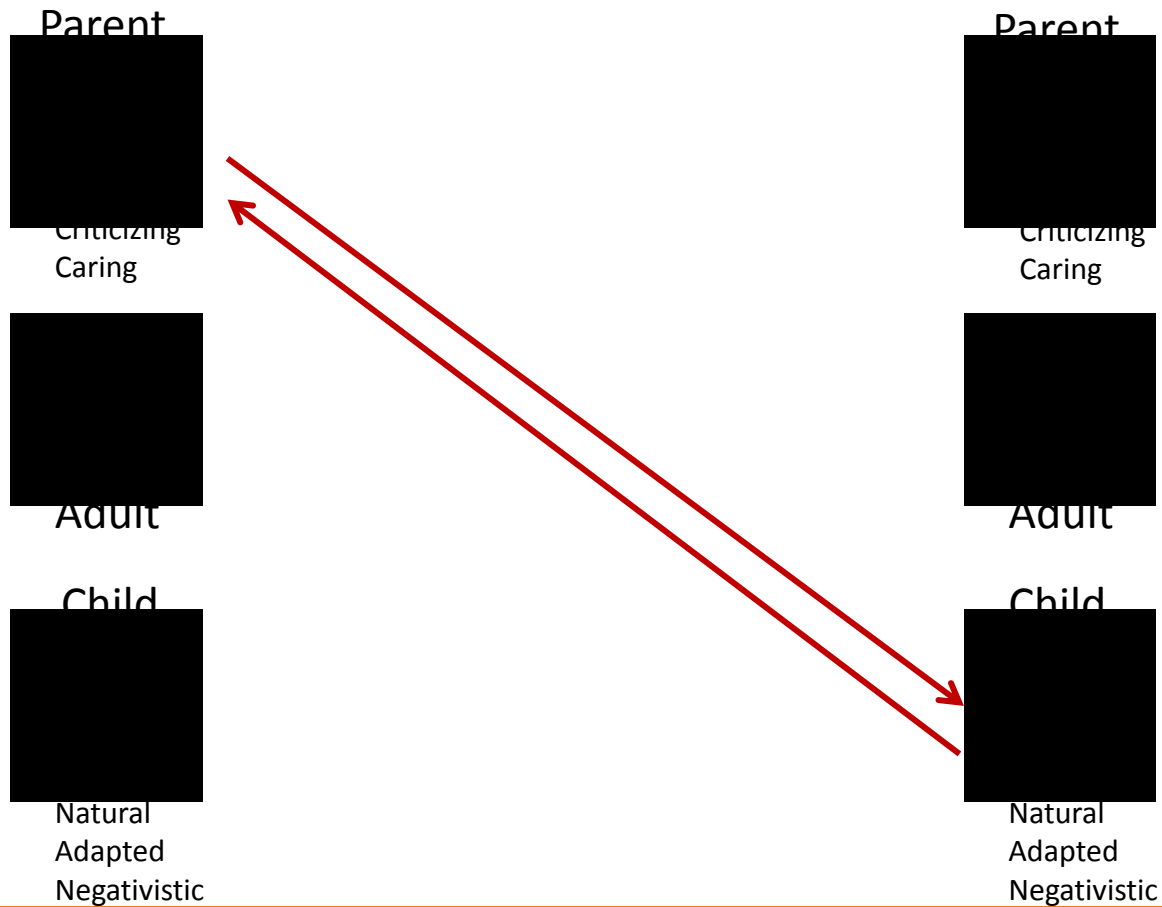
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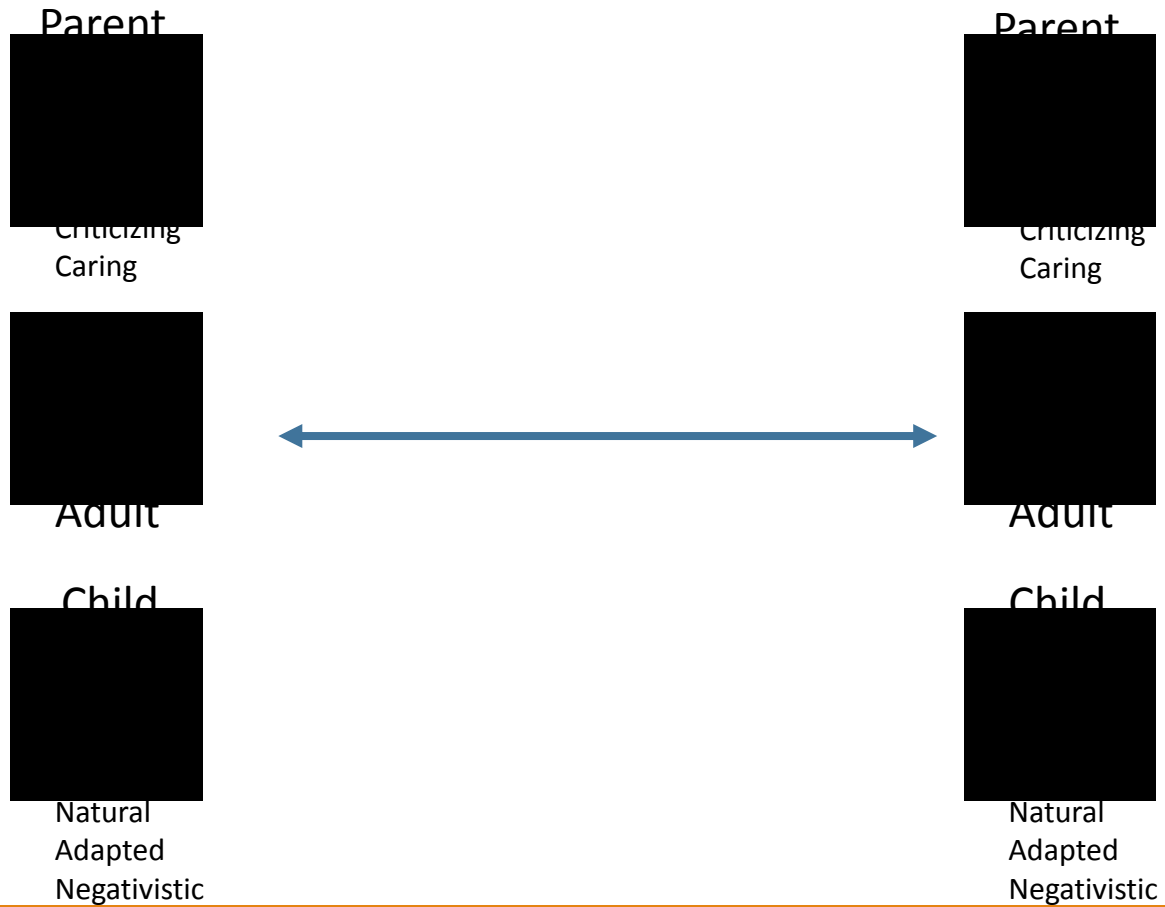
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TA – Idealization vs. devaluation



1. *Projected, unrealistic, idealized expectations*
2. *Confrontation with reality – expectations not met*
3. *Devaluation – disappointment, rejection (baby thrown away with the bathwater)*

TA – Good working coalition



Application in crisis communication



What is a crisis?



Crisis communication

- time-restricted situation when decisions need to be done
- stirred-up emotions of individuals are present
- stress or other discomfort is present
- the decisions must be done in unexpected or inconvenient time point
- small differences in input may lead to significantly different outputs
- unexpressed presumptions or expectations may be present

Tic-Tac-Toe Activity



Tic-Tac-Toe Activity - Aftermath



- In both formal or informal settings, you might find yourself under pressure to make a decision
- Often, people (teams, departments) have their own goals they are interested in and tend to forget about bigger goal they share
- This is exaggerated if interested parties slip into child or parent state (willingly or subconsciously)
- Take the adult state to evaluate consequences of suboptimal solution

Asiana Airlines Flight 214

- Low-speed landing
- 3 passengers died; another 187 were injured, 49 of them seriously
- Co-pilot was aware of captain's mistake, but was afraid to question him
- In Asia, the paternalistic, authoritarian model is culturally embedded



Application in expectation management



Failed expectations – what went wrong?

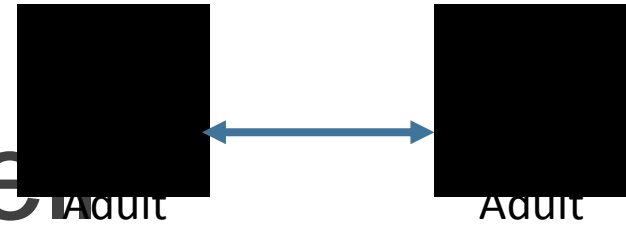


Think of a recent situation when your expectations were unmet. What was the cause?

Failed expectations

- unrealistic starting point
- cultural stereotypes
- social stereotypes
- cognitive heuristics / biases
 - Framing, anchoring, Kruger-Dunning effect, [etc.](#)
- idealization
- ...

Expectations managed well



- formulate the problem in front an as simple as possible
- make sure expectations are realistic
- do not overcommit your capacity for the delivery
- do not hide information, even when it's not good news – darkness stimulates imagination
- try to avoid different interpretations of the same information
- it is better to under-promise and over-deliver than vice versa

Homework assignment - TA

Your roommate (or family member) has entered your room without knocking and said:

“Sorry to interrupt you but would you be so kind and take this garbage bag, go outside, and throw it to the garbage can? I am cleaning up and it just gets in the way all the time.”

You are in the middle of watching an episode of favorite Netflix series episode.

Prepare short responses as a:

1. Criticizing parent
2. Caring parent
3. Adult
4. Natural child
5. Adapted child
6. Negativistic child