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Leer IT ESPAÑ ± OL LEER EM portuguÃs A well-functioning organization, as a well-functioning company, requires employees and leaders in the same way as having productive conversations, even in front of different points of view and opinions - in fact, especially in the face of such Differences. Today, this is easier to saying. On social media and in real life, we find ourselves regularly involving with people whose beliefs and fundamental values seem to clash with ours. The disagreements if the masks slow down the spread of the coronavirus, if people should be authorized to work at home during the pandemic, or that they should have won the presidential elections u.s. Too often degenerate in heated topics. Rather than involving potentially difficult or uncomfortable conversations, many of us try to avoid them completely. But there may be a more effective approach: using conversational receptivity in our language. This means that the parts that disagree should communicate their will to engage with the views of the other. It involves the use of language that signals that a person is really interested in another perspective. In our research, my colleagues and I discovered that this behavior can be learned and improved. The causes of the root. The reason why many of us naturally try to dodge potentially controversial discussions, people often prefer to engage in conversations with those who confirm their convictions rather than disagree with them. This happens because we expect in accurately as we will feel in such conversations. For example, politician partisans override what unpleasant will be to engage in speeches with people who have opposite opinions, according to the recent research by Charles Dorison, Julia Minson, and Todd Rogers of Harvard, John F. Kennedy School of Governing. Furthermore, when we commit ourselves with people whose opinions collide with ours, we generally try to convince them to abandon their point of view in favor of ours. Assuming that you are well and they are wrong, we fight for our perspective and try to try at À é à – À "WIN À é à – À the topic. The problem is that the other side is likely to think exactly the same way. This approach returns, leaving us with even more difficult conflicts to work. A better approach. When receptives appear to listen and comply with opposite positions to others, they find our arguments to be more persuasive, our search programs. Furthermore, the receptive language is contagious: it makes those with which we do not agree in exchange. People also like others and are more interested in collaborating with them when they look like receptive. We identified the characteristics of the receptive language by asking thousands of individuals to political declarations with which they disagree. Some of the statements were: À é à – "The death penalty should be abolished in all US states. À é à –" balance, public sector unions should be reborn. À é à – and À é à – "Public reaction to recent comparisons between the suspicions of police crime and minorities has been overall." We have therefore had thousands of others evaluate every answer in terms of what is engaged, receptive and open. I Our raters were generally agreement on which writers have shown the receptivity and that no. Then we have developed an algorithm to identify which words and phrases make a piece of text more or less receptive. This work led us to identify four strategies that they can help us exploit the reception of the conversation even in the most heated disagreements and politicalized conversations. 1. Recognize the perspective of the other person. Recognize Views of someone who does not agree with saying: Understanding that À é à – | À é à – À é à – "I think what you are saying is ..." shows you are engaged in the conversation. The recognition can also include thanking the person with whom you do not agree for sharing your perspective. Saying "you, because ..." It allows us to recognize that there is something worthy in someone's perspective, someone. If you do not agree with him or her, research unpublished by Stanford Research Scientist Kuan Zhao and his colleagues found. À é à – À "Thank you 'is fundamental: a growth body suggests that thousands can lead to better conversations and more proscolia behavior. A simple expression of gratitude can make the other evaluated and trusted and then open communication lines. À é à – À "because À é à – is equally important: encourages people to focus on À é à – À phy À é à – and listen to each other and respond in appropriate way. It also makes it less likely that someone will interpret your criticisms as a personal insult. Recognition does not mean to agree with what the other person is saying or thinking. But he shows that we listened to and understand that there is a different perspective presented. 2. Cover your statements. In thin and unstiny ways, our company transmits the message we should be strong and safe ... that we should grab what we want and express our opinions directly and strongly. On the contrary, being temporary, wavering, or uncertain, the reputation of being weak and undecided. Assertivity and raging are valuable, while humility is shameful. But we were wrong. Indicating a bit of uncertainty about our claims, or coverage, receptivity signals. For example, saying to someone who À é à – "to sit people to make your own choices when it comes to a flexible job could increase their commitment to the organization, expresses more uncertainty and less dogmatic sounds than À é à – À é à – "When it comes to flexible work, they undoubtedly increase their commitment to the organization. As a result, it is likely that it is better received. 3. Frase your topics in positive terms. It is easy, during the conflict, use negative terms, for example, to indicate topics the other person did that we should not give weight to. Instead, use a positive language. For example, you could say, À é à – "consider the possible benefits of having fewer people working on the marketing initiative é à –" rather than "we should not have more people working on marketing initiative. This 'Last defined and negative sounds in tone, reporting that the speaker is not open to the possibility of further discussions or other perspectives. 4. Point to sectors of the agreement, although small or obvious. When we conflict, it's easy to concentrate On all the ways we do not agree with each other. It is also easy to become defensive and stop listening to the whole side. But on more studies, we find that even when people passionately disagree, of usually have some shared values or common convictions that can take them together. These are the values and beliefs to highlight; this makes us feel closer to each other. For example, in a disagreement involving pandemic protocols, a person may BBE say: À é à – "I accept that we both want this pandemic to finish é à – | À é à – À é à – "I accept that social spacing can be difficult for children ... à – using these four strategies in our communication, we will be able to engage even in more heated conversations in more productive way . In fact, seek that my colleagues and I conduct confirm that we can learn to be receptive. In some of our studies, we trained people to be more accommodation and then we observed if others have seen them as such. Specifically, we have Given some participants five minutes of training in the use of a receptive language and then they had written an answer to a wise friend by a person who disagree with a given set of problems. For example, a problem concerned the sex assault of the Campus (À é à – À "when an accusation of sex assault is made in a campus The alleged perpetrator should be immediately removed from the campus to protect the victim's well-being. . Participants in a control group wrote their reply using their natural conversation style. We have awarded other participants to respond to one of these writing pieces À é à – "" To a sage by someone whose opinions are deactivated. Those writers who had been trained in receptivity have become more successful in persuading readers to move their convictions on important social problems, the results showed. They were also more sought after for future conversations and have been seen as a better judgment. In another study, we identified the wikipedia wires containing personal attacks in the discussion pages of popular articles and wires for the same article (with a length and a similar date) that did not contain a personal attack. These data have allowed us to examine the effect of the receptivity in the sometimes controversial editorial process to correct Wikipedia articles. We found that publishers who were more receptive were less likely to support personal attacks during editorial discussions. Communicate the others quickly to reciprocate being receptive. The lesson is that even when the most difficult arguments are discussed, it is possible for people with opposite polar points to have a constructive conversation. Using the techniques I described, we can fill our divides. There are a calculation to knit. A plot of asteried wool is twisted and fed into a swivel wheel, a wooden device on as high-tech as an abacus, which links the fibers in a single thread of yarn. This yarn, in turn, is fabric in geometric designs composed of equations: a number of files combined with certain points produce something functional and beautiful. In the right hands, the shirt produces an accurate but almost magical alchemy, chaos in order. You can see why it would appeal to Brenda Dietrich.Dietrich, 47, manages the Department of IBM Math Sciences Renowned Thomas J. Watson Research Center - The top manager of mathematics for probably the largest and most important Mathematics Department in Business America . He loves the beauty and the complexity of the Math. Yet he often spends calls for conferences and meetings false yarns on the steering wheel next to his ThinkPad. And she magic incessantly ... a scarf, a coat, a shawl and a hat in progress at the same time. That exquisite blue and purple cashmere shawl in the office of him? À é à – "This was the meeting of last year's research software strategy. À é à – He says. À é à – "sitting in the back row knitted for three days. There, – Dietrich, which has coauthored 13 patents and has been called two of the best inventors of IBM, loves to do things - tangible things, not Only theorems. As mathematician, it has a rare capacity to travel between two very different worlds, says Paul Horn, head of IBM research. Can listen to a customer describe the messy details of a company, then translate the specific ones into math problems for the Your team to solve. And you think that mathematicians should live in that real world, the world of mathematics. When he took over the Mathematics Department in 2001, he encouraged researchers to venture out from Watson, who calls À é à – À "that BEAVING STONE BUILDING ON THE HILL. À é à – and I work with IBM consultants in the field. These days, his team is, in fact, to venture out for years behind the scenes, mostly theoretical searches for years face an impressive series of Real world problems at IBM and beyond. How to assemble a project team from dispersed consultants around the world. How to fight vast forest fires more effectively. How to identify the best sales cables in the pipeline. Ontarget, the sales forecast software that grew up by mathematical research, generated \$ 100 million in new revenue as a pilot program in Canada. Last year, he delivered around \$ 500 million in a worldwide use, a sum that makes Dietrich giggling as if there are no to believe it. The 160 researchers of Dietrich are, in fact, increasingly among the most precious solvers of IBM problems. À é à – "registered, the stars here were the physicists who have made the technology that has entered chips and systems, and then they were scientists and computer engineers, says horn. À é à – now we see the emergence of mathematicians. Incorporated are incorporated This is partly due to IBM movement from hardware for software and services. And the part of it, certainly, is a function of Marketing and the political power of Dietrich: a geek, but a cry away from the defied stereotype of the personality, understands how to win attention and resources in an organization of 330,000 people. That, the impact of him up the department of him reflects a larger movement in the real world. A generation ago, companies have invited mathematicians, at best, to optimize production lines and perhaps to support price decisions. What could contribute more to the bottom line? Today companies measure almost all aspects of what they do, and computers are fast enough to creak numbers in time for executions to act on analysis. In the hands of talented mathematicians, data creates an invaluable advantage. The elaborate algorithms reveal the inefficiencies and opportunities of a company, the bottlenecks invisible in the supply chain or customers who have hidden purchase models. Whole companies - thinks that Google is À é à – "they are built almost entirely around mathematics. And others, like IBM, are integrating mathematics into operations and premiums decisions in ways never seen before. This is what the Industrial ages must have been as for mechanical engineers. À é à – "That is fantastic moment," says Dietrich, À é à – "to be a computational mathematic." A class theory class at the university of North Carolina at Hill Chapel has changed the mind of Dietrich to become a doctor. Mathematics was a revelation, like hearing music for the first time. À é à – "The structure and symmetry and the most beautiful theory" He says. À é à – "made me believe in an underlying order" in the world.À é à – Dietrich, whose husband is an IBM software architect, combined with the company in 1984 after earning his research doctorate In the search for operations and industrial engineering in Cornell, and she applied this À é à – "Theory of theory" to design more efficient chip production lines. It was more electrifying see how useful math could be. At half of the 90s, it has become bored between projects. À é à – "a dangerous situation", laughs "and pursued a new series of problems, spending six months in the field along with IBM consultants and customers. À é à – "He couldn't tell you the dependent and independent variables, À é à –" he says. But she could, and that ability to translate the practical into theoretical (and back) was powerful. In some ways, his experience was The basis for the way your research department now works. If you are not a mathematician, the deep mathematics that Dietrich and his team perform absolutely foreign sounds - combinatorial auctions, whole programming, conditional logic and conditional logic and soon. The Their doodle chalkboard in Watson seems incomprehensible, how to make or Greek (then again, many of the symbols are Greeks). But these mysterious equations represent the real world and how it works. When mathematicians À é à – À "model À é à – a problem, they are creating an IS Tantane numerical of a dynamic system and its variables. Implement the Forest-Fire Dietrich project and researchers are working. Extinguishing flames of rapid diffusion compared to tens of thousands of acres is an expensive and complicated company. In 2000, a particularly devastating year, the federal government spent more than \$ 1 billion and still lost more than 8 million acres. You want to reduce the cost and damage through better coordination between the five agencies involved with seven years of data, IBM mathematicians are creating a huge model that shows how rescue every firefighter, truck, plane, etc. ... They were used in the past, how much effort cost and how many acres have burned. The They describe probable costs and results for any number of strategies to fight a focus. À é à – "Like many bulldozers and dried you keep us to Yellowstone Park? À é à –" Asks Dietrich. À é à – "And if you need to move them elsewhere, how much will it cost and how long will it take?" À é à – "was talking quickly, describing the undisciplined variables that mathematics makes sense À é à – "is a nice project. Complicated, eh? À é à – and uh, yes. For years, mathematicians were so focused on basic research that would not approach projects like this ... And they don't even wonder. À é à – "It was like working in a university without even the teaching load", says the long-term researcher Baruch Schiber. À é à – "When you decided what to work. The first consideration was not, like this impact the company? "If the researchers wanted, they could close their office door and focus on more esoteric research, uninterrupted ..." and Isolated. First, the horn says, putting specialists of mathematics in front of customers rendered all nervous, do not men from all customers. The researchers are undeniably brilliant, he says, chucking, but À é à – "wondered how some of them return home at night ... Watson, located an hour north of New York, has a relaxed, collegiate feeling; The sneakers and jeans, along with the occasional bushy beard and ponytail, are the norm. The opinion, the types of professors adapt well. Dietrich can seem brilliant and fascinating and fascinating, but when he greets the complexity of mathematics, she can be intimidating. You don't suffer from fools and savor a good debate. BUT Dietrich has learned to soften its approach to avoid minimizing customer consultants' relationships. You helped create a class for researchers explaining the process and consulting culture. Perfectionism of a mathematician must leave the place at deadlines. The more intelligent-person-in-the-room atmosphere is considered out-putting, rather than an invitation to match the wits. She À é à – À instead to force a topic on the logic, which we were trained to do ... is a bit contradictory À é à – "you have to keep your mouth closed and listen À é à –" she says. À é à – "and not being able to stay out of the technical mush. À é à – some long-standing mathematicians are initially worried that the research would suffer under Dietrich. Instead, they lead a double life. In fact, says the researcher Robin Lougee- Heimer", projects like the one who is working now, a national distribution puzzle for a brand customer, discover fertile research topics. À é à – "I was exposed to great problems, À é à –" says. À é à – "With bad details and complexity." It was that Schiber, a senior manager in optimization, would feel a project inside IBM and occasionally reach consultants. Rarely returned him. Now, it says, À é à – "That's what was selective." "When we started asking what resource consultants use on projects, they said that every project was different. He just drove me crazy. À é à – "The word is out: the math team can help. Dieters fields some dozens of requests a month, half of which refuses why the problem has already been solved or is not quite challenging. À é à – " We want to push the borders of what solvable. À é à – "says. À é à – "other, what is the point of the point? "In a sense, Dietrich is doing what has enjoyed young mathematics that solves the problems of words. Here is a Doozy: after the IBM sales team signs a consulting contract, the company must often assemble the project team on the deadline - we say, 50 Java developers in Chicago within the next Monday. It can choose between 190,000 consultants worldwide with various skills, personality and availability. It must do so for thousands of projects a year for customers of all sizes in every imaginable industry. Meanwhile, the mix of projects and consultants available is constantly evolving. À é à – "When we started asking what resource consultants use on projects, they said that every project was different," says Dietrich. À é à – "This time he just pushed me." He started over two years of project data , mathematicians Identified which skills were more often applied in certain types of assignments. À é à – "You can't know exactly what the customer wants, but now you have an approximate idea you need for a \$ 5 million project than a \$ 50 million project, says Dan Connors, Optimization Manager for The workforce management program. That tool of personal staff analysis The managers consequently anticipate the demand and program, increasing the productivity of consultants of 7% and reducing the travel expenses and the use of external contractors. Savings have exceeded \$ 500 million. So make math: add sales from the ontarget forecast tool, and which is a \$ 1 billion contribution of dietrich mathemai whizes. Strollers are facing another problem whose solution could be just as valuable: how to choose the best teams. Project Managers tend to select developers and more talented engineers available, or those who already know. This could work well for the project at hand, but in the long term, it is not necessarily benefit from IBM as a whole. Better to spread talent around. Researchers are also creating a social-networking analysis that would evaluate e-mail paths, instant messaging and phone calls to identify which teams operate as flat organizations and which are hierarchical ... who works well together and who is not the problem That really grabs that Dietrich implies to predict the workforce of the future. By analyzing the trends of the population, the demographics of employees and the skills and the demand for certain technologies, its researchers hope to identify the lack of work in various functions and professions before they happen. Impianti, almost impossibly complex and far-reaching, is not close. Every answer generates new questions, and this is good. This is good. Mathematicians also do not have any answers. Dietrich is not bored and a lovely knitwear moved away. In the end, I would have numbers that help us think differently in the world and where they headed "and IBM and its customers will take up or train employees accordingly. You could turn out to be more mathematician. Mathematicians. numbers divisible by 2180. numbers divisible by 2166. numbers divisible by 2196. numbers divisible by 2106. numbers divisible by 2160. numbers divisible by 2147. numbers divisible by 2115. numbers divisible by 21789





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