ASSUMPTIONS

- I believe in peer-reviewed scientific research
- Gold standard
- When coupled with optimal agronomic practices, pesticides are a critical tool for maintaining safe athletic fields.
- Not an expert in communications

Jurors give $289 million to man they say got cancer from Monsanto's Roundup weedkiller

1. Why no pesticides?
The Connecticut legislature passed a law (P.A. 09-56) banning lawn care pesticide applications on the grounds of day care centers, elementary and middle schools (grade K-8 and lower) as a result of residents' concerns about children's health and the environment. This ban went into effect for day care centers on October 1, 2009 and for K-8 schools on July 1, 2010. Some Connecticut municipalities have gone beyond the requirements of the law and have stopped using pesticides to manage turfgrass on all their municipal properties.

2. What does Connecticut's pesticide ban cover?
Connecticut's pesticide ban prohibits the use of all U.S. Environmental Protection Agency (EPA) registered pesticides labeled for use on lawns and/or ornamental sites at

A DIFFERENT APPROACH

NEVER SPLIT THE DIFFERENCE
NEGOTIATING AS IF YOUR LIFE DEPENDED ON IT

THINKING, FAST AND SLOW

DANIEL KAHNEMAN

DR. KEVIN FOLTA
- Professor and Dept. Chair at University of Florida
- Accomplished researcher in strawberry genomics
- USRTK (funded by Organic Consumers Association) filed an FOIA against him for views on biotechnology
- Has become an outspoken advocate for scientific communication
AS A SPORTS TURF MANAGER
WHAT CAN YOU DO?

BE A BETTER COMMUNICATOR
- We often talk to ourselves
- Ample training in science related to turfgrass
  - Little training in how to discuss what we do with a public audience (that is largely uninformed)
  - Tactics to be effective — same tactics NGOs are using with the public at large

TACTIC #1
UNDERSTAND HUMAN NATURE

DECISION MAKING
- Nobel prize winner
- Study decisions pertaining to economic investments
- Parallel all decisions in general

TWO SYSTEMS
- Two systems in brain
  - System 1 - what causes you to turn head at loud noise
  - System 2 - what allows you to solve \( X = 2 + 5 - (10/2) \)
  - Nearly all decisions come from System 1

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HUMAN NATURE

- **Overestimation** - people overestimate likelihood of rare events ... because ...

- System #1 doesn’t understand probability
  - **Example**: Two cities under attack
  - City #1 notified that two bombers are in different locations
  - City #2 notified of a single bomber
  - Citizens in City #2 had risk lowered by half, but do they feel safer?

HUMAN NATURE

- **Loss aversion** - people prefer avoiding loss rather than acquiring a gain
  - Dissatisfaction of losing $100 is greater than gain from finding $100
  - Estimates that a loss is weighted 2x more than a gain
  - Regret and responsibility are powerful emotions

Pesticide Example from Thinking Fast & Slow

- **Insecticide A**
  - Risk of Child Harm
  - 15/10,000 bottles
  - Lower Cost

- **Insecticide B**
  - Risk of Child Harm
  - 16/10,000 bottles
  - Lower Cost

66% of parents wouldn’t switch ... despite the minuscule increase in risk
PRECAUTIONARY PRINCIPLE

- Prohibition of any action that could cause harm
- Scientific data showing no damage not a sufficient justification for risk taking
  - (think GMOs in Europe)
- List of innovations that would not exist include:
  - Airplanes, air conditioning, antibiotics, automobiles, chlorine, measles vaccine, open-heart surgery, radio, refrigeration, smallpox vaccine, and X-rays

COGNITIVE EASE

“You build the best possible story from the information available to you, and if it is a good story, you believe it.”

“The amount of evidence and quality do not count for much, because poor evidence can make a very good story.”

— D. Kahneman, Thinking Fast & Slow
**PROACTIVE MESSAGING**

- Knowing that people are risk averse — Talk about the risk of NOT managing pests
  
  …rather than the benefits/safety of doing so

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“We need to spray the field for grubs. The treatment is completely safe and won’t harm the kids at all. Hundreds of research trials have shown this response”

“If we don’t do something about the insects, kids are going to get hurt. I’m worried kids might injure themselves on weak turf from insect damage”

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**PROACTIVE MESSAGING**

- Realize the emotional framing is important in decision making
  
  - Talk about numbers of successful applications rather than small % of something harmful
  
  - Don’t use data (with no human component). Rather, frame using vivid, human imagery to connect emotionally
“Chances of harm from this application are less than 0.01%”

“Child is more likely to die in a grand prix race than being harmed from this treatment”

May seem silly but it’s clear that word choice matters
“The majority of the interactions we have at work and at home are negotiations that boil down to the expression of a simple, animalistic urge: I want.”

“I want you to free the hostages”
“I want you to accept this contract”
“I want to pay $20,000 for this car”
“I want a 10% raise”
“I want you to go to sleep at 9pm”

—Chris Voss, Never Split the Difference

DETAILS MATTER: 7-38-55 RULE

- Albrecht Mehrabian, UCLA psychology professor
- 7% of a message based on words
- 38% based on tone of voice
- 55% based on body language
- Late night FM DJ voice

MIRRORING

- Repeat key points the other person said in a soft voice and don’t rush —> play the long game
  - People are drawn to what’s similar
  - Doing this encourages other person to bond with you —> shows you understand them

BUILDING “TACTICAL EMPATHY”

- Label your counterparts emotions/points to show them you’re listening —> relationship need to diffuse situation.
- Focus on your counterpart’s fears. The faster you can interrupt action in the amygdala (the part of the brain that generates fear), the faster you can convey feelings of safety and trust.

EXAMPLES

“It looks like you’re concerned about the fact we are using a pesticide”

“It sounds like you think the children’s safety will be compromised”

“It seems like you have some alternative thoughts on how to manage this field to keep children safe”
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“*It looks* like you’re concerned about the fact we are using a pesticide”

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“*It seems* like you have some alternative thoughts on how to manage this field to keep children safe”

Don’t use “I” —> tells person you’re more interested in yourself than them

DISCIPLINE IN NEGOTIATION

“*It’s about* the other party convincing themselves that the solution you want is their own idea. *So don’t* beat them with logic or brute force. Ask them questions that open paths to your goals. *It’s not about you.*”

- C. Voss, Never Split the Difference

ACCUSATION AUDIT

- List the *worst things* your counterpart could say about you before they can.
  - Gets them on the table so you can prevent them from being used in the negotiation
  - Often sound exaggerated when said aloud —> counterpart will likely talk them down

EXAMPLE

- “*It seems like you think I love spraying chemicals and do so as often as possible*”
  - “*It sounds like you think I’m just an uneducated guy who cuts grass and sprays chemicals*”
CREATE ILLUSION OF CONTROL

- Don’t force counterpart to admit that you’re right
- Don’t ask questions that can be answered with “Yes” → requires little thought from opponent
- Ask calibrated questions that begin with “How” or “What” → asking for help gives the illusion of control

QUESTIONS: WHAT & HOW

- What is important to you?
- How can I help make this better for us?
- How would you like me to proceed?
- How can we solve this problem?
- What is it that brought us to this situation?
- How am I supposed to do that? — often a replacement for NO

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“He who has learned to disagree without being disagreeable has discovered the most valuable secret of negotiation”
- Robert Estabrook, Former Editor, Washington Post

CONCLUSIONS

- Understanding the audience
  - System 1 vs. System 2 decision making
  - Loss aversion, emotional thinking, cognitive ease - not based on fact
  - Hostage example
    - Tone of voice, calibrated “How” and “What” questions
    - It’s not personal (even though it may seem that way)