



01

[1] You can say that information sits in one brain until it is communicated to another, unchanged in the conversation.

[2] That's true of sheer information, like your phone number or the place you left your keys.

[3] But it's not true of knowledge.

[4] Knowledge relies on judgements, which you discover and polish in conversation with other people or with yourself.

[5] Therefore you don't learn the details of your thinking until speaking or writing it out in detail and looking back critically at the result.

[6] "Is what I just said foolish, or is what I just wrote a deep truth?"

[7] In the speaking or writing, you uncover your bad ideas, often embarrassing ones, and good ideas too, sometimes fame-making ones.

[8] Thinking requires its expression.



02

[1] People engage in typical patterns of interaction based on the relationship between their roles and the roles of others.

[2] Employers are expected to interact with employees in a certain way, as are doctors with patients.

[3] In each case, actions are restricted by the role responsibilities and obligations associated with individuals' positions within society.

[4] For instance, parents and children are linked by certain rights, privileges, and obligations.

[5] Parents are responsible for providing their children with the basic necessities of life — food, clothing, shelter, and so forth.

[6] These expectations are so powerful that not meeting them may make the parents vulnerable to charges of negligence or abuse.

[7] Children, in turn, are expected to do as their parents say.

[8] Thus, interactions within a relationship are functions not only of the individual personalities of the people involved but also of the role requirements associated with the statuses they have.



03

[1] Focusing on the differences among societies conceals a deeper reality: their similarities are greater and more profound than their dissimilarities.

[2] Imagine studying two hills while standing on a ten-thousand-foot-high plateau.

[3] Seen from your perspective, one hill appears to be three hundred feet high, and the other appears to be nine hundred feet.

[4] This difference may seem large, and you might focus your attention on what local forces, such as erosion, account for the difference in size.

[5] But this narrow perspective misses the opportunity to study the other, more significant geological forces that created what are actually two very similar mountains, one 10,300 feet high and the other 10,900 feet.

[6] And when it comes to human societies, people have been standing on a ten-thousand-foot plateau, letting the differences among societies mask the more overwhelming similarities.



04

[1] Many studies have shown that people's health and subjective well-being are affected by ethnic relations.

[2] Members of minority groups in general have poorer health outcomes than the majority group.

[3] But that difference remains even when obvious factors, such as social class and access to medical services are controlled for.

[4] This suggests that dominance relations have their own effect on people's health.

[5] How could that be the case?

[6] One possible answer is stress.

[7] From multiple physiological studies, we know that encounters with members of other ethnic-racial categories, even in the relatively safe environment of laboratories, trigger stress responses.

[8] Minority individuals have many encounters with majority individuals, each of which may trigger such responses.

[9] However minimal these effects may be, their frequency may increase total stress, which would account for part of the health disadvantage of minority individuals.



05

[1] You've probably heard the expression, "first impressions matter a lot".

[2] Life really doesn't give many people a second chance to make a good first impression.

[3] It has been determined that it takes only a few seconds for anyone to assess another individual.

[4] This is very noticeable in recruitment processes, where top recruiters can predict the direction of their eventual decision on any candidate within a few seconds of introducing themselves.

[5] So, a candidate's CV may 'speak' knowledge and competence, but their appearance and introduction may tell of a lack of coordination, fear, and poor interpersonal skills.

[6] In this way, quick judgements are not only relevant in employment matters; they are equally applicable in love and relationship matters too.

[7] On a date with a wonderful somebody who you've painstakingly tracked down for months, subtle things like bad breath or wrinkled clothes may spoil your noble efforts.



06

- [1] Non-verbal communication is not a substitute for verbal communication.
- [2] Rather, it should function as a supplement, serving to enhance the richness of the content of the message that is being passed across.
- [3] Non-verbal communication can be useful in situations where speaking may be impossible or inappropriate.
- [4] Imagine you are in an uncomfortable position while talking to an individual.
- [5] Non-verbal communication will help you get the message across to him or her to give you some time off the conversation to be comfortable again.
- [6] Another advantage of non-verbal communication is that it offers you the opportunity to express emotions and attitudes properly.
- [7] Without the aid of non-verbal communication, there are several aspects of your nature and personality that will not be adequately expressed.
- [8] So, again, it does not substitute verbal communication but rather complements it.