

# The Man Who Lied to his Laptop: What Machines Teach Us About Human Relationships



Startling insights into persuasion, trust, empathy, and teamwork, based on how we treat our computers.... The driver was insistent: A woman should not be giving directions. Despite the customer-service reps reassurance that the navigation system in his car wasnt actually a woman - just a computer with a female voice - the driver (and many others like him) refused to listen. There was only one person for BMW to call for help: Clifford Nass, one of the worlds leading experts on how people interact with technology. After two decades of studying problems like BMWs GPS system, Microsofts Clippy (the most hated animated character of all time), and online evaluations that led people to lie to their laptops, Nass has developed a powerful theory: Our brains cant fundamentally distinguish between interacting with people and interacting with devices. We will protect a computers feelings, feel flattered by a brown-nosing piece of software, and even do favors for technology that has been nice to us. All without even realizing it. Nass has found that the most powerful strategies for working with people can be learned from watching what succeeds and fails in technology interfaces. If a computer can make friends, build teams, and calm powerful emotions, so can any of us. Nasss studies reveal: Mixing criticism with praise - a popular tactic for managers - is a destructive method of evaluation. Opposites dont attract - except when one gradually changes to become more like the other. Flattery works - even when the recipient knows its flattery. Team-building exercises dont build teams - but the right T-shirt can. Misery loves company - but only if the company is miserable, too. Nasss discoveries push the boundaries of both psychology and technology and provide nothing less than a new blueprint for successful human relationships.

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