

# **ScienceDirect**



## Review

# Listening and attitude change

# Kenneth G. DeMarree, Ya-Hui Chang, Taylor Lee and Angelia Venezia

#### Abstract

We review research on the role of high-quality listening behavior in attitude change. We examine how listening behaviors can impact attitudes and the mechanisms underlying these effects. The article discusses research that explicitly examines high-quality listening, as well as research that examines behaviors that may indicate high-quality listening or that incorporates high-quality listening into larger interventions. The reviewed research suggests that receiving high-quality listening increases psychological safety and open-minded self-reflection, leading people to consider perspectives they otherwise would not. This in turn leads to less extreme, clearer, and more nuanced views on the topic of conversation. Finally, we highlight the need for further research to better understand the role of listening in attitude change, particularly in non-western cultures.

#### Addresses

University at Buffalo, State University of New York, Buffalo, NY, USA

Corresponding author: DeMarree, Kenneth G. (kgdemarr@buffalo.edu)

# Current Opinion in Psychology 2023, 53:101641

This review comes from a themed issue on Listening & Responsiveness (2024)

Edited by Harry Reis and Guy Itzchakov.

For a complete overview see the Issue and the Editorial

Available online 19 June 2023

https://doi.org/10.1016/j.copsyc.2023.101641

2352-250X/© 2023 Elsevier Ltd. All rights reserved.

# Keywords

Attitude change, Attitude strength, Listening, Psychological safety.

#### Introduction

Imagine the following scenario: One evening, Hanna talks with her partner Kiera about her recent frustrations with a colleague at work, noting that she's started to really dislike this colleague. As Hanna vents, Kiera listens attentively, checking in to make sure she understands Hanna's experience with her colleague, and asking questions when she does not understand. During the conversation, Hanna feels comfortable that Kiera will not judge her for expressing herself, and ends up

"thinking out loud," where she expresses half-formed ideas as they enter her mind. As the conversation progresses, Hanna recognizes that although her colleague's actions were frustrating, the things that frustrated her in this situation are also the things she has appreciated about her colleague in other situations. Hanna also recognizes that she has sometimes treated her colleague unfairly. Hanna comes away from her conversation with Kiera with a clearer, less extreme, more nuanced view of her colleague.

Given the focus of this special issue, it should not be surprising that the scenario above is an example of highquality listening. Novel among the other contributions to this issue, however, is that the focus of the scenario – and of the current paper - is on the impact high-quality listening can have on people's attitudes. In the above scenario, Hanna's attitude (i.e., her opinion of her colleague) changes because of Kiera's high-quality listening. These changes include both where Hanna's attitude lies on a positive-negative continuum (moving in a positive direction from her initially very negative view) as well as the additional properties of the attitude - in this example, the clarity with which it is held and the acknowledgement of both positive and negative reactions (i.e., ambivalence) toward her colleague. As described below, such impacts on people's attitudes have been documented in the literature on interpersonal listening.

#### Attitudes in conversation

When we refer to people's attitudes, we're talking about the extent to which people evaluate an object with some degree of positivity and/or negativity [1,2]. In addition to the positivity or negativity of an attitude, typically referred to as its valence, other attitudinal properties, such as the extremity, certainty, or ambivalence with which attitudes are held are also important, as these features predict whether the attitude is likely to change or guide behavior and judgment [3,4]. An extensive literature has examined the conditions under which and the processes by which people's attitudes change [2,5], although the vast majority of studies on attitude change have examined conditions in which static messages or other instructions are presented to participants, without any actual conversation [6].

A variety of motivations can emerge when discussing one's attitudes with another person [6], including motivations to connect with others [7,8], to defend the self [9,10], and to maintain or restore freedom [11,12]. As such, conversations about one's attitudes have the potential to threaten their belongingness, self-evaluation, freedom, or relationship with their conversational partner. These threats can result in self-protective and self-defensive motivations and behavior which often support further entrenchment of pre-existing views [13–16]. Emerging research suggests that high-quality listening exerts its impact on attitudes by mitigating these potential threats to the self [6].

# **High-quality listening**

Listeners can impact a conversation via the things they do and say, including backchannel reactions to the speaker (e.g., "ahhh" or "mm-hmm" which can communicate interest, understanding, engagement, and so forth) [17]. High-quality listening involves verbal and nonverbal behaviors that indicate that a listener is attending to the speaker, attempting to understand them, and cares about or accepts them [18]. In other words, high-quality listening entails active engagement in the conversation beyond the "smiling and nodding" that lay understandings of listening can entail. This sort of listening does not have to include agreement with the speaker's position [19]. If there is disagreement, a highquality listener verbally or nonverbally communicates that they value the speaker, even if they might disagree with their views. Connecting to the focus of the current issue of this journal, high-quality listening is one way to convey responsiveness to a partner [20]. Perceived partner responsiveness – the sense that one's partner understands, validates, and supports one's inner traits and experiences [20,21] – has many of the same psychological effects as receiving high-quality listening [20,22].

Receiving this kind of listening has a variety of psychological impacts. For example, speakers experience less state anxiety and greater psychological safety [19,23-25], which in turn leads them to engage in less defensive [19] or more open-minded self-reflection [23,25,26]. This open-minded self-reflection includes attention to one's internal states, consideration of thoughts beyond the first few that come to mind, and a willingness to learn from one's partner [23,26,27]. This sort of thinking style can lead people to consider their own conflicting views on a topic [19,28], presumably because they are less concerned with being judged for the inconsistency, whether by oneself or by one's conversation partner. In addition, at least in situations that are potentially threatening (e.g., discussing prejudice), receiving high-quality listening supports speakers' psychological needs for autonomy and relatedness [24,29-32]. This set of psychological experiences, in turn, are responsible for many of the documented effects of listening on people's attitudes.

# Listening and attitude change Listening interventions

In most experimental studies on listening and attitude change, a participant adopts the role of "speaker" and talks about a focal topic for a set amount of time (e.g., 10-min) while interacting with a research assistant or participant listener whose listening quality is manipulated. In other words, there is no persuasion attempt present. When trained listeners are used, research assistants enact either moderate or high-quality listening depending on random assignment [19,23,26]. When participant listeners are used, quality of listening is manipulated via distraction [creating low versus moderate quality listening; [23,33]; or structured activity [creating moderate versus high quality listening; [25]].

Research using this paradigm has found a variety of effects on people's attitudes. For example, speakers who experience high-quality listening are more likely to report both positive and negative reactions toward the topic of discussion (i.e., objective ambivalence) compared with people who do not experience such listening [19,25]. Usually, the simultaneous recognition of both positives and negatives leads people to feel conflicted in their attitudes [i.e., subjective ambivalence; [34,35]. However, among people who experience high-quality listening, an increase in objective ambivalence is no longer as strongly associated with feelings of conflict [19,25] One interpretation is that the psychological safety experienced in these interactions means that people feel less pressure to resolve their conflicting reactions, allowing them to feel more comfortable holding views with divergent elements.

People who experience high-quality listening, compared with people who do not, also report less extreme attitudes toward the focal topic [19,25]. When discussing a group about which participants hold a negative attitude, high-quality listening, compared with moderate or poor listening, leads to less prejudice (or a less extreme negative attitude) [26]. Additionally, people who experience high-quality listening when discussing an attitude report both a clearer understanding of the attitude and a greater willingness to share that attitude with others than those who experienced the control condition [23]. Although attitude clarity is associated with the strength of people's attitudes [36], it does not generally predict attempts to persuade or force one's attitude onto others [37,38]. Thus, high-quality listening may foster attitudes that are useful to the attitude holder, without leading them to think that others need to hold the same view. Parallel findings to several of the effects described in this section have also

<sup>&</sup>lt;sup>1</sup> Moderate quality listening is typically used as a contrast condition with confederates to isolate the effects of *high*-quality listening against a relatively neutral baseline. Notably, poor quality listening may instigate contrastive psychological processes by conveying rejection of the speaker or their ideas, which could stimulate resistance processes [6,19].

been observed with perceived partner responsiveness [22].

# Component interventions

A handful of studies have manipulated individual behaviors that may indicate high-quality listening to examine their impact on attitude change or changerelated mindsets. Most notable among these is question-asking. Asking questions directed at more fully understanding another person's perspective or experience is a key behavior that might signal high-quality listening [18,39]. Receiving good questions may also help a speaker to introspect on their views [40]. Unlike the research on listening where there is typically no persuasive message, in work on question-asking, the message source is often the one who asks the questions. The impact of such questions can vary depending on contextual factors and the inferences that message recipients make about the questions or their underlying intentions [41-43].

One key inference that recent work has examined is that a message source who asks questions may be perceived as more receptive to another's views [44,45]. This receptivity is often reciprocated [46], leading message recipients to report greater openness to the source's message. For example, when a message source asks an elaboration question, message recipients view the source as more receptive, and in turn report being more receptive themselves [47]. Although receptivity has been linked to less biased processing of information [45], this research has generally not examined the consequences of receptivity for attitude change.

# Multifaceted interventions

Other research, such as the work of Kalla and Broockman [48,49], has incorporated elements of high-quality listening into more elaborate interventions. They have included high-quality listening in canvassing interventions directed at advocating for marginalized groups (e.g., transgender people or immigrants). These interventions contain multiple elements (e.g., exchange of narratives, analogic perspective taking), but include nonjudgmental listening. This research has shown that these interventions were effective at increasing the positivity of people's attitudes toward transgender people or immigrants, as well as policies supportive of these groups, in some cases for months after the initial contact [48,49]. Follow-up work has tried to determine which elements of these interventions are needed for success, and one appears to involve getting participants to attend to the perspectives of those in the targeted groups [49,50]. Although the mechanisms underlying this attention have not yet been identified, one possibility is that the listening behavior of the canvasser elicits reciprocal listening from the participant [51].

Other work has used listening behavior to learn more about a person to better tailor a persuasive appeal. For example, by learning about a person's important values via conversation, a canvasser can then deliver a message that appeals to those values, increasing persuasion success [52]. Such approaches are common in the context of sales, where salespeople who listen well to their customers are then better able to deploy "adaptive selling," whereby they flexibly adapt either the object or method of sales to match customer needs [53]. Of course, such techniques may arouse concerns about their use as a persuasive tactic, potentially instigating resistance efforts [41,54,55]. The persuasive motive also reduces the unconditional regard for the speaker that characterizes high-quality listening [56], raising questions about whether high quality listening is possible in the presence of persuasive intent.

#### Other attitudes

So far, our review focused on attitudes toward the topic of conversation. However, other work has examined attitudes toward people's interaction partner (i.e., interpersonal liking) or themselves (i.e., self-esteem). For example, salespeople who listen well are liked more than those who do not [53], and people tend to like those who ask questions about them more than those who do not [57]. When having a conversation that is potentially threatening to one's self-esteem (e.g., discussing one's own prejudice), receiving high-quality listening buffers against this threat, leading to a more positive state selfesteem than low-quality listening [29].

# Limitations and future directions

The impact of listening on attitude change is a relatively new topic of study, and there is still much to learn. The research on component and multifaceted interventions has typically included a persuasive appeal directed at the participant. In contrast, studies that have manipulated listening in isolation have done so without delivering a persuasive message. Future research should systematically examine the impacts of listening in the presence versus absence of a persuasive attempt to better understand whether and how a persuasive attempt might impact the effects of listening. One fruitful direction to consider is the inferences people make about the listener's behavior. Although highquality listening behaviors are typically interpreted as indicating positive intentions from the listener [18], in a persuasive context these behaviors might not be seen as such, and may instead be perceived as a persuasive strategy [54]. In such situations, rather than leading people to experience psychological safety [6], behaviors typically associated with high-quality listening may instead contribute to a sense of threat. In addition to persuasive intent, people might make other inferences about the mindsets that underlie high-quality listening behaviors (e.g., care for oneself, receptivity to one's views, a desire to learn about the topic). It is likely that the inferences people make about their listener could determine the psychological impact of these behaviors.

Because contexts that involve listening necessarily involve two or more people (or anthropomorphized agents), there is the potential for each person's attitude to change because of the conversation. In nearly all studies, the focus has generally been on one side of the interaction (e.g., the speaker). Research on listening training has suggested that this training decreases anxiety within a listener [58], similar to its impact on people who receive high-quality listening. Additionally, although research on canvassing has tended to examine shifts in the attitudes of those being canvassed, research has found that canvassers also report less extreme attitudes toward members of the group they were reaching out to [59]. There is still much to be understood about the ways that interactions involving high-quality listening might impact the attitudes of both interactants [6].

So far, the research on listening and attitude change has examined dyadic contexts. Little is known about how the effects described above extend to group contexts. With multiple listeners or multiple speakers, the perceptions of everyone in the interaction may not align [60] and if there are opinion factions within the group, there is a risk that the within-group discussion could become an intergroup conflict. In group contexts, one's perceptions of a listener's listening quality may be shaped by how well that individual listens to them as well as to others in the group. Further, common norms for airtime and turntaking may be more complex than with dyadic interactions [61]. All of this means that group interactions may be qualitatively different than dyadic interactions, so it is unclear how the research on attitude change in dyadic listening contexts will scale up to group interactions [for extended discussion of group versus dyadic interactions, see 61]. In addition, if the group is organized hierarchically, the perceived listening of the person at the top of the hierarchy may be of greatest importance. However, there is the risk that a powerholder's listening can be perceived as performative if it does not lead to changes within the organization [62].

Finally, very little work on listening and attitude change, or on listening in general [18], has examined the ways in which the manifestation or impact of listening might vary across cultures. First, we should begin by noting that existing conceptualizations of attitudes are heavily rooted in western, individualistic notions, which likely differ substantially from non-western or collectivistic cultures. Critically, in many cultures people's attitudes may be embedded within the social context, which would often include one's interaction partner, especially if they are family or close friends [63]. Second, the norms of communication can vary dramatically across cultures, including the value and expectation of self-expression

[including attitude expression; [64], the importance of power distance [65], context-specific norms for communicating and communication style [66,67] such as normative nonverbal behaviors [68–70], and more. Because of this cultural variability, an objectively similar interaction may not be experienced the same way (e.g., may not communicate the same degree of psychological safety) by people of two different cultures. Systematically investigating these factors will lead to a rich conceptual understanding of the impacts of listening on people's attitudes, as well as better recommendations for practitioners who may seek to use listening.

## **Author contributions**

Kenneth G. DeMarree: Conceptualization, Data curation, Writing — Original Draft. Ya-Hui Chang: Data curation, Writing — Review & Editing. Taylor Lee: Data curation, Writing — Review & Editing. Angelia Venezia: Data curation, Writing — Review & Editing.

# **Declaration of competing interest**

The authors declare no conflicts of interest in relation to the content of this review.

# Data availability

No data was used for the research described in the article.

# References

Papers of particular interest, published within the period of review, have been highlighted as:

- \* of special interest
- \*\* of outstanding interest
- Eagly AH, Chaiken S: Psychology of attitudes. Harcourt. Fort Worth, TX: Brace, Jovanovich; 1993.
- Petty RE, Wheeler SC, Tormala ZL: Persuasion and attitude change. In Handbook of psychology. Edited by Tennen H, Suls Wiley J: 2013;369–389.
- Petty RE, Krosnick JA: Attitude strength: antecedents and consequences. Mahwah, NJ: Lawrence Erlbaum Associates; 1995.
- Luttrell A, Sawicki V: Attitude strength: distinguishing predictors versus defining features. Social and Personality Psychology Compass 2020, 14, e12555, https://doi.org/10.1111/spc3.12555
- Petty RE, Cacioppo JT: Communication and persuasion: central and peripheral routes to attitude change. New York, NY: Springer-Verlag; 1986.
- Itzchakov G, DeMarree KG: Attitudes in an interpersonal
   \*\* context: psychological safety as a route to attitude change. Front Psychol 2022, 13, 932413, https://doi.org/10.3389/fpsyg.2022.932413.

Reviews how interpersonal context can shape people's attitudes. Introduces psychological safety and threat as important lenses for understanding attitudes in interpersonal contexts.

- Leary MR, Gabriel S: The relentless pursuit of acceptance and belonging. In Advances in motivation science. Edited by A.J., Elliot Elsevier; 2022:135–178.
- Baumeister RF, Leary MR: The need to belong: desire for interpersonal attachments as a fundamental human motivation. Psychol Bull 1995, 117:497–529, https://doi.org/10.1037/ 0033-2909.117.3.497.

- Sherman DK, Cohen GL: The psychology of self-defense: selfaffirmation theory. In Advances in experimental social psychology. Edited by M.P., Zanna Academic Press; 2006.
- Tesser A: On the plasticity of self-defense. Curr Dir Psychol Sci 2001, 10:66-69, https://doi.org/10.1111/1467-8721.00117.
- 11. Brehm JW: A theory of psychological reactance. Oxford, England: Academic Press; 1966.
- 12. Rosenberg BD, Siegel JT: A 50-year review of psychological reactance theory: do not read this article. Motivation Science 2018, 4:281-300, https://doi.org/10.1037/mot0000091.
- 13. Heller JF, Pallak MS, Picek JM: The interactive effects of intent and threat on boomerang attitude change. J Pers Soc Psychol 1973, 26:273-279, https://doi.org/10.1037/h0034461
- Cohen GL, Sherman DK, Bastardi A, Hsu L, McGoey M, Ross L: Bridging the partisan divide: self-affirmation reduces ideological closed-mindedness and inflexibility in negotiation. J Pers Soc Psychol 2007, 93:415-430, https://doi.org/10.1037/ 0022-3514.93.3.415.
- 15. Ma Y, Hmielowski JD: Are you threatening me? Identity threat, resistance to persuasion, and boomerang effects in environmental communication. Environmental Communication 2022, **16**:225–242, https://doi.org/10.1080/17524032.2021.1994442.
- 16. Kunda Z: The case for motivated reasoning. Psychol Bull 1990, 108:480-498, https://doi.org/10.1037/0033-2909.108.3.480.
- 17. Bavelas JB, Coates L, Johnson T: Listeners as co-narrators. J Pers Soc Psychol 2000, 79:941-952, https://doi.org/10.1037/ 0022-3514.79.6.941.
- 18. Kluger AN, Itzchakov G: The power of listening at work. Annual Review of Organizational Psychology and Organizational Behavior 2022, 9:121–146, https://doi.org/10.1146/annurev-orgpsych-012420-091013.

Reviews conceptualization and measurement of dyadic listening and describes research examining psychological impacts of listening on the speaker, listener, and dyad.

- Itzchakov G, An Kluger, Castro DR: I am aware of my inconsistencies but can tolerate them: the effect of high quality listening on speakers' attitude ambivalence. Pers Soc Psychol Bull 2017, 43:105-120, https://doi.org/10.1177/ 0146167216675339.
- 20. Itzchakov G, Reis HT, Weinstein N: How to foster perceived partner responsiveness: high-quality listening is key. Social and Personality Psychology Compass 2021, 16, e12648, https:// doi.org/10.1111/spc3.12648.
- 21. Reis HT: Perceived partner responsiveness as an organizing theme for the study of relationships and well-being. In Interdisciplinary research on close relationships: the case for integration. American Psychological Association: 2012:27-52.
- 22. Itzchakov G, Reis HT: Perceived responsiveness increases tolerance of attitude ambivalence and enhances intentions to behave in an open-minded manner. Pers Soc Psychol Bull 2021, 47:468-485, https://doi.org/10.1177/0146167220929218.
- Itzchakov G, DeMarree KG, An Kluger, Turjeman-Levi Y: The listener sets the tone: high-quality listening increases attitude clarity and behavior-intention consequences. Pers Soc Psychol Bull 2018, 44:762-778, https://doi.org/10.1177/ 0146167217747874
- 24. Itzchakov G, Weinstein N, Vinokur E, Yomtovian A: Communicating for workplace connection: a longitudinal study of the outcomes of listening training on teachers' autonomy, psychological safety, and relational climate. *Psychol Sch* 2022, https://doi.org/10.1002/pits.22835.
- 25. Itzchakov G, An Kluger: Can holding a stick improve listening at work? The effect of Listening Circles on employees' emotions and cognitions. Eur J Work Organ Psychol 2017, 26: 663-676, https://doi.org/10.1080/1359432X.2017.1351429.
- Itzchakov G, Weinstein N, Legate N, Amar M: Can high quality listening predict lower speakers' prejudiced attitudes? J Exp Soc Psychol 2020, 91, 104022, https://doi.org/10.1016/ j.jesp.2020.104022.

- 27. Lehmann M, An Kluger, Van Tongeren DR: Am I arrogant? Listen to me and we will both become more humble. J Posit Psychol 2021:1-13, https://doi.org/10.1080/ 17439760.2021.2006761
- 28. Rogers CR: A way of being. Boston, MA: Houghton Mifflin.; 1980.
- 29. Itzchakov G. Weinstein N: High-quality listening supports speakers' autonomy and self-esteem when discussing prejudice. International Communication Association Conference May 2003 San Diego CA US 2021, 47:248-283, https://doi.org/ 10.1093/hcr/hgab003.
- 30. Weinstein N, Huo A, Itzchakov G: Parental listening when adolescents self-disclose: a preregistered experimental study. J Exp Child Psychol 2021, 209, 105178, https://doi.org/10.1016/ j.jecp.2021.105178.
- 31. Weinstein N, Itzchakov G, Legate N: The motivational value of listening during intimate and difficult conversations. Social and Personality Psychology Compass 2022, 16, e12651, https:// doi.org/10.1111/spc3.12651.
- Itzchakov G, Weinstein N, Saluk D, Amar M: Connection heals wounds: feeling listened to reduces speakers' loneliness following a social rejection disclosure. Pers Soc Psychol Bull 2022, 01461672221100369, https://doi.org/10.1177/ 01461672221100369.
- Castro DR, Anseel F, An Kluger, Lloyd KJ, Turjeman-Levi Y: Mere listening effect on creativity and the mediating role of psychological safety. *Psychology of Aesthetics, Creativity, and the Arts* 2018, **12**:489–502, https://doi.org/10.1037/aca0000177.
- 34. Priester JR, Petty RE: The gradual threshold model of ambivalence: relating the positive and negative bases of at**titudes to subjective ambivalence**. *J Pers Soc Psychol* 1996, **71**:431–449, https://doi.org/10.1037/0022-3514.71.3.431.
- Thompson MM, Zanna MP, Griffin DW: Let's not be indifferent about (attitudinal) ambivalence. In Attitude strength: anteced-ents and consequences. Edited by Petty RE, Krosnick Lawrence JA, Erlbaum Associates; 1995:361-386.
- Petrocelli JV, Tormala ZL, Rucker DD: Unpacking attitude certainty: attitude clarity and attitude correctness. J Pers Soc Psychol 2007, 92:30-41, https://doi.org/10.1037/0022-3514 92 1 30
- 37. Rios K, DeMarree KG, Statzer J: Attitude certainty and conflict style: divergent effects of correctness and clarity. Pers Soc Psychol Bull 2014, 40:819-830, https://doi.org/10.117 0146167214528991
- 38. Cheatham L, Tormala ZL: Attitude certainty and attitudinal advocacy: the unique roles of clarity and correctness. Pers Soc Psychol Bull 2015, 41:1537-1550, https://doi.org/10.1177/ 0146167215601406
- 39. Van Quaquebeke N, Felps W: Respectful inquiry: a motivational account of leading through asking questions and listening. Acad Manag Rev 2018, 43:5–27, https://doi.org/ 10.5465/amr.2014.0537.
- 40. Miller WR, Rollnick S: Talking oneself into change: motivational interviewing, stages of change, and therapeutic process. J Cognit Psychother 2004, 18:299–308, https://doi.org/10.1891/jcop.18.4.299.64003.
- 41. Ahluwalia R, Burnkrant RE, Mick DG, Brucks M: Answering questions about questions: a persuasion knowledge perspective for understanding the effects of rhetorical questions. *J Consum Res* 2004, 31:26–42, https://doi.org/ 10.1086/383421
- Blankenship KL, Craig TY: Language and persuasion: tag questions as powerless speech or as interpreted in context. J Exp Soc Psychol 2007, 43:112–118, https://doi.org/10.1016/ j.jesp.2005.12.012.
- Williams P, Fitzsimons GJ, Block LG: When consumers do not recognize "benign" intention questions as persuasion at-tempts. J Consum Res 2004, 31:540–550, https://doi.org/ 10.1086/425088.
- Hussein MA, Tormala ZL: Undermining your case to enhance your impact: a framework for understanding the effects of

- acts of receptiveness in persuasion. Pers Soc Psychol Rev 2021, 25:229–250, https://doi.org/10.1177/10888683211001269.
- Minson JA, Chen FS: Receptiveness to opposing views:
   conceptualization and integrative review. Pers Soc Psychol Rev 2022, 26:93-111, https://doi.org/10.1177/ 1088863211061037.

Reviews concept of receptiveness to opposing views, including the interpersonal behaviors that indicate and foster receptiveness as well as the psychological consequences of being receptive.

- Cialdini RB, Green BL, Rusch AJ: When tactical pronouncements of change become real change: the case of reciprocol persuasion. J Pers Soc Psychol 1992, 63:30–40, https://doi.org/10.1037/0022-3514.63.1.30.
- Chen FS, Minson JA, Tormala ZL: Tell me more: the effects of expressed interest on receptiveness during dialog. J Exp Soc Psychol 2010, 46:850–853, https://doi.org/10.1016/ j.jesp.2010.04.012.
- Broockman DE, Kalla JL: Durably reducing transphobia: a field experiment on door-to-door canvassing. Science 2016, 352: 220–224, https://doi.org/10.1126/science.aad9713.
- Kalla JL, De Broockman: Reducing exclusionary attitudes through interpersonal conversation: evidence from three field experiments. Am Polit Sci Rev 2020, 114:410–425, https:// doi.org/10.1017/S0003055419000923.
- 50. Kalla JL, De Broockman: Which narrative strategies durably reduce prejudice? Evidence from field and survey experiments supporting the efficacy of perspective-getting. Am J Polit Sci 2023, 67:185–204, https://doi.org/10.1111/ajps.12657.
  Examined different ways of eliciting participants to consider perspective of a marginalized group (e.g., immigrants) in the context of a canvassing interaction. Found that perspective "getting" (hearing or hearing about the experience of a member of the marginalized group)

lead to more positive attitudes toward the group or group-supporting

polices.

- Kluger AN, Malloy TE, Pery S, Itzchakov G, Castro DR, Lipetz L, Sela Y, Turjeman-Levi Y, Lehmann M, New M, Borut L: Dyadic listening in teams: social relations model. Appl Psychol 2021, 70:1045–1099, https://doi.org/10.1111/apps.12263.
- Kalla JL, Levine AS, De Broockman: Personalizing moral reframing in interpersonal conversation: a field experiment. International Society of Political Psychology 2000, 84: 1239–1243, https://doi.org/10.1086/716944. 2022.
- Itani OS, Goad EA, Jaramillo F: Building customer relationships while achieving sales performance results: is listening the holy grail of sales? J Bus Res 2019, 102:120–130, https:// doi.org/10.1016/j.jbusres.2019.04.048.
- Friestad M, Wright P: The persuasion knowledge model: how people cope with persuasion attempts. *J Consum Res* 1994, 21:1–31, https://doi.org/10.1086/209380.
- Oza SS, Srivastava J, Koukova NT: How suspicion mitigates the effect of influence tactics. Organ Behav Hum Decis Process 2010, 112:1–10, https://doi.org/10.1016/j.obhdp.2009.11.006.
- Tyler JA: Reclaiming rare listening as a means of organizational re-enchantment. J Organ Change Manag 2011, 24: 143–157, https://doi.org/10.1108/09534811111102328.
- Huang K, Yeomans M, Brooks AW, Minson J, Gino F: It doesn't hurt to ask: question-asking increases liking. J Pers Soc Psychol 2017, 113:430–452, https://doi.org/10.1037/ pspi0000097.
- 58. Itzchakov G: Can listening training empower service employees? The mediating roles of anxiety and perspective-

- taking. Eur J Work Organ Psychol 2020, 29:938–952, https://doi.org/10.1080/1359432X.2020.1776701.
- Kalla JL, De Broockman: Voter outreach campaigns can reduce affective polarization among implementing political activists: evidence from inside three campaigns. Am Polit Sci Rev 2022, 116:1516–1522, https://doi.org/10.1017/ S0003055422000132.
- Bechler C, Johnson SD: Leadership and listening: a study of member perceptions. Small Group Res 1995, 26:77–85.
- Cooney G, Mastroianni AM, Abi-Esber N, Brooks AW: The many minds problem: disclosure in dyadic versus group conversation. Current Opinion in Psychology 2020, 31:22–27, https:// doi.org/10.1016/j.copsyc.2019.06.032.
- Yip J, Fisher CM: Listening in organizations: a synthesis and future agenda. Acad Manag Ann 2022, 16:657–679, https:// doi.org/10.5465/annals.2020.0367.

Reviews listening research through three different perspectives: perceived listening, the listener's experience, and listening structures. Describes the challenges of enacting high-quality listening and how listening differs in dyadic versus group environments.

- Riemer H, Shavitt S, Koo M, Markus HR: Preferences don't have to be personal: expanding attitude theorizing with a crosscultural perspective. *Psychol Rev* 2014, 121:619–648, https:// doi.org/10.1037/a0037666.
- 64. Kim HS, Sherman DK: "Express yourself": culture and the effect of self-expression on choice. *J Pers Soc Psychol* 2007, 92:1–11, https://doi.org/10.1037/0022-3514.92.1.1.
- Hofstede G, Hofstede GJ, Minkov M: Cultures and organizations: software of the mind. Revised and expanded. 3rd ed. New York, NY: McGraw Hill; 2010.
- Kim D, Pan Y, Park HS: High-versus low-context culture: a comparison of Chinese, Korean, and American cultures.
   Psychol Market 1998, 15:507–521, https://doi.org/10.1002/(SICI) 1520-6793.
- 67. Hall ET: Beyond culture. 1976. Anchor.
- Matsumoto D: Cultural similarities and differences in display rules. Motiv Emot 1990, 14:195–214, https://doi.org/10.1007/ BF00995569.
- Matsumoto D, Hee Y Seung, Fontaine J: Mapping expressive differences around the world: the relationship between emotional display rules and individualism versus collectivism. J Cross Cult Psychol 2008, 39:55-74, https://doi.org/ 10.1177/0022022107311854.
- Sorokowska A, Sorokowski P, Hilpert P, Cantarero K, Frackowiak T, Ahmadi K, Alghraibeh AM, Aryeetey R, Bertoni A, Bettache K, Blumen S, Błażejewska M, Bortolini T, Butovskaya M, Castro FN, Cetinkaya H, Cunha D, David D, David OA, Dileym FA, AdC Domínguez Espinosa S Donato, Dronova D, Dural S, Fialová J, Fisher M, Gulbetekin E, Hamamcōoğlu Akkaya A, Hromatko I, lafrate R, lesyp M, James B, Jaranovic J, Jiang F, Kimamo CO, Kjelvik G, Koç F, Laar A, Araújo Lopes F de, Macbeth G, Marcano NM, Martinez R, Mesko N, Molodovskaya N, Moradi K, Motahari Z, Mühlhauser A, Natividade JC, Ntayi J, Oberzaucher E, Ojedokun O, Omar-Fauzee MSB, Onyishi IE, Paluszak A, Portugal A, Razumiejczyk E, Realo A, Relvas AP, Rivas M, Rizwan M, Salkičević S, Sarmány-Schuller I, Schmehl S, Senyk O, Sinding C, Stamkou E, Stoyanova S, Šukolová D, Sutresna N, Tadinac M, Teras A, EL Tinoco Ponciano R Tripathi, Tripathi N, Tripathi M, Uhryn O, Yamamoto ME, Yoo G, Pierce JD: Preferred interpersonal distances: a global comparison. J Cross Cult Psychol 2017, 48:577–592, https://doi.org/10.1177/0022022117698039.