Deema Galley (00:03):

I called my manager in Japan who was also an assignee from the U.S. and I said, "What should I do? I'm reading all of these books. Tell me, tell me. What should I do in order to fit in?" And he gave me the worst advice ever. He said, "Just be yourself."

Dr Nick Morgan (00:21):

The whole world of communication, it's handled by body language. It's being cut out and we need to get self-conscious about putting it back in.

Lee Price (00:34):

From Managing Editor Magazine, this is Margins. If you're using content to solve business problems, we made this podcast for you. We'll explore what it means to communicate in the digital age. We'll share stories about the messier side of content marketing. What works, what doesn't, and the big questions we're all asking at work. In this no-advice and no-checklist zone, you'll hear from marketers, creatives, and leaders. You won't walk away from this podcast with all the answers. Instead, we hope we help you think about the questions you should be asking. I'm your host, Lee Price.

Mary Ellen (01:11):

And I'm Mary Ellen [Slayter 00:01:12]. This episode is about communication. You know what I think is the most interesting about this? Is that we have all of these technologies that are supposed to empower us to connect with each other over these boundaries that previously just seemed insurmountable, right? I mean, every day I talk to people all over the world. I'm as likely to talk to my colleagues in Germany as I am in Chicago and it's like, in some ways it doesn't matter. In other ways, it matters a ton. And what I've learned in the few years of doing this as running a remote agency, running a remote team, is that all of these tools that supposedly make it easier to connect in some ways, come with their own new challenges and it can make it a lot harder.

Lee Price (01:52):

And we have to talk about it, right? We can't act like we've all gotten the magic solution because we have Slack now, right? That doesn't mean that I understand what's going on with you or what you're trying to tell me or that I understand my global client base any better than before. It just means I have access to them now.

Mary Ellen (02:08):

Right. I mean, none of these things have proven to be like the Tower of Babel, right? This is not like some magic new translator. We've been waiting for a universal translator 'cause I just saw Captain Marvel and she's like, "What, do you understand me? Is my universal translator not working?" Right? Every day I kind of can feel like that. We're sending these emails. We send messages through Slack. We send things through Basecamp. It's like, "My God, none of them are my universal translator." Where is my universal translator? I don't care about the jet packs. I want the universal translator.

Lee Price (02:37):

Right, and think about it. If you misinterpret a text that your best friend, or your spouse, sends you and you talk to them all day every day in person, think about how likely it is that someone that you've communicated with never online is gonna take your words differently than you meant them. Right? I

don't think we spend enough time thinking about that or talking about that. What is someone's physical and emotional and political context when they open your email? Or, what else is going on in their life when they send you that midnight Slack message red alert?

Lee Price (03:10):

I just don't think we're ... I think we're reading the words on screens and we don't have very much information, usually, about what else is going on around it, and that information is so important.

Mary Ellen (03:20):

And I think that, some ways, people think that video solves all these problems but video also comes with its own challenges. Even if we can have perfect holograms of each other, I still don't think that's a substitute for human interaction. And so, again, in some ways we've been freed, we've been liberated from the constraints of our physical location, and in other ways we just have put new shackles on ourselves.

Lee Price (03:42):

We're kind of reaching a consciousness now where people are like, "Okay, maybe watching Instagram stories for three hours a day makes me feel depressed." People can relate to that, but in general, we're just not ready yet, I feel like, to talk about how our technology and our constant communication makes us feel anything less than enlightened and happy. But I think that that's a really important conversation to have, and I just don't think that our kids are going to be using work communication, especially in the same way that we are now.

Lee Price (04:12):

For me, attention, other people's attention, is a growing treasure for me. I appreciate it so much when someone, in any format, whether it's someone I'm sitting at lunch with who's not looking at their phone the whole time or it's someone who's writing me back an email. I just appreciate when someone has given me their full attention.

Mary Ellen (04:37):

Yeah, I do agree with you that our attention is the most valuable thing we have and I've learned to feel like my attention is the most valuable thing I have to give other people. Whether it's people on my team, whether it's my children, my family. It's my community. It's like, what are the things that I'm going to give my attention to today and this week and are they the actual important things? And just because someone else wants my attention, doesn't mean that they deserve it or that they can get it just because they've intruded in it. Especially, I think, as the older I get I'm sort of shocked by this. I feel like not nearly ... I don't know if it's my age or if it's just my, the fact that I'm running a business now, but I feel like ... And the digital economy, there's so many things that are competing for my attention. Everyday.

Mary Ellen (05:16):

Where, at this point, my most favorite thing to do is to sit in an airplane with no wifi, and it's glorious. I read whole books. I write whole sentences, on paper. I watch whole movies without also multi-tasking. I talk to the person next to me, the Belgian lady, and we talk about french fries and I help her figure out her thing and what she's going to do in New Orleans. And that is ... If I had wifi, I would not have had the opportunity to give my attention. It was actually a completely pleasurable experience. The whole thing.

How many people, now, would tell you that nine hours on a transatlantic flight with no wifi would be a pleasure? It was an absolute pleasure.

Lee Price (05:53):

Yeah, well you're able to connect with things that matter to you. And I think, as marketers, there's a lot of conversation about the attention economy, meaning attention is our goal. It's what we're trying to get. We gotta grab it from people, we've got to snatch it. It's so hard to get, we need to get it from them. Get it, get it, get it.

Lee Price (06:07):

(music) We don't think a lot about what we give out attention to, and I think that that is just as important. As marketers, really, are you giving your full attention to your audience or to your colleagues? And just as humans, it's all related because we're all humans at work trying to talk to other humans, so I think that this is all connected. (music) I'm really excited to share with you a conversation that I cannot stop thinking about. I talked to Doctor Nick Morgan, he literally wrote the book on how to communicate with other people online. It's called "Can You Hear Me? How to Communicate With People in a Virtual World." He's also, as you'll hear, a big fan of emoji's and getting overly explicit in our communication. (music)

Lee Price (06:54):

I asked him exactly why digital communication can be so infuriating.

Dr Nick Morgan (07:01):

Now, what happens in a face-to-face meeting is that you get all the information you're mind craves about the other person's reactions and intents and emotions and attitudes. So you see the twitch in their eye, you see the smile, you see the nod of understanding, you see the frown or the head shake when they don't get it. And so, that's the way we humans are hardwired to communicate. That's easy for us, relatively speaking. And we can maintain strong relationships when we do that, and the most important thing, though, for this discussion and for the virtual world is that those relationships are relatively robust. So, if one of us does something stupid or irritating or rude, if the conversation has been going on long enough, then we're likely to forgive the other person. Or get passed that issue.

Dr Nick Morgan (07:54):

Now what happens when you go to the virtual world is, you cut out all that non-content body language information and so, with that lack of feedback comes a much more fragile relationship. So first of all, misunderstandings develop; you don't get the wink, the nod, so you don't get the joke. Or you don't see that the person is not tracking with you and so you plunge on ahead and assume that all is good. And then, you can't understand it when the other person, say a customer, says, "Well, hang on a minute, you lost me 20 minutes ago." And, the likelihood is they're not going to say that, they're just going to leave.

Dr Nick Morgan (08:34):

But as a result, the relationship is much more fragile, much more likely to be broken and much harder to re-establish if it does get broken. Virtually impossible to re-establish if it does get broken. So that's happens to the relationships, they become ... Because they lack emotional depth, they become much more superficial, fragile and transitory. That's really the nature of virtual relationships, we don't like to think about that because it's not pleasant and there's no easy fix. And the forces that are causing us to

spend so much time in the virtual world are so powerful that they're hard to resist. So, it's as if we were being drowned by the water we swim in.

Dr Nick Morgan (09:22):

What I say in the book, I call 'learning a new language', we have to get more self-conscious. We're all still communicating as if we were communicating face-to-face. And that's perfectly natural, that's what we learned from the cradle how to do. Why would we do any different? But we've substituted this minimal form of communication which has less bandwidth, if you will, less information gets through. We have to shout a little louder, a little more clearly. In the old days, my grandmother, when she first learned how to use a telephone, she used to shout on it and I kept asking her, "Grandma, why do you shout on the telephone?" And it turned out, in her mind, the nearest analogy she could imagine to a telephone conversation was a telegram. She was used to sending telegrams in her day.

Dr Nick Morgan (10:10):

And telegrams, of course, are shortened forms of communication and there's often wild misunderstandings because they're so shortened. And in her mind, that was the nearest analogy and so we tend to communicate in that way, we tend to communicate according to what we're used to or to what seems like a reasonable analogy. And in this case, it simply isn't. It isn't as effective. The whole world of communication that's handled by body language is being cut out, and we need to get self-conscious about putting it back in.

Lee Price (10:45):

So, I asked him how we could learn some of that new language. I mean, we all want better video conferences, right? It turns out, there's a lot of science behind the solution, and maybe a little bit we can learn from Hollywood.

Dr Nick Morgan (11:01):

(music) There's a hierarchy of virtual communication and video conferencing is at the top, it's the best form of virtual communication. Why? Very simply, because at least it does put in some visual cues, you can see the other people's faces. For a funny little reason that has to do with the way the brain works, we find video conferencing tiring. The reason for that, very quickly, is we have this sense, that we're not consciously aware of is, people don't talk about it or we're used to talking about the five senses, but there's really a sixth sense called [proprioception 00:11:33] which is our unconscious minds keeping track of where everybody is in space around us. And you can see the obvious evolutionary reasons why that's important, we want to know where the other people are in case they're safety threats.

Dr Nick Morgan (11:47):

And so, that's one reason, for example, why people find cocktail parties tiring. Because as those people mill around, your unconscious mind is keeping track of where everybody is around you. A cocktail party with 100 people, and it is exhausting, because those people are constantly in motion and you keep track of the people not only in front of you that you can see with your eyes, but with the people behind you with your sense of spacial orientation. So, what happens then on a video conference is, because the three dimensional nature of space is suddenly rendered in two dimensions, is your brain can't make any sense of that. And so, it effect goes into spin, it just whirs desperately, trying to figure out where are those people?

Dr Nick Morgan ([12:32](#)):

And if you imagine a team, where there's six or seven people, what do they look like on the screen? They're kind of stacked up, head's stacked up one on top of another. And, to the unconscious mind, that just makes no sense at all. And so, suddenly you have disembodied bodies floating in space and the unconscious mind doesn't know where they are and it's freaking out and it's saying, "Help, I don't know where these people are. I'm trying to figure it out and I can't." So that's the first thing. And there is a fix for that, it's not perfect, but the fix for that is to provide cues in your video conferencing setup as to where you are in space. And so, in other words, put a poster on the wall behind you so that you give a cue to people as to how far away that wall is from you. Or put a plant on the desk.

Dr Nick Morgan ([13:19](#)):

Sounds kind of comical, but it's a way for your brain to make sense of that set. So you want to think about directing ... Setting it up, staging it like a movie set. With cues as to what the space depth, perception is for people looking at it. And movie directors and stage set designers have been doing this for years, to make the set look bigger or smaller or right size, depending on what effect they're going for. So we need to do the same thing on video conferencing. So first of all, keep it short. Second of all, try to give some spacial cues in your own set up as to where you are, and then third, just remember that what happens when you take the human face and put in two dimensions is that those visual cues, which we're used to getting in a face-to-face conversation, don't look quite the same.

Dr Nick Morgan ([14:18](#)):

So, in three dimensions, I'm used to reading the blank of your eye, your nod, your smile, the twitch of your head. When you put that in two dimensions, it actually flattens it out in a way that makes it just a little bit harder to read, and so we tend to misread those cues a little bit. Now this is subtler, we get most of them, but we don't get them all and we misread people. And so, just remember you need to be very clear about your intent and your attitude, don't allow the video camera to do the work. You need to be talking about how the conversation is making you feel; what your intent is, what you're hoping to achieve out of the conversation.

Dr Nick Morgan ([14:58](#)):

So you have to do more work replacing those clues, even though you think that they're being conveyed by the video conference. It's not 100%, they're not all getting through.

Lee Price ([15:08](#)):

(music) But we're not always talking over video. A lot of times we're talking over text or email and it won't surprise you to know that Nick Morgan has some thoughts on how to make that digital communication better too.

Dr Nick Morgan ([15:21](#)):

There are a number of ways that I talk about in the book that you can do this, but my top three are first of all, put a full sentence in the subject matter heading that says exactly what the person's going to get out of this. This email is to let you know you did a great job on something, congratulations. You're just removing ambiguity. What's in it for the reader? Get it in one sentence. And I say sentence deliberately, meaning use subjects and verbs because people tend to put things like 'networking' in as a subject header. Or, 'quick thought' or something like that. And of course, that just creates ambiguity. Quick thought about what? Networking for whom? And so, that's the first thing is, put that header in. The

second, and I did an op-ed for the Wall Street Journal on this and it got a lot of really funny comments, very much divided along generational lines. So I said, everybody should start using emoji's all the time. It's just going to save a whole bunch of effort.

Dr Nick Morgan (16:29):

Emoji's are, in effect, putting the emotions back in that virtual communications take out. So put in a smiley face. If you send the two word email, 'great job', with a smiley face, the subordinate will get it. They will not go in to panic mode. Problem solved. Of course, people ... There's actual research on this, people over a certain age think that emoji's are silly or childish or beneath their dignity or not business like, and so they're afraid to use it. So my call to those people is, get over it. Get over yourselves. Embrace the emoji's, start using them, embrace gif's, whatever it takes to put more emotions back in to the emails.

Dr Nick Morgan (17:15):

And the third one, and this is sort of the subtlest, but when it's an important subject, more than just a 'great job' email, but when you're trying to actually convey something of some import, then at the end of the email put in sentence like, "Please leet me know how this email affected you. How did it make you feel? My intent was to do X, Y or Z, how did it make you feel?" By asking that question, you're not only might find out how the other person felt as a result, but you might also signal to them that you're giving them the respect and the dignity of wanting to know how they feel.

Dr Nick Morgan (17:54):

So those are my top three recommendations for making-

Lee Price (18:00):

Well I love to hear that you're pro emoji, that's awesome. I really like them too, for that exact reason.

Dr Nick Morgan (18:05):

Yeah, saves untold agony. [crosstalk 00:18:09]

Lee Price (18:11):

It really makes me feel a connection.

Dr Nick Morgan (18:12):

Exactly. Just think about the level of ... So, if you ... How many emails you have to send to untangle a misunderstanding if one arises, right? It takes, what, six, seven, eight more emails. You go, "No, I'm sorry I didn't mean that," "Well, what did you mean?" "Well, I didn't mean ... no, no, no, what I meant was ..." "Well, that didn't make any sense," "Oh I'm so sorry." You just send these emails back and forth and the emoji just short circuits all that.

Lee Price (18:32):

(music) So we talked about crossing the digital divide, but what if you're also crossing international borders at the same time? I reached out across the Atlantic to my friend and frequent collaborator [Felix Wetzel 00:18:49]. We started out by discussing how we all have to navigate stereotypes when we start to have these conversations.

Felix Wetzel ([18:57](#)):

I think probably, it's what you told me before about [inaudible 00:19:01] that if you come .... People have a preconception of who you are, based on your nationality. Or how it might be based on your nationality. So you know, like, if you're German you're seen as very serious, very direct, don't understand any humor and that's how people see you. And sometimes it's, A) getting across that or, maybe like I said with your other ... the other person that's interviewed, they might feel upset if you're not ... Or need some time to warm to you if you're not falling into your stereotypes. So I think that's one of the things, how do you deal with this stereotype yourself? And how does your audience deal with the stereotype, especially if you're not stereotypical.

Felix Wetzel ([19:52](#)):

At the beginning we said, well it would be difficult for you as an American in Germany because we have a certain stereotype of how Americans will behave. And we'll immediately overlay it. That's the first one. The second one is often done, especially if you communicate in different languages is, knowing the right words. For example, I'm in ... I've obviously lived in the U.K. for a long time and work mainly in English speaking countries, which means I know a hell of a lot of vocabulary, especially about the internet and our talent acquisition recruitment and AI in English, but not in German. So when I went to Germany to give a presentation in German, I actually struggled to know what other precise terms, I had to ask a couple of friends about how would you say 'applicant tracking system' in German.

Felix Wetzel ([20:41](#)):

Now, so I think that's an interesting ... The reverse engineering to your own mother town, when you have actually learned part of it in a different setting, it's quite interesting. And secondly, or thirdly, the very interesting part is that actually how all of those different languages mix. So you can actually say 'applicant tracking system' in Germany, and in Germany you can throw it into German sentence and everyone knows what it is. Which obviously, then, has an impact on the German language if you suddenly throw in English expressions or words.

Lee Price ([21:15](#)):

It's got me realizing something about some of the work that I do where I'm taking things that are written in English by native German speakers and not just converting them into English-English in the way that they are thinking, but thinking about the way they're describing things. I just had little light bulb from that. I think I can do some of it subconsciously, but there's definitely some ways that things get described, that I have to like ... It's not a direct, like, the words get moved over in this very direct way, but it's like, no we actually use a whole different way of describing this, this thing in recruiting. It's like culturally, a completely different thing. It's not just a different word for the same thing.

Felix Wetzel ([21:55](#)):

[crosstalk 00:21:55] It's an entire dimension of different meaning behind it. As a non-English mother town speaker, and you say ... You write certain things, you say certain things in English, which more or less [inaudible 00:22:10] and make no sense and people can immediately spot that you're not English.

Lee Price ([22:17](#)):

Finally, I ask Felix a question I've always wondered. What do you do when things go wrong and you're misunderstood across all of this asynchronous communication. How do you stop things from getting into crisis mode?

Felix Wetzel ([22:28](#)):

You call to explain, apologize-

Lee Price ([22:32](#)):

We still talk to people? Wait, wait, wait, we still talk to people on the telephone? Is that a thing? In 2019?

Felix Wetzel ([22:38](#)):

Absolutely. I see this like a hierarchy; I don't speak with many people on the phone, but when I speak with people, it's important. These are conversations that you want to have, they are more direct and you want to have them on the phone because you want to deliver something important and it's clearly more important that I call you than I send an email.

Lee Price ([23:01](#)):

(music) Sometimes digital collaboration isn't enough and we have to travel around the world and get together and meet with our teams in person. But when we do that, there can still be a lot of barriers. I talked to my friend [Deema Galley 00:23:13] for some advice. She's an international speaker and leadership coach who's a true citizen of the world. She was born in Turkey, she was raised in Jordan and she moved to the United States more than 20 years ago. When we started our conversation, I asked Deema to list all the countries she's been to.

Deema Galley ([23:29](#)):

I lived in Japan, I've been to Taiwan, I've been to China. In the Middle East, of course Jordan, Syria, United Arab Emirates. I have been to France, Italy, Germany. I've worked in Germany a little. South Africa, all over the U.S. and Canada. So these are some of the countries that's come to my mind.

Lee Price ([23:54](#)):

Mm-hmm (affirmative)- blends together, right? So when you're thinking about your experience working in all of these places, what would you say is the hardest thing about coming in and working in a community? You come in as an outsider, right? What's the hardest thing about connecting with your co-workers when you do this?

Deema Galley ([24:13](#)):

Recognizing, especially when I work in a global environment, that the American way is not the only way. So when I came to the U.S., moved in '96, I was groomed early on for the American way of doing business. And I loved it, I'm direct, I'm right to the point. And that has worked so well for me, and as a result I've got promotions and amazing opportunities. But I learned so early on with a lot of mistakes that when I'm working with individuals globally, the directness that we appreciate in the U.S. and how we have project slides and due dates, that sometimes doesn't work with other countries.

Deema Galley ([24:53](#)):

I remember when I got my assignment in Japan, as I was working for IBM, I called my manager in Japan, who was also an assignee from the U.S., and I said, "What should I do? I'm reading all of these books about the Japanese culture, but tell me, tell me, what should I do in order to fit in?" And he gave me the worst advice ever. He said, "Just be yourself." So I went to Japan and I was myself; I was communicating

in a direct way, putting deadlines and targets and trying to ensure that the work is getting done and after few weeks, my team started resisting me and they stopped responding to my emails and sometimes not even attend my meetings. So I had to take a pause back and recognize what is going on? Because I thought I was doing everything right, that's what I'm told the right way of doing business.

Deema Galley ([25:50](#)):

So I started talking to the team members and specifically to the interpreters who come with me, or with the other executives, to help us in meetings. And is said, "What am I doing? What is wrong?" And they said, "Well, you are extremely direct, and that puts off the Japanese team." In their situation being very humble and calm in the communication style and being ... I don't want to use the word respectful because I was respectful, but to them it's a whole different level of respect. So they said because I am so direct in my style, that resulted in my team resisting me. And I had to change everything early on, which was extremely hard because it was not my personality, but I had to learn as a leader I need to transform as well when I'm working in a global environment.

Deema Galley ([26:47](#)):

My communication style has to adapt depending on the different cultures that I'm working with, because at the end of the day it's not about me. It is about them, and ensuring that they feel safe, engaged and feeling at their best as they working with me. So that was a wonderful lesson learned, that I use that now even when I'm not working in a global environment, regardless who I'm working with, I'm constantly trying to get a sense of the individual and the best way to engage them and get the best out of them.

Lee Price ([27:20](#)):

How old were you when that happened?

Deema Galley ([27:22](#)):

I was in mid-30's.

Lee Price ([27:23](#)):

If only we could learn these things in our teens. It would be so much easier, like oh man that's tough.

Deema Galley ([27:31](#)):

They don't teach that in school. I have my MBA, nobody talked to me about this in the MBA. Even when I read a lot of books about the cultural differences between the American culture and the Japanese. I would not read these things. They would say how to bow and how to eat and the importance of going out and drinking with them, that's what they talked about. But nobody really went into these details that I believe are the most valuable.

Lee Price ([28:01](#)):

How do you learn these things, right? So, like I mentioned earlier, I'm going to go see my co-workers in Germany in a week. I guess it's a week, right? I do know them somewhat, but ... How should somebody prepare themselves for that? To make sure that they're really being affective?

Deema Galley ([28:21](#)):

Four things I usually do, the simplest one is go online or get a book and read, overall, high level, about that culture. In your situation, the German culture. The second thing I would do, and this is a lot of fun, is to learn few words in the country that you're going to. So in your situation, German. Learn how to say 'hello', learn how to say 'please', even some funny words, and that will help you engage more with them because they're going to laugh at you. You're going to say the words incorrectly anyways, and that's going to create some more fun way of communication. The other thing that I do is I always look for a cultural mentor. I ask for somebody ahead of time that I can talk to. That individual is ... What I would look for from that individual is to give me guidance ahead of time.

Deema Galley (29:12):

And while I'm there, to help me, especially if I am making mistakes. There are a lot of cultures where simple things that we would do, that we don't even realize we're offending other people. Somebody needs to open our eyes to that. And then, the other thing is to just be ... To look around and read body language of other people, and see, are they engaged? Are they feeling happy to be around you? Or do you get a sense of resistance? And one of my favorite stories, I learned in the books that it's important to be on time when you're working with Japanese teams. So I went to meetings always on time, and I would always sit in my favorite chair and that is the one facing the door. But every time I would go to meetings early and sit in that chair, the team would look so tense and they would look at me but the wouldn't tell me what is going on.

Deema Galley (30:10):

I could feel that there's just something wrong and at meeting after meeting it's the same sense. And then one day, I asked one of the interpreters who became my cultural mentor, and I said, "What is going on? What am I doing?" And she said, "You don't know what you're doing?" I said, "No." She said, "You, in the Japanese culture, in the seat that is facing the door, is reserved for the most important person in the room. And the one to the right, is the second person in command and the one to the left of that seat is the third person in command. The least important person is supposed to sit with their back behind the door." Where I was supposed to be sitting.

Deema Galley (30:52):

And here i am, going to the meeting, sitting in the most important seat and to them, that meant either I have a lot of ego thinking I'm more important than all of them, or, I had no clue and no understanding of their culture, which both of them are such a bad messages to give to my team. And, I had to learn these things. It was painful and nobody would come to me and tell me these things, but it was a matter of observing; are they having fun with you? Or do you sense that there's something wrong and who do you go to talk when you are feeling that sense?

Lee Price (31:29):

People are scared to have these conversations, I think they're worried that, oh those are stereotypes and I don't want to believe stereotypes about people. Have you ever encountered that? I think they're nervous to say, oh these people are ... What's the difference between a stereotype and cultural norms?

Deema Galley (31:47):

Everything I talked about they are cultural norms because they apply them every single day and every culture, they have their certain way of communicating and operating. So that is a cultural norm. And that's where communication becomes so important. We don't realize in the U.S. how fast we speak. And

we use a lot of American lingo that confuses a lot of people, so that's why as we are in a global environment, whether you're working one-on-one with an individual from another country or whether you're on a conference call with 15 people from so many different countries or more. We just need to learn to start speaking a little slower to ensure that they understand and at the same time, it's okay to repeat ourselves. Here in the U.S we say, "Don't keep repeating the same message," no, it's okay to repeat it because you want to ensure that the individual is understanding what you're saying.

Deema Galley ([32:44](#)):

So when I used to manage teams, especially the ones in China, there's something about the team in China, if they didn't understand what I said, they wouldn't say it. Because they felt that if they said, "Deema we cannot understand what you just said," that would come across that they are not smart enough. And I would think, we're good, we're moving on. But it wouldn't be good because they're still stuck. So what I started doing is, repeating myself, sometimes two or three times and then after the meeting sending a summary of everything we talked about, just in case if they didn't understand it after three times on the phone call the would have it in writing. In an email. And I'm giving them the chance to do their job, even though it's going to require so much more work from my site.

Lee Price ([33:34](#)):

I love when people do that, even if they're both Americans, because a lot of times there's so much material and you're just like, okay is this what we agreed to? It goes so fast, 'cause it does, it goes so fast.

Deema Galley ([33:46](#)):

I tell you what I learned from all ... Living around the world and speaking to people and coaching people from all different background. We are all the same. So yes, we speak different languages and we may sit at different seats at the table, but at the end of the day, the reason I am so at ease and comfortable when I'm working with people from around the world is I know in my heart that we're all the same. We have the same needs, the same aspirations. We all want to be respected, we all want to advance, we all want to be loved, we all want a good life. But if I focus more on what makes us similar than what makes us different, and instead use our differences to feed my curiosity and to create a sense of fun and jokes, that's how I just go and I'm able to communicate with anybody from all around the world, regardless of their age and background.

Lee Price ([34:45](#)):

(music) I think my big takeaway isn't about how to write a more succinct emails or even about how to use emojis more seamlessly in my communication, I think my takeaway from these three conversations is just to be more generous when I'm communicating. So that mean to give more of myself and be more authentic and present when I'm communicating with other people, no matter what format that takes. And also, just to be generous in assuming the best intentions from other people. That can be really hard for me to do, I'm kind of sensitive and I often think that people are slighting me in some way. It's something I've always been working on, but I think generosity is my big takeaway for myself and my takeaway for everyone who's listening is just, let's all be more generous when we talk to each other online.

Lee Price ([35:37](#)):

That's it for this episode of Margins by Managing Editor. Find us in iTunes, [Stitcher 00:35:42], or wherever you listen to podcast. You can subscribe to hear more about the messier side of marketing. And if you'd like to communicate with us digitally a little more often, we send out an email every Friday morning. You can join the club at managingeditor.com/subscribe.

Lee Price ([35:58](#)):

Thanks to the team who helped make this episode, our guests; Doctor Nick Morgan, Felix Wetzel and Deema Galley. CEO of [Rep Cap 00:36:07] Mary Ellen Slayter, editor and producer and the person who's responsible for the awesome original music in this podcast, Wes [Kennison 00:36:15]. Assistant Editor, [Taylor Stoma 00:36:17]. Writer [Rex Neu 00:36:18] and me, the Managing Editor of Managing Editor, Lee Price. We'll see you next time. (music)

Lee Price ([36:29](#)):

Doo doo doo doo, doo doo doo doo. Cool, we're done.