

## 69. Interaction Drivers

*What influences how I interact with another person?*

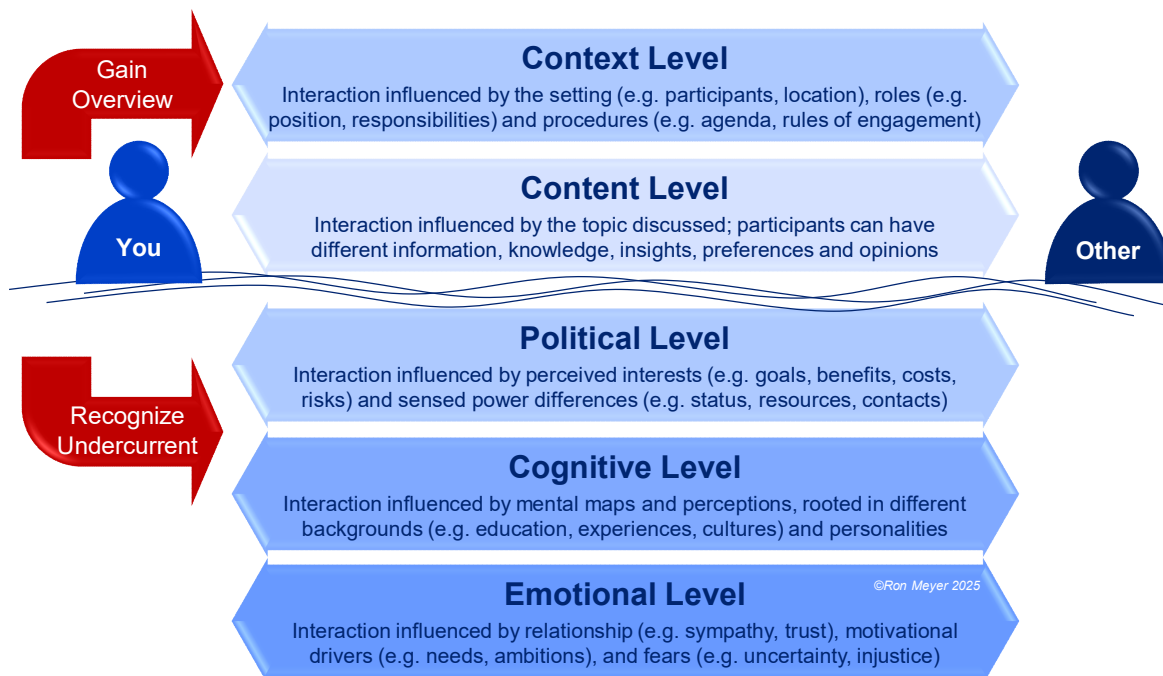
### Key Definitions

Managers and employees *interact* with each other and with the outside world on a daily basis – they talk, discuss, argue, laugh, decide, plan, check in and fight, not necessarily in that order. They interact one-on-one, but also in groups, and for a variety of reasons.

Interaction between people is so normal, that we hardly realize that every interaction is unique and is shaped by a wide range of influencing factors. Some of these *interaction drivers* are fixed but some can be adapted, which can significantly change the interaction dynamics.

### Conceptual Model

The *Interaction Drivers* framework outlines the five levels of influencing factors that determine how an interaction between two people takes place. Most people will interact with each other around a particular topic (the *content level*), but the way they interact will be governed by some overarching circumstances (the *context level*). At the same time, under the surface, the interaction will be impacted by political, cognitive, and emotional factors on both sides. The framework is intended to help people understand what is driving their interactions, making them aware that they shouldn't only focus on the content being discussed, but need to zoom out to understand how various context factors are shaping behaviors, while at the same time acknowledging the powerful influence of the *undercurrent*.



### Key Elements

The five levels of interaction drivers are the following:

1. **Content Level.** This is the level of the topic itself – what people believe they are interacting about. Obviously, talking about last night's game will be a different type of interaction than

discussing the poor sales numbers, arguing about the next elections, or deciding where to place the new coffee machine. In each case, people can have different levels of information and knowledge, varying insights and evaluations, and diverging preferences and opinions.

2. **Context Level.** If you could hover over two people interacting, you could see how their behavior is shaped by various conditions, such as the *setting* (in the office or the bar, with just two people or a whole team) the *timing* (on Monday morning or Friday afternoon, in January or tomorrow), their *roles* (between colleagues or with your boss, with a problem owner or the doorman) and *procedures* (with or without an agenda and meeting rules).
3. **Political Level.** While the context factors are out in the open, the political factors shape the interaction under the surface. People will have different *interests* (striving for different goals and benefits, while avoiding various costs and risks), but will also have a perception of the interests driving their counterpart. At the same time, both sides will have an estimation of their own level and sources of *power* vis-à-vis the other.
4. **Cognitive Level.** Even deeper under the surface will be the divergent worldviews shaping what people say and do. Both sides will have different *mental maps*, formed by their unique set of experiences, educational backgrounds and cultural heritage, but also by different *personalities*, all contributing to a different way of interpreting what is going on. People are usually unaware of the lens they look through, assuming the way they think is “normal”.
5. **Emotional Level.** At the deepest level, interactions will be shaped by both sides’ emotions, such as how they *feel about the other* (do they like and trust the person?), their *motivations* (what are their needs and ambitions?) and their *fears* (are they worried about what might happen or being treated unfairly?). People often lack enough *emotional intelligence* to recognize their counterpart’s feelings, but also to recognize and understand their own.

## Key Insights

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- **Interactions are shaped by a range of drivers.** Each simple interaction between people is determined by a complex array of influencing factors, making each interaction essentially unique. Therefore, understanding why both sides of an interaction behave in the way they do, can be difficult. The Interaction Drivers framework helps with this task.
- **Interactions are shaped by content factors.** When people interact, it is generally around some topic or issue. The type of subject will have a huge impact on how they interact – talking about the weather will be different than deciding on a big investment. But also, people’s information, knowledge, insights, preferences and opinions will be important. All these content factors tend to be *on the surface* and therefore relatively easy to recognize.
- **Interactions are shaped by context factors.** Every content interaction is also governed by a variety of interaction conditions, such as the setting, the timing, the participants’ roles and the procedures to which they adhere. These context factors are often not directly recognizable on the surface but require the observer to *zoom out* to see them.
- **Interactions are shaped by undercurrent factors.** At the same time, there are always factors *under the surface* shaping people’s attitudes and thereby impacting their interactions. These undercurrents are people’s *political considerations* (their interests and power), their *cognitive filters* (their mental maps and personalities) and their *emotional drivers* (their feelings towards each other, motivations and fears).
- **Interactions can be understood and adapted.** The Interaction Drivers framework can be used afterwards to make sense of a past interaction, or during an interaction to understand what is happening. But ideally, the framework can be employed to anticipate a future interaction and to adjust one’s approach ahead of time to get the best possible outcome.

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## **Meyer's Management Models**

### ***Insightful Tools to Kickstart Your Thinking***

#### **Publication Schedule**

<b><i>July 2019</i></b>	<b><i>Mind the Gap Model</i></b>	<b><i>Change Management</i></b>
<b><i>August 2019</i></b>	<b><i>Digital Platform Map</i></b>	<b><i>Digital Strategy</i></b>
<b><i>September 2019</i></b>	<b><i>Interaction Pressure Gauge</i></b>	<b><i>Interpersonal Interaction</i></b>
<b><i>October 2019</i></b>	<b><i>Revenue Model Framework</i></b>	<b><i>Revenue Model Typology</i></b>
<b><i>November 2019</i></b>	<b><i>House of Engagement</i></b>	<b><i>Organizational Engagement</i></b>
<b><i>December 2019</i></b>	<b><i>Confidence Quotient</i></b>	<b><i>Trust Building</i></b>
<b><i>January 2020</i></b>	<b><i>Competition Tornado</i></b>	<b><i>Competitive Strategy</i></b>
<b><i>February 2020</i></b>	<b><i>11C Synergy Model</i></b>	<b><i>Corporate Synergy Management</i></b>
<b><i>March 2020</i></b>	<b><i>Leadership Fairness Model</i></b>	<b><i>Leader-Follower Interaction</i></b>
<b><i>April 2020</i></b>	<b><i>Strategic Agility Model</i></b>	<b><i>Strategy Process Approach</i></b>
<b><i>May 2020</i></b>	<b><i>Control Panel</i></b>	<b><i>Corporate Control Dimensions</i></b>
<b><i>June 2020</i></b>	<b><i>Rising Star Framework</i></b>	<b><i>Talent Management</i></b>
<b><i>July 2020</i></b>	<b><i>Strategy Development Cycle</i></b>	<b><i>Strategy Process Steps</i></b>
<b><i>August 2020</i></b>	<b><i>7I Corporate Center Model</i></b>	<b><i>Corporate Organization</i></b>
<b><i>September 2020</i></b>	<b><i>Storytelling Scripts</i></b>	<b><i>Leadership Communication</i></b>
<b><i>October 2020</i></b>	<b><i>Strategic Bets Framework</i></b>	<b><i>Strategic Decision-Making</i></b>
<b><i>November 2020</i></b>	<b><i>Rebound Model of Resilience</i></b>	<b><i>Organizational Resilience</i></b>
<b><i>December 2020</i></b>	<b><i>4C Leadership Capabilities</i></b>	<b><i>Leadership Competences</i></b>
<b><i>January 2021</i></b>	<b><i>Digital Product Model Dial</i></b>	<b><i>Digital Strategy</i></b>
<b><i>February 2021</i></b>	<b><i>Digital Distribution Model Dial</i></b>	<b><i>Digital Strategy</i></b>
<b><i>March 2021</i></b>	<b><i>Empowerment Cycle</i></b>	<b><i>Employee Empowerment</i></b>
<b><i>April 2021</i></b>	<b><i>Innovation Box</i></b>	<b><i>Innovation Approaches</i></b>
<b><i>May 2021</i></b>	<b><i>Knowledge Sharing Bridges</i></b>	<b><i>Best Practice Sharing</i></b>
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<b><i>July 2021</i></b>	<b><i>Everest Model of Change</i></b>	<b><i>Change Management</i></b>
<b><i>August 2021</i></b>	<b><i>Fruits &amp; Nuts Matrix</i></b>	<b><i>Priority-Setting</i></b>
<b><i>September 2021</i></b>	<b><i>Powerhouse Framework</i></b>	<b><i>People &amp; Organization Strategy</i></b>
<b><i>October 2021</i></b>	<b><i>Strategy Hourglass</i></b>	<b><i>Strategy-Making Steps</i></b>
<b><i>November 2021</i></b>	<b><i>Disciplined Dialogue Model</i></b>	<b><i>Interpersonal Communication</i></b>
<b><i>December 2021</i></b>	<b><i>Team Building Cycle</i></b>	<b><i>Team Building Process</i></b>
<b><i>January 2022</i></b>	<b><i>Market System Map</i></b>	<b><i>External Analysis Framework</i></b>
<b><i>February 2022</i></b>	<b><i>Strategic Alignment Model</i></b>	<b><i>Business Level Strategy</i></b>
<b><i>March 2022</i></b>	<b><i>Creativity X-Factor</i></b>	<b><i>Creativity Enhancement</i></b>
<b><i>April 2022</i></b>	<b><i>Organizational System Map</i></b>	<b><i>Organizational Analysis</i></b>
<b><i>May 2022</i></b>	<b><i>Corporate Value Creation Model</i></b>	<b><i>Corporate Level Strategy</i></b>
<b><i>June 2022</i></b>	<b><i>Change Manager's Toolbox</i></b>	<b><i>Change Methodologies</i></b>

<b>July 2022</b>	<b>Sustainable You Model</b>	<b>Personal Sustainability</b>
<b>August 2022</b>	<b>Value Proposition Dial</b>	<b>Business Level Strategy</b>
<b>September 2022</b>	<b>The Tree of Power</b>	<b>Organizational Power</b>
<b>October 2022</b>	<b>Psychological Safety Compass</b>	<b>Team Dynamics</b>
<b>November 2022</b>	<b>Strategic Action Modes</b>	<b>Strategy Process</b>
<b>December 2022</b>	<b>Corporate Management Styles</b>	<b>HQ Management</b>
<b>January 2023</b>	<b>Thinking Directions Framework</b>	<b>Reasoning Skills</b>
<b>February 2023</b>	<b>5I Innovation Pipeline</b>	<b>Innovation Process</b>
<b>March 2023</b>	<b>Resistance to Change Typology</b>	<b>Change Management</b>
<b>April 2023</b>	<b>Ambition Radar Screen</b>	<b>Motivation Analysis</b>
<b>May 2023</b>	<b>Corporate Strategy Framework</b>	<b>Corporate Strategy</b>
<b>June 2023</b>	<b>Cultural Fabric Model</b>	<b>Organizational Culture</b>
<b>July 2023</b>	<b>New Pyramid Principle</b>	<b>Presentation Approaches</b>
<b>August 2023</b>	<b>Activity System Dial</b>	<b>Value Creation Analysis</b>
<b>September 2023</b>	<b>Customer-Centricity Circle</b>	<b>Organizational Design</b>
<b>October 2023</b>	<b>Status Snakes &amp; Ladders</b>	<b>Leadership Branding</b>
<b>November 2023</b>	<b>Stakeholder Stance Map</b>	<b>Stakeholder Management</b>
<b>December 2023</b>	<b>Best Practice Sharing Modes</b>	<b>Sharing Methods</b>
<b>January 2024</b>	<b>Duty of Care Feedback Model</b>	<b>Feedback Method</b>
<b>February 2024</b>	<b>BOLD Vision Framework</b>	<b>Organizational Vision</b>
<b>March 2024</b>	<b>MOVING Mission Framework</b>	<b>Organizational Mission</b>
<b>April 2024</b>	<b>Leadership Circle Map</b>	<b>Leadership Skills</b>
<b>May 2024</b>	<b>Digitalization Staircase</b>	<b>Digital Strategy</b>
<b>June 2024</b>	<b>Time Management Funnel</b>	<b>Personal Time Management</b>
<b>July 2024</b>	<b>Wicked Problem Scorecard</b>	<b>Organizational Decision-Making</b>
<b>August 2024</b>	<b>Hunting &amp; Farming Typology</b>	<b>Sales Management</b>
<b>September 2024</b>	<b>Guiding STAR Matrix</b>	<b>Objective Setting Approach</b>
<b>October 2024</b>	<b>Corporate Synergy Typology</b>	<b>Corporate Level Strategy</b>
<b>November 2024</b>	<b>Self-Centered Thinking Traps</b>	<b>Thinking Styles</b>
<b>December 2024</b>	<b>Sustainability Maturity Ladder</b>	<b>Sustainability Management</b>
<b>January 2025</b>	<b>Top Line Growth Pie</b>	<b>Growth Strategy</b>
<b>February 2025</b>	<b>Innovation Sins &amp; Virtues</b>	<b>Innovation Management</b>
<b>March 2025</b>	<b>Interaction Drivers</b>	<b>Communication Determinants</b>
<b>April 2025</b>	<b>Frictionless Flow Framework</b>	<b>Customer Journey</b>
<b>May 2025</b>	<b>Embedded Innovation Pipeline</b>	<b>Innovation Management</b>
<b>June 2025</b>	<b>New Learning Curve</b>	<b>Personal Learning</b>
<b>July 2025</b>	<b>Performance Assignment Matrix</b>	<b>Corporate Strategy</b>
<b>August 2025</b>	<b>Change Management Phases</b>	<b>Change Management</b>
<b>September 2025</b>	<b>Core Courage Model</b>	<b>Leadership Behaviors</b>
<b>October 2025</b>	<b>Synergy Value Matrix</b>	<b>Corporate Level Strategy</b>

November 2025	Triple Diamond Model	Organizational Decision-Making
December 2025	Embedded Identity Model	Personal Awareness
January 2026	Partnership Distance Model	Interorganizational Relations
February 2026	Dynamic Organization Paradigm	Human-centered Organization
March 2026	Leadership Journey	Leadership Development
April 2026	Low Performance Team Slide	Team Building