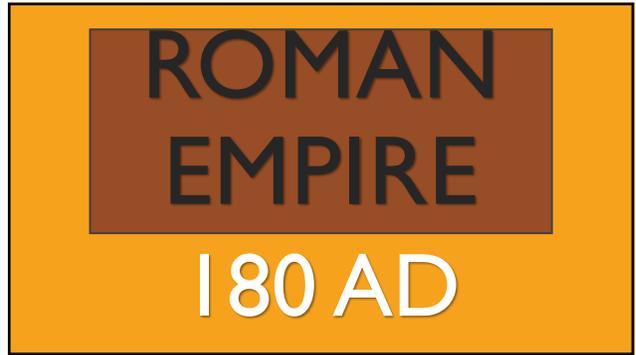




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TWO TALES OF A CITY HOSPITAL

- Of Hahnemann, which he described as struggling in recent years, Wolfman said Paladin would work "to return it to its rightful place in the landscape of health care. It has a place. It has long been successful, and we will figure it out.
- Tenet will leave Philly, selling Hahnemann, St. Christopher's to Paladin**
by Harold Brubaker
Posted September 1, 2017.
- [Will the Hahnemann Sale Have Real Estate Implications?](#)
Sep, 15, 2017 | 2 Comments | Login Source
- Disclaimer: The following story is pure speculation and we're writing it without any inside information whatsoever. That being said, if any of this comes true, you heard it here first

7

Is Singapore's "fake news" law curbing free speech

spy equipment embedded in 2000 rupee
Lisbon earthquake of 1755
Bernardino da Feltré
Pizzagate
CDC doctor - flu vaccine causing deaths

Spanish-American war

Benjamin Franklin, American Indians and King George III
Transgender care linked to the deaths of thousands
Increased violence against Muslims in Myanmar
Government conspiracy tied to yellow fever vaccine in Brazil
Obama injured in White House explosion
Witch hunters

Google
Twitter
Facebook
WhatsApp

8

NO FINANCIAL OR OTHER DISCLOSURES

9

OBJECTIVES

- Review the use of gossip and fake news throughout history.
- Examine the factors motivating gossip within the organizational structure.
- Analyze the impact of social media on gossip and fake news.
- Investigate the potential use of mathematical models in steering us to "truth."

10

WHY AND HOW PEOPLE GOSSIP

Eckhaus, E. & Ben-Hador, B. (2018). To Gossip or Not to Gossip: Reactions to a Perceived Request to Gossip - A Qualitative Study. *Trames*, 22, 273-288.

- Gossip is about creating community and defining social norms.
- Gossip may have an unwarranted negative association.
- Eckhaus, et al study:
 - College juniors asked friends and family to describe a 3rd party to another friend.
 - Positive traits used in 3168 texts vs 1054 negative traits.
 - Only 1.5% used physical or appearance based traits and most of those were positive.

11

WHAT ARE THE SOCIAL CONSTRUCTS NEEDED FOR INFORMATION TO FLOW

Grosser, T., Lopez-Kidwell, V & Labianca, G. (2010). A Social Network Analysis of Positive and Negative Gossip in Organizational Life. *Group & Org Mgmt*, 35(2), 177-212.

- Triad of gossiper, listener and target.
- Socialability, shared experiences and privacy.
- Negative gossip signifies a strong bond.
- Neither positive nor negative information flows easily between acquaintances.
- Ellickson, et al look at cattle ranchers.
- Federal and state laws don't matter where "neighborliness" is prized.
- Positive information may be used to benefit the gossiper.

12

WHEN GOSSIP GOES WRONG OR RIGHT OR AT LEAST NOT IN YOUR FAVOR

Kuo, C. Chang, K. Quinlan, S. Lu, C. Lee, I. (2015). Gossip in the workplace and the implications for HR management: a study of gossip and its relationship to employee cynicism. *Internat J HR Man*, 26(16), 2288-2307.

- When gossip takes on the form of job-related information, it negatively impacts employee morale.
- 362 employees from 26 companies in different industries and of different sizes in Taiwan.
- The level of employee disgruntlement within an organization is mediated by the type of job-related gossip.
- Where management is abusive or disrespectful there is a surge in total gossip within the organization and ultimately cynicism.

13

WHO DO WE WANT TO EXCHANGE INFORMATION ABOUT AND WHY

Melwani, Shari, "A Little Bird Told Me So...: The Emotional, Attributional, Relational And Team-Level Outcomes of Engaging in Gossip" (2012) Faculty Accessibility Peer-Reviewed, 136

- In 2007, McAndrew and Garcia asked college students to look at 12 gossip scenarios with positive and negative information.
- More interested in persons of our same gender and age.
- More interested in rivals and protective of friends.
- More likely to share negative information about rivals or superiors.
- Positive information about rivals not interesting.
- Melwani, looking at the emotional benefits of gossip found negative gossip improves mood more than positive information does.

Category	Negative Gossip	Positive Gossip
Gossip	4.12	2.50
Self-disclosure	1.61	1.18
Fake Discussion	1	1

14

GOSSIP AS A GUIDE TO PERFORMANCE

Melwani, Shari, "A Little Bird Told Me So...: The Emotional, Attributional, Relational And Team-Level Outcomes of Engaging in Gossip" (2012) Faculty Accessibility Peer-Reviewed, 136

- Used to define punishment and rewards.
- Kniffin et al, found rowing team members increased gossip when one member bucks the norms.
- Knez et al, looked at a multinational airline and their bonus structure.
- Gossip is almost requisite at the highest levels for flow of communication.
 - The Pinto.
- Managers consider gossipers low performers.

15

THE RAPID SPREAD OF INFORMATION HAS HUGE POLITICAL, SOCIAL AND ECONOMIC RAMIFICATIONS

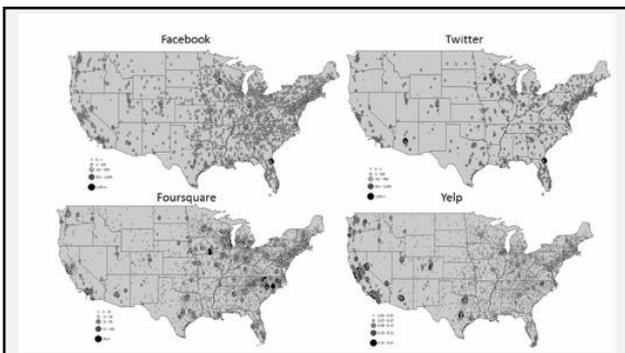
Reaction to fake tweet

The Dow Jones dropped when a fake Associated Press tweet said that there were explosions at the White House.

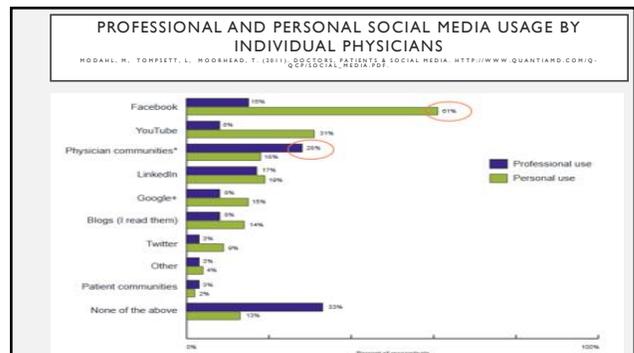
Dow Jones Industrial average
Tuesday, April 23, 2013

Source: Bloomberg

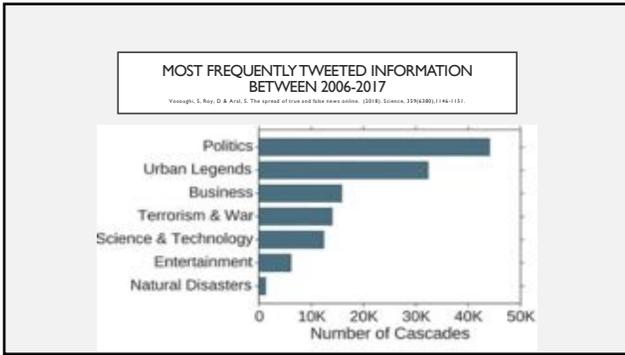
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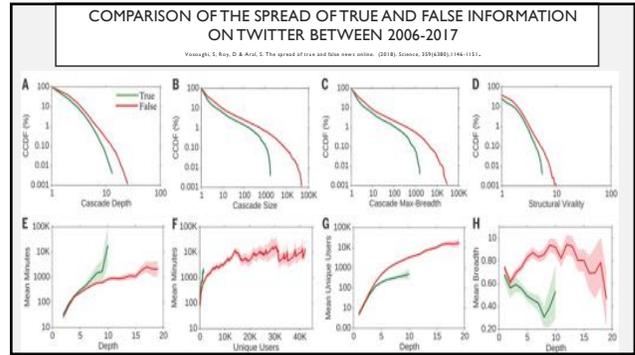
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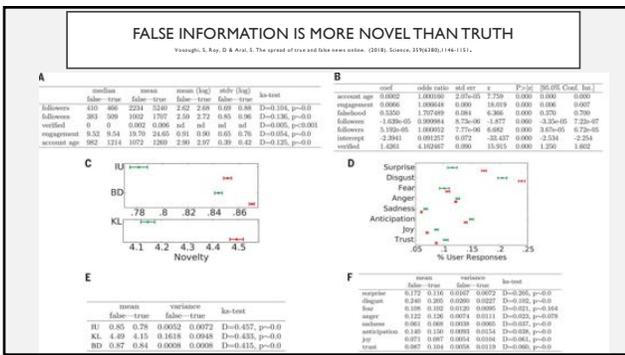
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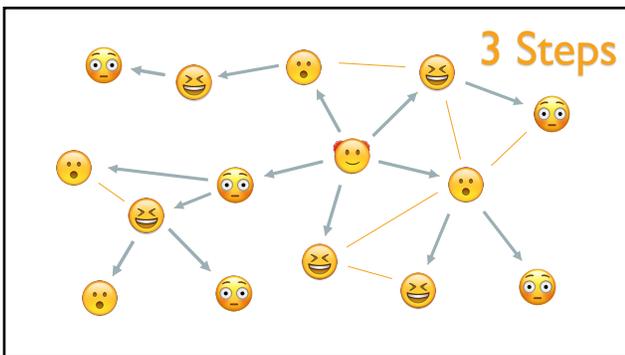
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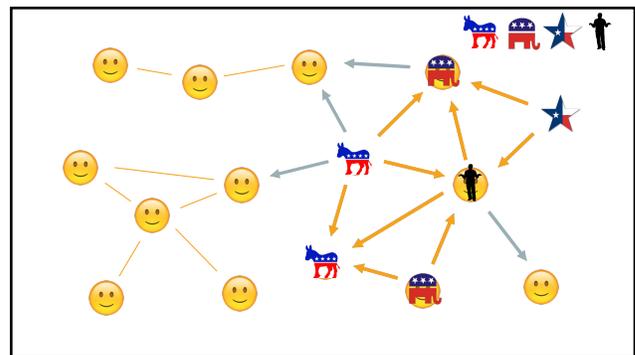
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THE BOTTOM LINE

- Managers cannot afford to underestimate the significance of gossip.
- Respond in a timely manner to any negative information.
- The gossipers are not necessarily your low performers they may be counteracting information on your behalf.
- The answer to the ultimate question of life, the universe, and everything:
 - $pdl(\{k1,k2,\dots,ki+1\} = 1 - f(d,\{k1,\dots,ki+1\},i+1)$,
 - may indeed be 42.

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