TECHNOLOGY   BY MEGHAN WALSH

Carmakers *Reenter* the Space Race

A FEW YEARS AGO, if you had asked Caleb Henry, a senior analyst at the satellite and space financial-research firm Quilty Analytics, how soon cars would be relying on signals from space for streaming services like software updates, GPS, infotainment apps, and autonomous driving, he would have said it's a long way off. "Now," he says, "it's much more feasible."

A number of recent advancements have experts forecasting that satellites may be beaming signals into the 1.5 billion earthbound cars within a handful of years. "You're going to see the connected-car movement really take off over the balance of this decade," says Walter Berger, president and chief operating officer of Kymeta, which did a test-drive across the United States with its flat-panel satellite antenna atop a Toyota 4Runner.

Earlier this year, Tesla's Elon Musk asked regulators for permission to connect his Starlink satellite network with moving vehicles. One of China's largest carmakers, Geely, also just recently began manufacturing satellites. Even the Big Three have indicated that the future of the industry depends on selling not hunks of metal but the digital services that animate them. A recent industry survey found that 37 percent of drivers would switch brands on the basis of connectivity. If manufacturers can figure out how to integrate streaming services, they'll not only secure customer loyalty but also create recurring revenue streams for the entire life cycle of a car.

But the greatest potential of satellite connectivity, experts say, is in bringing hands-free steering to the masses. "This could be the critical enabler," says Francois Truc, a Korn Ferry senior client partner. Though the future of autonomous driving remains uncertain and the timeline slower than originally anticipated, automakers are definitely not abandoning what some estimate to be an $80 billion investment. And this much is certain: autonomous cars require both an infallible signal and the capacity to exchange massive amounts of data. Terrestrial networks, meanwhile, cover at most 15 percent of the globe.

Like driverless technology, reaching for the stars also carries significant costs. Building and launching a single satellite can cost hundreds of millions of dollars. And the real-world mechanics are far from figured out. Flat-panel antennas are more transportable than the old-school ones atop news vans but carry a price tag of around $40,000 and still are not small enough to hide beneath the hood of a sedan. Then, of course, those antennas must have something to ping. While there's been a huge surge in what are called low-earth-orbit constellations, which offer a much faster signal response than traditional satellites, in urban areas it still doesn't match the efficiency of cellular connection.

Even so, dreams can travel very far in this industry. As experts point out, many of today's legacy carmakers were at the forefront of the space race that led to a man on the moon. GM, Ford, and Chrysler all had aerospace divisions and contributed essential knowledge and production to the Apollo missions. The question, says Truc, is "Will history repeat itself?"

TAKEAWAY
The risks are high, but connecting to satellites could be huge for the industry.

CULTURE   BY ARIANNE COHEN

Pssssst— Don't Be a Jerk

A DRIVER HONKING LOUDLY. A grumpy server. *Seinfeld*'s Newman. When you think of rudeness, you think of its more virulent strains. But mild rudeness, it turns out, can undermine your company's culture and bottom line in devastating ways. A November survey by Korn Ferry finds that workplace incivility is rampant,
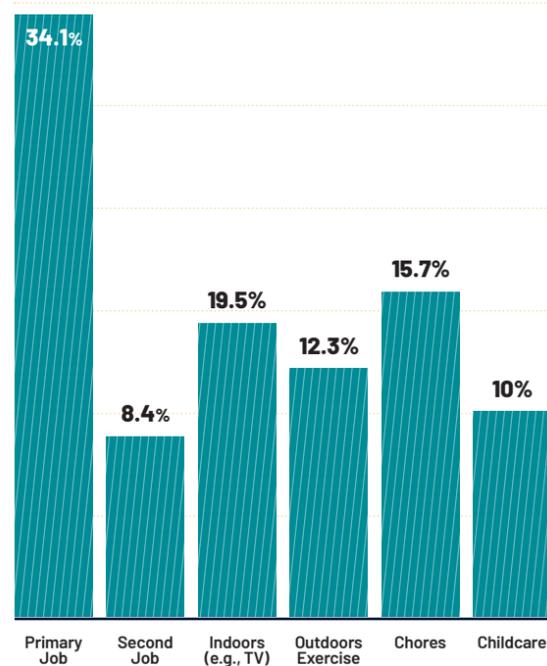
No Commute = More Time
(For Work)

When people started clocking in from home at the start of the pandemic, they no longer had to spend hours transporting to and from the office. Starting in May 2020 and for the following year, researchers surveyed US workers to find out what they have been doing with all that extra time.

34.1% Primary Job
8.4% Second Job
19.5% Indoors (e.g., TV)
12.3% Outdoors Exercise
15.7% Chores
10% Childcare

Share of that extra time spent on alternate activities

TAKEAWAY

In today's more mindful era, managers need to understand that rudeness comes in many forms.

with 70 percent of respondents saying that remote work has bolstered rude behavior like call interruptions and ignoring emails, and 75 percent saying that they've considered quitting due to an uncivil coworker.

"Rudeness is contagious. It's like the flu," says business psychologist James Bywater, a solution architect at Korn Ferry. "Everyone catches it, and there's a lot of collateral damage." He says that employee performance, engagement, and interactions are all negatively affected, in observers, victims, and perpetrators alike. To be clear, we're not talking about bosses swearing or managers throwing printers. We're talking about small snubs and rebuffs, such as giving a colleague the cold shoulder or ignoring a coworker in a meeting.

The most pressing issue, says Bywater, is how incivility distracts people's attention so that their perspective narrows. "It makes people a lot less good at learning," he says. It also impairs their decision making, according to a fresh study in the *Journal of Applied Psychology*. After workers experience a mild brush-off or cold shoulder, they're more likely to fixate on one piece of information and draw inaccurate conclusions than to evaluate a scenario objectively. In that study, medical students who experienced this kind of rudeness went on to incorrectly diagnose health ailments.

Remote work is causing further incivility, says Larry Martinez, an associate professor of organizational psychology at Portland State University, whose meta-analysis of 70 pre-pandemic studies of 35,344 workers found that rudeness ripples through teams and organizations, causing more destruction than previously thought. "When people think they're alone, they're more likely to feel comfortable being snarky or kind of mean," he says. "Face-to-face communication tends to diffuse situations." The subtlety is the problem: it's often hard to prove the behavior ("she replies with two words, or not at all!"), let alone intended harm, and so the vitriol grows, with no resolution.

The million-dollar question is what to do. How do you address an invisible scourge? "A lot of leaders don't do anything," says organizational psychologist Cathleen Swody, a partner at Thrive Leadership. This is a costly plan of action. "It erodes bottom-line earn-ings, performance, productivity, engagement, and especially right now, retention." People who experience incivility put in less effort and fewer hours, and generally back off to emotionally protect themselves.

Swody suggests addressing it in real time. When you observe one staffer being rude to another, pull them aside to say some version of "Can you tell me what that was about? I want to understand. Here's how it came across, and here's how it might be affecting others."

A hard truth for bosses: your staffers probably are not the problem. If a team is rude, its leader is probably also rude. Swody says that managers commonly confuse rudeness with productivity measures, such as saving time by sending one-line emails or cutting people off in meetings ("I'm going to stop you right there") or yelling to motivate immediate action. Employees don't feel comfortable telling bosses that they're doing this. To them, experts say, that might seem rude. ◢

BY VINDHYA BURUGUPALLI

The Surveillance Paradox

filo / Getty Images

EMPLOYEE MONITORING IS NOT a foreign concept: workers are used to cameras in the office and managers wandering the halls, perhaps even peeking over shoulders. But since remote work has become the norm over the last two years, digital employee monitoring has taken on a new importance—and it is raising concerns around keeping employee trust and protecting their privacy. That's no easy trick,