

This presentation is the property of the National Conflict Resolution Center (NCRC) and may not be reproduced without permission.



CULTURE, COMMUNICATION, AND CONFLICT

Workplace Leaders









THE BYSTANDER CHALLENGE

Moving from Bystander to Upstander

Learning Outcomes

In this workshop, we will explore the impact of microaggressions and how to respond to them as leaders.

- Become aware of the negative impact of microaggressions.
- Learn common ineffective responses and how to avoid them.
- Practice effective responses.



BUILDING INCLUSIVE TEAMS

Embrace Cultural Humility

> Utilize Humble Inquiry

Recognize that Being Inclusive Takes Time and Energy



BREAKOUT

- What stood out for you about building inclusive teams?
- How does building inclusive teams relate to addressing microaggressions?



CONFLICT RESOLUTION CENTER

MICROAGGRESSIONS

The everyday slights, insults, and negative verbal and nonverbal messages —whether intentional or not—that impede your ability to do your work well.

- Melinda Epler



COMMON MICROAGGRESSIONS

- Assumptions about the individual's background
- Questioning the legitimacy of their position or qualifications
- Disregarding their input, suggestions, or point of view
- Backhanded compliments
- Obvious disrespectful comments, tone, or body language

NOTE: Microaggressions can happen to anyone, but the unfortunate reality is that microaggressions are done more frequently to BIPOC individuals, LGBTQ + individuals, and women.





The Impact of Bullying and Harassment In the Workplace

► More people are targeted over time, and the behavior of the person responsible escalates in frequency and level of aggression.

It causes communication breakdown among employees and managers.

► The behavior causes psychological harm to the targets and witnesses.

► It makes everyone feel less safe and that they are likely to be the next target.



DEFINITION

A person who is present at an event or incident but does not take part

PROBLEM

Seventy-nine percent of individuals have witnessed an incident of discrimination at work in the past five years

ACTION

When nothing is done, it signals agreement with the actions taken and negatively impacts workplace culture

WHAT IS A BYSTANDER?



NATIONAL CONFLICT RESOLUTION CENTER



"IN THE END, WE WILL NOT REMEMBER THE WORDS OF OUR ENEMIES, BUT THE SILENCE OF OUR FRIENDS."

- Dr. Martin Luther King Jr.



BREAKOUTS

Have you ever experienced or witnessed any microaggressions?

What was the impact on you and others?



TYPICAL INEFFECTIVE RESPONSES







Avoid



Attack



BREAKOUTS

What happens when a leader reacts to microaggressions by...

Avoiding?
Accommodating?
Attacking?



"The term bystander connotes being a passive observer. You are an active participant each time you choose not to step in. Each choice in not getting involved is reinforcing the behavior, making you **not** *an innocent bystander*, but an *active reinforcer*."

- Catherine Mattice Workplace Bullying Expert





BYSTANDER

+ ACTION

= UPSTANDER

a person who speaks or acts in support of an individual or cause





Environmental Conditions in Department

- Psychologically safe environment
- Expectation of being supported
- Positive workplace culture

Personal Qualities of the Employee

- Empathy for others
- Sense of empowerment to take action
- In touch with personal values; a sense of moral conviction



FOUR EFFECTIVE RESPONSES

In the moment

DISTRACT DIRECT

Intervention after incident

DELEGATE DIALOGUE



IN THE MOMENT

DISTRACTION

The upstander diverts attention to interrupt or defuse the situation.

DIRECT

The upstander communicates something directly to the person responsible but does not attack that person.



CAUTIONS WHEN USING THE DIRECT APPROACH

It is imperative that leaders make a direct statement in the moment. By not doing so, they are demonstrating complicit agreement with the statements/ microaggression/ action taken.

 Formal and informal leaders need to be aware of their tone when making the direct statement. An overly aggressive tone creates a psychologically unsafe space for everyone in the group.



Develop Sentence Starters

Informal Leaders

- I just felt something shift in the room. I'm wondering if anyone else did...
- I've been wondering about how we are using [term] in this discussion...
- From my experience/ perspective as [identity]...

Formal Leaders

- Let's do a check-in about what just happened...
- It is important to me that we treat team members with respect, so let's talk about that comment...
- I understand that it is sometimes challenging to ... Yet, everyone should know that my expectations are...

Example of Direct Phrase by Manager

• INAPPROPRIATE
JOKE: I like the
fact that we work
on a team where
we can laugh
together, but we
need to be sure we
tell jokes that are
appropriate for all.
Is that clear to
everyone?



EFFECTIVE RESPONSES INTERVENTION AFTER INCIDENT

DELEGATE

The upstander decides that the best person to intervene is someone else. They delay action until they can request it of that person.

DIALOGUE

The upstander has a private, respectful conversation with the person responsible. The upstander is non confrontational, shares their own values around how people are treated, and considers the person's perspective.



DIALOGUE WITH THE PERSON RESPONSIBLE

▶ Opening the Conversation

▶ Clarifying Your Concern

▶ Closing the Conversation





Dialogue

OPEN THE CONVERSATION

- √ Diplomatic
- ✓ Respectful
- ✓ Authentic

CLARIFY YOUR CONCERNS

- ✓ Tell the person what is troubling you without attacking
- ✓ Use neutral language
- ✓ Identify your interests and values
- ✓ Ask questions and listen



CLOSE THE CONVERSATION

- Appeal to shared values
- Let them know what you'll do if behavior continues
- ✓ Reinforce working relationship



BREAKOUTS B: Upstander A: Person Responsible

The person responsible loves social media. When the target did not know what Instagram was, the person responsible ridiculed them and called them "gramps."



"With a healthy culture, when harassment is observed or experienced, the community takes over and shuts it down collectively, with a message that this behavior will not be tolerated here, by anyone at any level."

- Johnny C. Taylor, SHRM CEO





Four Effective Responses

- > Distraction
- Direct
- Delegation
- Dialogue

What is one takeaway for you from today's session?

WHAT'S NEXT

- Watch video on Stage One
- Next week: The Exchange

