



CULTURE, COMMUNICATION, AND CONFLICT

Workplace Leaders



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ROAD MAP

Positive Culture with Greater Productivity



The Artful
Conversation

The Art
of Inclusive
Communication



The
Bystander
Challenge

The
Exchange

FOR
LEADERS
LIKE
YOU



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“WE HAVE NO HOPE OF SOLVING OUR PROBLEMS WITHOUT HARNESSING THE DIVERSITY, THE ENERGY, AND THE CREATIVITY OF ALL OUR PEOPLE.”

- ROGER WILKINS

Civil Rights Leader, History Professor, and Journalist



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THE ART OF INCLUSIVE COMMUNICATION

Learning Outcomes

In this workshop, we will reinforce a **mindset of inclusiveness**.

- Reflect on our **personal history**, our **own biases**, and our **communication style**.
- Effectively **embrace, listen to, and process diverse cultural- and identity-related** interactions to become more **inclusive**.

HUMBLE INQUIRY

Humble inquiry is the fine art of drawing someone out, of asking questions to which you do not already know the answer, of building a relationship based on curiosity and interest in the other person.

Edgar Schein



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BREAKOUT

- **What stood out for you about a leader's sources of power?**
- **How does humble inquiry relate to being an inclusive leader?**

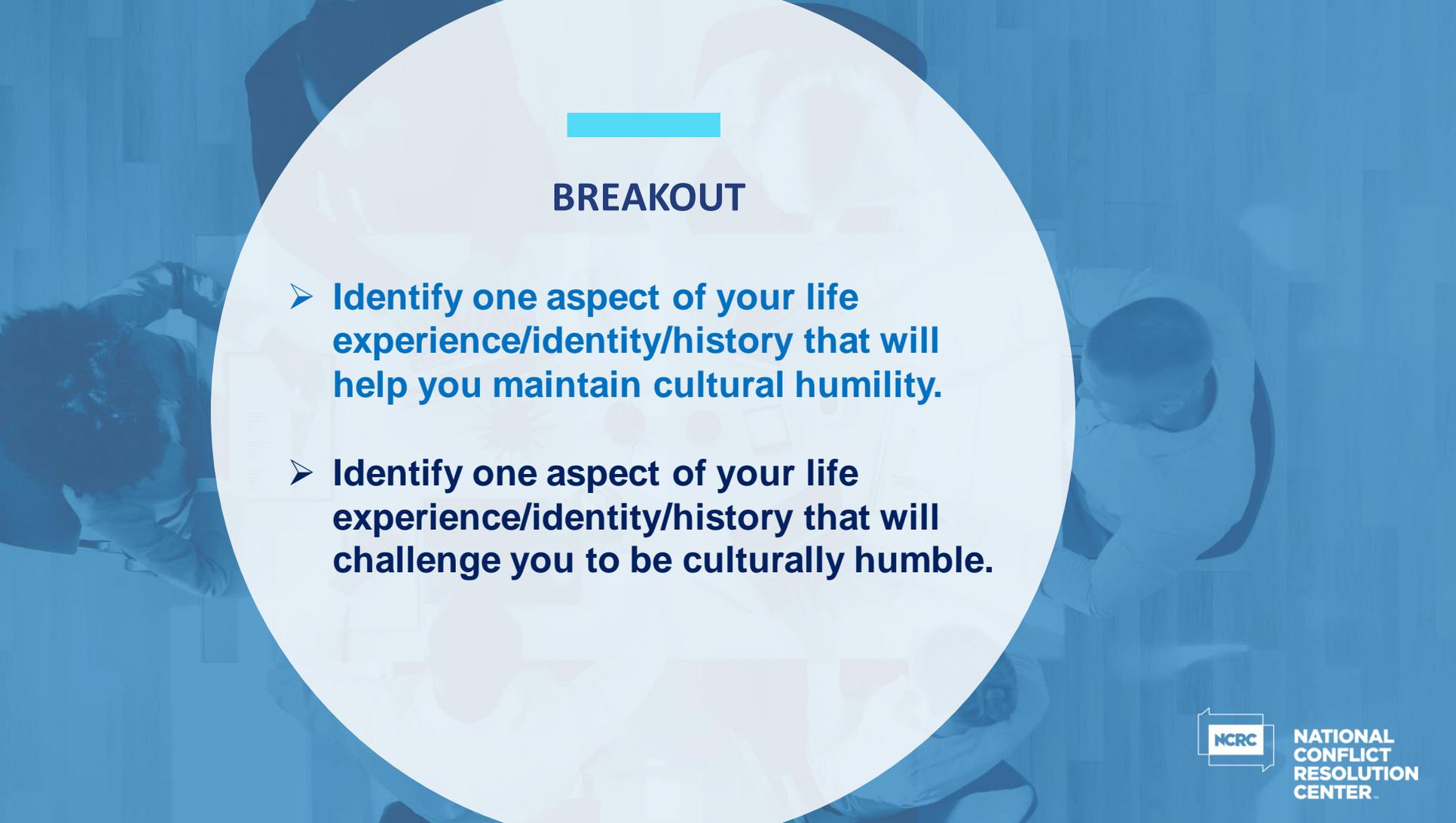


Cultural Humility

A lifelong process of **continuing to learn** about, **be open** to, and **be respectful** of the **cultures** and **values** of others.

Cultural humility gives us a **greater understanding** of cultures that are different from our own and helps us **recognize** each person's **unique cultural experiences** and **expression**.





BREAKOUT

- **Identify one aspect of your life experience/identity/history that will help you maintain cultural humility.**
- **Identify one aspect of your life experience/identity/history that will challenge you to be culturally humble.**



TYPES OF COGNITIVE BIASES THAT BLOCK OUR ABILITY TO LEAD INCLUSIVELY



In-Group Bias

is the tendency to favor one's own group, particularly in reference to other groups. (Dictionary of Psychology)

Confirmation Bias

is the tendency to look for information that supports, rather than rejects, one's preconceptions, typically by interpreting evidence to confirm existing beliefs while rejecting or ignoring any conflicting data. (American Psychological Association)

OVERCOMING THE IMPACT OF BIAS

What is the benefit of being aware of your biases as a workplace leader?

What can you do to overcome the impact of in-group bias and confirmation bias?



CULTURAL AWARENESS

HAMMER'S CONFLICT STYLE INVENTORY

Direct
Communication

**DISCUSSION
STYLE**

**ENGAGEMENT
STYLE**

Indirect
Communication

**ACCOMMODATION
STYLE**

**DYNAMIC
STYLE**

Emotionally
Restrained

Emotionally
Expressive





BREAKOUT

- **What are the strengths of your style?**
- **How do you want others to show respect to your style?**
- **How do show respect to other styles?**



INTERCULTURAL DEVELOPMENT CONTINUUM

Adapted from Bennett's Model of Intercultural Sensitivity

MONOCULTURAL MINDSET

MULTICULTURAL MINDSET



**Lacking
Awareness**

**Some
Awareness**

**Minimized
Awareness**

**Heightened
Awareness**

**Recognized
Awareness**

Denial
of other cultures

Polarizing view
of other cultures

Assumes we
are alike

Curious and open
to cultures

Actively adapt
to cultures



BREAKOUT

- **Where would you place yourself on this continuum?**
- **Share about a time when you were at a different place and what led to your growth.**
- **As a leader, how do you respectfully talk to employees, especially with those at the far-left end of the continuum?**



ACTIVE AWARENESS

- ▶ Remain nonjudgmental of the other person
- ▶ Refrain from projecting your mindset onto the employee
- ▶ Manage your neutrality/Check your reaction

RESPOND RESPECTFULLY

- ▶ Utilize questions to engage the individual
- ▶ Acknowledge emotions and experiences
- ▶ Connect what they are saying to their needs

TROUBLESHOOT TOGETHER

- ▶ Help them gain better understanding of (not agreement with) of the others' perspectives
- ▶ Focus on needs in order to work comfortably despite the different perspectives

**TIPS FROM THE INTERCULTURAL
DEVELOPMENT INVENTORY ON
INTERACTING WITH OTHERS**



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An overhead photograph of four business professionals in a meeting. A man in a dark suit is on the left, holding a coffee cup. A woman in a grey jacket is at the top, holding a green folder. A man in a dark suit is at the top right, pointing at a tablet. A woman in a dark blazer is on the right, looking at the tablet. They are standing on a light-colored tiled floor with shadows cast by the windows.

The ART of Inclusive Communication

- **Humble Inquiry**
- **Cultural Humility**
- **In-Group Bias/Confirmation Bias**
- **Conflict Styles**
- **Intercultural Development Continuum**

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

WHAT'S NEXT

- **Watch “How to Build Inclusive Teams”**
- **Next Week: The Bystander Challenge**



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