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# CULTURE, COMMUNICATION, AND CONFLICT

Workplace Leaders



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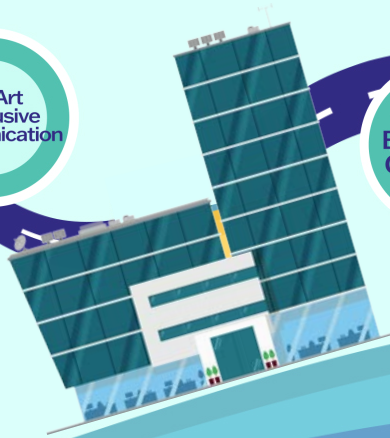
# ROAD MAP

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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The opportunity for cooperation is there, even in our most vexatious disputes, if we only bother to look for it.

- *William Raspberry*  
Avoiding the Adversarial Approach



# THE EXCHANGE

## Learning Outcomes

In this workshop, we will learn a structured process for managing workplace conflict.

- Conduct an interest-based process that encourages employees to be accountable for the issues and the solutions.
- Apply the skill set developed over the course in a practical solution-oriented process.



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# CONFLICT RESOLUTION APPROACHES

## AUTHORITY

Use of  
Formal  
Power

## POLICY

Rules/  
Standards  
of Conduct

## INTERESTS

Consideration  
of Needs



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# THE EXCHANGE



**STAGE 1**  
**Hold  
Private  
Meetings**



**STAGE 2**  
**Develop  
Agenda**



**STAGE 3**  
**Hold Joint  
Meeting**



**STAGE 4**  
**Facilitate  
Problem  
Solving**



## **BREAKOUT**

**What stood out for you watching stage one of the Exchange process?**

**Also, discuss the following:**

- **Communication skills by facilitator**
- **Goals and benefits of the private meetings**



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## STAGE 1

# Hold Private Meetings

### GOALS

- ▶ Gather enough information to identify concerns
- ▶ Prepare employees for joint meeting

### TASKS

- ▶ Clarify purpose
- ▶ Clarify leader's interests
- ▶ Hear perspectives

### TECHNIQUES

- ▶ Listen effectively
- ▶ Respond respectfully
- ▶ Ask questions



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## **BREAKOUT**

### **PRACTICE STAGE ONE**

**A: Facilitator**

**B: Ginger**



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## STAGE 2

# Develop Agenda

## GOALS

Develop a plan for the joint meeting

## TASKS

### ► Icebreaker

- Topic that opens the conversation in a constructive way

### ► Impact

- How the parties have reacted to the situation

### ► Issues

- Specific issues that need to be resolved

## TECHNIQUES

Express issues in non-escalating language



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A background image showing three people in a meeting. A man with a beard and light blue shirt is on the left, looking towards the center. A woman with dark hair and a dark blue shirt is in the middle, looking towards the right. A man with glasses and a blue shirt is on the right, looking towards the center. They are sitting around a table with papers and pens.

## **STAGE** **3**

# **Hold Joint Meeting**

### **GOALS**

- ▶ Assist employees in developing an understanding of how the situation impacted each other and the workplace

### **TASKS**

- ▶ Hold three-way conversation
- ▶ Implement agenda

### **TECHNIQUES**

- ▶ Listen effectively
- ▶ Respond respectfully
- ▶ Ask questions







## **BREAKOUT**

**Discuss what you noticed in  
Stages three and four**



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# Facilitate Problem Solving: The 5 D's

## GOALS

- ▶ Identify and determine possibilities
- ▶ Create an action plan

### DEFINE

Each participant states their perspective on the issue



### DEVELOP

All explore possible solutions



### DETERMINE

Leader identifies interests of participants and department



### DECIDE

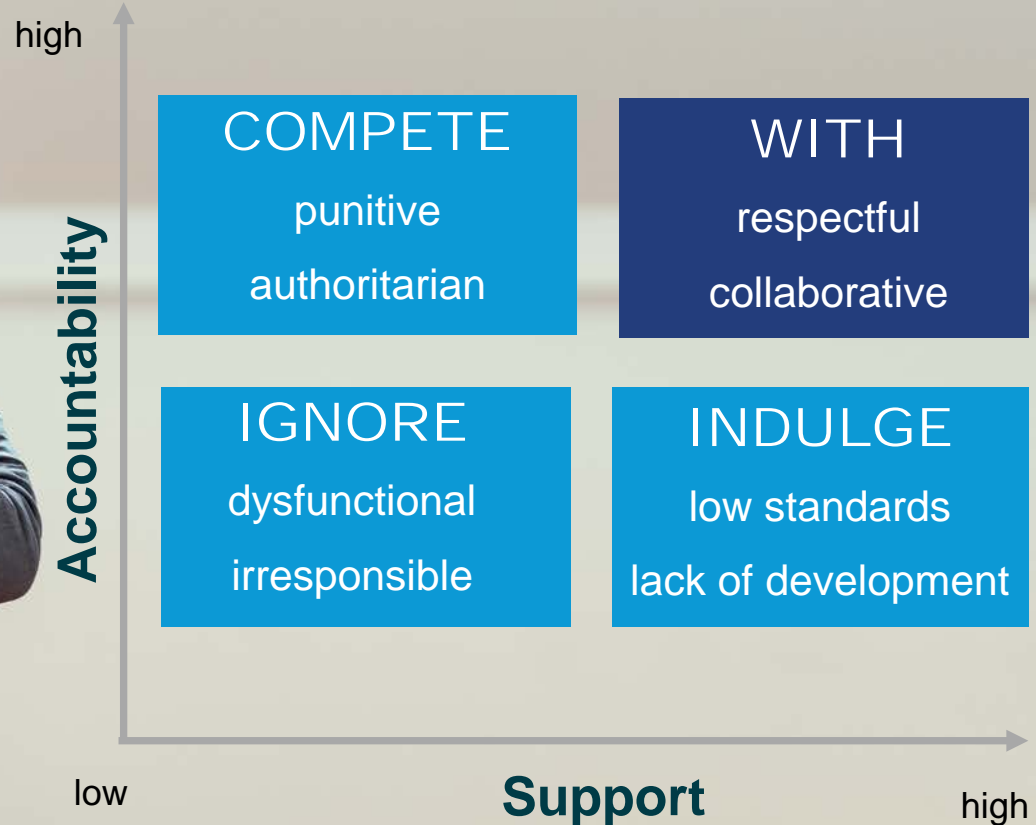
Leader and participants choose best options



### DOCUMENT

Leader writes down agreed-upon points

# WORKPLACE DYNAMICS





## **BREAKOUT**


**Discuss  
Your experience with  
workplace dynamics**

**and**

**How the skills learned in this  
series can lead to a greater  
balance between  
accountability and support**



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A woman with dark hair pulled back, wearing a dark blue long-sleeved shirt and a blue and white patterned scarf, is sitting in a black office chair at a wooden desk. She is smiling and looking towards the camera. Her hands are clasped on the desk. On the desk, there is a silver laptop, a white mug, and a smartphone. The background is a bright, out-of-focus office space with large windows.

"We can't solve  
problems by using  
the same kind of  
thinking that we  
used when we  
created them."

*- Albert Einstein*

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## THE EXCHANGE

- A process for managing conflict
- Consideration of workplace dynamics and how to improve them

What is one takeaway for you from the program?

### WHAT'S NEXT

- For Information on Other Workshops, Contact Ashley Virtue, Director, External Relations  
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