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CULTURE, COMMUNICATION, AND CONFLICT

Community Leaders













Moving from Bystander to Upstander

Learning Outcomes

In this workshop, we will consider the topics of othering and belonging.

- Reinforce the important role leaders have in addressing microaggressions and encouraging upstanding.
- Gain a deeper understanding of the concept of bridging and the leader's role in creating belonging in the workplace.

NATIONAL

ESOLUTION

GROUP AGREEMENTS

- Show respect
- Listen with compassion
- Keep confidentiality
- Share the airtime in breakouts



"Bridging means acknowledging our shared humanity, rejecting that there is a 'them,' and moving toward a future where there is instead a new 'us.""

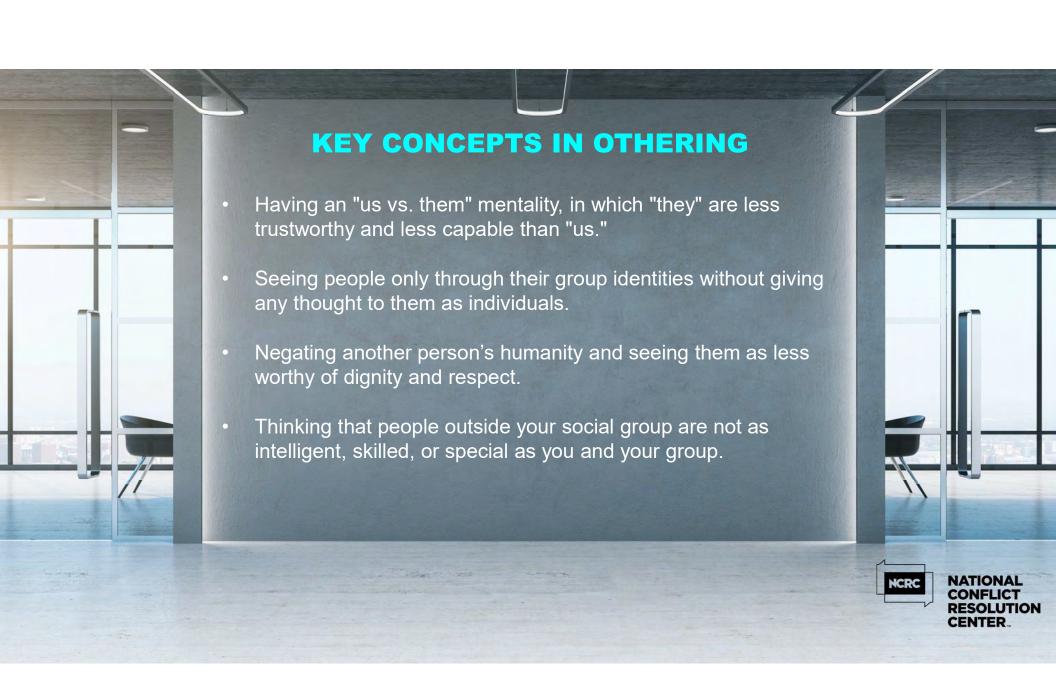




- john a. powell
Othering and Belonging Institute

NCRC

NATIONAL CONFLICT RESOLUTION CENTER



OTHERING

Othering often happens in the communities through microaggressions.



MICROAGGRESSIONS

The everyday verbal, nonverbal, and environmental slights, snubs, or insults, whether intentional or unintentional, that communicate hostile, derogatory, or negative messages to target persons based solely upon their group membership.

Dr. Derald Wing Sue



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 committed more frequently against BIPOC individuals, women, LGBTQ+ individuals and people with disabilities.





The Impact of Bullying and Harassment

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

It causes communication breakdown in the group.

► 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.





Practice responding respectfully. Each person will share an experience when they were "othered."

The other person responds respectfully:

- Demonstrate Understanding
- Acknowledge Impact
- Identify Needs and Values



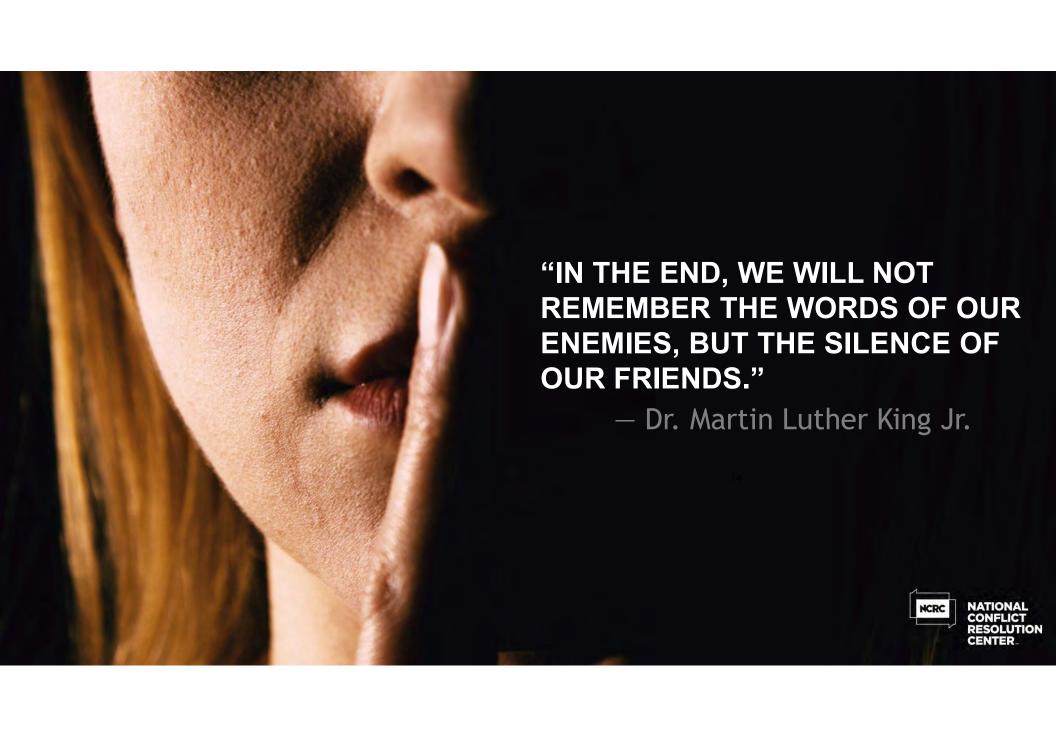
BRIDGING AND BELONGING





- What stood out for you in the video from the Othering and Belonging Institute?
- What are your greatest concerns/fears in helping community members bridge despite their differences?







"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





WHAT MOTIVATES UPSTANDER ACTION?

Environmental Conditions

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

Personal Qualities of the Individual

- 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



EFFECTIVE RESPONSES 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, microaggressions, or actions taken.

representation in 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

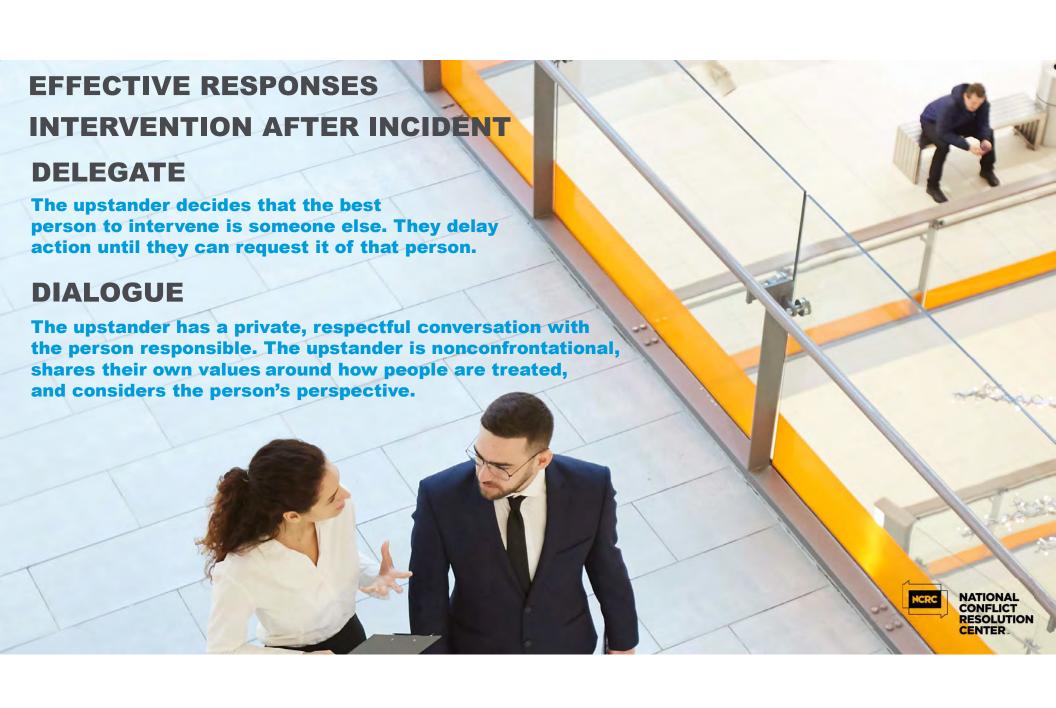
- Let's do a check-in about what just happened...
- It is important to me that we treat team members with respect, so let's talk about that comment...
- I understand that it is sometimes challenging to ... Yet everyone should know that my expectations are...

Example of Direct Phrase by Leader

INAPPROPRIATE

JOKE: I like the fact that we work in a collaborative environment in which we can laugh together, but we need to be sure we tell jokes that are appropriate for all. Does everyone agree?





DIALOGUE WITH THE PERSON RESPONSIBLE

▶ Opening the Conversation

► Clarifying Your Concern

► Closing the Conversation





BREAKOUTS A: Person Responsible B: Upstander

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





- Share specific ways that you have created a sense of belonging in the community.
- What are additional actions you can take?





- > Othering
- > Encouraging Upstanding
- > Bridging and Belonging

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

WHAT'S NEXT

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

