

CULTURE, COMMUNICATION, AND CONFLICT:

Managing Divisiveness in the Workplace









"CURIOSITY AND RESPECT FOR SOMEONE ELSE'S VIEWS ARE THE FOUNDATION FOR BRIDGING THE POLITICAL DIVIDE."

> - TANIA ISRAEL, PhD UC Santa Barbara, Author of *Beyond Your Bubble*







THE ART OF INCLUSIVE COMMUNICATION

Learning Outcomes

In this workshop, we will reinforce a mindset of inclusiveness:

- Reflect on our own biases and our communication style.
- Consider how polarizing issues impact workplace teams.
- Effectively communicate with employees along the entire spectrum of political beliefs and help employees communicate with one another.

HUMBLE INQUIRY

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

- Edgar Schein







- What stood out for you about a leader's sources of power?
- How does humble inquiry relate to being an inclusive leader of employees who have diverse perspectives on hot-topic issues?





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?





Managing Polarization Bias

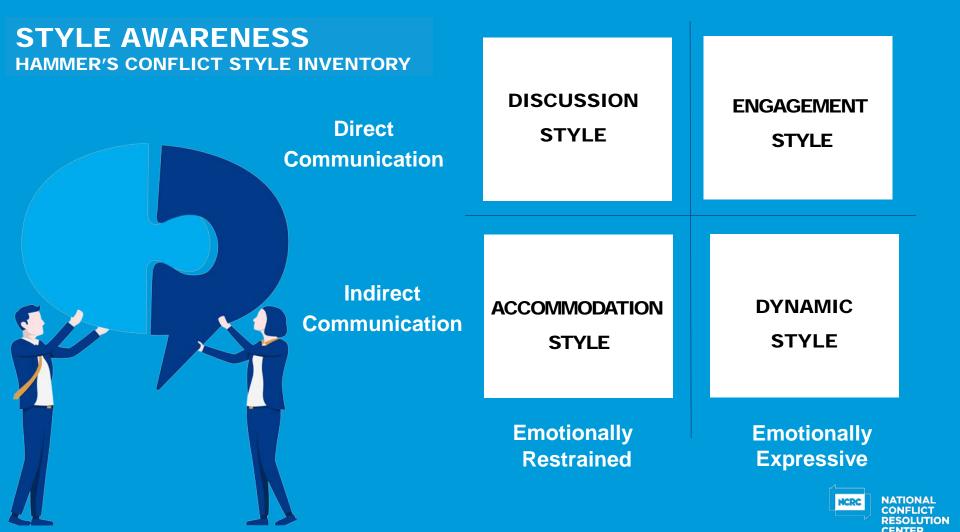
"People often overestimate the level of disagreement between themselves and members of opposing political groups, the prevalence of extreme beliefs among those groups, and the extent to which those people view them negatively."

Dawn Chow and Jeffrey Lees



- What have you seen in the workplace regarding polarization bias?
- What can a workplace leader do to lessen polarization bias? BRAINSTORM!



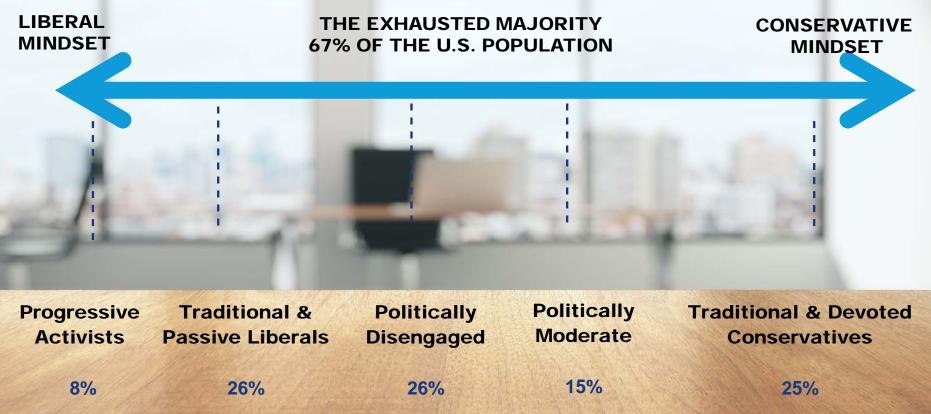


- What are the strengths of your style?
- How do we show respect to all styles on an ongoing basis?
- How would someone's style impact if or how they discuss hot topics?



"AMERICA'S HIDDEN TRIBES"

The Spectrum of Political Beliefs in the U.S.



- Discuss reactions to "America's Hidden Tribes" and how you believe this impacts the workplace.
- > As a leader, how do you respectfully talk to employees, especially with those on each wing of the continuum?



APPLYING THE ART SKILLS

WHEN AN EMPLOYEE SHARES POLARIZING VIEWS

A CTIVE AWARENESS

- ► Remain nonjudgmental
- Refrain from projecting your mindset onto the employee
- Manage your neutrality, and check your reaction

R ESPOND RESPECTFULLY

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

T ROUBLESHOOT TOGETHER

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



The ART of Inclusive Communication

- Humble Inquiry
- A Leader's Social Power
- In-Group Bias, Confirmation Bias, and Polarization Bias
- Conflict Styles
- "America's Hidden Tribes"

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

WHAT'S NEXT

- Watch "Bridging: Towards a Society Built on Belonging"
- Next Week: The Bystander Challenge: Building Belonging



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