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CULTURE, COMMUNICATION, AND CONFLICT:

Managing Divisiveness in the Workplace



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ROAD MAP

Positive Culture with Greater Productivity

The Artful
Conversation

The Art
of Inclusive
Communication

The
Bystander
Challenge

The
Exchange

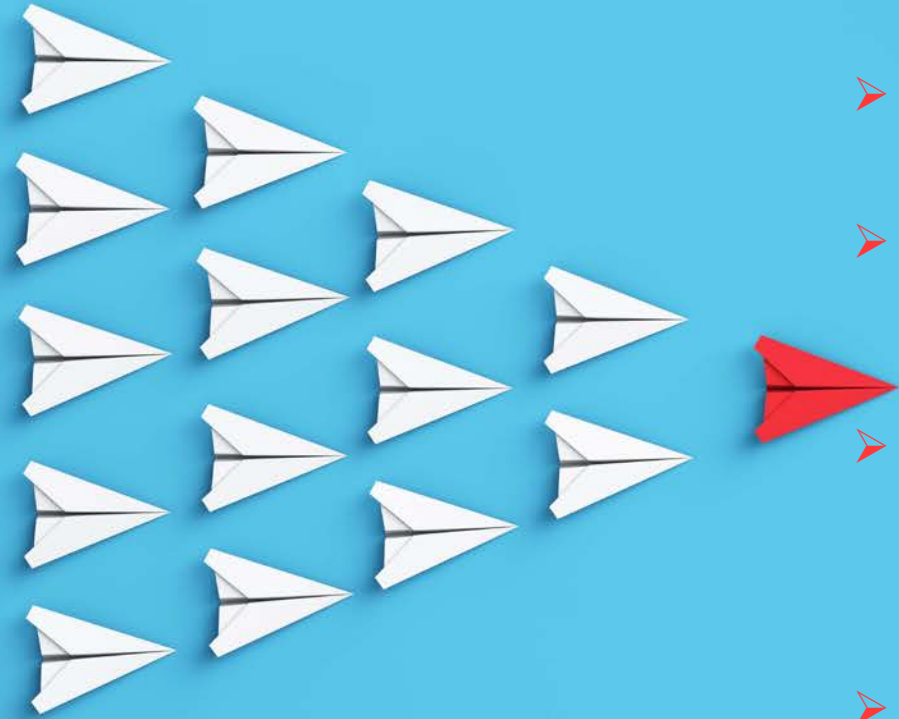
FOR
LEADERS
LIKE
YOU

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Culture, Communication, and Conflict:

Overall Learning Outcomes



- Effectively handle challenging one-on-one conversations (The ARTful Conversation)
- Implement strategies and techniques to embrace and promote inclusivity (The ART of Inclusive Communication)
- Respond to microaggressions and empower others to become thoughtful upstanders while creating a sense of belonging in the workplace (The Bystander Challenge)
- Lead collaborative conflict resolution processes (The Exchange)



**“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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FIRST BREAKOUT

INTRODUCE YOURSELF

YOUR ROLE

**HOW IS DIVISIVENESS
AFFECTING YOUR TEAM?**

**DISCUSS BURST VIDEO: WE ARE
MORE THAN OUR DIFFERENCES**



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HUMAN-CENTERED LEADERSHIP

What It Is

- A leader who puts people first.

Why It Is Important

- It creates a psychologically safe atmosphere in which employees thrive.
- It helps employees recognize that we are more than our differences.



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THE ARTFUL CONVERSATION

Learning Outcomes

This workshop will provide a useful framework for **active listening** that will establish the philosophy and skills to create a **psychologically safe environment**.

- Listen **actively** and **empathetically**
- Treat all stakeholders with **respect** and **dignity**
- Demonstrate **approachability** and **openness**



THE ARTFUL CONVERSATION

A ACTIVE AWARENESS

R RESPOND RESPECTFULLY

T TROUBLESHOOT TOGETHER



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Recognize Style Differences

Check Your Bias and Your Ego

Process Your Perceptions



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The top of the tree is what
people say when they are in
conflict: THEIR COMPLAINTS

Below the surface is what's
really important to them:

THEIR UNDERLYING NEEDS AND VALUES



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BREAKOUT

What are your complaints when you talk to others who have different views?

What are your needs and values in these conversations? What is important to you?

As a leader, how do you apply this information to the workplace?



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"People will forget what you said,
people will forget what you did,
but people will never forget how you
made them feel."

- Maya Angelou



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Demonstrate understanding

Acknowledge and identify needs

Ask open-ended questions

Acknowledge your responsibility



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TIPS FOR DIALOGUING

Take time before you talk. It is hard to think clearly when you are angry.

Do what you can to really listen to the other person. As much as possible, show genuine curiosity about what led them to their opinion of the situation.



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A photograph of two women in a professional setting. On the left, a Black woman with curly hair, wearing a white blouse, holds a brown paper coffee cup. On the right, a white woman with blonde hair and glasses, wearing a light blue blouse, holds a white folder. They are both looking down at the folder. The background is a bright, out-of-focus office space with large windows and other people working at desks.

How do you respond
RESPECTFULLY with
your **TONE** and
your **BODY LANGUAGE**?



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RESPOND RESPECTFULLY

DEMONSTRATE UNDERSTANDING

**Recap speaker's main
points in your own words**

ACKNOWLEDGE IMPACT

Reflect the person's feelings

IDENTIFY NEEDS AND VALUES

**Say what you think their
needs and values are**



BREAKOUT

Please share a topic that you care deeply about (political topic or a cause).

DEMONSTRATE UNDERSTANDING

**Recap speaker's main points
in your own words**

ACKNOWLEDGE IMPACT

Reflect the feelings the person has

IDENTIFY NEEDS AND VALUES

**Say what you think their needs
and values are**



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TIP FOR DIALOGUING

Work on trying to be thoughtful instead of trying to prove that you are right.

Ask yourself: How can I tell them what I want to in a way that they can hear it?

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Tell your perspective in a
nonconfrontational way

Make sure everyone's needs are addressed

End on a positive note



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TROUBLESHOOT TOGETHER

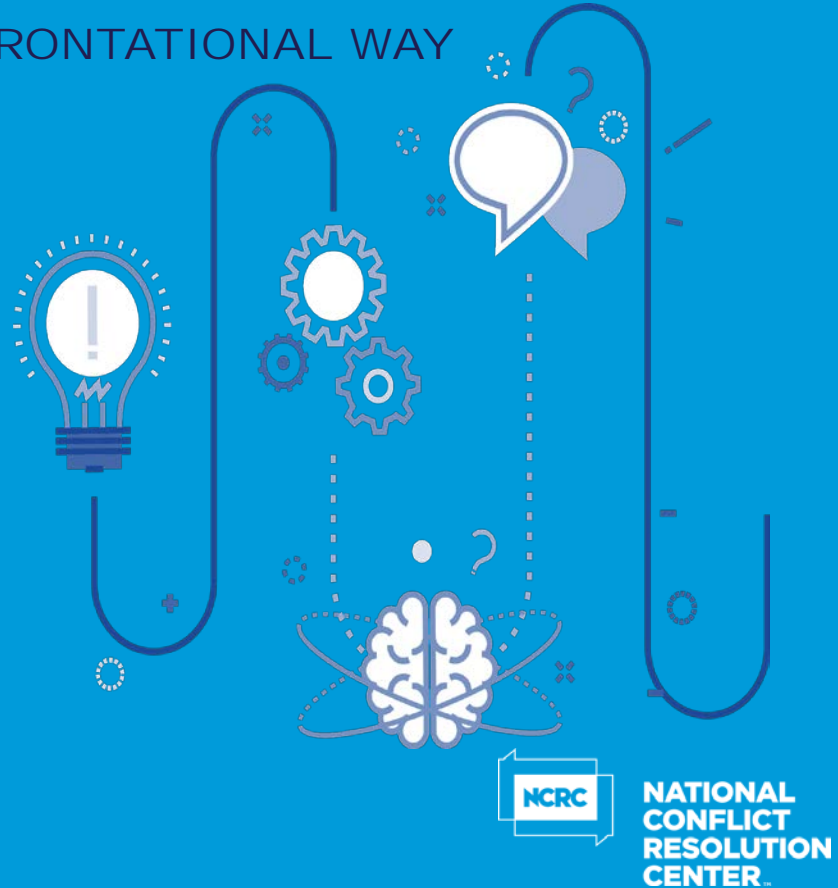
TELL YOUR PERSPECTIVE IN A NONCONFRONTATIONAL WAY

State how the situation is affecting you or others without attacking the other person.

State your interests: "One thing that is important to me/our company is ..."

Use "WE" statements: "I'd like it if we could figure out a way to ..."

State organizational values: "We value ... and for this reason, I need to ..."





BREAKOUT

How does *Telling Your Perspective in a Nonconfrontational Way* and encouraging employees to do the same help create a more inclusive environment?



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TALKING ACROSS THE DIVIDE

Demonstrating
Conversational
Receptiveness



WORDS OF
ACKNOWLEDGMENT

HEDGING

Indicating some uncertainty
about the claim you are
about to make

USE POSITIVE TERMS
It is helpful to consider
your colleagues'
viewpoints.

AVOID
ARGUMENTATIVE
TONE



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ACTIVE AWARENESS

- Recognize style differences
- Check your bias and your ego
- Process your perceptions

RESPOND RESPECTFULLY

- Demonstrate understanding
- Acknowledge and identify needs
- Ask open-ended questions
- Acknowledge your responsibility

TROUBLESHOOT TOGETHER

- Tell your perspective in a nonconfrontational way
- Make sure everyone's needs are met
- End on a positive note



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A CTIVE AWARENESS

R ESPOND RESPECTFULLY

T ROUBLESHOOT TOGETHER

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

WHAT'S NEXT

- Read about Humble Inquiry
- Next week: The ART of Inclusive Communication



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