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# CULTURE, COMMUNICATION, AND CONFLICT:

## Managing Divisiveness in the Workplace



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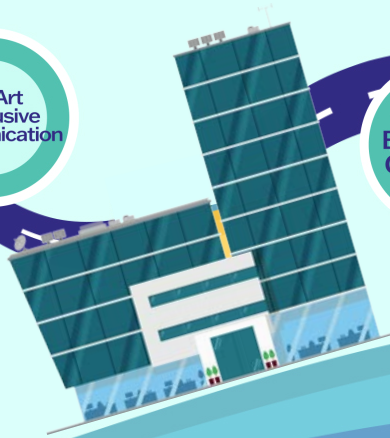
# ROAD MAP

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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# 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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“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



# 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 1 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 1**

**ONE PERSON will be Facilitator**

**ONE PERSON will be Kate**



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## STAGE 2

# Develop Agenda

## GOAL

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**

### **GOAL**

- ▶ **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 3 and 4**



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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

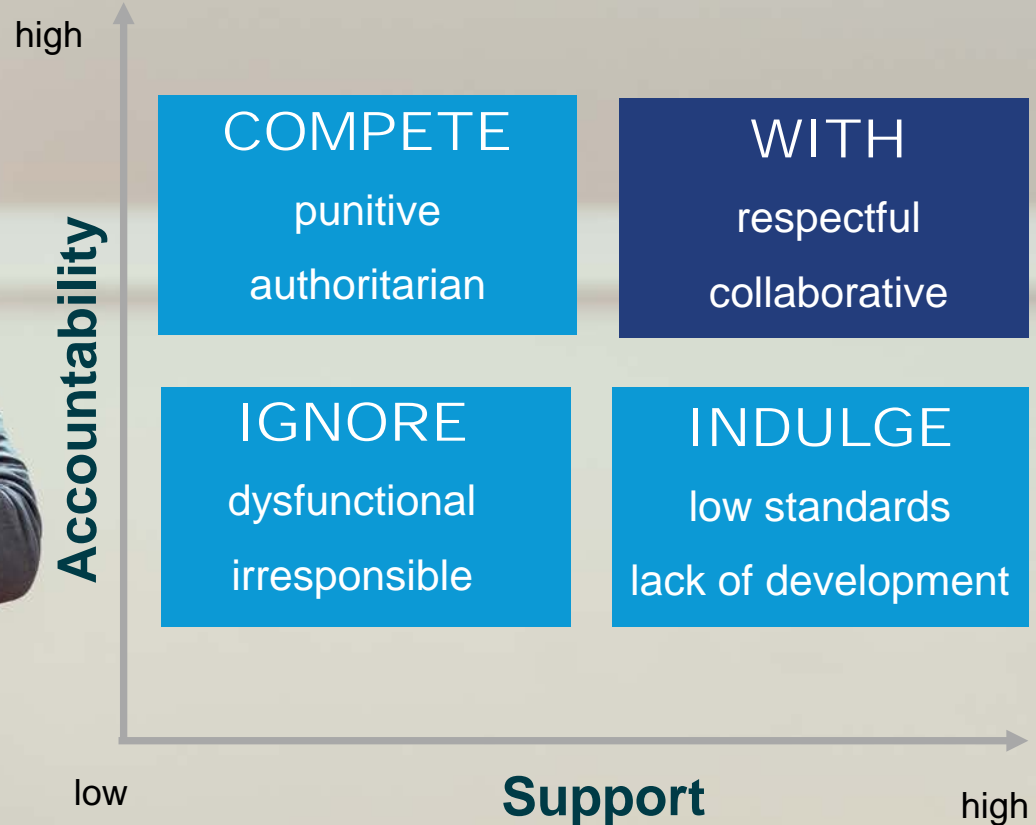
# The Code of Civil Discourse

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We believe that the respectful and constructive airing is critical to successful dialogue. As community members, we pledge to engage in respectful and constructive civil discourse; therefore:

1. We will promote an **inclusive** environment where diverse perspectives are shared and considered;
2. We will listen attentively and ask questions to **understand** others' positions;
3. We will show **respect** for ideas and views presented, even when we disagree;
4. We will explain our positions by **fairly** presenting the reasons for them; and
5. We will avoid personal attacks that distract **attention** from the salient issues.

# WORKPLACE DYNAMICS



# WHAT WE'VE COVERED

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The ARTful Communication Strategy



Human-Centered Leadership



Underlying Needs and Values



Managing Bias, Including Polarization Bias



Hammer Conflict/  
Communication Style Inventory



Sources of Power and Their Use

# WHAT WE'VE COVERED

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Humble Inquiry



Understanding "America's Hidden Tribes"



A Leader's Role in Upstanding and Creating Belonging



The Exchange Strategy



The Code of Civil Discourse



Increasing Accountability and Support





## BREAKOUT

Discuss what resonated with you in the Culture, Communication, and Conflict Series.

**What is one commitment that you will make to apply the learning from the series in your work?**



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## WHAT'S NEXT?

For information on other workshops or the Code of Civil Discourse, contact Ashley Virtue, Director of External Relations, at (619) 238-2490 ext. 222 or [avirtue@ncrconline.com](mailto:avirtue@ncrconline.com).



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