



CULTURE, COMMUNICATION, AND CONFLICT:

Managing Divisiveness in the Workplace



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ROAD MAP

Positive Culture with Greater Productivity



FOR
LEADERS
LIKE
YOU

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**.



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



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CONFLICT RESOLUTION APPROACHES

AUTHORITY

Use of
Formal
Power

POLICY

Rules/
Standards
of Conduct

INTERESTS

Consideration
of Needs



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**



Hold Private Meetings

GOALS

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

TASKS

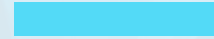
- ▶ Clarify purpose
- ▶ Clarify leader's interests
- ▶ Hear perspectives

TECHNIQUES

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



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BREAKOUT

PRACTICE STAGE ONE

A: Facilitator

B: Ginger



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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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



A solid blue horizontal bar is positioned above the word "BREAKOUT".

BREAKOUT

**Discuss what you noticed in
Stages Three and Four.**



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

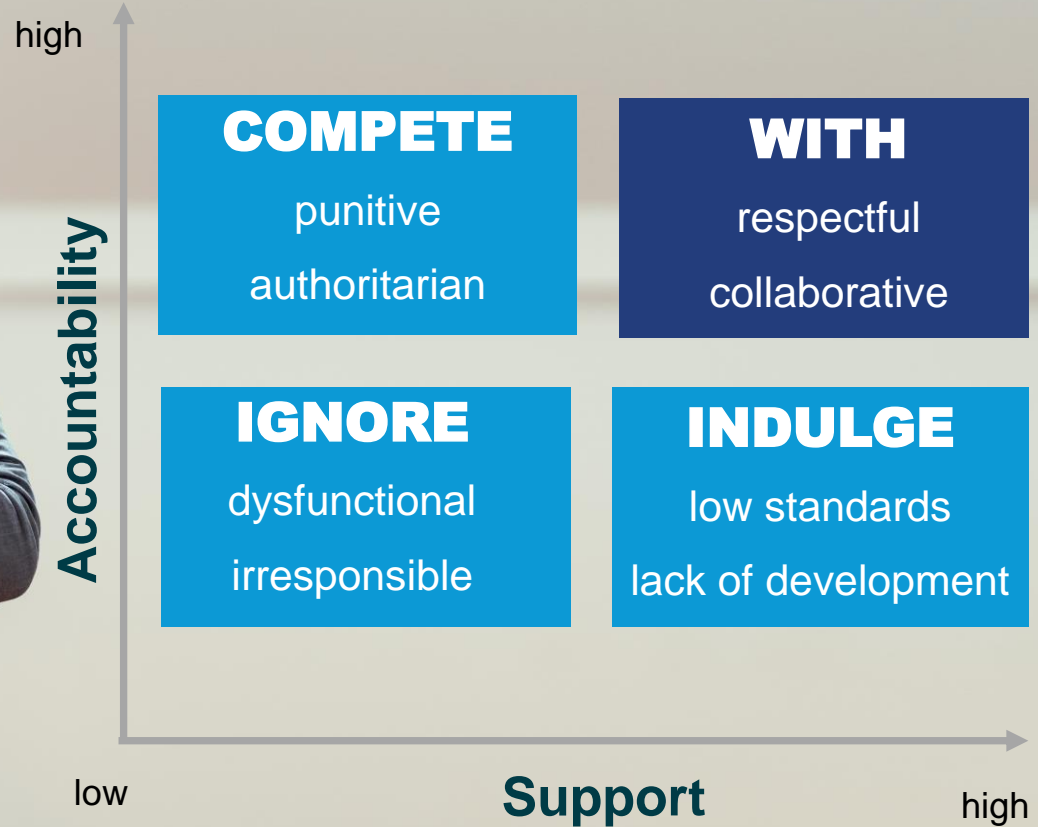
DECIDE

Leader and participants choose best options

DOCUMENT

Leader writes down agreed-upon points

WORKPLACE DYNAMICS



WHAT WE'VE COVERED



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The ARTful Communication Strategy



Human-Centered Leadership



Underlying Needs and Values



Managing Bias



**Hammer Conflict/
Communication Style Inventory**



Sources of Power and Their Use

WHAT WE'VE COVERED



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Humble Inquiry



Intercultural Awareness



**A Leader's Role in Upstanding
and Creating Belonging**



The Exchange Strategy



**Increasing Accountability
and Support**

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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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CONGRATULATIONS!



A woman with dark hair pulled back, wearing a blue long-sleeved top 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 on a saucer, and a smartphone. The background is a bright, out-of-focus office setting 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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An overhead, high-angle photograph of four business professionals in a meeting. They are standing on a light-colored tiled floor. One person is pointing at a tablet held by another. The scene is lit from the side, creating long, dark shadows of the people on the floor. The background is a soft, out-of-focus blue.

WHAT'S NEXT

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