



# **CULTURE, COMMUNICATION, AND CONFLICT:**

**A Certificate Program  
for Leaders Navigating  
Today's 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 ART OF INCLUSIVE COMMUNICATION

## Learning Outcomes

In this workshop, we will reinforce a **mindset of inclusiveness**.

- Reflect on our **personal history**, our **own biases**, and our **communication style**.
- Effectively **embrace, listen to, and process diverse cultural-** and **identity-related** interactions to become more **inclusive**.



**“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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# HUMBLE INQUIRY

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

- Edgar Schein



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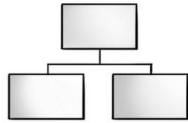
## BREAKOUT

- What stood out for you about a leader's sources of power?
- How does humble inquiry relate to being an inclusive leader?



# Types of Social Power Leaders Have

## SOCIAL POWER



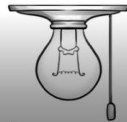
LEGITIMATE  
POWER



REWARD  
POWER



COERCIVE  
POWER



REFERENT  
POWER



EXPERT  
POWER



# TYPES OF COGNITIVE BIASES THAT BLOCK OUR ABILITY TO LEAD INCLUSIVELY



## **In-Group Bias**

is the tendency to favor one's own group, particularly in reference to other groups. (Dictionary of Psychology)

## **Confirmation Bias**

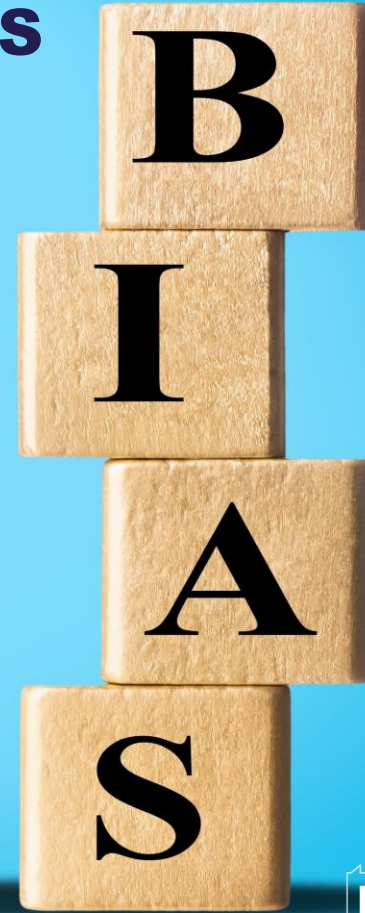
is the tendency to look for information that supports, rather than rejects, one's preconceptions. (American Psychological Association)



# 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?



# TYPES OF COGNITIVE BIASES THAT BLOCK OUR ABILITY TO LEAD INCLUSIVELY



## **Polarization Bias**

is the movement toward opposite extremes of a continuum of viewpoints or opinions.

## **False Polarization Bias**

is when one believes that those with opposing view are more extreme than they are, reinforcing additional polarization.  
(National Institutes of Health)

# CULTURAL AWARENESS

## HAMMER'S CONFLICT STYLE INVENTORY

Direct  
Communication

**DISCUSSION  
STYLE**

**ENGAGEMENT  
STYLE**

Indirect  
Communication

**ACCOMMODATION  
STYLE**

**DYNAMIC  
STYLE**

Emotionally  
Restrained

Emotionally  
Expressive





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## BREAKOUT

- What are the strengths of your style?
- How do you want others to show respect to *your* style?
- How do you show respect to *other* styles?



# INTERCULTURAL DEVELOPMENT CONTINUUM

Adapted from Bennett's Model of Intercultural Sensitivity

MONOCULTURAL MINDSET

MULTICULTURAL MINDSET



**Lacking  
Awareness**

**Some  
Awareness**

**Minimized  
Awareness**

**Heightened  
Awareness**

**Recognized  
Awareness**

Denial  
of other cultures

Polarizing view  
of other cultures

Assumes we  
are alike

Curious and open  
to cultures

Actively adapt  
to cultures



## BREAKOUT

- **Where would you place yourself on this continuum?**
- **Share about a time when you were at a different place and what led to your growth.**



## A CTIVE AWARENESS

- ▶ Remain nonjudgmental of the other person
- ▶ Refrain from projecting your mindset onto the employee
- ▶ Manage your neutrality/Check your reaction

## R ESPOND RESPECTFULLY

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

## T ROUBLESHOOT TOGETHER

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

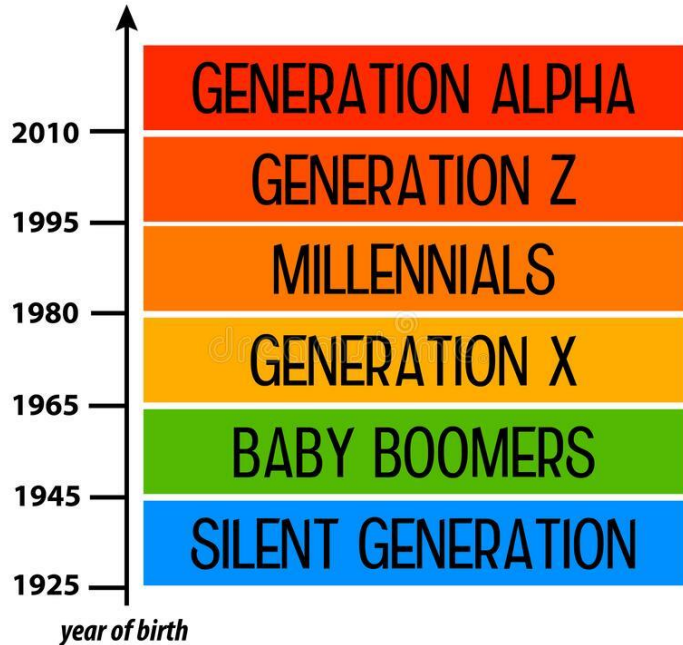
**TIPS FROM THE INTERCULTURAL  
DEVELOPMENT INVENTORY ON  
INTERACTING WITH OTHERS**



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# GENERATION EXPLORATION

What is your generation and what is it known for?



How does this impact

- Your worldview?
- Your values?
- Your behavior?
- Your job and work with others?



# The ART of Inclusive Communication

- **Humble Inquiry**
- **A Leader's Sources of Power**
- **Bias**
- **Conflict Styles**
- **Intercultural Development Continuum**
- **Generation Exploration**

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

## WHAT'S NEXT

- **Watch "Building a Society Based on Belonging"**
- **Next Week: The Bystander Challenge**



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