



# **CULTURE, COMMUNICATION, AND CONFLICT**

## **Community Leaders**



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The ARTful  
Conversation

The ART of  
Inclusive  
Communication

The Bystander  
Challenge

The Exchange

**Positive Culture with Greater Impact**



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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**.

# GROUP AGREEMENTS

- Show respect
- Listen with compassion
- Keep confidentiality
- Share the airtime in breakouts





**“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?**

# Cultural Humility

A lifelong process of **continuing to learn** about, **be open** to, and be **respectful** of the **cultures** and **values** of others.

Cultural humility gives us a **greater understanding** of cultures that are different from our own and helps us **recognize** each person's **unique cultural experiences** and **expression**.

Further, it helps us **counteract the assumption** that what we are accustomed to is "**the norm**."





## BREAKOUT

- **Identify one aspect of your life experience/identity/history that will help you maintain cultural humility.**
- **Identify one aspect of your life experience/identity/history that could be challenging as you strive to be culturally humble.**

# 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, 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 community leader?

What can you do to overcome the impact of in-group bias and confirmation bias?



# CULTURAL AWARENESS

## HAMMER'S CONFLICT STYLE INVENTORY



Direct  
Communication

Indirect  
Communication

**DISCUSSION  
STYLE**

**ENGAGEMENT  
STYLE**

**ACCOMMODATION  
STYLE**

**DYNAMIC  
STYLE**

Emotionally  
Restrained

Emotionally  
Expressive





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## **BREAKOUT**

- **What are the strengths of your style?**
- **How do you show respect to your style?**
- **How do 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 a time when you were at a different place and what led to your growth.**
- **How do you interact with others who are at different places on this continuum?**

## **A**CTIVE AWARENESS

- ▶ Remain nonjudgmental of the other person
- ▶ Refrain from projecting your own mindset onto them
- ▶ Manage your neutrality, and check your reaction

## **R**ESPOND RESPECTFULLY

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

## **T**ROUBLESHOOT TOGETHER

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

## **TIPS FOR INTERACTING WITH OTHERS**



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# The ART of Inclusive Communication

- **A Leader's Sources of Power**
- **Humble Inquiry**
- **Cultural Humility**
- **In-Group Bias / Confirmation Bias**
- **Conflict Styles**
- **Intercultural Development Continuum**

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

# WHAT'S NEXT

- **Watch "How to Build Inclusive Teams" to conclude the ARTIC**
- **For next week, Watch "Bridging – Towards A Society Built on Belonging"**
- **Next week: The Bystander Challenge**



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