



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

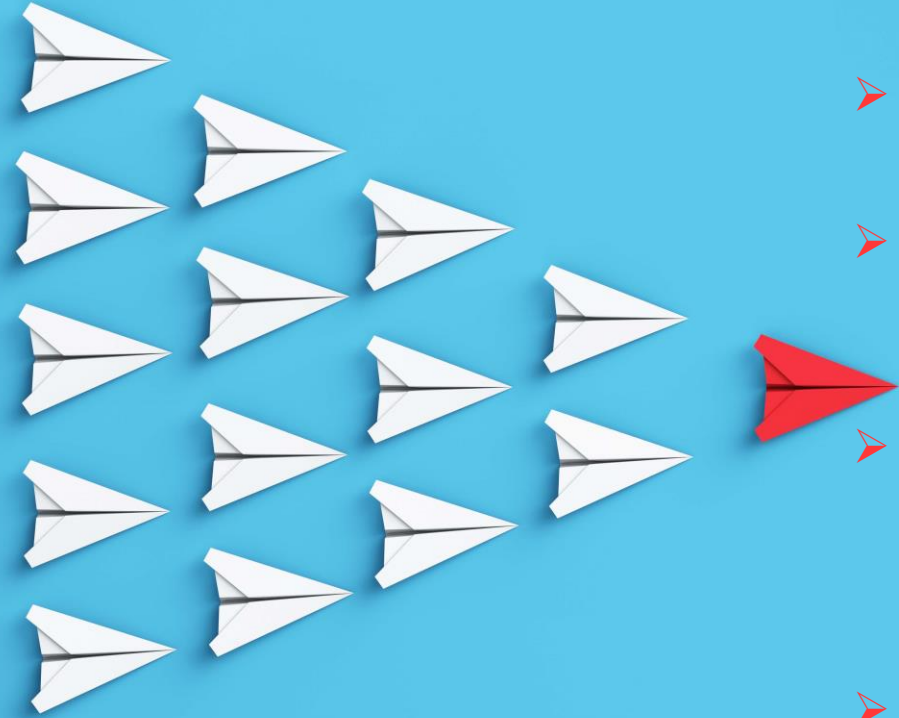
FOR
LEADERS
LIKE
YOU

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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)

Leadership is **all about people**. It is not about organizations. It is not about plans. It is not about strategies. It is all about people motivating people to get the job done. You have to be **people-centered**.

- Colin Powell



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FIRST BREAKOUT

INTRODUCE YOURSELF

YOUR ROLE

**HOW IS DIVISIVENESS
AFFECTING YOUR TEAM?**



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HUMAN-CENTERED LEADERSHIP

What Is It?

- A leader who puts people first.

Why Is It Important?

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



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

ACTIVE AWARENESS

RESPOND RESPECTFULLY

TROUBLESHOOT TOGETHER



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Recognize style differences

Check your bias and your ego

Process your perceptions



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Neuroception and Communication

MICRO-EXPRESSIONS

The facial expressions that occur within a fraction of a second. This involuntary emotional leakage exposes a person's true emotions.

MICRO-GESTURES

The movements in the face or body. The gestures that send negative messages, such as distracted eye movements that demonstrate impatience and break trust.

EXAMPLES

- **Happiness**
- **Sadness**
- **Anger**
- **Disgust**
- **Contempt**
- **Fear**
- **Surprise**
- **Impatience**
- **Distraction**





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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A WORKPLACE CONFLICT



Ximena
New Employee



Acacia
Team Member



Catherine
Long-Term Employee





BREAKOUT

What are the needs of:

Ximena, the new employee?

Catherine, the experienced team member?



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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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RESPOND

RESPECTFULLY

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. The woman on the left has dark curly hair and is wearing a white blouse. The woman on the right has blonde hair, wears glasses, and a light blue blouse. They are both looking at a document held by the woman on the right. The woman on the left is also holding a brown paper coffee cup. 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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THE CO-REGULATION EFFECT

Co-Regulation

The way in which one person's autonomic nervous system sensitively interacts with another person's autonomic nervous system that **facilitates greater emotional balance** and **physical health**.

Why It Matters

When someone comes to a leader with a concern, they are often out of regulation in their nervous system. As social beings, humans co-regulate each other to ground themselves. It is done primarily by **body language**, **eye contact**, and **sending signals of safety**. When that doesn't happen, the person becomes more agitated and feels unsafe.

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



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BREAKOUT

Please share a conflict you recently experienced.

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?



Share your perspective in a nonconfrontational way
Make sure everyone's needs are addressed
End on a positive note



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TROUBLESHOOT TOGETHER

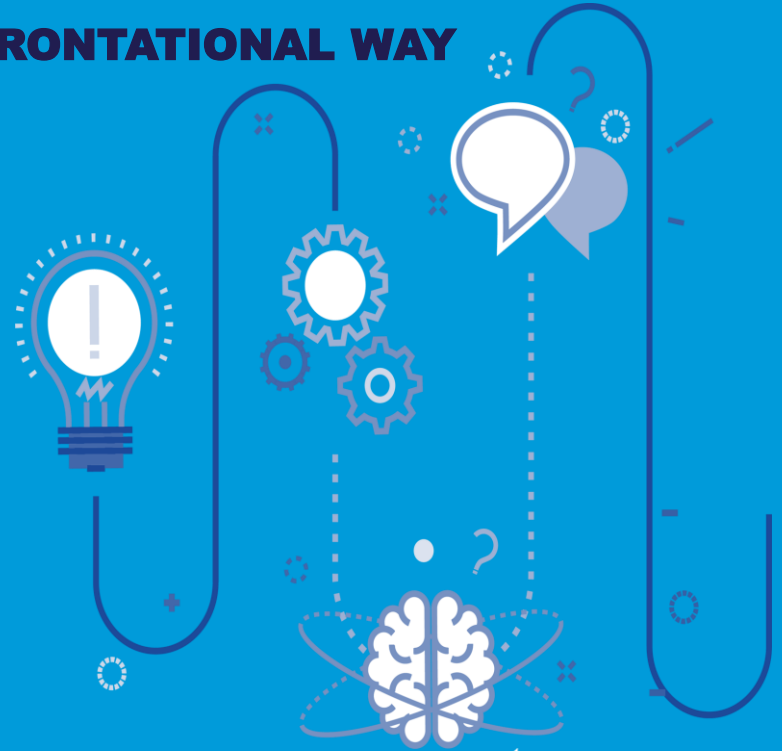
TELL YOUR PERSPECTIVE IN A NONCONFRONTATIONAL WAY

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..."



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TALKING ACROSS THE DIVIDE

Demonstrating
Conversational
Receptiveness



**WORDS OF
ACKNOWLEDGMENT**

USE POSITIVE TERMS

It is helpful to consider
your colleagues'
viewpoints.

HEDGING

Indicating some uncertainty
about the claim you are
about to make

**AVOID
ARGUMENTATIVE
TONE**



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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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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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ACTIVE AWARENESS

RESPOND RESPECTFULLY

TROUBLESHOOT 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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