

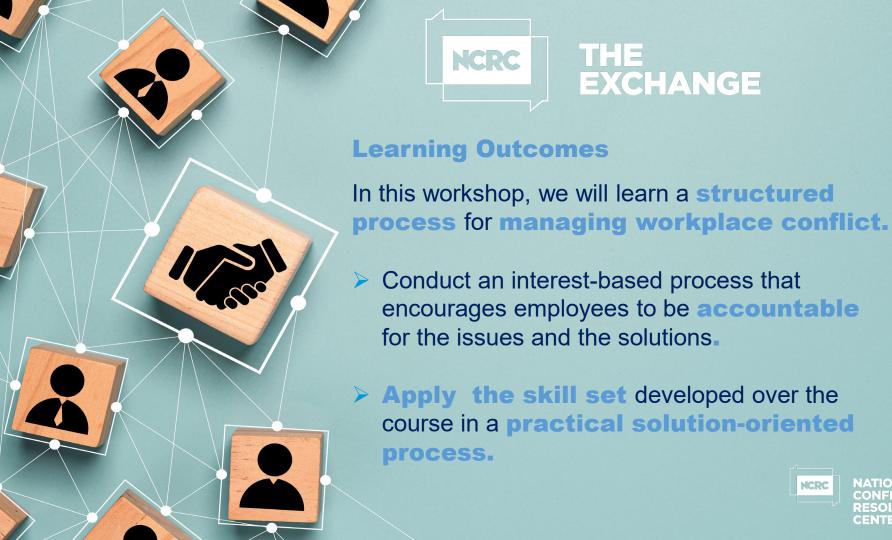
## CULTURE, COMMUNICATION, AND CONFLICT:

A Certificate Program for Educational Leaders Navigating Today's School Environment









The opportunity for cooperation is there, even in our most vexatious disputes, if we only bother to look for it.

- William Raspberry, Journalist and Professor

#### **CONFLICT RESOLUTION APPROACHES**



### THE EXCHANGE









STAGE 1
Hold
Private
Meetings

STAGE 2
Develop
Agenda

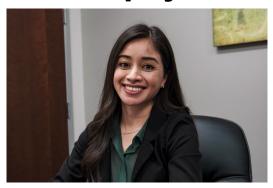
STAGE 3
Hold Joint
Meeting

STAGE 4
Facilitate
Problem
Solving

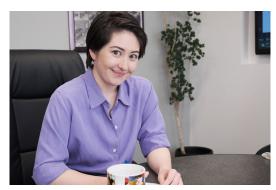


## **A Workplace Conflict**

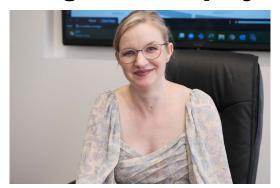
Ximena New Employee



Acacia Team Member



Catherine Long-Term Employee







#### **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





## **Hold Private Meetings**

#### Welcome

- ► Acknowledge Work
- ► Clarify Purpose Of Meeting
- Explain How Process Works
- Discuss Confidentiality & Notetaking
- Policy Issues
- Clarify Manager's Interests
- Ask Opening Question

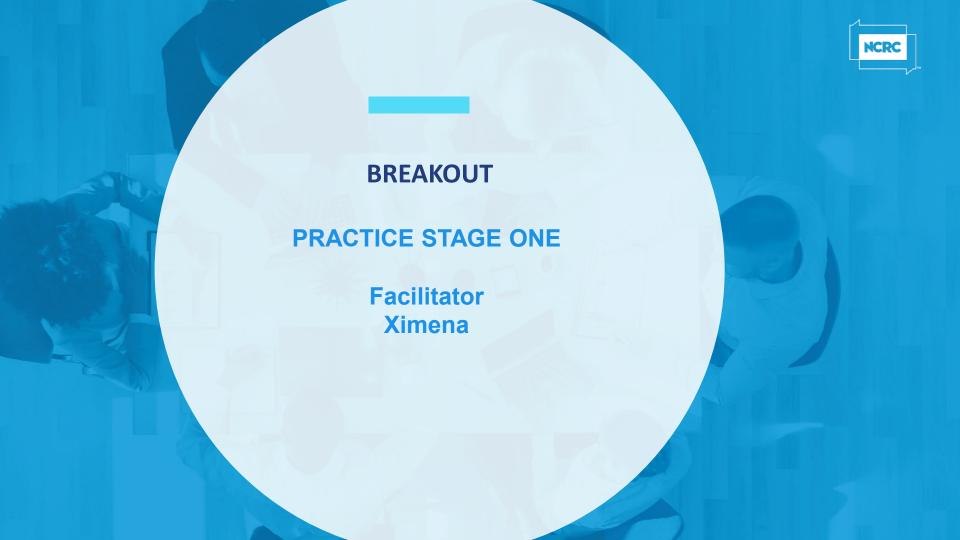
### Closing

- Thank them for sharing perspective
- Reiterate manager's interests and goa

#### Homework

- **▶** Consider other perspective
- Think of possible solutions







## **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** 





#### **GOALS**

► Assist employees in developing an understanding of how the situation impacted each other and the workplace

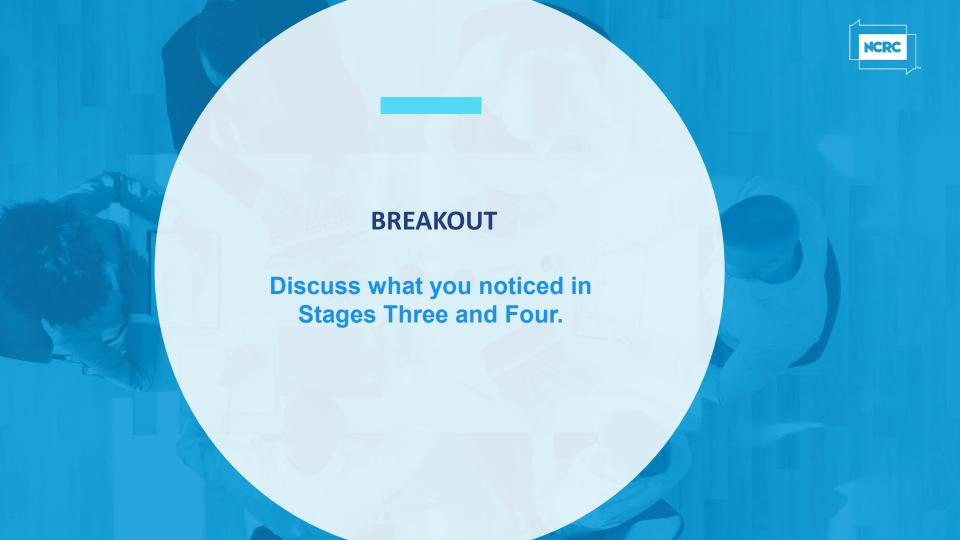
#### **TASKS**

- ► Hold three-way conversation
- ► Implement agenda

#### **TECHNIQUES**

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







## 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

Leader identifies interests of participants and department

#### **DETERMINE**

Leader and participants choose best options

DECIDE

#### **DOCUMENT**

Leader writes down agreedupon points





## WHAT WE'VE COVERED





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



**Humble Inquiry** 



**Intercultural Awareness** 



A Leader's Role in Upstanding and Creating Belonging



The Exchange Strategy



**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?

