



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

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



**NATIONAL  
CONFLICT  
RESOLUTION  
CENTER.**

# ROAD MAP

Positive Culture with Greater Productivity



The Artful  
Conversation

The Art  
of Inclusive  
Communication



The  
Bystander  
Challenge

The  
Exchange

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**.

A blurred background image showing a group of people in a meeting or office setting. A woman with dark hair is in the center, looking towards the left. A man with short dark hair is in the foreground on the left, looking towards the center. Another person is partially visible on the right. The overall scene is out of focus, emphasizing the text overlay.

**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

## **AUTHORITY**

**Use of  
Formal  
Power**

## **POLICY**

**Rules/  
Standards  
of Conduct**

## **INTERESTS**

**Consideration  
of Needs**



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# 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



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# 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 goal

## Homework

- ▶ Consider other perspective
- ▶ Think of possible solutions



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**BREAKOUT**

**PRACTICE STAGE ONE**

**Facilitator  
Ximena**



**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





# 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



high  
↑  
**Accountability**  
↓  
low

**COMPETE**  
punitive  
authoritarian

**WITH**  
respectful  
collaborative

**IGNORE**  
dysfunctional  
irresponsible

**INDULGE**  
low standards  
lack of development

low → **Support** → high



# 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**

A solid blue horizontal bar is positioned at the top center of the white circular area.

## 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!

