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CULTURE, COMMUNICATION, AND CONFLICT

Workplace Leaders

ROAD MAP

Positive Culture with Greater Productivity

The Artful
Conversation

The Art
of Inclusive
Communication

The
Bystander
Challenge

The
Exchange

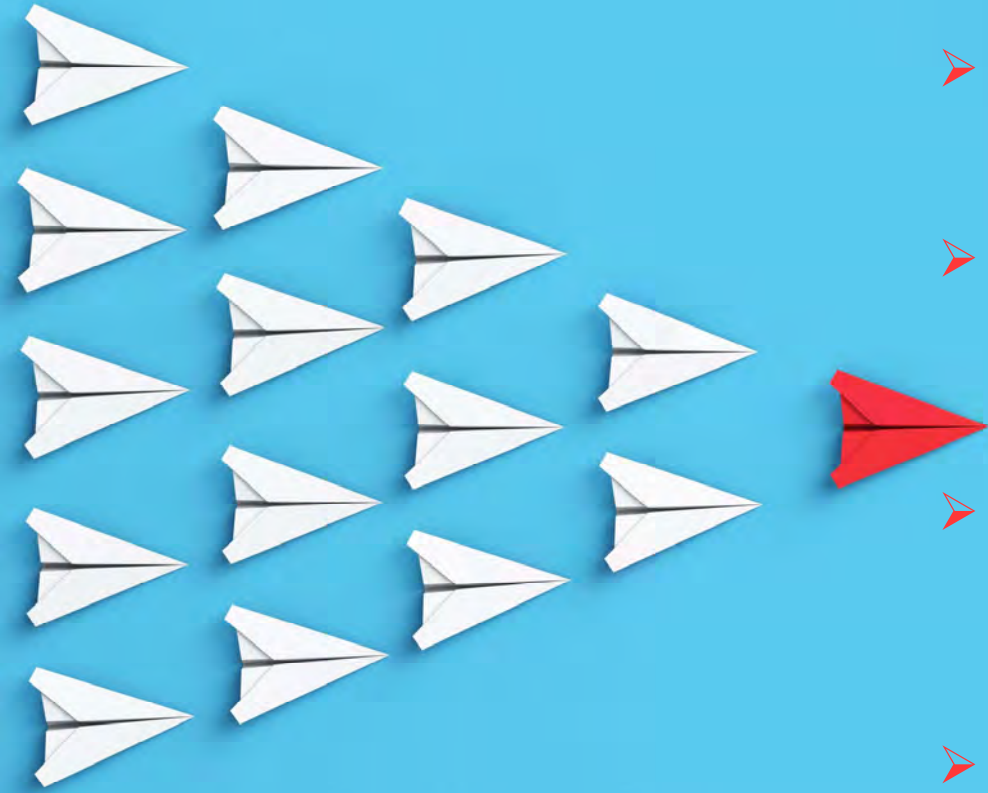
FOR
LEADERS
LIKE
YOU

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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 (The Bystander Challenge)
- Lead collaborative conflict resolution processes (The Exchange)

**Culture eats
strategy for
breakfast.**

- Peter Drucker

Leading Management Consultant and Author



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FIRST BREAKOUT

**INTRODUCE YOURSELF
YOUR ROLE
TYPES OF CONFLICTS YOU
SEE
BURST VIDEO:
MOVING FROM A PROBLEM-
SOLVING ORIENTATION TO A
HUMAN-CENTERED APPROACH**



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THE ARTFUL CONVERSATION

Learning Outcomes

This workshop will provide a useful framework for **active listening** that will set 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**



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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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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



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BREAKOUT

DETERMINE:

A's: Needs of the Sales Team (Ginger)

B's: Needs of the Engineering Team (Francisco)



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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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How do you respond
RESPECTFULLY with
your **TONE** and
your **BODY LANGUAGE**?



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RESPOND RESPECTFULLY: **A Key Step *Before* Problem Solving**

DEMONSTRATE UNDERSTANDING

Recap speaker's main
concerns in your own words

ACKNOWLEDGE IMPACT

Reflect the person's feelings

IDENTIFY NEEDS

Say what you think were their
underlying needs





BREAKOUT

A's will share Ginger's perspective
B's will Respond Respectfully

DEMONSTRATE UNDERSTANDING

**Recap speaker's main concerns
in your own words**

ACKNOWLEDGE IMPACT

Reflect the feelings the person had

IDENTIFY NEEDS

**Say what you think their
underlying needs were**



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**Tell your perspective in a
nonconfrontational way**

Make sure everyone's needs are addressed

End on a positive note



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BREAKOUT

**Why is it important to share
your perspective in a non-
confrontational way?
How do you do it?**



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TROUBLESHOOT TOGETHER

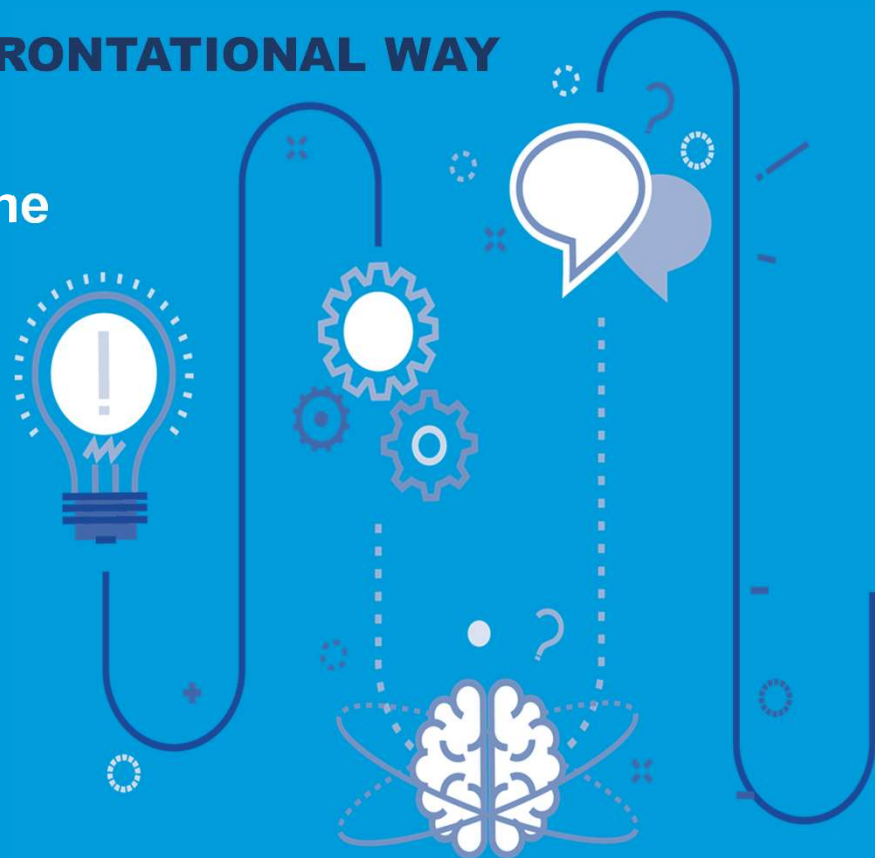
TELL YOUR PERSPECTIVE IN A NONCONFRONTATIONAL WAY

State how the situation is affecting you or the 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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Troubleshoot Together: The 5 D's

GOALS

- ▶ Identify & determine possibilities
- ▶ Create an action plan

DEFINE

Each participant states their perspective on the issue



DEVELOP

All explore possible solutions



DETERMINE

The workplace leader identifies needs of participants



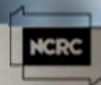
DECIDE

The workplace leader and participants choose best options



DOCUMENT

The workplace leader writes points agreed upon and distributes them to all



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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 **R**ESPOND RESPECTFULLY **T**ROUBLESHOOT 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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