Exploring Values & Conflict Style in the Workplace

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Emily Osan (she, her, hers), DEI Specialist
Agenda

• Community Norms
• Community Care
• Group Energizers
• Values Activity & Debrief
• Intercultural Conflict Style Activity & Debrief
• Case Study & Debrief
• Final Reflections
Welcome & Land Acknowledgement

As we gather, we honor and acknowledge that the University of Colorado’s four campuses are on the traditional territories and ancestral homelands of the Cheyenne, Arapaho, Ute, Apache, Comanche, Kiowa, Lakota, Pueblo and Shoshone Nations. Further, we acknowledge the 48 contemporary tribal nations historically tied to the lands that comprise what is now called Colorado.
Community Norms: Guidelines for Engagement

- I will critique ideas, not people
- I will lean into difficult conversations
- I will not make assumptions about other people's identities
- I will take care of myself and take breaks if I need to
- I will believe everyone is doing their best
- I will use “I” statements
- I will accept a lack of closure
- I will be accountable for the impact of my actions and words
- I will agree that what is shared here, stays here and what is learned here, leaves here
Community Care

“Community care is basically any care provided by a single individual to benefit other people in their life.” (Dockray, 2019)

“Community care consists of both small- and large-scale actions that we can take to show our support for another person, or group of people... Practicing community care, in addition to self-care, asks us to go one step further. It asks us to take the initiative to show and give compassion to each other, even if someone isn’t doing that for themselves.” (Dainkeh, 2019)
Each person in your breakout room will compete in a mini 1-minute typing competition. During the test, you will have paragraphs of text that you will copy by typing what you see. The time will begin when you type your first letter.
Conflict

To be in or come into opposition; to differ.
The Power of Language
Conflict Resolution
Conflict Mediation
Conflict Management
Conflict Navigation
Thomas-Kilmann Conflict Mode Instrument (TKI)

- Compete (defeat)
  - Be a winner at all costs
- Compromise
  - Split the difference
  - find "middle ground"
- Collaborate
  - Problem solve creatively so everyone benefits
- Accommodate (give in)
  - Build friendly relationships
- Withdraw (avoid & delay)
  - Take whatever you can get

Concern for Goals
Level of Assertiveness

Concern for Relationships
Level of Cooperativeness
Conflict is rooted in real or perceived threats to power and/or fundamental human needs (e.g. safety, control, basic resources, purpose, efficacy, recognition, dignity, etc.)

<table>
<thead>
<tr>
<th>Goals, Wants, Needs</th>
<th>Compatible</th>
<th>Incompatible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decisions, Behaviors, Actions</td>
<td>Compatible</td>
<td>Incompatible</td>
</tr>
<tr>
<td>No Conflict</td>
<td>Latent Conflict</td>
<td></td>
</tr>
<tr>
<td>Surface Conflict</td>
<td>Open Conflict</td>
<td></td>
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</tbody>
</table>
Conflict
Values

Values are basic and fundamental beliefs that guide or motivate attitudes or actions. Values describe the personal qualities we choose to embody to guide our actions; the sort of person we want to be; the manner in which we treat ourselves and others, and our interaction with the world around us.
Poll: How did your group decide the winner of the typing test?
Values & The Workplace

19% of employees either don’t understand their core values or simply don’t know them (Acadal, 2020)

33% of employees don’t believe their company’s core values align with their personal values. (Acadal, 2020)

67% of Global CEOs predict that in five years, workplace talent will focus more on corporate culture and values than they do on pay. (Acadal, 2020)
Values & The Workplace

39% of professionals would leave their current job if their employer asks them to do something they have an ethical or moral conflict with. (Mejia, 2018)

86 percent, of millennials (24-39 year olds) would consider taking a pay cut to work at a company whose mission and values align with their own (Mejia, 2018)

"If leaders fail to help employees see the larger picture or the “why” behind the work they do, there is a 22% increased odds of employee burnout." (O.C. Tanner, 2019)
Individual Workplace Values Reflection

10 values, 10 minutes

Top 5, 3 min

Top 3, 3 min
Break
10 minutes
Introductions

- Introduce yourselves (names, pronouns, campus, position) and share in one sentence how you’re feeling.
- As a group, review the group norms (next slide).

Debriefing Values Activity:

- Designate a timekeeper for the group.
- Each person will have 3 minutes to talk about their top 3 values and answer the question: How do these values impact you in the workplace? Others in the group should listen silently for the 3 minutes.
- After the speaker’s time is up, the group members will have 2 minutes to ask questions but should not make comments.
- Rotate until so each group member has an opportunity to share.
**Causes**
- Culture, Socialization, Power, Dominant Culture in Society

**Core Problems**
- Individual Values
- Misaligned Goals
- Miscommunications
- Differing Opinions

**Effects**
- Conflict
- Visible Behaviors, Actions,

**Conflict**
Intercultural Conflict Style
Intercultural Conflict Style Inventory

- Developed by Mitch Hammer, Ph.D.
  - Professor emeritus of International Peace and Conflict Resolution in School of International Service at the American University in DC
  - Has worked for: NASA, Federal Bureau of Investigation, the National Institutes of Health
  - Has provided hostage negotiations throughout the world
  - His work has resulted in:
    - Intercultural Development Inventory
    - Intercultural Conflict Style Inventory
    - The SAFE Dialogue approach to crisis intervention & hostage negotiation
Intercultural Conflict Style Inventory

- What:
  - 18-item questionnaire, statistically valid & reliable
  - Has been professionally “back translated” into multiple languages using rigorous, scientific procedures to ensure linguistic and conceptual equivalency
- Individuals will:
  - Increase cultural understanding of self & others related to communication & conflict resolution approach
  - Use culturally responsive strategies in communicating their goals and interests to others
  - More accurately interpret the statements and actions of others
- Inventory has been completed by over 100,000 people, across more than 1,000 schools, companies & nonprofits, in over 20 countries world-wide
**Discussion Style**

**Self-Perception**
- Confronts Problems
- Elaborates arguments
- Maintains calm atmosphere

**Other’s Perception**
- Difficulty in voicing opinion
- Logical but unfeeling
- Uncomfortable with emotional arguments

**Engagement Style**

**Self-Perception**
- Provides detailed explanations, instructions & info
- Expresses opinions
- Shows feelings

**Other’s Perception**
- Unconcerned with the views & feelings of others
- Dominating & rude
- Uncomfortable w/ viewpoints separated from emotions

**Accommodation Style**

**Self-Perception**
- Uses third parties to gather info & resolve conflict
- Skilled at observing changes in nonverbal behavior
- Comfortable with strong emotional displays

**Other’s Perception**
- Rarely “gets to the point”
- Unreasonable and devious
- Too emotional

**Dynamic Style**

**Self-Perception**
- Abil comm to control emotional outbursts
- Sensitive to feelings of the other party

**Other’s Perception**
- Difficulty in voicing opinion
- Uncommitted & dishonest
- Difficulty in providing elaborate explanations

**Emotional Restraint**

- Consider alternative meanings to ambiguous messages
- Able to control emotional outbursts
- Sensitive to feelings of the other party

**Emotional Expressiveness**

- Provides detailed explanations, instructions & info
- Expresses opinions
- Shows feelings
<table>
<thead>
<tr>
<th></th>
<th>Direct</th>
<th>Indirect</th>
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</thead>
<tbody>
<tr>
<td><strong>Discussion</strong></td>
<td>• North America (European American, Canada)</td>
<td>• North America (e.g. Native American)</td>
</tr>
<tr>
<td></td>
<td>• Europe (e.g. Great Britain, Sweden, Norway, Denmark, Germany)</td>
<td>• Latin America (e.g. Mexico, Costa Rica, Peru)</td>
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<tr>
<td></td>
<td>• Asia Pacific (e.g. Australia, New Zealand)</td>
<td>• Asia (e.g. China, Japan, Thailand)</td>
</tr>
<tr>
<td><strong>Accommodation</strong></td>
<td>• North America (e.g. European American)</td>
<td>• Arab Middle East (e.g. Kuwait, Egypt, Saudi Arabia, Lebanon)</td>
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<td></td>
<td>• Latin America (e.g. Mexico, Costa Rica, Peru)</td>
<td>• Asia (e.g. Pakistan)</td>
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<td>• Asia (e.g. China, Japan, Thailand)</td>
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<tr>
<td>**Emotional Restraint</td>
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<tr>
<td><strong>Emotional Expressiveness</strong></td>
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<tr>
<td><strong>Engagement</strong></td>
<td>• North America (e.g. United States– African American)</td>
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<td></td>
<td>• Europe (e.g. France, Greece, Italy, Spain)</td>
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<td></td>
<td>• Central &amp; Latin America (Cuba, Puerto Rico)</td>
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<td></td>
<td>• Middle East (e.g. Israel)</td>
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*Emotions and engagement across different regions.*
Intercultural Conflict Styles

Breakout Rooms #3

(Slide 7-8 in your participant handout document)

As a group discuss the four styles:

What were your inventory results?

In reading your results:

What parts resonated with you?
What parts did not resonate with you?
Was anything surprising?

Reminder: Each person will have 3 minutes to talk. Others in the group should listen silently for the 3 minutes.

After the speaker’s time is up, the group members will have 2 minutes to ask questions but should not make comments.
Effects
Conflict
Visible Behaviors, Actions,

Causes
Culture, Socialization, Power, Dominant Culture in Society

Core Problems
Personal Values
Misaligned Goals, Miscommunications, Differing Opinions
Your Name

<table>
<thead>
<tr>
<th>Your Values</th>
<th>Actions taken that provide evidence of this value</th>
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<tbody>
<tr>
<td>1.</td>
<td>1.</td>
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<tr>
<td>2.</td>
<td>2.</td>
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<tr>
<td>3.</td>
<td>3.</td>
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</tbody>
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Your Intercultural Conflict Style

<table>
<thead>
<tr>
<th>Your Perception of their values &amp; evidence</th>
</tr>
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<tbody>
<tr>
<td>Your Perception of their ISC &amp; How Your ICS Style interacts with theirs</td>
</tr>
</tbody>
</table>

My Conflict Navigation Strategies as a Leader
GUIDES FOR DRAFTING A LEADERSHIP MISSION STATEMENT

Consider:

How do you consider the effects, core problems and causes involved in your relationships with the above people?

How will you navigate conflict now that you are more aware of the effects, core problems and causes involved in the relationships above?

How does this support and align with your evolution as a leader?
3 And Me

Breakout Rooms #4
(Slide 12 in your participant handout document)

• Designate a timekeeper for the group.
• Each person will have 3 minutes to share their reflections about the 3 And Me Activity. Others in the group should listen silently for the 3 minutes.
• After the speaker’s time is up, the group members will have 1 minutes to ask questions but should not make comments.
• Rotate until so each group member has an opportunity to share.
Tools for Assessing & Navigating Conflict

- Conflict Tree

- Onion

- ABC Triangle
Work Cited


