



Exploring Values & Conflict Style in the Workplace

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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 lean
into difficult
conversations

I will believe
everyone is
doing their
best

I will be
accountable for
the impact of my
actions and
words

I will critique
ideas, not
people

I will not make
assumptions
about other
people's
identities

I will use “I”
statements

I will take care
of myself and
take breaks if I
need to

I will accept a
lack of closure

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)

Group Energizer

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.

Breakout Room #1

(Slide 2 in your participant handout document)



Conflict

To be in or come into opposition; to differ.

The Power of Language

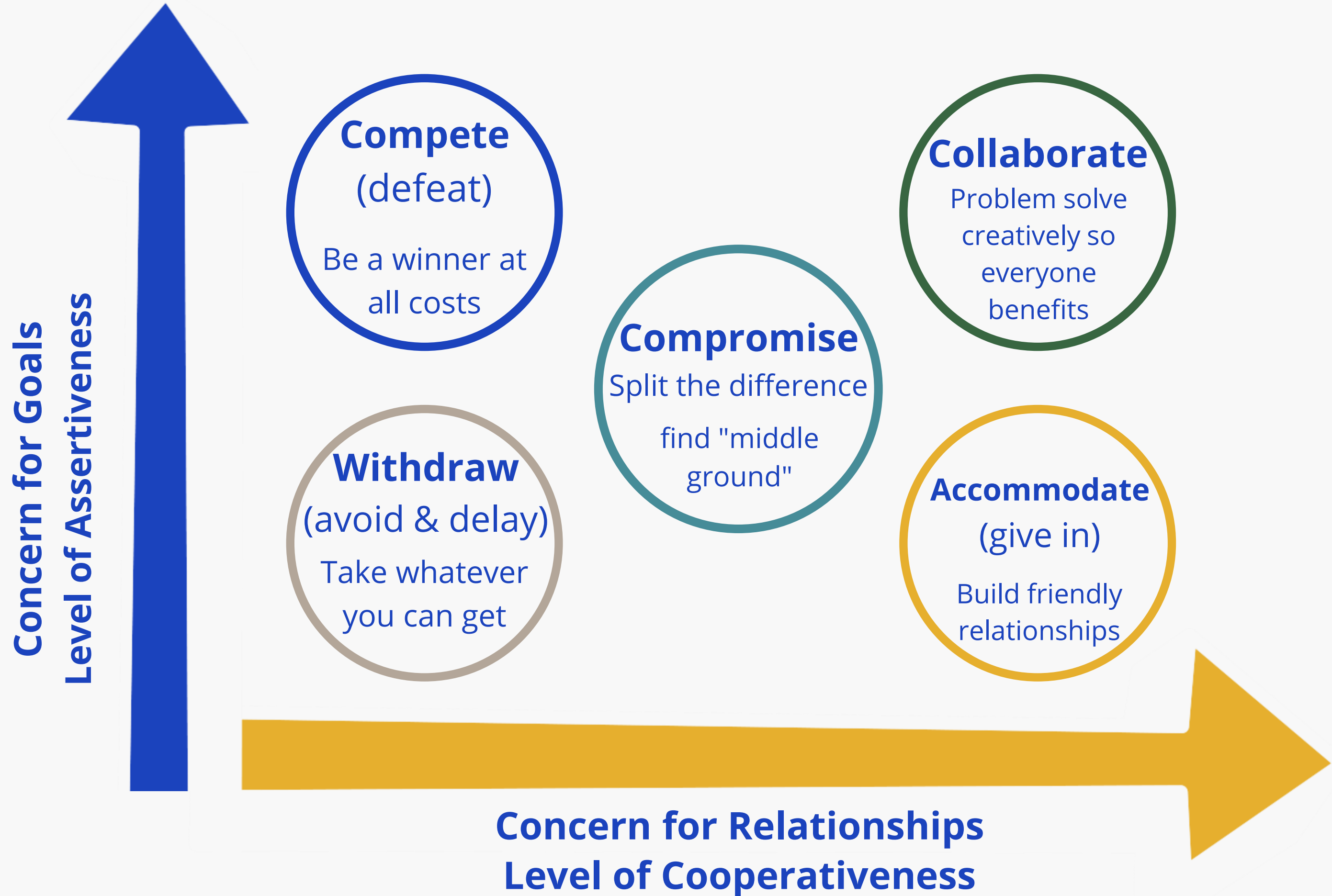
Conflict Resolution

Conflict Mediation

Conflict Management

Conflict Navigation

Thomas-Kilmann Conflict Mode Instrument (TKI)



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.)

**Decisions,
Behaviors,
Actions**

Compatible

Incompatible

Goals, Wants, Needs

Compatible

Incompatible



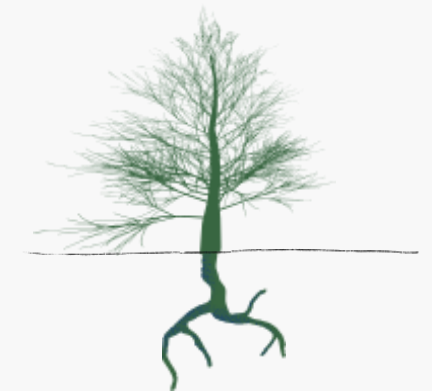
No
Conflict



Latent
Conflict



Surface
Conflict



Open
Conflict




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, 3min~~

Top 3, 3 min

Break

10 minutes

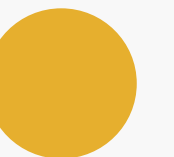
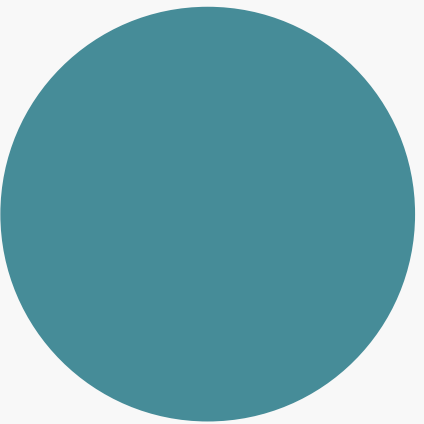


Debriefing Values

Breakout Rooms #2

(Slide 5-6 in your participant handout document)

- **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.



Conflict



Individual Values

Effects

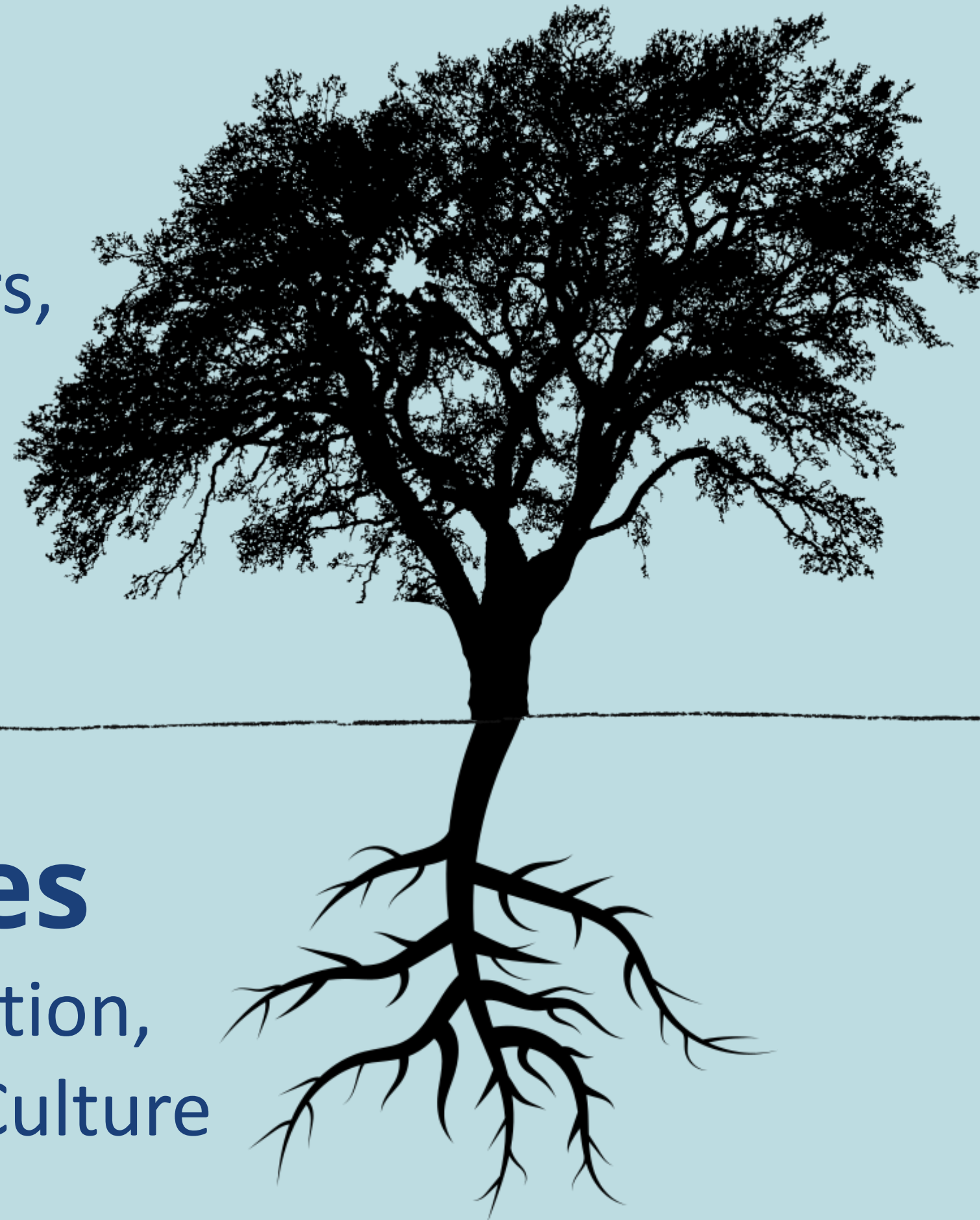
Conflict
Visible Behaviors,
Actions,

Core Problems

Individual Values
Misaligned Goals,
Miscommunications,
Differing Opinions

Causes

Culture, Socialization,
Power, Dominant Culture
in Society






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
- 

Direct

Self-Perception

- Confronts Problems
- Elaborates arguments
- Maintains calm atmosphere

Other's Perception

- Difficulty in reading between the lines
- Logical but unfeeling
- Uncomfortable with emotional arguments

Discussion 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

Engagement Style

Indirect

Self-Perception

- Consider alternative meanings to ambiguous messages
- Able 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

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

Emotional Restraint

Emotional Expressiveness

Direct

Discussion

- **North America** (European American), Canada
- **Europe** (e.g. Great Britain, Sweden, Norway, Denmark, Germany)
- **Asia Pacific** (e.g. Australia, New Zealand)

Engagement

- **North America** (e.g. United States– African American)
- **Europe** (e.g. France, Greece, Italy, Spain)
- **Central & Latin America** (Cuba, Puerto Rico)
- **Middle East** (e.g. Israel)

Indirect

Accommodation

- **North America** (e.g. Native American)
- **Latin America** (e.g. Mexico, Costa Rica, Peru)
- **Asia** (e.g. China, Japan, Thailand)

Dynamic

- **Arab Middle East** (e.g. Kuwait, Egypt, Saudi Arabia, Lebanon)
- **Asia** (e.g. Pakistan)

Emotional Restraint

Emotional Expressiveness

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

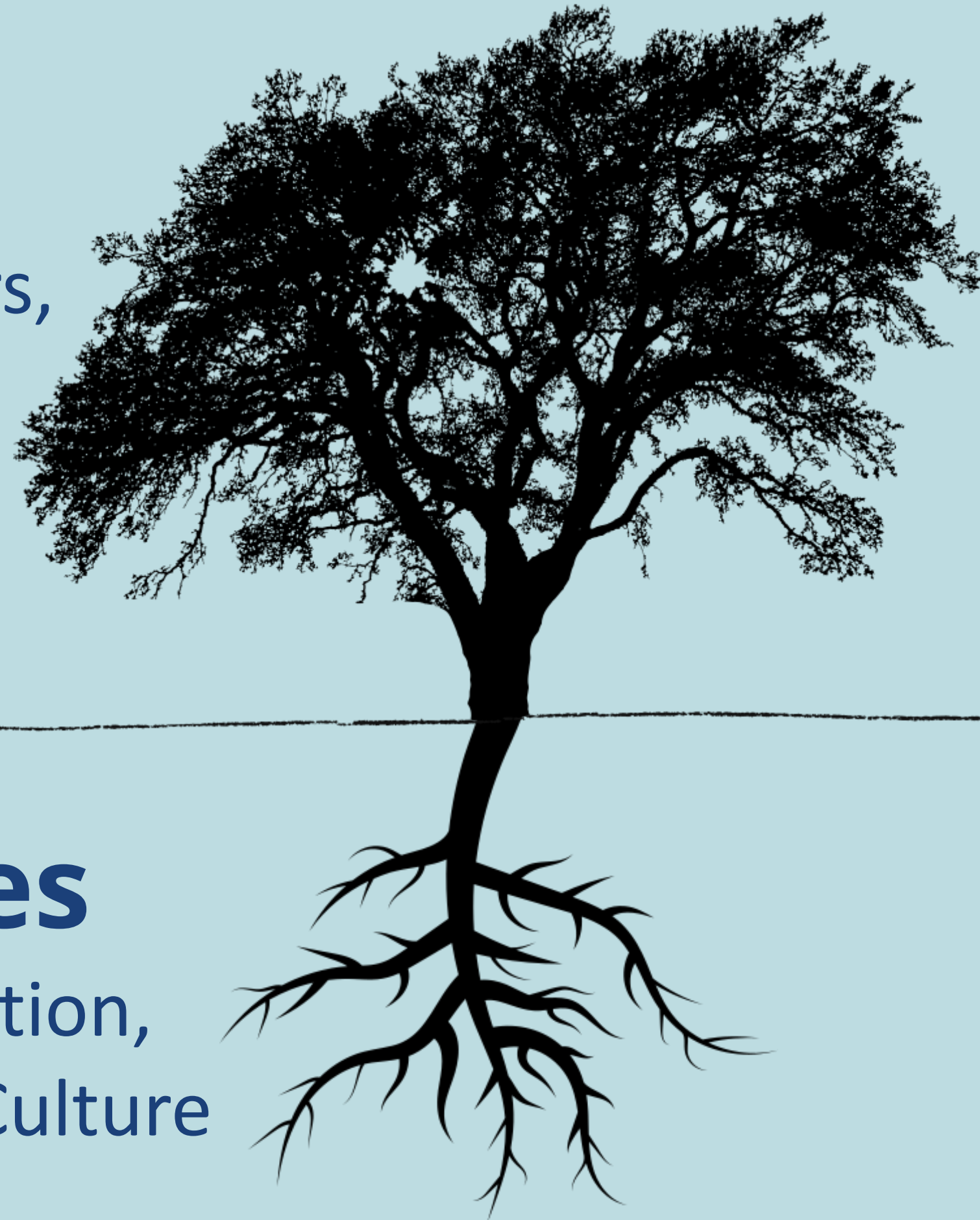
Conflict
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3 And Me

The Three (Boss, Peer, Direct Report)

Your Name			Their Name & Perceived Conflict		Their Name & Perceived Conflict
<div>Your Values</div> <div>1.</div> <div>2.</div> <div>3.</div>	<div>Actions taken that provide evidence of this value</div> <div>1.</div> <div>2.</div> <div>3.</div>	impacts	<div>Your perception of their values & evidence</div>	impacts	<div>Your perception of their values & evidence</div>
Your Intercultural Conflict Style					
		impacts	<div>Your Perception of their ISC & How Your ICS Style interacts with theirs</div>	impacts	<div>Your Perception of their ISC & How Your ICS Style interacts with theirs</div>
My Conflict Navigation Strategies as a Leader					

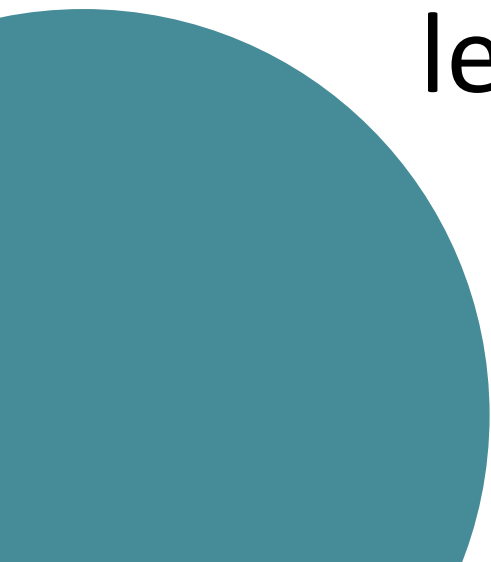
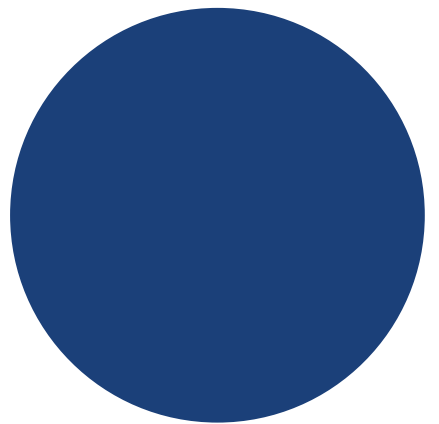
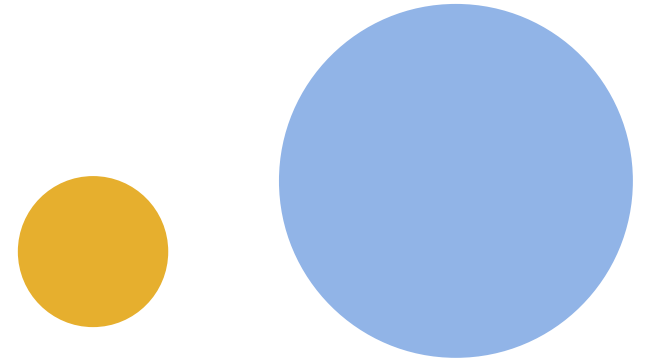
GUIDES FOR DRAFTING A LEADERSHIP MISSION STATEMENT

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?

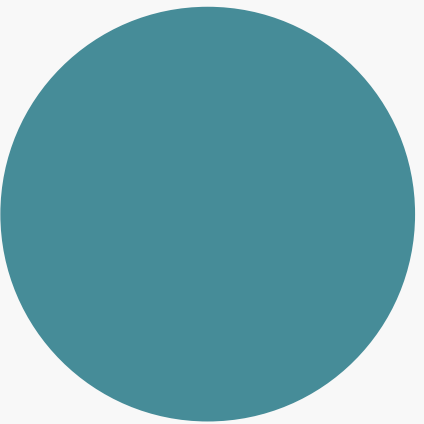


3 And Me

Breakout Rooms #4

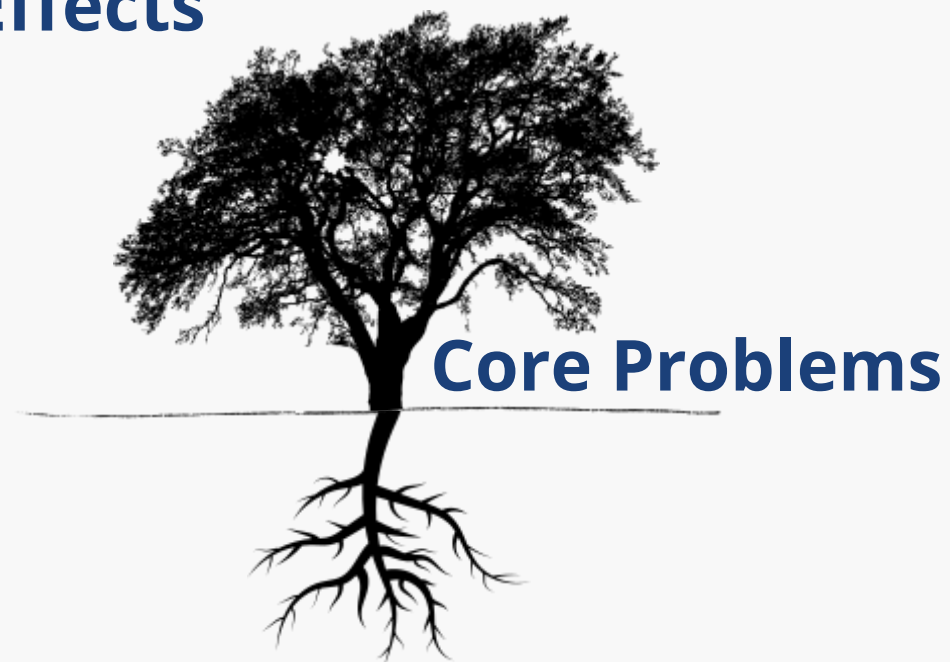
(Slide 12 in your participant handout document)

- 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

Effects



Causes

Conflict Tree

Position

Interest

Need

Onion

Behaviors

Key
Need

Primary

Fears

Attitudes

Context

ABC Triangle

Work Cited

Acadal. (2020, March 13). Business Culture Statistics for 2020. <https://acadal.com/business-culture-statistics-2020/>.

Fisher, S., Matovic, V., Walker, B. A., & Mathews, D. (2000). *Working with conflict: skills and strategies for action*. Zed Books.

Mejia, Z. (2018, June 28). Nearly 9 out of 10 millennials would consider taking a pay cut to get this. CNBC. <https://www.cnbc.com/2018/06/27/nearly-9-out-of-10-millennials-would-consider-a-pay-cut-to-get-this.html>.

O.C. Tanner Institute. (2019). 2020 Global Culture Report. Retrieved from <https://www.octanner.com/content/dam/oc-tanner/documents/white-papers/2019/INT-GCR2020-12.pdf>