ACTIVE LISTENING FOR INCLUSIVE LEADERS

How Leaders' Communication and Conflict Management Skills Build an Inclusive Workplace

Hi all! Glad to have you with us!

Write your name and where you're signing in from today in the Zoom Chat

WELCOME TO SESSION 2:

USING CONFLICT MANAGEMENT TO BUILD AN INCLUSIVE WORKPLACE

ILEN Co-Chair

Diana Harrison

CIBC'S *INCLUSIVE LEADERS EMPLOYEE NETWORK*

Inclusive Leaders Employee Network (ILEN)'s mission is to ***promote*** *and* ***build an inclusive environment*** at CIBC that ***supports collaboration***, ***flexibility*** and ***fairness*** where all employees of all levels are ***encouraged to contribute*** to the ***organization's objectives and mission***. ILEN strives to promote concepts surrounding ***inclusion*** and ***diversity awareness*** through ***employee networking opportunities***, ***inclusive leadership development*** and ***career path development***.

ILEN Executive Sponsors, Chairs, and Committee Members

- **EXCO Sponsor:** Kevin Van Solkema
- **Executive Sponsors:** Andy Dawson and Sharon Michnuk

  Co-Chairs: Jonathon Bart and Diana Harrison

- **Committee Members**: Lenore Cusick, Lisa Garcia, Kim Keaton, Matt Logan, Ramsin Malik, James Ninni, Michael Piccatto, and Todd Schultz.

OUR TEAM

Katie Zenger, MPH

Zenger Strategies Founder &

Today's Facilitator

Monique McDaniels, MPA

Public Administration & Conflict Resolution Expert

Trainer & Facilitator

Charles Weathers, MBA

The Weathers Group

Leader //Coach // Author //

Today's Trainer

Today's Interactions

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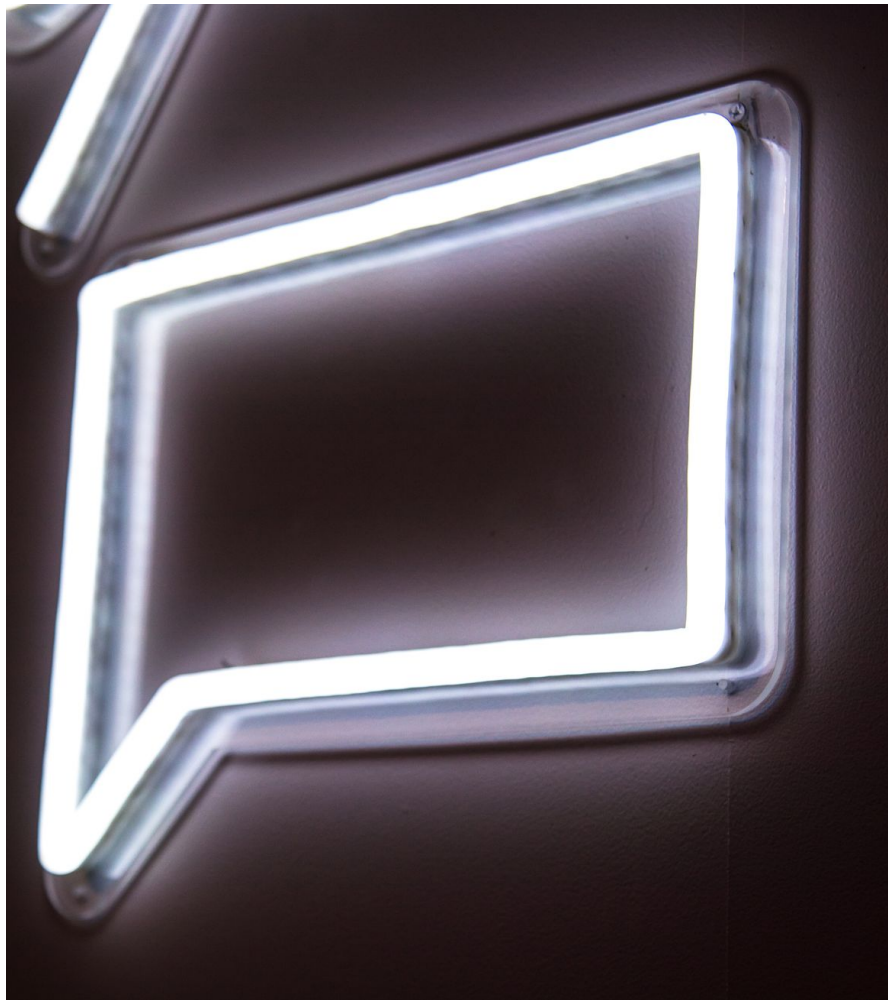
Zoom Chat Function & Reactions Mute!

EXPECTATIONS



1. Be present
2. Suspend judgment
3. Seek understanding
4. Observe virtual meeting etiquette

Intro to Session #2

TRANSFORMING CONFLICT INTO CONVERSATION

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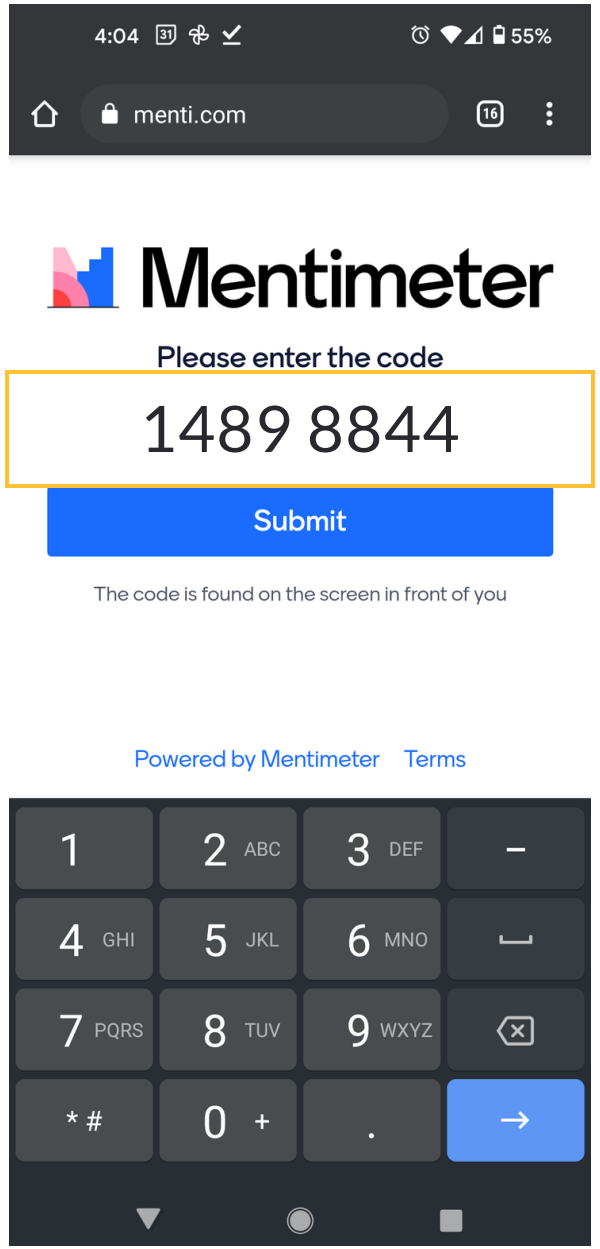

OPENING THOUGHTS

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Give me one word that describes how you feel right now

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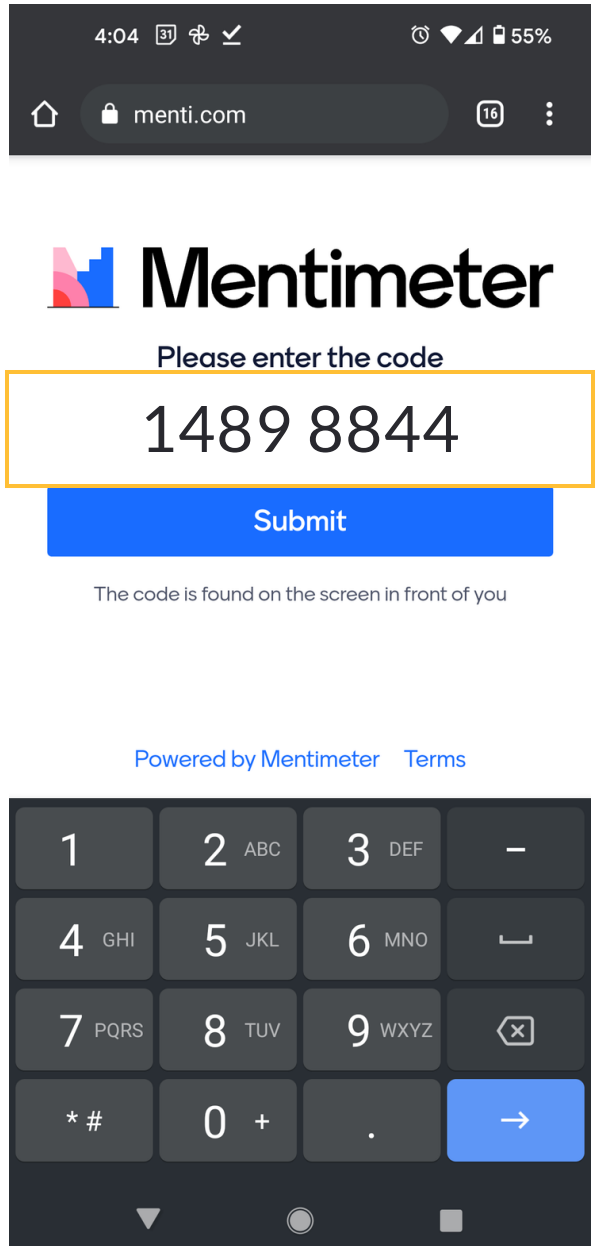

OPENING THOUGHTS

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What's the first word that comes to mind when I say the word “conflict” ?

SESSION #1 REVIEW - WHAT DO YOU REMEMBER FROM CHARLES?

Connected Conversations Review

Conversations are the foundation of everything. The stronger and deeper the conversations, the stronger and deeper the relationship. We can't have a deep relationship if we're only having shallow conversations.

REVIEW CONTINUED: PRINCIPLES OF CONNECTED CONVERSATIONS

VALUE THE RELATIONSHIP

SEEK UNDERSTANDING

WILLING COLLABORATION

SELF AWARENESS & MANAGEMENT

TIMING

SAY IT

CONFIDENCE & HUMILITY

Connected Conversation: *A meaningful exchange that increases understanding, while protecting and strengthening the relationship.*

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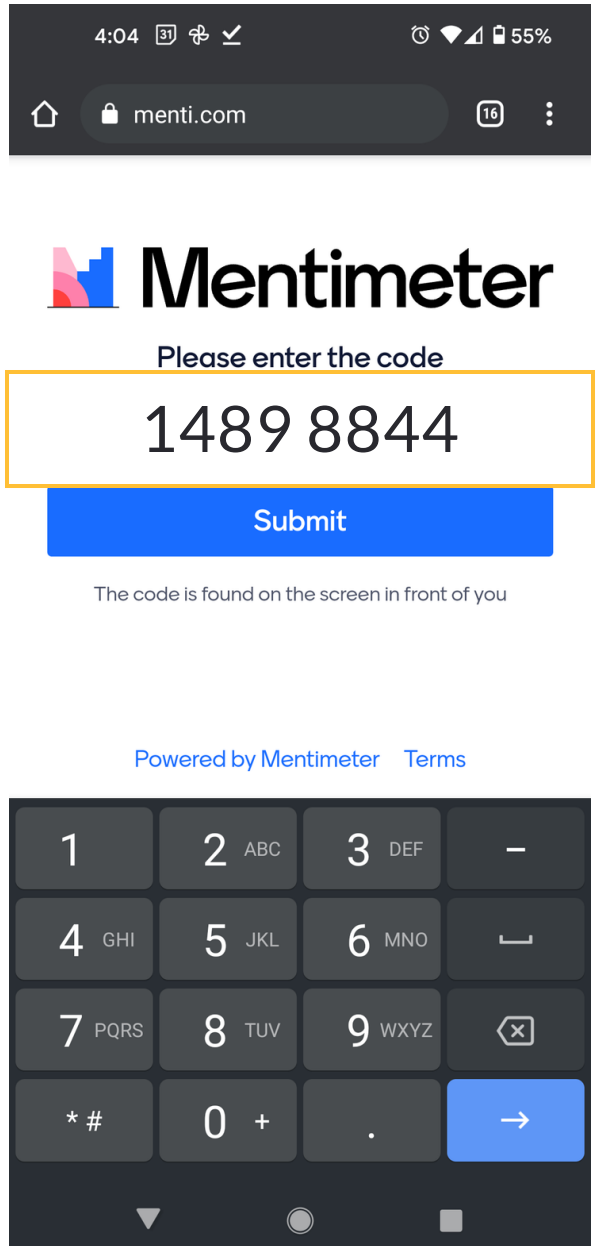


SESSION #2 OVERVIEW

- Review Dynamics of Conflict
- Conversation Preparation and Skills
- Take-Aways:
  >Better understanding of your approach to conflict
  >Skills to address conflict
  >Tool to prepare for a conversation about a conflict

Conflict, at is core, is a COMMUNICATION problem. We tend to think of that as how we speak. Just for today, consider that it starts with how we listen – actively, non-verbally signaling that you are interested in what the other person has to say, not just waiting for your turn to speak.

It's the HOW of inclusivity!

WHAT IS CONFLICT?

DEFINING CONFLICT

#1: Arises from Differences in People's:

- Goals
- Perceptions
- Understanding
- Values
- Expectations
- Status
- Culture
- Behavior

#2: Conflict is

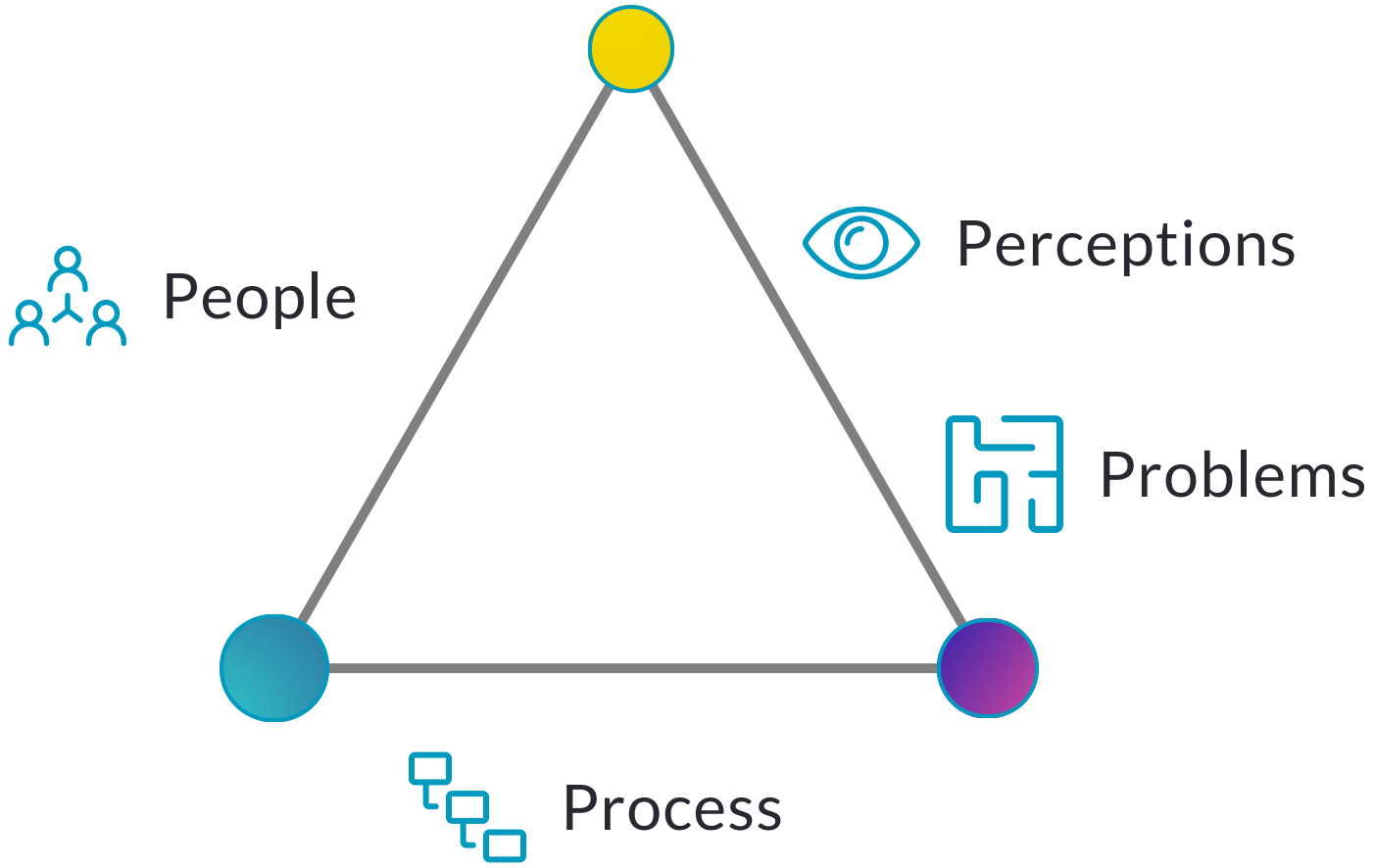
- Natural
- Normal
- Inevitable

#3: Conflict Should Be Seen As:

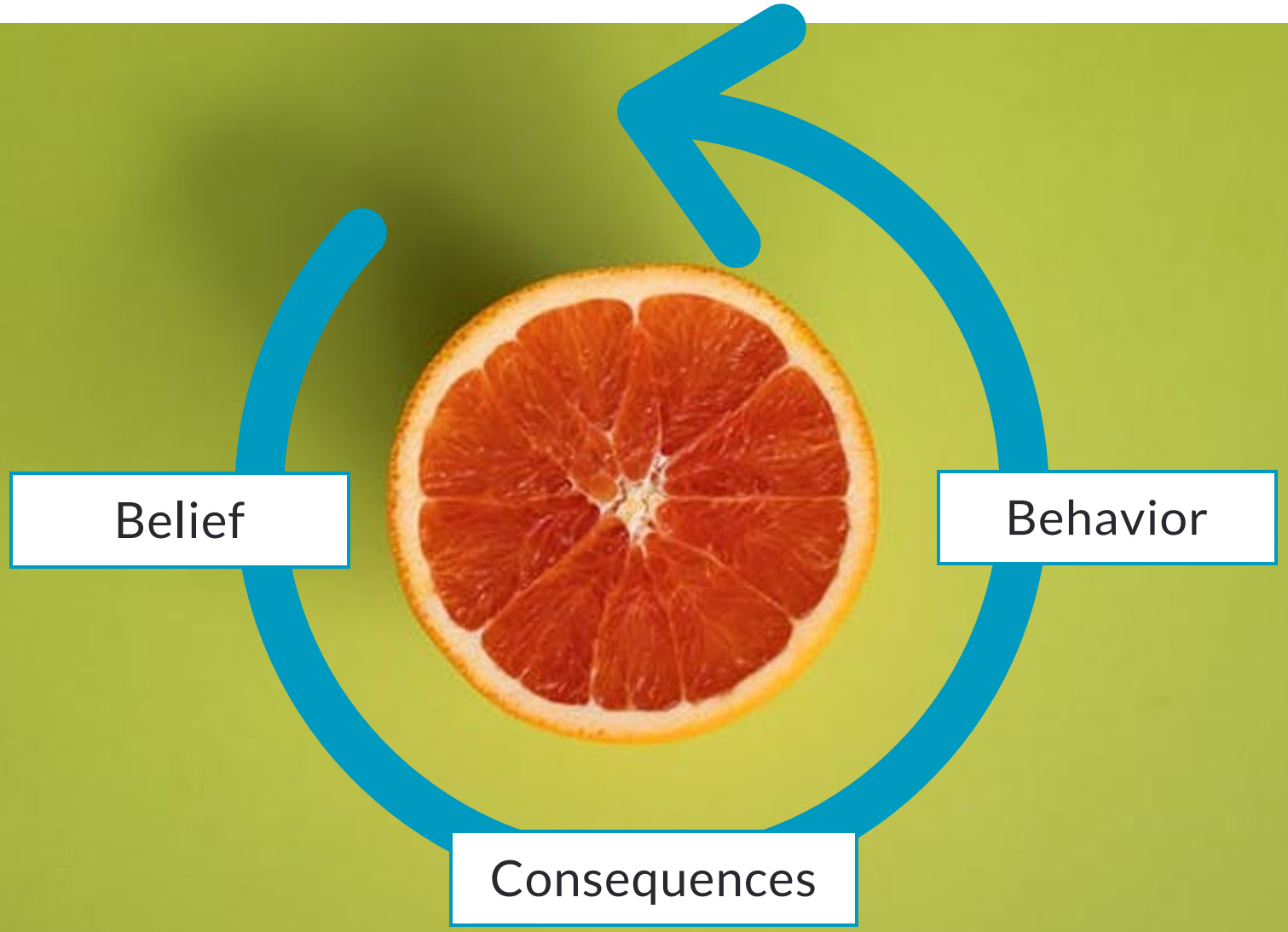
- Opportunity!
- Part of your “Connected Conversations”
- Addressed Assertively

THE CONFLICT TRIANGLE

One way to analyze conflict is to see it as having three sides, like a triangle:

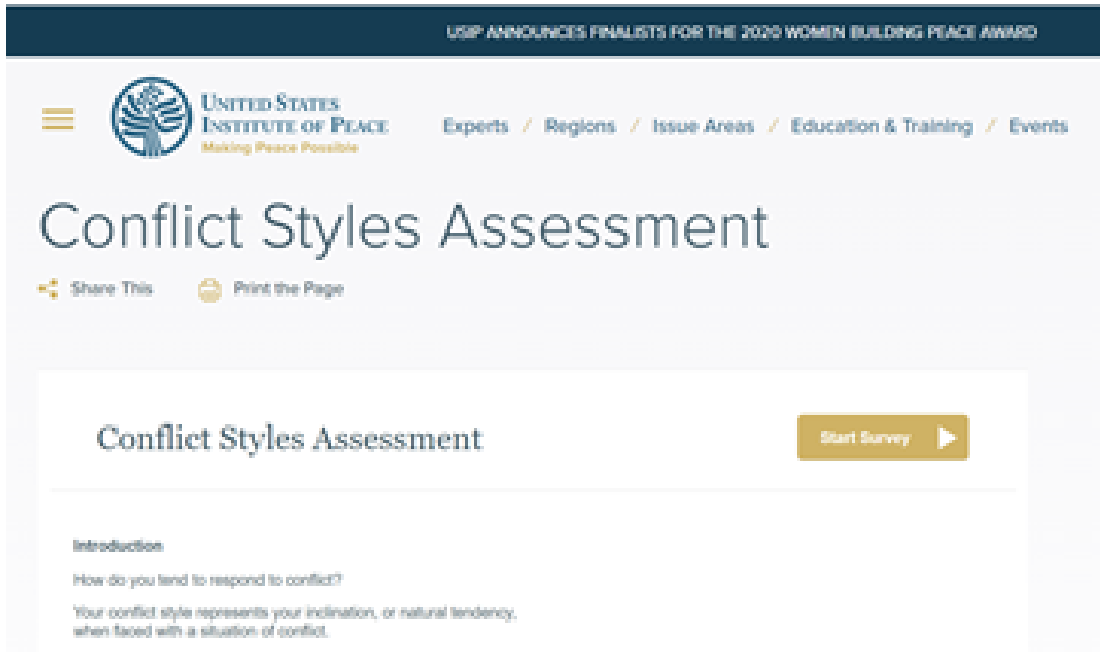


THE DYNAMICS OF CONFLICT



CONFLICT MANAGEMENT STYLES

What was your top result?



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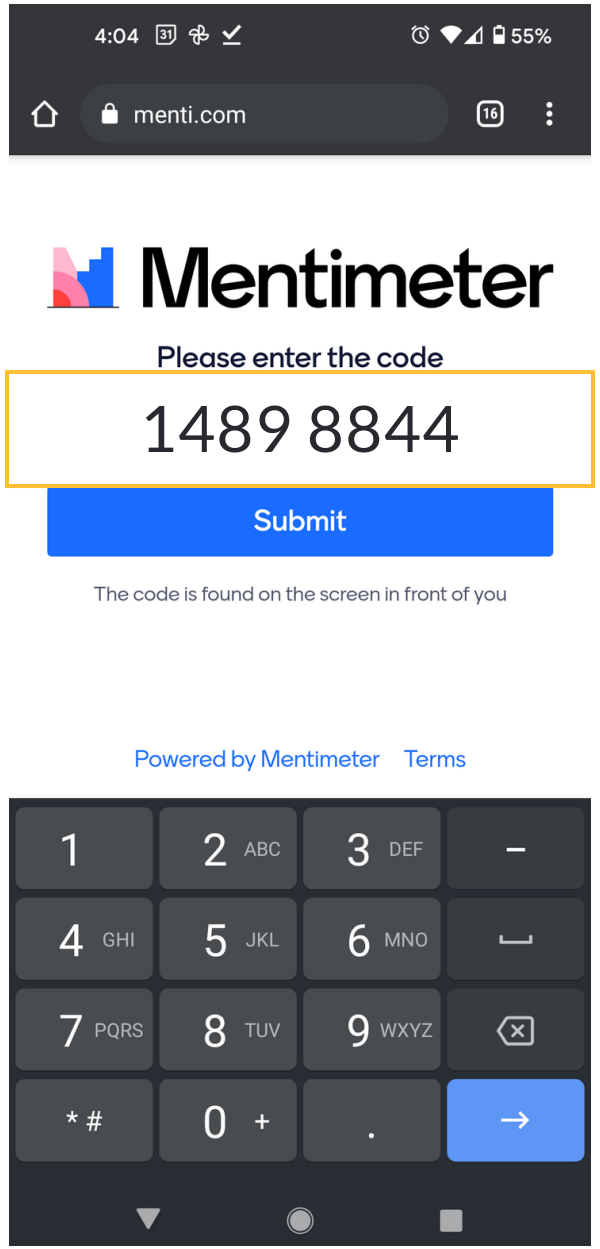


REACTIONS

1) Do you agree with the results of the assessment?

2) Were there any surprises in your results?

3) Do the results help explain how things have gone previously for you in conflict scenarios in the workplace?

APPROACHING VS. AVOIDING CONFLICT

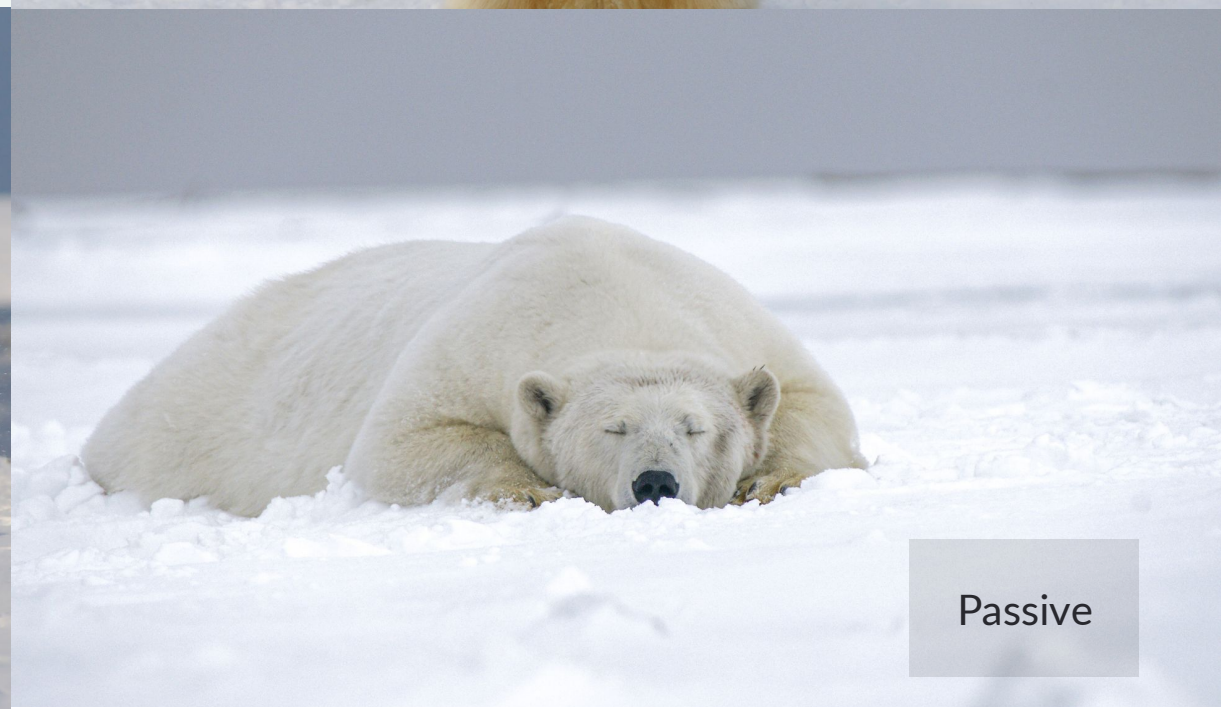
QUESTIONS TO CONSIDER

- Why do people want to avoid conflict?
  - Discomfort
  - Fear of being hurt
  - Fear of losing
  - Need to be “right”
  - Concern with justice and fairness
  - Pride
  - Anger
  - Believe it won't work
- What happens to the conflict when we avoid it?

HOW ARE YOU IN CONFLICT?

1. Passive? (Too Cold)
2. Aggressive? (Too Hot)
3. Assertive? (Just Right)

What is your initial response to conflict?



SCENARIO #1: INTERPERSONAL CONFLICT

Simon works as an engineer in a software firm and loves his job very much. He is hardworking and **always on time** at work. His **co-worker Jimmy** often comes late to work and tries to find loopholes, so he can do the l**east amount of work**. Both work on the same project and **report to the same supervisor.**

The **company has a policy** that if an employee comes late to work, he has to **meet with his supervisor** before starting work. One day Jimmy came in 40 minutes late to work. Out of concern, **Simon reminded Jimmy about the company policy, stressing he should meet his supervisor.** Jimmy got angry and told Simon that their supervisor will never know he was late. **Jimmy continues to come late for the next few days.**

Upset with Jimmy's behavior, Simon **decides not to talk to him**. This is an interpersonal conflict between these co-workers.

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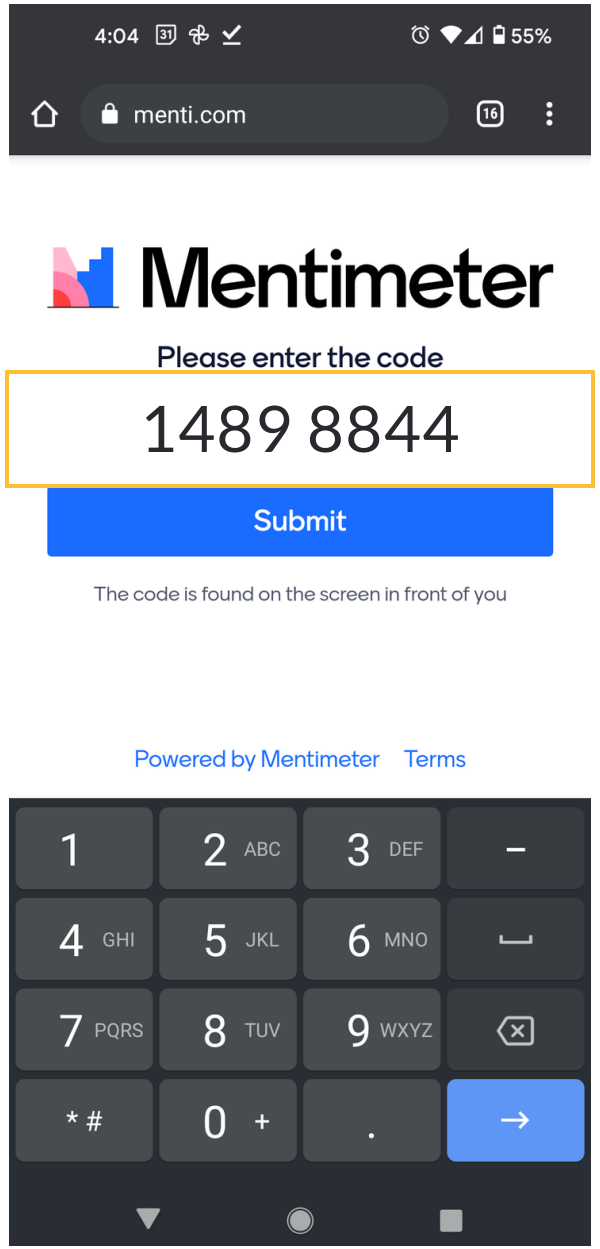


SCENARIO #2: TEAM-TO-TEAM CONFLICT

Sana and Mike work in a cloud services firm. Sana is a part of the development team and writes code for cloud applications. **Mike's work is dependent on Sana's** because he tests the applications, which **puts him in a different department.**

Sana's **performance is good**, but most of the time **she is unable to keep up with the timelines**. This **delay in her deliverables makes Mike work under pressure to finish his tasks on time.** Due to this interdependence at the workplace, **Mike gets upset with Sana when he doesn't receive the application code on time.**

This is **team-to-team conflict**, since it shows a failure in one's accountability towards another.

SCENARIO #3: TASK-CENTERED CONFLICT

Gigi works as a **customer care executive in an online e-commerce firm**. She responds to customer queries through phone and email. Gigi loves her job and tries to keep a **high quality of service at work**.

Ziara is the **head of the customer care team and manages Gigi directly.** Ziara insists her team members have **a minimum turnaround time** for customer queries and does **not bother much with the quality** of service.

Gigi is **upset with the working style of her manager,** which sometimes results in **heated arguments**. Conflicts like these cause confusion and resentment.

ASSERTIVENESS: JUST RIGHT

Express yourself in positive and confident way.

Be aware that you are a worthy person with your own special gifts.

Recognize that others are also worthy and deserving of respect.

Think for yourself and express your own ideas.

Be open to hearing new and different ideas – and be willing to be changed as a result of hearing them.

Know where you stand without stepping on anyone else's toes.

Expect respect and demonstrate respect to others.

PRACTICE ASSERTIVENESS

Phrases to practice being more assertive in a conversation:

“What's important about this is...”

“I have a concern about...”

“I have some ideas about how we can make things better...”

“Help me understand...”

WHERE ARE YOU IN CONFLICT?

1. Are you directly involved in the conflict?

2. Do you have an interest in the outcome?

3. Are your own ideas, thoughts, and feelings at stake?

USE “I” MESSAGES

“I” Message Formula:

“When … (describe what happened)

”I felt… (describe your feeling)

“Because (describe consequences)

I-Messages Examples

- "Ann, you're late again and you're making me late for a meeting."
- "When people are late, I feel frustrated because work is delayed and we have to take time to tell the late person what is happening."
- "You wouldn't talk to me, you just yelled, so you didn't get what you wanted."
- "When I don't know what's wrong, I get really worried about you and I don't know how to help."

Remember: Say what you observed, what you felt, what resulted.

HANDOUT/PRACTICE

PREPARING THE CONFLICT CONVERSATION

PLAN FOR IMPORTANT CONVERSATIONS

1. Take time to think about what you want to achieve.
2. First, just think about your own responses.
3. Then, consider how the other person might respond.
4. Be honest with yourself
   - What are you feeling?
   - How important is this to you?
   - What do you want the other person to understand about you and the issue or concern?

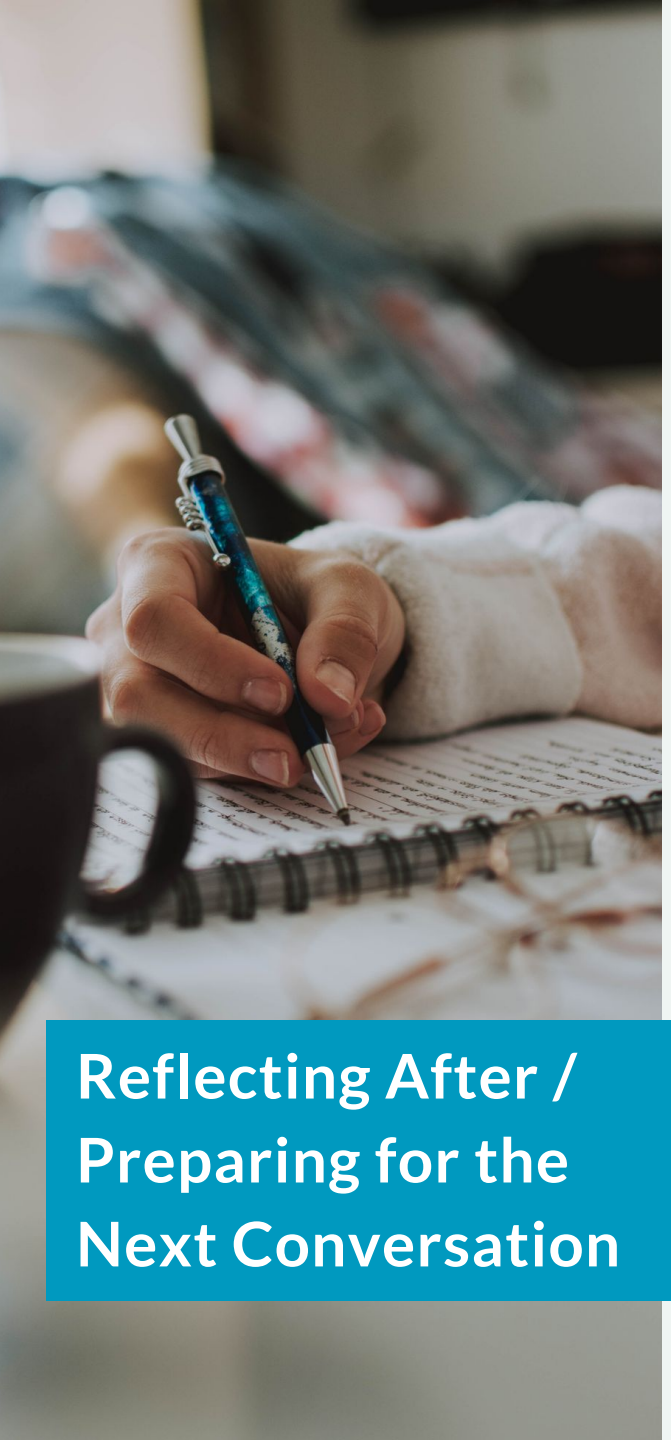
DURING THE CONFLICT CONVERSATION

Listen

- Display genuine interest in what the other person has to say.
- Be open to new information -- you don't know what the other person will say.
- Be patient; hear the person out.
- Check your understanding of what was said.
- Reflect back or summarize what you heard or understood

Listening is NOT

- Responding with your own ideas
- Simply waiting for your "turn" to speak
- Problem-solving
- Giving your opinion
- Sharing your own experiences



Reflecting After / Preparing for the Next Conversation

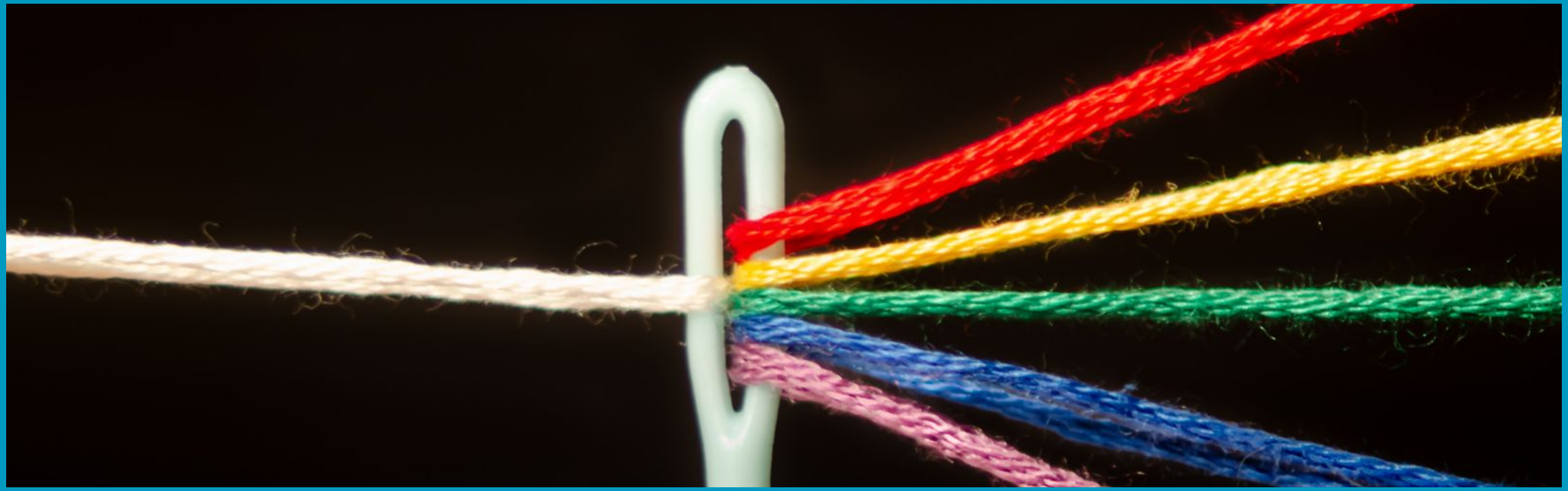
How do you feel? Is the issue resolved for you? For the other person?

What did you learn about yourself, the other person, and the issue?

What might you do differently next time?

What worked?

UNCONSCIOUS BIAS & COMMUNICATION IN THE WORKPLACE



DEFINING UNCONSCIOUS BIAS

Unconscious Biases are any prejudices we may have, of which we are unaware.

We naturally categorize people based on physical qualities and a person'sbackground- i.e. their ethnicity, education, etc.

- We are human and our brains are built to gravitate towards what is familiar to us!
- Even though we may set out with the best of intentions, the way our brain is wired and the context of the decision making can affect how our intention translates into action.

ACTIVITY

If you can raed tihs praapragh, it’s bcsecuae our mnids are vrey good at ptuting tgoehter peiecs of ifnroamtoin in a way taht is esay for us to make snese of.Our mnids do tihs atoumtaicllay, whituot our cosncoius cotnrol.

TYPES OF UNCONSCIOUS BIAS

Affinity Bias

Feeling a connection to those similar to us

Perception Bias

Stereotypes and assumptions about different groups

Halo Effect

Projecting positive qualities onto people without actually knowing them

Confirmation Bias

Looking to confirm our own opinions and pre-existing ideas.

OUR BRAIN MAKES 1000S OF DECISIONS EVERY DAY

INTENTIONS → → **ACTIONS**

Wiring and context

Emotions Salience/framing

Past behaviour Messenger

TWO SYSTEM BRAIN: *THINKING FAST AND SLOW*

System 1

Fast, intuitive and emotional

System 2

Slow, conscious and effortful

Our brain can easily misfire and mistakenly recall information, which influences our decision-making.

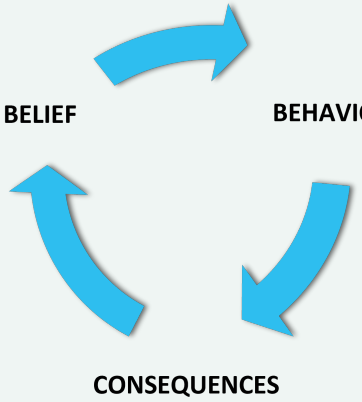
ROLE PLAY: GENERATIONAL CONFLICT

Eric and Jill are on the same team at work. A conflict arises between the two during a meeting with other staff.

ROLE PLAY REACTIONS

>What did you observe? *Type your answers in the chat.*

>What would you do in this scenario?



EVENT

CHOICE

Me vs. You

Argue Positions

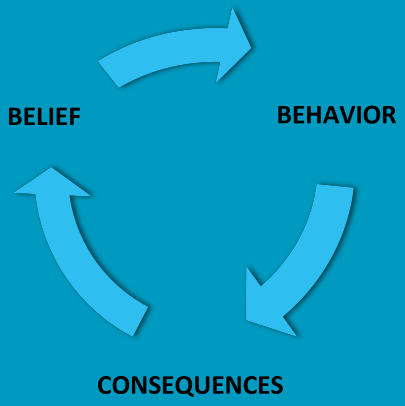
Win or Lose

Us. vs. Problem

Cooperate with Each Other

Win and Win

CHOOSING TO WORK TOGETHER



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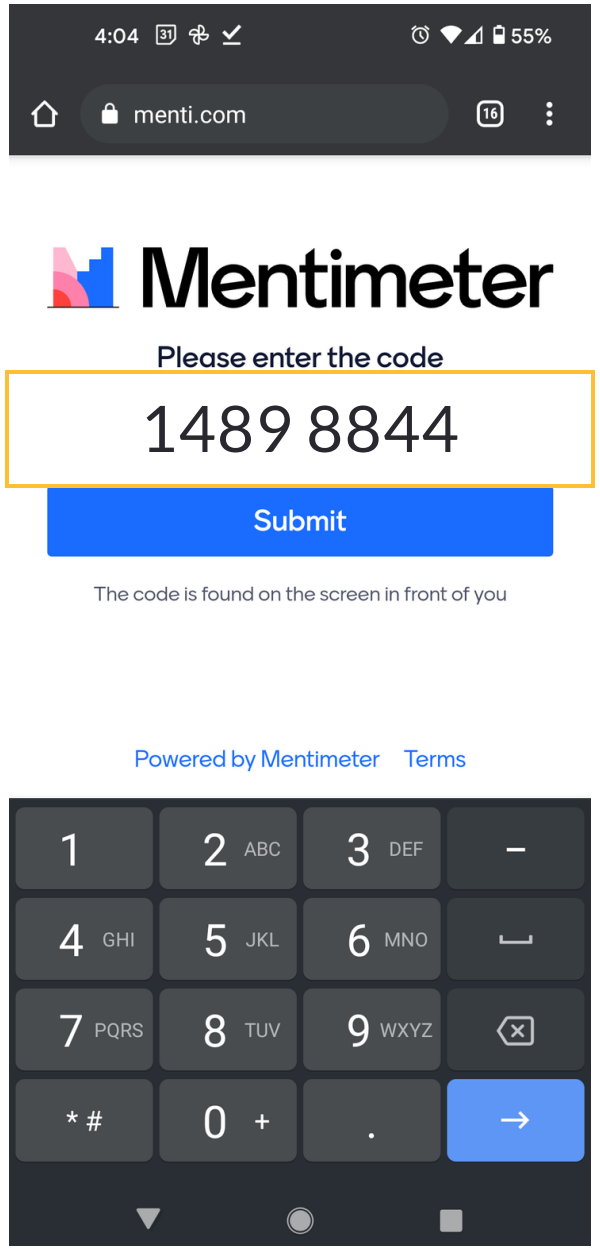

GOOD EXAMPLES

Describe an example of "Cooperative Collaboration"

> Have you ever seen this in your workplace? Have you ever experienced or promoted this type of scenario? What did it look like?

-What is one **takeaway** from this session? OR...

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WHAT STUCK?

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- OR...What is one thing you'll do differently after this session?

SESSION #2 PRESENTATION EVALUATION

- Please take the time to take the Survey Monkey presentation evaluation
- Use the QR code here! (*Aim your camera at it and the link should pop up on your phone*)
- Or use the link in Chat!

  https://www.surveymonkey.com/r/QLQPQPD

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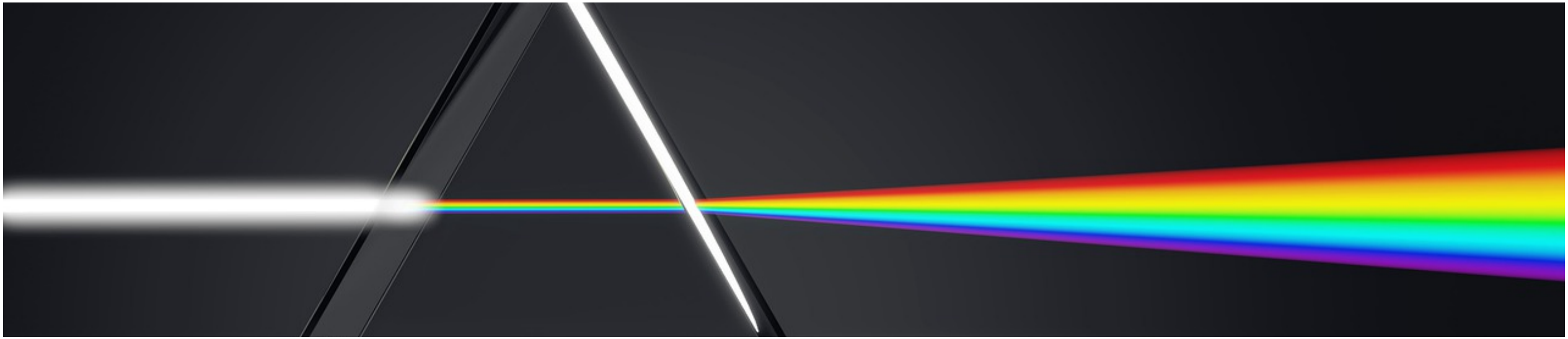
For any questions, please contact: katie@z-strategies.com or USInclusiveLeaders@cibc.com