

# COMMUNICATION TOOLKIT

FOR THE WORKPLACE



# 10 TIPS FOR MANAGING CONFLICT

Work on trying to be thoughtful instead of trying to prove that you are right.

4 Recognize that ignoring or attacking the other person rarely gets you what you need.

Acknowledge that you have a right to your feelings and that it is okay for you to be upset. By doing so, you will be able to move through your own emotions better. Then, you will be able to accept the other person's reactions.

Do what you can to really listen to the other person. As much as possible, show genuine curiosity about what led them to their opinion of the situation.

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Let go of believing that you own the only truth about the situation. Ask yourself: how can I say what I want to tell them in a way that they can hear it?

Know this: almost all conflicts have their basis in an underlying need not being met (respect, acknowledgement, acceptance, fairness, etc.). The more you can communicate your needs, instead of your complaints, the better off you will be.

Take time before
you talk. It is hard to think clearly when one is angry.

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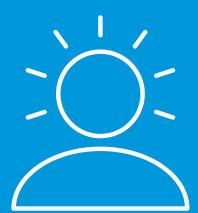
No matter what you are doing to deescalate the situation and no matter what the other person may be doing that might escalate it, always come from a place of respect, understanding, and humility.

Don't be afraid to acknowledge any responsibility for mistakes you might have made. Also, acknowledge what the other person is right about. These gestures go a long way to build momentum in moving forward.

# THE ART OF COMMUNICATION

## A CTIVE AWARENESS

- Recognize style difference
- Check your bias and your ego
- Process your perceptions



## R ESPOND RESPECTFULLY

- Demonstrate understanding; acknowledge and identify interests
- Ask open-ended questions
- Acknowledge your responsibility



# T ROUBLESHOOT TOGETHER

- Tell your perspective in a nonconfrontational way
- Ensure all interests are met
- End on a positive note







## BE INCLUSIVE

Connect with people who are different to make new and positive associations.

Recognize that
you have
unconscious bias
that impacts how
you see and treat
others.

Adopt a stance of cultural humility.

Be present.
Listen to, see,
and acknowledge
others.

Create psychological safety around you by showing support and kindness.

Celebrate, rather than criticize, the fact that humans have different ways of expressing their emotions and communicating their needs.

Remember that all humans are complex and have multiple aspects of who they are that are important to them.

LEARN TO HAVE A MORE INCLUSIVE DAILY OUTLOOK



## ADDRESSING RED FLAG BEHAVIOR

**EFFECTIVE UPSTANDER RESPONSES** 



#### IN THE MOMENT

DISTRACTION: The Upstander sees a situation developing and does something in the moment to divert attention away from the offensive behavior. This distraction might include humor or somehow changing the conversation away from the questionable comment.

DIRECT: The Upstander directly communicates with the Person Responsible in the moment. To preserve the relationship, tact and a diplomatic approach are utilized.

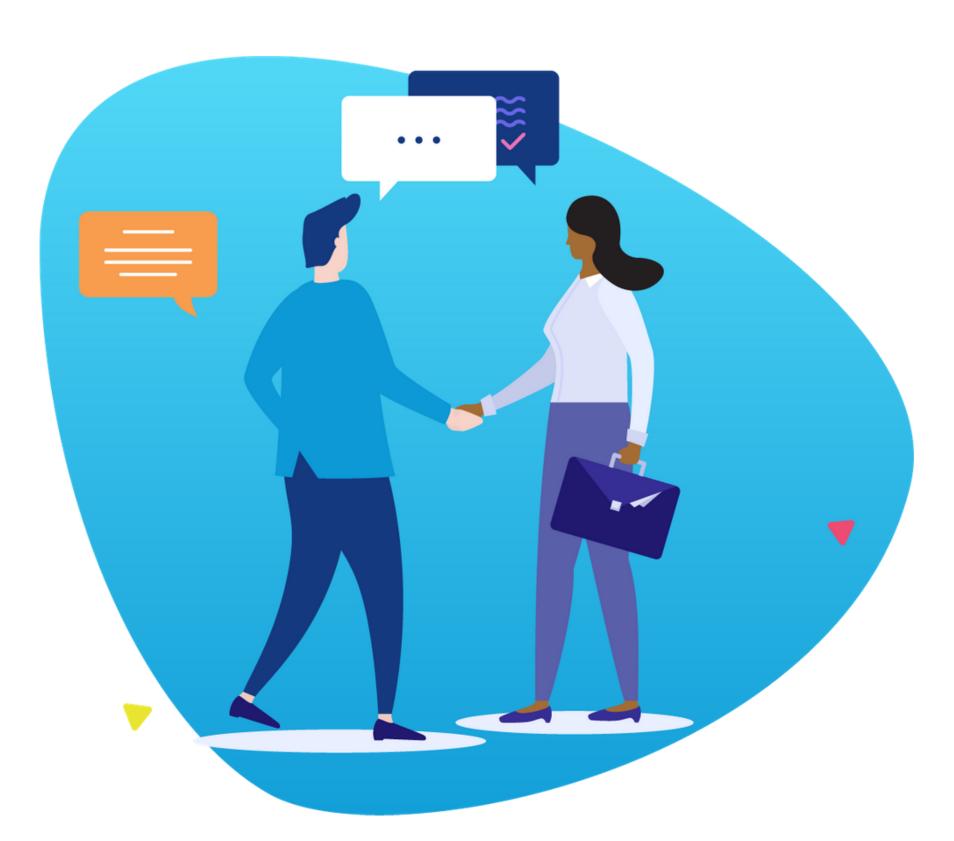
### ADDRESSING RED FLAG BEHAVIOR

**EFFECTIVE UPSTANDER RESPONSES** 

#### AFTER THE INCIDENT

Upstander might report the situation to Human Resources. In communities, the Upstander might ask someone who knows the Person Responsible or the Target better or may have more influence on them.

DIALOGUE: The Upstander has a private conversation with the Person Responsible or the Target to communicate their concerns in a nonconfrontational, but clear, manner.



#### GIVING FEEDBACK

Considered to be one of the essential skills of effective leadership, giving constructive feedback is also one of the most dreaded tasks of many. People tend to avoid these conversations because of the perceived risk of confronting problematic behavior. However, the right process can help make these difficult conversations meaningful and successful.

#### **PREPARATION**

- Identify key issues and concerns
- Develop an agenda
- Prepare yourself for the meeting

## MANAGING THE DISCUSSION

- Address the issues in a clear, nonjudgmental way
- Explain the impact of the unwanted behavior
- Allow the other person to express their perspective and reaction

# FACILITATING PROBLEM-SOLVING

- Clarify expectations
- Identify and determine possibilities for resolving the issues
- Create an action plan



# THE ART & SCIENCE OF HIGH PERFORMANCE TEAMS

#### A HIGH PERFORMANCE TEAM:

- 1 Demonstrates vision and passion for the work.
- 2 Demonstrates respectful behavior in the work environment.
- 3 Is psychologically safe for all employees.
- 4 Manages conflict effectively.
- 5 Creates a fair work environment.
- 6 Sets clear standards.
- 7 Sets clear goals and expectations.
- 8 Acknowledges strengths and gives constructive feedback.

# **CONTACT US**

Learn more about NCRC's training opportunities and



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