

Diversity 2011 Conference

The Power of Inclusion

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Moving Inclusion Forward: Diffusing Resistance & Conflict

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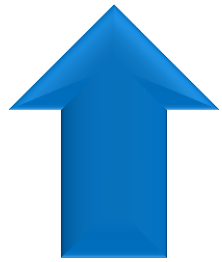
How is this like inclusion? _____

- There is a need to find a solution that works for everyone.
- Making diversity work is not about driving anyone out.
- Diversity is often about change, thinking in new ways. Change happens when everyone feels good about themselves.

Change Meets with Resistance _____

- The Need for change is not understood/perceived
- Discomfort with what's unfamiliar & fear
- Process by which its introduced
- Real substantive issues that call for new thinking

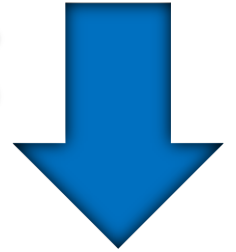
Inclusion → Culture Change _____



**Survival
Anxiety**



**Learning
Anxiety**



Understanding Why & What
Sense of Urgency
Negatives & Positives

Understanding How
Skills & Resources
Trust & Safety

Lewin

Moving inclusion forward ... ---

- Is about how we understand ourselves
- Identity & recognition –
as individual & as members of groups
- Adds complexity
- Raises issues of fairness, equity & justice
- Challenges us to create new ways of interacting

Inclusion ...



I feel included when ...

Responses
often fall
within
these areas

- Recognition
- Openness
- Information
- Influence

Diversity is about People ...

- Differences & Similarities
- Respect, Dignity & Value
- Recognizing More-Than-One-Way

The Consequence → Dual Challenge _____

Diversity means More-Than-One-Way

Diversity of Thought, Experience & Identity

Increases
Potential for
Creativity, Innovation
& Solution-Finding

Learning

Increases
Potential for
Misunderstanding
Mistrust & Conflict

Relationship

Consider this situation ...

Sally is the only woman engineer assigned to the project team. Prior to the team meeting, another team member approaches Sally and asks if she thinks it would be a good idea to have a fresh pot of coffee ready in the meeting room.

Sally snaps back, “If you want coffee, make it yourself.” She shakes her head.

Three Dynamics of Culture Clash

1. Respect & Disrespect
2. Recognition & Identity
3. Resentment & Backlash to Inclusive Culture Change

See: Woods, *Thinking about Diversity Related Conflict* posted in the Experts Forum, Workforce Diversity Network
http://www.workforcediversitynetwork.com/res_articles_thinkingabout_woods.aspx

Rowe, Mary T., "Barriers to Equality: The Power of Subtle Discrimination to Maintain Unequal Opportunity,"
Employee Responsibilities and Rights Journal, 1990, Vol. 3, No. 2, 153-163

Hall, Lavinia and Charles Heckscher, "Negotiating Identity: First-Person Plural Subjective," in Kochan and Lipski,
Negotiations and Change: From the Workplace to Society, 2003

Friedman, Raymond A. and Martin N. Davidson, "Managing Diversity and Second-Order Conflict," *The International Journal of Conflict Management*, 2001, Vol. 12, No. 2, 132-153



What makes diffusing or resolving conflict so difficult?

- May be driven by relationship more than content
- Involves group identity as well as sense of self
- Is rooted in history & memory, often of injustice
- Tends to carry unintended & unrecognized bias
- Is likely to involve power imbalance & favoritism

Diversity Tension & Choice ... _____

**Tension,
Misunderstanding
& Conflict**


CHOICES

**Repair Relationship
& Build Respect**

**Provoke Division,
Distrust & Liability**

Starts with Conversation ... _____

Conflict is like a puzzle. Each party brings a piece.
Puzzle pieces are underlying concerns & perspectives.



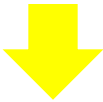
**Surfacing concerns
reveals missing information
that enables mutual resolution!**

See: Woods, *Everyday Collaborative Conflict Resolution: A Quick Study Tutorial*, posted in the Experts Forum, Workforce Diversity Network

http://www.workforcediversitynetwork.com/docs/Articles/Article_EverydayCollaborativeConflictResolutionWoods_5_09.pdf

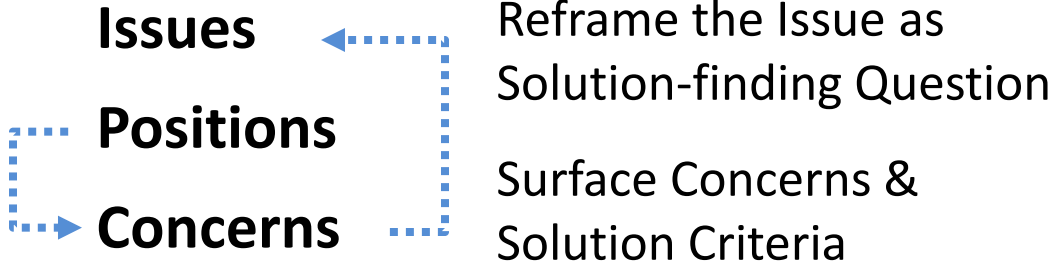
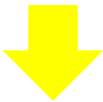
Don't Rush Solution: Take Time to Learn

Work the Story

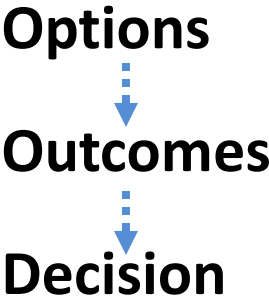


Open the Conversation with Dialogue
Clarify Perspectives; Get Information
Learn Background Stories

Work the Issue



Work the Outcome



Evaluate options using concerns & criteria.
Accept agreement if better than next best alternative.



Mediator's Role

- **Facilitate the conversation** the parties are unable to have by themselves.
- **Be neutral**; don't take sides or problem-solve. Let the parties work to discover their own mutually acceptable solution.
- **Manage the process.** Create a safe and open environment for conversation.
- **Let each side tell their story.** Help the parties surface concerns, identify solution criteria, and explore options.
- **Ask questions, listen & step back.** Paraphrase, summarize, highlight openings for understanding, reframe issues as problem-solving questions.

3 Phase Process for Conflict Resolution

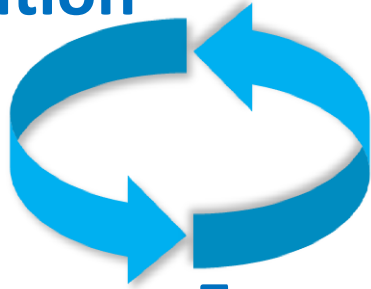


Work the Story

- What do they want you to understand from their perspective? What do you want them to understand from yours?
- What's important about this issue? What's at stake?
- What happened that brought us to this point?

The Transformative Cycle

Recognition



Empowerment

Empowerment to Recognition —
Move from Weakness to Strength,
from Self-absorbed to Responsive

Weakness to Strength

Unsettled → Calmer

Confused → Clearer

Fearful → Confident

Disorganized → Focused

Unsure → Decisive

Self-absorbed to Responsive

Self-protective → Attentive

Defensive → Open

Suspicious → Accepting

Unable to
see other views → Recognize
other views

Source: Bush & Folger, The Promise of Mediation & Center for Resolution & Justice, Buffalo, NY

3 Phase Process for Conflict Resolution



Work the Issue

- So, what are the main concerns each party brings?
- Are there any solution boundaries we need to work within? Any objective criteria the solution must meet?
- So, what are we really talking about here? How can we reframe the issue as a solution-finding question both parties can buy into?



3 Phase Process for Conflict Resolution



Work the Outcome

- So, what could we do? What are our options?
- Which option best meets the concerns of both parties?
Is it workable, realistic given the solution boundaries?
- Is that outcome better than what either side could accomplish walking away from the conversation?
- How will this be implemented?

Interpersonal Strategy for Sensitive Situations

Learn

Be Authentic

Engage

Relate

Dialogue

Using “I”
instead of
“You”

Yes, and
+ question

Admit
Mistakes

Suspending
Judgment
while
Listening

Objective
When/Then

Warn,
Don’t
Threaten

Allow
Face
Saving

Personal Competencies

Be
Self-aware

Be Aware
of Others

See Things
in Context

Think in
Alternatives

Manage
Emotions

Put Yourself
in Their Place

Expect
Ambiguity

Recognize
Complexity

Source: Adapted from Karim, "A Developmental Progression Model for Intercultural Competence: A Leadership Imperative," *Journal of Education for Business*, Sept/Oct 2003

Moving Inclusion Forward ...

- Keeps everyone motivated & committed to the organization through a framework of mutual respect & understanding
- Leaves everyone feeling good about themselves – proud of who they are
- Builds relationships between individuals & across diverse groups so that they see their way to an interdependent future

Hall & Heckscher, “Negotiating Identity” in Kochan & Lipski, Negotiations & Change

Thank You!

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