



# CULTURAL INTELLIGENCE

SESSION THREE:  
MANAGING CONFLICT THROUGH THE  
LENS OF EQUITY



**THANK YOU  
FOR JOINING US!**

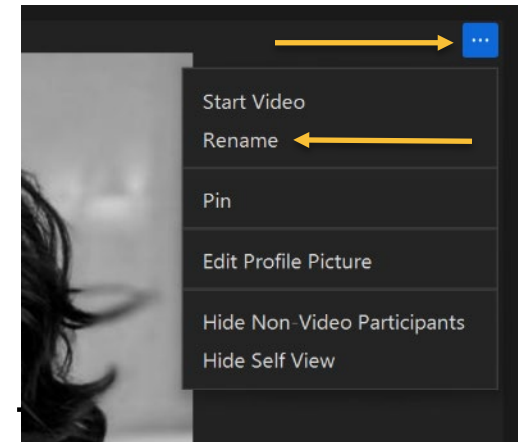
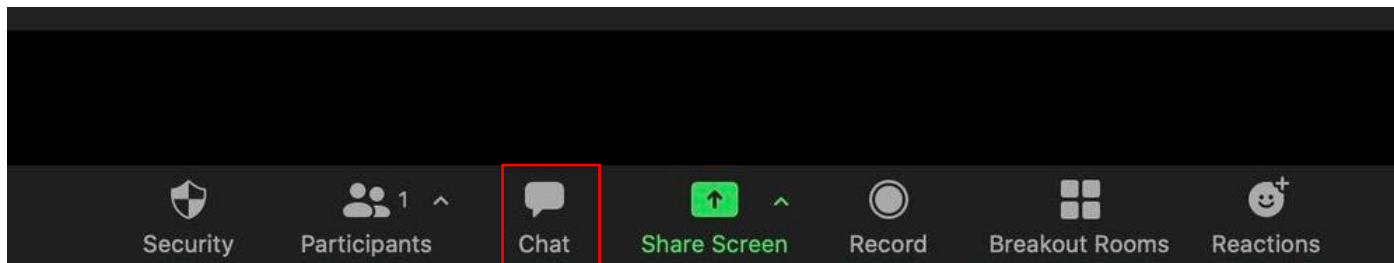


**ERICA L. MANUEL**  
*CEO & Executive Director  
Institute for Local Government*



# TECH OVERVIEW & HOUSEKEEPING

- All webinar participants will be on **MUTE** until the group discussion.
- Please **TYPE** any questions or comments into the **CHAT BOX** at any time during the session.



- Please check that your **SCREENNAME** and organization are listed correctly. To change your screenname, select the three dots at the top right of your video and select “Rename”.
- A recording of the main session will be shared afterwards. Breakout group conversations will not be shared.

# ABOUT ILG & THIS LEADING LOCAL WEBINAR

# NON-PROFIT, NON-PARTISAN AND HERE TO HELP

- The Institute for Local Government is the non-profit training and education affiliate of three statewide local government associations
- Together with our affiliates, we serve over 2,500 local agencies – cities, counties and special districts
- We provide practical and easy-to-use resources so local agencies can effectively implement policies on the ground



**California Special  
Districts Association**  
*Districts Stronger Together*

In a recent survey,

64%

of local governments reported they are struggling with understanding **implicit bias**, talking about **equity** and navigating **difficult conversations**.

# EQUITY IS A CRITICAL ISSUE & OPPORTUNITY

Create learning communities

Provide technical assistance

Develop resources & offer trainings

## ILG HAS A VISION FOR LOCAL AGENCY SUCCESS

- Cross-sector collaboration, peer learning and collaboration between cities, counties, and special districts
- Greater access to free or low-cost equity-related training
- Common grounding in equity concepts and resources



# PREVIOUS WEBINAR

FREE TRAINING SERIES for LOCAL GOV'T LEADERS!

# CULTURAL INTELLIGENCE (CQ)

Move beyond cultural awareness and political correctness towards more meaningful understanding with people in your community. In this new virtual training series, you will learn how to relate to and work effectively with different groups of people and across cultures to advance equity and build trust.

**SESSION 2: DEVELOPING THE LANGUAGE OF CQ**  
**WED, MAY 25 | 10:00 AM - 12:00 PM**

**Free to Attend. Space is Very Limited. Registration Required.**

Hosted By:  In Partnership With:  Learn More & Register:  
[www.ca-ilg.org](http://www.ca-ilg.org)



# OUR TRAINER

- Diversity, Equity & Inclusion Learning and Education Leader
- 24 Years of HR Management Experience
  - *Public Sector, Public Education/Higher Education, Nonprofit Sector*
- 24 Years of Diversity/Inclusion Experience
- Leadership Development/Transformation Experience



**Jacques S. Whitfield**

*Diversity, Equity & Inclusion and  
Human Resources Subject Matter Expert*



# CULTURAL INTELLIGENCE UNIT SERIES MANAGING CONFLICT

JACQUES S. WHITFIELD, JD (HE, HIM, HIS)

PRINCIPAL HR CONSULTANT/TRAINER/PRESENTER, CPS HR

# GREETINGS AND INTRODUCTION



# JACQUES WHITFIELD

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- DEI Learning and Education Team Lead
- 24 Years of HR Management Experience
  - Public Sector
  - Public Education/Higher Education
  - Nonprofit Sector
- 24 Years of Diversity/Inclusion Experience
- Leadership Development/Transformation Experience



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# GROUND RULES FOR TRAINING

Be Present

Be Actively Engaged and Participate

Don't Panic if There Are  
Technical Difficulties

Set Your Intentions to Expand Your "Worldview"

Learn and Have Fun!!



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**WHAT IF I HAVE A QUESTION DURING  
THE PRESENTATION**

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# SYLLABUS FOR TRAINING

CIU Series Overview (Recap)

Cultural Intelligence Review (Session I)

Understanding Conflict Resolution

Practical Applications

Questions and Feedback

Wrap Up



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**THIS IS A SAFE SPACE**



# “THIS” IS NOT “THAT”

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- NOT A “Shame And Blame” Session
- NOT A Part Of The “Culture Wars”
- NOT About How You Vote Or Your Political Ideology
- NOT About Mere Political Correctness

# THIS IS.....

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- How To Maximize Employee Engagement and Employee Connections
- How To Promote Greater Understanding and Collaboration
- How To Transform An Organization And Promote Greater Inclusion And Equity
- How To Develop And Operationalize Cultural Intelligence



TWO WAYS OF BEING TO EXPERIENCE TODAY



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## CULTURAL INTELLIGENCE RECAP

CULTURAL  
INTELLIGENCE

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# CULTURAL INTELLIGENCE

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Cultural intelligence or cultural quotient (CQ) is having the capacity to relate and work effectively with different groups of people and across cultures

# CULTURAL INTELLIGENCE

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It articulates core competencies and skillsets that organizations have the ability to cultivate and develop among its team members and leaders through the staff development process to promote greater diversity and inclusion within those organizations.


# CULTURAL INTELLIGENCE

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## EMOTIONAL INTELLIGENCE

- Self Awareness
- Self Management
- Social Awareness
- Relationship Skills
- Responsible Decision-Making

## CULTURAL INTELLIGENCE

- Self Awareness
  - Holding “Neutral Space” (No Judgment)
  - Situational Awareness
  - Acknowledgment and Alignment
  - Multiple Perspectives and “Worldviews”
- 



# AGREEMENT VS. ACKNOWLEDGEMENT

# AGREEMENT VS. ACKNOWLEDGEMENT (RECAP)

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Essential Element in Mastering Cultural Intelligence

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Agreement is Being in Complete “Ownership” of ONE Particular “Worldview”

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Agreement is a Binary Relationship – “Them” vs. “Us” – With JUDGMENT

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Acknowledgement is the Ability to Hold Multiple and Competing “Truths”

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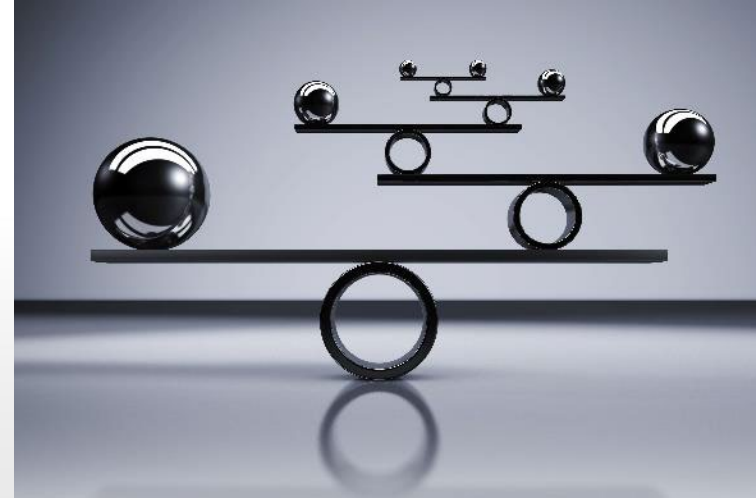
Acknowledgement Recognizes Multiple “Worldviews”

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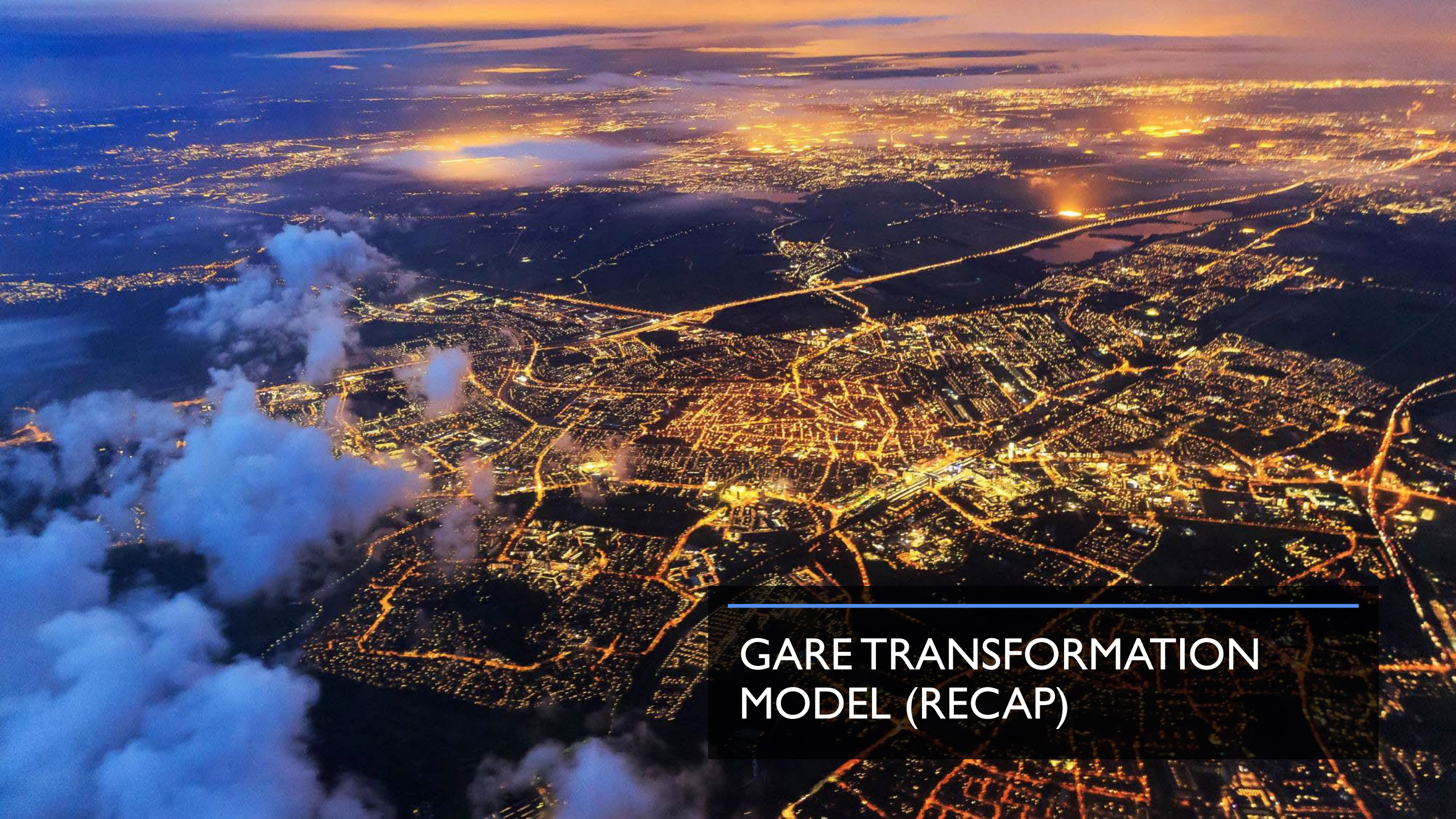
Acknowledgement is NOT Binary --- Harmonious Coexistence

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**ACKNOWLEDGEMENT LEADS TO ALIGNMENT**



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**GARE TRANSFORMATION  
MODEL (RECAP)**

# GARE MODEL OF ORGANIZATIONAL CHANGE

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- Visualize
- Normalize
- Organize
- Operationalize

## NORMALIZE:

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Establish equity as a key organizational value by developing a shared understanding of key concepts across the entire organization and create a sense of urgency to make change

## ORGANIZE:

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Building staff and organizational capacity, skills, and competencies through training while also building infrastructure to support the work, like internal organizational change teams and external partnerships with other institutions and community.



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WHEN CONFLICT ARISES.....  
HOW DO WE RESPOND?





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I'VE BEEN TRAINED, NOW  
WHAT.....?



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HOW DOES YOUR ORGANIZATION  
PERCEIVE AND MANAGE CONFLICT?

# UNHEALTHY WAYS TO “MANAGE” CONFLICT

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- Putting the Focus on “ME”/Taking it Personally
- Creating a “Win/Lose” Situation
- Struggling for Power/Control
- Arguing/Debating
- Becoming Distressed
- Withdrawing/Isolating/Silencing
- Becoming Passive Aggressive/Destructive



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WHAT IS THE PRICE THAT  
YOU/YOUR ORGANIZATION PAYS?

# PRICE FOR NEGATIVE APPROACH TO CONFLICT

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- Diverts Energy from the Mission of Work
- Threatens Psychological Well-Being
- Wastes Precious Resources
- Creates a Negative Climate and Culture
- Breaks Down Group Cohesion
- May Increase Hostility and Aggressive Behavior

# HEALTHY WAYS TO MANAGE CONFLICT

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- Putting the Focus on “US”/TEAM
- Creating a “Win-Win” Situation
- Building Mutuality of Interests/Exploring our Shared Needs
- Collaborating/Building Bridges of Cooperation and Understanding
- Fostering Confident and Humble Behaviors
- Creating Courageous Relationships
- Exploring Differences to Learn, Grow and Make Better Decisions Together



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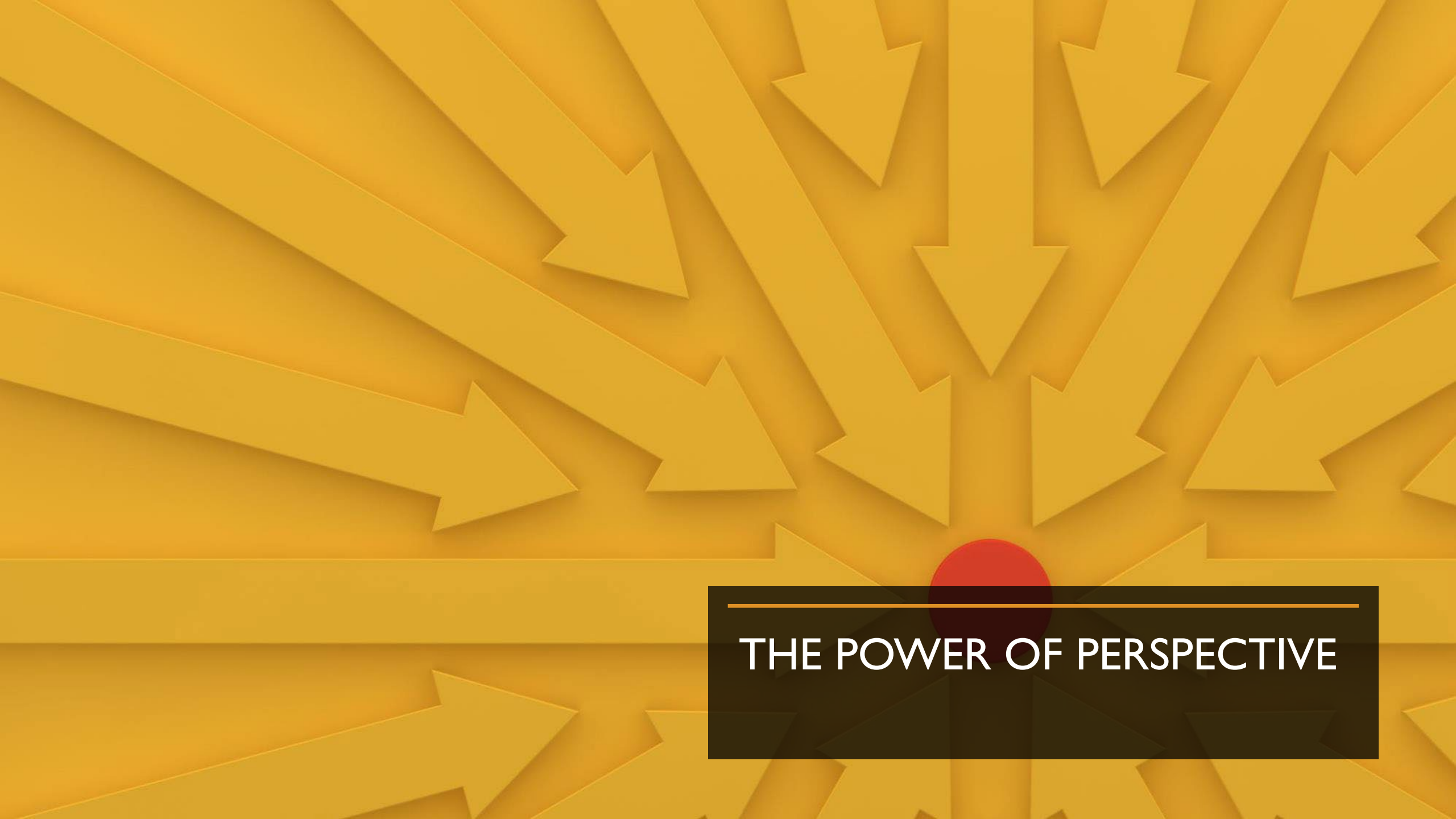
WHAT BENEFITS DOES YOU/YOUR ORGANIZATION GAIN THROUGH THIS HEALTHY APPROACH?

# BENEFITS OF POSITIVE APPROACH TO CONFLICT

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- Leads to New Ideas
- Stimulates Creativity
- Motivates Transformational Change
- Promotes Organizational Vitality
- Supports Individuals and Groups Establish “Identities” and Safety
- Serves as a “Safety Valve” to Indicate Potential Issues/Concerns





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**THE POWER OF PERSPECTIVE**


# A NEW PERSPECTIVE ON CONFLICT

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- Conflict is an essential ingredient of a high functioning workplace.
- We commit to equitably just and unbiased conflict systems that do not perpetuate institutional barriers to inclusion.
- We identify and address sources of conflict upstream.

# A NEW PERSPECTIVE ON CONFLICT

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- All leaders and employees are supported, knowledgeable and skilled to engage in and model healthy conflict engagement behaviors and hold each other accountable.
  - We approach conflict with curiosity and openness, seeking to understand the other person's perspective and find common ground.
  - When we have conflict with another person, we address it directly and as quickly as possible.
  - There are a variety of formal and informal forums that are equitable and just for engaging in conflict in healthy ways.
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# CHANGE YOUR PERSPECTIVE TO CHANGE YOUR SITUATION

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- Use Your Social Emotional Learning Tools
  - Self Awareness
  - Social Awareness
  - Self Management
  - Responsible Decision-Making
  - Relationship Skills

# CHANGE YOUR PERSPECTIVE TO CHANGE YOUR SITUATION

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- Use Your Cultural Intelligence Tools
  - Self Awareness
  - Situational Awareness
  - Non-Judgment
  - Acknowledgement/Alignment



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WHAT IS THE STORY THAT  
YOU ARE TELLING YOURSELF?



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**GROUP EXERCISE:  
PERSPECTIVES**

# GROUP EXERCISE – PERSPECTIVES

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- Break Up Into Groups of 2 Participants
- Person “A” and Person “B”
- Person “A” will tell a 2-minute story in which something happened from the perspective of a “victim”; Then Person “A” will tell the SAME story from the perspective of ownership/accountability
- After Person “A” shares, then Person “B” will complete the exercise and share her/his/their story with Person “A”
- You will have 10 minutes to complete the exercise



# “CLEARING” – HOW TO ADDRESS AND RESOLVE CONFLICT

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- Ask for permission to “clear”
- What I get to clear with you is....
- What I made up about (the situation) is.....
- Where that comes from is.....
- My request of you is....
- What you can count on me going forward is.....

# CREATE A VISION FOR HEALTHY CONFLICT RESOLUTION

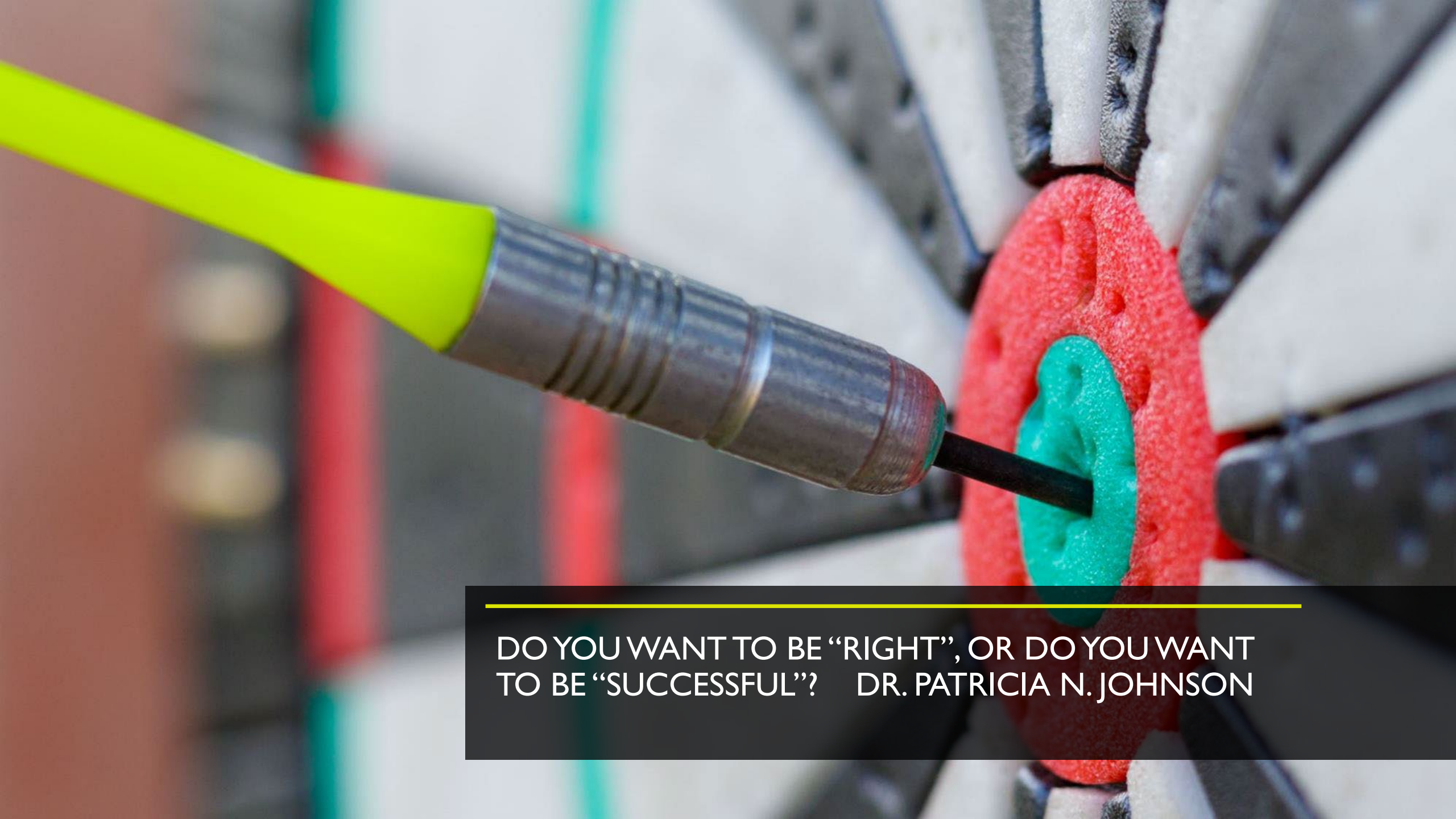
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I/We embrace healthy conflict engagement and recognize difference as an asset that will help build a culture of trust, equity, respect, open communication, and teamwork

# SEVEN KEYS TO TURN A BREAKDOWN INTO A BREAKTHROUGH

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- Acknowledge/Accept the Breakdown -- Ownership
- Take Responsibility for the Breakdown – NOT About “Fault” or “Blame”
- Release the Emotion in a Constructive Manner
- Embrace Forgiveness Completely – NO “Score-Keeping”
- Make a New Commitment
- Take Action with Urgency
- Celebrate Your Results!!!!!!



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DO YOU WANT TO BE “RIGHT”, OR DO YOU WANT  
TO BE “SUCCESSFUL”? DR. PATRICIA N. JOHNSON



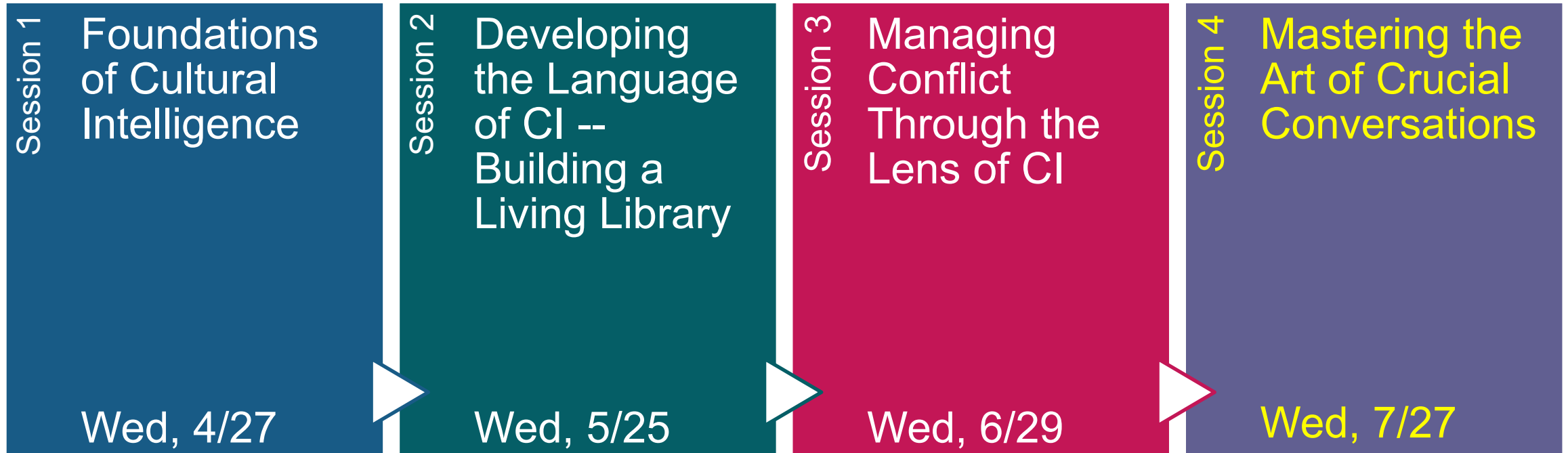
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## READING LIST

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- **“The Four Agreements”**, Don Miguel Ruiz
- **“Who Moved My Cheese”**, Spencer Johnson
- **“Leader Shift”**, John C. Maxwell
- **“Growth Mindset”**, Dr. Carol Dweck
- **“The 5 Second Rule”**, Mel Robbins
- **“Daring Greatly”**, Brene Brown
- **“Humanocracy”** Gary Hamel,  
Michele Zanini

# REGISTRATION OPENS SOON FOR SESSION 4



- Free to participate
- Advance registration required
- Space is limited to 50 people per session
- Local government staff and officials ONLY

# WEBINAR RECORDINGS YOU MAY FIND VALUABLE

FREE WEBINARS

## ACCESS OUR PAST WEBINARS

ALL RECORDINGS OF PAST ILG WEBINARS ARE AVAILABLE FOR VIEWING ON DEMAND, ANYTIME!

WEBINAR

VISIT OUR WEBSITE FOR MORE INFO!

 WWW.CA-ILG.ORG

- Personal and Organizational Wildfire Preparedness and Prevention
- How Registered Apprenticeships Can Work in Your Local Agency
- Leading Local: Depolarizing Within
- Leading Local: Civility in Local Government



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58 Counties

482 Cities

2,500+ Special Districts

20,000+ Local Agency Leaders

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# CONTACT US WITH ANY QUESTIONS



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# RECORDING AVAILABLE SOON



The recorded presentation and materials will be shared electronically with all attendees a few days after the webinar.



**THANK YOU FOR  
JOINING US**

