



CULTURAL INTELLIGENCE

SESSION FOUR:

MASTERING THE ART OF CRUCIAL
CONVERSATIONS



**THANK YOU
FOR JOINING US!**

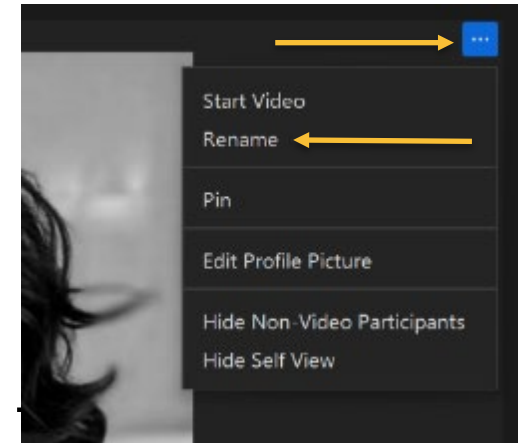
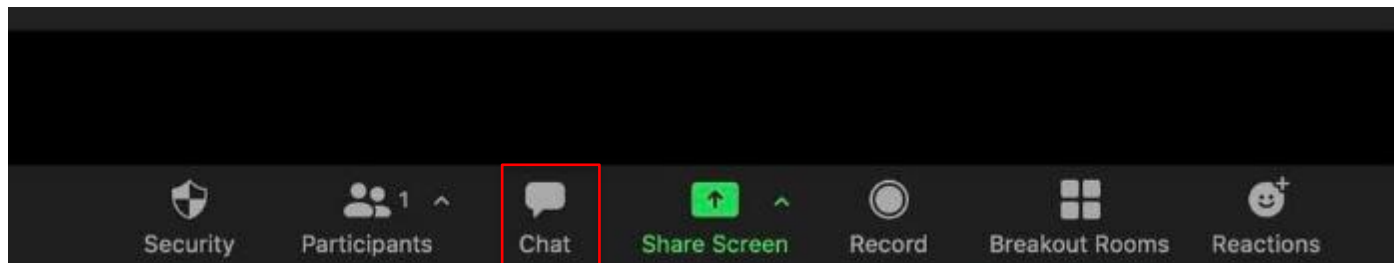


ERICA L. MANUEL
CEO & Executive Director
Institute for Local Government



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 3:
MANAGING CONFLICT THROUGH THE LENS OF EQUITY**
WED, JUNE 29 | 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

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*



GOOD
MORNING!



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!!



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

SYLLABUS FOR TRAINING

CIU Series Overview (Recap)

Cultural Intelligence Review (Session I)

Crucial Conversations

Practical Applications

Questions and Feedback

Wrap Up




THIS IS A SAFE SPACE

“THIS” IS NOT “THAT”

- 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.....

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



TWO WAYS OF BEING TO EXPERIENCE TODAY



CULTURAL INTELLIGENCE RECAP

CULTURAL
INTELLIGENCE



CULTURAL INTELLIGENCE



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




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

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”
- 

BIRTH AND CIRCUMSTANCES



AGREEMENT VS. ACKNOWLEDGEMENT

AGREEMENT VS. ACKNOWLEDGEMENT (RECAP)

Essential Element in Mastering Cultural Intelligence

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

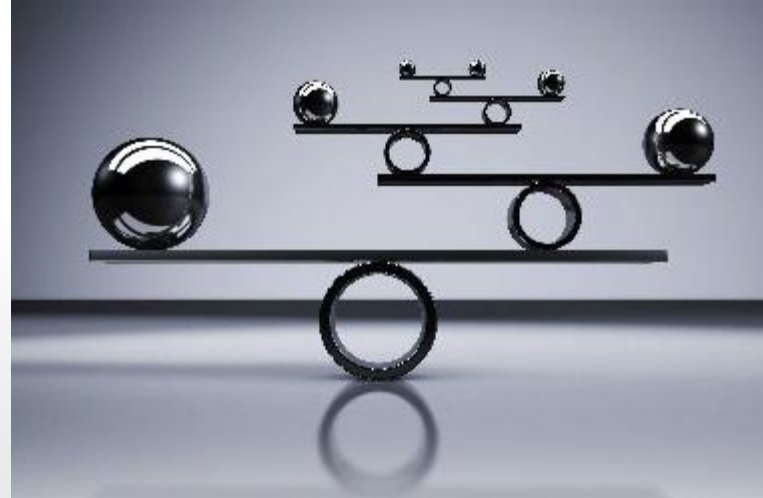
Agreement is a Binary Relationship – “Them” vs. “Us” – JUDGMENT

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

Acknowledgement Recognizes Multiple “Worldviews”

Acknowledgement is NOT Binary --- Harmonious Coexistence





ACKNOWLEDGEMENT LEADS TO ALIGNMENT

**the biggest
communication
problem is that
we don't listen to
understand**

we listen to reply

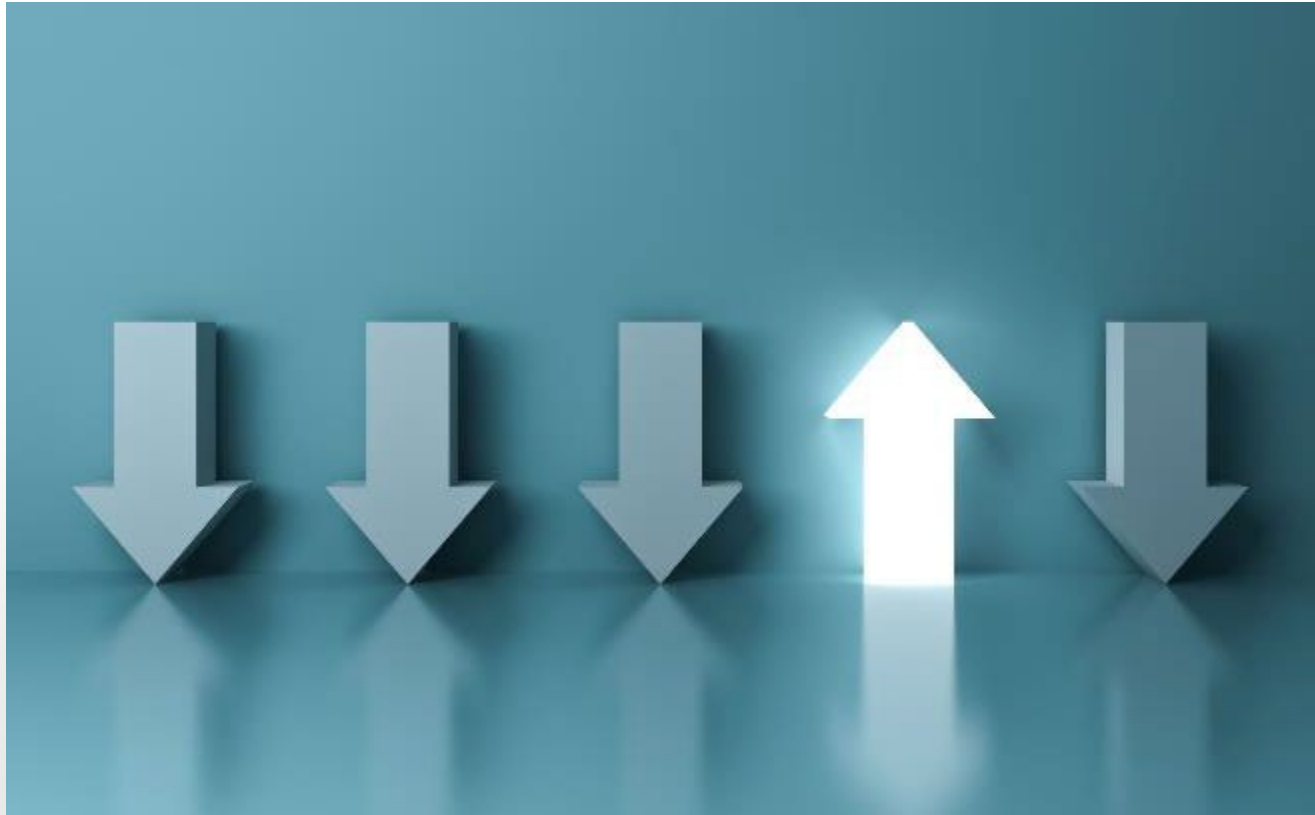
THE POWER OF
EFFECTIVE
COMMUNICATION

WHAT DOES
BREAKDOWN
LOOK LIKE?



WHAT DOES
BREAKTHROUGH
LOOK LIKE?

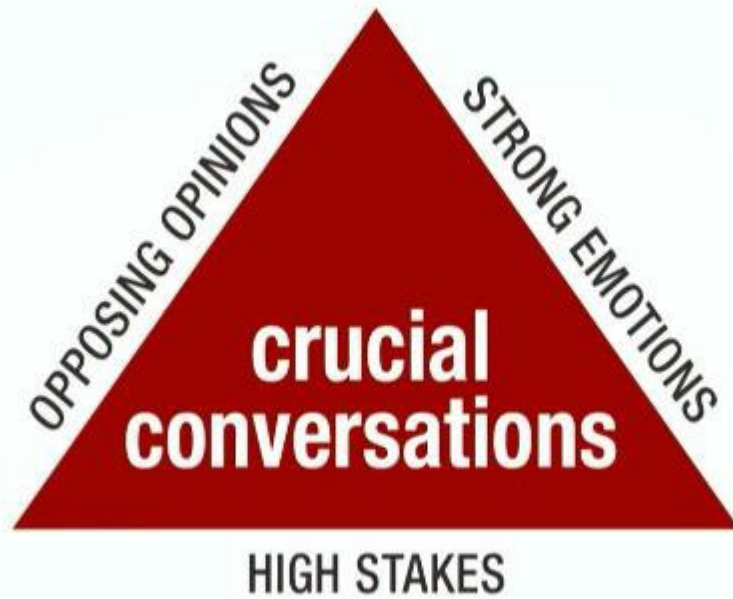




HOW DO WE
CREATE
CONNECTION,
UNDERSTANDING
AND “A MIDDLE
GROUND”
AMONG TEAMS?



“CRUCIAL
CONVERSATIONS”



CRUCIAL
CONVERSATIONS
DEFINED:

“CRUCIAL CONVERSATIONS” DEFINED:

- When Opinions Vary Among Team Members
- When The Stakes Are High
- When Emotions Run Strong
- When The Results Have A Huge Impact On The Quality Of Your Life;
 - Work Life
 - Personal Life
 - Family/Relationship

“CRUCIAL CONVERSATIONS”

- The KEY SKILL of effective leaders and team members is the ability/capacity to skillfully address emotionally and politically risky issues through effective communication
- Organizations that master “Crucial Conversations” are 5X faster in recovering from economic downturns
- Organizations that master “Crucial Conversations” are 2/3 greater likelihood from avoiding workplace injury as a result of unsafe conditions
- Organizations that master “Crucial Conversations” are generally more profitable and manage to conserve more financial resources – approximately \$1,500.00 per employee

THE FOUR METHODS OF DECISION-MAKING

- **Command** – Where there is a clear authority figure who are empowered to make the final decision.
- **Consult** – Where a person vested with the power to make a decision first consults widely before making a decision.
- **Vote** – The democratic way where the most votes wins.
- **Consensus** – where one seeks a position to which everyone can align

“CRUCIAL CONVERSATIONS”

- Advocacy vs Understanding – The Goal of Effective Communication is to Connect, Engage and Understand the Perspective of the Other Person
- Importance of Defining Your Intention
 - Winning
 - Being Right
 - Connection
 - Understanding
 - Resolution

THE SEVEN STEPS OF “CRUCIAL CONVERSATIONS”

- Start with the Heart
- Stay In Dialog
- Make It Safe
- Don't Get Hooked By Emotion
- Agree On A Mutual Purpose
- Separate Facts From Story
- Agree On a Clear Action Plan

GET “UNSTUCK”

Identify Problems Contributing to Poor
Results and Struggling Relationships

MASTER MY STORIES

Keep Composure When Feeling Angry or
Defensive and Identify What Stories You May Be
Telling Yourself

“The Story I’m Telling Myself Is.....”

START WITH HEART

Be Clear With Yourself and Others About What It
Is That You REALLY Want

STATE MY PATH

Share Strong Opinions Without Shutting Down
Others Viewpoints

MAKE IT SAFE

Create Safety So You Can Talk With Almost
Anyone About Almost Anything

LEARN TO LOOK

Spot The “Warning Signs” That Indicate Safety and Dialog Are At Risk

SEEK MUTUAL PURPOSE

Find “Common Ground” Even When It Seems Impossible

EXPLORE OTHER PATHS

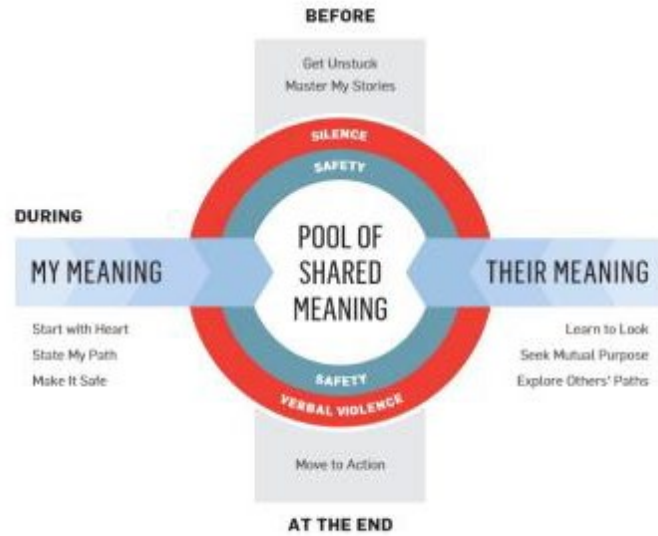
Listen and Respond Effectively To Other People's
Concerns and Feedback

MOVE INTO COMMITTED ACTION

Turn Each Crucial Conversation Into A Course of Action That Leads To Better Outcomes – “W3s”

“Who Does What By When”

THE CRUCIAL CONVERSATIONS MODEL



THE MODEL

EFFECTIVE LISTENING AND RESPONDING STRATEGIES

- Keep Focused on the “End Goal”
- Refuse to “Play the Game” (Merely being aware that a game is ‘in play’ means you are less likely to get caught by it)
- Avoid the “Sucker’s Choice” – Candor vs. Kindness – Seek the Middle Ground

“CANDOR VS. KINDNESS” EXERCISE

Jane is the Principal of the Alpha Charter School, a part of ABC Charter Schools Inc. Jane is a career educator who's been in education for 30 years. Jane is the first female principal of Alpha Charter School. The ABC Charter School Director is allowing site administrators the discretion in allowing their support teams to work virtually up to 50% of the work week as long as the sites can demonstrate that productivity will not be adversely impacted. Felicia has with Alpha Charter for less than 2 years but has been in education for 10 years. Felicia has a strong desire to work virtually 50% of the time, but she's aware that Jane wants to have the staff at the site 100%. Jane has asked for feedback from each staff member. Using the CC framework, how should Felicia respond?

What additional facts would be helpful to know to support Felicia?

THE “**STATE**” FRAMEWORK

- **Share** the Facts
- **Tell** Your Story (i.e The Meaning You are Making of These Facts)
- **Ask** for the Other Person’s Path/Story
- **Talk** Tentatively
- **Encourage** Testing – The intent is to reach a shared meaning to the facts as a solid basis on which to agree next action steps.

THE “**CRIB**” FRAMEWORK

- **Commit** to seek a Mutual Purpose – i.e. Get Both Parties to Agree to First Seek a Mutual Purpose
- **Recognize** the Purpose Behind the Strategy – It’s Recommended to First Examine Our Motives
- **Invent** a Mutual Purpose (Win-Win Approach)
- **Brainstorm** New Strategies

“CLEARING” – HOW TO ADDRESS AND RESOLVE CONFLICT

- 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.....



If you talk to a man in a language he
understands, that goes to his head.
If you talk to him in his language,
that goes to his heart.

— *Nelson Mandela* —

CLOSING THEME

QUESTIONS AND FEEDBACK





READING LIST

READING LIST

- **“The Four Agreements”**, Don Miguel Ruiz
- **“Crucial Conversations”**, Kerry Patterson, Joseph Grenny, Al Switzler
- **“Who Moved My Cheese”**, Spencer Johnson
- **“Leader Shift”**, John C. Maxwell
- **“Growth Mindset”**, Dr. Carol Dweck
- **“The 5 Second Rule”**, Mel Robbins
- **“Humanocracy”** Gary Hamel, Michele Zanini

UPCOMING WORKSHOP

FREE WORKSHOP

MANAGING DIFFICULT CONVERSATIONS WITH CONSTITUENTS & COLLEAGUES

Gain useful listening and speaking skills to help deal with disagreeing constituents & colleagues. Learn now to manage & defuse some of the tense & frustrating interactions often experienced in local government. The workshop is interactive and nonpartisan, appropriate for both local government elected or appointed officials and staff.

WEDNESDAY, AUGUST 10, 2022
10:00 AM - 12:00 PM

REGISTRATION IS FREE. SPACE IS LIMITED. RSVP REQUIRED.
Part of ILG's LEADING LOCAL Webinar Series

HOSTED BY:  IN PARTNERSHIP WITH:  Braver Angels

WWW.CA-ILG.ORG

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- How Registered Apprenticeships Can Work in Your Local Agency
- Leading Local: Depolarizing Within
- Leading Local: Civility in Local Government

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482 Cities

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20,000+ Local Agency Leaders

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STAY CONNECTED TO OUR EQUITY RESOURCES



**You've been added to the email list for the
CQ series attendees.**

**Stay tuned for additional resources about
this topic and other equity insights.**

No SPAM, we promise!

THANK YOU TO OUR PARTNERS WHO MADE THIS SERIES POSSIBLE



CONTACT US WITH ANY QUESTIONS



Erica L. Manuel
Institute for Local Government
emanuel@ca-ilg.org




Jacques S. Whitfield
CPS HR
jwhitfield@cpshr.us

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**

