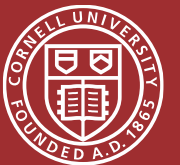# NAVIGATING CULTURAL FAULT LINES

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ILR School

CORNELL UNIVERSITY
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AGENDA

- Background and context

- Early insights

- Your experiences and observations

- Q&A

Basecamp sees mass employee exodus after CEO bans political discussions

Taylor Hatmaker @tayhatmaker / 4:38 PM EDT • April 30, 2021

The New York Times

Workplace vaccine mandates reveal a divide among workers.

Why banning political discussions at work is flawed

By Sara Ashley O'Brien, CNN Business
Updated 8:29 AM ET, Sun May 2, 2021

Difficult Conversations

How to Have Those Difficult Return-to-Office Conversations

by Joseph Grenny and Derek Cullimore

August 13, 2021

DIVE BRIEF

NLRB challenges Kroger brands' ban on Black Lives Matter buttons

Published Sept. 27, 2021

Apple employees push back against returning to the office in internal letter

"Over the last year we often felt not just unheard, but at times actively ignored"

By Zoe Schiffer on June 4, 2021 8:41 pm

DIVE BRIEF

Starbucks reverses earlier policy, OKs workers' Black Lives Matter attire

Published June 12, 2020

Please take responsibility for the energy you bring into this space.

Your words matter. Your behaviors matter. Our patients and our teams matter.

Take a slow, deep breath and make sure your energy is in check before entering.

Thank you.

Indiana University Health

THE WHOLE OF THE UK IS SHORT STAFFED

PLEASE BE KIND TO THE ONES WHO HAVE SHOWED UP

MANY THANKS 😊

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EARLY INSIGHTS

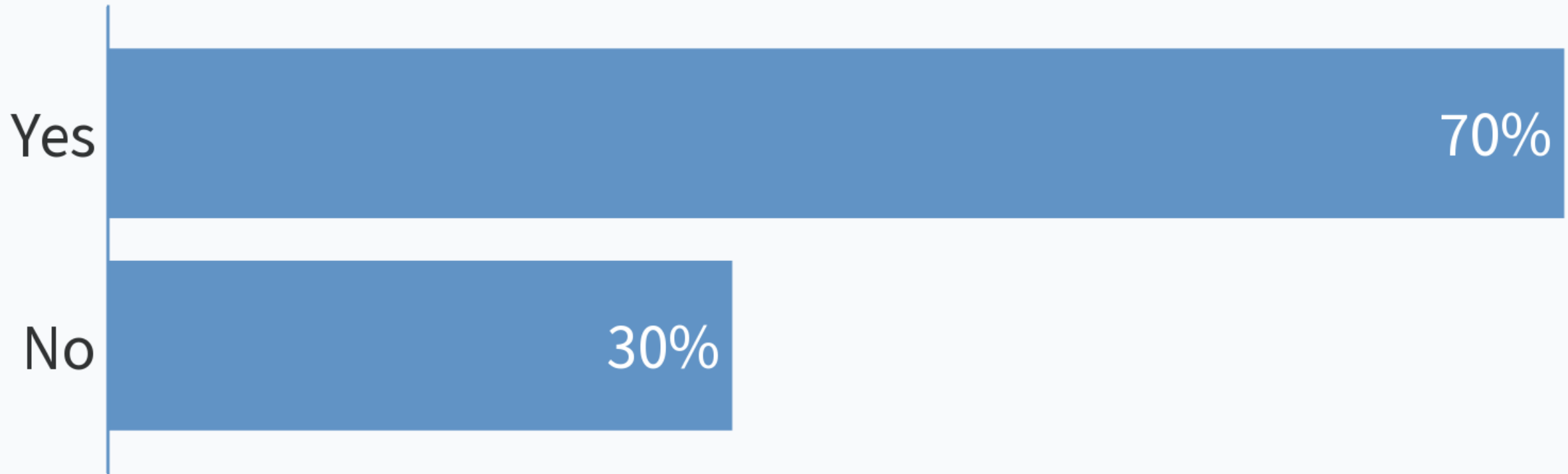| Sources of Conflict	Remote vs. on-site
	Production vs. corporate
	Race and social justice
	Politics
	Vaccinated vs. unvaccinated
Strategies	Strong messaging on company positions, values, and culture
	Upskilling leaders and employees
	Creating forums for dialogue and listening
	Engaging on social issues
	Workforce standards and enforcement
	Testing the impact on internal processes

Has your business experienced workforce tension, cliques or overt, negative events caused by strongly held, differing opinions?
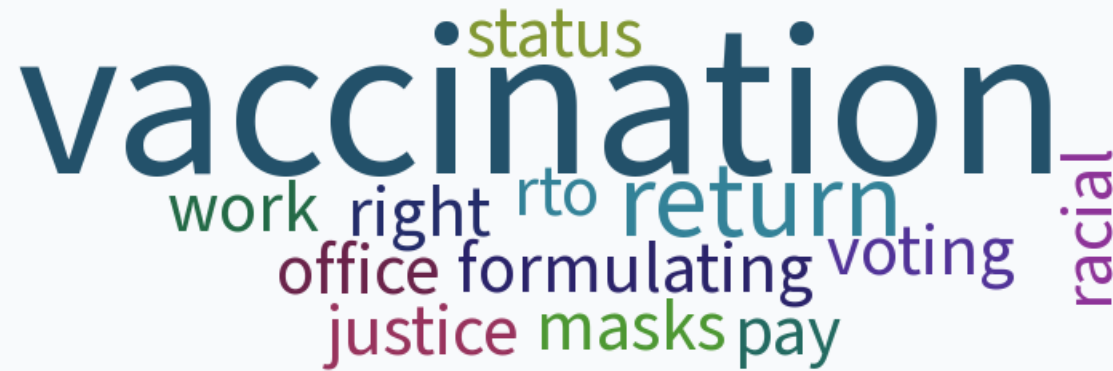
Yes **70%**

No **30%**

What topics or issues have served as the source of these clashes?

status

vaccination

work right rto return racial

office formulating voting

justice masks pay

Are there other issues that you expect may crop up when your workforce is fully back?

" Up skill training "

" Flexi type of work "

" Following protocols "

" Inequity in working flexibility "

Have you observed any effective strategies for handling these clashes? If so, please briefly describe.

" Open forum communication "

" Employee listening and regular communication on vision / strategy "

" Doubtful re effectiveness but transparent

Have you observed any strategies that haven't worked? If so, what were they?
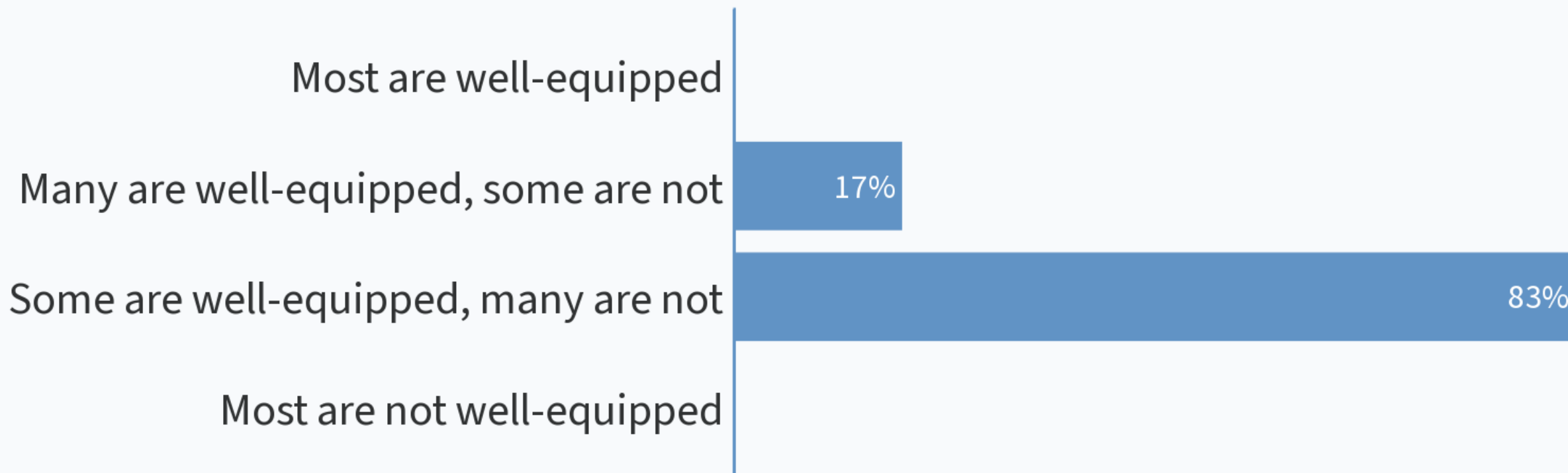
" Inaction after hearing comments/themes "

" Seeing work from home as not working "

" Top-Bottom strategy rare works "

" Unrestricted dialogue on internal message boards

How well-equipped are leaders in your organization to handle these clashes and conflicts when they arise?

Most are well-equipped

Many are well-equipped, some are not — 17%

Some are well-equipped, many are not — 83%

Most are not well-equipped

What skills and capabilities do leaders need in order to address these issues and prevent their recurrence?

" Clarity of verbiage (I.e. what is hybrid) "

" Empathy "

" Empathy "

" Active listening "

UPCOMING CAHRS EVENTS

■ CAHRScast – Talent Management during the Post-Pandemic Transition

– *November 9, 2021: 12:00-1:30pm (ET)*

■ Virtual Fall Partner Meeting | Post-Pandemic Talent Challenges and Opportunities

– *December 8, 2021: 1:00-4:00pm (ET)*

View all of our events and register at cahrs.ilr.cornell.edu

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Thank You