



# MODULE 2

## HIGH-5 TEAMS: SKILLFUL USE OF COMMUNICATION TOOLS



Oregon State  
University



**CONSOLIDATION: WHAT DO YOU REMEMBER  
FROM LAST WEEK?**



## Goal

To construct respectful and productive team by developing effective, culturally adaptable communication skills. In this module, we will focus on Bias and Generalizations.

## Objective

So that culturally inclusive working teams and work environments are established

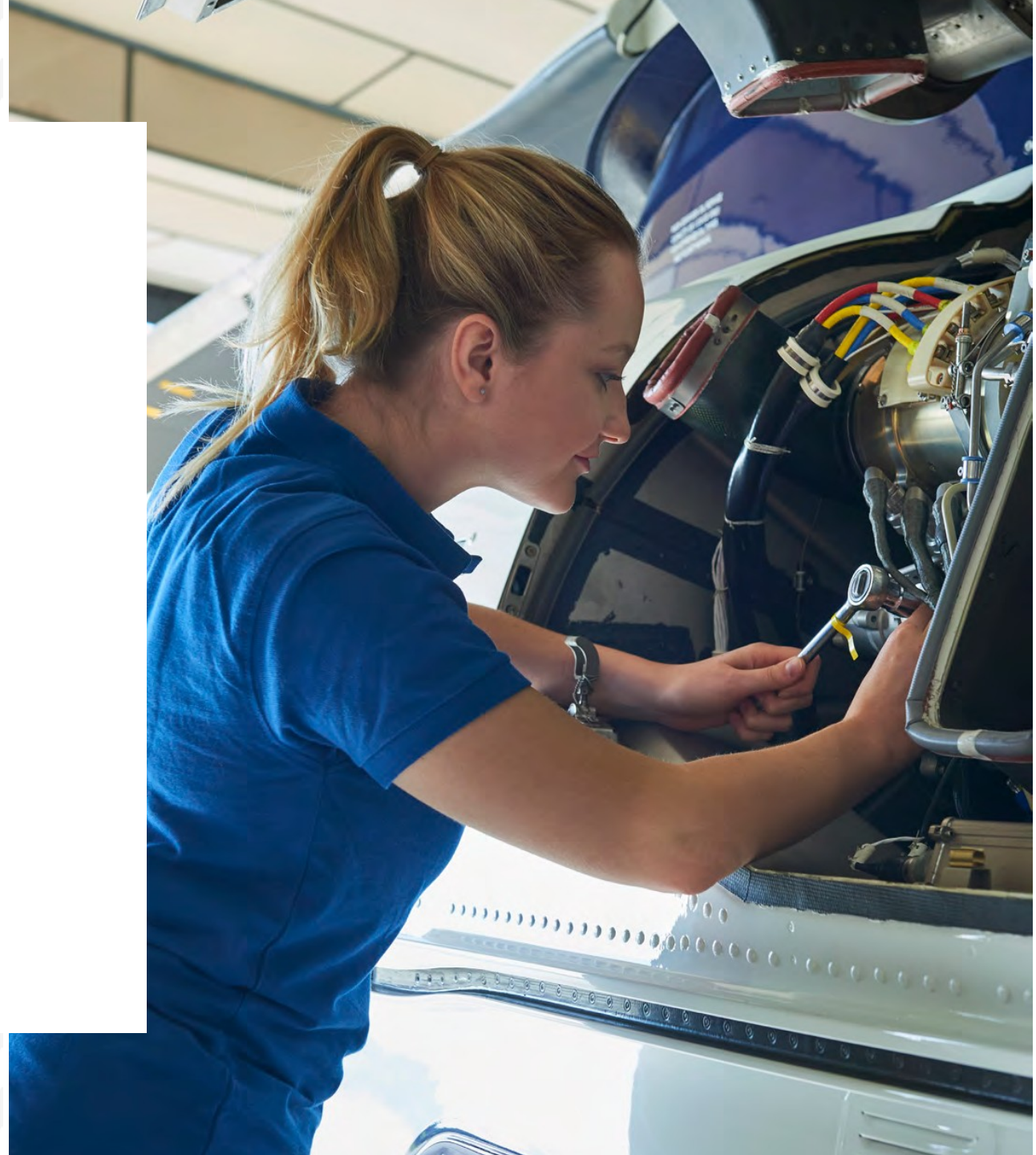






## Group Engagement

- Speak from your own lived experiences
- Respectfully listen to differences
- Examine your own assumptions
- Approach conversations with curiosity while noticing any judgment or stereotypical thinking
- Listen for ways to enhance your cultural communication skills



# Take a Stand Activity



There is more difference between members of any one group than there is across any two groups.

Lewontin, 1972



Where do you stand?

AGREE



DISAGREE

NEUTRAL



## Warm-up Statements

- Chocolate is the single best ice cream flavor
- Rainy days are way more fun than sunny days
- Being happy is the ultimate most valuable goal in life
- Humans are part of the animal kingdom





## Follow-up Statements

- In today's society schools in the United States provide equal opportunity to everyone
- Most people in the world mean well
- The world is a fundamentally dangerous place
- Gender identity is made up by humans or society
- Sometimes teammates assume I can't do some tasks because of my gender, race, or some other form of difference
- Teammates often make comments about my appearance
- The concept of race was made up by humans or society
- All members of society have equal opportunities to succeed. It's simply a matter of "pulling themselves up by their bootstraps."





## My view of the world

- How does where I am on the continuum affect my values, beliefs, customs and behaviors (view of the world) and how I interact with those around me?



## What came up for you?

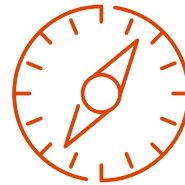
- Our personal culture has a great impact on how we see the world
- It is harder to see our own culture than to see someone else's
- Remember how even small things can have an impact on how we interact with others



“What is necessary to change a person is to change his awareness of himself.”

~Abraham H. Maslow



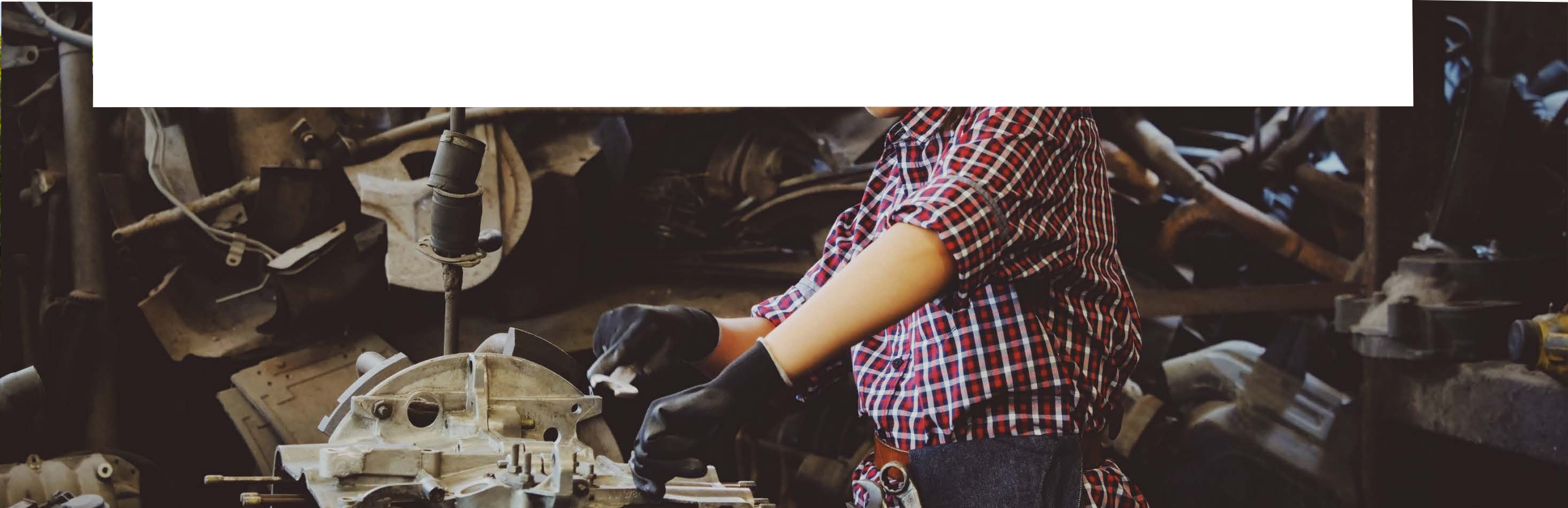


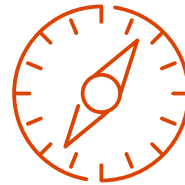
**BREAKOUT  
GROUPS....  
REPORT BACK**



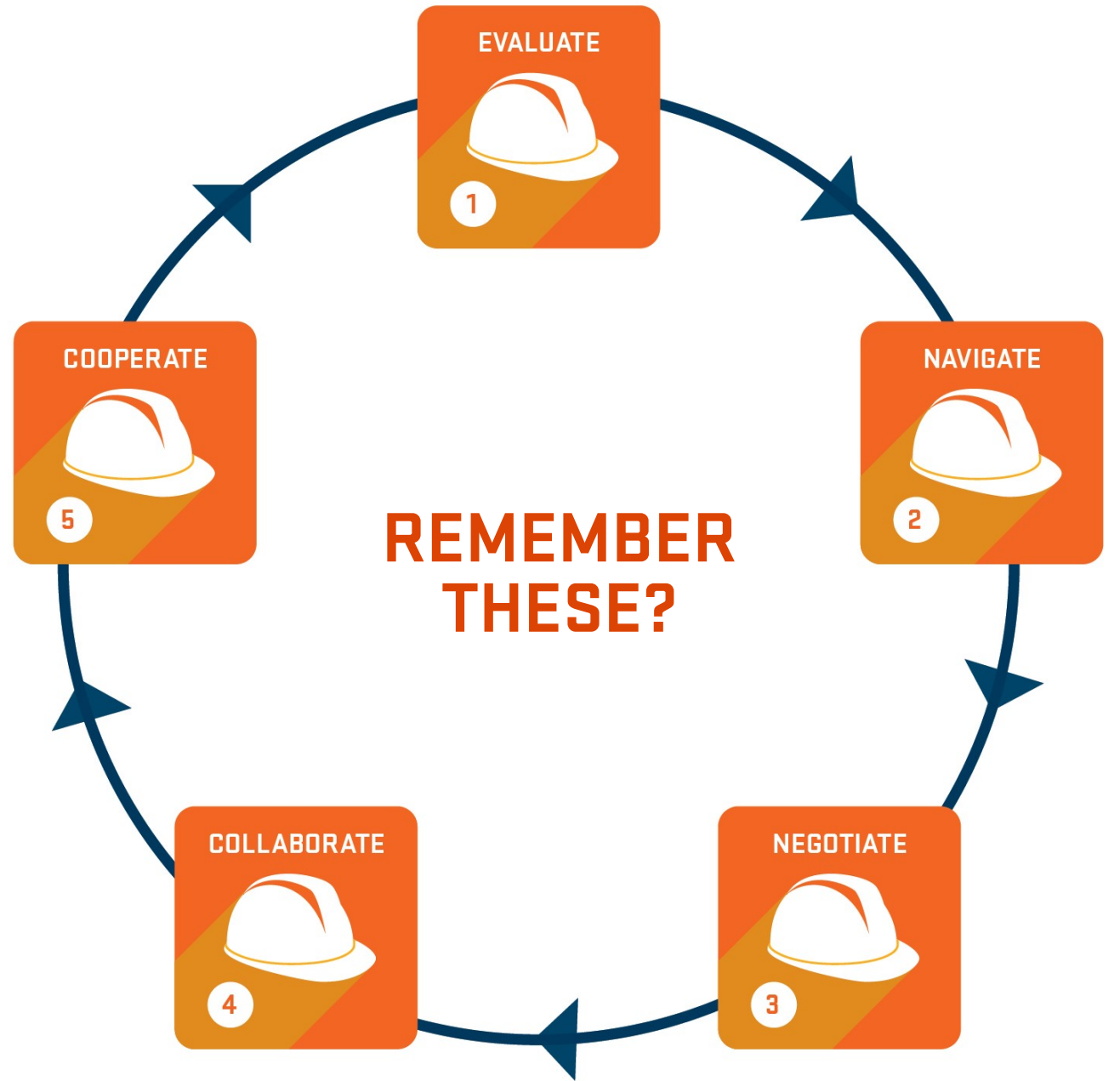
## Reflect in Small Teams:

How do these values, beliefs, customs, and behaviors welcome or exclude those who bring differences to the group – both in our employment and the people in the community?





**BREAKOUT  
GROUPS....  
REPORT BACK**



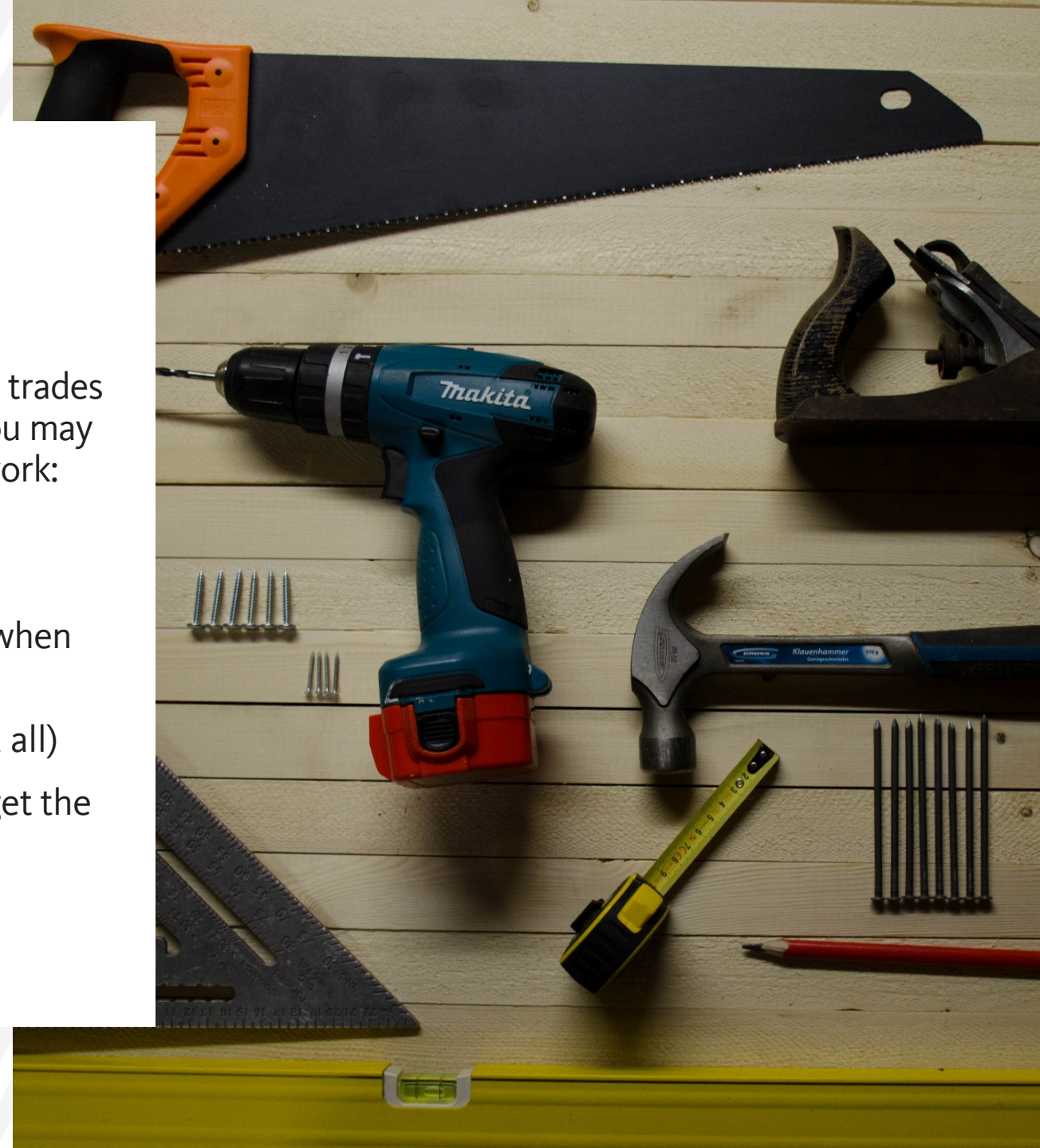




## Tools of the Trade

Just as there are tools for labor and industrial trades - There are tools for communication. Ways you may **already apply** the High-5 Elements in your work:

1. You **evaluate** what tools you'll need
2. You **navigate** the working space
3. You **negotiate** the sequence of how and when tasks are done
4. You **collaborate** as a team (no one does it all)
5. And, you **co-operate** with your team to get the job done!





# Foundations of Successful Communication





## Evaluate

- Evaluate the situation. Careful not to make assumptions about: gender,
- ethnicity, class, race, sexual orientation, skills (team member may still be learning), etc.
- Formulate how to effectively respond to the differences within the team and seek to find common ground; listen for the possibility of similar or shared work and/ or lived experiences.







1. What is the issue?
2. What needs to be understood in order to address the issue?
3. Why is the issue significant to teams?
4. What is the ideal outcome?
5. What actions can be taken by team members to address the issue?







## Navigate

- Have a plan or course of action to communicate with a diverse workforce. Adapt to various cultural circumstances and situations. Practice non-discriminatory communication skills. **Examples:**
- My plan is not to engage in demeaning talk toward a team member.
- My plan is to listen more carefully
- My plan is to pay attention to my assumptions.
- My plan is to interrupt derogatory communication







How do we avoid stereotypes when navigating differences?



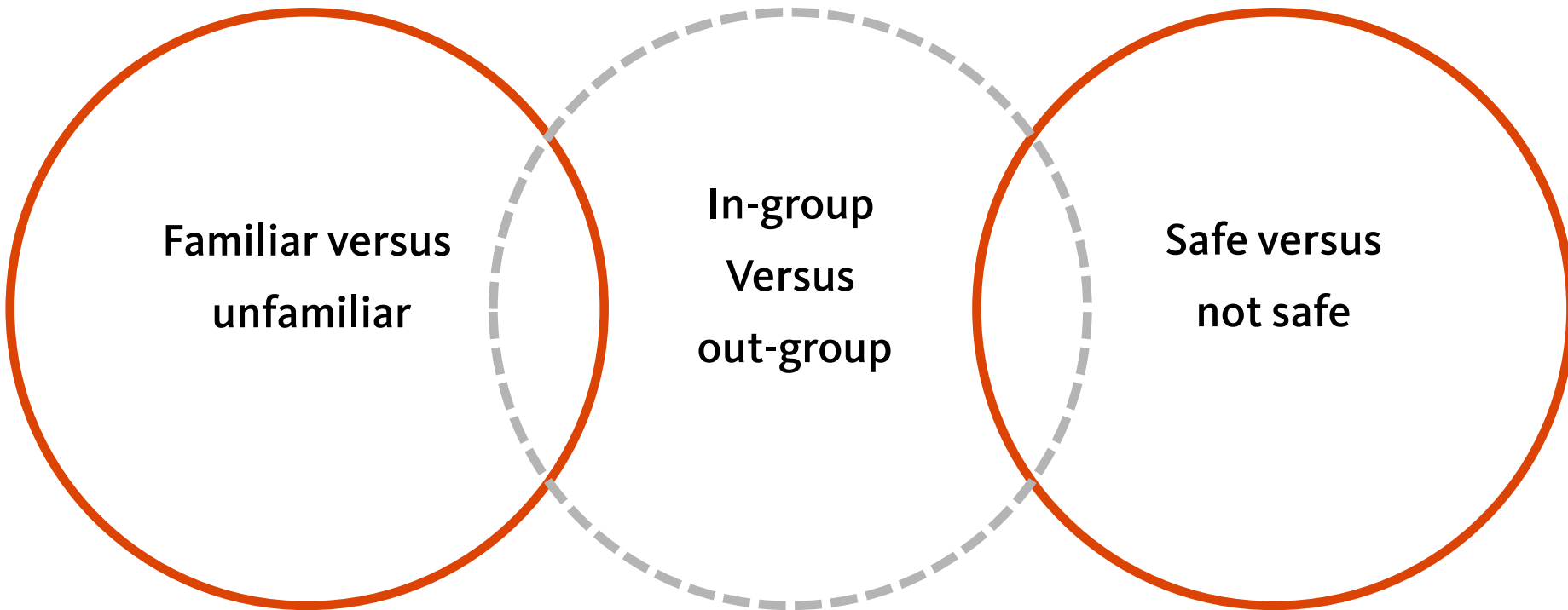




## Difference between stereotypes and generalizations?

- Cognitive short cuts
- Grouping, categorizing
- Organizing complex world
- Making sense of diversity





**Rapid, mostly unconscious**



# A Note on Generalizations





## Stereotypes:

- Categorize all members of a group as having the same characteristics.
- May or may not be based in fact.
- Tend to be inflexible and closed to new information.
- Can lead to prejudice and intentional or unintentional discrimination.







## Generalizations:

- Categorize many members of a group as having similar characteristics.
- Based on research or widespread observation.
- Flexible and open to new information.
- Can lead to curiosity, increased awareness, and improved cross cultural relationships.







“

Both stereotypes and generalizations are cognitive categories which organize our experiences. However, stereotypes are *rigid*. Generalizations are *flexible*. We tend to ignore disconfirming evidence of stereotypes and over-elaborate **confirming evidence**.

Stereotypes *determine* our reactions; cultural generalizations *inform* them.

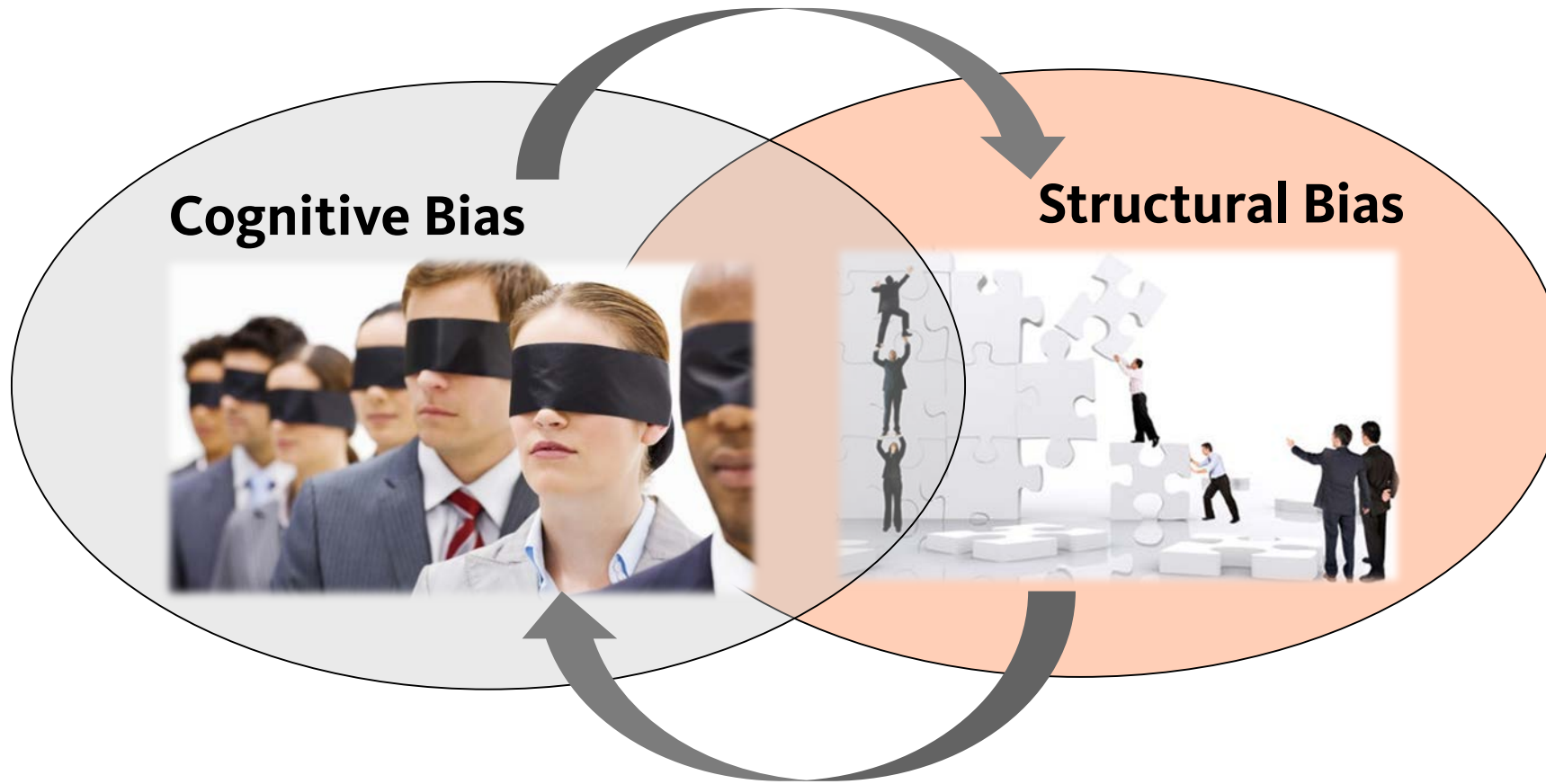
# What are Biases?

Preferences or inclinations which can impair judgment; often used synonymously with “prejudices.”

	Explicit (Conscious/Intentional)	Implicit (Not Conscious/ Unintentional)
Individual	<b>Personal Prejudice:</b> bigoted beliefs and stereotypes, often leading to intentional negative or positive treatment based on identity	<b>Cognitive Bias:</b> pre-conscious cognitive categories/ shortcuts/thought patterns that unintentionally advantage/ disadvantage people based on identity
Systemic	<b>Institutional Discrimination:</b> Laws, policies, and practices designed to advantage/ disadvantage or include/ exclude based on identity	<b>Structural Bias:</b> Seemingly neutral norms, policies, patterns, practices, procedures, standards and symbols that, in effect, advantage/ disadvantage people/groups based on identity

**IMPACT *with* INTENT**                      **IMPACT *without* INTENT**

# Implicit Bias



Cognitive and Structural Biases Reinforce Each Other



# Cognitive Bias

## 1. In Social Systems

- Meaning of identity is socially constructed
- Social and cultural values shape our understanding of different identities
- Past/hidden prejudices and their consequences influence social identity

## 2. Humans develop *cognitive schemata*

- Mental “file-folders” of information about socially constructed categories of persons, places, things
- Our brains collect everything we hear/see/learn about groups (regardless of whether we agree)
- These serve as mental models/prototypes/expectancies

## 5. Groups

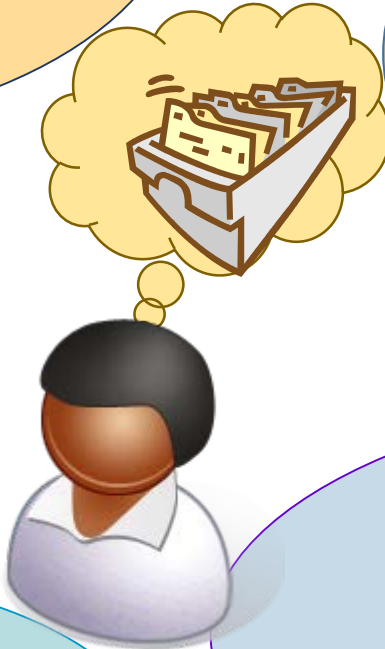
experience discrimination; seeing people in negative circumstances **reinforces** social beliefs about their identities


## 3. We encounter an individual

- ALL humans use pre-conscious cognitive shortcuts or **heuristics** that use our prototypes as **stereotypes**
- We select schema/category that most closely matches the individual
- We use it to predict and understand their behavior, and to know how to react

## 4. Predicting

individual characteristics based on group membership leads to unintended **discrimination**





So should I  
just ignore  
my  
intuition?

**NO...intuition  
prompts us to  
notice things  
that might be  
important.**

**If you are someplace where you may not be safe, pay attention to your intuition! It's okay to make a mistake.**

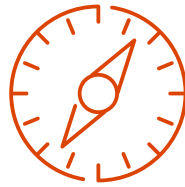
**But when immediate safety is NOT at risk:**

- 1. Evaluate the question your intuition is raising...**
- 2. If it is important, get the facts to answer it accurately!**



**PRACTICE.... Who are you when  
you are your best self?**





**BREAKOUT GROUPS....  
REPORT BACK**



## On the Job Scenarios







Four apprentices are on a job site. All four are assigned jobs moving rebar and placing anchor bolts in cement. The males begin to move rebar while the two females are instructed to help place anchor bolts in cement poured days prior. When the women completed the anchor bolt task, they head over to help move the rebar and are told to go help the worksite cleanup crew.





## Evaluate, Navigate, Negotiate, Collaborate and Cooperate



1. **Evaluate** – Check out the situation and positively assess each team member’s unique differences. Pay respectful attention to “differences”, as identified by the team member themselves – careful not to make assumptions about: gender, ethnicity, class, race, sexual orientation, degree of learned/applied skills, etc. Formulate how you will effectively respond to the differences within the team and seek to find common ground; listen for the possibility of similar or shared lived experiences.



2. **Navigate** – To navigate is to take a course of action, plan, work through various circumstances and situations while acknowledging and recognized differences within team members. Practice non-discriminatory communication skills effectively. Understand the critical differences between being “tested” (rites of passage based on an apprentice’s learned skills) and/or being “targeted” (based on gender, sexual orientation, ethnicity, race, status, geographic birthplace, native tongue and language, age, etc.), as an apprentice is learning new skills.



3. **Negotiate** – Work it out, come to terms (find a way over and through tense moments). Take the time to explore a different communication paths to maintain a working relationship. Negotiation requires active listening skills. Ask questions in a respectful way. If tensions arise a team member can ask, “What’s the issue?” Not – “What’s your problem?”



4. **Collaborate** – Work jointly, combine efforts, team mindset, an “all in it to win it” approach. This requires a give-and-take approach. No one way is always right. Be open to different ways of getting the job done.



5. **Cooperate** – Cooperation requires a team to work together safely, effectively, and productively – within a culture of trust. Honoring and respecting differences open up channels of communication. Demonstrating inclusive practices and processes requires effective communication skills. Cooperation is about how team members operate (work, handle, manage) their tasks together, as a collective with an “all in it to win it” attitude and approach.

**Key Point: Practice using High 5 team tools with skill and precision. Like any tool, High 5 skills are mastered over time with use and practice.**

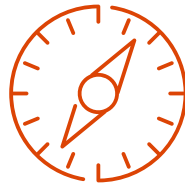


What is going on in this scenario?

What are the assumptions or stereotypical thinking in this scenario?

What can male team members say or do to include the women?





**BREAKOUT  
GROUPS....  
REPORT BACK**





**CONSOLIDATION: WHAT DO YOU  
REMEMBER FROM TODAY?**

“

- **Evaluating a situation at work in which cultural differences exist requires one to (circle all that apply):**
  - Listen for commonalities
  - Be careful not to make assumptions about: gender, ethnicity, class, race, sexual orientation, degree of learned/applied skills on the job, etc.
  - Ask judgmental questions like: “You’re weird, why do you act the way you do?”
  - Show genuine interest with respectful curiosity.
  - All of the above
  - A,B,& D

“

○ **Negotiating in communication means that:**

- *If someone is being targeted* based on gender, sexual orientation, ethnicity, race, status, geographic birthplace, native language, age – remain silent.
- It means that I can move around and adapt to cultural differences without putting anyone down.
- One is always learning – mistakes are made but one can master the skill.
- B & C
- A & C



# Activity: Where do you stand?

**AGREE**



**NEUTRAL**



**DISAGREE**



**THANK YOU**



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