

It is important in the workplace to treat people with justice, fairness, and equality. All individuals must be treated the same under the law, this is justice. Justice in the workplace includes background checks, or in some cases drug tests, for all employees while hiring or promoting. Minimum age requirements may be different based on the job(16,18,21) but there should be no maximum age requirement. Treating people impartially without bias or discrimination displays fairness. This means treatment is not based on race, religion, gender or sexuality. In a fair work environment, there is opportunity for all based on performance. This includes coaching and learning opportunities for all. Equality in the workplace means everyone has access to the same resources. Everyone should feel comfortable knowing they have access to pto,sick leave, FMLA, training, promotional programs and the ability to voice their concerns.

Bias can distort prescription by influencing how individuals interpret social justice issues, leading to unfair judgements, stereotypes and discrimination. In the workplace, biases may come off as favoritism or unfair treatment to an individual or a group. When hiring and training, an individual can have many subconscious biases. For example, hiring older people for a technical job may raise the question of capability to perform, hiring a woman for a construction job may raise the question of physical strength and endurance, or hiring a man for a nanny position may raise the question of nurturing/trustworthy qualities. These preconceived notions, stereotypes, and preferences can impact social justice issues and cause unfair treatment and perpetuation of inequality.

Narratives can influence beliefs and attitudes shaping our perception of social justice meaning stereotypes subconsciously in one's brain might impact who can be hired, trained, or promoted. Poverty and stereotypes are a couple examples of how narratives can impact social justice. One narrative of poverty can see people of other cultures in a negative way, stating that the person in poverty is lazy and believes that welfare is not necessary. The other narrative can depict the same group in a positive way and believes that welfare is helpful and necessary. Narratives within stereotypes can either depict racial groups in a negative way and discriminate or judge, or depict the same racial group in a positive way and challenge discrimination.

The core principles of social justice require equity, resources, participation, human rights, and diversity. Equality in the workplace looks like fair treatment for all employees regardless of race, religion, gender, or sexuality. Equal access to resources ensures all employees have training and technology needed to do their job. Ensuring employees have a voice in making decisions, feedback, and communication allows for equal participation. Protecting and respecting the rights of all employees. Ensuring fair working conditions, fair pay, freedom from harassment or discrimination. Supporting those with disabilities along with including a mixture of races, genders and educational backgrounds in the workplace and leadership.

Demonstrating cultural fluency in the workplace is important to successfully interact with and adapt to different cultures. Learn and respect the cultures within your company and its international partners. Get to know your peers! (also know when to respect their personal boundaries!!). Know the language barrier and non-verbal communication differences (hand gestures, posture and metaphors). Promote policies that implement inclusivity for other cultures.(no harassment of any kind, no

discrimination, dress code to include ankle length skirts instead of jeans, head wraps, etc). Management skills may need to adapt to suit different cultures (time off, holidays, etc.).

Understanding other cultures makes you more aware of your own cultural background and the emotions that can enhance your emotional intelligence. With a deeper emotional intelligence you can consider your own cultural biases and you can deeply understand your values and beliefs while challenging them. This leads to more meaningful communication and empathy to others as you understand and share the feelings of others. Cultural fluency can improve your self awareness for decision making and determining social justice.

Understanding other cultures will help you communicate without misunderstandings. Knowing what language (verbal and non verbal) is accepted and familiar to them. Verbal language consists of language, metaphors, and certain phrases or words. Nonverbal language consists of hand gestures, eye contact, personal space, body language or posture. It will help you build trust between the employees, partners or other companies. It will help resolve conflict and build a relationship based on trust and respect.

The influence of diversity affects communication positively by broadening perspectives, enhancing empathy, promotes problem solving, encourages active listening and leads to respect in the workplace. People with exposure to other cultures can maintain a non-judgmental approach and may be able to mediate between multiple groups. Culturally fluent groups will seek to ask questions to learn about others traditions or values to adapt and form meaningful and effective communication.

Groups with diversity bring different information and perspectives making them more successful than groups with little diversity. Diversity in the workplace ensures creativity and innovation by bringing together groups with different skill sets and attitudes. Being aware of the different personality types can help decide which employees fill each position based on their culture, abilities, personality and communication skills. It can also benefit the company's product or brand. By showing inclusivity and equality, they open their target audience doors. Overall raising the company morale for employees, partners and customers.

“You recently had a new international colleague join your team, but you both have very different work styles. You are a planner and like to have a detailed to-do list for each day, while your colleague prefers to work on tasks as they come up, without a specific plan in place. This difference in work styles has led to some tension between you and your colleague, as you both have different expectations for how the work should be completed. You feel like your colleague is disorganized and unreliable, while your colleague thinks you are too rigid and inflexible. You both were recently assigned to a new project, and you need to decide the best way to work together despite your work style differences.” This displays process conflict where both tasks and relational issues affect decision making and problem solving. The tension between a new colleague with a different working style can cause unrelated power clashes creating conflict in how to proceed in work responsibilities.

It is important to have empathy, active listening, clarification, and problem solving in any strategy to resolve conflict. Adopting ethical guidelines will help create an objective criteria to help manage conflict in an ethical way. This promotes beneficial outcomes while minimizing destructive ones. These guidelines should include: how to disagree effectively with an idea not the person, stick

to task, use rhetorical sensitivity, how to base arguments on evidence and reasoning, react without being defensive, and improve relationships. Negotiating encourages all members to participate by expressing their needs without damaging relationships within the group. Separate the members from the problem. Give all members a chance to speak about how they see the problem, without interruption. Listen and show you understand. The goal is to create mutual respect. Focus on the goal, not specific views. Sharing/hearing ideas or concerns with an open mind improves decision making. Assume all member interests can be integrated in the final solution. Refer back to the objective criteria for group ethics. Mediation by a leader attempts to find compromise and develops team spirit and cohesiveness. The group leader creates a chart in view of all members and presents the alternatives. Side 1 presents their arguments, what it is and why they want it. After the argument is presented, side 2 asks any clarifying questions, asks for additional explanations. When finished, side 2 will explain side 1's argument to demonstrate understanding. This process repeats for side 2's argument. The leader charts common grounds and disputes. The leader and the group will make a pros and cons chart for both arguments. The leader will analyze and propose a solution with the members input to maximize group inclusion.

Voting on an issue is a quick way to make a decision if the previous methods have not worked. Some members may dislike the solution, but it may be necessary. Leader will decide on behalf of the group for company or employee benefit. Sometimes there is no avoiding this solution. If a company must, they hire third party arbitrators. When a group brings in an outside negotiator to resolve a conflict. These people are brought in when a leader believes everything else has failed. This may be court related. This option should only be considered if the cost of the conflict is greater than the cost of the arbitration.

In the scenario mentioned above, I would propose adopting ethical guidelines and encouraging negotiation between the coworker and I to set boundaries that satisfy us both depending on personality traits and skills. If this did not work, I would opt to mediate with a leader to ensure professionalism and maintain the relationship. If they are not as organized, they might be more creative. Finding out each other's strengths, weaknesses and boundaries is important to create a lasting stable work relationship. Disagreement should be expressed using reasoning and evidence. If efforts have failed by either party, it is best to get a leader involved to provide an unbiased opinion. This will likely end the conflict and allow a solution to be found.

Conflicts in this scenario might include: Conflict resolution- Other cultures handle conflict differently than the United States. Diversity in groups can make creating a structure more challenging. Language/cultural barrier- If a colleague speaks a different language, it may be hard to communicate. Tonality, body language, gestures, facial expressions, metaphors, etc. may be misunderstood and cause conflict. This is the same for a coworker who speaks the same language, but comes from a different culture. Team performance- influenced by composition, structure and team settings. Performance can be lowered with a lack of effective communication. Behavior- May experience non assertive, aggressive or assertive behavior to deal with conflict. Non assertive members impairs decision making and ignore conflict. This is also called "passive behavior".

Aggressiveness is a behavior designed to win or dominate. These members try to force ideas on others, name-call, insult or shout. This behavior destroys team work and violates ethical practices. Assertive behavior reflects respect for yourself as well as others. These members disagree openly, explain why and consider others. Ideally members should be assertive.

The benefits and challenges of using restorative practices to navigate the conflict in the scenario are as follows: Benefits- This will open dialogue, enhance understanding and improve communication. Relationships can be strengthened by focusing on empathy and resolution. This will also create a positive work environment where people feel empowered to address ideas, concerns or issues. Challenges- It may take more time and training to process conflict than avoidance. Some employees may be opposed to accountability that is required to get a solution. If the leader uses incorrect conflict management tactics a group may see group members leave, burn out or be tense to work. This can reduce effort put in by the group, lower performance and damage relationships.

Sources

Hoelscher, C., Spates, S., Adams, K., & Galanes, G. (2024). Managing Conflict in the Small Group. Cultural Awareness and Online Learning. (pp. 155-188). McGraw Hill.