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Zürcher Hochschule der Künste Zurich University of the Arts

# NAVIGATING LEADERSHIP THROUGH DIALOGUE

# How we apply nonviolent communication in times of conflict

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#### **CHALLENGES IN LEADERSHIP**

Common leadership challenges:

- political, economic, and institutional instability
- managing diverse perspectives in creative teams
- balancing authority with participatory leadership

### WHAT IST NONVIOLENT COMMUNICATION (NVC)?

NVC is a a structured method for dialogue.

## Key Principles:

- 1. Observations describe facts without judgment
- 2. Feelings express emotions clearly
- 3. Needs identify underlying needs
- 4. Requests ask for concrete actions
  - ask for clarity
  - ask for connection



#### APPLYING NVC AT ZHDK

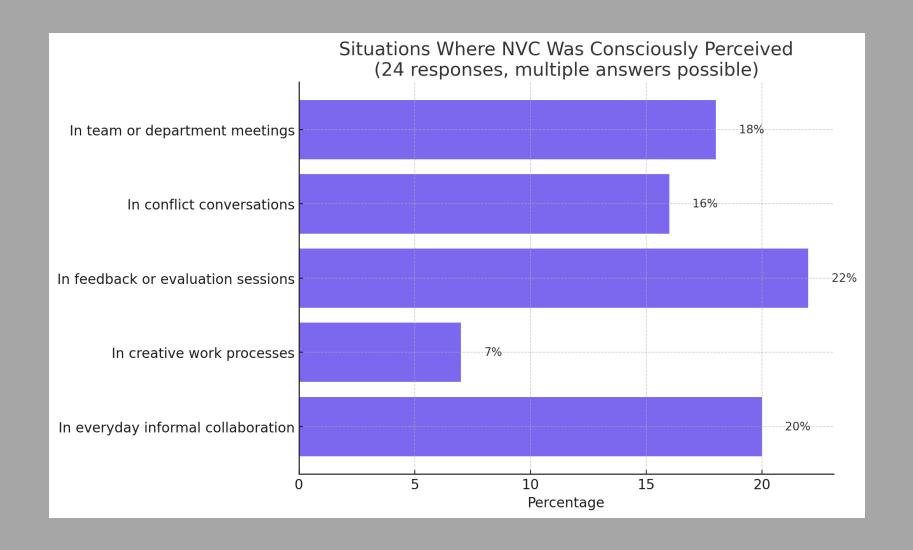
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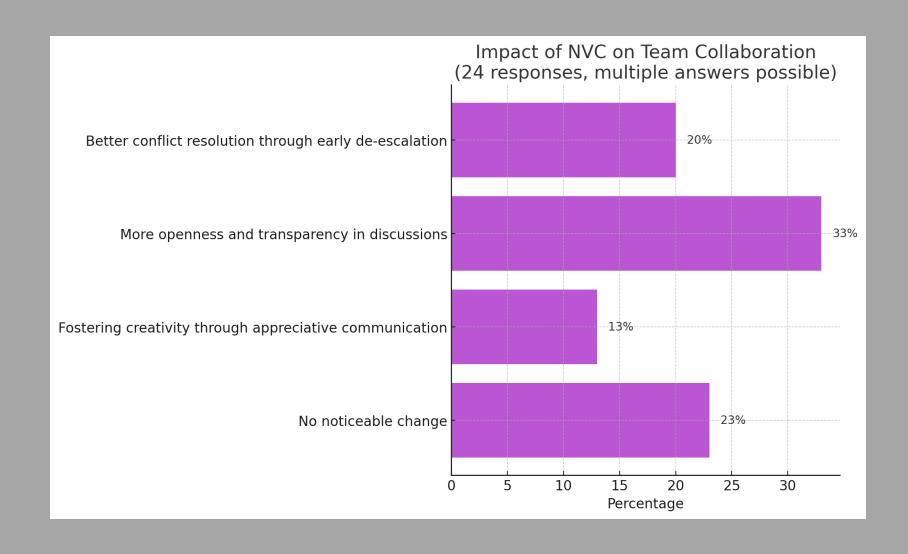
We integrate NVC in leadership by:

- encouraging open dialogue
- facilitating conflict resolution through structured communication
- enhancing student and faculty collaboration.

#### APPLYING NVC IN FILM SCHOOL STAFF/FACULTY MANAGEMENT



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#### USING NVC TO NAVIGATE STUDENT CONFLICTS IN FILM EDUCATION

Case Study: Trigger Warnings in Film Education:

- Students request trigger warnings for films.
- Faculty believes that filmmakers must be able to watch all films.
- Disagreement escalates, affecting classroom discussions.

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#### **APPLYING NVC: 4 STEPS**

#### 1. Observation

- Neutral facts only
- No blame or judgment
- E.g., "Students request trigger warnings; faculty worry about artistic limits."

#### 2. Expressing Feelings

- Safe space for emotions
- Students: feeling startled, anxious, confused, vulnerable etc.
- Faculty: concern, hesitation, fear (sadness)

#### 3. Identifying Needs

- Students: Clarity, Support, Empowerment
- Faculty: Integrity, Respect, Trust

#### 4. Making Requests (Not Demands)

- Pre-seminar film list + content notes
- Optional warnings (by students) for student films

#### **RESULTS & LEARNINGS**

- ✓ Students feel respected and prepared.
- ✓ Faculty retains freedom in film selection.
- ✓ The leadership enabled constructive dialogue instead of imposing a top-down decision.

#### **CONCLUSION & TAKEAWAYS**

NVC is a powerful tool for leadership.

### Key Learnings:

- Enhances team collaboration
- Strengthens trust & resilience
- Provides a practical framework for managing conflict.



# THANK YOU FOR YOUR ATTENTION!

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