

Team & Conflict Management in Peace Operations - Working in and Leading Multicultural Teams

19.-22. May 2026

EULEX Mission in Pristina, Kosovo

COURSE CONCEPT

Introduction

The working performance of missions and their ability to deliver on mandate's implementation depends on the ability of mission members to collaborate and work together trustfully and effectively. Given the challenging circumstances in which peace operations/field operations are genuinely conducting their tasks, enhancing a supportive and positive work environment is crucial.

Team and conflict management skills serve as the foundation for successful teamwork, fostering a culture of transparent communication and mutual respect. These skills not only leverage diverse perspectives for innovative solutions but also channel individual strengths to constructively navigate conflicts, ensuring a cohesive, motivated and high-performing team.

Therefore, enabling mission staff, especially at mid-management level, to constructively deal with interpersonal conflicts and strengthen trust and teambuilding within their respective area of responsibility is key. Taking peace operation's environment into account looking into the dynamics of multicultural and highly diverse teams and the challenges building and leading those will be the major focus of the course.

Course Background

This course is based on the premise that effective teamwork in civilian crisis management missions must be actively developed, particularly in environments characterized by stress, diversity, and operational complexity.

Peace operations such as EULEX Kosovo involve:

- Multicultural and multidisciplinary teams,
- Complex institutional frameworks and reporting structures,
- High workloads and exposure to stress,

- Frequent need for coordination under time pressure.

Within this context, interpersonal tensions and conflicts are inevitable. If not addressed constructively, these can negatively affect team performance, trust, and mission outcomes.

The course assumes that:

- Conflict is an inherent and potentially constructive aspect of teamwork, if timely addressed and constructively resolved
- Trust and psychological safety are critical for effective collaboration,
- Leadership requires adaptive, culturally sensitive, and emotionally intelligent approaches,
- Mid-level management plays a key role in shaping team dynamics and resolving conflicts.

The course follows an experiential learning approach, combining conceptual input with practical application tailored to the realities of EULEX.

Overall Learning Outcomes

Upon successful completion of this course participants will be able to

- Recognize and reflect upon the role of culture and cultural diversity in peace operations.
- Explain the main dynamics and sources of interpersonal conflicts
- Integrate a constructive responses to high stress and emotionally charged situations
- Understand the distinct dynamics of diversity of teams in conflict situations
- Articulate good practices, key principles and quality criteria to respond to interpersonal conflict
- Discuss potential measures to enhance trust in a multicultural team
- Use tools for team and trust building in mission contexts.
- Apply communication skills (active listening and feedback) in workplace settings and conflict situations (after scenario-based training)
- Identify key motivational drivers and apply appropriate strategies for motivating and tasking team members.
- Explain and apply different leadership styles to motivate colleagues
- Apply principles of inclusive leadership to create a safe and constructive working environment and conflict culture in mission contexts.

The Target Group

The course is designed for:

- Preferably Mid-level managers and team leaders within EULEX Kosovo
- Staff with supervisory, coordination, or leadership responsibilities,

Modules/Subject Areas and Related Learning Objectives and Outcomes

Day	Time	Subject	Module	Session	Learning Objectives
Day 1 – Tuesday, 19 May 2026	09:00 – 10:15	Introduction	Introduction	Welcome, overview of the training, setting the scene and participants' expectations, icebreaker game, course rules	Clarify learning objectives of the course; expectation management; get to know each other; generate safe space for mutual learning
	10:15 – 10:30	—	—	Coffee Break	—
	10:30 – 12:00	Introduction	Cultural Sensitivity and Diversity	Tool: Game "Culture Rallye", Stages of Intercultural Sensitivity by Bennett	Reflect on cultural differences; develop necessary attitudes to respond constructively in a multicultural environment
	12:00 – 13:00	—	—	Lunch Break	—
	13:00 – 14:15	Communication	Communication and Feedback	Core concepts of communication, Iceberg Model, active listening, non-verbal communication	Apply active listening and feedback in practice; understand their potential for structuring conversations
	14:15 – 14:30	—	—	Coffee Break	—
	14:30 – 16:30	Communication	Communication and Feedback	Practical exercises, giving feedback, role plays	Apply communication skills in realistic exercises; enhance feedback and conversation structuring
	16:30 – 17:00	—	—	Wrap-up & Reflection	Reflect on day's learning and practical takeaways

Day 2 – Wednesday, 20 May 2026	09:00 – 09:30		Introduction & Recap	Welcome, recap of day 1, time for questions, icebreaker	Clarify doubts; ensure understanding of previous day; set stage for conflict management
	09:30 – 10:30	Conflict Management	Conflict Awareness	Defining interpersonal conflict, reflecting on escalation, role of emotions; Tools: Glasl Escalation Model	Assess signs of conflict escalation; respond effectively
	09:30 – 10:45	—	—	Coffee Break	—
	10:45 – 12:15	Conflict Management	Conflict Awareness	Window of Tolerance (Dan Siegel), Small exercise in pairs	Understand the role of emotions and distress in conflicts; Self-reflect on distress regulation and resilience
	12:15 – 13:15	—	—	Lunch Break	—
	13:15 – 14:45	Conflict Management	Conflict Analysis & Negotiation	Identifying interests and needs; Tools: PIN Model, Harvard Negotiation Principles	Apply conflict analysis tools; define potential use of negotiation principles
	14:45 – 15:00	—	—	Coffee Break	—
	15:00 – 16:30	Conflict Management	Roleplay	Real-mission conflict situation; steps: analysis, preparation, strategy, group meeting	Apply tools and skills on realistic scenarios; reflect on benefits within own area of responsibility
	16:30 – 17:00	—	—	Wrap-up & Reflection	Consolidate learning; clarify questions; plan application
Day 3 – Thursday, 21 May 2026	09:00 – 09:30	Trust, Motivation & Teams	Introduction & Recap	Welcome, recap of day 2, time for questions, icebreaker	Clarify doubts; set stage for team and trust modules

	09:30 – 11:00	Trust, Motivation & Teams	Building Trust	Team compositions, strengths and challenges; Tool: 10 Categories of Trust (ECB Project)	Discuss reflections with peers; understand trust- building in diverse teams
	11:00 – 11:15	—	—	Coffee Break	—
	11:15 – 12:30	Trust, Motivation & Teams	Motives	Self-assessment on individual motives; Tool: Self- Assessment Survey	Define motives; understand necessity to meet individual needs in teamwork
	12:30 – 13:30	—	—	Lunch Break	—
	13:30 – 14:30	Trust, Motivation & Teams	Teambuilding Phases	Input & reflection on own mission team; Tool: Tuckman Teambuilding Phases	Understand teambuilding development; reflect on enhancing team processes
	14:30 – 15:30	Trust, Motivation & Teams	Team Roles	Group game on team roles; Tools: Belbin Team Roles	Define different team roles; understand importance of role- based tasking
	15:30 – 16:30	Trust, Motivation & Teams	Enhancing Teamwork	Group exercise applying trust, motives, and group dynamics	Develop potential measures to strengthen teamwork in mission environment
	16:30 – 17:00	—	—	Wrap-up & Reflection	Consolidate learning; clarify questions; plan application
Day 4 – Friday, 22 May 2026 (Half-Day)	09:00 – 09:15		Recap	Review of day 3	Clarify open questions; consolidate learning
	09:15 – 10:45	Leadership	Leadership Styles	Input & group reflection on real- mission situations	Understand necessity of inclusive leadership to enhance teamwork and develop constructive conflict culture
	10:45 – 11:00	—	—	Coffee Break	—

	11:00 – 12:00		Feedback & Closure	Course review, “Speed Feedback” exercise, next steps	Reflect on learning; define personal action plan; course evaluation
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Modes of Delivery & Training Methodology

The course will be implemented in-person in Pristina, Kosovo and it adheres to commonly used standards on adult learning. This includes an approach that:

- is participant-centered, i.e. the program adapts to the needs and professional background of participants and that uses participants’ experience and expertise as a basis and resource; and places and emphasis on peer-learning
- is interactive and experiential: through diverse group work, exercises and role plays participants will apply their learnings directly to case studies grounded in EULEX mission reality
- provides space for reflection of the methodological choices made for the program

Assessment and evaluation strategies

The course uses a combination of formative assessment methods to measure participants’ learning achievements against the defined outcomes and ensure practical relevance.

A pre-course survey will be conducted to capture participants’ professional context, experience, and challenges related to team and conflict management. At the start of the training, participants’ expectations will be collected and aligned with the course objectives.

Throughout the course, learning progress will be supported through daily recaps as well as regular reflection and feedback sessions at the end of each day. Interactive exercises, group work, and role plays will serve as practical means to assess the application of key skills.

At the end of the course, a final evaluation survey and a 360-degree peer feedback session will be conducted. In addition, participants will develop individual action plans (roadmaps) to facilitate the transfer of learning into their respective mission contexts.

The Logistics & Trainers

The course will be conducted in a conference hotel setting with:

- One main plenary room,
- Several breakout rooms for small group work and simulations.

The mission (EULEX Kosovo) will be responsible for:

- Local logistics and venue arrangements,
- Participant transport (if necessary),
- Catering,

- Provision of course materials.

The training team will consist of:

Predrag Tapavicki, ZIF Head of Training,
Matthias Zeller, ZIF Deputy Head of Training
Jonas Läster, ZIF Training Officer

Experienced trainers in:

- team and conflict management,
- multicultural environments and adult learning methodologies.
- CSDP In-Mission training

Interactive methods (e.g., role-plays, case studies, facilitated discussions) will require flexible room setups and appropriate materials (flipcharts, markers, presentation equipment).

Essential course bibliography/course syllabus

Core references:

- Friedrich Glasl – Selbsthilfe in Konflikten: Konzepte – Übungen – Praktische Methoden
- Friedrich Glasl – Conflict Management: A Handbook for Leaders, Consultants and Mediators
- Friedemann Schulz von Thun – Miteinander Reden (Communication Psychology Series)
- Bruce Tuckman – Developmental Sequence in Small Groups
- Dan Siegel – *The Developing Mind* (concept of the Window of Tolerance)
- Fisher, R., Ury, W., Patton, B. – Getting to Yes: Negotiating Agreement Without Giving In
- Meredith Belbin – *Management Teams: Why They Succeed or Fail*
- Lederach, J. P. – The Little Book of Conflict Transformation
- Hofstede, G. – Cultures and Organizations: Software of the Mind
- Goleman, D. – Emotional Intelligence
- Sweeney, C. & Bothwick, F. – Inclusive Leadership: The Definitive Guide to Developing and Executing an Impactful Diversity and Inclusion Strategy
- Walsh, S. – Inclusive Leadership: Navigating Organisational Complexity