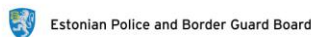


## Team & Conflict Management in Peace Operations - Working in and Leading Multicultural Teams

19-22 May 2026  
EULEX Mission in Pristina, Kosovo

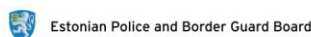
### COURSE PROGRAMME

| Day 1 – 19 May 2026 |              |                                    |   |  |
|---------------------|--------------|------------------------------------|---|--|
| Time                | Subject      | Module                             | Session   | Learning outcomes  |
| 09:00 – 10:15       | Introduction | Introduction                       | Welcome, overview of the training                   | 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 | Culture Rallye, Stages of Intercultural Sensitivity | Reflect on cultural differences; develop necessary attitudes to respond constructively in a multicultural environment              |
| 12:00 – 13:00       | —            | —                                  | Lunch Break   | —  |



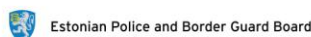
|               |               |                            |   |   |
|---------------|---------------|----------------------------|---|---|
| 13:00 – 14:15 | Communication | Communication and Feedback | Core concepts of communication, Iceberg Model, active listening, non-verbal communication | Apply 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 – 20 May 2026 |                     |                                 |  |   |
|---------------------|---------------------|---------------------------------|--|---|
| Time                | Subject             | Module                          | Session  | Learning outcomes   |
| 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 & the role of emotions in conflict | Assess signs of conflict escalation; respond effectively  |
| 10:30 – 10:45       | —                   | —                               | Coffee Break   | —   |
| 10:45 – 12:15       | Conflict Management | Conflict Awareness              | Window of Tolerance  | 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   | —   |

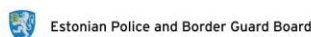


|               |                     |          |  |  |
|---------------|---------------------|----------|--|--|
| 15:00 – 16:30 | Conflict Management | Roleplay | Real-mission conflict situation; steps: analysis, preparation, strategy, group meeting | Apply tools and skills on realistic scenarios; reflect on benefits within own area of responsibility |
| 16:30 – 17:00 | —                   | —        | Wrap-up & Reflection   | Reflect on day's learning and practical takeaways  |

| Day 3 – 21 May 2026 |                           |                      |   |  |
|---------------------|---------------------------|----------------------|---|--|
| Time                | Subject                   | Module               | Session   | Learning outcomes  |
| 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; Teambuilding Phases | Understand teambuilding development; reflect on enhancing team processes |
| 14:30 – 14:45 | -   | -                   | Coffee Break  |  |
| 14:45 – 15:45 | Trust, Motivation & Teams                                     | Team Roles          | Group game on team roles; Tools: Belbin Team Roles          | Define different team roles; understand importance of role-based tasking |
| 15:45 – 16:45 | Trust, Motivation & Teams                                     | Enhancing Teamwork  | Group exercise applying trust, motives, and group dynamics  | Develop potential measures to strengthen teamwork in mission environment |
| 16:45 – 17:00 | —   | —                   | Wrap-up & Reflection  | Consolidate learning; clarify questions; plan application                |
| 19:00         | Course Dinner at Restaurant Renaissance (transport available) |                     |   |  |



| Day 4 – 22 May 2026 |            |                    |  |  |
|---------------------|------------|--------------------|--|--|
| Time                | Subject    | Module             | Session  | Learning outcomes  |
| 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  |

