

Negotiation and Mediation Skills for the Workplace

10-12 November 2026

Pristina, Kosovo

CALL FOR APPLICATIONS

Introduction

In complex civilian crisis management environments, personnel regularly engage with diverse stakeholders, and work under pressure in a multi-cultural environment. It requires mission personnel to manage competing interests, and address interpersonal and organisational tensions. Strengthening negotiation, mediation and dialogue skills for the workplace can help managers and other staff navigate disagreements constructively, improve cooperation, and enhance both internal organisational performance and external engagement. To address these needs, Clingendael is organising a three-day training programme combining practical skills development with opportunities for reflection and application to participants' professional contexts.

The **overall objective** of the course is to strengthen participants' capacity to manage conflict, facilitate dialogue and negotiate effective solutions in complex professional environments.

Specifically, the course aims to:

- Enhance participants' negotiation, mediation and communication skills for use in internal and external professional settings.
- Increase participants' ability to manage workplace conflicts constructively and contribute to a positive organizational culture.
- Strengthen organizational effectiveness by equipping staff with practical tools to address competing interests, facilitate collaboration and support problem-solving in crisis-affected and multicultural environments.

Course place and time

Dates: 10, 11, 12 November 2026; between 9:00 and 17:00; on 12 November until 16:30.

Venue: To be confirmed, in Prishtina, Kosovo

The Target Group

This course is designed for EULEX Kosovo staff who wish to strengthen their ability to prevent, manage and respond to workplace tensions, while enhancing constructive dialogue and collaboration within the mission.

The programme is particularly relevant for mid- to senior-level personnel with managerial or supervisory responsibilities, including Heads of Unit and team leaders. It is also open to staff who play a role in supporting workplace wellbeing and addressing interpersonal challenges, including Human Resources officers, Peer Support Group members and Confidential Counsellors.

Participants are not expected to have prior specialist training in negotiation, mediation or conflict management. The course is suitable for staff with different levels of experience and will provide practical tools and approaches that can be applied in everyday workplace interactions, team management and engagement with colleagues and stakeholders.

Bringing together participants from different functions and departments, the course will also offer an opportunity for peer learning and the exchange of experiences across the mission. The course is designed for approximately 20 participants.

Course Modules and Course Agenda

Module 1: Negotiation and Workplace Problem-Solving

Subjects

- Negotiation as a workplace problem-solving tool
- Distributive and integrative negotiation
- Interests, positions and needs
- Cultural dimensions of negotiation
- Practical workplace problem-solving tools
- Reflection on personal negotiation practice
- Application to participants' workplace challenges

Learning objective: Strengthen participants' ability to address workplace challenges constructively through negotiation and collaborative problem-solving.

Module 2: Conflict Management and Leadership in Practice

Subjects

- Conflict-management styles
- Psychological responses to conflict
- Leadership and conflict management
- Constructive dialogue and communication
- Self-assessment and reflection
- Role plays and workplace scenarios

Learning objective: Strengthen participants' capacity to manage workplace conflict effectively and adapt their leadership behaviour to different situations.

Module 3: Mediation and Organisational Effectiveness

Subjects

- Mediation principles and approaches
- Roles of mediators and negotiators
- Internal mediation and facilitation
- Stakeholder and conflict analysis
- Organisational effectiveness
- Workplace application of mediation tools
- Supporting mediation processes within organisations

Learning objective: Develop participants' capacity to use mediation approaches and facilitate constructive dialogue in support of workplace effectiveness.

Course Learning Outcomes

After the completion of the EUTI course “Negotiation and Mediation Skills for the Workplace” participants should be able to:

Module 1

- Understand key concepts and approaches in negotiation.
- Understand the influence of culture on negotiation dynamics.
- Apply negotiation techniques in workplace settings.
- Identify interests and opportunities for mutually beneficial outcomes.
- Demonstrate openness to collaboration and constructive engagement in conflict situations.

Module 2

- Understand different conflict-management styles and their application.
- Understand the relationship between leadership behaviour and conflict dynamics.
- Recognise personal conflict-management preferences.
- Adapt conflict approaches and leadership behaviours to different situations.
- Demonstrate self-awareness and openness to adapting one's behaviour.

Module 3

- Understand mediation concepts and processes.
- Understand the contribution of mediation to organisational effectiveness.
- Identify situations where mediation may be appropriate.
- Apply basic mediation techniques and stakeholder analysis tools.
- Integrate negotiation, conflict-management and mediation approaches.

- Demonstrate impartiality, empathy and openness to different perspectives.

Implementing EUTI Partner

[Clingendael Institute](#)

Contact details: Mrs. Gabriella Geneste-Vogelaar, Senior Fellow at Clingendael Institute; gvogelaar "at" clingendael.org

Logistical Information

Venue tbc in Prishtina, Kosovo.

Lunch and refreshments during coffee breaks will be provided.

Application

[Apply here](#) by 29th October 2026.

More Information

The **trainers** for this course are:

Gabriëlla Geneste-Vogelaar

Gabriëlla Geneste-Vogelaar is a Senior Fellow at the Clingendael Academy, where she designs and delivers training programmes on, among others, negotiation, mediation, conflict analysis, international security, and conflict sensitivity. She has extensive experience in developing and facilitating courses for diplomatic, governmental, military and law enforcement audiences, including participants preparing for or serving in international missions. She coordinates all pre-deployment trainings at Clingendael Academy, and has conducted several in-mission trainings for EU CSDP mission staff. Her work combines practical field-oriented approaches with applied analytical tools, with a particular focus on interactive and scenario-based learning methodologies.

Mark Anstey

Mark Anstey is an internationally recognised scholar and practitioner in the fields of negotiation, conflict resolution and mediation. He has worked extensively across Africa, Europe and internationally as an advisor, mediator, facilitator, trainer and academic. His expertise covers workplace conflict, organisational mediation, multiparty negotiations and complex conflict environments. He has authored numerous publications on conflict management and negotiation and is widely recognised for his ability to bridge theory and practice through highly participatory learning approaches. His work focuses on helping

leaders, managers and practitioners develop the skills and mindsets required to engage constructively with conflict and navigate challenging negotiation processes.

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COURSE PROGRAMME

Trainers: Gabriëlla Geneste-Vogelaar, Senior Fellow at the Clingendael Institute;

Mark Anstey Senior Associate at the Clingendael Institute

Time	Subject	Module	Session	Learning outcomes	Facilitator
Day 1					
09:00-09:45	Welcome, course overview, expectations, icebreaker and group agreements	Introduction	Welcome/course overview; expectations; methodology; group agreements	Understand objectives, structure and methodology; identify personal learning needs and expectations; demonstrate openness	Gabriëlla Geneste-Vogelaar; Mark Anstey;

				to peer learning and active participation.	
09:45-11:15	Understanding Workplace Challenges Through Negotiation	Module 1: Negotiation and Workplace Problem-Solving	Core negotiation concepts; negotiation analysis; decision-making procedures; negotiation phases	Gain insight into core negotiation concepts; describe the key framework for analysing negotiations and decision-making procedures; recognise how values, priorities, mandates and constituencies shape negotiation behaviour and outcomes; describe the main phases of negotiation processes and apply them to collaborative problem-solving.	Gabriëlla Geneste-Vogelaar
11:30-12:30	Understanding Workplace Challenges Through Negotiation	Module 1: Negotiation and Workplace Problem-Solving	Workplace tensions and organisational challenges	Identify common factors generating tensions within organisations; develop a shared analytical framework for	Mark Anstey

				identifying and discussing workplace challenges; recognise the importance of accurate analysis to guide conflict-management approaches.	
13:30-14:30	Distributive Negotiation Exercise	Module 1: Negotiation and Workplace Problem-Solving	Distributive bargaining role play	Experience the dynamics of distributive negotiation through a role-play exercise; reflect on the advantages and limitations of distributive bargaining based on the experience.	Gabriëlla Geneste-Vogelaar
14:45-17:00	Integrative Negotiations and Practical Analytical Tools	Module 1: Negotiation and Workplace Problem-Solving	Integrative negotiation; fishbone analysis; workflow analysis	Understand integrative negotiation techniques to identify interests and create mutually beneficial outcomes; distinguish between integrative and	Mark Anstey

distributive
approaches; gain
insight into practical
tools such as fishbone
and workflow analysis.

Day 2

09:00-10:15	Self-Assessment and Strategic Choices in Behaviour (TK)	Module 2: Conflict Management and Leadership in Practice	TK conflict styles self-assessment	Recognise personal conflict-management preferences and their impact on workplace interactions; describe different behavioural approaches and their strategic advantages and limitations; assess which style may be most appropriate in different situations and organisational contexts.	Gabriëlla Geneste-Vogelaar
10:30-12:30	Role Plays: Conflict Styles and Negotiation Skills	Module 2: Conflict Management and Leadership in Practice	Role plays and feedback	Apply conflict-management style knowledge in a role-play exercise and reflect on behavioural choices in negotiation.	Gabriëlla Geneste-Vogelaar ; Mark Anstey

13:30-14:30	Cultural Dimensions of Negotiation	Module 2: Conflict Management and Leadership in Practice	Culture and communication	Recognise how culture and communication influence negotiation dynamics and outcomes; identify potential sources of misunderstanding arising from different cultural assumptions, communication styles and expectations.	Mark Anstey
14:30-15:30	Leadership Styles and Conflict Management	Module 2: Conflict Management and Leadership in Practice	Leadership and conflict	Adapt conflict-management and leadership approaches to different situations and stakeholders.	Mark Anstey
15:45-17:00	Introduction to Mediation and the Role of Managers as Internal Mediators	Module 3: Mediation and Organisational Effectiveness	Mediation principles and manager roles	Understand mediation principles, processes and the role of managers in facilitating dialogue; identify core mediator skills including active listening, rapport	Mark Anstey

building, trust and
problem-solving.

Day 3

09:00-10:15	Stakeholder and PIN Analysis	Module 3: Mediation and Organisational Effectiveness	Stakeholder and conflict analysis	Analyse workplace challenges from multiple stakeholder perspectives; recognise organisations as multi-stakeholder environments; apply stakeholder and conflict analysis tools to support mediation and workplace problem-solving.	Mark Anstey
10:30-12:15	Mediating Tools and Techniques for Managers	Module 3: Mediation and Organisational Effectiveness	Mediation practice	Analyse workplace conflicts from multiple stakeholder perspectives and identify opportunities for mediation; integrate earlier learning for mediation practice within organisations.	Mark Anstey

13:30-15:30	Multi-Party Negotiation and Mediation Simulation	Integration of Modules 1-3	Integrated simulation	Apply concepts and skills from negotiation, conflict management and mediation modules in a realistic multi-party simulation; make strategic choices about negotiation, leadership and mediation approaches in response to changing dynamics and stakeholder interests.	Gabriëlla Geneste-Vogelaar; Mark Anstey
15:45-16:15	Debrief and Reflection	Integration of Modules 1-3	Debrief	Reflect on key insights and lessons learned; identify opportunities for transferring these insights to workplace practice.	Gabriëlla Geneste-Vogelaar; Mark Anstey
16:15-16:30	Wrap Up and Evaluation	Course closure	Evaluation and next steps	Assess personal learning achievements against the course objectives and contribute to the	Gabriëlla Geneste-Vogelaar; Mark Anstey

evaluation of the
course.

