



Office of the Ombudsman
for United Nations Funds and Programmes

Working Together to Find Solutions

Impactful Conflict Management for Leaders

Module 1: Conflict Management



*Empowered lives.
Resilient nations.*



United Nations Entity for Gender Equality
and the Empowerment of Women

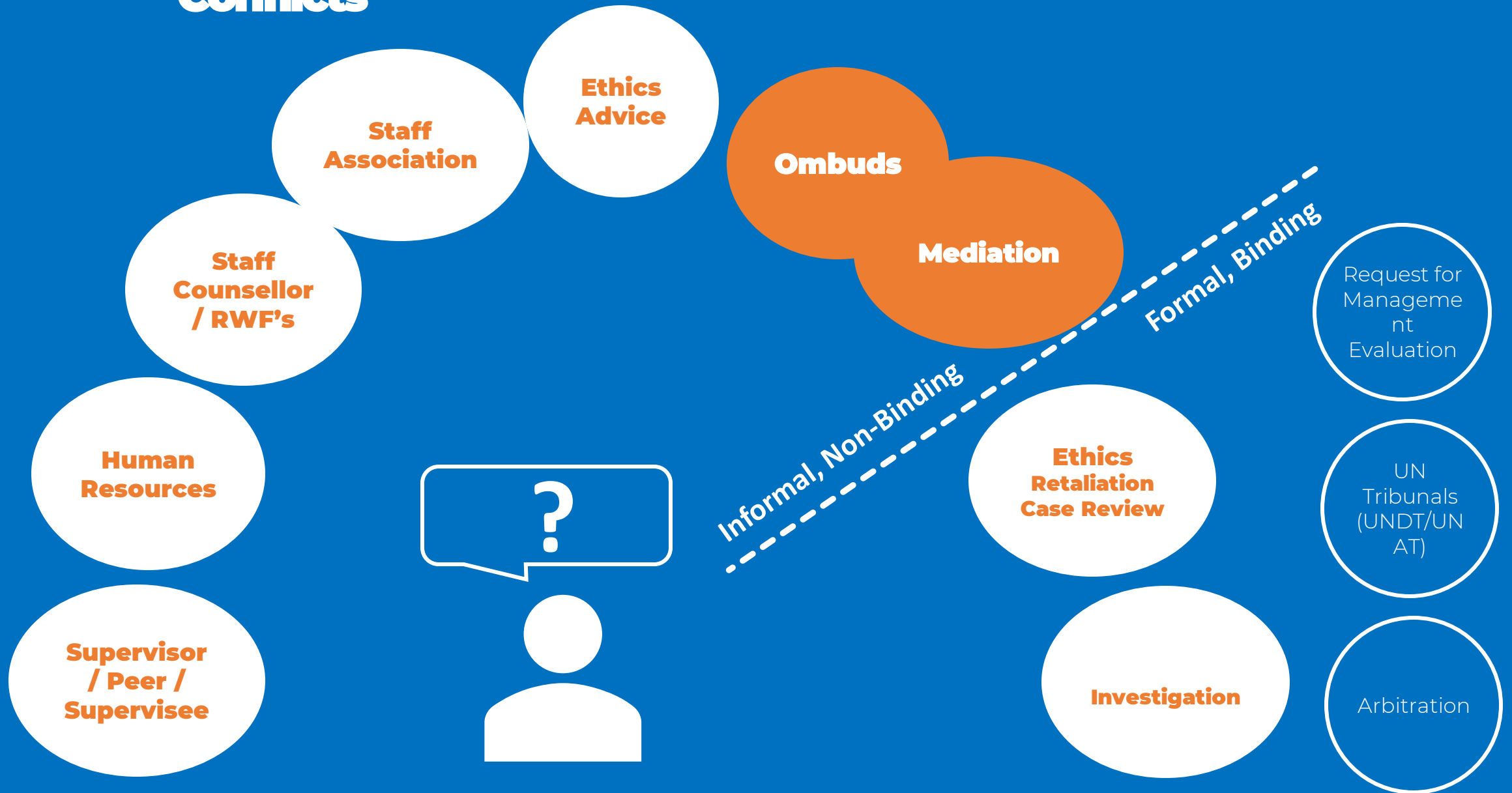
Goals of Module 1

- **Internalize and reflect on a victim/survivor centered approach to sexual harassment in UNFPA**
- **Develop an understanding, awareness and practice problem-solving approaches to resolving conflict in the workplace**

Leadership Competencies Related to Conflict Resolution

- All staff & managers are expected to “anticipate and resolve conflicts by pursuing **mutually agreeable solutions.**” In exercising leadership, it is therefore important to embrace approaches that support early and informal resolution of workplace conflicts and concerns. – UN Competency Framework
- Promote a harmonious working environment and create an atmosphere in which personnel feel free to express concerns about inappropriate behaviors and to use, without fear of reprisal, all recourse mechanisms and services available to them – Prohibition of harassment, sexual harassment, abuse of authority and discrimination policy
- Promptly address any conflict or discriminatory exclusionary or divisive behaviour – UN Values and Behaviours Framework

Options to Address Workplace Concerns and Conflicts





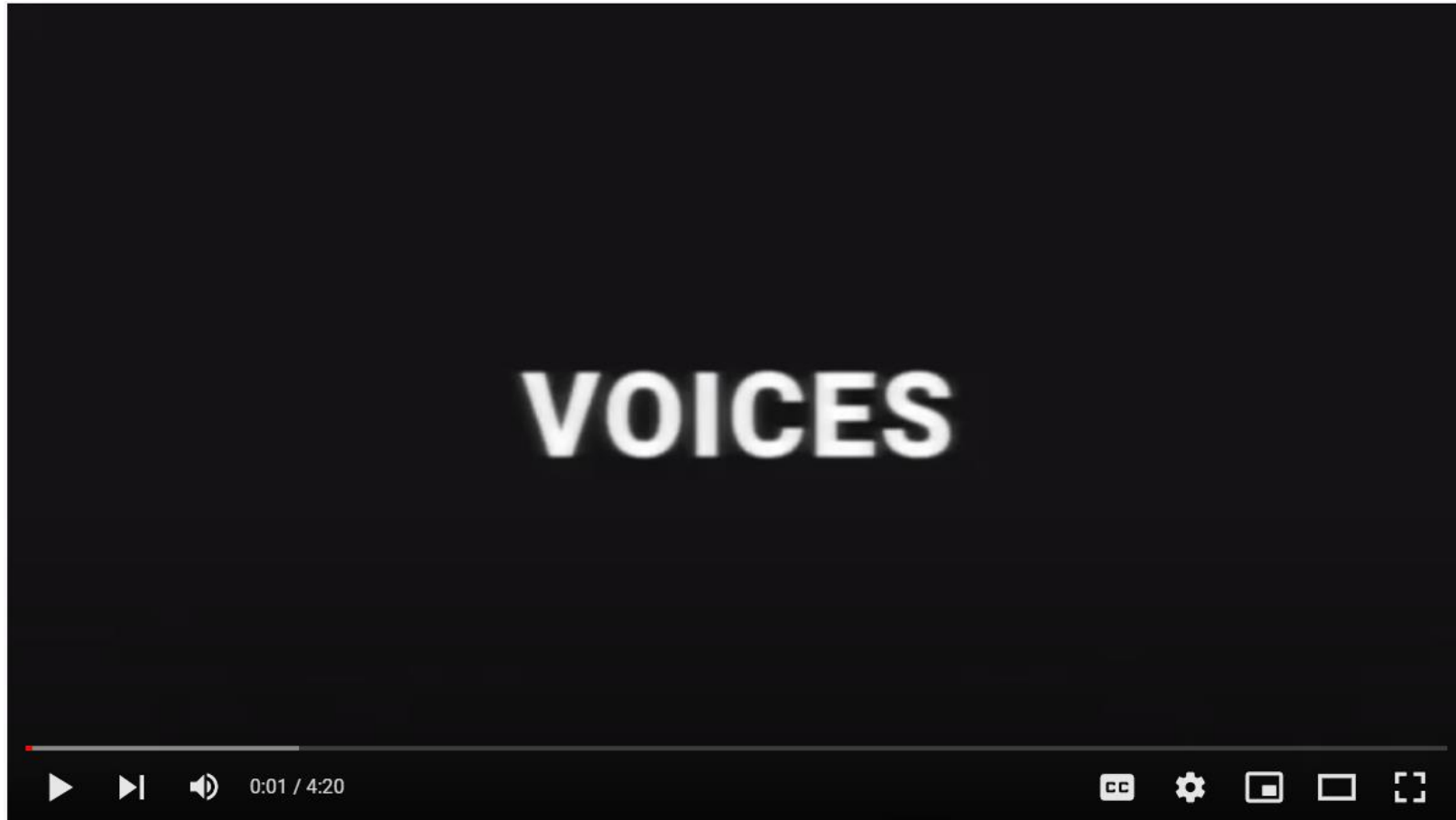
CEB

UN System Chief Executives Board for Coordination

- Common understanding on a victim/survivor centered approach to sexual harassment
- Not legally binding. These are not SOP's .
- 7 core principles (Safety, Respect, Confidentiality, Informed Consent, Non-Discrimination, Support & Prevention)

Voices: SEA/SH: UNHCR:

<https://www.youtube.com/watch?v=Q50D3ViRYhU>



Group Reflection Exercise (10 min)

Divide into 2 groups

Group 1

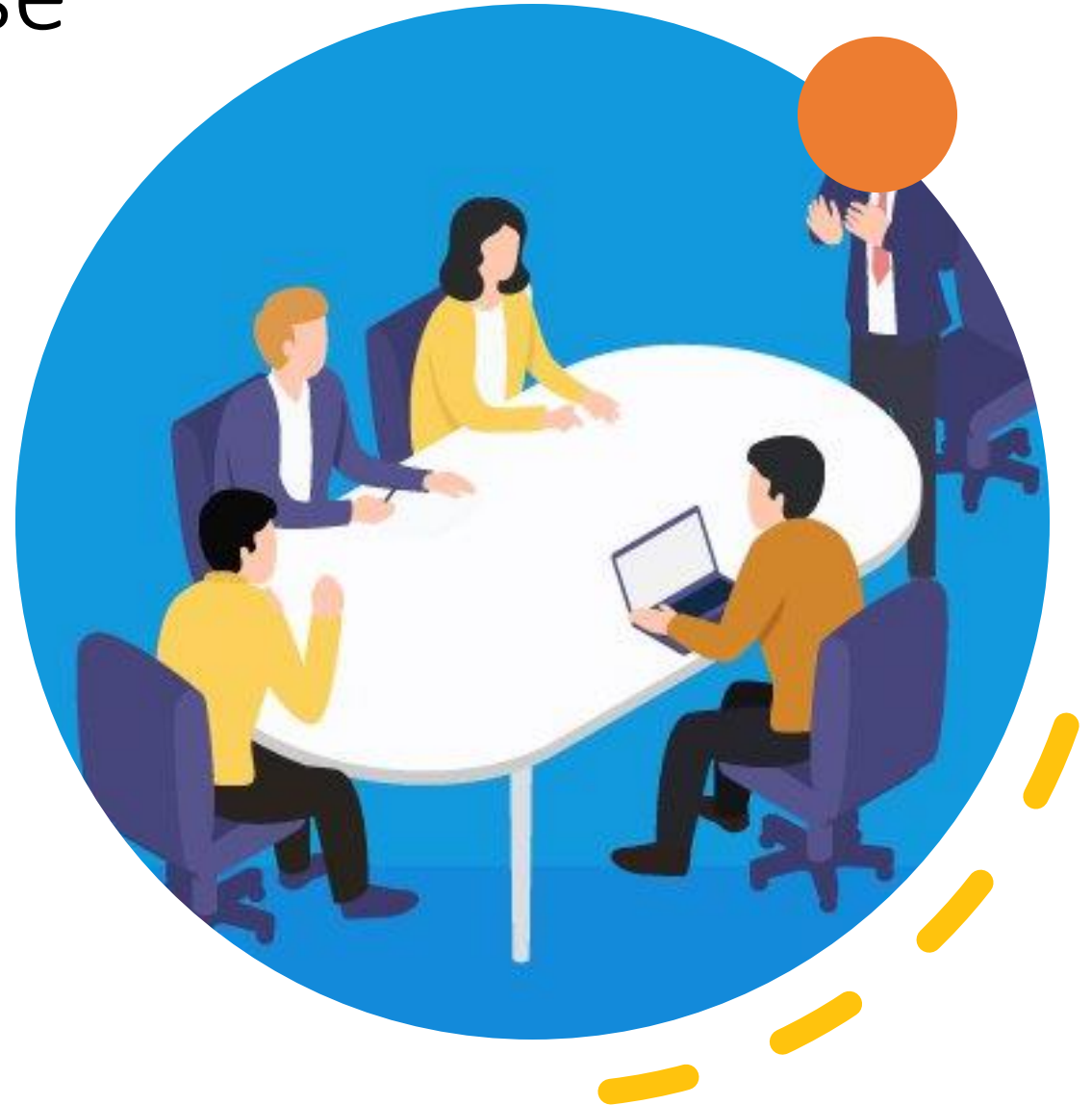
What challenges could you encounter as a leader when implementing a Victim/Survivor centered approach to Sexual Harassment?

Group 2

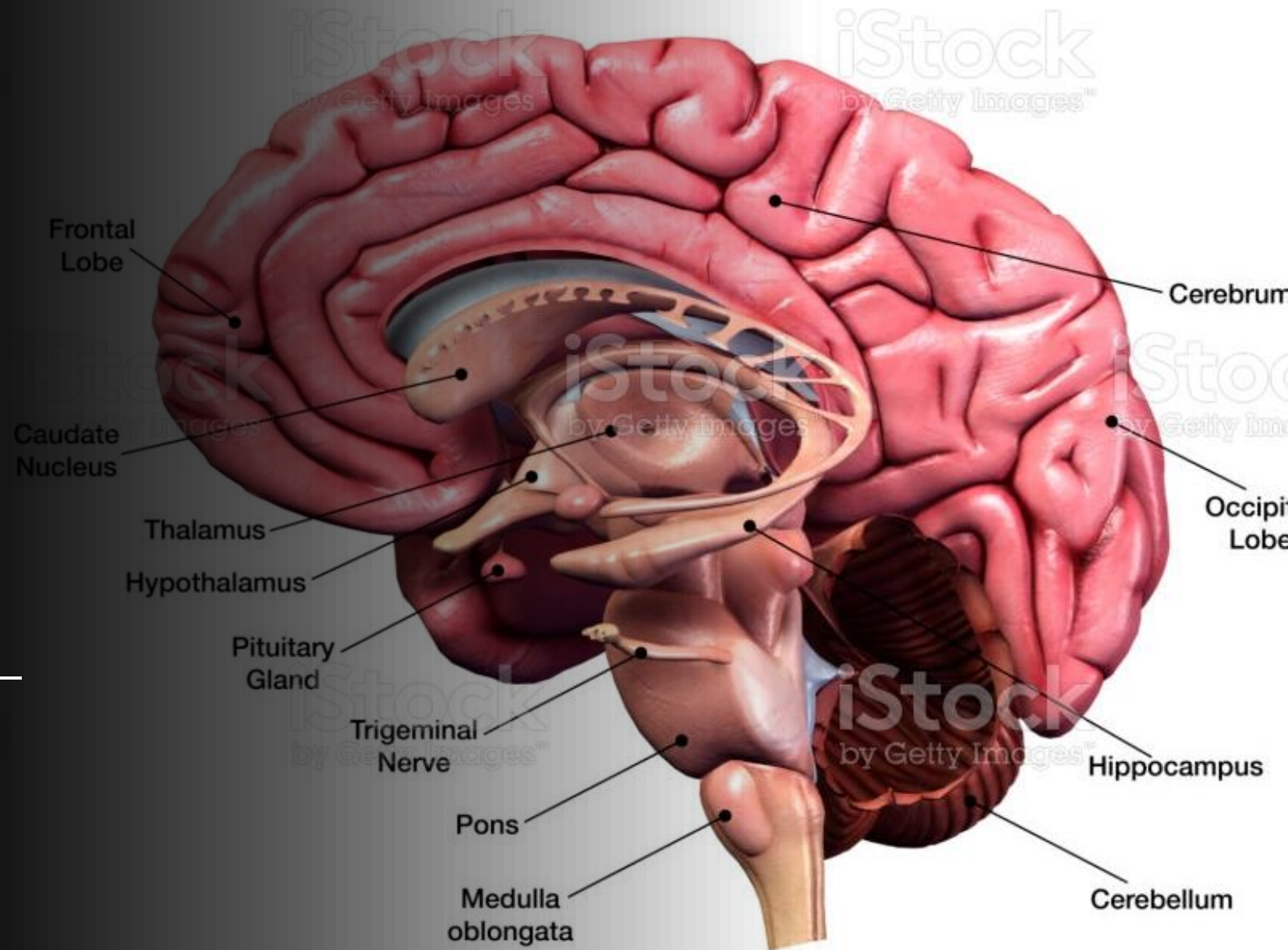
As a leader, what can you already do to implement a Victim/Survivor centered approach at work?

Chatham House Rules

(Note taker)



Understanding Conflict



Group Question

Is this harassment?

- A. Being told that you have to attend a retirement party of a colleague
- B. Disagreement about workplace performance
- C. Excluding a colleague from correspondence/meetings about their work
- D. Not saying good morning

Group Exercise (15 Min)

Think about a conflict you were involved in that had a positive outcome then think about another one had a negative outcome.

Give a brief description of the conflict and the outcome

Questions to discuss:

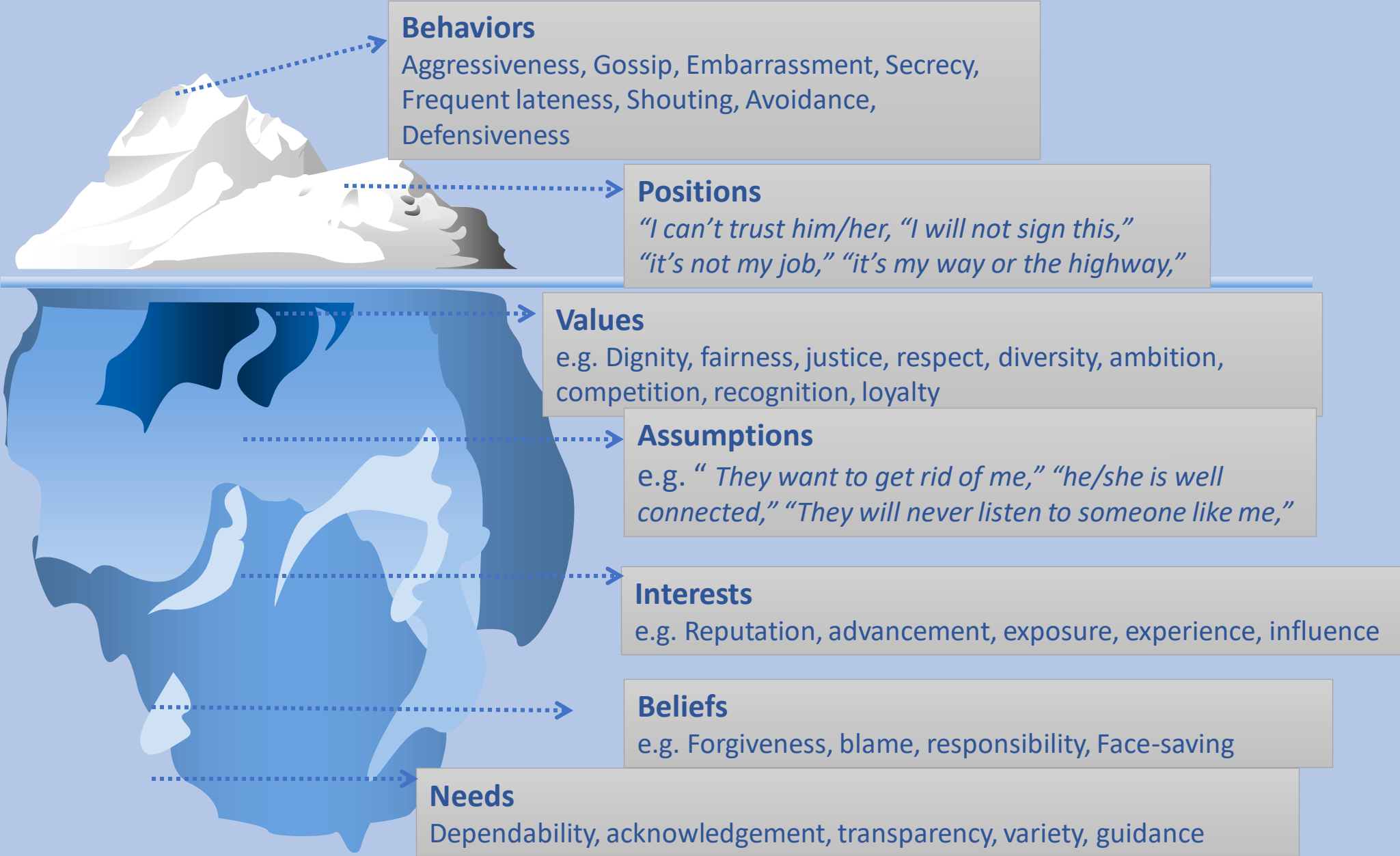
What caused the conflict to have a positive/negative outcome?

What approaches were used to address the conflict?

Was a victim centered approach used? What did that look like.

One note taker to report back to the group







Crafting Effective Questions??????

- Express curiosity about the person (build relationship)
- Ask Open Questions (what, why, when and how)
- Express understanding of situation, difficulties
- Challenge assumptions that frame the situation

Key Messages

- **Conflict happens**
- **Address conflict promptly**
- **When faced with misconduct adhere to a victim/survivor centered approach**
- **Plan your intervention. Conflict avoidance is not a plan.**



ANY QUESTIONS?

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Next Steps

Mediation Skills
for Managers

Psychological
Safety in Teams