



UN Tourism

Technical Workshop on Dismantling Structural Barriers to Career Progression

2nd UN Tourism Regional Congress on Women's Empowerment in Tourism
in Africa, Victoria Falls, Zimbabwe

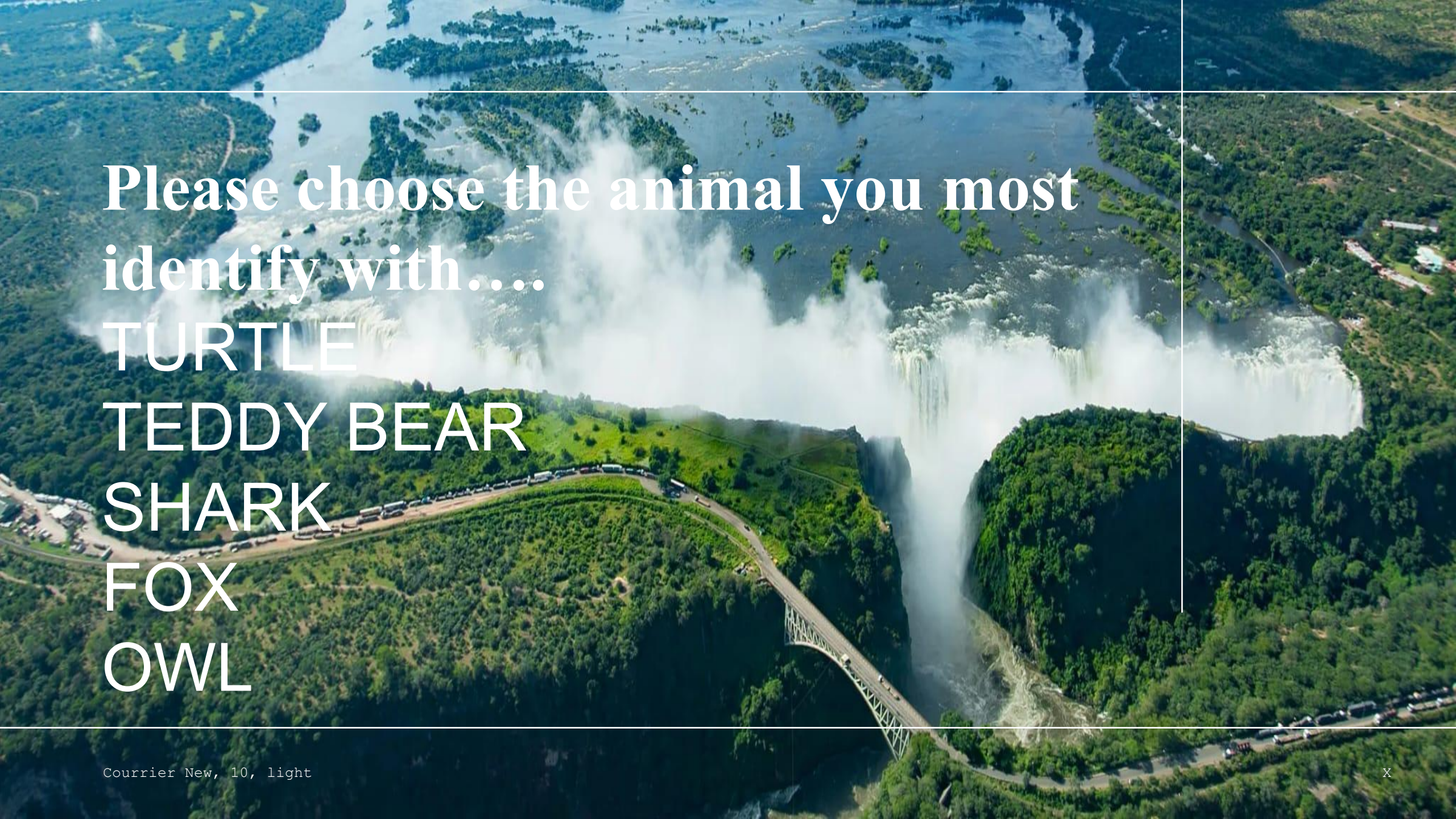
Session 1: Peer Exchange

14:15 – 15:15



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An aerial photograph of Victoria Falls, showing the massive waterfall cascading over a rocky edge into a pool of water. A suspension bridge spans the gorge, with a long line of cars parked along the road leading to it. The surrounding area is lush with green vegetation and trees. The sky is blue with some white clouds.

Please choose the animal you most
identify with....

TURTLE

TEDDY BEAR

SHARK

FOX

OWL

Workshop Overview – Day 1

Session 1: Peer exchange

Session 2: Negotiating barriers

Session 3: “Bridge to Leadership”

group work

Workshop Overview – Day 2

Session 4: Rehearsals and feedback

Session 5: Presentation revisions

Session 6: Networking skills

LUNCH

Presentation to Conference (2 groups)

Opening Activity: Social Mapping



A group of people, likely from a traditional African tribe, are shown in an outdoor setting. In the foreground, a woman is wearing a dark, textured garment and multiple beaded necklaces in red, white, and blue. She is holding a wooden staff. Behind her, a man is visible, also in traditional clothing. The background shows a dry, open landscape with some trees under a clear blue sky.

Reflection: What
challenges and
barriers for women's
leadership in tourism
did we identify in this
session?

[menti.com 7425 8906](https://menti.com/74258906)



Session 2: Negotiating barriers 15:15 – 16:00



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An aerial photograph of Victoria Falls, showing the massive waterfall cascading over a rocky edge into a pool of water. A long bridge spans the gorge, and a road on the left bank is filled with a long line of cars, suggesting a busy tourist area. The surrounding landscape is lush green with dense vegetation. The text "Activity: What is your conflict management style?" is overlaid in white serif font on the upper left portion of the image.

Activity: What is your conflict management style?

Instructions: Listed below are 15 sentences. Each strategy provides a possible strategy for dealing with conflict.

Give each a numerical value (1=Always, 2=Very often, 3=Sometimes, 4=Not very often, 5=Rarely, if ever)

Don't answer as you think you should, answer as you actually behave.

- ____ a. I argue my case with peers, colleagues, and coworkers to demonstrate the merits of the position I take.**
- ____ b. I try to reach compromises through negotiation.**
- ____ c. I attempt to meet the expectation of others.**
- ____ d. I seek to investigate issues with others in order to find solutions that are mutually acceptable.**
- ____ e. I am firm in resolve when it comes to defending my side of the issue.**

_____ f. I try to avoid being singled out, keeping conflict with others to myself.

_____ g. I uphold my solutions to problems.

_____ h. I compromise in order to reach solutions.

_____ i. I trade important information with others so that problems can be solved together.

_____ j. I avoid discussing my differences with others.

___ k. I try to accommodate the wishes of my peers and colleagues.

___ l. I seek to bring everyone's concerns out into the open in order to resolve disputes in the best possible way.

___ m. I put forward middle positions in effort to break deadlocks.

___ n. I accept the recommendations of colleagues, peers, and coworkers.

_ o. I avoid hard feelings by keeping my disagreements with others to myself.

___ k. I try to accommodate the wishes of my peers and colleagues.

___ l. I seek to bring everyone's concerns out into the open in order to resolve disputes in the best possible way.

___ m. I put forward middle positions in effort to break deadlocks.

___ n. I accept the recommendations of colleagues, peers, and coworkers.

_ o. I avoid hard feelings by keeping my disagreements with others to myself.

Scoring: The 15 statements you just read are listed below in five categories. Each category contains the letters of three statements. Record the number you placed next to each statement. Calculate the total under each category.

Style				Total
Competing/Forcing Shark	a. ____	e. ____	g. ____	____
Collaborating Owl	d. ____	i. ____	l. ____	____
Avoiding Turtle	f. ____	j. ____	o. ____	____
Accommodating Teddy Bear	c. ____	k. ____	n. ____	____
Compromising Fox	b. ____	h. ____	m. ____	____
Results	My dominant style is _____		(Your lowest score)	
	My back-up style is _____		(Your second lowest score)	

Compromising Fox

- Foxes use a compromising conflict management style; concern is for goals and relationships
- Foxes are willing to sacrifice some of their goals while persuading others to give up part of theirs
- Compromise is assertive and cooperative-result is either win-lose or lose-lose

Advantage: Relationships are maintained and conflicts are removed

Disadvantage: Compromise may create less than ideal outcome and game playing can result

Compromising Fox

Appropriate times to use a Fox Style

- When important/complex issues leave no clear or simple solutions
- When all conflicting people are equal in power and have strong interests in different solutions
- When there are no time restraints

Competing Shark

- Sharks use a forcing or competing conflict management style
- Sharks are highly goal-oriented
- Relationships take on a lower priority
- Sharks do not hesitate to use aggressive behaviour to resolve conflicts
- Sharks can be autocratic, authoritative, and uncooperative; threatening and intimidating
- Sharks have a need to win; therefore others must lose, creating win-lose situations

Advantage: If the Shark's decision is correct, a better decision without compromise can result

Disadvantage: May breed hostility and resentment toward the person using it

Competing Shark

Appropriate times to use a Shark style

- When conflict involves personal differences that are difficult to change
- When fostering intimate or supportive relationships is not critical
- When others are likely to take advantage of non-competitive behaviour
- When conflict resolution is urgent; when decision is vital in crisis
- When unpopular decisions need to be implemented

Avoiding Turtle

- Turtles adopt an avoiding or withdrawing conflict management style
- Turtles would rather hide and ignore conflict than resolve it; this leads them uncooperative and unassertive
- Turtles tend to give up personal goals and display passive behaviour creating lose-lose situations

Advantage: May help to maintain relationships that would be hurt by conflict resolution

Disadvantage: Conflicts remain unresolved, overuse of the style leads to others walking over them

Avoiding Turtle

Appropriate times to use a Turtle Style:

- When the stakes are not high or issue is trivial
- When confrontation will hurt a working relationship
- When there is little chance of satisfying your wants
- When disruption outweighs benefit of conflict resolution
- When gathering information is more important than an immediate decision
- When others can more effectively resolve the conflict
- When time constraints demand a delay

Accommodating Teddy Bear

- Teddy Bears use a smoothing or accommodating conflict management style with emphasis on human relationships
- Teddy Bears ignore their own goals and resolve conflict by giving into others; unassertive and cooperative creating a win-lose (Bear is loser) situation

Advantage: Accommodating maintains relationships

Disadvantage: Giving in may not be productive, Bear may be taken advantage of

Accommodating Teddy Bear

Appropriate times to use a Teddy Bear Style

- When maintaining the relationship outweighs other considerations
- When suggestions/changes are not important to the accommodator
- When minimizing losses in situations where outmatched or losing
- When time is limited or when harmony and stability are valued

Collaborating Owl

- Owls use a collaborating or problem confronting conflict management style, valuing their goals and relationships
- Owls view conflicts as problems to be solved, finding solutions agreeable to all sides (win-win)

Advantage: Both sides get what they want and negative feelings eliminated

Disadvantage: Takes a great deal of time and effort

Collaborating Owl

Appropriate times to use an Owl Style

- When maintaining relationships is important
- When time is not a concern
- When peer conflict is involved
- When trying to gain commitment through consensus building
- When learning and trying to merge differing perspectives

Questions for discussion

- Do your results match the animal you chose at the beginning of the workshop?
- Do you recognise yourself in the characteristics described?
- Do you behave the same with conflicts in professional settings and in your personal/family life?

BREAK



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Session 3: Group Work - Bridge to Leadership

16:15– 17:30



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Activity: Identifying Priority Areas

Group work: Bridge to Leadership

Some ideas for a 5 minute presentation...

- A role play of a specific scenario
- Pitching a specific policy/action plan for women's empowerment
- Pitching a product or service
- Creating an imaginary world in which women lead the tourism sector
- Making a song about women's leadership in tourism
- Represent a common gap that you are experiencing

Creating the groups





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Day 1 Closing Remarks and
informal networking
17:30-18:00

Thank you



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