

Gender Equality in Peace Building and Conflict Resolution

Columbia Law School Mediation Clinic

Welcome and Introductions

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Icebreaker

Icebreaker

Why should we include women in negotiations and the peacebuilding process?

To answer, please type your responses in the chat.

Women in Negotiation

Economic Theory of Inclusion

- **The Economic Argument:** include women in negotiations because negotiations that involve women are more likely to result in better and longer-lasting agreements.



Economic Theory of Inclusion

- One study showed that when women's groups were able to strongly influence a peace negotiation, the parties almost always reached an agreement.
- When women are included in the negotiation process there is a:
 - 20% increase in the probability that a peace agreement will last 2 years,
 - 35% increase in the probability that a peace agreement will last 15 years.

Economic Theory of Inclusion

Benefits

- Serves as a strong incentive for including women
- Encourages those in power to see value in women's contributions and perspectives

Costs

- Creates more pressure to perform than for men in the same position
- Reinforces stereotypes/does not address biases
- Values women for "beneficial" characteristics and not for their intrinsic worth

Social Theory of Inclusion

- **The Social Model:** include women in negotiations because gender inclusivity is an important goal in and of itself.



Social Theory of Inclusion

Benefits

- Recognizes that women are intrinsically valuable
- Sends a clear message to the broader community that women are valued
- Empowers women to fully participate in negotiation processes

Costs

- Not as effective at incentivizing gender inclusivity

Recent Developments

- All UN mediation support teams have included women since 2012.
- In 2015, 7 of 10 negotiated peace agreements included gender-specific provisions, reflecting a 20% increase from the previous year.
- All non-severely-limited peace processes involved consultations with women's civil-society organizations.

But still more to be done!

- Women make up only 25% of U.N.'s highest positions
- Last Secretary General election:
 - Ban Ki-Moon: it's "high time" for a female SG
 - 7/13 candidates were women
 - Public Support: The Campaign to Elect a Woman Secretary General

Gendered Differences in Self-Advocacy

Differences in How Women Self Advocate

- Differences are attributable to **communication styles** and **gender bias**
 - Women frequently say “we” when describing something they have personally done while men often use “I” for something they have not personally done.
 - Women often presume they cannot speak up without knowing every detail.
 - Women speak in ways that “save the face” of others
 - Women are more likely to be hesitant to promote their work



Claiming Expertise: Mastering Confidence in Yourself

- **The Problem:** reluctance to claim expertise can make women come across as cautious and doubtful, reducing or canceling out strengths.
- **Real example:** A presenter asked a group whether anyone had expertise in breastfeeding. A man raised his hand. He had watched his wife for three months. The women in the crowd, mothers among them, didn't come forward as experts.



Claiming Credit: Mastering Self-Assessments at Work

When women know that self-assessments will be read by a group of people, they can be more reticent to describe themselves in an overly positive manner, because they don't want the committee to see them as "cocky."

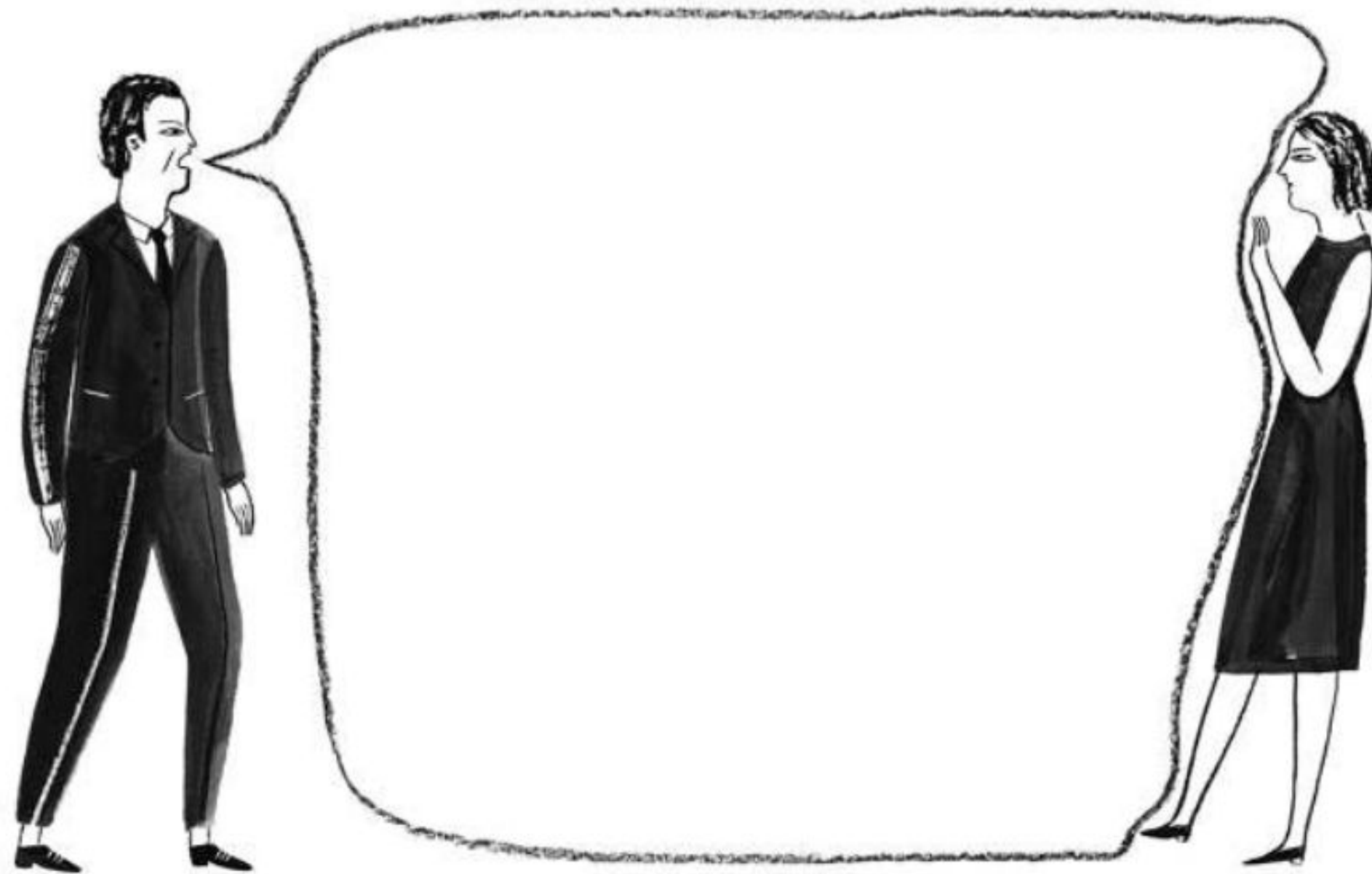
Strategy: **Self-assessments are not the time to be modest!** Men will absolutely describe themselves in incredibly favorable terms.

- It is equally important to self-advocate both publicly and privately.
- Make sure you are proactively "steering your kayak" and also meet proactively with people who will be your advocates.

The Challenges of Speaking Up

- Women walk a tightrope between being “too aggressive” and barely being heard
- Research shows that women worry that “talking too much” will cause them to be disliked
- In one study, male executives who spoke more often than their peers were rewarded with 10% higher competence ratings. When female executives spoke more than their peers, both men and women punished them with 14% lower ratings

What are some recommendations for increasing women's participation in negotiation processes?



Recommendations for Increasing Women's Participation

Former Secretary-General Ban Ki-moon has recommended increasing the amount of peacebuilding funds allotted for projects that directly advance gender equity.

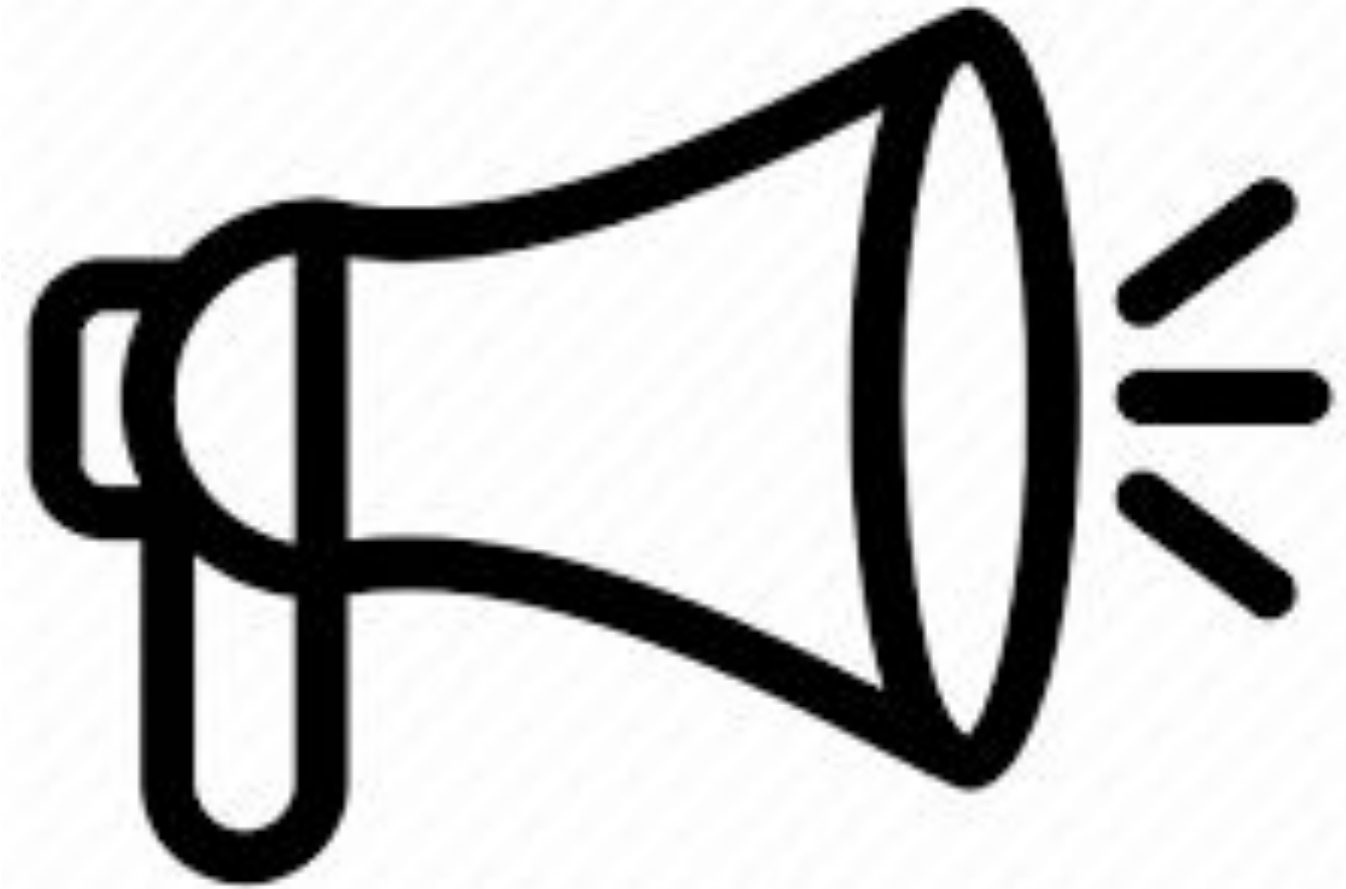
Other steps could include:

- Fixing easy, practical issues
- Setting quotas
- Increasing critical engagement with men to counter stereotypes (such as traditionally masculine roles in war and peace).

Strategies for Gender Equality

- Amplification
- Asking the Right Questions
- Allyship

Amplification



Amplification

Case Study: Obama White House

- When President Obama first took office, $\frac{2}{3}$ of his senior staffers were men
- Female staffers adopted a meeting strategy they called “**amplification**”:
 - When a woman made a key point, other women repeated it, giving her credit
 - This forced the men to recognize the contribution and denied them the chance to claim the contribution as their own

Amplification

Case Study: Obama White House

- “We just started doing it, and made a purpose of doing it. It was an everyday thing.” - Obama Aide
- As a result:
 - President Obama began calling more often on women and junior aides to voice their opinions
 - Women gained parity with men in the President’s inner circle during his second term
 - There was an even gender split among top aides

Shine Theory: “I don’t shine if you don’t shine”

- Amplifying unleashes the influence of others

Amplification

Speak her name

Give her credit

Asking the Right Questions

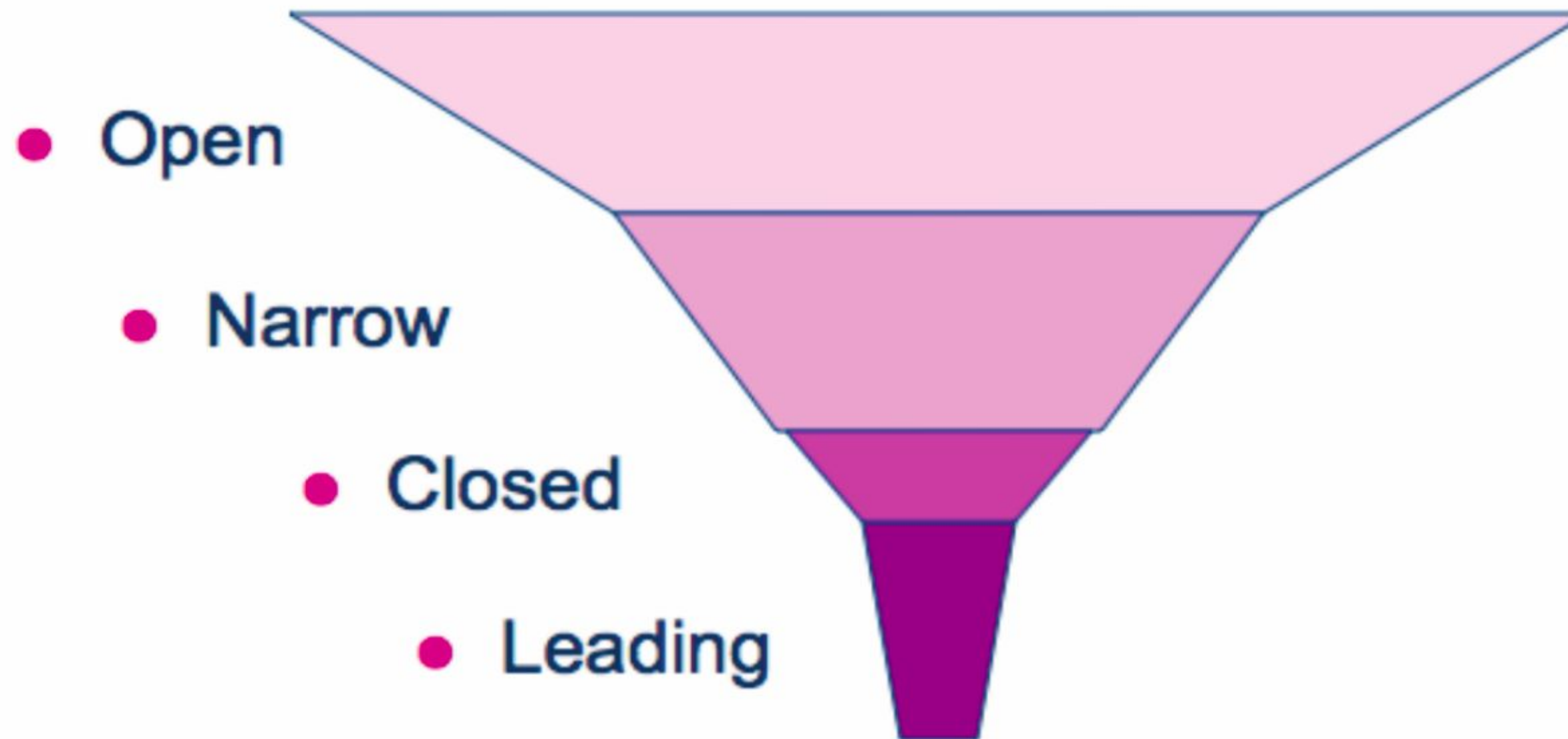
What is the purpose of asking questions?



Goals of Questioning

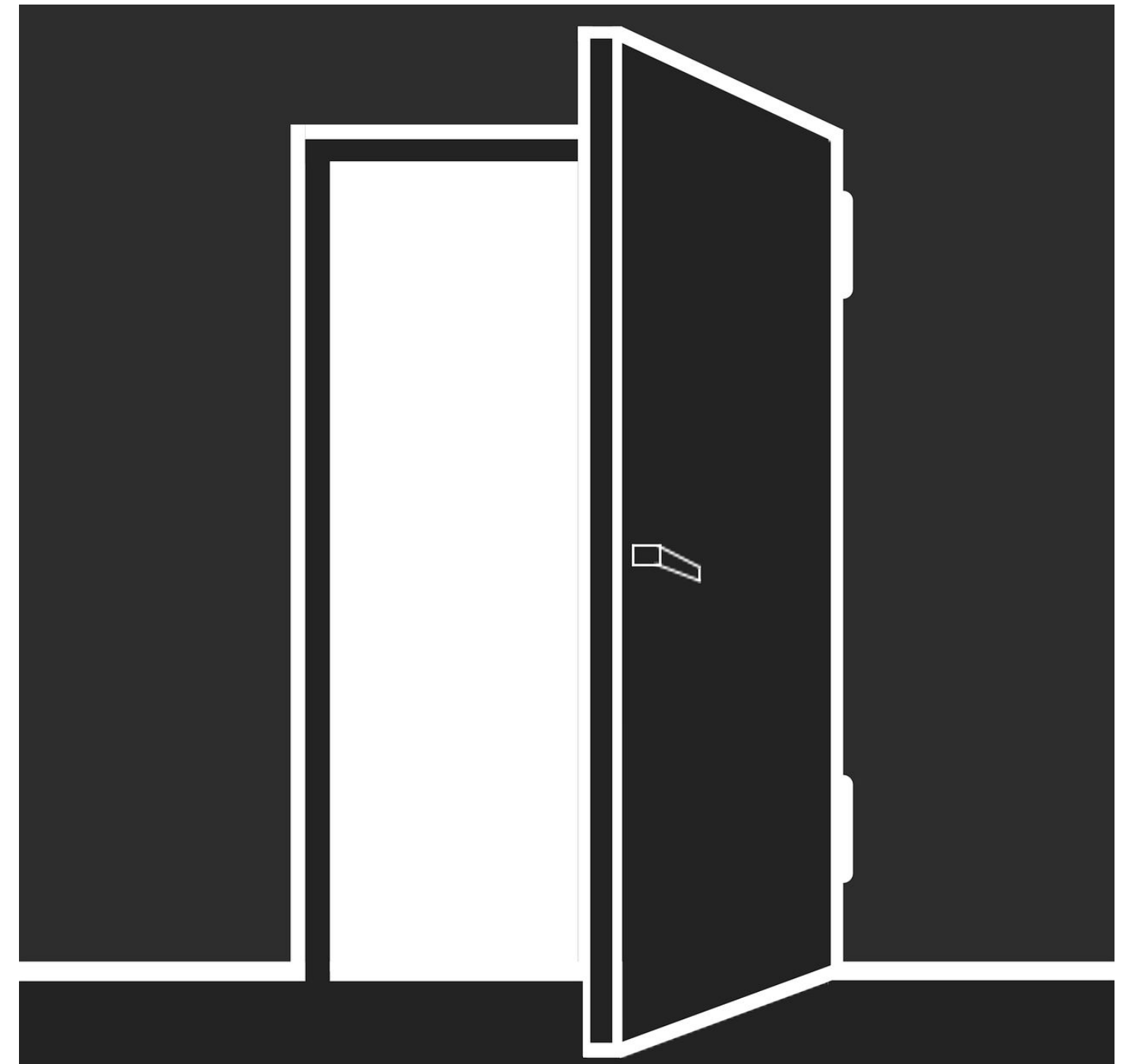
- Clarifying
- Suggesting
- Stimulating
- Encouraging participation
- Focusing
- Exploring and evaluating alternatives
- Gather Information
- Moving toward closure

The Different Kinds of Questions



Open vs. Closed

- **Open-Ended questions** place the focus and attention on the other person
- **Close-Ended questions** are more leading and more targeted



What is an Open Question?

Open questions begin “What” or “How” or an action verb like “Tell” or “Describe”

What did you mean when you said XYZ?

How does that make you feel?

Tell me more about your proposal?

Closed and Open Questions

Open Questions	Closed Questions
Cannot be answered with yes or no	Limited response/point of view
Allows respondent to express point of view	Answers are either right or wrong
Can be time-consuming	Quick responses
Builds trust and allows unrestrained response	Can feel interrogating or threatening

How would you make this an Open Question?

1. **Do you think this performance evaluation reflects your work?**

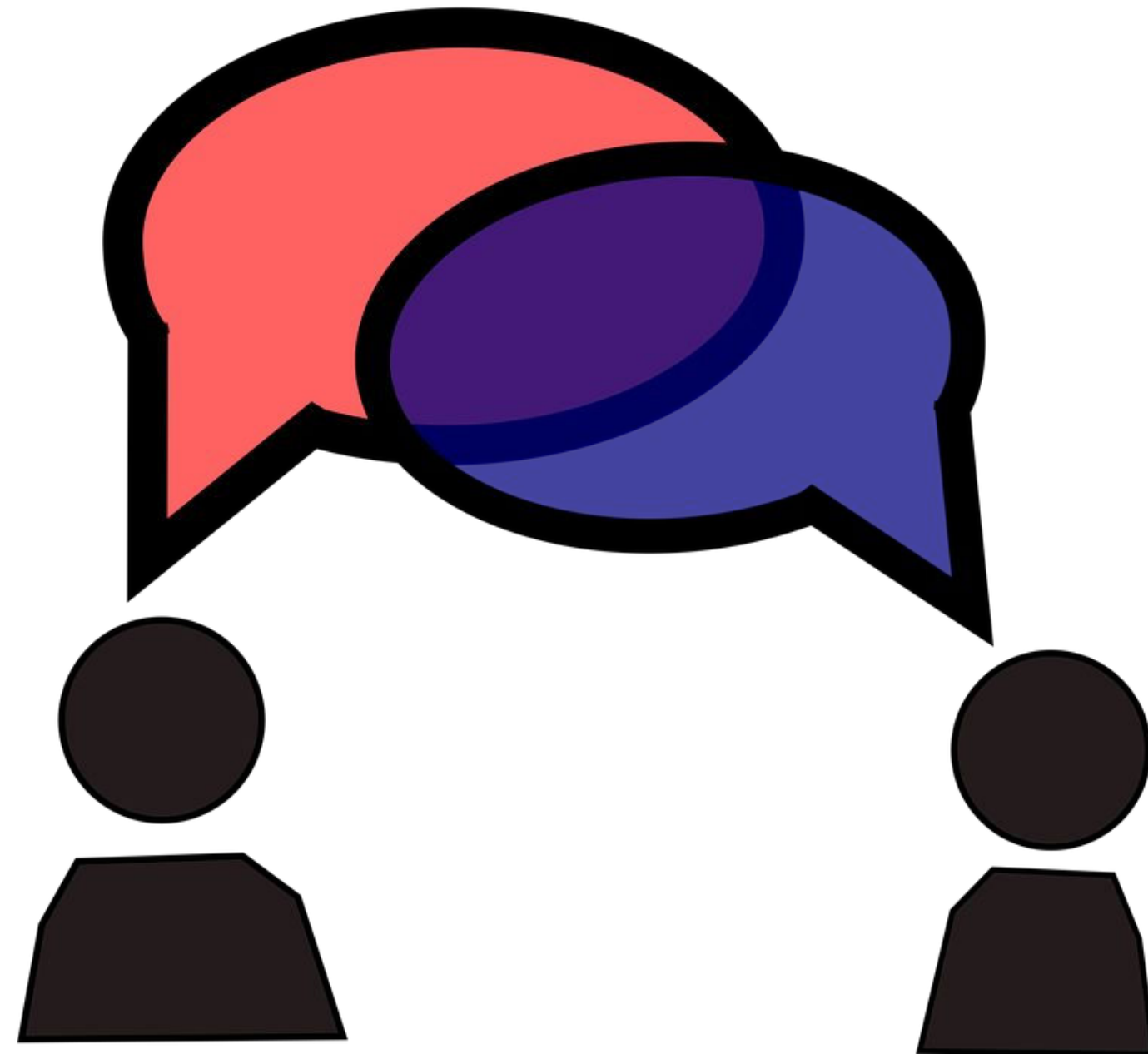
How would you make this an Open Question?

1. Do you think this performance evaluation reflects your work?
- 2. Are you happy with our agreement?**

How would you make this an Open Question?

1. Do you think this performance evaluation reflects your work?
2. Are you happy with our agreement?
- 3. Is everything okay?**

When might we want to use open v. closed questions?



When to Ask Open Questions

<u>Usage</u>	<u>Example</u>
To develop an open-ended conversation	<i>How did you approach this task? How do you remain focused on your work?</i>
To find out more about a person: their wants, needs, thoughts, and beliefs	<i>What motivated you to make that decision? Why is that so important to you?</i>

When to Ask Closed Questions

<u>Usage</u>	<u>Example</u>
Testing understanding (asking yes/no questions)	<i>So, you want to move into our apartment—right?</i>
For setting up a desired positive or negative frame of mind in the listener	<i>Are you happy with the current state of the Global Compact on Migration? Would you like to focus on the Gender-Related SDGs?</i>
Moving to action (seeking assent)	<i>If I can deliver this tomorrow, will you sign for it now?</i>

Allyship

Definitions

- Allyship is understanding the **imbalance** in power and opportunity and **actively** working to correct it.
- An ally is a member of a dominant group that recognizes an imbalance of power and actively challenges the status quo
- We can **all** be allies

Ally-Agent Continuum

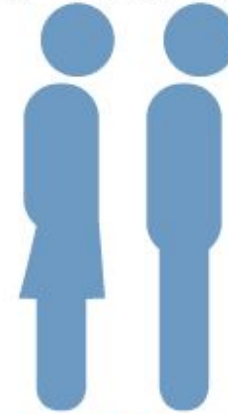
Ally



**Takes action
and challenges
the status quo**

Passive

Reinforce the status quo



Agent

**Takes action to
maintain the status quo
of privilege and oppression**



Fostering an Inclusive Environment

- We can foster a more inclusive environment by:
 - Recognizing privilege and using it to amplify underrepresented voices
 - Calling out inappropriate behavior
 - Using inclusive language
 - Listening to those around you
 - Becoming a sponsor

Reflection

What is one tool or strategy you're excited to put into practice after this presentation?



QUESTIONS?

STAY IN TOUCH!



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