

# The Problem (CIPD 2020)

Conflict a common occurrence

- Employees – 26%
- Employers – 20%

Experienced some conflict

- Employees - 35%

Bullying and harassment

- Bullying – 15%
- Harrassment – 8%
- Sexual Harrassment – 4%

**Figure 6: With which ONE person from the list below have you experienced the most serious problem? (%)**



Base: all employees who have had a conflict (n=775)



# Resolution? (CIPD 2020)

Fully or largely resolved

• 44%

Issues swept under the carpet

• 24%

Didn't take it seriously

• 31%

*'good behaviour is role-modelled by senior leaders in my organisation'*

• 49%



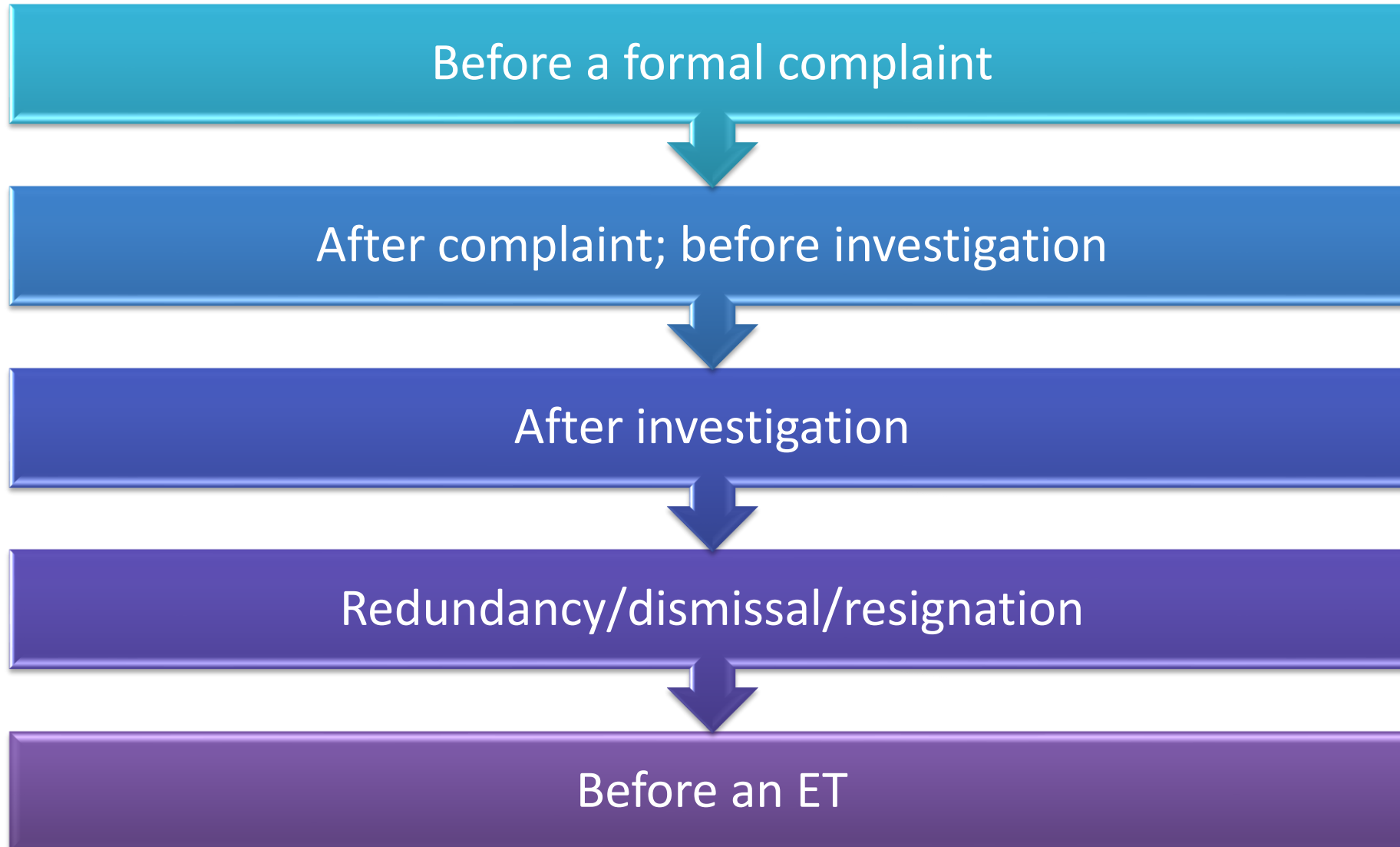
*“Within larger organisations, attempts to manage the performance of individual employees were the main causes of workplace conflict.”*

Saundry et al

2016, p. 4



# When to use mediation?





# What do mediators do?

Ross & Bain (2010) p.58

Help parties express themselves about the dispute

Listen carefully to what was said

Ask questions

Hold private meetings with each party

Help parties identify different approaches to the dispute and possible resolution

Help them understand interests and needs + strengths and weaknesses of their positions

## ‘The mediator’s job of narration’

*‘impartially hear, and impartially report to the parties, many crucial parts of their own dialogue that they themselves may not have grasped fully or even heard because of their closeness to the situation’*

RAB Bush, 1989, cited in Roberts & Palmer, 2006, p.200

# Does it work? (see Saundry et al 2013, pp.11-13)

Case type	Number (Total = 25)	Settled?
Bullying	12	11
Victimisation	1	1
Unfair treatment	2	1
Performance management	11	9

*‘it may not be a coincidence that where individuals were provided with more detailed guidance as to what to expect from mediation and a point of contact within the organisation, their experiences tended to be positive and they entered into the process with reasonable expectations’ (p. 18)*