

Causes	Consequences
Eg Personality clash between team members	Reduced morale and effectiveness of the team

Then we ask delegates to consider what strategies, processes and procedures do we typically have in an organisation for dealing with workplace conflict. How effective do they think these potential solutions are and why?

Process or procedure	When effective?	When less effective?
In the example above, line manager applies 'mediation' skills	Potentially in example above	If dispute proves to have deeper rooted causes – potential to refer to mediation If the behaviour of parties requires formal procedure – go to grievance or discipline

These activities allow us to reflect on the extent to which mediation is a potential solution for resolving a dispute that has escalated beyond the abilities of the manager. However, they also suggest ways in which managers might draw on the knowledge, skills and perspectives offered by mediation to resolve conflict within their teams in a more informal way.

Therefore a line manager who is confronted with two members of their team who are in dispute can use a basic 'mediative' process to try to address the issue at an early stage. Holding separate and joint meetings, using the idea of uninterrupted time and using questioning, listening, and summarising skills to explore potential solutions can help managers develop a proactive approach to conflict. In this way, managers can apply the key approaches of mediation but can adapt them to their role as a manager and leader to direct team members away from conflicting 'positions' to an acceptable resolution based on their common 'interests'.

A BAS

- Hold
- Use
- Exp
- Ask
- Hold
- Exp
- Allow
- Try
- Use
- Exp
- Agree

13.10 D

Having reviewed mediation on mediation, Figure 13.3.1 in practice.

First, then, initiative, such the key parties evidence suggests by a single on decisions over mediation should HRM process. appropriate feedback for action to be into a broader

13.11 Sum

There is growing evidence process for not suggest that reasons for the