

10
Managerial Mediation

Step 1:
Decide to mediate


When to Use Managerial Mediation

What are my options?

- Ignore (wait)
- Threaten (direct)
- Separate
- Terminate
- Coach and counsel
- **Mediate**
 - Reduces anger – “emotional fuel”
 - Brings voluntary cooperation – “discretionary effort”

}

Each option is appropriate in some circumstances



© 1999, 2006 by Dana Mediation Institute, Inc. All rights reserved.

Option	Advantages	Disadvantages
Ignore it – Take a “watchful waiting” approach	Conflict may resolve on its own if distrust is not too great.	May fester, get worse. Costs continue. Anger may be expressed in destructive ways.
Threaten one or both parties to require behavior change – Be directive	In crises, can put off conflict until work is done. Short-term solution.	Threats only temporarily reduce overt conflict. Hostile feelings continue and show up in other ways.
Separate the parties – Remove or reduce their interdependency	Resolves the conflict when it is possible to structurally or physically separate the parties.	Work flow and efficiency may be disrupted, since processes usually require exchange of information and resources.
Terminate one or both parties	Permanently resolves the conflict.	Expensive if replacement is necessary. Can cause damage in human terms to the terminated party.
Counsel each party separately	Can temporarily ease tensions.	Keeps parties from "owning" the solution. Manager can become ensnared in the issues and be scapegoated.
Coach parties to work it out themselves	Allows them to "save face."	If it doesn't succeed, risks further entrenchment, rigidity of positions.
Mediate	Reduces/eliminates anger, allows ownership of solutions and resumption of productive teamwork.	Requires (initial) time investment.