


<p><b>28</b></p> <p>Managerial Mediation</p> <p>Step 4: Hold the three-way meeting</p>  <p><small>© 1999, 2006 by Dana Mediation Institute, Inc. All rights reserved.</small></p>	<h2 style="color: red;">Performing the Primary Tasks of the Manager-as-Mediator</h2>		
	<p><b>Primary Tasks</b></p>	<p><b>Behavioral cues</b></p>	<p><b>Sample responses</b></p>
	<p>#1 <b>Stay in the Essential Process</b></p>	<p>Talking to the mediator Avoiding the subject Trying to quit</p>	<p>“Please speak to her.” “Is this related to X?” “Let’s keep talking.”</p>
	<p>#2 <b>Support Conciliatory Gestures</b></p>	<p>Statements of voluntary vulnerability</p>	<p>Say to the offerer: “Please say more about that.”</p>
	<p>#3 <b>Wait</b></p>	<p>They are in the Essential Process AND There are no unanswered Conciliatory Gestures</p>	

Cues: Interruptions of the Essential Process	Sample responses
<ol style="list-style-type: none"> <li>1. Talking to the mediator, not to the other</li> <li>2. Avoiding the subject of the meeting</li> <li>3. Silence, passivity</li> <li>4. Denial that conflict exists</li> <li>5. Being abstract, hypothetical</li> <li>6. Expressing hopelessness</li> <li>7. Non-hostile, diversionary joking</li> <li>8. Disputing procedures of the meeting, not focusing on the issue</li> <li>9. Gesturing to walk out</li> </ol>	<ol style="list-style-type: none"> <li>1. Look at the one who is not speaking. “Please talk to him/her, not to me.”</li> <li>2. “We’re here to discuss X.” “How is this related to what we’re here to discuss?”</li> <li>3. “Describe how you’re feeling about what X has been saying.” Use the Behavior Reflecting Tool.</li> <li>4. “Would you like things to change?” “What about the current situation affects you negatively?”</li> <li>5. “Please be specific about our particular situation.”</li> <li>6. “Let’s keep working at it.” “We haven’t solved the problem yet.”</li> <li>7. “This is a serious issue; let’s focus on the problem.”</li> <li>8. “Let’s work solving on the business problem rather than peripheral issues.”</li> <li>9. “Please stay for the time that we agreed to.”</li> </ol>
Cues: Statements of voluntary vulnerability	Sample responses
<ol style="list-style-type: none"> <li>1. Apologizing</li> <li>2. Owning responsibility</li> <li>3. Conceding</li> <li>4. Self-disclosing</li> <li>5. Expressing positive views of the Other</li> <li>6. Initiating both-gain</li> </ol>	<p>Say to the offerer: “Please say more about that.”</p> <p>Example: “You said that you were willing to compromise a moment ago. What do you have in mind?”</p>