

Workplace Conflict Management

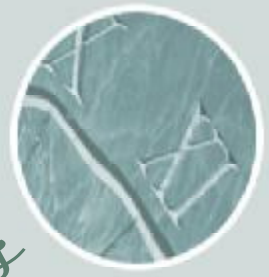
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With Contributions by

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*Can
employers
afford
to waste
time?*



Workplace Conflict Management

Employer Reality Check

What are the issues facing employers and employees today?

- **Productivity** – *Unhappy employees are under motivated*

Understanding that people are emotionally constructed to respond to positive stimuli in all situations is key to recognizing the underlying structure of an unproductive employee. When the emotional environment is unpleasant or tense, the result is often employees who stop caring, or view their 8 to 5 life as “just a job.” No one comes into employment with this attitude, sure sometimes people take a job as an end to means—a stop gap before the career kicks in, but all accept a position with the belief that it will provide money in exchange for services and will not cause emotional or physical harm.

- **Motivation** – *When employees feel left out, they stop trying*

Inclusion, as mediators know very well, is a vital part of building communication—and as mediators we see the result when people are “left out” of the loop. The reaction of employees who feel they have been excluded from areas where they were formerly included can be anger or sadness, but most often, they just stop trying. What that means to an employer is they are present for their eight hour day, but they stop *inventive* contributing and often begin to sow a seed of discontent among other employees. Employers can usually rectify problems, if caught early enough, by holding meetings where *all* members are encouraged to offer ideas, and having an “open door” policy where issues are listened to with consideration and respect.

- **Non cooperative co workers** – *Perception and misperception*

We have all been a part of or a witness to a workplace that is troubled with tense, non communicative and malcontented staff. It is a palpable presence of unhappiness on the low end of disagreeing co-workers or outright hatred on the high end. When people stop communicating and decide subjectively to analyze the thoughts or intent of others, misperception abounds. Often such a situation can go on under the surface for years—causing work related stress, illness, decreased productivity, absenteeism and an unnecessarily miserable life for 40-hours of the week. Employers and human resource professionals can make a difference in the lives of employees, but only if they get involved early enough and create an environment where conflict management is available. Whether the company chooses to instigate an inter office peer mediation program, or retains a contract mediator to keep balance—the goal is to offer a haven from misperception and an occasion of communication where issues may be made transparent and remedied.

- **Legal Issues** – *Tribunals Lawsuits and EOC complaints happen without warning*

When problems, such as outlined above, go unnoticed—trouble of one kind or another is likely. It is a unnecessary risk to ignore or avoid employee problems. Communication, training, and awareness are the employers best tools for success. Providing a forum or offering to listen with an open mind to complaints or concerns is many times all it takes to avoid unnecessary lawsuits or the filing of an EOC complaint. When the difficulty becomes “bigger” than the capabilities of the employer, mediators, and or attorneys should be consulted for their professional guidance.

- **Attrition** – *The cost of replacing staff is enormous*

“Replacement of an employee may be up to 2.5 times his or her annual salary” —Gallup Polls.
Replacing staff lost needlessly to an issue that could have or should have been resolved is an unnecessary expense both financially and emotionally for a company and its staff. Taking early preventative measures to stop unnecessary staff loss saves money, keeps existing staff from fracturing, and may prevent needless lawsuits.



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What happens when communication fails in a workplace environment?

We have all been there. We know how miserable a job can become due to problems between staff.



In the 1980's Frank Hanna was the senior partner in one of the most successful law firms in Northern Ireland, Francis Hanna and Company. The law office was a heritage rich, family business. Many of the staff had been in place for years and had served for three generations of the family business. The building they occupied was located in a prime business area within blocks of the court house and consisted of three floors. As with all business, its success was in part due to Frank's leadership, but even more attributable to the loyal staff that remained a constant during the 40 years of operation.

One day Frank told his secretary to ask two women who worked in a small department in the firm to gather information relative to a case—Frank's secretary replied, *"You don't expect me to go in there do you?"* Baffled, Frank asked why this was a problem, and was told the two women, although they worked in a room that was roughly the size of a child's bedroom, had not spoken a word to each other in over 14 months. The tension was palpable to everyone, and everyone but Frank avoided that little room like the plague. Frank was shocked. Both women were close to Frank; each considered to be friends as well as employees—yet he had passed them in the hallway, eaten lunch with them, had numerous cups of tea, and never known there was a problem of this magnitude. Apparently, the women who had been friends for years, had fallen out over some seemingly inconsequential problem that resulted in the icy behavior, including note writing to communicate when absolutely necessary.

- *What does this tell us about Dr. Hanna's communication with his staff?*
- *What might have happened if he hadn't intervened?*
- *What do you think the rest of the office thought about the situation?*
- *Do you think people in the office took sides?*

Before this incident, Frank would have believed that he was approachable and knowledgeable about employee relationships. The situation, which had existed literally under his nose for months, taught Frank a valuable lesson which he has since used in every mediation class he teaches—people are complex and relationships can erode quietly and cause serious damage to staff moral, productivity and give rise to unpredictable outcomes including attrition, termination, and lawsuits.

Postscript;

Frank dealt with the situation "Irish style"—he called the two women into his office and gave them £20 telling them to go to the pub down the road to drink until it was gone—and if after doing so, they still had problems, come back only to get more money. Obviously, today telling employees to go and have a pint may not be the most prudent of plans, but the idea is solid—giving the women a chance, in a neutral location, to come to some agreement. And if they didn't, Frank's instructions were to come back and tell him—in which case he *said* he'd give them more money, but in reality, they all knew this meant he'd become more involved in helping find a solution. Ultimately Frank's action showed he cared, and they were in no doubt that they needed to reach some sort of resolution to the personal problems that were now impacting their workplace.

Today solutions for problematic staff conflict range from offsite counseling, mediation, conciliation, and in some cases; inter-office peer mediation programs.



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How does a manager deal with a non communicative employee?

What happens when an employee is obviously upset, but refuses to talk?

When one person, for what ever reason, pathologically decides to “shut down” and withdraws into silence, what should you do? To understand how to react to such an episode, you need to first understand what is the motivation behind the behavior. When people are confronted with an increasingly out of control situation, they have a few options left to them to regain control; Aggression—raised voice, physical violence or intimidation, emotional or physical retreat—removing themselves from the situation entirely, compliance—downcast eyes, submissive response or weeping; or the one we will deal with here—passive aggressive behavior, which is defined in the *Diagnostic and Statistical Manual of Mental Disorders*, as a "pervasive pattern of passive resistance to demands for adequate social and occupational performance." To make sense of that rather weighty description, read on.



We have all either used the “shut-down” technique or been a victim of it. It is a skill learned from a very young age—with children it is sometimes called a tantrum. Granted, as adults we aren’t likely to throw ourselves upon the ground and kick and scream until we get what we want, but by using the “silent treatment” the hoped for result is the same. We want whomever is witnessing our display to give us something; maybe just sympathy, maybe something more. In a mediation, a party may try to justify their position by simply stopping communication to allow their silent presence to apply pressure—and let me assure you it is a very uncomfortable moment for everyone concerned. The person may be trying to convey a message such as; “*No one cares about me, it just doesn’t matter what I say anyway. I might as well just go...*” How does a mediator deal with this kind of ‘dead silence’ behaviour? Firstly by recognising that the person has just used a cold-blooded tactic to gain an advantage. How do we know this is a tactic? Remember if someone truly wanted to stop communicating, he or she would simply end the mediation and go. If the person really believed no one cared what she or he was saying, what would be the point in staying? The hard fact is, when this behaviour is observed, the mediator can pretty much guarantee the person wants to be soothed or cajoled into talking. This would give them validation that he or she had been treated unfairly—if a mediator falls into this trap he or she may be jeopardy of losing their neutrality. Consider this scenario; if a person does leverage a mediator’s clear sympathy in front of the other people involved in the dispute, there may be a perceived new advantage given to the newly soothed person—and he or she may tell the others in the room; “*See— the mediator understands me, and knows you’re not listening to me!*” The mediator, in such a scenario, has quite a bit of recovery to do if the mediator is not now perceived as neutral.

When you help others to handle conflict...

- *Can you identify the kind of emotions that are at play in mediation?*
- *Recognize passive / aggressive maneuvering?*
- *Deal with false submissive behavior?*
- *Deal with anger?*
- *Deflect tactical maneuvering?*
- *Can remain patient even in the most challenging situation?*
- *Can you remain perceptive to any shift in behavior of the parties?*
- *Recognise the difference between a negotiation technique and bad faith or stubbornness?*
- *Deal with your own neutrality issues should they become challenged?*

The Mediation Agency’s 40-hour Training Programme teaches these skills and more.



Workplace Conflict Management

How does a strong supervisor deal with sensitive issues?

Strong leaders are widely sought by employers, but what happens when their strength is misperceived by employees?



In 2006 we were contracted as mediators / conciliators to help a city office with an engineering department that had become such a hot bed of discontent, that it had nearly stopped functioning. The manager of the office was a very strong, successful female engineer. In fact, she was one of the first in the country to achieve a position as a woman engineer. Obviously she didn't get that far being meek! Her staff had mixed feelings—as an all female staff, they were proud to be a part of her team—but had serious problems dealing with her temper.

When we interviewed human resource, and then each of the staff members individually, we found a common thread. Everyone was using language that was unusual if heard once, but screamed collusion if heard several times; the phrase they all used during the course of our interviews was, “*She pulled her hair and gnashed her teeth.*” Except for in fairy tails, neither of us had heard that expression used before or so often in the same context. Adding to the difficulty that you are now beginning to understand, was the staff had additional issues with each other. Without going into more detail, suffice to say the problems stemmed from errors of perception, and extremes of misperception. Whether or not this department would have eventually lifted themselves out of the emotional quagmire is debatable, but certainly the escalating problems had severely limited their productivity and ability to function as a group.

One revelation that may surprise you is the one common thread we discovered—the one area everyone could agree upon without hesitation—*the HR department had created more damage by doing nothing or appearing to do nothing.* The HR staff were oblivious to this fact—and believed they had done their job by keeping employee files up-to-date, and “actioning” each individual occurrence with bureaucratic dedication. Sadly, this is a universal area of disconnect for many human resource departments and an area where mediation techniques can help to restore communication and cohesiveness in the workplace.

Common workplace dispute issues arise from;

- *Misperceptions or assumptions about others intentions or thoughts.*
- *Management or human resource department under reacting, or not keeping staff apprised of action taken, in answer to emotive situations.*
- *Unstructured communication, or poorly managed and imbalanced staff meetings.*
- *Management fails to reward or compliment employees or does so in a biased way.*
- *Perceived imbalance in employee favoritism from management.*

Mediation techniques are effective by;

- *Offering a neutral forum for exposing the true interests of positional based issues.*
- *Showing employees that management is taking action by hiring professional mediators, or establishing an inter-office peer mediation program to resolve workplace issues.*
- *Teaching management and human resource the principles of mediation and conciliation.*
- *Establishing a balanced and fair system for dealing with future workplace disputes.*



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What happens when employees sue for cause?

What kind of legal problems can be caused by employment issues?

Recently we “Googled” the phrase “*lost productivity due to workplace conflict*” and got 14,000 hits. Does that surprise you? Well be under no illusion as to the insidious power of conflict in the workplace as it is the single greatest cause of diminished profits in industry and the hidden malaise that can go unspotted for incredible periods of time.

It is easy to find fault and to point the finger at different causes or to be laid back and proclaim that as each case is different you cannot possibly legislate for any commonality. That’s the lazy approach but by using simple logic the realities become more self evident.

Firstly we spend approximately a third of our adult life at work so it makes sense to go as far as we can to ensure that our circumstances are as palatable as we can possibly make them. However we are often not the ones who can dictate or control what those circumstances are as that is the “boss’s job.” So we sit back and wait to find some fault with the way things are done and then make everyone’s life miserable by letting them know that they are not to our satisfaction. I’ll bet that rings a bell with all of us. He or she is the disgruntled worker who is never happy about anything. We know loads of them. So how then do you deal with problems such as this?

Here is a brief story of a case we mediated some years ago for the EEOC in America. A plaintiff had filed a discrimination suit against her employers alleging that she had been discriminated against on the grounds of her disability. She suffered from Lupus and also had the misfortune to be grossly overweight to such an extent that she needed a special reinforced chair. This was provided and one day she was asked to relocate to a particular corner of the office which she duly did. It is right to point out that her acquisition of the chair had taken months to achieve and one particular HR officer had all but spent her patience on the project. As fate would have it the new work location was illuminated with bright neon lights which proved to be very damaging to the lady by reason of her lupus. So she immediately men-

tioned it to the self same HR lady who was not of a mind to put herself out yet again so she instructed the employee to “put her request in writing”. This was done and sent in the following day and duly got pushed to the bottom of the pile.

Within days the employee was fast becoming ill and her complaints were being treated as exaggeration and the move she requested just didn’t happen. Time off work followed as did the complaint to the EEOC which had the effect of, at least, getting her the relocation she sought.

Now, take a step back from all of that and doubtless you will agree that the actions of the HR officer were, to say the least, tardy and to put it at its worst, reprehensible. You would be correct on both counts. When the issue came to us as mediators, the solution was simple enough but ironically the most important ingredient on the day was not an amount of dollars or a demand for sensitivity training but simply an apology. The plaintiff wanted to keep her job as she liked it, and just the recognition that she had been wronged could be put right by giving a simple apology—that would have been enough for her.

Suffice to say she got her apology but not without considerable difficulty as it became clear that the HR lady was clinging to phrases such as, “*I followed the procedures....*” And “*the matter was being dealt with in the normal way so what did I do wrong?*”

As you read this publication, the appreciation of communication and understanding perceptions in the workplace will become more and more apparent and hopefully draw you to the conclusion that workplace mediation is long overdue.

What kind of legal problems can be caused by UK employment issues?

- *EOC Complaints / tribunals - Whether founded or not, EOC action carries serious consequence for employers.*
- *Law suits – Once an employee seeks a legal remedy, the company and employee loses in more ways than money can solve.*
- *Loss of staff – Beyond just the cost of replacement, losing an employee causes stress among the remaining staff.*
- *Emotional violence – Gossip, or worse can occur when people are angry enough to exact revenge.*
- *Physical violence – We all know the seriousness of this problem.*

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**Stories from the battlefield:
An EEOC mediator reflects...**

Dr. Frank Hanna was a contract mediator from 2000 to 2005 with the EEOC (similar to the EOC in the UK) **operating in Arizona, Nevada and New Mexico**

During the over five years that Dr. Hanna contracted as a mediator for the United States Equal Employment Opportunities Commission, (EEOC) he developed an insightful perspective on how employers and employees get into trouble.

If you eliminate EEOC complaints that are lawfully based on sexual, religious, race, or national origin discriminatory issues; many complaints result from bad communication, poor follow-through, training issues, or simply ignoring unpleasant situations. Dr. Hanna watched during mediations as employer after employer was instructed by upper management to “settle” for nuisance value. Why? Because it was less costly and reduced the chance of public scrutiny. The sad truth is most such cases could've been avoided if action had been taken earlier in the development of the dispute.

Interestingly many of the employees who walked away with a settlement of money may have ultimately got more than they bargained for—even with a signed confidentiality agreement, an EEOC charge against a former employer seems to somehow manage to influence future employers hiring decisions. It can stymie career growth and limit opportunity for advancement for years.

Additionally, the employer, even with the confidentiality agreement in place, may have to deal with an “enlightened” staff who upon realizing another employee received a settlement, may be more likely to consider action for themselves in the future.

The good news is most employees and employers are well intentioned and so do not enter into frivolous or mal intentioned action without cause. So why is it that good employer / employee relationships are ruined everyday for bad reasons?

Dr. Hanna offers a few of the mediated complaints he has handled as an EEOC Mediator and questions posed as a result:

- *The Apache, the Navajo and the white contractor—how culture influences perception and misperception.*
- *A serious body odor problem – but, the human resource department “actioned” it...wasn't that enough?*
- *Nuisance claims – why employers really settle.*
- *Does a confidentiality agreement really protect employers from future damage?*
- *What happens to an employee after a tribunal, or law suit has been settled? Does the confidentiality agreement really protect them?*

Remember, employers often believe they have handled a workplace dispute effectively, even calling the process “mediation.” We often tell the story of one of our students who as a human resource manager claimed she “mediated all the time” —she exclaimed, “*Oh but I do mediate—you'd be surprised how often I come down on the side of the employee!*” When her words were replayed to her, she realized what she'd said and acknowledged her neutrality was compromised—she just hadn't fully realized it until that moment. Independent mediators, or by establishing an in-house adult peer mediation programme, can provide solutions and prevent damage that human resource professionals and managers simply cannot do without fear of reprisal or legal action.

USA EEOC Statistics:

- *Pregnancy discrimination claims filed with the EEOC claims have risen 33 percent in recent years, to 4,512 in 2004 from 3,385 in 1992.*
- *Sexual harassment charges increased 146 percent between 1992 and 2001. They have increased 150,000 percent since 1980.*
- *Pregnancy discrimination charges increased 126 percent between 1992 and 2001.*
- *Sexual discrimination charges increased 112 percent during the same period.*
- *Racial discrimination charges increased 484 percent between the 1980-1989 decade and the 1990-1999 decade.*
- *National origin charges increased 112 percent in the period 1992-2001.*

Workplace Conflict Management

What steps can be taken to create a better workplace environment?

What can employers and employees do to create an environment for the management of conflict?

Thirty years ago the workplace was a very different environment than it is today. In 1970 an unemployed worker was able to find a new job 50% faster than today, where on average it takes an unemployed worker 20 weeks to find a job. And it is no better for employers—who are the recipient of rising discriminatory claims filed with the EOC. Additionally the frightening increase of violence as a result of unresolved employment related dispute is in the headlines nearly every day.

- *“Mediation has the potential to be particularly effective in the context of employment disputes....It is a pragmatic, flexible and informal way of providing both parties with positive outcomes.”* Better Dispute Resolution report, Department of Trade and Industry (March 2007) [refer to link found on page 11 of this publication]
- *“Less than one third of employers currently train any employees in mediation skills, even though organisations that provide such training typically receive fewer employment tribunal applications.”* Managing Conflict at Work, Chartered Institute of Personnel Development [refer to link found on page 11 of this publication]

Recent research reveals it costs employers a staggering 350 days of management time every year. ‘Hidden’ costs range from decreased staff motivation and productivity, to increased employee sick days, recruitment and training. The average expense associated with employment tribunal claims amounts to a crippling £20,000 per company, per year

What this means for employee and employer is finding an amicable way to resolve disputes before they become critical can be a matter of financial survival—or in the worst cases of physical violence, even a matter of life or death.

Mediation in the workplace is on the rise with an increasing need for professional mediators and with the advent of workplace adult peer mediation programmes. Both provide alternatives to the more aggressive and damaging choice for conflict resolution—namely tribunals or even discriminatory law suits. If a company chooses to establish an in-house mediation programme by using their own trained mediation staff, most workplace disputes will be dispelled quite comfortably. For more complex issues—where it is deemed the conflict may need the attention of a more experienced professional mediator, one should always be instructed. Think of it like this; if you have a cold or the flu, your GP is the right choice, but if you are facing heart surgery you wouldn’t consider trusting it to anyone but a specialist heart surgeon. It is the same with choosing who is the right choice in mediation.

The Mediation Agency can help in these— and *more* areas:

- *Conciliation between groups of people*
- *Meeting facilitation— helps to get goals set and achieve targets*
- *Group mediation—when multi-party issues are jeopardising productivity*
- *Individual mediation—when one person needs help resolving a workplace dispute*
- *Employment / Career negotiation—to help assure the process is fair and balanced*
- *Providing retained services—when large companies realise their needs are on-going*
- *Providing training—both seminars and workshops to help prevent workplace conflict*

Employers are reducing and managing conflict in the workplace by;

- *Developing an Adult Peer Workplace Mediation System*
- *Using mediators for conciliation and conflict resolution of issues before they become serious*
- *Helping to create a “Communications Contract” for future problems and disputes*
- *Training HR staff, employees, managers in managed, peaceful problem resolving techniques*
- *Giving employees a voice in their career – and show respect of their opinions / ideas*
- *Offering a mediation solution for employees on a case-by-case basis*



Workplace Conflict Management

What mediation options are available to companies to deal with on-going workplace conflict issues?

Every workplace is different: *How to determine the best bespoke mediation programme that fits your's*



The Mediation Agency has been on the front line of helping councils, city offices, police departments and private organisations train staff for over 15 years as well as creating and implementing adult peer mediation programmes for workplace clients. Additionally, offering trained mediators for those companies who choose to out-source their workplace conflict resolution with retained annual services or on a case-by-case basis at an hourly rate.

What kind of mediation scheme would best fit your organisation?

In-house, or Adult Peer Workplace Mediation Programmes;

1. Offer mediation training to staff and employees— this training must not be just for “upper management” or HR.. This allows for a “buy-in” for all employees. The mediation training needs to be offered from the “ground floor” up to give everyone a feeling of inclusion and so they can trust it’s effectiveness and confidentiality. Knowing how to offer mediation skills training, and where to position the in-house mediators is key to establishing a workable and efficient adult peer workplace mediation programme.
2. Establish a system whereby company mediators are available to all employees in a neutral, confidential environment and location.
3. Develop “mediator sharing” between disparate or “limited-contact” departments.
4. Structure a confidential, no-fault mediation system and “agreement contract” for the resolution of workplace complaints.
5. Present the new programme to staff and employees.
6. Maintain the system, and encourage it’s use by continuing to promote the advantages of resolving all workplace issues before they become problematic and cause more difficult issues to resolve or even the loss of employment.

Retained Mediation Services;

1. Schedule a private consultation with The Mediation Agency to determine the best plan that fits your companies workplace conflict requirements.
2. We will discuss your workplace conflict history to design an annual plan that suits your needs.
3. This plan may include annual training, such as; Conflict Avoidance and Maintenance Workshops for Employees, Workplace Communication Techniques or Dealing with Strong Emotion in the Workplace. Contact The Mediation Agency for more information.

Professional Mediation Services (As needed basis)

Our professional workplace mediation services have been used by public and private organizations throughout the world. Whether it is a workplace conflict between two people or hundreds; our mediator’s skills have been tested in the most difficult workplace cases creating agreements that result in solutions that last. Contact us to help resolve any conflict, workplace or any other before it becomes something that is out of control.

Contact The Mediation Agency:

Phone: 0844-478-0060 or 01624-830-024

Email: info@mediationagency.com



Workplace Conflict Management



Frank Hanna is the world's first doctor of mediation. Following a long and successful career as a solicitor in Ireland throughout the 'Troubles', he moved to the USA to study mediation. There he gained qualifications in mediation from prestigious universities, Harvard and Pepperdine, and went on to practice in the community.

Hanna became the name in mediation in Arizona where he was based. He was approached by the city of Gilbert to teach a team of community mediators and he devised his own, unique teaching programme, with an innovative style and methodology which led to the cities of Phoenix and Mesa hiring him.

Dr Hanna has taught high profile figures from the world over, including a former Minister of State at the Foreign and Commonwealth Office, and the former Head of BBC Daytime Television. He has now graduated over 600 mediators; lectured widely on the subject; held mediation web conferences; taught online; created mediation training videos, and is professor of conflict studies at two American universities.

As a practising mediator, Frank has been involved with approximately 2,000 cases. He was retained by the United States Government as a contract mediator for the Equal Employment and Equal Opportunities Commission (EOC). He has also mediated for police departments, cities, large companies and government departments in America and is the author of Conflict Resolution and Mediation in the Real World.

Read a chapter from Frank's book by clicking on the link below:

<http://www.mediationagency.com/pdf/chapter%202.pdf>

Email Dr. Hanna at: frank@mediationagency.com

Read Dr. Hanna's CV by clicking on the link below:

<http://www.mediationagency.com/pdf/frankmediationresume.pdf>

Read Nancy Peterson's CV by clicking on the link below:

<http://www.mediationagency.com/pdf/nancymediationresume.pdf>

Profiles of the founders / trainers of The Mediation Agency



Co-founder of The Mediation Agency, Nancy Peterson, M.Med, has many years of experience mediating with the Arizona Superior Court Mediation Program, the office of the Attorney General, Maricopa County Adult Probation Program and in private practice.

As well as being an accomplished mediator, Nancy is a teacher of mediation techniques.

With a business background in counseling, marketing, teaching, public relations and mediation, Nancy is an invaluable source of reference to students seeking to expand their career in mediation. Offering in-depth guidance to students helping them to gain real-time experience as mediators and promoting them in the marketplace as professional mediators.

In 2004 requests from Nancy's mediation students prompted her to write an on-line mediation dictionary as a ready resource for advanced education and to acquaint the public with mediation terminology; www.mediationdictionary.com

Nancy also designs and teaches courses for internet or live presentation on topics such as Workplace Conflict Management, and an introduction to mediation entitled, Mediation: a beginners guide. Additionally she developed an internet course called Mediation Principles and Practice - rewarding students a full academic credit upon completion, and created the standards for a bachelors degree in mediation offered through Cloverdale College in Indiana.

Nancy held the prestigious title of Director of Education and Professional Development with New York State Dispute Resolution Association (NYS DRA). She continues as a consultant to the executive director and serves on their certification and training committees.

Email Nancy Peterson at: nancy@mediationagency.com



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Suggested resources and reading material

Links to useful workplace information:

Department of Trade and Industry (Isle of Man)

Provides a valuable library of downloadable reports and laws pertaining to Isle of Man employment

<http://www.gov.im/dti/employmentRights/rights.xml>

Department for Business, Enterprise and Regulatory Reform

BERR helps ensure business success in an increasingly competitive world.

<http://www.berr.gov.uk/>

DTI Report: A review of employment dispute resolution in Great Britain

<http://www.mediationagency.com/pdf/DTI.pdf>

CIPD Report: Managing Conflict at Work

http://www.cipd.co.uk/subjects/empreltns/general/_mngcnflcwk.htm

Books and publications:

Diagnostic and Statistical Manual of Mental Disorders DSM-IV-TR Fourth Edition (Text Revision) (Paperback)

by American Psychiatric Association (ref. used within this publication)

<http://www.amazon.com/gp/product/0890420254/002-2800401-5237610?v=glance&n=283155>

Conflict Resolution and Mediation in the Real World

Wonderful source for “real world” mediation techniques by Dr. Frank Hanna

http://www.amazon.com/gp/product/0974424803/qid=1149256367/sr=1-1/ref=sr_1_1/002-2800401-5237610?s=books&v=glance&n=283155

Alternative Dispute Resolution in the Workplace (Hardcover)

by E. Patrick McDermott, Arthur Eliot Berkeley

<http://www.amazon.com/gp/product/1567200559/002-2800401-5237610?v=glance&n=283155>

Isle of Man Business News

<http://www.mediationagency.com/pdf/iombusiness.pdf>

Solicitors Journal

<http://www.mediationagency.com/pdf/solsjournal.pdf>

The Mediation Agency Workplace Brochure

<http://www.mediationagency.com/pdf/largebrochure2007.pdf>

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