



FROM STRESS TO SUCCESS

A life that works

*Specialists in stress
management training,
emotional health and
workplace mediation*

WORKPLACE MEDIATION SERVICES

FAST AND EFFICIENT DISPUTE AND CONFLICT RESOLUTION

FROM A TRUSTED PROVIDER OF STRESS MANAGEMENT SERVICES

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What is Workplace Mediation?

Workplace mediation is where an impartial third party, the **mediator**, helps two or more people in dispute to come up with some mutually acceptable solutions that will improve their working relationship in the future. Mediation is based on the principle of **collaborative problem-solving** between the parties, with a focus on the future and rebuilding relationships, **rather than apportioning blame**. Any agreement comes from those in dispute, not from the mediator. **The mediator is not there to judge**, to say one person is right and the other wrong, or to tell those involved in the mediation what they should do. **The mediator is in charge of the process** of seeking to resolve the problem but **not the outcome**.

Who can benefit from Workplace Mediation?

Any organisation can benefit from using mediation as its front line method of dispute resolution. All organisations, whether large or small, Public or Private sector, will occasionally experience disputes between employees.

When can you use Workplace Mediation?

There are no hard-and-fast rules for when you can or cannot use mediation. It can be used to address a range of issues, but is **particularly useful** for helping with relationship breakdowns, personality clashes, communication problems, bullying and harassment, and in instances where managers are not well placed to deal with the issue.

It can be used at any stage in the conflict as long as any ongoing formal procedures are put in abeyance, or where mediation is a stage in the procedures themselves. It can be used after a formal dispute has been resolved to rebuild relationships.

In its survey the CIPD found that the main benefits of using mediation were:

- improving relationships between individuals (83%)
- reducing or eliminating the stress involved in using more formal processes (71%)
- retaining valuable employees (63%)
- reducing the number of formal grievances raised (57%)
- developing an organisational culture that focuses on managing and developing people (55%)
- avoiding the cost of defending employment tribunal claims (49%)
- reducing sickness absence (33%)
- being able to maintain confidentiality (18%).

**Chartered Institute of Personnel and Development (CIPD) -
Mediation: An Employers Guide, 2008:**

How long does Workplace Mediation take?

The majority of cases take just one day, although it is usual to have a half day follow up sometime within 6 months of the mediation taking place to ensure that things are going smoothly. Obviously if the issues are extremely complicated or if more than two parties are involved the process may take longer.

What is the likelihood of success?

Nationally, more than 80% of workplace mediations have a successful outcome, and From Stress to Success' outcomes reflect this.

What are the organisational costs of workplace conflict?

- 1) the risk of time consuming formal proceedings such as grievances and employment tribunal claims
- 2) sickness absence costs as the individuals concerned take time off to deal personally with the effects of the conflict
- 3) management time being diverted to dealing with the conflict instead of focusing on managing the business
- 4) increased staff turnover, recruitment and re-training costs where conflict leads to departure from the organisation of those affected
- 5) lower staff morale leading to less commitment to exerting discretionary effort, leading to lower productivity
- 6) poor working relationships within the teams affected
- 7) loss of focus on corporate goals and common objectives as people are distracted by the disagreement
- 8) the potential for a blame culture to develop, rather than one focused on innovation
- 9) the employer's external reputation could be compromised

It makes sense for organisations to consider how they can manage workplace disputes more effectively. The average employer typically faces annual costs associated with employment tribunal claims and hearings of £20,000.

This doesn't include the hidden costs generated by tribunal claims such as damage to employer brand, employee morale and productivity.

However, it is the huge amount of management time that disputes use up that arguably creates an even bigger problem for employers.

The survey finds that respondent organisations devote on average more than 350 days in management and HR time a year in managing disciplinary and grievance cases and preparing for employment tribunal hearings.

**Chartered Institute of Personnel and Development (CIPD) -
Managing Conflict at Work report, 2007**

Why use *From Stress to Success* for Workplace Mediation?

1. *Professional and Qualified Personnel*

Our principal mediator, Jonathan Bockelmann-Evans, holds a Certificate in 'Mediation in the Workplace' accredited by the Open College Network (OCN). He is a member of the International Stress Management Association, the Human Givens Institute and holds a full enhanced CRB disclosure. Jonathan is a vastly experienced psychotherapist and trainer with excellent communication skills. He is used to building rapport very quickly with emotionally distressed individuals, and has the knack of conveying just the right combination of professionalism, knowledge, experience, empathy and if necessary humour. As a result people trust his impartiality, his confidentiality and know they can rely on his ability to ensure that all the issues raised in the mediation, no matter how difficult, will be sensitively but adroitly addressed.

2. *Code of Conduct*

From Stress to Success adheres to the European Code of Conduct for Mediators.

3. *Customer Service*

From Stress to Success has an outstanding track record of providing the highest possible standards of customer care and service. You can be assured of receiving a prompt, personal and confidential service from us for all your workplace mediation needs. Our current clients expect and receive the best from us, and you can expect to receive the same.

4. *Local Company*

From Stress to Success is based in Penarth just outside Cardiff - we are a local company focused on providing our local clients with a world class workplace mediation service. The confidential nature of mediation means we are unable to name clients who we have helped already, but they include a range of Public and Private sector organisations.

5. *Track Record with Quality Clients*

Clients who have benefitted from our Stress Management training and/or psychotherapy services include organisations as diverse as Aviva, Harrow School, The National Museum of Wales, Morgan Cole Solicitors, The Headmasters' and Headmistresses' Conference, Careers Wales, Trinity St David's College, Cardiff Community Housing Association and Velindre Cancer Care NHS Trust, to name a few. Our reputation is partly based on our ability to help people cope with and control powerful emotions. When people are in conflict or dispute they are **always** emotional and being able to help them deal with and if necessary control their emotions is vital if they are to get to the stage where they can address the underlying issues that have brought them into conflict in the first place.

6. *Building Relationships and Value for Money*

We are determined to build lasting relationships with our clients so that you will keep using our services time and time again. This means that in addition to customer service, we are committed to working with your budgets to offer the best value for money and return on investment possible. As a modestly sized company we don't have the overheads that some large companies have, and we therefore do everything we can to ensure that fees for our workplace mediation services are extremely competitive.

“When adopted as part of a culture that is consultative and supportive, using third party mediators to help resolve internal disputes has the potential to bring benefits beyond the immediate situation. If mediation is embedded across the organisation, and the techniques associated with its use adopted as part of managers’ day-to-day approach to dealing with conflict, it can contribute to the success of the organisation.”

Centre for Effective Dispute Resolution

What are the steps involved in Workplace Mediation?

- Mediation is suggested by HR Department to the people in dispute and they voluntarily agree to it, a mediator is appointed
- Information about what Workplace Mediation is, is sent to the parties by the appointed mediator so that they know exactly what to expect
- A date is arranged for the Mediation to take place, and a venue is arranged by the organisation. This is usually somewhere away from the work environment, such as a meeting room in a hotel
- On the date arranged the mediator has individual meetings with each of the participants, this usually takes most of the morning, and then assuming that the mediator is happy that the situation is suitable for mediation;
- In the afternoon the face-to-face mediation meeting takes place between the mediator and the parties involved. The mediator controls the process and ensures that both parties are treated fairly and respectfully and are given equal opportunity to express themselves
- This structured process helps the parties to clarify and prioritise the underlying issues, encourages mutual understanding and communication of feelings, helps them to explore ‘win-win’ solutions and mutually formalise agreements, leading to the mediator writing up the voluntary agreements which each person then signs
- A follow-up meeting with the mediator is agreed at a future date to see how the agreements are working out

What’s the difference between Workplace Mediation and other forms of conflict resolution such as arbitration, tribunals and legal action?

- It can be suggested and adopted at a very early point in a conflict or dispute
- It offers the participants the fullest possible involvement in terms of control, accountability and determination of the positive outcome of the event
- It is informal and confidential - the mediation process is not a matter of public record
- It is very cost effective in that the renewal of performance, the restoration of the working relationship and therefore productivity and job satisfaction is immediate
- Compared to the time and costs associated with other more lengthy or third-party based options it is financially advantageous, particularly so when compared to legal action
- Mediation uniquely offers all participants the opportunity for ‘win-win’ outcomes, by seeking out and fulfilling the underlying real needs of the people involved
- Organisations that offer mediation as their primary conflict resolution solution are likely to see improvements in morale and the emotional health of the workforce and therefore the organisation as a whole
- It is less emotionally damaging than the other dispute resolution methods

‘Put the key of despair into the lock of apathy. Turn the knob of mediocrity slowly and open the gates of despondency - welcome to a day in the average office.’

David Brent - The Office



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