



## Foundation in Workplace Mediation

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### About Resolution at Work

Resolution at Work provides a range of services to enable clients to positively manage conflict within the workplace. We have a team of associates with a wealth of experience as HR practitioners, trainers, mediators, employment lawyers and conflict resolution experts. Resolution at Work provides services linked to resolving workplace issues; this includes conducting neutral assessments, acting as independent mediators, conflict coaches or independent investigation officers in complex matters. In addition, we provide associated training services designed to enable others to attain the necessary skills to resolve workplace issues.

### Course aim

Our 5-day accredited Foundation in Workplace Training Programme covers all aspects of the learning required to start practising as a workplace mediator.

### Accreditation

The programme is accredited with OCN London with all participants receiving an OCN London credit certificate for their achievements. They also receive Resolution at Work's Certificate in Workplace Mediation. Successful participants will gain awards of credits for units one and two. Each unit carries three credits at level three.

### Learning outcomes

By the end of the programme learners will be able to:

- Understand the principles and benefits of mediation and interest based negotiation.
- Undertake initial pre-mediation meetings with each party to ensure that they feel empowered to make an informed choice of conflict resolution options and to prepare participants for mediation.
- Understand the dynamics of typical behaviour of those in conflict.
- Use a range of communication skills effectively, such as rapport building, giving information, listening, challenging, questioning and facilitating.
- Show empathy and respond constructively to participant's emotions, such as frustration, anger, hurt and fear.
- Conduct structured joint party mediation sessions creating an environment where participants are empowered to find resolution.

- Understand how to manage various blocks to conflict resolution, such as power imbalances, resistance to negotiation, emotional escalation, deadlocks and fear of losing face.
- Act impartially, non-judgmentally, and without discrimination.
- Understanding and upholding confidentiality.
- Work effectively in partnership with a co-mediator.

### Course delivery

Learning is delivered using a mix of trainer-led discussion and plenty of skills practice, including working in small groups on a variety of exercises and case studies. The programme is structured in a way to enable delegates to learn through practice, observation and feedback.

Each session builds on previous learning so that delegates will have a full understanding of the elements of the mediation process by the end of the programme. It is a structured learning development process in which delegates give and receive developmental support during the training. A full copy of the content of the sessions are provided below.



Trainers work with the group throughout the programme. All trainers are practising mediators with experience of leading this programme in a variety of settings. All delegates are provided with a comprehensive file of materials to take away with them and use as reference. The file also includes copies of all feedback and self-reflections from the case studies undertaken throughout the training. Once the accreditation process is completed, delegates will also have written feedback on the assessed case study observations and short answer questions. This information is useful reference for mediators to review from time to time.

#### Minimum and maximum number of attendees

Our practice is to provide two trainers when working on case studies for groups which exceed eight. This is to ensure that delegates maximise the opportunities for learning through practice and participation and feedback from experienced mediators. We recommend a minimum number of four delegates (working with one trainer) and a maximum of twelve delegates working with two trainers in two groups.

#### Duration of training

The programme includes 40 hours of contact time and around 20 hours of private study time. Assessment is carried out by the trainers observing delegates conducting case studies, completion of a learning log and short answer questions. The programme is delivered over five days. We can be flexible in scheduling days to suit the needs of the organisation and delegates.

#### Our experts

All training is delivered by accredited mediators who are professional experts with a minimum of 10 years' experience at senior level, CIPD qualified and/or employment lawyers/accredited workplace mediators. All are regularly mediating and actively engaging in CPD; which includes peer group supervision with the team. Our various backgrounds and

experience enable us to share our respective experience and knowledge to add further value for clients.



Alison Love

Alison is an accredited workplace and employment mediator with over 40 years practical experience as an HR practitioner, employment lawyer and business leader. Alison is a Fellow of the Chartered Institute of Personnel and Development, a non-practicing solicitor, accredited workplace and employment mediator and conflict management coach and trainer. Alison is chair of the CMC Employment Workplace Group Wales and has been recognised by CIPD Wales Awards 2019 for her outstanding contribution to people development. Alison has conducted over 100 mediations, including group/team mediations and has experience of mediations where bullying, harassment and discrimination concerns have been raised. Alison has delivered the Foundation training on an open and in-house basis and with excellent feedback



Dionne Dury

Dionne i Dionne is an accredited workplace mediator and conflict coach with over 11 years' previous experience as an employment lawyer. Dionne joined Resolution at Work in and now leads the South West region. Dionne has extensive experience delivering conflict resolution training, carrying out mediations (individual and group), conducting complex neutral assessments and workplace investigations. Dionne is a member of the CMC Employment and Workplace Group. She also sits on the Restorative Justice Bristol board.



## Course outline

The programme is delivered over five days which includes learning and assessment time

### Session 1

- Programme overview
- Learning and assessment cycle and giving and receiving feedback
- Effective listening
- Conflict resolution styles
- Mediation in context
- Definition and principles of mediation
- Empowerment principles
- Positions and interests and identifying interests
- Stages of a joint party mediation session

### Session 2

- Mediator summary
- When to summarise

- Working with discrimination between clients
- The exchange
- Building a way forward
- Asking the right question
- Clarifying assumptions
- Seating and room arrangements
- Balancing power

### Session 3

- Reframing
- What can happen in a conflict
- Managing escalation
- Challenging unacceptable behaviour
- Skills for moving things on
- Separate meetings during mediation meeting

- Acting impartially and avoiding discrimination

### Session 4

- Responding to angry behaviour
- Confidentiality guidelines
- Structure of initial client meeting
- Explaining mediation and other options
- Engaging clients in a meaningful choice of action
- Issues where mediation may be suitable
- Non-negotiable issues
- Guidance on additional client meetings

### Session 5

- Writing an agreement
- Assessed case studies

## Post training support & supervision

- It is vital that newly trained mediators critically evaluate their own performance through sharing experience and self-reflection. The programme encourages this from the start with completion of learning activity sheets for each module and feedback from those observing.
- There are various options with regard to how these practices can and should be continued post training. As an example, this could be achieved with the establishment of peer-group action learning sets.
- We can provide annual supervision and support services beyond the training programme. We have considerable experience of setting up and supporting in-house mediation schemes over many years including for example providing ongoing supervision / support to ensure continuing professional development for trained mediators. Typically this is likely to include an annual review meeting and mediator supervision sessions of up to two days in total throughout the year. The supervision sessions would include peer group discussion and learning from experience of mediations undertaken, an update/review of skills practice to further embed learning and/or additional skills development.
- For newly trained mediators we can also offer an ad hoc telephone advice line service for the first year to complement the support group and supervision. This could be used for mediators to speak to an experienced mediator for advice and support either pre or post a mediation or for urgent advice at any stage. This provides an opportunity for mediators to build up experience and confidence in practice in a supported way.

## What delegates have said about the course

“Fantastic, very informative, friendly and constructive. I really enjoyed the style of learning.”

“Fabulous support and really insightful feedback throughout the course... created a really positive and constructive learning environment in which I felt comfortable to reveal what I didn't know and to learn.”

“Really engaging presenter and some really good techniques for getting us all to bond together. The feedback was always constructive and given in a positive way to allow us to reflect and improve.”

## What clients have said about working with us

“The University has worked with Resolution at Work over a number of years. They have trained our internal mediators for student and staff matters and we have also used them for mediating and supporting particularly complex or challenging inter-staff matters. I have found their input to be helpful and worthwhile and to have consistently led to improved outcomes. I particularly value the consistency and thoughtfulness of Resolution at Work's input and how their independence from our organisation enables them to achieve more. I would recommend them to other organisations.”

Peter Eley, Deputy Director of HR, Bath University

“Of all the mediation training providers we contacted, your refreshing approach shone through. Where others sent a proposal, you insisted on visiting us to understand our challenges and culture. I believe this is why your bespoke accredited mediation training programme proposal addressed all our needs. You also made it clear that the best outcome for us held equal importance to you. You and your colleague worked hard to make our training programme relevant and valuable... Your lively style and patient support throughout kept everyone engaged. The many real-life examples showed us how to apply our new knowledge in everyday situations. All eight of our team who attended your course now feel comfortable to use mediation methods. This is demonstrated by the quick wins achieved much sooner than expected.”

Mark Hendy, Head of HR Operations, Shaw Healthcare