



Guided Coaching Syllabus, 2015

MEDIATION FUNDAMENTALS FOR THE HR PROFESSIONAL

BASIC COURSE INFORMATION

This 10 week cohort based course is offered by The HR Mediation Academy.

To contact an advisor please email: guided@hrmediationacademy.com.

COURSE DESCRIPTION

Prerequisite

There are no prerequisites for enrollment in this course although a background in or desire to advance in the field of Human Resources is highly recommended.

Overview of Course

Gain a conceptual understanding of mediation and the unique features of workplace mediation. Learn to distinguish between different kinds of conflicts in the workplace, specifically those that can be mediated internally and those that need outside, professional (or formal) mediation. Gain the skills to more effectively help employees resolve their conflicts in the workplace and advise senior management on the need to escalate to professional or formal mediation where appropriate.

Methods of Instruction

This class is taught online through video lectures, readings, moderated discussions, webinars/teleconferences, exercises, and practice opportunities.

Learning Objectives:

Resolving conflict between individual employees or with small groups of employees is critical in the modern workplace to prevent toxic workplaces and to empower employees to reach and connect with each other so that the company can fulfill its mission. On successful completion, participants will be able to:

- Describe the unique features of workplace mediation and how it differs from court and business mediation
- Define conflict as an inevitable feature of the workplace and distinguish between constructive and destructive responses to conflict

- Articulate which conflicts are suitable for internal mediation and which need the support of an external mediator
- Describe the five phase workplace mediation process including the importance of pre mediation meetings and follow up
- Demonstrate the ability to communicate with tact, to listen, to ask questions, to reframe, and to manage the communication flow in a manner that supports the emergence of a sustainable resolution
- Identify emotional states from reading facial expressions, body language and tone of voice, and use that information with tact to work with the emotional energy of the conflict
- Explore the mental models of employees and the assumptions they are making about one another and their motives, in a culturally sensitive manner
- Support the direct negotiation between employees in conflict and also support them explore the possibility of forgiveness
- Articulate the key postures of the mediation stance, such that you are able to mediate with ethical integrity in a workplace setting
- Demonstrate an ability to mediate workplace disputes

REQUIREMENTS

1. Read Peace at Work: The HR Manager's Guide to Workplace Mediation, John Ford, 978-0-9903355-2-8 The relevant chapters of the book are made available free.
2. Watch all the instructional video's provided.
3. Complete the exercises as prompted in the course materials.

COURSE MATERIALS ONLINE

Internal Workplace Mediation Training Modules

PDF: Welcome and overview

MP4: Welcome and overview

Module 1: The Context of Internal Workplace Mediation (36:01)

PDF: Chapter 1

PDF: Workbook Exercises, Conflict Management Check Up

MP4: Class Overview

MP4: Part 1 Basic Definition, Needs, Rights and Power, Three Process Choices

MP4: Part 2 Investigations, History of Conflict Management, Suitability, Reasons to Mediate

MP4: Part 3 The Five Stage Mediation Process

Module 2: The Mediator's Stance (51:14)

PDF: Chapter 2

PDF: Workbook Exercises, Beliefs and Values, Vision

PDF: Appendix 7 Model Standards of Conduct for Mediators

MP4: Class Overview

MP4: Overview of Mediator Stance

MP4: Part 1 Elements 1-3

MP4: Part 2 Elements 4-6

MP4: Part 3 Elements 7-9

Module 3: Conflict Resolution for Mediators (28:40)

PDF: Chapter 3

PDF: Workbook Exercises, Your own conflict

MP4: Class Overview

MP4: Part 1 Definition of conflict, emotional and cognitive elements, role of memory

MP4: Part 2 Behavioral element, Negotiation, Forgiveness

Module 4: Key Communication Skills for Mediators (16:23)

PDF: Chapter 4

PDF: Workbook Exercises, Listening, Framing Issues, Reframing

MP4: Class Overview

MP4: Part 1 Empathic Listening, Reframing, Asking Questions

MP4: Part 2 Assertion, Managing Flow

Module 5: Mediation Defined (8:50) (with 11)

PDF: Chapter 5

PDF: Workbook Exercises, Elevator Speech Description of Mediation

MP4: Class Overview

MP4: Part 1 Review of Definition of Mediation

Module 6: Convening, Room Set Up and the Opening Statement (28:31)

PDF: Chapter 6

PDF: Workbook Exercises Your Opening with ground rules

PDF: Appendix 1 Agreements to Mediate

PDF: Appendix 2 Sample Ground Rules

MP4: Class Overview

MP4: Part 1 Convening and Room Set up

MP4: Part 2 The Opening Statement

MP4: Part 3 The Agreement to Mediate

Module 7: The Education Phase (35:27)

PDF: Chapter 7

PDF: Workbook Exercises, Interruptions, anger, tears, asking for opinion

MP4: Class Overview

MP4: Part 1 Process overview and Perspectives

MP4: Part 2 Feelings and Thoughts

MP4: Part 2b Working with Emotions

MP4: Part 3 Needs

Module 8: The Option-Generation Phase (15:00)

PDF: Chapter 8

PDF: Workbook Exercises, The apology

MP4: Class Overview

MP4: Part 1 Process points, brainstorm, solutions where hurt

MP4: Part 2 Standard solutions

Module 9: The Negotiation Phase (16:32)

PDF: Chapter 9

PDF: Workbook Exercises, Mediation Preparation Worksheet

MP4: Class Overview

MP4: Part 1 The Negotiation Phase, Alternatives, Acceptable Standards

MP4: Part 2 Impasse

Module 10: The Closing Phase (12:29)

PDF: Chapter 10

PDF: Workbook Exercises, Draft an agreement

MP4: Class Overview

MP4: Part 1

Module 11: The Structured Caucus (5:37)

PDF: Chapter 11

PDF: Workbook Exercises, Your caucus rules

MP4: Class Overview

MP4: Part 1

Module 12: Application and Practice (3:47) (with 13)

PDF: Chapter 12

PDF: Workbook Exercises, Practice, Practice, Practice

MP4: Class Overview

MP4: Part 1

Module 13: The Future, Peace at Work (8:05)

PDF: Chapter 13

PDF: Workbook Exercises, Long and short term goals

MP4: Class Overview

MP4: Part 1

WEBINAR AND MODERATED DISCUSSION FORUM SCHEDULE

	Online Discussion Forum	Weekly Webinar
Week 1	Welcome and overview	Orientation Introductions and group agreements Course Outline
Week 2	Module 1: The Context of Internal Workplace Mediation Module 5: Mediation Defined Module 11: The Structured Caucus	Unique features of workplace mediation The five phase mediation process The Structured Caucus Suitability for internal mediation Reasons to Mediate
Week 3	Module 2: The Mediator's Stance	The Mediator's Stance <ol style="list-style-type: none"> 1. The Real You (self) 2. Relaxed and Calm 3. Open to subtle information and Feedback 4. Empathic Rapport Builder 5. Collaborative Process Guide, Not Decision Maker 6. Balanced and Omnipartial: Equally there for everyone 7. Keeper of Confidences 8. Respector of Differences 9. Inspiring Beacon of Hope
Week 4	Module 3: Conflict Resolution for Mediators Module 4: Key Communication Skills for Mediators	Key Mediation Skills Conflict Resolution Negotiation and Forgiveness Reading Emotions Empathic Listening Asking Questions Reframing
Week 5	Module 6: Convening, Room Set Up and the Opening Statement	Convening, Room Set Up and the Opening Convening Room Set up Agreement to Mediate Ground Rules The Opening Statement

Week 6	Module 7: The Education Phase	Education Phase: Sharing Perspectives Process Overview What happened: The Observations What they feel: The emotions What they think: Their assumptions What they want: Their needs Transitioning to Options
Week 7	Module 8: The Option-Generation Phase	Option Generation Phase Process Overview Brainstorming Standard solutions for perception of hurt Typical workplace issues Transitioning to negotiate
Week 8	Module 9: The Negotiation Phase	Negotiation Phase: Alternatives and Standards Process Overview Exploring Fairness Alternative Analysis Reality Testing Questions Power and Impasse
Week 9	Module 10: The Closing Phase	Closing Phase: Process Overview Documenting Agreements The Signing Ceremony
Week 10	Module 12: Application and Practice Module 13: The Future, Peace at Work	Peace at Work: Our, your future Opportunities Challenges Goals

GENERAL POLICIES

Students may miss up to 3 webinars and still get a certificate of attendance. Please notify us in advance of any known absences and communicate proactively about emergencies that impact attendance.

Student Disability Services:

Communicate proactively about any accommodations needed:
guided@hrmediationacademy.com