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## Description of preliminary education

# Mediation Practitioner training

Aimed at those who wish to work as mediators, facilitators and negotiators – where concerns, needs and interests are in focus

Conflict and cooperation are inseparable and two sides of the same coin.

Are the constant power struggles wearing you out? Do you spend too much of your time and energy tackling problems within your organisation? Do you wish you were better at getting people to cooperate in a diverse environment where differences of opinion matter?

When we know how to handle and resolve conflicts, everyday disagreements can be used constructively and innovatively, creating growth and hence ultimately an improved bottom line for our organisation. During this training, you will receive a copy of the book “Handbook of Human Conflict Technology”, written by Tina Monberg, who is also one of our course instructors.

People, companies and systems each have their own existential model of the world and of the way they see the world. Models vary a lot, depending on one’s values and upbringing. When our values are not the same, it can lead to conflict. We start arguing about who is right and who is wrong. These arguments typically end in a situation where there is a winner and a loser. Often conflicts lead to deadlock situations, when both parties base their argument on demands instead of interests and needs. Demands are fixed and rigid entities.

In mediation the focus is therefore on the needs and interests of the parties. Mediation is a method that is created for the purpose of resolving conflicts in a way that creates two winners. This is possible, because the method focuses not on right and wrong but rather on finding a solution safeguarding both parties’ needs. Instead of a fight, the process becomes a cooperation or joint effort between the parties.

Mediation is based on the principle that the parties understand their conflict better than anyone else. The parties themselves are there in the best position to resolve it. The mediator’s role is merely to guide the process until the parties come to understand each other’s situation. The focus of the parties shifts - from the past to the future and from demands to needs and interests. The aim of mediation is to find a solution to the conflict that safeguards both parties’ needs, while utilising the contrasts or disparities between the parties in a helpful fashion.

A mediator guides the mediation process as an impartial 3<sup>rd</sup> party to the conflict.

The mediation method is a process comprising 5 steps

1. The parties tell their story – open narrative
2. The interests and needs of the parties are identified – identification of the problem
3. Possibilities and solution models are constructed – brainstorming
4. An agreement is constructed and built up – negotiation
5. The agreement is executed – action plan



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Mediation is also a process that can be used in decision-making – where several people in a defined and open process can express their respective needs, interests, concerns and approaches and, through cooperating with one another, can achieve the best possible agreement or action plan.

In the workplace, mediation has become *the* tool for problem-solving, especially in flat organisational structures, matrix organisations, autonomous teams and merger situations, as well as in situations where employees expect being included in decision-making processes. Thus, mediation is used in all situations where there is a need to resolve a conflict or a problem in a facilitated decision making process establishing a win-win situation. .

### **Target group**

Managers and others who:

- would like a tool for resolving conflicts in a way that results in 2 winners
- would like to use conflicts constructively, thereby benefiting from the diversity out of which the individual conflict originally arose
- know that each decision they make on their employees' behalf sets them back a step
- have acknowledged that they do not possess the requisite specialist knowledge for making all possible decisions
- often find themselves in conflict situations that require them to help resolve conflicts by way of coaching without taking the responsibility away from the employees
- wish to focus on needs and interests in negotiations

The training is well-suited to executives, managers, human resource managers, project managers, development managers, consultants, members of work councils, union members, and others who act as middle men or mediators within personnel groups, companies or organizations.

### **Preliminary education – content and form**

The preliminary education is divided into 2 modules – comprising 40 contact hours all in all.

There is some course preparation required, in the form of reading the book “Handbook of Human Conflict Technology”, written by mediator, psychotherapist and lawyer, Tina Monberg. This training course is a prerequisite to the post-graduate course ‘Mediator Master Practitioner’, which concludes with an examination and potentially certification

Module I – 3 days from 9.00 am until 4.30 pm

Module II - 3 days from 9.00 am until 4.30 pm

The teaching method adopted is a theoretical grounding, followed by putting theory into practice by way of role-plays, where the participants play the roles of parties and mediator. This is the ideal way to learn what mediation is about. Moreover there will be communication and negotiation exercises as well as various short video presentations. Participants will have the chance to work on themselves and get feedback from their fellow participants, as well as from the instructor, considering themselves as conciliators and mediators.



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### Contents of module I - 3 days

- Studying the mediation process and the negotiation tools on which mediation is based.
- The difference between demands, interests and needs
- What are conflicts? Studying the conflict staircase
- Power, rights and interests
- Feelings and defense mechanisms in the mediation process
- What is required to create win-win situations?
- Communication in the mediation process – including listening and inquiry techniques
- Where can the mediation process be used?

### Contents of module II – 3 days

- Forms of mediation
- Ethical guidelines for mediation
- The tools for mediation
- Appreciative Inquiry in the mediation process
- The terms and conditions for using mediation
- Mediation in the future

### **Benefits**

Participants will acquire:

- Training in the role of mediator – to assist in resolving a conflict between two or more parties
- Training in the role of supervisor - to coach colleagues and co-workers in relation to conflicts
- Skills in conflict resolution that can be used in the capacity as manager
- A changed negotiation style achieving enduring results with a win-win way of thinking.

### **Time**

The training is divided into two modules – occupying 6 days altogether.

### **Enrolment and additional information**

Additional information regarding the contents of the course can be obtained upon request from Tina Monberg, either via telephone on 70 25 82 28 or via mail [mail@mediationcenter.dk](mailto:mail@mediationcenter.dk).



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## Course instructors

**Tina Monberg:** My background as a qualified solicitor, psychotherapist and corporate lawyer has given me a unique insight into the potential for mediation. After my mediation training mediation at Harvard Law School, I became a coach and trainer for mediators. My three mediation books which contain strategies for conflict resolution are a result of my experiences and the techniques I have developed. I do not believe that individuals themselves turn problems into conflicts. Rather, it is the social conventions and behavioural frameworks we operate in, which escalate problems to undesirable conflict levels. By understanding and adapting these frameworks, it is possible to bring people together to cooperate and eliminate the fear which lies at the centre of all conflicts.



**Pia Justesen:** I am a lawyer specialising in employment law and corporate social responsibility (CSR). I have a research background and a PhD in international human rights and social responsibility. I believe in decency and orderliness as fundamental values – both with regard to personal relations and business conduct. After graduating as a mediator with mediationcenter a/s I have experienced mediation as a very valuable way of solving conflicts. I truly believe that individuals involved in a conflict are the best to find a good solution.



**Mette Jacobsgaard:** My academic background is in law, LLM and M.Phil in social and political science from Cambridge University, UK. I have 27 years of work experience living and working in Europe, Asia and Africa. My specific interests are in communication and collaboration between peoples of diverse cultural backgrounds as well as systemic conflicts arising from work with multiple realities. I am a member of the NTL Institute for Applied Human Behavioural Science and work specifically with Appreciative Inquiry, systemic thinking, group dynamics and social constructionism. When different cultures meet different and often conflicting assumptions are tested.

