

CONTENTS

About the author	ix
Introduction	xi
What this book will do for you	xi
What this book will do for the people around you	xiv

PART 1 THE THEORY: UNDERSTANDING CONFLICT RESOLUTION

1	What you need to know about conflict	3
2	The language of early conflict resolution	11
3	Mediation: What it is and why it works	17

PART 2 THE PRACTICE: THE 7 PRINCIPLES OF EARLY CONFLICT RESOLUTION

4	Principle 1: Acknowledge the conflict	33
5	Principle 2: Take control of your response	41
6	Principle 3: Apply the resolution framework for difficult conversations (Stage 1)	47
7	Principle 3: Apply the resolution framework for difficult conversations (Stage 2)	69
8	Principle 4: Manage the resolution – the soft mediation assignment	95
9	Principle 5: Build a culture of early conflict resolution	105

- 10** Principle 6: Walk the walk – using conflict resolution tools in everyday life 155
- 11** Principle 7: Engage the safety net – what to do when informal conflict resolution doesn't work 161

PART 3

MAKING A SUCCESS OF CIVIL, COMMERCIAL OR EMPLOYMENT MEDIATION 169

- 12** Getting the mediation process off the ground 171
- 13** Preparing for mediation 177
- 14** Becoming a mediator 185

APPENDICES 189

- Appendix 1:** Employee questionnaire 189
- Appendix 2:** Director/team lead questionnaire 193
- Appendix 3:** Head of legal/HR/finance questionnaire 197
- Appendix 4:** Client/stakeholder questionnaire 203

- Index 207