

**Today's goal:**

You will leave with an understanding of what a mediator does, the mediation process, your working style and a tangible goal for improving the way you communicate with one person in your life.

**What is Mediation?**

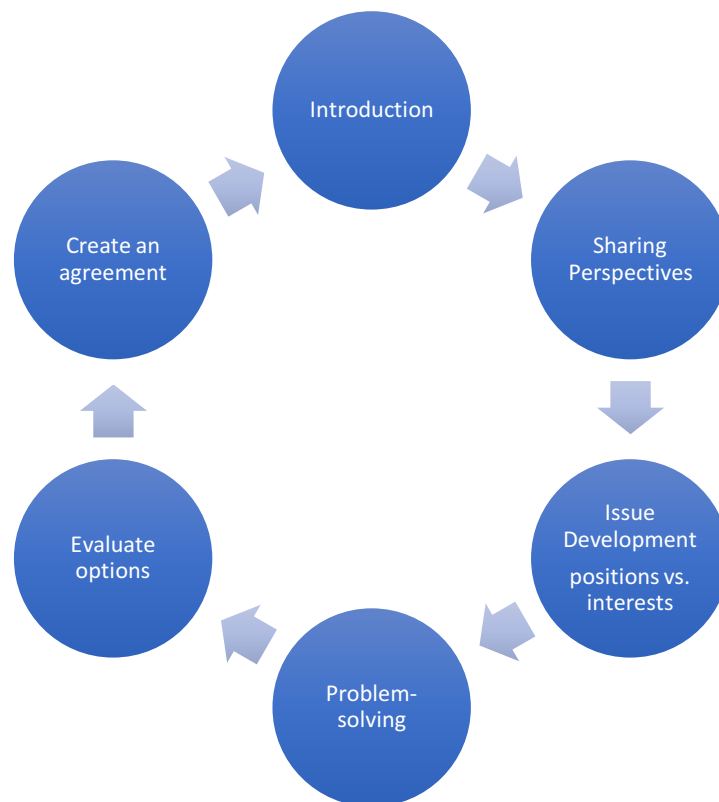
Mediation- intervention between conflicting parties to promote reconciliation, settlement or compromise.

**What is the role of the Mediator?**

Neutral party who facilitates a conversation between two people having a dispute. The Mediator is in charge of the process, the disputing parties are in charge of the content.

**What is the Mediation Process?**

Introduction, Sharing Perspectives, Issue Development, Problem Solving, Evaluating Options, Agreement.



**Introduction-** Setting the tone and expectations for the session; building trust, outlining what will happen and clarifying your role as facilitator, not judge.

**Sharing Perspectives-** Each person shares their side of the story without interruption.

**Issue Development-** We decide on the two or three items gleaned from the sharing, then assist parties in discussing and working through each issue.

**Problem Solving-** Supporting the parties in creating and exploring ideas and possibilities, finding common ground.

**Evaluate Options-** Decision-making time; parties are deciding how they will move forward.

**Create an Agreement -** The mediator writes down what they agree to do to move forward. Both parties sign and each get a copy. Agreements must be specific enough so the parties can be held accountable.

### **What are the qualities of a mediator?**

Neutral.

Listens without judgement.

Provides a safe space where both parties feel equally trusted and heard.

Present in the moment ready to listen.

Comfortable with not knowing the outcome but committing to the process.

Able to read body language and respond accordingly.

Mediators **do not give advice.**

Mediators **do not pick sides.**

Mediators **do not make decisions or suggestions.**

Mediators ask questions and facilitate a conversation between two people in conflict.

Mediators focus on the future. What do you want to happen? What will it take to get there?

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Mediation is a fantastic tool for helping others communicate, but what if we could wipe out the need for mediation by providing self-awareness training for everyone in the workplace?

If we could all learn to check ourselves before making assumptions, jumping to conclusions and reacting, I think conflict would happen less often and our communication with those around us would greatly improve.

### **WHAT IS YOUR WORKING STYLE?**

Analytical

Amiable

Driver

Expressive

### **Working style Quiz**

Identify your working style on the handout.

Discover strategies for communicating effectively with working styles different from your own.

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## WORKING STYLE QUIZ

The purpose of this quiz is to get some idea of your dominant working style. There are no wrong answers in the quiz, and several of the choices may appeal to you because your style is a combination of styles. For the purposes of this quiz, please read each statement and order your responses 1, 2, 3 and 4 with **1 being the response that BEST describes you** and **4 being the response that LEAST describes you**.

1. When performing a job, it is most important to me to:
  - a. \_\_\_\_\_ do it correctly, regardless of the time involved.
  - b. \_\_\_\_\_ set deadlines and get it done.
  - c. \_\_\_\_\_ work in a team, cooperatively with others.
  - d. \_\_\_\_\_ demonstrate my talents and enthusiasm.
  
2. The most enjoyable part of working on a job is:
  - a. \_\_\_\_\_ the information you need to do it.
  - b. \_\_\_\_\_ the results you achieve when it's done.
  - c. \_\_\_\_\_ the people you meet or work with.
  - d. \_\_\_\_\_ seeing how the job contributes to future progress.
  
3. When I have several ways to get a job done, I usually:
  - a. \_\_\_\_\_ review the pros and cons of each way and choose.
  - b. \_\_\_\_\_ choose a way that I can begin to work on it immediately.
  - c. \_\_\_\_\_ discuss ways with others and choose the one most favored.
  - d. \_\_\_\_\_ review the ways and follow my "gut" sense about what will work best.
  
4. In working on a long-term job, it's most important for me to:
  - a. \_\_\_\_\_ understand and complete each step before going to the next step.
  - b. \_\_\_\_\_ seek a fast, efficient way of completing it.
  - c. \_\_\_\_\_ work with others in a team on it.
  - d. \_\_\_\_\_ keep the job stimulating and exciting.
  
5. I am willing to take a risky action if:
  - a. \_\_\_\_\_ there are facts to support my action.
  - b. \_\_\_\_\_ it gets the job done.
  - c. \_\_\_\_\_ it will not hurt others' feelings.
  - d. \_\_\_\_\_ it feels right for the situation.

## WORKING STYLE QUIZ SCORE SHEET

Enter the numbers for each letter by question and add up the columns.

1.	a. _____	b. _____	c. _____	d. _____
2.	a. _____	b. _____	c. _____	d. _____
3.	a. _____	b. _____	c. _____	d. _____
4.	a. _____	b. _____	c. _____	d. _____
5.	a. _____	b. _____	c. _____	d. _____
<b>TOTAL:</b>	<b>a.</b> _____	<b>b.</b> _____	<b>c.</b> _____	<b>d.</b> _____

Your **LOWEST** score is your dominant style:

- A.** Analytical
- B.** Driver
- C.** Amiable
- D.** Expressive

## CHARACTERISTICS OF DIFFERENT WORKING STYLES

<p style="text-align: center;"><b>Analytical Style</b></p> <p>Cautious actions and decisions. Likes organization and structure. Dislikes involvement with others. Ask many questions about specific details. Prefers objective, task-oriented environment. Wants to be right and therefore relies too much on data collection. Works slowly and precisely, alone. Seeks security and self-actualization. Good problem-solving skills.</p> <p style="text-align: center;"><b>NEED: To be right</b> <b>Orientation: Thinking</b> <b>Back-up Style: Withdraw</b></p>	<p style="text-align: center;"><b>Driver Style</b></p> <p>Firm actions and decisions. Likes control. Dislikes inaction. Prefers maximum freedom to manage self and others. Cool and independent, competitive with others. Low tolerance for feelings, attitudes and advice from others. Works quickly and impressively alone. Seeks esteem and self-actualization. Good administrative skills.</p> <p style="text-align: center;"><b>NEED: Results</b> <b>Orientation: Action</b> <b>Back-up Style: Autocratic</b></p>
<p style="text-align: center;"><b>Amiable Style</b></p> <p>Slow at taking action and making decisions. Likes close personal relationships. Dislikes interpersonal conflict. Supports and “actively” listens to others. Weak at goal setting and self-direction. Has excellent ability to gain support from others. Works slowly and cohesively with others. Seeks security and a sense of belonging. Good counseling skills.</p> <p style="text-align: center;"><b>NEED: Personal security</b> <b>Orientation: Relationships</b> <b>Back-up Style: Acquiesce</b></p>	<p style="text-align: center;"><b>Expressive Style</b></p> <p>Spontaneous actions and decisions. Likes involvement. Dislikes being alone. Exaggerates and generalizes. Tends to dream and get others caught up in dream. Jumps quickly from one activity to another. Works quickly and excitedly with others. Seeks esteem and a sense of belonging. Good persuasive skills.</p> <p style="text-align: center;"><b>NEED: Personal approval</b> <b>Orientation: Spontaneity</b> <b>Back-up style: Attack</b></p>

# DRIVER STYLES

Characteristic Phrases:

“Get to the point”

“What's the bottom line”

Nothing ventured, nothing gained”

“Strike while the iron is hot”

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## Tools for interacting with Drivers

### **How to encourage problem-solving:**

- Praise their problem-solving skills
- Directly request specific help
- Challenge their limits of ability
- Give them a special problem to solve

### **How to approach them with details:**

- Show how the detail relates to the whole
- Make details impact measurable and important to their interests

### **How to communicate with them:**

- Direct, succinct
- Ask for their opinion first, then give yours
- Be specific and objective, but not detailed or unfeeling

### **How to give them instructions:**

- Briefly, concentrate on big picture
- They catch on quickly, but may forget details; may need to remind them
- Ask for their comprehension, only once

### **How to guide them:**

- Use minimal routine supervision
- Spot check at stated critical times
- Lead by example
- Ask them for improvements along the way

### **How to present change to them:**

- Show how change will benefit them
- Present in context of overall plans

# EXPRESSIVE STYLES

Characteristic Phrases:  
"Isn't this a great day?"  
"Hi, what's new with you?"  
"You can do it!"  
"This is exciting!"

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## Tools for Interacting with Expressives

### **How to encourage problem-solving:**

- Relate the problem to people, social and personal areas
- Encourage team approach
- Encourage brainstorming

### **How to approach them with details:**

- Relate details to people
- Give them freedom to team up with someone to do details
- Concentrate on conceptual framework

### **How to communicate with them:**

- Use friendly persuasion with personal examples to gain trust
- Open conversations with small talk
- Ask if they understand why

### **How to give them instructions:**

- Face to face and verbalize any written instructions
- Follow through with periodic checks
- Ask if they understand what you mean

### **How to guide them:**

- Use a camaraderie team approach
- Check in frequently
- Tell them of a new idea or project

### **How to present change to them:**

- Show them how change will benefit people
- Ask for their "feeling" on the change
- Phrase the change in relationship to future opportunities

# AMIABLE STYLES

Characteristic Phrases:

“Peace at any price”

“Sure, I'd be happy to”

“One day at a time”

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## Tools for Interacting with Amiables

### **How to encourage problem-solving:**

- Ask them to draw up an overall plan
- Put their attention on researching the most appropriate solution
- Avoid pressuring for quick solutions

### **How to approach them with details:**

- Lay out entire plan, show what accuracy is expected and why
- Explain thoroughly what's to be done
- Allow ample time for completion

### **How to communicate with them:**

- Use a casual, serene approach
- Avoid rushed exchanges
- Calm and casual

### **How to give them instructions:**

- Methodically walk them through directions and give examples
- Explain what is expected and when
- Be sure the deadline is understood

### **How to guide them:**

- Use a written plan of action
- Monitor their progress or regularly scheduled visits
- Give them sufficient absorption time

### **How to present change to them:**

- Develop plans in steps and phases
- Present the plans well in advance of the intended date of change
- Ask if the change is “reasonable”



# ANALYTICAL STYLES

Characteristic Phrases:

"If you can't do it right, don't do it at all"

"If you want it done right, do it yourself"

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## Tools for Interacting with Analyticals

### **How to encourage problem-solving:**

- Appeal to their well-developed reasoning abilities
- Ask them to set up a systematic approach, finding all the loopholes

### **How to approach them with details:**

- Present in a factual, logical order
- Assist them in gathering data they'll need
- Back up your requests with objective rationale and purpose

### **How to communicate with them:**

- Use a direct, clear approach
- Refer to standards and accepted protocol
- Give them proper respect to position
- Avoid personal criticism

### **How to give them instructions:**

- Use detailed written instructions backed up with opportunity to ask questions
- Repeat instructions and ask if they have questions

### **How to guide them:**

- Use the accepted standards and procedures they have been trained to use
- Praise and validate them frequently
- Monitor progress regularly

### **How to present change to them:**

- Approach the change analytically
- Appeal to sense of reason
- Give evidence of benefits and reassure them they have support