

Third Sector Mediation Case Study 1

Performance issues

Andrew had worked for a small charity for around three years. His manager, Charlotte, had always had problems with his work resulting in extending his probationary period and then taking performance management action.

Charlotte felt that she had to highlight what she considered to be Andrew's deficiencies and Andrew hated being performance managed and, as he saw it, micro-managed. He also felt that Charlotte undermined him all the time in front of clients and other team members.

Communication between the two had become a major challenge and latterly they had avoided it wherever possible. Charlotte suggested mediation as a way of helping them to communicate more effectively and to resolve some of the major issues between them.

Charlotte and Andrew welcomed the opportunity to discuss the various issues in a safe space. The confidentiality of the process also allowed discussion around health issues which had not previously been discussed and which helped a shift in both their attitudes. They were able to agree a number of changes to their working practices and acknowledged that the mediation had started them off on a process of communication and problem-solving which had previously proven a challenge for both of them.

Charlotte commented that the mediation gave herself and Andrew the space to talk through and reflect on their difficulties when working together and would recommend it to other managers who are struggling to deal with similar issues.

Engaging Positively with Conflict