

Third Party Interventions

- Third Party Interventions focus on conflicts arising between two or more people within the same organisation
- Arise on account of:
 1. differences in personality,
 2. task orientation,
 3. goal independence,
 4. perception among group members,
 5. competition for scarce resources,
 6. work methods,
 7. pay rates,
 8. conditions of employment, etc.

When Is Third Party Intervention Useful?

- When passions are high and the parties are deadlocked, third-party intervention is the only way to get negotiations back on the track
- It is appropriate when negotiators believe they can no longer manage the situation on their own
- When patterns of behavior are hard to change
- When there is potential for violence
- When the parties aren't able to clarify the basis of the conflict
- When the parties in conflict request a third party

Benefits of Third-Party Intervention

- Creating breathing space or a cooling-off period.
- Reestablishing or enhancing communications.
- Refocusing on the substantive issues.
- Remediating or repairing strained relationships.
- Establishing or recommitting to time limits and deadlines.
- Salvaging sunk costs.
- Increasing levels of negotiators satisfaction with and commitment to the conflict resolution process and its outcomes

What Do Third Parties Do?

- There are three general types of third parties:
 1. arbitrators,
 2. mediators and
 3. facilitators.
- They differ in terms of:
 1. the degree of control they have over the settlement terms,
 2. their role in the negotiation or conflict dialogue process, and
 3. their knowledge of the issues in dispute.

Arbitration

- Arbitration resolves a disagreement by having a neutral third party impose a decision
- There are several forms of arbitration
 - **Voluntary arbitration** – parties are not required to comply with the decision
 - **Binding arbitration** – parties are required to comply with the decision
 - **Interest arbitration** – a new contract is submitted
 - **Grievance arbitration** – refers to decisions about the interpretation of existing contracts

Mediation

- Mediation is the involvement of an impartial third party in an existing dispute between two or more persons in which the mediator facilitates the communication between the parties and promotes the use of constructive conflict management behaviors.

Facilitation

- **Facilitation** is a process by which a third party helps to coordinate the activities of a group, acts as a process facilitator during meetings, or helps a group prevent or manage tension and move productively toward decisions.

When Mediation is Appropriate

- A skilled mediator is present
- Participants are willing to mediate
- Extremely destructive relational patterns are absent
- The balance of power between the parties is relatively equal
- There are incentives to parties to try and make the situation better and/or to solve the problem(s)

Mediator's Job

- A mediator has two general roles:
 - Facilitates communication by helping the parties talk together effectively
 - Encourages the parties to use constructive, integrative conflict management behaviors