

DISCLOSE

Encourage each party to share the impact of the current situation on them personally.

On a scale of 1–10 (1 being damaging and 10 being ideal), how would you rate the relationship currently?

What events or behaviours are making you feel that way?

Was there a time when you had a different view of each other?

DISCUSS

Explore through discussion each employee's view of what they have heard, what they have learned and how that makes them feel.

As you listened to the other employee's comments, what did you hear that was new or different?

What, if anything, would you like to ask the other party?

What do you think the other party needs to hear from you (or you from the other party)?

DISAGREE

Appreciate that they may disagree on what is right or wrong and that the intention of mediation is to understand the situation from each other's perspective.

What might help the other party understand you and your concerns?

How do you think your behaviour has affected the other person?

With the benefit of hindsight, how might you have behaved?

DISCOVER

Where are their points of disagreement and agreement? Where are the intentions or goals the same and what do they have in common?

Where do you disagree and how can you accept this?

Where do you agree and how can this help?

What do you think would make the biggest difference in your relationship?

While there have been mistakes made, are you willing to put those behind you to work together effectively?

DETERMINE

Discuss what the potential next steps could be. Regardless of what might be agreed, challenge the employees to consider what the options could be and offer suggestions. Encourage them to be creative about what a positive future could look like and what positive steps they can commit to. Determine an agreed plan of action, if possible.

How can you work together more effectively?

What would you be willing to commit to, to support a better working relationship?

What would a healthy way forward look like to you?

How will you know that this relationship is improving?