

Read "Onstage with labor mediators: some tactics of impression management" by Deborah M Kolb with Rakuten Kobo.

The parties possess more information than the mediator about their dispute and hold the key to its resolution or eruption. The mediator lacks formal authority to induce settlement and may be at risk even in making recommendations. His efficacy is thought to be related, therefore, to the perceptions the disputants have of him: But these attributes, desirable as they may be, come to naught if they cannot be observed and appreciated by the disputants. Such attributes must be enacted; they will not be assumed. To enact these, the mediator must use tactics that foster impressions favorable to the pursuit of his objectives and obscure those less favorable. Interactions have an instrumental dimension, the ostensible purpose for their occasion and an expressive one, the symbolic communications, either controlled or unintentional, that accompany the purposive actions. Potentially problematic in this regard is the ambiguous and fluid character of interactions. Information is always available to interactants from which impressions about an actor and his performance may be judged. Some impressions support a particular claim while others may discredit it. Thus interactants attempt to exercise at least partial control over the expressions they give such that the discrepancy between the impressions they want to convey and those received by an audience is minimized. Only the latter three are discussed here. In particular, mediators must be acceptable to the parties. Acceptability is an amorphous trait, partially a result of prior reputation and standing, but also developed by tactics designed to win the "trust and confidence" of the parties. Our understanding of these tactics is, however, limited and superficial. Researchers in their press to understand better the decisionmaking calculus of strategic usage, tend to emphasize substantive strategies over those that are more expressive in character. In one sense then, the findings reported here extend and fill a gap in our knowledge about this battery of strategies largely unexplored in practice. In addition, this study treats such strategies not as a prelude to more "active" ones, but as integral, complementary and a necessary condition for any successful enactment of more substantive strategies. The observation and accounts by mediators of these impression management tactics constitute a special category of data, namely the description of practices that are so instinctive and taken for granted that mediators are often not consciously aware of their use. In other words, mediators did not point them out to me as recognizably important to their practice, but once identified. It was through the observation of recurring patterns that these tactics were noticed at all, which then made it possible to check the observations with the mediators for verification and intent. For example, one mediator was continually interrupted and called away from meetings to answer telephone calls. I asked him why, since he was away from the office, he wanted to be bothered by the interruptions. He responded that he liked to be on top of his caseload and then, hesitating, said, "Besides, it shows these folks that I am in demand. It is well accepted that mediators develop distinctive styles of mediating, a fact that gives mediation its trademark as an art. In the domain of impression management, this seems particularly true. All the mediators used impression management techniques. Some used more than others. A few of the tactics were used by only a few mediators and others were more generally employed. Some techniques require "props" and mediators had differential access to such resources. Finally, the management of impressions, as an ongoing activity and basic trait of interaction suggests that such expressive control occurs continually at many levels, verbal and non-verbal. The analysis presented here should be read, therefore, as only a scratch on the surface, suggestive of the variety and range of the techniques employed.

### Tactics of Impression Management A. Appearance

Appearance is that part of "personal front" that tells a particular audience about the mediator his attributes, motives and qualifications. Certain attributes are "given off" in manners of dress, style and office decor, while others have to be verbally identified. For example, mediators display aspects of their professional and social status by showing their position in the labor relations community and of their capability, by making various aspects of their knowledge and expertise visible. Showing themselves as members of the Industrial Relations IR Community

When a mediator employs this tactic, he calls attention to information that can only be obtained by being hooked into the local IR grapevine. By use of this tactic, mediators hope to show, by association, that they are people who can be

trusted The technique may be used in a variety of ways. One mediator started off every meeting by turning to the spokesman with some piece of "gossip" about a mutual acquaintance. The person mentioned is presumably known to both the mediator and the spokesmen by virtue of their membership in the loose, but real local IR community. Such an opportunity to impress may surface when a name is mentioned in the normal course of discussion. The mediator can show he knows the person, has worked with him and what is more, they have a working relationship. Oh you know Dick Jones. Tidbits about plant shutdowns, strikes and settlements, particularly if they are mentioned before they become common knowledge, are also presented. The audience, for these displays of "connections", are committee spokesmen, particularly those that are considered "pros" by the mediator. For pros, such tactics reaffirm the joint membership they and the mediators have in the community. For spokesmen unfamiliar to the mediator, the allusions identify the mediator, by associating as a member of the same fraternity. To employ these tactics requires, of course, membership in this community. Mediators familiar with the locale in previous occupational capacities have an edge, but to continually benefit from the "grapevine link" 5 requires that these relationships be maintained by participation in community activities — award dinners, Christmas parties and conferences and by teaching at local programs. Such maintenance is uneven among the mediators studied. Displaying "intimate but well founded" knowledge about Industrial Relations The display of local gossip demonstrates familiarity with the local scene, whereas knowledge about industrial relations concerns "macro" issues — settlement trends in wages and fringes, standard contract language, public policy. This type of knowledge is directly applicable to one of the mainstays of the process — helping the parties to face reality by identification of the ways particular proposals are at variance with trends. However, the contribution of such information serves as well to show the mediator as an "expert" well informed and therefore capable of making such Interventions into the dispute in the first place. Knowledge about trends and practices are acquired from direct experience and by perusal of secondary sources. Through participation in other cases in a given locale, with particular occupational groups and in certain industries, mediators implicitly develop standards about settlement trends that enable them to comment when a proposal is presented, "That is way out of line with the other settlements I have been getting. A party who has done his "homework" may challenge the presentation of the mediator and destroy the impression being fostered. Such a situation arose when a mediator tried to convince a town negotiating committee to pay an EMT stipend. The mediator replied, "You are looking at the wrong cities and towns. In addition and less likely to be challenged, knowledge about trends and practices can be acquired from secondary sources such as Bureau of National Affairs publications, national and local statistical surveys and relevant journals. Data gleaned from these sources can be displayed at appropriate times to demonstrate the variance of a proposal from a norm. You are asking for another holiday? You already have one above the average. Such a comment may be low on empathy with the unique circumstances of a case, but it does demonstrate to the parties that the mediator is well informed. I keep up to date on these trends. It helps me if I can bring out these numbers. They have to think I know what I am talking about. The ability to display expert knowledge depends in part on the resources available, the presence of the secondary sources themselves, and then the time and proximity to the materials to read them. Displaying Unusual Skills Arithmetic conversion of demands into dollar and cents presumably helps the parties appreciate the choices they have to make. Not all mediators are adept at making these conversions, but those who are take ample opportunity to display their prowess. Let me think for a minute. In fact, though mediators are explicitly precluded from playing a "policeman" role in the implementation of the guidelines, they continually introduce them into the proceedings and in so doing call attention to their skill. Bear that in mind. Dramatic Realization Dramatic realization practices highlight activities that might otherwise be obscure or hidden. Many activities the mediator performs in a case are done outside the physical presence of a particular audience. Such activities would go unnoticed unless identified by the mediator. Similarly, details of a recent success or even an old glory, brought forth almost as evidence of a proven track record, serve to build and reinforce impressions of competence. Making the Invisible Visible In the normal course of a case, a mediator as "message carrier" will report to a committee what he has said and done in a caucus with the other committee. These reports provide occasions for mediators to paint themselves in colors of their choosing. For example, in transmitting a counter-proposal, mediators

have the opportunity to describe the part they play in terms that are more active, grandiose, and successful than is usually the case. Listen, I told them to drop some of the language items. I got them to reduce their 30 issues to 16 and really it is down to only 2 or 3 items. I was very firm about it. That wage offer is crazy. I told them that. Such portraits of actions foster the impression that the mediators are busily and actively working on behalf of the party one at a time in the interests of settlement. In each of these examples, the renditions presented were at variance with the reality. The mediator in the first example had not accomplished such a diminution of the proposal nor had the second mediator been quite as firm as he claimed. Discrepancies between presentations and reality are endemic to impression management and problematic only if they are discovered or if they harm which they occasionally do the interests of the parties. Showing Other Successful Activities If the activities of mediators in a given case escape notice, those on other cases are totally obscure. Hence mediators frequently refer to the "case I was on last night". Such references may be introduced to lend support to a procedural suggestion a mediator makes. I think we ought to meet together on just this one issue – break it apart from the others. I used this approach last night in Smithtown and it was the thing that broke the deadlock and got us going. I heard that ABC trucking settled at 7. That was really something. Were you the yeoman on that? You know this agency is the best one going. Illumination of successful cases, particularly if they occurred "last night" have the added advantage of conveying to the parties how busy and in demand the mediator is. Interruptions for phone calls, a full calendar and a visible stack of phone messages were other similar practices observed. Mystification Mystification devices are used to create an aura about a person and his activity that suggest he possesses distinctive competencies not available to the ordinary layman.

### 2: New Jersey State Board of Mediation | Arbitration

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Mediation here are mainly commercial or family disputes which are conducted on a purely voluntary basis. On average, the CPLC is receiving mediation cases per month. Over the past year, several cases that involved foreign parties were settled in Pakistan using international mediation. The main areas of dispute which go to mediation Currently, the most commonly referred mediation cases are for commercial disputes. By far, most of the disputes within the Pakistani Ismaili Community end up being settled by mediation. There has also been a rise in the disputes being referred to the CPLC for mediation. These include the likes of site visits, preparation of the summaries to be submitted to the mediator, drafting the opening statements, phone calls of both a solo and conference nature, the finding and assessing of the best and the worst alternatives to negotiating agreements, etc etc The structure of the mediation process in Pakistan The typical steps a mediator will take in preparing for a proceeding include the initial contact, the signing off of the mediation agreement, briefing and assisting the parties in their preparation and scheduling the time and the date for the mediation session. The structure of a mediation proceeding is as follows; The preparatory stage The joint meeting at the opening stage A private or caucus meeting during the exploration phase A joint meeting during the bargaining phase The joint meeting during the concluding phase A typical day of mediation will last between hours including breaks for prayers, may well involve more than one sitting and could take up to 3 or 4 days of sittings in order to reach the conclusion. Mediation styles in Pakistan The styles of mediation can range from facilitative and process focused to the content focuses and evaluative. In other words, mediation styles differ greatly between mediators. Mediators will use a combination of caucus or private and joint sessions during the mediation process. The choice of the joint or private sessions very much depends are how far the parties are from the potential zone of agreement. Co-mediation proceedings in Pakistan It all depends on the parties whether a co-mediator is used and a mediator may suggest this possibility either before or after the mediation has commenced. Co-mediation costs more and for this reason the majority of parties chose not to use it. There are no restrictions on who parties can invite to the mediation sessions in terms of tax consultants, advocates etc. Most of the lawyers who have chosen to be present during the opening phase will opt to leave their clients with the mediator to continue the process without them. They tend to rejoin the process later down the line once the court work has been concluded or when their parties request their presence. There is no bar in place on the calling of witnesses and experts to the mediation sessions. Nether published or reported information is readily available regarding any companies having a dispute management system in place for the resolution of conflicts relating to employment matters or anything else. The model articles of association of an LLC, Limited Liability Company, that were published by the Securities and Exchange Commission of Pakistan have a clause relating to dispute resolution which refers potential disputes between directors, management and shareholders to mediation. The rising popularity of mediation clauses in Pakistan The popularity of mediation clauses is rising all the time in regards to the drafting of contracts. At present there is no special requirement for an mediation clauses nor any court decisions which refer to any escalation clauses. There is no legal requirements pertaining to the contents of a settlement agreement between the parties and mediator. The parties are under no obligation to conclude the agreement between the parties and the mediator or between the parties involved and they are free to finish the mediation with or without a settlement. The mediation centers, however, do fix their own fee schedules.

### 3: Required Basic Arbitrator Training | [www.enganchecubano.com](http://www.enganchecubano.com)

*Excerpt from Onstage With Labor Mediators: Some Tactics of Impression Management Data for this analysis come from an ethnographic study of labor mediators who work out of a field office of the Federal Mediator and Conciliation Service (fmcs).*

Whether the parties are negotiating their first contract or their tenth, there are times when the assistance of a mediator makes the difference in reaching an amicable settlement. SERB mediators have promoted collective bargaining relationships in every county in Ohio. Day and night, weekdays, holidays, or weekends, they provide mediation services to public sector employers and unions in Ohio. Even at impasse, parties are sometimes reluctant to ask for the help of a neutral. State law calls for the automatic assignment of a mediator 45 days before a collective bargaining agreement or reopener expires, or 45 days before expiration of the day negotiating period for first-time negotiations. The parties can request an earlier assignment of a mediator by mutual agreement. Parties can use mediators at any time: Opting out of the statutory dispute settlement procedure Ohio Revised Code Section Even when parties adopt mutually agreed-upon dispute settlement procedures, SERB mediators can be assigned. Just specify in your contract or in your ground rules that SERB is one of the agencies that the parties may contact for mediation assistance. If there are pending grievances or unfair labor practice charges at the time of your negotiations, we are happy to assist in resolving all issues in dispute in addition to the issues in negotiations. For parties who want to commit the time and energy, our mediators will offer training in interest-based bargaining IBB or modified traditional bargaining MTB and facilitate the actual negotiations with the parties as needed. This program is geared toward employers and unions who value their relationship and do not want traditional bargaining to jeopardize that relationship. IBB builds on the relationship established in labor-management committees and uses many of the same techniques – brainstorming, consensus building, and listening. MTB is very similar to IBB but may include more traditional features such as caucuses and chief spokespersons. Trading items to reach agreement is discouraged. The focus is to find a mutually acceptable resolution within each issue on its own. There is no down time. Consensus decisions limit the need for caucuses. Either everyone at the table agrees to the solution, or the issue remains unresolved. There is no vote-taking. Introductions – a brief overview presentation for parties considering a more open process for collective bargaining either through IBB or MTB. Training – a two-day workshop on IBB or MTB techniques for parties intending to use consensus-based agreement or a similar arrangement as the basis for their negotiations. Facilitation – initial guidance and as-needed facilitation services for actual negotiation sessions. Although most labor contracts provide for a labor management committee LMC to meet periodically to discuss mutual concerns, too often these committees merely exist on paper and never meet. Grievances and unfair labor practice charges become the communication channels in the absence of regular LMC meetings. Our mediators will meet with local union and management leaders who are interested in establishing an LMC. The goal of these meetings is to identify and assess the relationship between the parties in order to customize a training program that provides the best value to the parties. In addition to providing training, a SERB facilitator will attend actual LMC meetings until the parties are comfortable enough to proceed on their own. Training - one or two-day workshops on group problem-solving techniques including effective listening, problem identification, brainstorming, consensus building, and group dynamics. Facilitation - initial guidance and as needed facilitation services for actual LMC meetings. Unfair labor practice charges can consume the energy of an organization and its employees. Management and labor can become focused on preparing for investigations or hearings rather than on resolving the problem. Upon request of the parties or by direction of SERB, a mediator may be assigned at any stage of the ULP process to assist the parties in seeking a mutual settlement of the unfair labor practice charge. Mediation efforts are separate from the adjudication process and do not delay an investigation or hearing. Whether there is a question on bargaining unit appropriateness or employee eligibility, representation issues are usually resolved by parties through mediation efforts at the investigation and hearing levels. SERB staff is available at any time to assist in settlement of representation issues that arise from unit clarifications,

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amendments of certification, voluntary recognition requests, decertification petitions, or representation petitions. The following document is in PDF format. Use the Adobe Acrobat Reader to view, print or save. The Acrobat Reader is available free for Download from Adobe.

### 4: State Employment Relations Board

*sometimes seen in the use of "mediator's proposals" are "actions that have the mediator present as his own, proposals that in reality come directly from the mediator. www.enganchecubano.com practices have their function; they allow parties to "save face", to make a proposal.*

### 5: Employment & Labor Arbitration and Mediation | Frantz Ward LLP

*DSPACE @ MIT Onstage with labor mediators: some tactics of impression management Research and Teaching Output of the MIT Community.*

### 6: Mediation law in Pakistan - Josh and Mak International

*Full text of "Onstage with labor mediators: some tactics of impression management" See other formats 4^ ^-^~^s^ ^ WORKING PAPER ALFRED P. SLOAN SCHOOL OF MANAGEMENT ONSTAGE WITH LABOR MEDIATORS: SOME TACTICS OF IMPRESSION MANAGEMENT Deborah M. Kolb September WP MASSACHUSETTS INSTITUTE OF TECHNOLOGY 50 MEMORIAL DRIVE CAMBRIDGE, MASSACHUSETTS ONSTAGE WITH LABOR MEDIATORS.*

### 7: Full text of "Onstage with labor mediators : some tactics of impression management"

*Mediation has been used for over 80 years in the private sector labor setting to help labor and management reach agreements, adjust grievances, and avoid strikes. Labor and management.*

### 8: Mediation: The Six Stages | www.enganchecubano.com

*In the fourth stage, the mediator will attempt to get the disputants to identify what new information they learned from the previous two stages and to have the disputants echo back to the other party what they heard as the issues as identified by the other party.*

### 9: Department of Labor Relations | www.enganchecubano.com

*This approach is based on the idea that mediation sessions are generally broken down into five distinct segments or "Stages," and that within each stage there is a "Task," the objective--what the mediator is trying to accomplish; an "Action," how the mediator is going to accomplish the objective; and a "Result," the outcome which the mediator expects to achieve.*

*The Dobro Book (Dobro) Brennans War: Vietnam 1965-1969: Brennans War Help for dBASE IV users and would-be users On the mystical life The structure and scope of constitutional rights Stephen Gardbaum Yamaha rx-a3030 manual Gender in cross cultural perspective 6th Gloucestershire County Council 1889-1974 Signs of Cherokee Culture Glossary of Italian/Roman dishes. Modern History (A Level Study Guides) Renato Constantino The Bible Visual Resource Book For Do-It-Yourself Bible Scholars Photooxidation of the reaction center chlorophylls and structural properties of photosynthetic reaction c Home business made easy Standard Bible Atlas Young man and journalism We can be mended veronica roth Dark family material Places and spaces of fashion, 1800-2007 Reflective theology Stereotyping : the commodification of identity The role of the War Pensioners Welfare Service Bridge engineering by jal waddell Popular wicked piano sheet music Electron donating group list Spas and watering places A letter to our son Peter Carey Bulliet Earth And Its People Volume Two Third Edition Plus History Student Research Passkey Plus World Hi 3 billy goats gruff story Russian gold and silver Georgia Historical Society Chinas environmental crisis How good families make good schools Decision to Go to the Moon Directing and the method Indian River County (FL) Your arab friend book The similarities between Nietzsche and Jung Hide and seek a short story.*