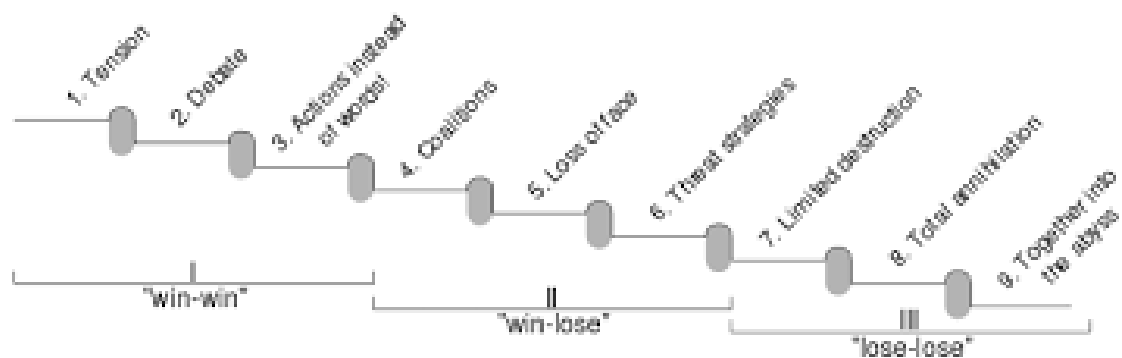


Mediation

The consensual and also out-of-court settlement of a conflict involving forward-looking agreements between the parties of the conflict is the objective of mediation, in which both parties must win. This requires a reciprocal exchange of conflict environments. In practice, a distinction is made between the cessation of conflict and the resolution of conflicts. For the latter to succeed, the root causes of the conflict must be addressed in order to improve the inter-personal relations between the parties in a sustainable manner. The issue of guilt is not at the forefront of mediation. The process is led by one or two mediators (committee), depending on the order and the initial situation.

From the 4th level of escalation (Glasl), mediation is indicated in order to limit or resolve the conflict.



Procedure (Procedure U):

Clarification of the contract - collection of subjects - positions, perspectives, backgrounds - evaluating the options for solution - final agreement

In the proceedings, it is important to strictly separate the issue from the person, to recognize individual perceptions as factors of conflict, to recognize the individual and different needs and interests of the partner of the conflict and to discover one's own distortions of decision-making.

Preconditions for implementation:

- Participation in mediation is always voluntary and can be cancelled for all parties involved, including mediators.
- Confidentiality must be guaranteed by all during the procedure.
- The parties are responsible for their own conduct and the results associated with mediation.
- Conflict management requires an attitude of openness to results in order to develop cost-effective solutions and measures.