

Field markings of effective mediators

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Good negotiators:

- Establish positive regard
- Seek to create allies not adversaries
- Are confident
- Are good listeners
- Ask questions
- Are always open to new information and new possibilities
- Seek clarity
- Encourage others to think
- Are fully present rather than giving intermittent, partial attention
- Genuinely want to understand the others, their thinking, how they know what they know, what experiences they have had and how that affects them
- Don't allow issues to become personalized
- Bring heart and mind to the table
- Have a high tolerance for uncertainty
- Don't get defensive
- Approach the issues seriously, but with a playfulness of mind
- Provide respect and social support
- Provide momentum
- Seek to motivate
- Are aware of the process
- Use timing effectively
- Possess unusual patience
- Keep the messages positive
- Pay attention to the verbal and nonverbal messages
- Respond personally, not institutionally
- Seek solutions collaboratively
- Bring emotional maturity and emotional intelligence to the table
- Don't stop at a "no" answer
- Focus the spotlight on the person making the most sense
- Help people evaluate their own thinking and values
- Don't accept thinking that there is only "one best way" to resolve things
- Know that the presenting issue is not always the driving issue
- Recognize that fears may be informing people
- See the big picture
- Are ingenious
- Have a sense of humor