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Optional Comments to Tutor:

- ✚ Topic 6 – the critical analysis was also achieved by highlighting issue management steps to the referenced (Guttman's) article.
- ✚ Appendix 5 gives supporting documentation to ascertain validity of the statements in Topic 9.

[2012]

[Journal 1b: A synthesis of selected tutorial questions]

Learning journey over the course of the semester

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Lecturer Name: Renae Desai
Due Date: 14th May 2012
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Signed:

Dated:23rd April 2012.....

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[Murdoch University]
[15 March 2012]

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1.0 TOPIC 5

Question 2: *What roles can be played by the mediator and what skills are demanded of her/him?*

'Appendix I' highlights a mediation case study.

The mediation process is comprised of four distinct phases. The role of the mediator will depend on what phase, for instance (The mediation process, n.d.):

Initiating mediation – a role of instigation and pursuit for answers in relations to the bounds encompassed by the argument in question is pursued. In the case study Fred was fed up with 'covering' for Bally claiming she was always taking time off to look after children. Part of the mediation role is to first establish the cause of the conflict and it became apparent that Bally feels jealous at his lack of qualifications and hence initial cause of gossiping was hence established. Bally, in turn, believes that Fred regularly used terms of endearment of which she was not comfortable with. John establishes causality, due to complaints from senior academics, and hence strongly recommends action from a mediator.

Preparatory matters – the mediator assumes a role of organizer by systematically preparing ahead of any conflict that may ensue. This was achieved in the case study by anointing a joint meeting between conflicting individuals. An assurance of confidentiality to both participants ensured both candidates participate in the mediation

process. The mediator hence established a verbal contract with the candidates that none of the proceedings would get back to John.

This process uplifted the moods of both Bally and Fred and hence allowed the next step of joint mediation to ensue.

The mediation meeting – the mediator assumes a role of counseling and advisory for incumbent parties. During the mediation meeting both Bally and Fred had an equal opportunity to explain their concerns. The mediator directed the topic of conversation during heated debate to more passive terms opening up dialogue on how they could work together in the future. Matters pertaining to causes of anxiety in the workplace were brought into light. The participants suggested that a written record be established and hence a copy of their agreement was allowed to be kept for reference.

The mediation meeting provided reassurance, a chance to hear each other's point of view, and reaffirmation of the confidentiality of mediation.

Post-mediation – at this stage the mediator assumes a role of 'carer', to comfort and assure participants of the outcomes of their decisions. The written contract helped reaffirm what had been agreed and mutual needs between both participants were highlighted which provided an understanding and respect for each other's skills and experience. The mediator hence encouraged both parties to confront each other directly through communicative means (in the future) instead of resorting to idle gossip.

Indispensable skills required by mediators include exhibition of; trustworthiness, empathetic traits, creativity, patient and persistent character, self-reflective, non-judgmental and tolerant natures (The mediation process, n.d.).

RSR Mediations Inc. (2011) cites the following necessary criteria:

- Personal attributes
- Existing conflicts
- Qualifications, experience and background
- Creative integration capability
- Training
- The mediator's fee
- Certification and its value
- Impartiality (The mediation process II, n.d.).
- Mediation model offered

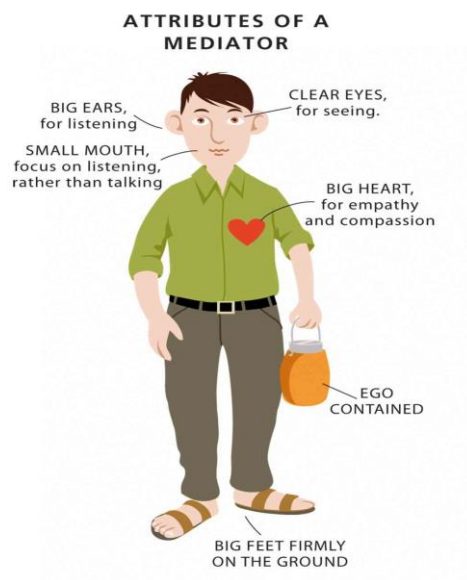


Figure 1: Attributes of a mediator (Introduction to mediation, n.d.)

Words: 486 (508)

2.0 TOPIC 6

Question 2: *What do you understand 'issues management' to mean?*

I understand issue management to be a process of strategic management that is anticipatory of any conflicts. It is a process that helps organizations respond to and detect emerging trends in the organizational environment. Such trends may develop further into issues and these issues have to be avoided or confronted before harm comes to any stakeholders. At its best, "issues management is stewardship for building, maintaining and repairing relationships with stakeholders and stakeholders", as cited in Heath (2002) (Dougall, 2008).

Issues are commonly described as being comprised of 4-5 distinct stages, ie: early, emerging, current, crisis and dormant (Dougall, 2008).

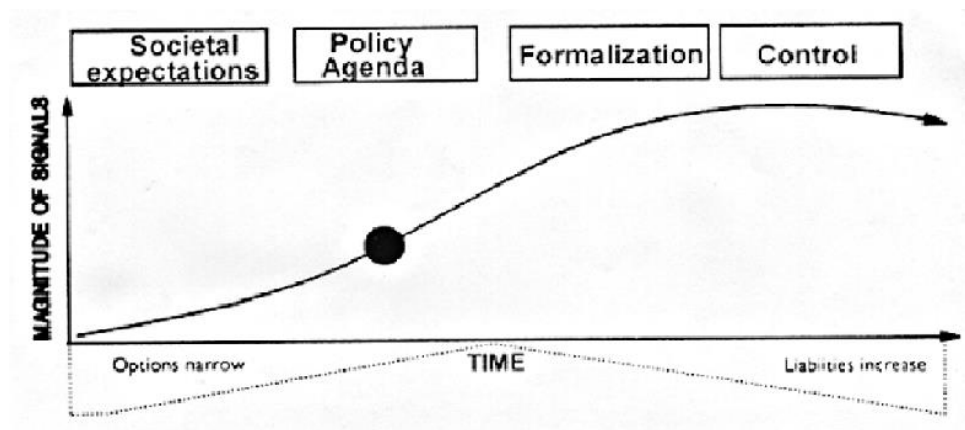


Figure 2: Life cycle of a strategic issue

In addition to the above mentioned stages, there are some additional stages which may warrant their own individual consideration. Such examples are as follows:

- Focusing on loosely defined solutions as backup options;
- Evaluating the possibility of seeking and utilizing third party services and supplies; and
- Testing each individual solution component (Wallace, 2007).

There are many models of issue management – the majority of them comprise of between 5-10 steps that fall in three major categories:

- Strategic decision-making and action;
- Issue identification and analysis; and
- Evaluation (Dougall, 2008).

Guttman (2009) lists six steps to resolve issues. The ‘Colorado Springs Utilities – construction of a hydroelectric facility’ issue management process can be highlighted in ‘Appendix II’. In this critical analysis we highlight Guttman’s stage within that process:

1. Defining issues – issues may be defined as either being a threat, passive, or potential conflict. **This correlates to steps 1 in ‘Appendix II’.**
2. Identifying issues – a list of all issues is compiled for examination. **STEP 2: Appendix II**

3. Clarifying issues – issues are examined for clarity and extent of damage. **STEP 3: Appendix II**

4. Setting priorities – the impact of the issue is further examined and priorities are assigned. **STEP 4: Appendix II**

5. Planning action, which includes:

- Selecting a subteam
- Identifying the primary owner of the issue
- Determine major steps needed to gain closure
- Agree on key deliverables
- Establish timeline/milestones
- Plan to communicate results
- Resist the jump-to-resolution temptation

STEP 5: Appendix II

6. Keeping it visible – all hidden points of issues are brought out in the open. **STEP 6: This step was established throughout the management process to some extent in the case example**

7. Focusing on accountability – roles are properly defined for each person focusing on the issue and/or impacted by it.

STEP 7: Appendix II

The following provisos must be kept in mind when dealing with 'issues management':

- "Process, not a promise.
- Explicitly research-based.
- Not just for corporations.
- Issues concern everyone.
- Communication is one strategic option.
- Collecting data is easier than ever but contemplate on its meaning.
- Issues management is not the less glamorous precursor to crisis management.
- Risks and issues are not the same" (Dougall, 2008)

An example of issue (mis)management can be made from BP's Deepwater Horizon oil rig explosion in April 2010. BP is renowned for accepting a culture of risk and overzealous cost-cutting, and in this case mismanagement of the public issue was so poor that stakeholders became outraged.

Words: 513 (530)

3.0 TOPIC 7

Question 1: *Is there a difference between the terms 'stakeholder' and 'activist'? Justify your answer using a current real life example.*

Refer to 'Appendix III' for definitions of both terms.

Question 1a: *Is there a difference between the terms 'stakeholder' and 'activist'?*

There are two types of stakeholders; 1) primary stakeholder, 2) secondary stakeholder. The primary stakeholders may depend on resources, ie: a fisherman who is impacted by a large fishing corporation. In terms of the financial world this may relate to investors who have money invested in a corporation in some way or the other. Secondary stakeholders may not be directly affected by the actions of an organization but still feel an impact nevertheless (ie: organizations pay tax which is utilized by the government on good for the public).

The difference between an activist and a stakeholder is that an activist actively campaigns for a concern relating to the stakeholders woes. An activist may be comprised of an individual, a group of people, or an organization – they may then advocate or oppose the view of a separate entity towards one that is more amenable towards the affected stakeholders, or that of the needs of the activist itself.

Question 1b: *Justify your answer using a current real life example.*

Appendix IV, of this essay, illustrates three newspaper articles with a focus on activists campaigning against Australian coal mine, and worldwide organization, 'Xstrata'. The activist groups include 'Occupy' and 'Friends of the Earth'. Those two groups actively wrote letters, staged live campaign protests, and even tried to interfere with the workings and operations of 'Xstrata'.

The stakeholders, as portrayed by those newspaper clippings, include: Landowners, the public at large, environmental ecosystems, Japanese partners, Asian companies (coal customers), and Japan's Itochu and Sumitomo (each hold a 12.5 percent stake). The motives behind an activist usually stems for concern of the wellbeing of a number of interest parties, ie:

"I'm here because the public sector is getting cut. All the people who are getting hurt by them are the poorest in the country. All the people who don't suffer are the bankers and the rich people." – Appendix IV

Throughout life I have observed that campaigning activists usually are of a weaker force, and hence are of less of a position to voice their concerns in contrast to the infringing organization/party.

However, the government and legal system play a crucial role to play since it is by these very same means that activists are able to gain their power, that is, by voicing their concerns to the public at large.

The question to ponder is as to whether an activist is a 'nonmarket' stakeholder (aka. secondary stakeholder). To answer this question I would like to bring mention of a neighbour of mine by the name of 'Chris'. He actually campaigns for issues relating to the 'Occupy Perth' movement and is in fact a lead figure for the movement locally. None of the campaigns he has partaken in directly affect him in the slightest sense. He just seems to have a genuine concern for other individuals in a globalized sense. He comes from a working background as a sign maker, but the actions he campaigns against seem to alleviate his conscience and mental wellbeing so in that sense he is affected. Eesley & Lenox (2005) propose that "powerful, legitimate stakeholder groups are pursuing what can be characterized as an identity-driven agenda, while weaker, less legitimate stakeholder groups are pursuing an interest-driven agenda".

The two considerations are put into place (Eesley & Lenox, 2005):

- The larger a firm, the more likely it will be the target of actions by weak, less legitimate stakeholder groups.
- The more visible a firm, the more likely it will be the target of actions by weak, less legitimate stakeholder groups.

Words: 471 (524)

4.0 TOPIC 8

Question 1: *Karlberg (cited in Comrie 2000:22) believes symmetrical communication reformulates public relations as an ethical and effective force for resolving conflict with local communities. Do you agree?*

I believe that symmetrical communication presents minimal difference in results in contrast to asymmetrical information in contrary to public opinion (this in developed nations). This because companies generally utilize scientific researched results in order to convince the public of their views when negotiating asymmetrically (Comrie, 2000). If the scientific evidence is dubious to any marginal extent I then believe that the public at large is sufficient intelligent to notice such discrepancies – hence activists would follow suit.

However, two-way symmetrical communication does carry benefits in the sense that it builds on company prestige and reputation. Acting on the basis of symmetrical communicative means may indeed build recognition of the organization as one that is caring and acting for society's greater good. This may mean better cohesion of company's undertakings to the desires of the public years down the life cycle of the organization and it may indeed save resources and cash expenditures on unneeded conflicts that may arise in clashing with publics.

It is certainly deemed to be more ethical to conduct symmetrical communication procedures, however, in certain situations it can be deemed more of a 'time wasting' exercise as the public sometimes can procrastinate in analyzing all data it obtains and requires. It may also take a degree of time to identify all publics who share a stake in the issue at hand, but more often than not a good public relations staff member would be able to identify all such missing criteria(s) promptly. However, typically public relations practice is branded as an unethical practice (Huang, 2004). The reasons are as follows:

- 1) There is a personal influence in an international setting which is perceived as being asymmetrical and unethical.
- 2) PR practice has been asserted as a way individuals attempt to seek control over 'their' environment.

Symmetrical communication is definitely seen as the most favorable practice of communicating (due to ethical reasons), however, it can also be practiced unethically through dubious means (Huang, 2004, p.334) unless a 'world view' is adopted.

Grunig & White, 1992 (as cited in Huang, 2004) presents the following concepts which underlie what is encompassed by symmetrical communication:

- "Holism
- Interdependence
- An open system
- A moving equilibrium
- Equality
- Autonomy

- Innovation
- Responsibility
- Conflict resolution
- Communication as a path to understanding”.

There are three main criteria(s) that need to be met for categorization of ethical communication, the concepts are as follows: teleology, disclosure, and social responsibility (Huang, 2004). Any attempts to differentiate ethical communication from two-way symmetrical communication would be in vain.

Hewitt (n.d.) illustrates an article which discusses community involvement on major infrastructure projects. It is noted within the article that agencies at large only provided access to cases which included ‘less effective’ community involved processes, however, which had ‘ultimately’ successful project outcomes (Hewitt, n.d., p.2). This already insinuates that asymmetrical behavior may have taken place, and that indeed it was met with project success.

I argue that symmetrical communication is by all means the preferred method of dialogue for projects; however it is important to have the public relations expertise and technical know-how to deal with such participative moves with the publics in community settings.

Words: 484 (527)

Alternative view point:

Dozier, Grunig & Grunig, 1995 (as cited in Comrie, 2000), dictates that a better system may be implemented that combines a two-way symmetrical and two-way asymmetrical process termed as a ‘two-way model’ – this would be termed the most ideal scenario but it shall not be covered within the bounds of the question presented above.

5.0 TOPIC 9

Question 1: *How can the principles of conflict resolution and management be applied to community settings?*

Before answering the above question it is important to highlight commonly used principles in conflict resolution. Conflict, or the potential for conflict, is dependent on a number of factors.

Thompson, 1967 (as cited in Kelley, 1979) states that increases in the following areas escalates conflicts:

- “Interdependence;
- Pressure by external forces (this required compromise on outcome preferences);
- Number of groups involved within an organization”.

It is not specifically desired to eliminate all conflict in any dispute situation; instead it is desired to increase the capability of a given organization to handle conflict. Some conflict situations can be deemed as constructive, that is, they may have the potential to flourish a whole new array of ideas which may have the end result to progress towards a better decision than would have otherwise been attainable.

In order to warrant community involvement in conflict resolutions the concept of empowering comes to mind. In order to encourage community groups to participate it is important to have an

empowering process in place. Oppressed citizens ought to challenge societal culture and institutions and take action to change them (Fedi, Mannarini, & Maton, 2009).

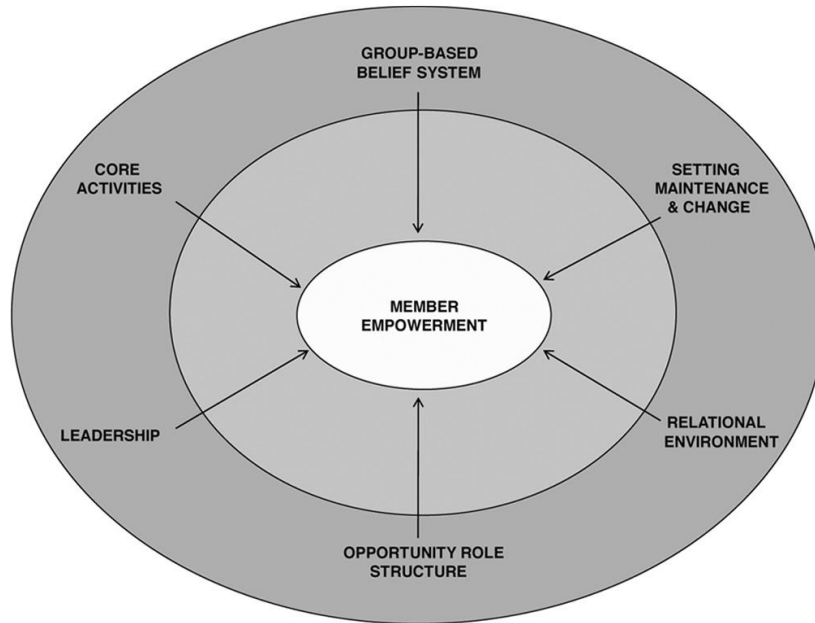


Figure 3: Empowering community settings (Fedi et al., 2009, p.277)

There are four triggers that generally set the stage for conflict.

'Conflict resolution strategies' (2005) indicates the main reasons for conflicts abide in the following risks:

- “An unclear or distorted view of the other group’s motives;
- Lack of empathy;
- Not being heard;
- Not feeling validated (letting the other party know facts are understood)”.

In order to further define the process for conflict resolution the following extract was obtained from Sitzman (2001):

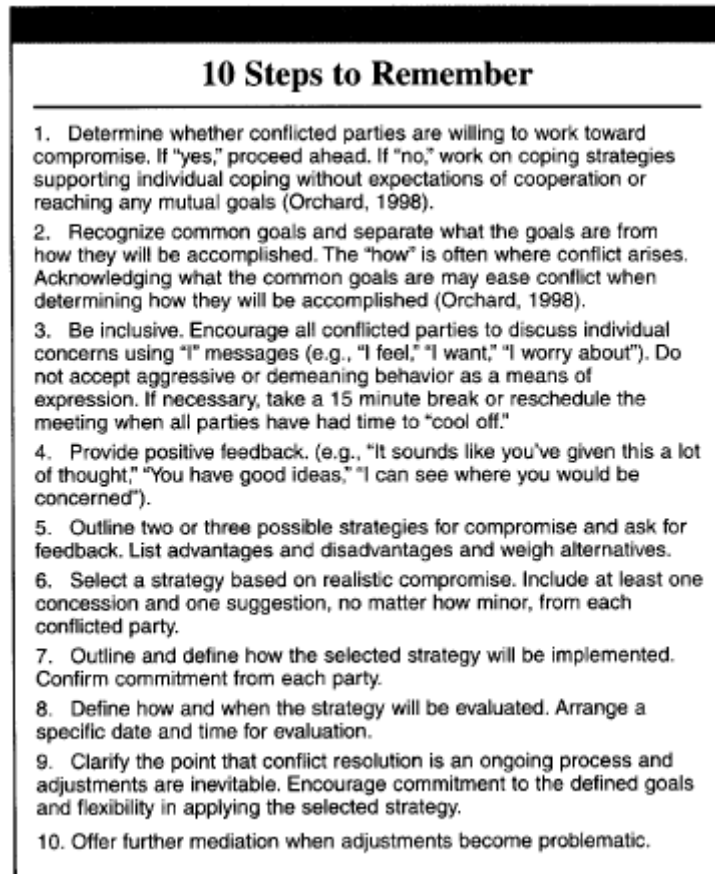


Figure 4: 10 step path for conflict resolution (Sitzman, 2001)

Summarized the above steps can be seen as: Validity → Familiarization → Discussion → Feedback → Compromise → Define strategy → Evaluation → Clarify → Offer support.

Kelley (1979) considers the following items for improved effectiveness in conflict resolution with communities:

- "Analyse your role vis-à-vis the points of view involved in the conflict;

- Be certain to identify your own span of tolerance;
- Be optimistic;
- Be realistic;
- Identify the positions of those involved in the conflict;
- Identify the possible and probable outcomes;
- Identify the potential conflict;
- Identify the role source of the conflict;
- Identify the value bases represented in the opposing points of a potential or actual conflict;
- Listen to, and communicate with, all points of view”.

Having understood the basics of the conflict management process then the question of how to apply these to community settings arrives. Communities generally act in groups, and in some cases individuals act as catalysts for motions of conglomeration. These individuals ought to be empowered with networking tools such as to enable efficient communication between members of the community in question. The advents of modern technology facilitate the usage of online user groups and discussion boards. To that effect an organization may establish a web site which serves as a discussion

forum for matters pertinent to the conflict at hand. Either way it may be necessary to utilize the service of a mediator who has no bias in the conflict process. In sum, communities ought to aim to be; informed, consulted, involved, collaborated with and empowered.

Words: 523 (545)

See 'Appendix V' for support material.

"A community is like a ship; everyone ought to be prepared to take the helm." –

Henrik Ibsen

6.0 TOPIC 10

Question 2: *What is the role of the media in a crisis situation? You might like to draw on some contemporary examples.*

A crisis may be described as an unstable condition, as in political, social, or economic affairs, involving an impending abrupt or decisive change (Farlex dictionary). The media is a powerful tool of communication that helps promoting the right information at the right time. In crisis situations the media has a series of obligations that it must abide to, Antara (2010) lists a few:

- Journalists have an accountability to promote, respect, and defend multiculturalism and pluralism.
- Media participants, including journalists, are expected to protect the code of conduct and dignity inherent in their associated professions.
- It is also required that media news coverage assume responsibility productively in order to improve the global and national situation.
- The media is further obliged to ensure “that there are no words or symbols containing insinuation used, which can trigger enmity and or hatred based on ethnic, racial, religious, faith, gender and or social and cultural differences” (Antara, 2010).

Ghazali (1996) mentions that crisis coverage practitioners ought to be well connected in terms of affiliate friends and contacts. Ghazali (1996) further adds that the media ought to have transparency in their respective crisis management policies.

It is also important to discuss the role of the mass media in global society – the media today has evolved towards the establishment of the following duties and goals:

- “The media informs the public, provides information and amusement, generates political ideas, mobilizes political and social action groups, and generally helps to shape the public policy agenda and priorities.
- The media plays a role of political accountability and checks-and-balances, keeping an eye on public officials and institutions and constantly challenging them via reports, interviews, debates, and etc...
- The media can sometimes play the role of a direct political actor, such as happened in the Watergate or Monica Lewinsky cases in the United States, when revelations by the press sparked political crises and legal actions, or as happens in the Middle East sometimes when the press reveals political actions or plans that impact on the political scene.
- The mass media also plays an accountability role *vis-à-vis* the private sector and NGOs, reporting on their activities and making sure that they do not harm the public wellbeing. In

view of the above realities, it is important to be able to make use of mass-comm channels effectively but without exaggerating the power of the mass media. In the end, the media is a reflection of society. Very rarely can the mass media actually make people change their minds or their views instantly” (Khouri, 1999).

During a crisis situation the media primarily reinforce a view of which the public already holds – thus stressing the need by entities approaching the media to stress their desired goals they wish to achieve.

The media has an amazing power to amplify the severity of a crisis; this thus can cause emotional distortions. For instance, travelers in airports tend to pay more for terrorism insurance than general insurance; however, general insurance is inclusive of terrorist coverage (Taleb, 2005). The audiovisual media ought to pay greater consideration when airing terrorist plots. The goal of terrorist activity is to terrify and by openly displaying footage on TV of terrorists acts the terrorists are thus achieving their objective. Henceforth, the media ought to be finding ways to use stories and media to bring us closer to the statistical truth (Taleb, 2005). It may be within the media’s best interest to even commit some scientific studies in case scenarios or products that are launched.

It would appear that sometimes the media’s role is more-so to entertain and to captivate visual interest. A long standing case has

been the coverage of shark attacks throughout the world. Florida's museum of natural history stated that in 2002 there were 76 shark attacks, for the entire year, throughout the entire world – and only a fraction of incidents were actually fatal (Pitts, 2002).

Words: 400 (651 – partially ignore quotation as only a reference to a point)

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APPENDIX I:

Case study

Background

Research technicians Fred and Bally are on the same grade. Bally has been in her post for two years, has two children and a degree.

Fred is close to retirement and has worked his way up after gaining an HNC.

Bally spends a lot of time with the students, which means Fred has to pick up more of the experimental work.

Their manager John, a principal investigator, has not had a discussion with them regarding their work to see if there are any issues, but sees a lack of teamwork between Bally and Fred.

Fred's position

Fred is thoroughly fed up of 'covering' for Bally. He feels she's always taking time off work to look after her children or away from the lab gossiping with students.

Bally's position

Bally feels Fred is just 'working his ticket'. She doesn't like his language (calling her 'love' all the time) and thinks he's far too familiar and gets too close to her than she's comfortable with.

Fred overhears some gossip in the tea room regarding the quality of his work and guesses it was started by Bally. What little trust there was between them has now been lost. To make matters worse, Bally and Fred were supposed to set up an experiment for a senior academic - this wasn't done and the experiment couldn't go ahead.

The principal investigator calls them both into his office after the senior academic put in a complaint. John tells them that this was the last straw (following some similar incidents over the previous months) and strongly recommends mediation.

Mediation

Both Fred and Bally wanted to avoid more formal procedures and agreed to give it a go. Fred and Bally attended their individual sessions with the mediators, and at the end of these sessions the mediators suggested a joint meeting might be appropriate.

They agreed that they would be prepared to try a joint meeting although Fred and Bally were still a little concerned that what was said would get back to John. After hearing assurances from the mediators that that wouldn't happen and anything said in the meeting would be treated in the strictest confidence, they felt happier to try the next step.

Joint mediation

The mediators explained the ground rules to Bally and Fred for the joint session, which included reaffirming that they would be get:

- Equal time with no interruptions while they were speaking

- A chance to hear from the other person's point of view
- Reassurance that any notes taken during the session would be destroyed after the session and that a written agreement would be produced if requested by both parties at the end
- Reaffirmation of the confidentiality of mediation

During the joint session Fred and Bally had an equal opportunity to explain their concerns and to raise issues they felt were causing them anxiety. The meeting was quite intense at first but with the mediator's direction both Fred and Bally began to relax and openly discuss their difficulties, making suggestions on how they could work together in the future.

Bally and Fred decided that it would help to have a written record of what was suggested. They also thought it would be useful to keep a copy of their agreement for reference.

Postscript

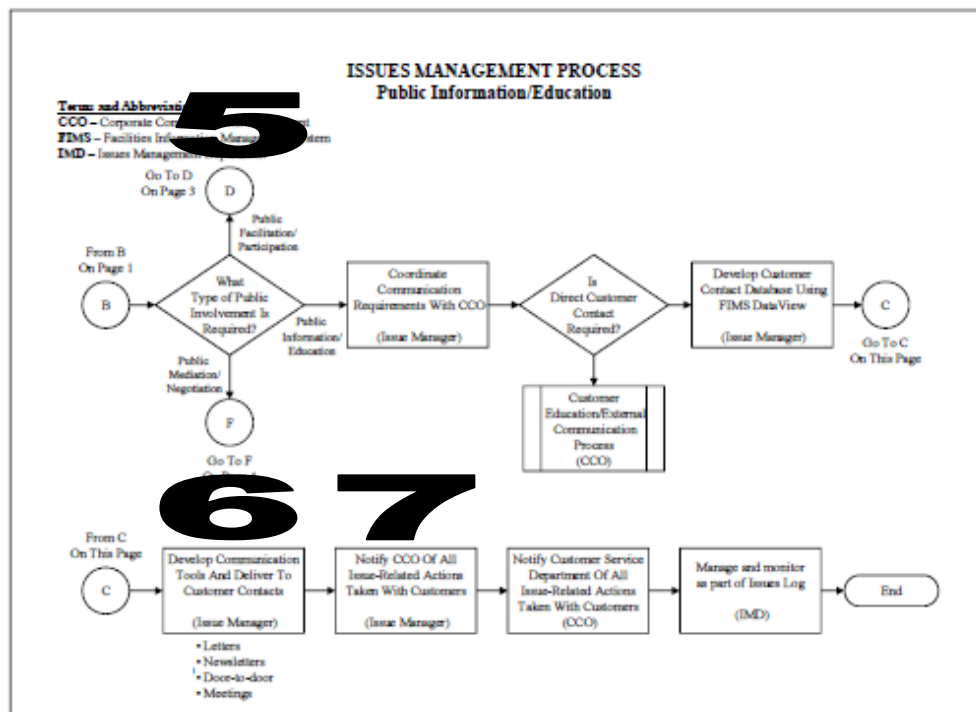
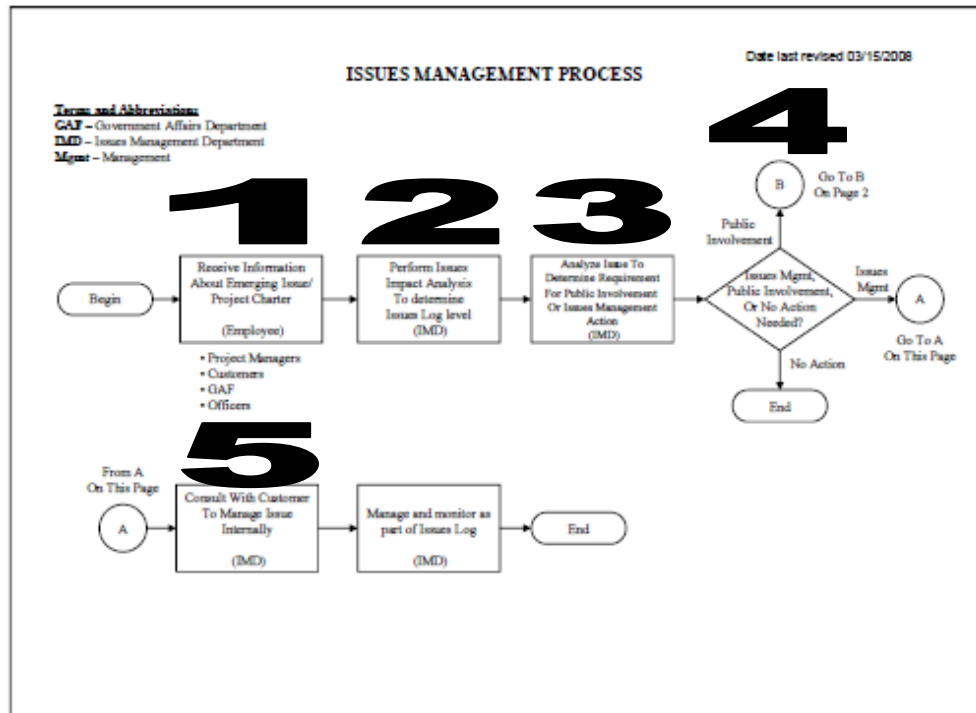
The 'agreement/behaviour contract' is voluntary but it helps to reinforce what has been agreed. Fred and Bally agreed to:

- Use less familiarity when speaking to one another and be aware of personal space
- Have more understanding of flexibility around childcare situations at short notice
- Have better communication and raise concerns directly with the other person, and have a 'no gossip' rule
- Respect each others skills and experience
- Improve understanding about sharing the setting up of experiments

Bally and Fred also agreed to contact the mediators if anything went wrong in the future. The mediators agreed to be available if needed and to follow up the joint meeting after a couple of months to see how things were progressing.

Source – http://www.leeds.ac.uk/mediation/case_studies.html

APPENDIX II:



Source –

<http://issuemanagement.org/downloads/CSU%20Wins%20Chase%20Award.pdf>

APPENDIX III:

DEFINITION (STAKEHOLDER) – (BusinessDictionary.com, 2012)

A person, group, or organization that has direct or indirect stake in an organization because it can affect or be affected by the organization's actions, objectives, and policies. Key stakeholders in a business organization include creditors, customers, directors, employees, government (and its agencies), owners (shareholders), suppliers, unions, and the community from which the business draws its resources.

Although stakeholding is usually self-legitimizing (those who judge themselves to be stakeholders are stakeholder), all stakeholders are not equal and different stakeholders are entitled to different considerations. For example, a company's customers are entitled to fair trading practices but they are not entitled to the same consideration as the company's employees.

DEFINITION (ACTIVIST) – (Dictionary.com, 2012)

Noun

1. An especially active, vigorous advocate of a cause, especially a political cause.

Adjective

2. Of or pertaining to activism or activists: an activist's organization for environmental concern.
3. Advocating or opposing a cause or issue vigorously, especially a political cause: Activist opponents of the President picketed the White House

APPENDIX IV:

Xstrata mulling new partner for Australia coal mine

AFP February 15, 2012, 3:30 pm

SYDNEY (AFP) - Swiss mining group Xstrata said it was looking at bringing a new partner into its Wandoan coal mine in Australia, but did not say how much of the US\$6.4 billion project was up for sale.

A report on Tuesday by Dow Jones Newswires said Xstrata was offering to sell 20.0 percent of the proposed project, which is expected to tap surging Asian demand for coal.

Xstrata Coal, which owns 75.0 percent of the proposed Wandoan joint venture with Japanese partners, said it was investigating options for the project's development as part of its feasibility process.

"This includes the potential to introduce an additional partner into the project where this represents value for our shareholders and the best outcome for all stakeholders," the company said in a statement.

Xstrata said Wandoan, in the resource-rich northeastern state of Queensland, was initially seen as producing 22 million tonnes of thermal coal per year, expanding to 63 million tonnes and with future growth potential beyond that.

"The project will require significant capital investment to establish new rail and port infrastructure," the company said.

The project is hoped to generate up to 1,300 jobs and is seen as critical in establishing the Surat Basin as a major thermal coal export region for Asia.

"Xstrata Coal remains committed to the project; it is an important component of the company's organic growth pipeline," it added.

Australia is riding a resources boom as Asian companies, including electricity suppliers, are seeking to shore up supply of commodities to meet future demand.

Australia has already given conditional environmental approval for the project in which Japan's Itochu and Sumitomo each hold a 12.5 percent stake.

But in August environmental activists launched an unprecedented court challenge to the mammoth Australian coal mine on climate change grounds, arguing emissions from mining and burning the coal will impact the climate.

The company has said it "followed a rigorous environmental assessment and review process throughout each stage of the Mining Lease Application process".

Xstrata is the world's largest exporter of thermal coal burned to produce power and the sprawling 32,000 hectare (80,000 acre) Wandoan project is expected to have 30-year mine life.

Source – <http://au.news.yahoo.com/thewest/business/a/-/business/12917880/xstrata-mulling-new-partner-for-australia-coal-mine/>

Occupy activists storm Xstrata HQ in central London

Group of activists enter Panton House, headquarters of mining giant Xstrata, in protest over 'fat cat pay'

Shiv Malik, guardian.co.uk, Wednesday 30 November 2011 16.57 GMT

Police arrest an Occupy London protestor on the roof of Panton House, a building used by mining company Xstrata. Photograph: Olivia Harris/Reuters



Occupy activists have staged a protest over "fat cat pay" on the roof of a central London building.

After meeting in Piccadilly Circus at around 3pm on Wednesday afternoon after the end of the main TUC-organised march to protest against public sector pension reforms, around 200 activists including a steel band made their way through London's theatre district towards an undisclosed location.

Guided by a red flare, the head of the march suddenly entered Panton House, the headquarters of mining giant Xstrata, which occupies the third and fourth floors of the five-storey building. Activists beckoned the crowd forward into the building, which was not guarded.

According to Xstrata's annual report its CEO, Mick Davis, received a pay and free share package worth £17.7m in the last financial year.

More than 40 activists streamed into the building and raced up the stairs on to all floors. Inside, chants were raised against high pay. Police including territorial support group officers arrived within minutes to evict them.

Protesters made their way on to the roof, while below officers blocked the entrance and managed to evacuate the rest of the building. Smoke bombs were also set off which tripped the building's fire alarms.

Currently protesters have been encircled by police on the ground floor of the building and activists appear to be continuing their protest within the containment area.

Another 20 protesters remained on the roof, and police officers were in attendance attempting to get them down.

Many activists left the area soon after the action. Around 45 remained and are currently kettled. One of the activists inside the kettle who only wanted to be known as Morden said: "I'm here because the public sector is getting cut. All the people who are getting hurt by them are the poorest in the country. All the people who don't suffer are the bankers and the rich people."

In a press release Karen Lincoln, a supporter of Occupy London, said: "Mick Davis is a prime example of the greedy 1% lining their own pockets. In this time when the government enforces austerity on the 99%, these executives are profiting. The rest of us are having our pensions cut, health service torn apart and youth centres shut down. We refuse to stand by and let this happen."

Source – <http://www.guardian.co.uk/uk/2011/nov/30/occupy-activists-xstrata-hq-london>

Miner Xstrata faces climate test case in Australia

(AFP) – Aug 21, 2011

SYDNEY — Environmental activists on Monday launched an unprecedented court challenge on climate change grounds to Anglo-Swiss miner Xstrata's plans for a mammoth Australian coal mine.

Brought by landowners and green group Friends of the Earth, the case is seeking a ban from the Queensland Land Court on the Aus\$6 billion (US\$6.2 billion) Wandoan open-cut mine, which plans to export 30 million tonnes of thermal coal a year.

Believed to be the first ever Australian court challenge to a mining project on climate grounds, it argues that the emissions from mining and burning the coal would have a significant impact on the local and global climate.

Friends of the Earth claim the project will significantly and irreversibly damage icons of the country's northeastern tourist region including the Great Barrier Reef and tropical rainforest through worsening global warming.

"This mega mine will be one of the largest coal mines in the world, and contribute a sizable 0.15 percent of annual global emissions every year," said spokesman Bradley Smith.

"This might sound like a small number but in fact it's the equivalent to the combined emissions of 72 countries around the world and roughly equivalent to the fossil fuel emissions of New Zealand."

Xstrata is the world's largest exporter of thermal coal and the sprawling 32,000-hectare (80,000-acre) Wandoan project -- a joint venture with Japan's Itochu Corp and Sumitomo Corporation -- is expected to have a 30-year life.

The company has received conditional environmental approval from the government and insisted it had "followed a rigorous environmental assessment and review process throughout each stage of the Mining Lease Application process".

"Objections have been received on issues including: the impacts of mining, greenhouse gas emissions associated with the mining and subsequent burning of the coal, road access to landholder properties, effects on cattle, and groundwater impacts," the miner said in a statement about the case.

Xstrata's lawyers plan to call expert environmental witnesses and will also argue that there will be massive economic benefits to the local community.

Landowners claim the mine will destroy some of the region's best grazing and cropping land and will affect air, soil and water quality, local wildlife and the health of livestock.

Xstrata has conceded that available agricultural land will be reduced by 40 percent in the region during the mine's life, but says all holdings would be fully rehabilitated once the lease has expired.

Source –

<http://www.google.com/hostednews/afp/article/ALeqM5gZHjERnHE2SOjq8G6T55>

Xw6PEuQ?docId=CNG.3788eb09fafa6786cf1175afec37a405.5f1

APPENDIX V:

Topic 9, part 1:

com·mu·ni·ty

1.
 - a. A group of people living in the same locality and under the same government.
 - b. The district or locality in which such a group lives.
2.
 - a. A group of people having common interests: *the scientific community; the international business community.*
 - b. A group viewed as forming a distinct segment of society: *the gay community; the community of color.*
3.
 - a. Similarity or identity: *a community of interests.*
 - b. Sharing, participation, and fellowship.
4. Society as a whole; the public.
5. Ecology
 - a. A group of plants and animals living and interacting with one another in a specific region under relatively similar environmental conditions.
 - b. The region occupied by a group of interacting organisms.

American Heritage® Dictionary

Source –

<http://education.yahoo.com/reference/dictionary/entry/community>

Topic 9, part 2:

[This segment highlights the need to identify the nature of the conflict in community settings before empowerment]

Empowering Community Leaders in Colombia to Overcome Land Conflicts

Competition over land is both a direct and underlying cause of conflict in Colombia, South America.

Inequitable land distribution, conflicting land use priorities and complex land tenure processes have led to forced displacement and armed conflict in many areas of the country.



Indigenous populations, for whom land is central to community life, dignity and livelihood are impacted by these conflicts and:

- illegal timber extraction
- coca cultivation
- settlement

Communities impacted by land conflicts

In Urabá, Colombia the indigenous **Emberá community** has struggled to maintain control of its collective territory as non-indigenous peasant families settle into the area and engage in illegal timber extraction and coca cultivation. These activities:

- increase security risks
- damage the environment
- weaken the community's connection with their land

Caquetá is home to both the indigenous **Paez community** and non-indigenous peasants. These two groups coexist peacefully in some areas, but Caquetá's fragile ecosystem is under threat from overconsumption of water and timber and intensive hunting and harvesting. The communities are not organized and have little control over land use patterns.

The **Awá and Cofan communities** in the Putumayo region are at odds because they both claim the same culturally significant territory. State records are unclear about territory demarcations, and both groups want to sustainably manage the area to preserve the environment while ensuring food security for their people.

What is WWF doing to help?

WWF focuses on tackling fundamental causes of conflict such as **control of land** and **access to natural resources**, while enabling the indigenous groups to assert their rights. Mediation of specific disputes with extensive capacity building and advocacy is also essential in addressing the conflicts.

WWF has partnered with the local indigenous governance organizations and supported trainings, expert assistance and other activities to build capacity for **land management** and **self-governance**. As a result, the indigenous partners have learned:

- conflict transformation techniques
- communications skills
- perspective on how to approach state authorities and assert their rights
- technical know-how including governance, mapping and land policy

Success for the People of Colombia

- More than **250 indigenous leaders and small farmers** received training in the transformation of conflicts, organizational management, communications, leadership and territorial control
- **3,000 community members** benefited from the leaders' assistance
- **70,000 acres** are under review by the parties to the conflicts to clarify ownership and achieve reconciliation

Source –

<http://www.worldwildlife.org/what/communityaction/people/partnering-with/case-studies/item24636.html>