



## Mediation, coaching, consultancy and training that transform unhappy working relationships.

The Janus Partnership was formed in 2009, bringing together the shared expertise of a network of seasoned mediators, conflict coaches, consultants and trainers practicing in the field of dispute resolution and conflict management.

The company was formed following a recognition that mixed specialisms are often needed to achieve the best outcome for clients.

We undertake a variety of assignments, some examples of which are shown below (given the nature of our work, we do not give the names of our clients in the public domain, although we can supply our client list following initial discussion).

Our clients include organisations of all sizes, from large public sector bodies to small private companies. We have worked with individuals operating in multinational teams through to those at loggerheads on a job share.

### Turning round a team in conflict

Cultural and organisation change issues threatened to separate a team working for a Non-Government Organisation in Thailand. A change of leadership style, planned office move and a redesign of working practices prompted several influential team members to raise a series of complaints, threatening resignation and litigation.

Providing telephone-based consultancy, we worked with the organisation to identify a strategy that would help the team move from this uncomfortable situation to one in which its energies and motivation was focused on its work purpose. The General Manager credited our involvement as being instrumental in creating a totally new team.

### In-fighting in HR

Conflict within an HR department can't always be resolved 'within the family', and so when a disruptive dispute escalated within the HR function of a large merchant bank,

we offered conflict coaching as a way for the people involved to find their way out of what could have become an embarrassing, destructive and costly public affair.

Individuals gained fresh perspectives, achieved emotional breakthroughs and recommitted to working co-operatively with their colleagues.

### Breaking a vicious circle

Recent work for a large public sector organisation has included carrying out independent grievance inquiries, conducting sensitive final appeal investigations and mediating between senior level managers who were in dispute.

We've been able to close out continued appeal cycles, help each party achieve workable resolutions and enabled the organisation to learn from its experiences of managing disputes, so being better able to prevent against similar occurrences in future.



The Janus Partnership provide specialist dispute resolution services, training and consultancy for managing conflict at work. We offer mediation, conflict coaching, grievance investigation and advisory services to help organisations resolve workplace disputes and to ensure that differences are channelled constructively. Our range of training courses is aimed at helping HR generalists and line managers become more effective at managing and containing conflict, as well as being suitable for coaches and mediators.

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## Moving people forward from entrenched positions.



### Training the trainer

We recently designed, developed and delivered a custom training programme for a public service organisation.

Following an inaugural demonstration of the training by our facilitators, we proceeded to train the organisation's own trainers, allowing future runs of the programme to be conducted in-house.

### Turf warfare

Long-standing rivalries between two heads of department in a university came to a head when both were required to share building facilities following a reorganisation initiative spearheaded by the Vice Chancellor.

We worked on a one-to-one basis with one of the disputing sides to work through a realistic plan that would be acceptable to both parties. By better appreciating what was valid in the objections being raised, we were able to support achievement of a compromise, whilst ensuring that

the interests of each leader's teams that both were keen to protect weren't sacrificed.

### Reluctant conflict managers

Individuals who find themselves promoted into roles that involve managing staff can be reluctant to step in when conflict raises its head. Doing nothing or doing the wrong thing can have expensive consequences, as one large public sector organisation had come to realise following a long line of staff grievances that led to employment tribunals.

We consulted with a sample of managers to understand the reasons for their reluctance and to identify gaps in skill and knowledge, then developed training to fill this need.

Following a successful pilot that many managers described as the best course they'd ever taken part in, the programme is currently being rolled out to all of the department's managers at several levels of rank.

### Stepping grievance investigation up a gear

Ensuring consistency in how grievances are investigated and reported is a headache facing many HR departments, especially when untrained managers are called upon to lead particular investigations.

We worked with a team of HR managers in a medium-sized private company to familiarise with a process, learn techniques and consistently assess and report the outcomes of investigations.

### Desperate circumstances

For young people leaving prison, what seems like a hopeless future can lead many to resort to desperate action. Those working to help them set course on a new future often face verbal attacks and conflict from the people they seek to help.

We have worked with a pioneering group of mentors who are faced with this challenge, equipping them with the skills and knowledge to confront the difficult challenges that they face every day.



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