



CIAN Role-play Catalogue

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CIIAN Role-plays

Agri-Food East

SYNOPSIS: This is a multi-party, multi-issue complex case with issues of alleged harassment, racism, and sexism. Ideally, the mediator will be allowed opportunity to meet with each of the parties and to design an intervention that suits the fact situation best. A conventional five step mediation in a single session may not be realistic.

As such, Instructors using the case should lower expectations about what can be accomplished in a standard training environment where time may be limited. When time permits, and the mediator trainee is sufficiently skilled, this case provides ample opportunity to address many of the tough issues associated with harassment.

KEY LESSONS AND SKILLS: Relationships, communication, bias and prejudice, managing the interactions among several closely related players, trust, oneness and ongoing methods of relating while respecting each other's needs are all included.

Process issues and mediator skills at facilitating understanding and communication are major challenges in this case. Some parties have the option of a formal complaint, which may be strategically relevant in expressing their interests and having them met. The formal complaint process, however, is not generally attractive as the group of fellow employees has traditionally been close and the workplace is a personnel department and should model appropriate behaviour.

STRUCTURE & SETUP:

Time Required: Participants should be given the background as well as confidential information the day prior to the exercise to become familiar with the details of their party. Moreover, a minimum of four hours should be allotted for the mediation itself.

Number of Participants: Six (one mediator and five parties to the conflict).



Materials Included:

1. Background information
2. Confidential information for Janet Adams
3. Confidential information for Peter Cox
4. Confidential information for Ehab Nupur
5. Confidential information for Harry Light
6. Confidential information for Sarah Smith

Also includes sample Debriefing questions for the instructor's use.

A Stitch in Time

SYNOPSIS: This two party role play centers around a workplace conflict over time management and priorities. In this role play, the facilitator is the project leader who has a vested interest in resolving the conflict to enable the work to continue. While at first glance, this conflict may seem easy to resolve, all parties to the conflict have much invested in this project.

KEY LESSONS AND SKILLS: Questioning skills of facilitator, clarification of interests

STRUCTURE & SETUP:

Time Required: 30 minutes

Number of Participants: Groups of 3

Materials Included:

1. Background information
2. Confidential information for Project leader
3. Confidential information for Jeanne
4. Confidential information for Michelle

Also includes sample Debriefing questions for the instructor's use.



Car Repairs Mediation

SYNOPSIS: This is a simple two-party mediation related to a commercial dispute between the owner of garage and one of his long-time customers over the charges for some repairs which were made to the customer's vehicle. While being simple in nature, creative resolution of this conflict is still possible and this case provides mediators with a very good opportunity to run through the entire mediation process in a short time frame. Correctly identifying and moving the parties from stated positions to underlying interests is key to reaching an agreement in this case.

KEY LESSONS AND SKILLS: Process Design/Control/Facilitation, Issue Identification, & Generating Options

STRUCTURE & SETUP:

Time Required: Preparation should take 15-30 minutes and the mediation can take 1-3 hours. Review and debriefing can last from 30-60 minutes.

Number of Participants: Three (one mediator and two disputing parties per group).

Materials Included:

1. Confidential Instructions for the Mediator(s)
2. Confidential Instructions to Sue Smith
3. Confidential Instructions to Addis Jones

Also includes sample Debriefing questions for the instructor's use.



Generation Gap, The

SYNOPSIS: This role play involves a work-place conflict in which one of the party's has a union representative. The manager is serving as a facilitator to assist in the resolution of the conflict. One party in this role-play is assisted by a union representative while the counter-party does not receive assistance. This power imbalance between the parties may play out in interesting ways in the discussion.

KEY LESSONS AND SKILLS: This role play will illustrate some of the power changes when one of the party's to the conflict is represented and the other party is not. It will also develop the participant's skills at probing the motivations of the other parties.

STRUCTURE & SETUP:

Time Required: 30 minutes

Number of Participants: 4

Materials Included:

1. Confidential information for Manager, as facilitator
2. Confidential information for George Schultz
3. Confidential information for Mary Levine
4. Confidential information for Union Representative for Mary Levine

Also includes sample Debriefing questions for the instructor's use.



Eastbrook Mediation, the

SYNOPSIS: This is a multi-party conflict which has been unable to be resolved through the Ontario Human Rights Commission process. Each party to the conflict has a representative. This mediation assists participants develop their negotiation strategies with their representatives as well as develop their conflict analytical skills.

KEY LESSONS AND SKILLS: This two party, multi-actor negotiation with develop the participants' negotiation strategies and conflict analysis skills.

STRUCTURE & SETUP:

Time Required: 30 – 45 minutes

Number of Participants: Group of four, each party to the conflict also has a representative present during the negotiation

Materials Included:

1. Background information
2. Marjorie Davis, RN's confidential information
3. L. Stone, Davis' Representative's confidential information
4. Martin Youngman, HR Manager's confidential information
5. C. Eyre, Youngman's Lawyer's confidential information

Also includes sample Debriefing questions for the instructor's use.



Harmonium

SYNOPSIS: This is a multi-issue, two-party mediation exercise intended to provide mediator's with moderate-levels of experience an opportunity to lead the parties through a basic mediation process. The parties' dispute centers on some typical workplace issues related to sharing of office materials, effectively working together on a joint committee, and the alleged spreading of rumors.

KEY LESSONS AND SKILLS: Process Design/Control/Facilitation, Issue Identification, & Generating Options

STRUCTURE & SETUP:

Time Required: Preparation should take 15-30 minutes and the mediation can take 1-3 hours. Review and debriefing can last from 30-60 minutes.

Number of Participants: Three (one mediator and two disputing parties per group).

Materials Included:

1. Confidential Instructions for the mediator.
2. Confidential Instructions for Donna Peters.
3. Confidential Instructions for Paula Franklin

Also includes sample Debriefing questions for the instructor's use.



Hopeline Mediation

SYNOPSIS: This complex and emotional multi-party conflict based on allegations of sexual abuse within a church-run group home will develop the participants' strategy and negotiating skills. As each party has imperfect information as to the other parties' intentions and motivations, designing a successful negotiation strategy will prove challenging for the parties. This role-play is designed for co-mediation and it provides co-mediators an opportunity to work through all of the stages of a mediation process (this takes approximately 6.5 hours).

KEY LESSONS AND SKILLS: This role-play will develop the participants' strategising and negotiating skills. Mediators have an opportunity to develop and lead an entire mediation process working in conjunction with their co-mediator(s).

STRUCTURE & SETUP:

Time Required: 6.5 hours

Number of Participants: 7 participants per group (5 parties and 2 co-mediators)

Materials Included:

1. Confidential information for Representative of Hopeline
2. Confidential information for Representative of The Archdiocese of Centreville
3. Confidential information for Representative of Charity House
4. Confidential information for Representative of All Souls Home
5. Confidential information for the Representative of the Province of Main
6. Confidential instructions for the two co-mediators
7. Briefing Note #1
8. Briefing Note #2
9. Briefing Note #3

Also includes extensive "Process Notes for Instructors" and sample Debriefing questions for the instructor's use.



Lasalle Park Dispute, The

SYNOPSIS: This is a multi-party work-place conflict centered on interests, perceptions, and motivations. The role-play is designed for co-mediation. The co-mediators will have to assist the parties to identify the issues and concerns of all the parties involved. The mediator's skills will be put to the test as they face the challenge of a sensitive co-mediation.

KEY LESSONS AND SKILLS: Coordination and delivery of co-mediation, strategizing to get to the motivations of the other parties.

STRUCTURE & SETUP:

Time Required: 30 minutes Setup + 1 hour, 45 minutes (Mediation) + ½ hour Debrief

Number of Participants: 4 participants per group (2 co-mediators and 2 parties).

Materials Included:

1. General Information
2. Confidential instructions for Co-mediators (2)
3. Confidential instructions for Alix Bonasteel
4. Confidential instructions for Terry McKinnon

Also includes sample Debriefing questions for the instructor's use.



Mighty Mushroom, The

SYNOPSIS: This is an integrative case raising issues of communication, and providing an excellent example of the need for and benefit of exploring the interests of the other side as well as your own. In this simple two-party negotiation exercise, an initial deal can be greatly improved upon if both parties are willing to extend the talks.

KEY LESSONS AND SKILLS: This role play will help the participants explore the advantages and disadvantages of revising an existing agreement. Moreover, it will provide opportunities for the parties to the conflict to explore the other's interests.

STRUCTURE & SETUP:

Time Required: 60 minutes

Number of Participants: 2

Materials Included:

1. Confidential information for R. Frederick
2. Confidential information for S. Thompson

Also includes sample Debriefing questions for the instructor's use.



Neighborhood Dispute

SYNOPSIS: This is a conflict between an informal community association and a community organisation. The parties have not met before but the conflict has escalated to the point where mediation is viewed by both parties as a way of resolving the conflict. At first glance, the conflict may seem easy to resolve, but it will challenge the parties' negotiating skills as well as the mediator's abilities to maintain control over the process.

KEY LESSONS AND SKILLS: Determining a process which is mutually satisfactory, framing the concerns as well as probing the issue.

STRUCTURE & SETUP:

Time Required: 30 minutes

Number of Participants: 3 per group

Materials Included:

1. Confidential instructions for the Mediator
2. Confidential instructions for G. Hawkins
3. Confidential instructions for S. Monroe

Also includes sample Debriefing questions for the instructor's use.



New Colleagues

SYNOPSIS: This is two-party workplace conflict centered around perceptions and intentions. The mediator will have to exercise superior tact and discretion to facilitate the discussion between the parties.

KEY LESSONS AND SKILLS: This role-play will provide opportunities to frame and re-frame the concerns of the parties as well as develop the parties' abilities to fully explore the concerns and interests of the counter-party.

STRUCTURE & SETUP:

Time Required: 30 minutes

Number of Participants: 3

Materials Included:

1. General information
2. Confidential information for Martha
3. Confidential information for Michel

Also includes sample Debriefing questions for the instructor's use.



Opeongo Mediation, The

SYNOPSIS: This is a two-party mediation related to a civil action initially brought against both the Federal Crown and the Province by the Opeongo Indian Band. While the conflict is fairly complex, centring on unresolved land and fishing rights claims, this role-play still provides mediators with a good opportunity to practice all of the steps of the mediation process. The role-play is designed to take 1.5 hours for both parties to present their opening statements, and the mediators are instructed to get commitment from both parties to proceed with a second more in-depth session after the initial opening session. Hence, reaching an agreement is possible in this case provided enough time is provided for doing so. The typical agreement reached also lends itself well to further scrutiny as to whether or not it is a “good agreement”.

KEY LESSONS AND SKILLS: Process Design/Control/Facilitation (especially the initial stages), the Role and Influence of Parties not Present at the Table, and Matters Related to Agreement Design.

STRUCTURE & SETUP:

Time Required: Preparation should take 30 minutes and the mediation can take 1.5-3 hours to get Opening Statements and to Set an Agenda. This role-play can be extended to a full day to allow the parties enough time to reach an agreement. Review and debriefing can last from 30-120 minutes, depending on whether the session was extended or not.

Number of Participants: Three (one mediator and two disputing parties per group).

Materials Included:

1. General Information
2. Confidential Instructions for the Mediator(s)
3. Confidential Instructions to the Opeongo Band Chief
4. Confidential Instructions to the Federal Crown Representative

Also includes sample Debriefing questions for the instructor’s use.



Past and Present

SYNOPSIS: This is a simple two party conflict which focuses on mis-communication/understanding and the setting of boundaries related to appropriate workplace behavior. The conflict centers on an incident which occurred after a joke was told, which one of the parties thought was inappropriate. Because of the relative simplicity of the dispute, this role-play allows mediators a very good opportunity to practice all of the steps in a mediation process in order to generate an agreement. Correct issue identification and improving communication/understanding through correcting a mis-perception between the parties will be key to the mediator's success. Consequently, the exchange of information between the parties is a key step of the mediation process which is particularly relevant in this case.

KEY LESSONS AND SKILLS: Process Design/Control/Facilitation, Issue Identification, Managing Parties' Perceptions, Parties' Past History, & Exchange of Information.

STRUCTURE & SETUP:

Time Required: Preparation should take 15-30 minutes and the mediation can take 1-3 hours. Review and debriefing can last from 30-60 minutes.

Number of Participants: Three (one mediator and two disputing parties per group).

Materials Included:

1. Confidential Instructions for the Mediator(s)
2. Confidential Instructions to Ashley
3. Confidential Instructions to Grant

Also includes sample Debriefing questions for the instructor's use.



Sally and Mark

SYNOPSIS: This is a two-party work place conflict. It addresses a delicate issue and will prove challenging to the mediator's abilities to get the parties to stick to the agreed upon process while communicating in a constructive fashion.

KEY LESSONS AND SKILLS: Designing a process, maintaining constructive dialogue between the parties and discerning interests and intents.

STRUCTURE & SETUP:

Time Required: 20 minutes

Number of Participants: 3

Materials Included:

1. Confidential information for Sally
2. Confidential information for Mark

Also includes sample Debriefing questions for the instructor's use.



Sask Clash

SYNOPSIS: The situation that has resulted in this mediation involves an informal complaint of abuse of authority. The complaint was initiated at a regularly scheduled meeting of the Division. This role-play will raise the issue of having a representative of a group at the table (eg. authority to settle and the potential of the representative having her or his own agenda). It will likely raise the issue of steps that must be taken prior to allegations of abuse. Also, it will give experience regarding commitment to the process (group members) and/or hidden agendas.

KEY LESSONS AND SKILLS: This role-play will raise the issue of having a representative of a group at the table, and whether or not one of the parties has the authority to settle. It will raise concerns about the responsibility of each party to address a dispute before it becomes a conflict.

STRUCTURE & SETUP:

Time Required: 20 minutes

Number of Participants: 3 per group

Materials Included:

1. Confidential instructions for Sidney Jones
2. Confidential instructions for Lesley Smith
3. Confidential instructions for the mediator

Also includes sample Debriefing questions for the instructor's use.



Spring Fever Fling

SYNOPSIS: This is a multi-party mediation which addresses several sensitive issues including sexism and racism. This mediation revolves around some advertising choices made by a fraternity for its annual Spring Break festivities. This multi-party mediation poses challenges for the mediator in creating a process which works for all parties. The time and process management skills of the mediator will be strengthened by using this role-play.

KEY LESSONS AND SKILLS: This mediation will raise issues of agendas as well as power, and the use of it.

STRUCTURE & SETUP:

Time Required: 30 minutes

Number of Participants: 5 per group (4 participants + 1 mediator)

Materials Included:

1. Bob Connors, ARK fraternity president
2. Les Pritchett, ARK vice president
3. L. Jones, president, Black Students' Alliance
4. S. Firestone, convenor, McAllum Women's Coalition

Also includes sample Debriefing questions for the instructor's use.



Striking a Deal the M.O.U Way

SYNOPSIS: This is a role in play in which the participants discuss ways of drafting and implementing a Memorandum of Understanding (MOU). The discussions of a possible MOU involves complex issues and require a sensitive approach to the other party's needs. This role-play will also develop the participant's BATNAs (Best Alternative to Negotiated Agreement).

KEY LESSONS AND SKILLS: This role play will help the participants develop their negotiation strategies, think though their best alternatives to a negotiated settlement as well as develop their probing skills as they seek to identify the interests of the counter-party.

STRUCTURE & SETUP:

Time Required: 30 minutes

Number of Participants: 2

Materials Included:

1. General information
2. Confidential information for Joe Matuluk, Director of Economic Development Aquliat Nation
3. Confidential information for Karen McGuigan, President of Explorative Activities

Also includes sample Debriefing questions for the instructor's use.



Workplace Tussle

SYNOPSIS: This is a multi-issue conflict between two colleagues. Disentangling the issues as well as the interests of both parties will prove challenging. This is a multi-issue conflict, providing many opportunities for the mediator to practice their process development and implementation skills.

KEY LESSONS AND SKILLS: This mediation will test the mediator's skills in mediating a multi-issue conflict. It will prove a challenge to the mediator's questioning skills as well as the mediator's skills in facilitating a complete discussion of all of the issues contributing to the conflict.

STRUCTURE & SETUP:

Time Required: 30-45 minutes

Number of Participants: 1 mediator, 2 participants

Materials Included:

1. Instructor's notes
2. Confidential instructions for Donna Peters
3. Confidential instructions for Paula Franklin

Also includes sample Debriefing questions for the instructor's use.



Zenus

SYNOPSIS: This role play involves a work-place conflict. The issue at heart is whether an employee returning from an injury is capable of performing all of the tasks required of them. This negotiation will focus on the interests of the company (job requirements) and the rights of the employee.

KEY LESSONS AND SKILLS: This role play will help the parties to the conflict identify the interests of the other party. This is a workplace dispute and finding a resolution which accommodates both parties may prove challenging. Not only do the interests of the parties need to be considered, the rights of the parties also need to be taken into account.

STRUCTURE & SETUP:

Time Required: 25 minutes

Number of Participants: 3

Materials Included:

1. General information
2. Confidential information for mediator
3. Confidential information for Pat Young
4. Confidential information for Chris Delorme

Also includes sample Debriefing questions for the instructor's use.



About the Institute

Our Mission

The Canadian International Institute of Applied Negotiation (CIAN) is dedicated to the prevention and resolution of destructive conflict and to building sustainable peace at local, national, and international levels.

Our Commitment

We believe that reducing violence, achieving stability and building sustainable peace can only be attained through the sound engagement of the people and institutions in conflict. We are committed to building relationships and partnerships with appropriate leaders and organizations as a route to real change. We use and develop state of the art, empirically tested methods of conflict prevention, resolution and peacebuilding. And we are committed to transferring knowledge and competencies to those with whom we work.

Achieving Our Mission

CIAN achieves its Mission and fulfills its Commitment through four programs: International Program; Domestic Program; Violence Prevention Early Response Unit; and Special Programs. All of CIAN's professionals are theory-informed practitioners. Experienced as facilitators, trainers, mediators, researchers and peacebuilding consultants, their services draw upon lessons learned and best practices to design customized interventions and training programs.

A Brief History

Founded in 1992, CIAN was built upon the notions of peace, social justice, and principled dispute resolution based in negotiation. CIAN soon became one of the leading ADR organizations, gaining a solid reputation for effective programming and training. Our growing reputation resulted in international recognition and by the mid-1990's we were invited to partner with organizations, especially in the emerging democracies of Eastern Europe. Recent years have seen CIAN continue to offer dispute resolution programming through local organizations in a number of conflict zones, including Azerbaijan, Bosnia, Columbia, Haiti, Lebanon, Macedonia, Pakistan, Sri Lanka and the Crimea. We are now recognized as a leader in violence prevention, using a catalytic approach that balances security and development.

CIAN's Presidents

CIAN has been strengthened by the leadership and wisdom of the following: Founding President: Senator and past Ambassador to the UN for Disarmament, Douglas Roche; The Late Honourable, Justice Mark McGuigan; Co-Founder of CIAN and past Director of Conflict Resolution for the Carter Center, Dr. Ben Hoffman.



CIIAN's International Program

CIIAN's International Program provides services in conflict prevention, conflict resolution as well as peacebuilding programming, often in long-term partnerships with local organizations. The Program also offers specific, clinical training workshops including a Certificate Program in Peacebuilding and Conflict Resolution. 39

CIIAN's Domestic Program

The Domestic Program provides three levels of training for those interested in learning dispute resolution competencies: • Individual Courses • Certificate Programs • Professional Designations

CIIAN's Early Response (ER) Unit

CIIAN's ER Unit works in conflict situations to prevent potential violence and intervenes in cases of violence to stabilize and restore the situation. The ER Unit also develops and delivers training courses for other early responders, provides consultation on violence prevention, and continues to conduct research on this topic.

CIIAN's Special Programs

CIIAN's Special Programs focuses on the development of special resources such as research papers, manuals and videos. It also sponsors a speaker's series and designs innovative training workshops such as the 'Power Clinic For Mediators



Role-play Order Form

Role-plays can be ordered by **phone, fax, e-mail, or post.**

Phone: 1-613-237-9050

Fax: 1-613-432-6951

E-mail: ciiian@ciiian.org

Post:

CIIAN
97 Tom's Road
R.R.#1
Dacre, ON
K0J 1N0

All role-plays are priced at \$24.99 (HST included - Canadian Dollars).

Upon receipt of payment role-plays will be sent via email in PDF format.

Through the purchase of CIIAN role-plays, the buyer agrees to the following Terms of Use.

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CIIAN Mediation & Negotiation Role-play Order Form

NAME (Please Print):

TELEPHONE:

EMAIL:

ROLE-PLAY	SELECTION	# of Uses (\$24.99/use)	Sub-Total
Agri-Food East			
A Stitch in Time			
Car Repairs Mediation			
Generation Gap, The			
Eastbrook Mediation, the			
Harmonium			
Hopeline Mediation			
Lasalle Park Dispute, The			
Mighty Mushroom, The			
Neighborhood Dispute			
New Colleagues			
Opeongo Mediation, The			
Past and Present			
Sally and Mark			
Sask Clash			
Spring Fever Fling			
Striking a Deal the M.O.U Way			
Workplace Tussle			
Zenus			

GRAND TOTAL = \$

My cheque or money order is attached
(made payable to CIIAN)

