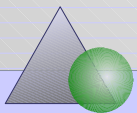


# **The Conflict behind the Conflict:** **Workplace Mobbing/Bullying – a Detoured Conflict**

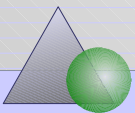
*European Mediation Conference 2007 (EMC I)*

*September 28<sup>th</sup>, 2007, 02:00 pm*  
*Penta Renaissance Hotel, Vienna*



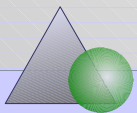
# Mobbing at work

- International prevalent
- Concerns all larger organisations
- Follow-up costs
  - Individual
  - Organisational
  - Societal



# Goal

- Understanding psycho-social dynamics of mobbing
- Identifying the problems for mediation
- Developing counter strategies

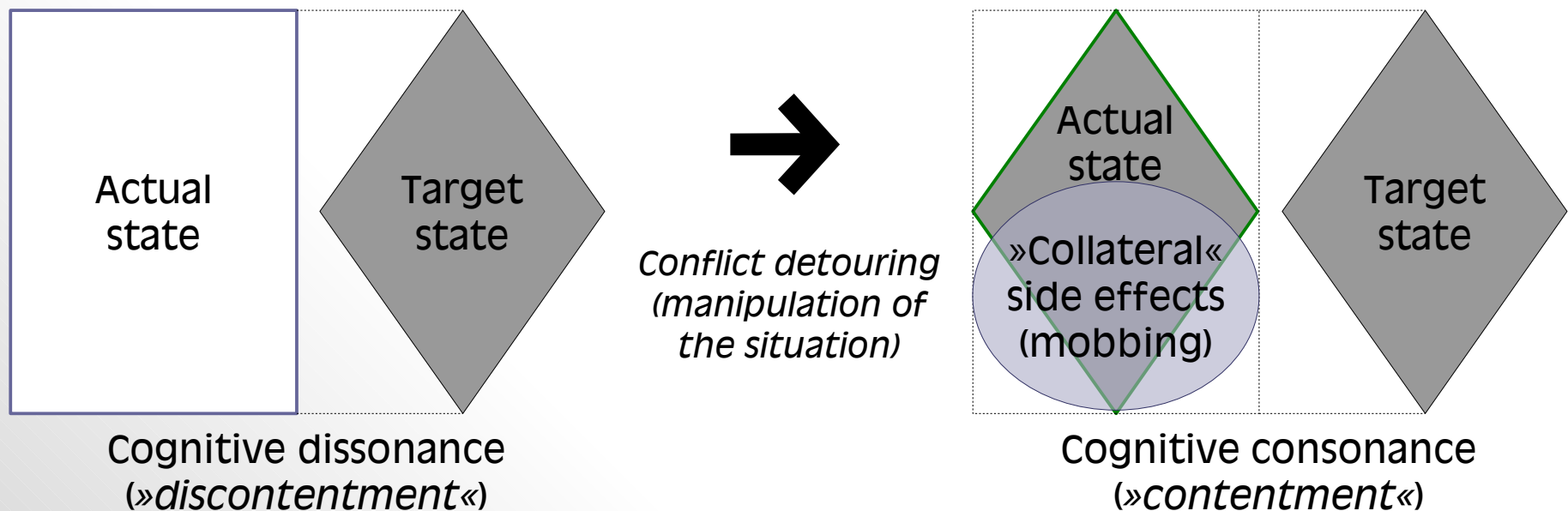


# Mobbing: A destructive conflict

	Constructive Conflict	Mobbing
Correct addressee	✓	✓/✗
Correct content	✓	✗
Correct means	✓	✗

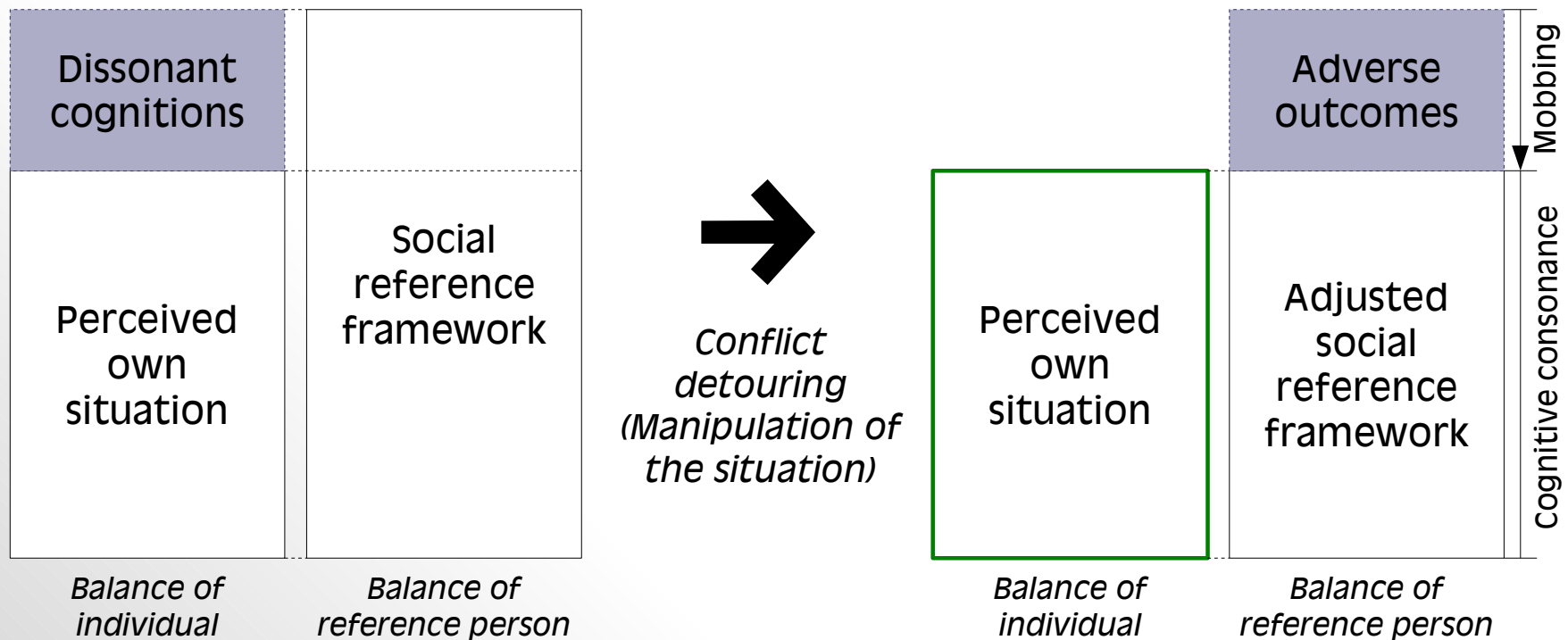
# Why mobbing? (1/2)

## A. Mobbing as »collateral damage«



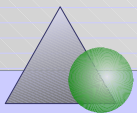
# Why mobbing? (2/2)

## B. Mobbing as »sandpit phenomenon«



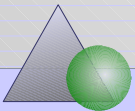
# System of mobbing

- Mobber wants to achieve an aim
  - Not possible in accordance to rules
  - Conflict via different content to disguise motives → no sanction
- Mobbing victim not arbitrary
  - Depends on content
  - Hardly any sanction potential against mobber



# Challenges for Mediation

- Identification of Mobbing
  - Disguised motives
  - Manipulated situation
- Mobbing intervention
  - Acceptance of opponent
  - Unilateral interest in conflict solution



# Discussion

Questions & discussion

