



## Lead Programme Tutors

### Gerry Rooney

MSc HRD, Advanced Practitioner  
Member and Former President of the  
Mediators Institute of Ireland (MII).  
He is also an Advanced Practitioner,  
Workplace Mediation with the  
International Centre for Dispute  
Resolution and Leadership and a  
member of the Association for  
Conflict Resolution

### Ray Flaherty

MBA, Advanced Practitioner  
Member of the Mediators Institute of  
Ireland, Advanced Practitioner -  
Workplace Mediation with the  
International Centre for Dispute  
Resolution and Leadership.

### Carol Jarrett

MBA, Practitioner Member of the  
Mediators Institute of Ireland.

### Karl Redmond

MBA, Practitioner Member of the  
Mediators Institute of Ireland



# Certified Mediation Training

Funded through ESF+

8 Day, 60 Hour Programme

Classroom Based With eLearning Modules

(60 CPD Hours)

Mediators Institute of Ireland Approved Programme to  
MII Certified Member Level

This programme is certified with the Mediators' Institute of Ireland and upon successful completion on the programme participants qualify for MII Certified membership. Our course is therefore the first step in progressing your career in mediation, or in enhancing your skills to facilitate dispute resolution across a range of disputes. Under the Mediation Act 2017 those wishing to practice mediation for civil and commercial disputes will need to hold a suitable qualification and the MII Certification meets these needs.

## Why Train as a Mediator with ACRUX Consulting?

The Mediation Act in Ireland requires Mediators to be trained and certified. Our team has successfully trained 100's of mediators throughout Ireland, the UK and the USA. Our team includes experienced Mediators with extensive experience in dealing with a range of disputes. Our experience ensures we are ideally placed to pass on our practical experiences to trainee mediators. Our trainers have trained mediators who now specialise in a range of areas including commercial, workplace, family, agriculture, community, and civil disputes.

Our workshops provide cases based on our experience of mediating a variety of disputes including employment/workplace, commercial, civil, community and family. This will ensure the participants gain from mediations focussed on their future area of practice.

The course leader is an experienced Mediator who has acted as an external mediator with the Financial Services and Pensions Ombudsman. Our lead trainers have also been

The course is run over 7 days with an MII Assessment on the day 8. The course is delivered mainly in the classroom and includes an online and eLearning sessions combined with 20 hours self-directed online learning.



## Programme Methodology

*The programme is delivered as follows:*

- *Course work, self-assessments and case studies with full learning resource pack and pre-course e-learning module on conflict management skills.*
- *7 days (50 plus hours) classroom tutor led experiential learning with online supports, and supervised skill development by Mediators at advanced practitioner level and experienced ADR specialists with blended eLearning sessions. An additional 20 plus hours online self-directed learning.*
- *Assessment of skills by Independent assessors*
- *Written course work to be submitted within an agreed timeframe after the programme based on a suitable case study and to meet MII Certified Mediator requirements*
- *Workshops will be through blended learning including group discussion, tutor led presentations, exercises, case studies, self and peer assessments, video reviews, and self-directed eLearning and reading.*

## Programme Objectives

*This highly participative course will allow you*

- *develop key skills in implementing solutions for/with parties involved in disputes workplace/organisational and commercial conflict*
- *focus on minimising the costs of unnecessary interpersonal, workplace and commercial conflict*
- *enhance the working environment*
- *understanding and manage conflict situations and develop self awareness and confidence in facilitating conflict resolution using the mediation process.*

## Qualification

*On completion of the programme participants will be Certified Mediators and will qualify for membership of the Mediators Institute of Ireland and other professional mediator bodies*

## Learning Outcomes

*By the end of this programme participants will have:*

- *Developed a thorough understanding of the various aspects and dynamics of dispute resolution*
- *An ability to facilitate the management of conflict in various settings*
- *A thorough understanding of alternative dispute resolution methods with a focus on mediation*
- *Practised in the skills necessary for providing an effective Mediation and Mediation Service*
- *An internationally recognised certification in Mediation*

## Programme Outline

- *Understanding Conflict Resolution Theory*
- *Negotiation Theory*
- *Mediation Principles and Process*
- *Communication & Mediation Skills*
- *Personal Awareness*
- *Participant Rights and Related Legal Implications*
- *Developing appropriate ADR solutions*
- *Privilege and Confidentiality in the process.*

# Certified Mediation Training

## Day 1

### 1. Introduction

The following document outlines the purpose and learning outcomes for Day 1 of the 8-day Certificate in Mediation, an MII Approved programme provided by Acrux Consulting Ltd.

Typically, we run day one as a separate day and day 2 and 3, day 4 and 5, and day 6 and 7 as consecutive days every second week. Day 8 is the assessment day which is run as a separate day on the last week of the course.

### 2. Component Details

<b>Title</b>	<b>Day 1: Introduction to the Course and Introduction to Mediation</b>
<b>Purpose</b>	<p>The purpose of day 1 is to provide participants with an overview of the certified training course, the Mediators' Institute of Ireland (MII) Assessment process, and background to Mediation in the context of dispute resolution.</p> <p>This part of the training will equip the learner with the knowledge, skill and competence to understand the dynamics of conflict across a range of dispute's, to develop self-awareness of conflict management skills, and where mediation can be applied as an appropriate dispute resolution process.</p>

### 3. Learning Outcomes

#### Learners will be able to:

1. Understand the purpose and outcomes of the training programme and the MII assessment standards.
  2. Describe and understand the dynamics of conflict and different conflict management styles
  3. Appreciate the different methods of conflict engagement and how these methods can influence collaborative outcomes
  4. Understand interest based, position based, and power based approaches to conflict
  5. Understand and recognise paradigm shifts and its significance in conflict resolution
  6. Understand the process of Mediation on the continuum of dispute resolution.
  7. Become familiar with the Mediation Act 2017 and the obligations placed on Mediators.
  8. Develop a thorough understanding of the process of mediation and recognise and understand the 5 step process.
-

## 4. Workshop Schedule

Normally we deliver day one as a separate one-day workshop.

Learning		Delivery Method
Day 1 AM	Introductions and expectations	Discussion Learning Charter
	Overview of programme and assessment methods	Presentation and discussion
	Development of Mediation in Ireland	Presentation and Paper
	Understanding Conflict, Conflict Dynamics, Conflict Engagement, the Conflict Cycle and Conflict Mapping, including review of e-learning	Exercise Case study Self-assessments Lecture Reading
	Paradigm Shifts and the psychology of Conflict	Lecture Group exercise
Day 1 PM	Understand what Mediation Is, and what it's Not <ul style="list-style-type: none"> <li>- Process</li> <li>- Impartiality</li> <li>- Neutrality</li> <li>- Mutuality</li> <li>- Voluntary</li> <li>- Confidentiality</li> </ul>	Lecture Case Studies Mediation documents
	Review of learning, evaluation of Day 1	

Prior to day one participants will be invited to complete a 20-hour eLearning workshop to introduce participants about the concepts of managing challenging behaviours and understanding conflict management and a range of skills that can be applied in managing conflict. In addition, participants will be required to complete a confidential online assessment of their conflict management styles with an individual confidential report about how they typically use conflict management skills.

On completion of the Day 1 workshop participants will be encouraged to complete an online workshop on listening skills with a self-assessment and individual confidential report on their preferred listening styles.

An online presentation on the background and principles of Mediation and the Mediation Act 2017 will also be provided.

# Certified Mediation Training

## Day 2 and Day 3

### 1. Introduction

The following document outlines the purpose and learning outcomes for Day 2 and day 3, a two-day module of the 8 day Certificate in Mediation – MII Approved programme provided by Acrux Consulting Ltd.

### 2. Component Details

**Title:** Developing Skills in Exploring the Options and Negotiating to Agreement

**Purpose** The purpose of this module is to equip the learner to gain a full understanding of the Mediation Process.

This module will also equip the participant with the knowledge, skills and competence to apply a range of the skills at each stage of the mediation so they can assist the parties in a dispute to explore their dispute; to maintain appropriate relationships between the parties and the mediator in order to work with the parties in identifying the core issues to a dispute; and assist the parties to identify and test possible solutions.

The skills will have a particular focus on face-to-face mediation skills.

### 3. Learning Outcomes

#### Learners will be able to:

1. Apply the skills to manage all phases of a mediation process.
  2. Introducing the Agreement to Mediate and the purpose/benefit of holding pre meetings with the parties to prepare them for the mediation process and handling any objections, pre-conditions, or concerns. Explaining the process of confidentiality and voluntary nature of the Mediation process.
  3. Managing the opening plenary session and storytelling phase to identify and agree agendas.
  4. Start gaining an understanding of active and empathetic listening skills and appreciate appropriate communication techniques adapted within the mediation process.
  5. Develop and practice mediation techniques, open the process, manage the conflict and work with the parties to identifying possible solutions and lasting agreements.
  6. Apply their skills in listening to assist the parties understand the source of their dispute
  7. Understand and apply the techniques of partialising, recapping, reframing, mutualising and normalising to assist the parties understand their dispute and seek solutions.
  8. Continue to develop a thorough understanding of the process of mediation.
  9. Master the story-telling and problem-solving phases of the mediation process
  10. Continue to develop their active listening skills and appreciate appropriate communication techniques adapted within the mediation process
  11. Understanding different models of behaviour and how to identify and manage difficult behaviours
-

#### 4. Workshop Schedule

Learning		Delivery Method
Day 2	The Mediation Process	Lecture and readings
	Active listening	Skills practice
	Case Study and Mediation Exercise	Facilitator led step through the Mediation process and skill development
	Role Play	Skills practice and Case Management
Day 3 AM	Recap on Learning	Discussion
	Role Play- focus on summarising and Questioning to identify possible solutions	Case Study
	The Power of Questioning.	Discussion and link to online presentation
Day 3 PM	Role Play- focus on summarising and questioning to identify possible solutions	Case Study
	Negotiation Skills- Understanding and applying an effective approach to Negotiation	Discussion and Exercise, Link to online presentation.
	Role Play- negotiating for a solution	Case Study
	Review of learning, evaluation of Day 2 and Day 3.	

Following day three participants will be provided to links for online presentations on Questioning Skills and Negotiation Skills.

# Certified Mediation Training

## Day 4 and 5

### 1. Introduction

The following document outlines the purpose and learning outcomes for Module 3, a two-day module of the 8-day Certificate in Mediation – MII Approved programme provided by Acrux Consulting Ltd.

### 2. Component Details

**Title Module 2:** Developing Skills in Managing the Mediation Session, Assisting the Parties to Reach and Make Agreements, and closing the Mediation Session.

**Purpose** The purpose of this module is to equip the learner with the knowledge, skills and competence to assist the parties come to an understanding of their dispute and working with them to apply the skills to reach agreement and draft a memo of understanding and/or heads of agreement that are capable of being used in a variety of mediation settlements.

To understand the effects of bias, to identify personal prejudices and to avoid personal prejudices influencing mediation outcomes.

To recap awareness of their listening skills and to apply appropriate skills to assist them listen actively to assist the parties in mediation.

To provide the parties with an understanding of competency in mediation, and other legal issues relevant to the mediator.

### 3. Learning Outcomes

#### Learners will be able to:

1. Start gaining an understanding of active and empathetic listening skills and appreciate appropriate communication techniques adapted within the mediation process.
  2. Develop and practice mediation techniques to prepare the parties, open the process, manage the conflict and work with the parties to identifying possible solutions and lasting agreements.
  3. Apply the skills to manage all phases of a mediation process.
  4. Understand and apply the skills of designing and asking questions to assist the parties explore their options.
  5. Appreciate the dynamic of transformation and manage the challenges as the parties, thoughts, positions and perceptions change.
  6. Understand, apply, and work with the parties when negotiating solutions.
  7. Work with the parties to generate lasting and appropriate agreements
-

### Learners will be able to:

8. Understand personal prejudices and how to avoid personal prejudices influencing mediation outcomes.
9. Understand and be aware of legal issues in relation to contracts, competency to mediate, disclosure of issues, child protection/vulnerable adults, and protection of disclosure.
10. Continue to develop a thorough understanding of the process of mediation.
11. Understand personal listening profiles and plan of actions to enhance active listening.
12. Continue to develop their active listening skills and appreciate appropriate communication techniques adapted within the mediation process.
13. Understand and apply the different mediation styles and their appropriateness for different types of disputes.

#### 4. Programme Schedule

<b>Day 4 AM</b>	Role Play focus on summarising and questioning to identify possible solutions	Case Study
	The dynamics of transformation- The JOHARI Window and assisting the parties as emotive and other unknown issues are discovered and/or disclosed	Lecture, Discussion
	Role Play- Dealing with Emotions	Case Study
<b>Day 4 PM</b>	Understanding and Working with Different Behaviours- The Dimensional® Model of Behaviour	Discussion and Online Presentation
	Role Play- Difficult Behaviour	Case Study
	Personal Listening Styles Inventory	Lecture
<b>Day 5 AM</b>	Recap on Learning and readings	Discussion
	Role Play- focus on identifying issues for agreement and crafting heads of agreement	Case Study
	Role Play	Case Study
	Understanding and avoiding Prejudices	Discussion and Exercise
<b>Day 5 PM</b>	Drafting agreements and memos of understanding-	Lecture, Discussion and Exercise
	Legal Issues for Mediation.	Discussion
	Role Play- getting to agreement with the parties.	Case Study

	Refer to readings for next Workshop.	Discussion
	Review of learning, evaluation of day 4 and 5.	

Following day five participants will be provided to links for online presentations on Understanding and Working with Different Behaviours,

---

# Certified Mediation Training

## Day 6 and 7

### 1. Introduction

The following document outlines the purpose and learning outcomes for Day 6 and 7 of the 8-day Certificate in Mediation – MII Approved programme provided by Acrux Consulting Ltd in association with Legal Island.

### 2. Component Details

**Title:** Developing Skills in Closing the Mediation Session and Finalising Agreements and the Post Mediation Session Procedures

**Purpose** The purpose of this module is to equip the learner with the knowledge, skills and competence to manage the closing of the mediation process and post mediation activities.

### 3. Learning Outcomes

#### Learners will be able to:

1. The participants will also participate in a full-day case study to understand and apply a range of the skills of mediation real time from pre meeting, opening session, exploring the issues, problem-solving and agreement.
2. To assist the parties, understand and implement the next steps regarding honouring the settlement arrangements where they have been made.
3. Address issues where a resolution has not been reached to ensure the parties leave with a positive disposition towards the mediation process.
4. Exchanging any final documents with the parties and their representatives.
5. Understand and apply the ethical standards and code of practice for Mediators
6. Review the Mediators Checklist to self-assess their role as a mediator and how they contribute to the mediation process
7. Understand the assessment process and preparation for same.
8. Develop the skills to close the mediation process to ensure the parties have addressed the issues in dispute
9. To provide briefings for the parties in relation to the assessment day

### Workshop Schedule

	Fish Bowl- Case management of real time mediation including: <ul style="list-style-type: none"><li>- Pre-meeting and preparation documents</li><li>- Opening session</li><li>- Identifying the issues and conflict mapping</li><li>- Partialising and problem solving</li><li>- Solution finding</li></ul>	Case study Recording of mediation Post workshop self-assessment and individual feedback.
--	--	--

	<ul style="list-style-type: none"> <li>- Grounding agreements</li> <li>- Settlement documents</li> </ul>	
<b>Day 7 AM</b>	Recap on Learning to date	Discussion
	Role Play- focus on crafting the agreement and closing the session effectively	Case Study
	Ethics in mediation and in mediation practice	Lecture
	Role Play- getting to agreement with the parties	Case Study
<b>Day 7 PM</b>	The Mediators Check List	Discussion
	Role Play- getting to agreement and post agreement activities.	Case Study
	Assessments Schedule	Preparation for Assessment

They will also be provided with information on the assessment day and the as assessment role plays and following day 7 will be provided with a link to an online briefing for the assessment day.

# Certified Mediation Training

## Day 8 Assessment Day

### 1. Introduction

The following document outlines the purpose for Day 8 of the 8-day Certificate in Mediation – MII Approved programme provided by Acrux Consulting Ltd in association with Legal Island.

### 2. Component Details

**Title:** Assessment Day

**Purpose** The purpose of this session is to provide an opportunity for the participants to demonstrate their skills through a video recorded assessment.

Each participant will be given a schedule to demonstrate their mediation skills to an external MII approved assessor. Assessments will be video recorded and following the assessment participants will be provided a confidential link to their recorded assessment and are required to review their video and submit a self-reflective piece to the Assessor. This submission is to be made within approximately two weeks of receiving the video link.

Assessors will then complete the assessment process and provide their report to Acrux who will forward the assessment report to each candidate.

<b>Day 8</b>	Mediation Assessment Day to demonstrate mediation skills in an assessment environment and complete the post assessment mediation activities.	Videod Assessment
--------------	--	-------------------

The overall programme will include:

- Provision of pre-course e-learning module on conflict management skills.
- Seven days training led by two tutors.
- Provision of all courseware including notebooks, folders, virtual classroom access for pre-course eLearning element and essential course material.
- Online presentations and learning tips issued to participants during the workshops.
- Role plays and case studies relevant to the area of practice.
- At least two different Tutors will support the programme to ensure a broad development of skills
- MII assessment for Certified member.

Acrux reserves the right to alter or make changes to the course delivery to ensure our programme remains relevant, meets the needs of the participants, and meets the certification requirements of the MII.

---

## Testimonials

*“Just a note to express my appreciation for your instruction, guidance and feedback during the course. I found the content educational, thought provoking and captivating and it was delivered in such a way that was easy to follow and understand with real life relevant case studies that helped to demonstrate the theory”*

*“The fact that you’re all such personable people made it fun and entertaining along the way which certainly helped too”*

*“Excellent Programme”*

*“Great Team”*

*“Focus on trade union representation, Excellent course”*

*“The content and delivery of live sessions was excellent”*

*“Massive information, The teams useful and brilliant answers on our tricky questions from different examples”*

*“This training was very clearly delivered and professionally delivered. Every question was taken and answered effectively. I thoroughly enjoyed the course and found the team very interesting and easy to listen to and communicate with throughout the course”*

*“Will use as an opportunity to thank the team for such an amazing training, everything was on place: - understandable language, tone for non-natives, timekeeping, owning training but always ready and having answers for questions. With my humble opinion this was not only beneficial from mediation perspective, but great experience, how training needs to be leaded, thank you!*

---

## Bio Gerry Rooney- Lead Trainer

Gerry has over 23 years' experience in HR, Learning and Development, Workplace Dispute Resolution, Employment Legislation, and Equality and Diversity Management. He is an experienced Trainer, Investigator, Mediator and skilled Facilitator.



### Acrux Consulting Ltd Managing Director

Donard  
Knights Hill, Old Coach  
Rd Balrothery Co  
Dublin

**T: +353 (0)1 841 1664**  
**M: +353 (0)87 419 4812**

gerry@acrux.ie  
e [www.acrux.ie](http://www.acrux.ie)  
**Education**

Level 8 QQI Award in Workplace  
Adjudication, NCI 2015

MSc in HRD, Thames Valley  
University 1999

NUI Cert in Training and  
Continuous Education 2007

Advanced Practitioner in  
Workplace Mediation, 2004; MII  
Certified Mediator 2002

Corporate Member of the  
Chartered Institute of Personnel  
Management since 1992

Member of the Irish Institute of  
Training and Development 2002

Certificate in Employment Law,  
UCD, 1999

As an experienced trainer and learning and development practitioner Gerry has been involved in the design and delivery of a range of Mediation, HR, and Leadership Development programmes over the past 20 years. Specifically, Gerry has designed and delivered MII Certified Mediation training programmes for clients including the former Equality Tribunal, the Financial Services and Pensions Ombudsman, ESB, An Post, Eircom, and a variety of public programmes. Gerry is also certified to deliver the Dimensional Model of Behaviour leadership programmes with Psychological Associates, a Global L&D organisation based in St Louis, USA.

As an Advanced Member and a former President of the Mediators' Institute of Ireland (MII) Gerry has extensive experience in mediating in all types of workplace and commercial disputes including working relationships, employee relations issues, harassment and discrimination, breaches of contract, exit processes, shareholder disputes, and financial services disputes. He was appointed as an external Mediator with the Office of the Financial Services and Pensions Ombudsman in 2016.

As a HR professional Gerry has held a number of senior HR roles in organisations where he has directed significant organisational change programmes. Gerry is also a qualified and practicing Mediator where he focuses on workplace and commercial dispute resolution. Gerry is an external Adjudication Officer with the WRC where, since 2015, he hears a range of complaints under the plethora of employment rights and equal status matters.

Gerry has designed and delivered a range of training interventions on leadership development, mediation skills, dispute resolution and diversity at work. Gerry was founding member of a number of industry sector Skillnets to assist businesses develop their HR and leadership skills, and Acrux Consulting Ltd continues to provide training to organisations throughout Ireland with various Skillnet organisations. He was a member of the national panel of Equality Auditors with the Equality Authority from 2001 to 2011. In this time, he has conducted equality audits and reviews for 35 large organisations in Ireland and worked with these organisations in developing and delivering equality action plans and training interventions. Gerry has presented training to EQUINET (the European Network of Equality Bodies) on developing equality action plans in the workplace.

Between 1997 to 2000 Gerry was responsible for assisting the Local Authority Sector in developing a strategic approach to its HR functions and in implementing a range of learning and development interventions in HR, supervisory skills, and equality and diversity solutions.

### Key Services Provided

- 40 years industry experience with over 25 years' experience in HR and IR roles at senior level.
- Experienced L&D professional
- External Adjudicator, WRC 2015 to 2022
- External Mediator with the Financial Services Ombudsman Bureau
- Former President Mediator's Institute of Ireland 2013-2015

### Career History

Prior to forming Acrux Consulting in 2014, Gerry was HR Consulting Director with Baker Tilly Ryan Glennon (2011-2014), Managing Director and founding member of Polaris HR Ltd (2000-2011), HR Executive with the Local Government Management Services Board (1997-2000), and a Commissioned Officer in the Irish Naval Service for 18 years (1979-1997).

## Ray Flaherty *Senior Associate*



Experienced HR Professional and Trainer with 40 years' experience of Learning and Development design and Delivery and HR Roles. Ray specialises in Mediation and Alternative Dispute Resolution Practices and is co-designer of out MII Certified Mediation Training programme

### Consultant Qualifications

- MSc in Organisation Development
- Certificate in Advanced Negotiations
- Advanced Certificate in Mediation Practice
- MII Advanced Member
- Certificate in Training and Continuing Education
- Diploma in Business Studies
- Bar-On EQi certified

### Consultant Experience

Ray is a Managing Director of Concordia Consulting, where he heads up the consultancy's Alternative Dispute Resolution Service. As an ADR specialist, Ray has overseen the development of a comprehensive and professional range of services in workplace Conflict Management/Resolution. These services, which include: Mediation, Conflict Coaching, Conciliation, Facilitation, Arbitration, Negotiation and Investigation, have been delivered in and recommended by organisations in every sector of industry in Ireland.

Prior to setting up Concordia, Ray was Consulting Director at Baker Tilly Ryan Glennon for over three years where he grew a successful workplace dispute resolution service. Ray has an extensive career in HR/IR having worked at a senior level in the financial services sector for over 15 years before setting up his own HR consultancy in 2000 and becoming a Director of Polaris Human Resources in 2004 to 2011. In his time as a consultant Ray has consulted across all sectors of business.

Ray is a qualified Mediator and a practitioner member of the Mediators Institute of Ireland. Ray is an accredited Mediator Trainer as well as being a trained Conflict Coach. He also holds a Certificate in Advanced Negotiation from CEDR and is qualified to assess and provide coaching in Emotional Intelligence using the Bar-on EQi assessment process.

Ray is co designer and senior trainer on out MII Certified Mediation programmes and has been a trainer for the Mediation programmes delivered to the Office of the Financial Services and Pensions Ombudsman. Ray is also a External Adjudicator with the WRC since 2015.

### Career History

- 2014 to Present Managing Director Concordia Consulting
  - 2015 to 2022 External Adjudicator, WRC
  - 2011 to 2014 HR Consulting Director, Baker Tilly Ryan Glennon
  - 2004 to 2011- Director Polaris HR Ltd
  - 2000 to 2004- Managing Director ray Flaherty and Associates
  - 1976 to 2000- Bank Of Ireland, Regional HR manager, BOI West.
-

# Carol Jarett *Senior Associate Acrux Consulting*



## **Senior Associate Acrux Consulting**

Donard,  
Knights Hill,  
Old Coach Rd, Balrothery  
Co Dublin K32V659

Tel: 01 8411664  
Email [carol@acrux.ie](mailto:carol@acrux.ie)  
[www.acrux.ie](http://www.acrux.ie)

### **Education**

Chartered Director Programme  
Institute of Directors in Ireland  
(current participant) 2017

Diploma in Advanced Business  
and Executive Coaching, UCD,  
Michael Smurfit Graduate  
Business School 2014

Diploma in Employment Law, the  
Law Society of Ireland 2008

Chartered Banker, Institute of  
Banking in Ireland 2007

MBA e University of Manchester,  
Manchester Business School  
2006

Henley Diploma in Management,  
Henley Management College  
2001

Carol is an experienced accredited mediator, workplace investigator, conflict management coach, and alternative dispute resolution (ADR) specialist trainer, who has over 20 years' experience in all forms of employee relations and workplace dispute resolution services. A practitioner ADR professional since 2016, Carol previously worked in industry and brings Board level HR executive experience to her practice. Carol joined the Acrux Consulting team in 2018 as a Senior Associate. In her work with Acrux, Carol provides a range of ADR and HR solutions to clients (repeat and new).

Carol is an experienced accredited Mediator with the Mediators Institute of Ireland and with CEDR. She is a certified member of the Mediators Institute of Ireland, a member of the CEDR Professional Development Network and a trained Conflict Coach. In her work as a mediator, Carol has mediated a range of workplace disputes at all organisational levels, including breakdowns in relationships, sexual harassment complaints, bullying, harassment, discrimination, and contractual disputes. In addition, Carol has worked with parties to restore working relationships, including in stressful or conflict situations such as post-mediation and reconciliation scenarios. She has also facilitated parties who are in dispute to find practical and mutually beneficial solutions to their disputes, including dignity and respect relates disputes. As part of her mediation and coach practice, Carol coaches leaders to identify where their behaviours prevent or promote conflict; build their confidence to recognise constructive and destructive conflict behaviours in others; and ways to effectively resolve and promote a culture where more constructive behaviours are used. Carol's approach is to mediate naturally and flexibly, and she practices many different modes of mediation, including in person and remote mediation

Carol has conducted in excess of a hundred workplace investigations in recent years across a range of private, public and commercial semi-state organisations. She is a panel member on IBEC's and separately SIPTU's panels of external workplace investigators. In addition, Carol has chaired appeals, conducted desktop reviews of investigation processes on appeal, facilitated divergent business sessions and assessed general matters of dispute. Carol practices a trauma informed approach when investigating reported traumatic events such as sexual misconduct. She is renowned for her sensitivity and confidentiality to issues and applies a credible approach to her investigation process that identifies and makes balanced, objective and reasoned findings on the complaints under review. Additionally, Carol practices an investigation methodology that is consistent with the principles of natural justice.

### **Key Services Provided**

- Mediation training
- Investigations of disciplinary matters, harassment, sexual harassment and bullying, grievance issues
- Mediation
- Alternative Dispute Resolution and representing organisations at the WRC and the Labour Court.
- Industrial Relations including collective disputes.
- Business and Executive Coaching

### **Career History**

Carol is currently Senior Associate Consultant with Acrux Consulting Ltd, and a Founder of Capella Consulting (2016). She was previously a Director of HR with Bank of Ireland (BoI) from 2010 to 2016, Senior HR Business Partner, Manufacturing & IT divisions, BoI from 2007-2010, and a Senior Industrial Relations Manager, BoI 2001-2007. Carol is a Member of the Chartered Institute of Personnel Development, A CEDR accredited Mediator, a Certified Member of the Mediator's Institute of Ireland and a Member of the Chartered Institute of Directors.

# Karl Redmond *Consultant*

**Karl Redmond is an accredited Mediator and experienced investigator with 23 years of industry experience. An effective leader with a proven track record in Alternative Dispute resolution in the workplace and in health care disputes .**



## **Acrux Consulting Ltd Associate Consultant**

Donard  
Knights Hill, Old Coach  
Rd Balrothery Co Dublin

**T: +353 (0)1 841 1664  
M: +353 (0)87 9524775**

[Karl@acrux.ie](mailto:Karl@acrux.ie)  
[www.acrux.ie](http://www.acrux.ie)

### **Education**

Certificate in Professional  
Employment Law ^ Practice NCI 2024

MSc. Business Irish Management  
Institute/ University College Cork  
(2015-2019)

QQI Professional Development  
(2017) Lean and Six Sigma Green Belt  
Certificate

Dublin Business School (2011-2012)  
Diploma in Alternative Dispute  
Resolution

Centre for Effective Dispute  
Resolution (2010) - CEDR Mediator

University College Dublin (2005-  
2006) Higher Diploma Health Care  
Risk Management

Dublin Business School (2003-2005)  
Higher Diploma Legal Studies

Karl has extensive experience in conducting mediations, reviews and investigation of workplace concerns, HR issues, and health care matters.

Karl joined Acrux Consulting in August 2023. He is a trained and accredited CEDR and MII Mediator. He was central to the strategic development of the State Claims Agency's (SCA) advocacy for mediation in encouraging key client's, plaintiff's and their legal representatives engage in this form of dispute resolution with proven success. Kaarl has also gained extensive experience in assisting parties in resolving workplace disputes, and as an investigator of grievances and complaints. He has recently completed a certificate in employment law with the National College of Ireland.

Karl has mediated health practice and workplace disputes. He has also investigated commercial and employment complaints including employee disputes, breach of confidentiality, wrongdoings, protected disclosures, bullying and harassment, and customer complaints. His investigation areas include investigating complaints that resulted in reporting/notification to the Workplace Relations Commission, Irish Medical Council, and the UK General Medical Council.

He has also managed many complaints notified to the Irish Medical Council and has represented the State Claims Agency & Berkshire Hathaway European Insurance in mediations and reviews of health care incidents and claims. Karl has successfully resolved a number of Ireland's largest and most complex healthcare claims working with clients in conducting detailed analysis of clinical malpractice allegations of negligence.

As a member of Berkshire Hathaway European Insurance (BHEI) & National Treasury Management Agency (NTMA) Karl participated on interview panels where his interviewing included appointments for the Health Service Executive (HSE) and ROI Private Hospital Groups.

Karl has supported both private and public sector organisations in performing internal reviews and creating best working practices for effective transformational change programmes.

### **Key Services Provided**

- Over 24 years of experience in the Insurance industry
- Experienced Project Manager
- Acted in Mediation to resolve many claims on behalf of key clients.
- Experienced Mediator and Investigator
- Experienced in conducting Audits and Risk Management reviews.
- Specialises in Business development roles at senior levels in both public and private sector organisations.

### **Career History**

Prior to joining Acrux Consulting in 2023, Karl started his career in insurance claims in 2000 where he progressed to Senior Claims Negotiator with Travelers Insurance (2000 – 2007). Continuing his career in claims management, Karl joined the State Claims Agency as Claims & Operations Manager with the National Treasury Management Agency (2007 – 2019).

He worked Carson McDowell Solicitors (2019 – 2020) as Senior Consultant before joining Medpro as a Division Manager with Berkshire Hathaway European Insurance (2020 – 2023).