

CEDR Centre for Effective Dispute Resolution



A world of choice in conflict resolution

The Independent 24 September 2005

Mediation might sound rather too touchy-feely for the hard-nosed corporate world but it is proving surprisingly effective in sorting out a large number of tricky commercial differences. J Sainsbury, for instance, used a professional mediation service to settle its pay dispute last year with Sir Peter Davis rather than have the potentially embarrassing row dragged through the High Court. Mediation is based on the art of shuttle diplomacy and structured negotiations. It tends to force both sides to focus on the key issues early on in the process with the aim of arriving at a negotiated agreement. An organisation such as the Centre for Effective Dispute Resolution, one of the country's leading mediation services, settles about 700 cases a year, 15 per cent of which are international.



CEDR and effective dispute resolution

CEDR - the essential facts

- CEDR has a heritage of developing the mediation profession and has had real impact in raising its profile and usage in Europe and the UK
- CEDR is recognised for the quality of its mediator panel - all the best and only the best in the UK and Europe are available through CEDR Solve
- CEDR is recognised globally for the quality of its mediator training and accreditation

Since 1990 the Centre for Effective Dispute Resolution (CEDR), an independent, not-for-profit organisation, has become the leading conflict resolution organisation in Europe, setting a gold standard for mediation worldwide.

CEDR continues to be the driving force in establishing mediation and other forms of effective dispute resolution as successful and legitimate tools of civil justice in the UK and Europe. In recent years it has begun the process of transforming conflict management practice in business and public sector organisations, building procedures into contract clauses and business processes. CEDR's services operate uniquely across the spectrum of business and social conflict from charities to governments and from family businesses to multinational companies.

CEDR was founded with the backing of the CBI and the support of members from the business, public and legal sectors, reflected in the diverse and eminent make-up of CEDR's board. Additionally, CEDR has key relationships with influential international government and legal organisations around the globe.

With its headquarters in the chief legal business hub in Europe - London, CEDR is run and staffed by dedicated mediation and business specialists, including an experienced management team and directors, first class mediators and a training faculty, all unrivalled in skills and knowledge on mediation and the training of mediators.

CEDR's expertise, experience and independence are key resources for organisations to access a better choice in management of conflicts from prevention to resolution.

"Obviously I've worked with CEDR before and am very impressed with your mediation skills or I wouldn't have suggested you again in this case. CEDR has been involved with us to a great extent post-mediation and has been proactively and creatively suggesting ways that might lead to a settlement. Your mediators go beyond the call of duty and I recommend you all the time."

Mediation client, insurance case

From Sir Peter Middleton, Chairman of CEDR ...

Mediation matters more than ever

Two key pressures on businesses in the twenty first century are to be socially responsible and, as always, maintain low operating costs. Throughout 2005, my first full year as chairman of CEDR, I have seen how effective dispute resolution is directly adding value to both these important commercial pressure points.

Effective dispute resolution has a number of important advantages over the litigation (and arbitration) process. Ultimately mediation is often more cost effective and quicker than litigation in resolving disputes, as most mediations are arranged within days and reach settlement within one or two days. Mediation gives parties control over how a resolution is agreed and proves far more effective in maintaining business relationships than litigation.

Mediation is good news for dispute-rich management - over 70 per cent of cases settle at mediation with a further 20 per cent within the following weeks, after the parties have seen and explored the other side's position (figures from the CEDR Mediation Audit 2005).

Despite significant progress in legal system recognition of mediation, highlights from a survey by CEDR with CMS Cameron McKenna of 400 major British businesses at the end of 2005 showed that only seven per cent had a corporate dispute resolution policy with less than three per cent saying their industry had a policy for resolving disputes. Less than 18 per cent of respondents said that they regularly use mediation to resolve a business dispute, with a further 34 per cent saying that they only occasionally mediate. This latter figure becomes shocking when one considers that, of those companies that have used mediation, over 77 per cent said it was quicker, over 78 per cent said it was more effective and almost 80 per cent said it had reduced their anticipated legal costs.

Such a contradiction in figures clearly proves that businesses in the UK have a long way to go before they can claim to their stakeholders that they are either fully socially or economically responsible or that they are managing dispute risk sensibly.

The business cases mediated with CEDR in 2005 had an average dispute value of over £1.5 million or a total figure of well over £1 billion. Through the use of mediation the companies that worked with us have reduced the cost burden of litigating their disputes. It is astounding to think that these might only be those more astute companies with dispute resolution or conflict management policies in place. So the question is - how much money, not to mention business goodwill, is being lost by lack of practical know-how in accessing skilful independent intervention?

It goes without saying that every business in a dispute today must ask itself

'Can I afford not to mediate?'

CEDR facts and figures

- 2005 saw the 11,000th case referred to CEDR Solve
- In 2005 over 700 law firms and over 1,300 organisations used CEDR and CEDR Solve
- Training new blood - 209 new mediators trained internationally in 2005

Sir Peter
Middleton



The Times 24 May 2005

There is a draft EU Mediation Directive, due to come into effect in two years, which will encourage the European Commission and member states to promote the development of voluntary codes of conduct for mediators and service providers. CEDR (and its US partner JAMS) will be there, ready, as the leading ADR body in the EU to capitalise on this opportunity. Keith Gaines, a mediation expert with Lovells, says: "The alliance between CEDR and JAMS puts them in a great position to crack the European market."

Karl
Mackie



From Karl Mackie, Chief Executive, CEDR ...

Mediation needs an independent body

In 1990 there was no mediation landscape in Europe, but now in the UK and in many other European countries new mediation bodies are emerging and active. CEDR has been an instrumental leader in building the field to date but recognises there is still much to be done on many levels. Crucial to the development of mediation is having a distinctive and independent voice to provide innovative and creative practical leadership.

In this endeavour CEDR is helped by its members, clients and mediators to create best practice, develop new and different areas of the dispute resolution field and ensure value is actually delivered for the benefit of legal consumers and practitioners alike, creating a continual cycle of growth.

In financial year 2005 our annual turnover was around £4.5 million, of which approximately 10 per cent represents subscriptions from sustaining members and individuals supporting our work; the balance of our income is earned through the provision of dispute resolution, training and consultancy services. Being a non-profit body our income is wholly applied in the pursuit of our mission to enhance cost-effectiveness and choice in conflict settings.

You will see in this report that CEDR does important work as an independent organisation and because it is genuinely neutral and aimed at public benefit, it can consult, facilitate and train in highly sensitive situations. CEDR continues to open up new sectors, delivering important public and corporate projects whilst creating intellectual and training leadership in the field of effective conflict management. We are proud of our achievements to date and the support we have received, but there is even more to aim for and further innovations for us to realise.

Our goals are simple - to cut the cost of conflict and to create a world of choice in conflict prevention and resolution and we aim to do this by enhancing capabilities and techniques for resolving conflicts. Why not join us in achieving these important goals?

Membership of CEDR

Whether a private organisation, public authority or law firm, membership of CEDR demonstrates commitment to seeking cost effective ways of reducing exposure to conflict. Membership also brings tangible benefits for managing disputes, professional development and knowledge management in addition to prominent networking opportunities.

Disputes by sector - major commercial mediations in 2005



Mediation is the quick, cost-effective way to manage conflict in businesses to maintain and improve relationships, objectives and employee morale.

CEDR working with conflicts across all sectors

Some of the ways in which CEDR has worked with organisations and law firms:

- CEDR Solve's effective dispute resolution service - providing mediation, adjudication, etc
- Training in advocacy or negotiation skills
- Consulting on individual or organisational needs
- Project delivery
- Education through seminar programmes
- Mediation service or bespoke scheme building
- Membership of CEDR
- Personal development - Mediation Skills Training and CEDR Exchange participation

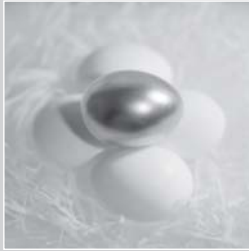
CEDR believes that mediation has a role to play in every sector of working life and industry:

- Commercial, property and construction
- Energy and manufacturing
- Engineering and high technology
- Government and education
- Healthcare
- Insurance/reinsurance
- Financial services
- Leisure and media
- Professional services
- Charitable/voluntary sectors

CEDR works with its own Corporate Counsel Advisory Forum, made up of a range of organisations from different industry sectors, to ensure that the products and services it offers the business community are the most relevant and effective.

Yet it is important to recognise that each sector may value different elements of conflict management or mediation, which is why CEDR can:

- Offer different skilled and expert mediators and independent neutrals, assistant mediators and co-mediators from a diverse range of professional backgrounds
- Tailor training programmes in conflict management and mediation, as well as other areas such as negotiation skills, to meet the needs of different sectors and disciplines
- Work with individual private sector and public organisations or industry bodies to build a dispute resolution approach that will work most effectively to match particular needs
- Develop dispute policies and contract clauses to integrate good practice within operations



Examples of CEDR's project work

- Internal conflict training for a major international strategic organisation
- Tailored education for IBM
- Educating global advertising company Ogilvy & Mather
- Improving access to justice in Slovakia
- Introducing ADR in the Moroccan Courts
- Developing a mediation pilot in the Commercial Court, Croatia
- ADR development in Azerbaijan
- Creation of a system of social dispute resolution in Samara, Russia
- Assisting the Judicial Studies Board programme in the UK
- Working on the Court of Appeal mediation scheme for the UK
- Facilitating negotiations over the Royal Charter of a national medical body

CEDR meeting client needs

Many organisations are unwilling to admit that they have difficulty in handling a conflict or dispute, so it is unsurprising that much of CEDR's work is confidential and some of its most exciting recent projects are no exception. Directly due to CEDR's recognised independence it has been involved in consulting on a number of challenging, high profile situations:

- CEDR is engaged with a UK emergency services body, helping it to resolve some of its most difficult disputes
- CEDR has worked with a global organisation to assist as an independent assessor with regard to a major recruitment exercise
- CEDR has provided its services to a major British sporting body to help it resolve a public disagreement

The Healthcare Complaints Mediation Service

Working with The Healthcare Commission (the new statutory body charged with improving quality in the NHS and independent healthcare) CEDR has designed and is running a pilot scheme to test the effectiveness of mediation in resolving complaints against healthcare providers. This importantly has established a role for mediation in healthcare complaints (averaging 11,000 per annum).

The Pensions Mediation Service

In 2005 CEDR worked with the National Association of Pension Funds to develop the Pensions Mediation Service as a viable and attractive alternative to litigation. With pensions becoming one of the most contentious issues of the 21st century, this new service is available to all pension trustee bodies and their advisers, and will be confidential and independent. Additionally CEDR and NAPF will provide training programmes targeted at the pensions industry.

"The new pension scheme funding regime places greater responsibility on scheme trustees to negotiate robustly with employers to ensure pensions are appropriately funded, and to monitor the financial strengths of the sponsoring employer. They may be stuck between a rock and a hard place. Even with the best will in the world, such a regime throws up possible areas of contention, and this new service will provide a cheaper, better way for schemes to resolve areas of dispute without resorting to costly and time-consuming litigation."

Christine Farnish, NAPF Chief Executive

Businesses often embrace change and challenges yet there can be times when life in organisations becomes very difficult, problematic or disagreeable, which creates both tension and conflict. In 2005 CEDR helped over 1300 organisations dealing with some form of conflict.

Preventing and tackling disputes in the corporate environment

CEDR believes that by giving organisations the conflict management tools (mediation principles, conflict management systems and developing individuals' dispute resolution skills) significant value can be added to leadership models, management competencies and capabilities and ultimately to the economic and social value of the business.

Many leaders, senior executives, people managers, human resource specialists, legal and union practitioners undoubtedly have conflict management and collaborative skills. CEDR's goal is to help them to recognise the proactive management of conflict as a modern management tool and how to make full use of conflict management techniques and skills in the organisation. CEDR has worked, often confidentially, with organisations ranging from the top FTSE 100 companies to large-scale manufacturers and from national and local government or international public agencies to professional services organisations.

Senior management and human resources

CEDR is skilled in providing training and consultancy for all general management functions in organisations that are interested in managing (and preventing) conflict both before and after the dispute becomes external. CEDR provides relevant mediation training for those working in human resources through its Employment Mediation Skills Training, to meet the needs of those likely to encounter employment disputes, equipping HR professionals and counsel with the skills for managing internal conflict and people issues. CEDR can offer a modular conflict management programme designed to run in conjunction with leadership and management development initiatives.

In-house counsel

CEDR provides both consultancy and training for corporations interested in managing (and preventing) conflict before and after any possible legal proceedings and can equip counsel with the skills needed for the mediation of internal and external conflicts. CEDR provides membership and seminars (including Law Society and Bar Council CPD) to those interested in such programmes or consultancy.

Corporate Counsel Advisory Forum

Through the work of this forum and other CEDR initiatives the following conflict management issues have been identified:

- Using ADR in project management and implementation
- How and when contract clauses can be appropriate to the resolution of conflict
- How to use a dialogue process to create better internal and external relationships
- How to maximise use of conflict management by getting knowledge and skills to the executive level
- Exploring the role of ADR in a corporate ombudsman scheme



"The process was clear and simple. It was fair to both parties and helped to resolve an intractable problem in a transparent and effective manner. A good investment of time."

Caroline Baker, ABN AMRO Asset Management

"The cost and time saved for us as an organisation made using CEDR very productive indeed."

Kevin Franklin, UNISYS Ltd



Managed dispute resolution services and schemes

CEDR Solve has been chosen to set up and administer innovative and successful organisational and sector specific mediation schemes by a number of different bodies, including national and local government agencies, trade bodies and independent organisations.

Examples of exceptional credentials

- CEDR has unrivalled experience, setting up the first regulatory mediation scheme with the Financial Services Authority (FSA)
- CEDR understands the public sector and its issues. For example, it has mediated for over 70 national public bodies and for over 60 local authorities and has created a local authority mediation service for local authorities with SOLACE Enterprises, the commercial arm of the Society of Local Authority Chief Executives. In 2005 a new workplace mediation scheme was also initiated for local authority cases under £50,000

All dispute resolution services have been designed to meet the needs of the organisation or the sector within which they operate whilst drawing on CEDR Solve's extensive range of mediators with different sector and discipline expertise.

CEDR Solve works on schemes run nationwide in local County Courts around the UK and also with the Court of Appeal.

Breaking new ground

CEDR is continuously promoting mediation in new sectors. One of the most effective means is through the creation of mediation schemes designed specifically to suit a particular industry or business practice. The following schemes were initiated in 2005:

- Following competitive tender, CEDR Solve established a mediation service to address disputes between Local Education Authorities and the new academies over education provision for children with special educational needs
- CEDR Solve designed and are managing a low cost employment and malfeasance scheme for a sensitive area of the UK government
- CEDR has been working with the Independent Theatre Council to deal with disputes relating to the performing arts sector

Examples of CEDR's dispute resolution services

- The Privy Council
- The Personal Injury Mediation Service (working with various insurance organisations)
- The Housing Ombudsman Service
- Compact Mediation scheme applies to disputes between UK Government and the voluntary and community sector
- A mediation scheme with the National Council for Voluntary Organisations
- The BBC has set up its own mediation procedure utilising CEDR's contract clause initiative

"Very pleased as always. I have used this service several times to date and will be doing so again. Your mediator always has a very good grasp of all the technical issues and is able to deal with the broader picture. His knowledge both from a legal point of view and of the mediation process is first rate."

Personal Injury Mediation Service

Globally, CEDR is recognised for its quality of training, mediation service and awareness raising work.

Leading global development

CEDR has delivered ADR workshops in over 25 different countries - as diverse as Russia, Morocco, Slovakia, Tanzania, Albania. In recent years CEDR has been involved with the most significant developments on an international scale, including the EU Code of Conduct for Mediators and the United Nations Commission on International Trade Law drafting of an international model law on commercial conciliation.

Examples of CEDR's international activities in 2005

- 2005 saw the creation of *MEDAL, The International Mediation Services Alliance*, with five of the leading international mediation service providers - ACBMediation in the Netherlands, ADR Center in Rome, CEDR Solve in London, CMAP in Paris and JAMS in the US. CEDR is now able to offer a greater international service to its clients, with a network of mediators covering many of the most important commercial jurisdictions

Africa

- In Nigeria in 2004 and 2005 CEDR has run an annual week's mediation skills training and has started a 'train the trainers' programme. CEDR has also developed a more formal co-operation agreement with our partner in Nigeria, the Negotiation and Conflict Management Group, who operate the Lagos MultiDoor Courthouse. CEDR also plans to offer a similar course in Ghana in 2006

Asia

- In September 2005 CEDR held high-level discussions with the Beijing-based Conciliation Centre of the China Council for Promotion of International Trade (CCPIT) to discuss future co-operation and the possibility of a mediation facility to promote the use of mediation in international business disputes involving Chinese companies

Europe

- CEDR (along with its MEDAL partners) has made representations to the MEPs' consultation process on the proposed EU directive on civil and commercial mediation
- CEDR and BACEE (the British Association for Central and Eastern Europe), with Foreign Office backing, is creating a pilot mediation scheme attached to Zagreb Commercial Court and Zagreb High Commercial Court

The Americas

- CEDR, at the invitation of the American Bar Association, gave presentations on international mediation in both London and Paris to a high-level visiting delegation headed by a Supreme Court judge

Following the appointment of Lord Woolf as chair of CEDR's international advisory council in 2005, CEDR launched an international study tour programme for 2006, inviting overseas legislators and judicial bodies to learn first hand about our work. The programme is backed by the Law Society, Bar Council, International Financial Services London and UK Trade Investment (UKTI), the government's leading trade support body



Resolving disputes - painting a picture

Case study

Amount in dispute

£2 million

Mediator Tony Allen

"His reputation precedes him and he is able to live up to it."

Making the last mile shorter - personal injury

Mediation time 9 hours

A senior executive was seriously injured in an industrial accident at work. The executive won a liability trial and sought substantial damages.

The mediation

By careful preparation for the case the mediator was able to instigate reality testing early in the proceedings, which worked well and did not generate antagonism from either lawyers or parties. Time was allowed for both sides to let them think through their positions and review the reality of their cases. The parties were helped from over-concentration on detail by recognising early on that a settlement would require a broad-brush approach and detail could be revisited if it emerged that settlement was not possible.

Case study

Amount in dispute

€500,000

Mediator James South

"He was very accessible at all times so I would be pleased to use him again."

Crisis management - international contract dispute

Mediation time 8 hours

A major Spanish organisation thought it was contributing material for an event whereas a multimedia company understood it to be advertising. Both parties argued over the existence of a contract between them. Trial proceedings were begun in London.

The mediation

At the start of the mediation one of the lawyers took a fixed stance, making it clear it was because they had prior mediation experience. The other party felt personally aggrieved over previous business dealings between the sides. As a result of these initial positions time was spent revisiting with the parties the commercial reasons why they wanted to mediate. Once this was accomplished the mediator, assisted by both sets of lawyers, began to get the parties to make realistic assessments of their options. This in turn led to productive, albeit at times tricky, negotiations and ultimately a settlement.

Case study

Amount in dispute

£1 million

Mediator Eileen Carroll

"She brought a lot of energy to the process with an instinct for knowing what best to do."

The right way - a property access case study

Mediation time 9 hours

A dispute arose over a right of way between a local landowner and a large country estate. The dispute had been ongoing for a number of years although the mediation was scheduled one week before the trial.

The mediation

The mediation provided the first opportunity to bring the real decision makers out to the location of the dispute and a settlement was reached that evening. The real issues of the case were about the balance of power, security of property, feeling of pride and hurt and what being good neighbours meant. It was only possible to reach decisions through the mediator facilitating an exploration of the parties' feelings, which had been blocking progress to date. The clients on both sides were delighted and highly surprised they had avoided an expensive trial and achieved a better outcome than they had expected.

Legal Business December 2005

The Centre for Effective Dispute Resolution occupies a position of unique influence and prestige in today's dispute resolution market place. Over 15 years CEDR has consistently delivered a means of resolving disputes without the ritual bloodletting and ruinous expense of combat before the courts.

Serving the legal sector

The leading international law firms internationally support CEDR and its aims and are regular users of CEDR Solve's services. Over 700 law firms (including the top 50 firms) used CEDR Solve's mediation service in 2005, with a number of the leading law firms being represented on the board of CEDR. Furthermore, increasing numbers of the leading international law firms are becoming members of CEDR as British and European firms recognise it as the leading mediation organisation.

CEDR Solve provides mediation services for international, national, regional and specialist law firms. In 2005 approximately 53 per cent of CEDR Solve's mediations were for regional law firms around the UK. CEDR has presence around the country, with regionally based consultants, in addition to its London mediation suites making it a truly national (and international) organisation.

Knowledge management

CEDR's membership at both company and individual (through the CEDR Exchange) levels enables law firms to be informed on the latest developments in mediation and ADR through bulletins, an online library and events.

CEDR arranges bespoke and quarterly events (often with Continual Professional Development credits) every year for communication and networking where mediators, lawyers and their clients meet to debate key topics on ADR and share knowledge with the thought leaders in mediation. CEDR also runs the annual mediation dinner and biennial Mediation Awards and the European Mediation Congress (which took place in 2005).

CEDR works in partnership with many law firms to promote mediation and to bring mediation initiatives into the legal industry and the wider world, and offers opportunities to partner on initiatives in sector specific developments, lobbying and research.

Examples of recent joint initiatives include:

- Research into the corporate experience of conflict with CMS Cameron McKenna
- Provided Mediation Advocacy Skills Training and Advanced Negotiation Skills Training for leading law firms
- Client employment workshops with Lovells
- Ran networking and informative events with support from different law firms including Clifford Chance, Nabarro Nathanson, Kirkpatrick & Lockhart Nicholson Graham and Mayer Brown Rowe & Maw

CEDR has enhanced the quality of mediation in the civil justice system not only by its accreditation training but through contributions to European and UK white papers and by other professional initiatives such as supporting the Judicial Studies Board programme, Law School training and its Joint Mediation Forum, plus work to help establish the Civil Mediation Council in the UK.



Seminar programme

In 2005 alone over 200 law firms, from small to global, called on CEDR's expertise to deliver seminars, workshops or mediation theatres to demonstrate and educate their teams and their clients on the value of different aspects of mediation.

The UK's leading commercial mediation provider CEDR Solve offers a range of alternative dispute resolution services, including expert determination, adjudication and early neutral evaluation. It deals with a vast spectrum of disputes and conflict management issues on all scales.

CEDR Solve - the effective dispute resolution service

CEDR Solve operates as an independent third party at all dispute levels from global conflict, major business transactions and organisational politics, through to court-annexed schemes and cases of individual complaint and disagreement. In 2005 CEDR Solve appointed 28 new mediators to join the 100 plus expert individuals with whom it regularly works as neutrals. These include distinguished neutrals who have had major roles in public life, skilled and highly experienced litigators, individuals known for their leadership in the mediation profession, sector specialists and commercial directors. The mediators and conflict management consultants working with CEDR and CEDR Solve possess a rich variety of commercial and professional backgrounds and are able to bring their unique skills, styles and experience to assist in the resolution of conflict.

Why was CEDR Solve chosen in 2005?

In 2005 as well as 600 law firms, over 1,200 companies, 50 public sector organisations and 15 government departments relied on CEDR Solve's services. From their feedback we know why they use CEDR Solve:

- **Choice** - CEDR Solve has access to the largest and most experienced group of mediators in the country and internationally, chosen from a wide range of professional and business backgrounds. Time and effort is spent in identifying and developing new talent
- **Quality** - Users can be sure that the mediator chosen performs consistently well, as CEDR Solve is exceptional in seeking and analysing post-mediation feedback in-depth from the parties on the performance of the mediator
- **Speed** - CEDR Solve can set-up mediations with as little as 24 hours notice
- **Neutrality** - As an independent and neutral organisation CEDR Solve can make an independent recommendation to both parties, removing suspicions of a mediator suggested by the other side
- **Flexibility** - With over 600 cases in 2005, CEDR Solve recognises that no two cases are the same. Disputes vary between a class action needing a special system design, a co-mediation, a time limited or scheme mediation or another process - facilitation, early neutral evaluation, an adjudication or expert determination
- **Added value** - CEDR Solve's dedicated client advisors and case managers spend their professional lives helping parties and counsel come to the table, prepare for the mediation and exchange relevant documentation. For complex and unique cases senior CEDR executives can intervene to facilitate discussions on process
- **Non-profit** - All income is re-invested into CEDR's development of the field, promoting best practice of EDR to improve standards and quality across the board.



"It was our pleasure to take full advantage of your skills in order to find a settlement which in my view is truly satisfactory for both parties. Your mediator's understanding of both the case and the parties' psychology, was a key factor in un-locking the negotiations."

CEDR Solve client, senior-level employment dispute

In 2005 CEDR ran over 70 courses and conducted 122 days of training

The market leader in conflict training

CEDR's conflict training programmes teach participants to use mediation skills, effective communication and conflict management techniques in their working and personal lives.

Its training faculty is comprised of over 30 practising mediators, all from different professions, and offers a unique combination of legal and business backgrounds for the highly interactive courses. 209 delegates were trained as mediators by CEDR in 2005.

CEDR is widely recognised as the best trainer of mediators in the world with a proven methodology in training, experience of over 600 mediations a year fed into courses and an exceptionally experienced faculty of trainers.

Mediator Skills Training

The MST (and its associated Continuing Professional Development) is the most stringent and thorough course that produces quality mediators and is most frequently quoted as an example of accreditation. CEDR's accreditation is internationally recognised, from Nigeria to North America, as a standard of excellence. Many high-level professionals take the course, run six times a year by CEDR, including senior judges, business executives and professional firm partners.

Conflict Management

Dealing effectively with conflict whether in the workplace or in business relationships is a key competency for success in any organisation. This is because unmanaged conflict can damage the reputation of individuals or an organisation, divert energy from tasks, devalue a collaborative culture and cause lasting damage to individuals and performance. CEDR offers a series of modules, individually tailored to organisational needs, to provide skills training and practice for jointly resolving conflicts.

Dispute prevention and resolution skills courses

CEDR trains business people and professionals to manage and resolve disputes more effectively and trains lawyers in mediation advocacy to maximise outcomes for clients.

CEDR Solve's training is delivered in a variety of formats to suit participants' requirements. In addition to devising bespoke programmes, often to accompany our consultancy advice to organisations, we also offer several of our programmes as open courses. We can run similar programmes in-company and tailor the courses to match an organisation's specific requirements.



Examples of other CEDR courses include:

- Conflict management for managers
- Mediation advocacy skills
- Advanced negotiation skills
- Clinical negligence mediation
- Insurers' role in mediation
- Employment mediation skills training
- Advanced mediator training programmes
- Breaking deadlock
- International mediation and business negotiation

Mediation Skills Training, February 2005

"This is the best, most practical and applicable course I have attended in my professional career spanning 35 years."

Nigel Clark, Executive Director, British Chamber of Commerce, Beijing, China

CEDR Solve's distinguished neutrals

Adding to CEDR's capabilities, in 2005 it was announced that a number of high profile individuals had agreed to work with it, including Lord Woolf, Lord Hurd, Lord Irvine, Lord Griffiths, Sir David Edward and Sir Brian Neill. This has enabled CEDR to offer, when the dynamic of a dispute or the parties involved requires, well-respected public figures to facilitate resolutions or chair high-priority sensitive discussions.



Expert at identifying, developing and implementing practical interventions for any conflict situation, CEDR works in partnership with a wide variety of business, public sector and international organisations to enable them to approach and manage conflict more effectively.

Consultancy

The consultancy service advises business and the public sector on designing and developing dispute resolution processes and systems in the UK and internationally.

Since 1990 CEDR has established stakeholder-dialogue processes for the facilitation of major disputes, referral schemes for the efficient resolution of high volume caseloads and training for employees to manage internal conflict or complaints more effectively. CEDR's consultants have a unique skill-set combining extensive mediator practice, professional background and breadth of industry knowledge.

Tailored intelligent solutions

CEDR not only works with corporations but also industry bodies, government agencies and non-government organisations to ensure mediation is understood and available to their members, for example the World Bank, the Confederation of British Industry, the Institute of Directors, the Chartered Institute of Personnel and Development and the Department of Trade and Industry. CEDR is consulted by regulatory bodies and ombudsmen on administering organisational and sector specific mediation schemes, meeting their needs by drawing on its extensive experience of dispute resolution. Schemes include the creation of the first ever mediation service in a regulatory context for the Financial Services Authority and the mediation scheme for the Housing Ombudsman Service.

Consultancy services include:

- Strategic analysis
- Recommendation reporting
- Process design and planning
- Education and training
- Performance monitoring
- Implementation

The following forms of implementation are among the consultancy options available:

Facilitated visioning and planning - CEDR brings not only expertise in facilitated visioning and planning but also in collaborative working and creativity in situations where discussions are sensitive or have potential for conflict.

Relationship building - CEDR consultants are skilled at creating a safe environment in which to raise and resolve issues which are hampering relationships but are not comfortably addressed in the normal course of business.

Scheme design - Businesses often seek to find a long-term structure that will prevent or minimise conflict with, for example, employees, suppliers or joint venture partners.

Independent interventions - The involvement of an impartial third party to facilitate negotiations, discussions, problem solving, relationship building or to manage existing or potential difficulties in a wide variety of situations. This could be used in a wide range of planning, project or partnership situations.

The New York Law Journal April 2005

JAMS, the nation's largest private provider of mediation services, has entered into a strategic alliance with Europe's leading mediation firm, CEDR. The pair have agreed to refer cases to each other to provide companies in international business disputes with greater access to mediation services performed by a wide range of neutrals.

Director Magazine August 2005

The Centre for Effective Dispute Resolution has promoted the benefits of mediation and alternative dispute resolution so well that it has actually helped change the UK legal system. Judges, using the powers granted to them in 1999, are increasingly referring cases that come before them to mediation.

Financial Times 13 December 2005

Speaking at CEDR, Lord Woolf [former Lord Chief Justice] said: "I am firmly convinced that mediation can often provide a solution that the courts could not. In most cases it would be much less intrusive into the operating of commercial enterprises than litigation, which can be hugely demanding. Before a company knows where it is it can find it has been taken over by the demands of litigation."

Don't take our word for it

"Your mediator was excellent. The case concerned very difficult clients on both sides, who were completely determined to score points off each other. The mediator managed to keep this under control and made them really think about the important issues, then deal with them in a realistic way. He was very friendly and approachable. He really helped the parties to understand what issues were at stake and tried to point them in the right direction, very successfully."

CEDR Solve client, international contract mediation

"We relied on CEDR's services to successfully resolve a difficult international dispute. The CEDR team was so diligent and professionally focused on the objective that we placed our full confidence in their process. I highly recommend to any international company facing the problem of dispute resolution in the UK to consider using CEDR."

Yoshio Tanabe, Director, IPBPO Pharmaceutical (Tokyo, Japan)

"An interactive, thought provoking, good learning experience. Something for everyone - even the most experienced can learn."

A delegate at the CEDR court scheme mediation training

"Very pleased with CEDR as always. I have used your services several times to date and will be doing so again. Your mediators always have a very good grasp of all the technical issues and are able to deal with the broader picture."

CEDR Solve client, construction case mediation

"Dispute resolution is increasingly international in nature and clients are increasingly looking for alternatives to litigation in order to resolve such disputes. Therefore, the formation of MEDAL the international mediation alliance by CEDR is a timely initiative, with the promise of access to experienced mediators from different business, legal, national and cultural backgrounds."

Geoff Nicholas, Head of International Arbitration Group (London), Freshfields Bruckhaus Deringer





CEDR and its mission are the result of the imaginative thinking and commitment of some of the world's foremost, forward looking organisations. CEDR wishes to honour these organisations and to extend its grateful thanks to them for their ongoing funding and partnership.

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