

Negotiating change

These are times when change is often a necessity as well as a choice, whether it is negotiating new contracts and external relations or redefining internal organisation and roles. As you will see in this review of our activity over the last year and our look forward at the year ahead. CEDR is continuing to adapt, develop and respond to the needs of markets in the UK and overseas with expert dispute resolution services, training and consultancy.

Key to most conflict prevention and resolution is the ability to negotiate effectively. Good negotiation helps achieve high-value goals while minimising costs or damage to relationships. CEDR believes that better negotiation will help professional deal makers, parties in dispute and their advisers, in addition to business and public sector leaders.

This is why in 2009 CEDR is introducing a groundbreaking Advanced Negotiation Programme for senior executives, civil servants and professionals as a unique opportunity to enhance their expertise and impact. Drawing on the best theory and principles of negotiation learned over the last thirty years, the 60-hour programme set over four-months integrates this expanding field of know-how with CEDR's own practical and rich experience in working at the heart of difficult negotiations and deadlock.

We hope that over the next year you will work with us to realise many of the important goals set out in this review, and also consider being amongst the first to join our Advanced Negotiation Programme. Our aim is to create and deliver a course that, like our Mediator training, becomes an international standard-setter for experts in conflict resolution and commercial negotiations everywhere.



Dr Karl Mackie, Chief Executive



Intelligent dispute resolution

- CEDR Solve expanded its panel to include more employment, financial services and construction specialists to meet the needs of clients in the changing economic climate.
- CEDR Solve continued to **develop and operate cost effective conflict schemes** for our members including a retail bank and an international accountancy firm.
- Over 500 major commercial mediations were conducted in 2008.
- CEDR Solve **relaunched** its cost effective **Adjudication Service** and Adjudication rules to modernise the process and include the option to mediate. Correspondingly there has been a marked increase in demand for this service from the construction industry.
- New innovative ADR services providing cost effective solutions for personal injury claims have been developed.

Building key skills

- In the last year CEDR trained approximately **1,200 delegates** in a range of different negotiation and conflict related skills.
- This includes over **300 trained in mediator skills** and **700 delegates internationally**, from Bosnia to China and from Ukraine to South Africa.
- CEDR was asked by over 100 organisations, including international bodies, businesses, governments and law firms, to **provide training** to meet their internal developmental needs.

Improving conflict management

- CEDR confidentially assisted organisations, from government agencies to high-profile corporations, **providing consultancy** on conflict procedures.
- Regular **Managing Conflict Training** days were conducted for executives and directors on teamwork, leadership and negotiation.

Awareness raising and creating networks

- November 2008 saw the **eighth CEDR Awards for Excellence in ADR**, with an awards dinner for 240 figures from the Alternative Dispute Resolution (ADR) and legal community held at The Chancery Renaissance in London. The high calibre finalists included law firms, businesses, public sector bodies and government departments as well as international organisations and respected authors.
- The **CEDR Exchange** provided mediator networking and information for over 500 members, including quarterly forums and monthly news updates. In 2008 this expanded with newly trained mediators around the world.
- CEDR offered **Breakfast Briefings**, hosted by our members on subjects such as *The impact of the Gibbons Report*, *Uncertainty in insurance*, *Without the rule of law*, *Mediating IP disputes*, *Are litigators a hindrance to mediation?* and *Resolving property disputes*. More are planned for 2009.
- CEDR presented a timely narrated theatre session on **Difficult Conversations in Periods of Uncertainty** attended by over 70 senior Human Resources figures.
- CEDR announced the results of its research, conducted with the Chartered Institute of Public Relations, into **how conflict management affects reputations**.

Expanding horizons - developing ADR internationally

- A senior CEDR executive was seconded to the **United Nations** to assist in the improvement of its ADR processes.
- Working with the **World Bank's IFC**, CEDR continued its involvement in projects in **Pakistan** and in **Bosnia**.
- CEDR continued working with CCPIT on the **UK China Mediation Centre**.

- CEDR completed its consultation for the Indian Government's International Centre for Alternative Dispute Resolution (ICADR) based in Delhi.
- In 2008 CEDR worked with Civil Justice and ADR organisations, helped resolve disputes and trained delegates in the following countries outside the UK:

Austria	Denmark	Lithuania	Spain
Australia	Estonia	Netherlands	Sweden
Bosnia	France	Qatar	Switzerland
Botswana	Germany	Nigeria	Turkey
Canada	Hong Kong	Pakistan	Ukraine
China	India	Singapore	USA
Croatia	Ireland	South Africa	Vietnam

- CEDR hosted numerous visits from international delegations of lawyers, judges and ministers of justice, wanting to learn more about incorporating ADR into their jurisdictions.

CEDR's international impact

Click on the map to visit our website www.cedr.com/international for details of projects, cases and delegates



● where CEDR has worked

In addition to developing ADR in the United Kingdom

- CEDR continued to support and serve on the **Civil Mediation Council**, consult closely with government on ADR (in particular with the Ministry of Justice on potential further reform of its procedures and guidance) and contribute to consultation on the employment legislation to reform the employment tribunal system.
- CEDR remains the chief sponsor of the **National Negotiation Competition** for Law Schools in the UK.
- The opportunity to **meet the mediators** of particular specialties continued to be offered by CEDR in monthly networking sessions offered around the UK.

Looking forward to 2009 - with support from our members

- Work with international business communities to bring about earlier settlements in Arbitration proceedings. The **CEDR Arbitration Commission** will be consulting on its recommendations and new Arbitration rules.
- Assist the HR community to better utilise conflict management within organisational processes, in line with the new Employment legislation.
- Work with the insurance sector to integrate ADR into its resolution of disputes.
- Continue the development of an integrated project services solution to help realise effective management of major construction and IT contracts.
- Build on our international work with countries such as China, India, Qatar, Ukraine and South Africa, as well as new international targets.
- Launch an initiative to encourage young people to get involved and working in ADR.

CEDR Commission on Settlement in International Arbitration

Following its launch last year, the Commission (chaired by Lord Woolf and Professor Kaufmann-Kohler) continued to investigate approaches to settlement in international arbitration proceedings and to make recommendations on how arbitral institutions and tribunals can give parties greater assistance. In 2009 the Commission enters the consultation stage on draft rules with 45 arbitration organisations from different jurisdictions, plus international businesses and law firms.

A few of CEDR's clients in 2008

Allen & Overy, Allianz, Ashurst, Association for Consultancy and Engineering, Barclays, Beazley, British Waterways, Clifford Chance, Court of Appeal, Deloitte, Department for Transport, Eversheds, Herbert Smith, Home Office, Hong Kong Bar Association, Howden, International Finance Corporation, International Underwriting Association, John Laing, Lewis Silkin, Lloyd's Markets Association, Lovells, Mayer Brown, Medical Protection Society, Nabarro, Norton Rose, PricewaterhouseCoopers, QBE, Skanska, Teceris, Thames Water, UK Intellectual Property Office, University of Southampton, World Bank.

CEDR's work in 2008 was supported by its members ...

Law firms/Chambers

39 Essex Street
Allen & Overy
Ashurst
Barlow Lyde & Gilbert
Beachcroft
Beale & Company Solicitors
Berrymans Lace Mawer
Berwin Leighton Paisner
Bird & Bird
Brabners Chaffe Street
Burgess Salmon
Chadbourne & Parke
Clifford Chance
Clyde & Co
CMS Cameron McKenna
Dechert
Dickinson Dees
Edwards & Co
Eversheds
Farrer & Co
Field Fisher Waterhouse
Freshfields Bruckhaus Deringer
Fulbright & Jaworski
Hammonds
Herbert Smith
Holman Fenwick Willan
Howard Kennedy
Kennedys
Latham & Watkins
Lawrence Graham
Lewis Silkin
Lovells
Mace & Jones Solicitors
Matheson Ormsby Prentice
Mayer Brown International
Mishcon de Reya
Morgan Lewis
Nabarro
Olswang
S J Berwin
Shammah Nicholls
Simmons & Simmons
Skadden, Arps, Slate, Meagher
& Flom
Slaughter and May
Stephenson Harwood
Thompson Solicitors
Tring Townsend Lee & Pembertons
White & Case
Withers
Wragge & Co

Organisations

Abbey
AEGIS London
Akzo Noble
AMEC
AstraZeneca
AXA
Balfour Beatty
Barclays Bank
Beazley
BP
British Quality Foundation
Cable & Wireless
Daniel Connal Partnership
Deloitte
Diageo
ExxonMobil
EzGov Europe
GlaxoSmithKline
HBOS
Howden
ITV
Kennedy Cater Legal
Lloyds TSB Bank
Marks & Spencer
Nestle S A
Nominet UK
PricewaterhouseCoopers
Rio Tinto
Sellafeld Ltd
Standard Chartered Bank
Teceris
Tesco

Networks and public sector agencies

Access Dispute Committee
Association of Strategic Alliance Professions Europe
ERSA (Employment Related Services Association)
Glass and Glazing Federation
International Financial Services London
International HIV AIDS Alliance
International Underwriters Association
Lloyd's Market Association
NAPF (National Association of Pension Funds)
NCVO (National Council for Voluntary Organisations)
SOLACE (Society of Local Authority Chief Executives)
Treasury Solicitor
Whitehall & Industry Group



For information on our services and campaigns plus recent articles and news, visit our website ...

www.cedr.com

How to engage with CEDR

- If you have a dispute that you would like help with, email info@cedr-solve.com or call +44 (0)20 7536 6060.
- If you are interested in better conflict management, look at how we can help at www.cedr.com or email info@cedr.com or call +44 (0)20 7536 6000 to start a discussion.
- If you are interested in training in negotiating skills, improving your alternative dispute resolution knowledge, or developing conflict management or mediation skills, email training@cedr.com or call +44 (0)20 7536 6000.
- If you are a practising mediator and want to network with other mediators, email exchange@cedr.com or call +44 (0)20 7536 6060.

International Dispute Resolution Centre, 70 Fleet Street, London EC4Y 1EU
Tel +44 (0)20 7536 6000 Fax +44 (0)20 7536 6001 Email info@cedr.com