

THE GPC AUSTIN REPORT

Local findings from North America
GPC Series 2016-2017
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The findings contained within this report do not necessarily reflect the opinions or views of IMI, AAA-ICDR, Resolution Resources or sponsors associated with the GPC Series 2016-17. Rather they are a product of the of the responses from delegates who participated in the GPC Austin event.

MESSAGE FROM THE GPC AUSTIN LOC

Fittingly, the State Bar of Texas was the location for the January 17, 2017 Austin Global Pound Conference.

Beginning in 1981, the State Bar of Texas with its ADR Committee, and then ADR Section, has played an instrumental role in the development and expansion of ADR use in Texas. Thus, it was appropriate that this unique, innovative and significant event, designed to influence the future of ADR both locally and globally, be held at the same venue (and the very same room) that the instrumental legislation and rules for ADR use in Texas were drafted, discussed and debated.

In an effort to assure a balance of participants, that is, near equal numbers of the various groups of stakeholders, including neutrals, client representatives (advisers), actual clients or users, and influencers, the event was, by design, invitation only. Such was made possible by the generous contributions of a number of Texas ADR providers as well as law firms. These included Karl Bayer, independent neutral, Burns, Anderson, Jury & Brenner, Brucker & Burch, the International Academy of Mediators, Lakeside Mediation Center, Kittleman & Thomas, William Lemons, SureTec, and Van Ossler ADR.

The participants were welcomed by event Co-Chairs, Eric Galton & Kimberlee Kovach, of Lakeside Mediation Center, along with Michael McIlwrath, Global Chief Litigation Counsel, GE Oil & Gas who serves as the Chair of the Central Organizing Committee for the Global Pound Conference. Panelists and Moderators included renowned neutrals, advocates, two former Presidents of the Texas State Bar, a sitting justice on the Texas Supreme Court, and a former Federal Judge, as well as representatives from legal education.

The various panels addressed the primary issues, and as part of each panel and the voting related to the topics, numerous vigorous debates occurred. All attendees were included in the interactive and thought-provoking discussions that took place throughout the day. Panelists and Moderators came from the diverse categories of stakeholders and provided a valuable balance in terms of the directions of the considerations.

It was also fitting that Hon. Frank G. Evans, known affectionately and accurately as the "Father of ADR in Texas" was able to attend. A reception sponsored by the State Bar of Texas ADR Section followed the event and provided a wonderful finale for the productive and thought-provoking day allowing the participants to discuss the issues raised and again reflect on the future.

*Local Organizing Committee
GPC Austin*

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EXECUTIVE SUMMARY

KEY THEMES FROM THE AUSTIN GPC

The popularity of mediation is having a significant impact on commercial dispute resolution (DR) in Austin.

There is a growing number of qualified and proficient practitioners available and parties are turning to them to facilitate processes where they can feel heard and identify non-legal perspectives on their dispute. Despite the availability of innovative and flexible approaches, detailed knowledge about the full range of DR options is not widespread. Education and collaboration both within and across legal and business communities, are key to consolidating any shift away from traditional adversarial processes.



Strengths

- Trust in mediation
- Experienced, optimistic and persistent mediators
- Commitment to confidentiality in mediation and arbitration
- Focus on creative problem-solving
- Openness to innovation e.g. online dispute resolution (ODR), Collaborative Civil Law, Guided Choice, mediator as process master
- Value placed on pre-dispute processes and party self-determination
- Practitioners who provide scope for relationships to be salvaged



Limitations

- Adversarial and positional approach entrenched within legal and corporate sectors
- Arbitration failing to provide a timely, efficient and cost-effective alternative to litigation
- Low quality or passive arbitrators
- Discovery that is disproportionate or used as a delaying tactic
- Lawyers who don't enable parties to prepare adequately for the given process
- Mediators who are unprepared, uncommunicative or add little value
- Lack of opportunity to promote early resolution/collaborative processes



Priorities for your jurisdiction

- Creating DR awareness campaigns with a focus on party self-determination
- Promoting skill development in dispute prevention and resolution across the legal, business and wider communities
- Educating attorneys about early intervention and assisting parties to engage in alternative dispute resolution (ADR) through continued legal education (CLE) and State Bar Associations
- Increasing the number and profile of skilled ADR professionals
- Developing rigorous and transparent ADR standards
- Creating mentoring schemes and hands-on experiences in ADR
- Identifying opportunities for early intervention and collaborative approaches

HOW TO USE THIS REPORT

Initiated by the International Mediation Institute (IMI), the GPC Series 2016-17 was a series of 28 conferences held in 22 countries across the globe. For further information about the GPC and its supporters, see The GPC North America Report or the IMI website.

Suite of Reports

A set of eight North American reports has been created as part of an IMI project funded by the AAA-ICDR Foundation. All the reports are available on the IMI website.

The complete suite of reports includes:

- The GPC North America Report
- The GPC Austin Report
- The GPC Baltimore Report
- The GPC Los Angeles Report
- The GPC Miami Report
- The GPC New York Report
- The GPC San Francisco Report
- The GPC Toronto Report

Together, these reports offer a picture of the commercial dispute resolution (DR) landscape in the North America region and include a series of actionable recommendations specific to the participating jurisdictions. The reports contain an analysis of responses to the questions posed to focus groups at each GPC event. The questions are available in the North America Report. Collectively, the suite of North American reports draws on data generated from 301 focus groups.

The Austin Report contains a synthesis of responses to 13 open text questions answered by 53 focus groups spread across Sessions 1-4.

Delegates in the focus groups identified themselves as belonging to a primary stakeholder group. The five stakeholder groups were:

Parties: end-users of DR, generally in-house counsel and executives

Advisors: private practice lawyers and other external consultants

Adjudicative Providers: judges, arbitrators and their supporting institutions

Non-Adjudicative Providers: mediators, conciliators and their supporting institutions

Influencers: academics, government officers, policy makers

The GPC Austin Report offers insight into four areas of interest in commercial DR:

Needs, Wants and Expectations: Parties' needs, wants and expectations in commercial DR in Austin

The Market: The current market and the extent to which it is addressing parties' needs, wants and expectations in Austin

Obstacles and Challenges: The obstacles and challenges faced in commercial DR in Austin and the scale of change required to overcome them

Vision: The vision for commercial DR in Austin in the short, medium and long term
For a comprehensive overview and description of similarities and differences between cities, it is recommended you read this report in conjunction with The North America Report.

LOCAL FINDINGS

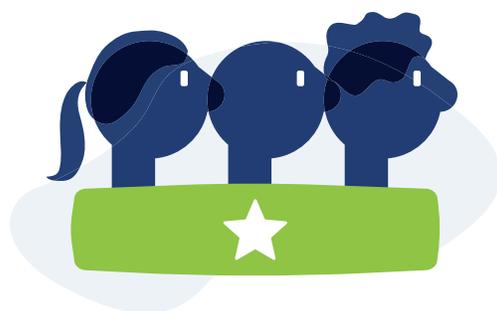
The following part of the report provides detailed findings from the GPC Austin event.

The approach taken draws directly on the responses provided by the focus groups and each of the four sections is best read as a collective statement from those who participated.

Each section also includes recommendations. The recommendations are general in nature and can be used by businesses, advisors, providers, and influencers of policy as a stimulus or prompt for shaping the future of commercial DR in Austin.

NEEDS, WANTS AND EXPECTATIONS

This section offers a picture of parties using commercial DR in Austin. Organized into three distinct profiles, each profile describes the needs, wants and expectations of parties based on their level of sophistication or experience in commercial DR. For example, in Austin, less experienced parties often have unrealistic expectations and seek instant gratification, whereas the most dispute-savvy users may want practitioners who are experts in the subject matter of the dispute and can work with parties who want to maintain control.



Profile 1: Inexperienced or unsophisticated parties

Parties at this level tend to be focused on winning and look to practitioners such as mediators to ‘talk some sense’ into the other side. Typically, they seek justice, which often includes some form of validation or vindication of their claim. It was suggested that this type of thinking is likely to contribute to reluctance to shift from their original position. Parties at this level often have unrealistic expectations and seek instant gratification. For example, they may expect to engage in a process that is quick, inexpensive and highly likely to deliver monetary outcomes in their favor. In keeping with this, parties at this level tend to hold misperceptions about DR processes. For example, they may want or expect a mediator to be the decision-maker.

Alternatively, some parties may rely heavily on counsel. These parties may want lawyers to conduct a thorough legal analysis and then go on to settle for the best-case scenario. Parties may also want to rely on providers such as mediators to deliver ‘bad news’ to their opponents. Irrespective of the approach taken, parties at this level are often looking for a sense of finality, conclusion or emotional resolution. Finally, as is often the case with parties across the dispute-savvy spectrum, parties at this level need, want and expect to be heard. Usually this involves providing parties with the opportunity to tell their story and to vent their frustrations.



Profile 2: Moderately experienced or sophisticated parties

Parties are becoming less focused on victory and more on a favorable outcome. They are now developing a greater sense of proportionality and efficiency and may be inclined to seek methods of DR that offer minimal disruption to business activity. Parties at this level typically seek to minimize costs and maximize the potential for a speedy resolution. While fairness and vindication remain important, notions of an ‘acceptable outcome’ or ‘reasonable compromise’ now come to the fore.

Parties may want to have greater control of the process, are often more independent of counsel and may be inclined to speak out where required. In fact, some parties at this level may want to ‘cut to the chase’ and reduce the amount of time spent going back and forth. Some suggested that parties may still want to get their own way and because they have more experience with commercial DR they now know how to ‘game the system’. In contrast, others suggest that even though money remains a key driver, parties at this level are more likely to take relationships into account when considering their best-case scenario for resolving the dispute.

Recommendations

General:

Use the different party profiles to develop action plans targeted to the needs, wants and expectations of parties in your local jurisdiction.

Business:

Reflect on the approaches being taken by all of the parties at the negotiating table and consider leading the way by adopting a dispute-savvy mindset when developing your DR strategy.

Lawyers:

Understand your clients so that you can respond to their needs and manage their expectations in a way that impacts positively on resolution rates and client satisfaction.

Providers:

Understand the parties and modify processes to accommodate their needs. You can thereby target your services to your preferred market.

Influencers:

Use your understanding of the typical range of needs, wants and expectations of parties in commercial disputes to systematically plan, implement or evaluate your policy agenda and reforms.



Profile 3: Highly experienced or sophisticated parties

Parties at this level tend to be heavily engaged and seek to control both the process and outcome where possible. The drive for active participation may be due, in part, to their strong focus on efficiency and results. It was suggested that this drive may at times result in parties being impatient with elements they perceive as adding little value. For example, opening sessions were cited as a part of the mediation process with which some parties may become impatient. Consequently, parties at this level are often quite directive.

In the pursuit of efficient results, they may analyze the financial probabilities for resolving their claim. Within this context, these parties tend to be open to compromise and many are willing to look to creative solutions to resolve their dispute. As such, when looking for DR providers, parties are likely to seek professionals in the field who are experts in the subject matter of their dispute and who can work with parties who want to maintain control. Further, parties may want providers who are adept at keeping parties from getting 'stuck' and who can provide insight into ways the dispute may be resolved. Finally, it is often important for parties at this level to have a sense that there is consistency in the making of awards and that confidentiality can be maintained.

THE MARKET

This section describes how the commercial DR market in Austin meets parties' expectations. Practices identified as problematic include those which fail to assist parties in understanding or adequately preparing for the DR process. In contrast, practices that match the case to the appropriate DR process were identified as exceeding party expectation.



Current practices that fall below party expectations

The primary area seen as falling short is arbitration. Driving this appears to be disappointment that arbitration has failed to deliver a genuine alternative. Instead, it was suggested that arbitration can be a very costly, lengthy and complex process. This is even more likely when arbitrators are too passive and allow parties to turn it into a litigation-like process. It was argued that the quality of the arbitrator and/or the configuration of the panel play a vital role in whether parties are likely to have expectations met. Some suggested party appointed arbitrators are more likely to fall short.

Litigation was also identified as a process that is too expensive and lengthy. Further, defendants were particularly frustrated by what they perceive as an 'uneven playing field' for recovering attorney's fees. This is because, unlike plaintiffs, defendants are unable to recover fees even when a matter is found in their favor. Irrespective of the process, some suggested that lawyers tend to be perceived as substandard when they fail to assist parties in understanding or adequately preparing for their given process. Some pointed to the contrast between the process of resolving disputes and the nature of standard business operations as a possible contributor to parties having false expectations.

Mediation was also identified as falling below parties' expectations, particularly when the mediator is not prepared, or communication with parties prior to the session was lacking or inadequate. It was also suggested that mediator practice that consists mainly of carrying messages between parties is more likely to be deemed by parties as sub-par. Some argued that for small cases, mediation has also become too expensive and time-consuming and as such may currently fail to meet parties' expectations.

Finally, practices that impinged on party autonomy were identified. These practices include compelling parties to attend mediation or including inflexible dispute clauses that inhibited parties' ability to make choices about the alternative dispute resolution (ADR) methods to be used.



Current practices that meet party expectations

It was suggested that mediation is so embedded and popular, parties now expect to use it to settle their dispute or as one of a combination of processes. It was proposed that the market has responded to this and, as a result, there is a growing number of qualified and proficient mediators available.

Parties' familiarity with mediation means they have come to expect specific practices from mediators. For example, mediators who provide confidential, cost-effective and efficient processes typically meet parties' expectations. Also, keeping parties in separate rooms, and providing evaluations, opinions and predictions about the outcome within caucus are practices increasingly considered standard in mediation.

It was also said that mediators whose practice is adaptable to parties' needs and made use of joint sessions tended to meet expectations. Some suggested it is current and accepted practice that part of the mediator's role is to facilitate an opportunity for parties to be heard and to help bring to light perspectives or positions not considered by lawyers. In terms of adjudicative processes, arbitration meets parties' expectations when it offers an economical and efficient option for resolving disputes.

Similarly, dispute review boards and standing neutrals were highlighted as common features of commercial DR that tend to fulfil parties' expectations. Others identified new practices making their mark. The growing use of online dispute resolution (ODR) was cited as a practice that is increasingly considered a mainstream expectation, particularly for small matters. Civil Collaborative Law was also specified as a current practice satisfying parties expectations, but it was not clear as to the extent to which it has taken hold within the commercial landscape in Austin.

Finally, it was suggested mediation, arbitration and litigation can all meet parties' expectations but that this was dependent on the circumstances of the parties or the dispute. No examples were provided to elaborate on the types of circumstances likely to have an impact. However, it was suggested that skilled case management is an important component in ensuring parties' expectations continue to be met within the current DR landscape.



Current practices that exceed party expectations

Mediation sits at the top of the list and is particularly potent for parties who are not aware there are non-adjudicative pathways for resolving disputes. For some, the opportunity to tell their story and have control over the outcome of their dispute is more than they expected from commercial DR. For parties who have more awareness of the processes available, expectations are more likely to be exceeded when they work with mediators who design processes that facilitate creative problem-solving.

Some suggested that parties may also expect mediators to play a role in generating these solutions. Mediators who are highly experienced, prepared, optimistic and persistent tend to engender trust and are more likely to exceed parties' expectations. Further, parties are often pleasantly surprised by mediators who set a positive tone from the outset and incorporate scope to salvage the relationship where possible.

Recommendations

General:

Consider the connection between the current market and parties' expectations.

Business:

Use your understanding to identify service providers who are best equipped to meet your expectations.

Lawyers and Providers:

Gain strategic advantage in the marketplace by identifying your preferred client base and tailoring your services to meet and/or shape their expectations.

Influencers:

Ensure the allocation of resources and policy agenda are driven by the market.

Alternatively, some suggest that any DR process has the potential to exceed parties' expectations where the case is matched to the appropriate dispute prevention or resolution process. While no information was provided about how this is currently done it may be appropriate to infer that lawyers may have a role in this.

To this extent, parties' positive experience of mediation is highly dependent on the quality of both the mediator and counsel. In keeping with the idea of matching process to parties' needs, Guided Choice was specifically highlighted as a current practice that tends to offer more than parties typically expect from commercial DR. Similarly, practices that promote pre-dispute processes designed to prevent conflict rising to the level of a dispute tend to leave parties pleasantly surprised and relieved.

Finally, it was suggested practitioners who provide lunch as part of the mediation process are often considered as going above and beyond the typical expectations of parties in commercial disputes.

OBSTACLES AND CHALLENGES

This section describes the obstacles and challenges present in Austin’s current commercial DR environment and the scale of changes required to overcome them. The challenges range from those that may easily be addressed to more complex challenges that could be difficult to ever fully resolve.



Things that do not need to change

Key tenets of DR in Texas are the commitment to confidentiality in mediation and arbitration; the value of party self-determination in relation to selecting their preferred process, negotiating outcomes and, where possible, selecting neutrals; and the practice of utilizing mediation early in the process so as to create opportunities for parties to create non-binding but lasting consensual outcomes.

Another valuable part of the landscape is the quality of neutrals available to assist parties in resolving disputes. The systems that are in place to ensure practicalities such as the inclusion of DR clauses, advance payment of providers and enforceability of arbitral awards are part of business as usual. It goes without saying that the rule of law is seen as the foundation upon which all DR is built.



Obstacles and challenges that can be overcome easily or with minor changes

Minor challenges focus on the lack of opportunity to promote early resolution by means such as early mediation, preliminary conferences or other collaborative exercises involving important stakeholders and those with the authority to make decisions. It is also perceived that discovery and motion practice are routinely used to unnecessarily drag out the DR process.

It was suggested placing limits on discovery or streamlining such processes would be a relatively simple solution to resolving this problem. It was also suggested that the introduction of ethical requirements for counsel to work together and avoid delay could be developed to help support the streamlining of processes.

Overcoming a lack of party awareness about DR options is seen as an easy hurdle to overcome. The suggestion that increased DR awareness campaigns that also promote party self-determination on selecting mediators/neutrals could be easily developed and implemented.

On a practical note, creating physical spaces that promote or facilitate an atmosphere conducive to cooperation and/or collaboration may be a simple adjustment — for example, comfortable rooms, availability of food and drink, and temperature control.

Finally, there is a sense that lessons can be learned from California and there are both positives and negatives that flow from any innovation. Examples of lessons from California were not specified.



Obstacles and challenges that are difficult to change or would require major changes

One of the biggest challenges is the entrenched adversarial and positional approach that lawyers take when resolving disputes. This mindset is reflected in the approach sometimes taken by corporations and insurance companies.

Some suggest that one way to overcome this may be to have mediators serve as process masters who have the power to educate and direct lawyers in adopting a more collaborative approach. It may also include assisting and/or empowering parties to be active and productive participants in the DR process.

To do this there may need to be coaching on the elements of Principled Negotiation and managing high emotions, and strategies for navigating cross-border/cross-cultural disputes. This education may need to extend to business executives and insurance companies and priority could be given to skills in dispute prevention. Other challenges that are difficult to overcome include the impact of elected judges, juries in civil cases, controlling costs associated with complex cases, licensing requirements and managing the quality of neutrals.

Recommendations

General:

Draw out and prioritize actions to meet the obstacles and challenges specific to your jurisdiction.

Business:

Use your understanding of the commercial DR landscape to facilitate greater levels of self-determination and make informed DR choices matched to the interests of your business.

Lawyers:

Recognize the central role that lawyers take in dispute resolution and find opportunities to effect changes that mitigate the challenges identified by your peers. (For more information about lawyers as agents of change see the Global Data Trends and Regional Differences report available on the IMI website.)

Providers:

Manage client expectations and assist them in navigating the commercial DR landscape.

Influencers:

Create a realistic policy/reform agenda, identify the appetite for change and potential areas of resistance.



Obstacles and challenges that appear impossible to change

One of the main things identified as impossible to change is human nature. Added to this, there is an understanding that people may not always be at their best when involved in conflict, and may be unreasonable, highly emotional and unwilling to compromise or participate in processes requiring good faith.

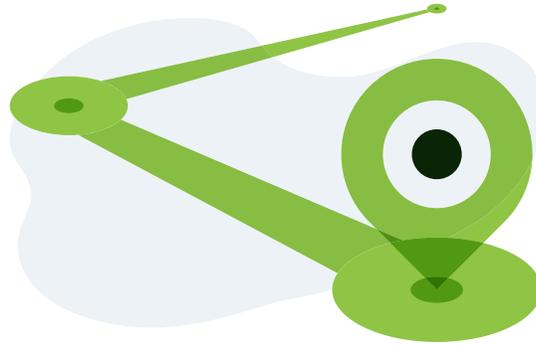
Lawyers are identified as having a lot of ego and self-interest invested in the current model and this would make it impossible for any real change. It is perceived that increased use of technology further prevents lawyers from being motivated to negotiate because they have no need to come face-to-face.

Further, it is acknowledged that there is no possibility to change the events preceding disputes, or the inability for a lawyer to handle the case if they lack the requisite skill.

Finally, some feel it is impossible to change the fact that disputes are bound by their jurisdiction and that costs are an inevitable consequence of disputes.

VISION

This section provides a roadmap for the future of commercial DR in Austin. It offers a short-, medium- and long-term framework for achieving the vision conceived at the GPC Austin event.

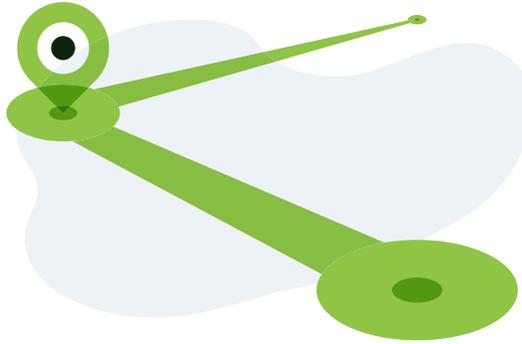


Vision for the future of commercial DR in the short term (1–5 years)

In the initial phase, education of attorneys through CLE (Continuing Legal Education) is the top priority. State Bar associations play a vital role in the promotion and delivery of educational programs, serving as a repository of information about ADR for attorneys and the public.

ADR training has a strong emphasis on 'hands-on' experience and is focused on ethics, the process and the 'players' within ADR. Technology, including web resources, is routinely used to provide easy access to such training programs. Education for business leaders, business students and in-house counsel is also a high priority.

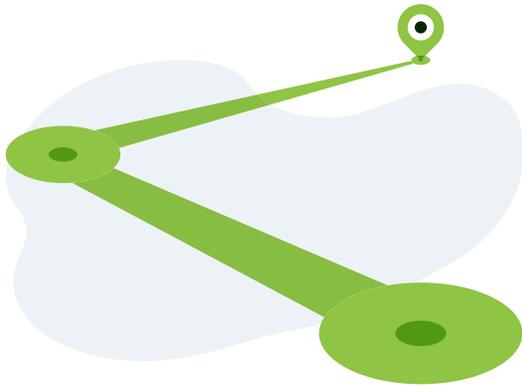
One by-product of this is the increased potential for the use of collaborative processes to resolve disputes. There is a movement towards educating the broader community, including young children, about managing conflict effectively. Awareness campaigns on TV/radio aim to broaden the community's understanding of options for DR.



Vision for the future of commercial DR in the medium term (6–10 years)

The next steps for achieving this vision involve increasing the profile and number of ADR professionals. This is achieved in many ways including via the development of rigorous and transparent standards, increasing regulation and the growth of mentoring schemes to ensure the ongoing provision of high-quality ADR. It also involves the consistent use of ADR within the litigation process, with neutrals introduced early. These neutrals may even start playing a role in satellite disputes such as discovery disputes or other interlocutory proceedings.

Training and education in ADR, dispute prevention and collaborative practice continue to have a prominent role and are now embedded into the curricula of both law and business schools. Ongoing research into new and innovative approaches to commercial DR is encouraged and involves feedback from lawyers and parties.



Vision for the future of commercial dispute resolution in the long term (>10 years)

At this final stage, there is a cultural shift with a focus on collaborative problem-solving rather than the traditional adversarial approach. This shift is based on the continuation of previous programs that focused on ADR education and provider standards. There is a strong emphasis on evidence-based reform driven by a robust ADR research agenda.

From a practical perspective, reforms include the development of official state rosters of qualified ADR professionals, and major reforms to the discovery system and the way that judges are appointed. Technology is used to support or enable these changes.

Recommendations

General:

Draw out the specific actions needed to realize the outlined vision for the future in your jurisdiction.

When doing this, you may want to consider the role of research and development, monitoring and evaluation, sub committees and think tanks, leadership and mentoring, training and education, change management, strategic planning, fundraising, partnerships and community engagement, lobbying and advocacy, development of standards and benchmarks, and dissemination of information.

Become informed about the direction in which commercial DR is heading and consider what impact the decisions you make today will have on your long-term goals and your capacity to meet the demands of the future.

Consider the role you want to play or the contribution you want to make to the future of commercial DR.

Harness the skills and efforts of the local DR community to achieve this vision.

Identify and prioritize resources required to achieve the vision in the short, medium and long term.

Build in accountability to ensure that your vision for the future is achieved.

METHODOLOGY

A standardized set of 20 multiple choice questions (MCQ) and 13 open text questions (OTQ) was posed to focus groups at each GPC event. Typically, these questions were asked across four sessions corresponding to the four GPC Series themes previously described in the 'How to read this report' section. Delegates voted individually on the 20 MCQs and answered the 13 OTQs in focus groups. The analysis within the suite of North American GPC reports relates only to the OTQs.

The responses from each session were analyzed to form hypothetical constructs specific to each GPC event. These constructs draw directly from the words and phrases contained in the focus group responses and as such provide a local profile for each of the four GPC themes. These constructs/profiles constitute the local findings within each report. To assist local communities, each profile is accompanied by a set of recommendations. A local 'snapshot', in the form of an Executive Summary, was then generated as a way of drawing out the strengths, limitations and priorities for each jurisdiction. These summaries, along with the narratives and recommendations are provided in each local GPC Report.

The 26 profiles derived from the seven local events were used to conduct a comparative analysis across jurisdictions. This enabled the identification of similarities and differences across North America. A series of priority actions were generated in response to recurrent themes arising out of this comparison. The similarities and differences, priority actions and snapshots from each local event are contained within the GPC North America Report.

For a detailed description of the methodology, including academic references, please refer to the 'Methodology' section in the GPC North America Report.

ABOUT THE AUTHORS



RESOLUTION RESOURCES

advisors | practitioners | educators

Resolution Resources became involved with the GPC Series 2016–17 in 2015, when they were invited to join the GPC Executive and Academic Committees.

Drawing on their experience in psychometrics, evidence-based design, the development of professional standards in Australia and their experience as DR practitioners, their main role was to provide support and guidance on the content and structure of the 20 MCQs and 13 OTQs asked at each GPC event. Directors Danielle Hutchinson and Emma-May Litchfield subsequently facilitated the data collection sessions at the inaugural GPC Singapore Event and were commissioned by IMI to author the first GPC report, the Singapore Report.

To date they have been the only people in the world to analyze the data generated from the open-ended focus group questions. Their previous analyses of the GPC Singapore focus group data has contributed to a number of groundbreaking initiatives in Australia including: MyDRHub, a virtual dispute resolution triage hub; the development of quality assurance frameworks for Victorian Government mediators; and innovative training and education techniques for new and existing lawyers and mediators. For more information about Resolution Resources and the services they provide, see <http://www.resolutionresources.com.au/>.

For further information on how this report was developed or how to draw out specific actions based on the recommendations, contact <https://www.imimmediation.org/contact>.

For further information about the GPC, its supporters and reports, see <https://www.imimmediation.org/gpc>.

