



**ARBITRATORS' AND MEDIATORS'
INSTITUTE OF NEW ZEALAND INC**

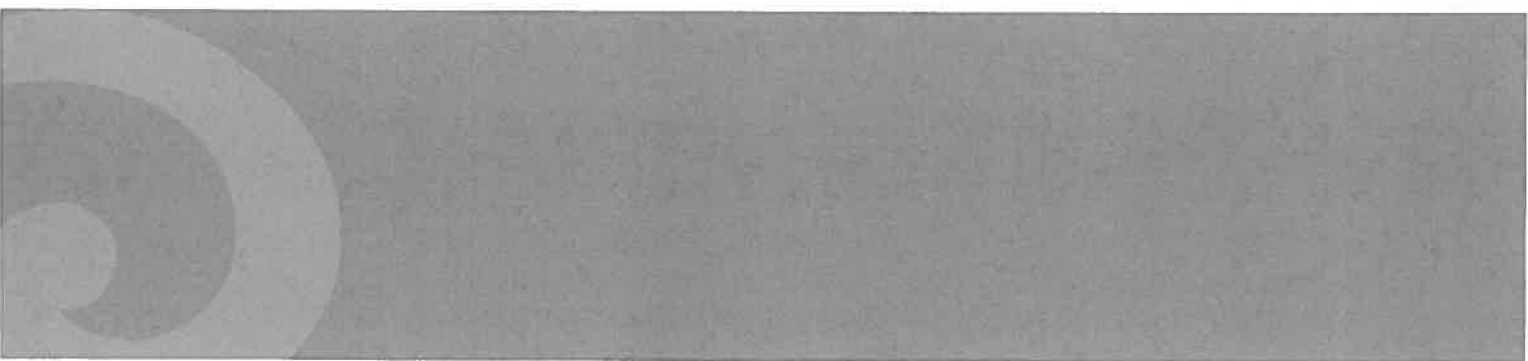
Te Mana Kaiwhakataū, Takawaenga o Aotearoa

Assessing Court Risks:

What mediators need to know

Webinar

28 February 2018, 12.00pm – 1.30pm





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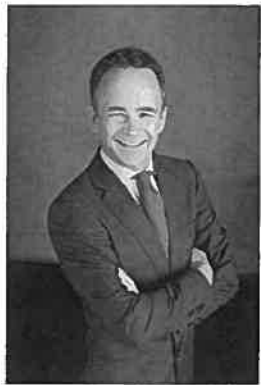
Assessing Court Risks: What mediators need to know

Presenter Bios



David Clark is a Partner at Wilson McKay Auckland and practises primarily in Civil and Commercial Litigation. David is an Associate Member of the Institute of Arbitrators and is a Panel Mediator for the Weathertight Homes Resolutions Service as well as the New Zealand Disputes Resolution Service. He is a Panel Mediator for the International Court of Arbitration – Sport and in 2015 was the Director of the Litigation Skills Programme for the New Zealand Law Society. David is also a current Trustee of the New Zealand Law Foundation.

He has been involved in a number of complex litigation cases in many legal forums and practises with a particular emphasis on property and commercial disputes, construction litigation, statutory and regulatory compliance and enforcement, employment law, franchises and intellectual property protection. His mediation focus is also in these fields.



Mark Kelly is a barrister and commercial mediator, practising out of Auckland. He practised in major national firms in New Zealand and Ireland before going to the bar. He has over 20 years of experience in dealing with a wide range of commercial issues. Mark trained as a mediator at Harvard Law School and with LEADR. He is a Fellow of AMINZ and is currently serving on the AMINZ council.

He is on various mediation panels and he has successfully mediated a wide variety of commercial disputes, including disputes involving contract, company, construction, earthquake, insurance, finance, education, weathertightness and tortious issues. He has also presented and written on mediation. Mark was the winner of LEADR & IAMA's 2015 Australasian award for contribution to dispute resolution by an emerging practitioner.



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Presentation





**ARBITRATORS' AND MEDIATORS'
INSTITUTE OF NEW ZEALAND INC**
Te Mana Kaiwhakatau, Takawaenga o Aotearoa

Assessing Court Risk: What mediators need to know

Presented by:
David Clark & Mark Kelly
Chaired by Deborah Hart

Presenters



David Clark AAMINZ,
LLB



Mark Kelly FAMINZ
(Med), LLB (Hons), BA



Deborah Hart, LLB
Chair

Introduction

Correctly assessing the litigation risk for your client will significantly assist you in the advice that you give to your client on their chances of succeeding in any litigation.

Properly assessing that risk will provide guidance throughout the course of the litigation process. Incorrectly assessing the litigation risk could lead to dreadful consequences – both for the client and for the lawyer.

This paper examines how, by utilising a process which combines an analytical and common sense approach that risk may be reduced. It will also provide a framework of how negotiations within or outside a mediation may be conducted.

FIRST

Let's look at the steps involved

STEP ONE

The Theory of the Case...The Lawyer's Role

Working out your client's good facts and bad facts. Your theory will be a summary of the client's claim and/or defence which will be used to win/defend the litigation.



The theory of the case should be well developed and ready to be argued and explored at the mediation.

Overlaying the theory should be the law. Don't "shoot from the hip". Know the law but be prepared to accept where the law might be against you.

As a mediator be prepared to engage with parties over their theories. You don't need to have an intimate understanding of the law or the evidence nor do you need to make an assessment of either. But you should encourage the parties to explain why their risk is low.

STEP TWO

➤ Understand the issues

All mediation processes call for the identification of what the issues are creating the dispute and preventing resolution.

It will be the issues which formed the basis of creating the theory of the case.

The issues identified should have been well established and will not change between the mediation and trial.

It will be the issues which ultimately require a Judge/Arbitrator to decide which party will win or lose those issues.

The more issues you win the better day in Court you will have...

STEP THREE

What are the Risks?

Identifying what other risks are relevant and form part of the overall assessment.

Mark will go into a more detailed analysis of these risks but they include:

- a) The actual costs of the litigation vs scale
- b) Business interruption.
- c) Emotional costs.
- d) Reputational.
- e) Creation of a precedent (good or bad).
- f) Recovery costs.

The Analysis of Litigation Costs in Mediation

Lawsuit: *"A machine which you go into as a pig and come out of as a sausage."*

Ambrose Bierce

"Discourage litigation. Persuade your neighbours to compromise whenever you can. Point out to them how the nominal winner is often the real loser in fees, expenses and waste of time."

Abraham Lincoln

- Most litigants approach civil litigation primarily as an economic transaction (or at least purport to).
 - How much could I get?
 - How much could I lose?
- The rubber hits the road when a case is mediated – decision-making time. Litigants will always face some uncertainties and unknowns. But they should be well informed on likely litigation costs.
- Often they are not.

A fictional mediation – “X v Y”:

A \$750k breach of contract claim, regarding alleged defects in industrial machinery, between two medium-sized local firms.

Mediating before a statement of claim filed, but the parties/lawyers are well across the issues and have corresponded extensively.

Predict a five day High Court trial, with an expert each, and three staff members each, giving evidence.

Mediator in private session with X and their counsel: *“how much from here to the end of a trial?”*

Counsel: “...., um (peers briefly at a nearby artwork for inspiration), I reckon around \$100K”.

Lawyers often massively underestimate likely litigation costs.

The Lawyer's Global Litigation Top 50 survey 2013:

- General counsel saw an average disparity between budget and final bill of +40%.
- 14% saw divergences as high as +80-100%.

Why do lawyers underestimate?

- Litigation seldom predictable. But this doesn't explain the marked tendency to *underestimate*.
- May be afraid of sticker shock – client may go elsewhere.
- May be embarrassed by own fees.
- May want to tell the client what they want to hear.

And often, the estimating just not done thoroughly enough. Do estimates always allow for these common attendances:

- Repeated settlement discussions that go nowhere?
- Memoranda and Court appearances regarding repeated timetable lapses?
- Time liaising with other stakeholders – boards, insurers, funders?
- Time spent bringing new staff up to speed?
- Time spent periodically "re-immersing" in the case?
- Time researching and discussing ideas/tactics that don't pan out?
- A party/lawyer on the other side being hard work/uncommercial?
- Time wasted amongst irrelevant documents? US survey 2008, found that the ratio of pages discovered to pages entered as exhibits was over 1000/1.

Collectively an **"easy 20%"** extra on many files

A compounding effect of underestimating likely litigation costs - to the litigant, it can make scale costs look like a reasonable return.

That perception encouraged when litigants are told that scale costs could be, as Rules Committee intended, 2/3rds of reasonable actuals (HCR 14.2(d)).

And people are typically unduly optimistic about what will happen to them:

"A recent study that surveyed subjects on a variety of different future events concluded that, on average, eighty-five to ninety percent of people think that the future is going to be more pleasant and less painful for them than for the average person"

Korobokin, Ohio St J on Disp. Resol. , 21:2:2006, pp285

So, let's go back to X v Y.

It did not settle, a claim was filed, and it went through to a trial. Did the \$100k estimate stack up?

See handout:

- Notes.
- Actual costs = \$203,760.
- 2B scale costs = \$60,656.

"Ah, but we will get increased/indemnity costs"

- HCR 14.6 allows for such awards, but:

"Such an award is inherently in conflict with the aim of the costs regime, so cannot be expected unless there are substantial reasons for departing from the norm"

Beck, *Civil Procedure – A to Z of New Zealand Law*, at 13.3

- Parties tend to conflate a good case with *"the path of the righteous man"*. But the reality is that increased and indemnity costs are declined far more often than they are granted.
- Remember too that the Court has a discretion to refuse, or reduce, costs, HCR 14.7.

“..and we will Calderbank”

The potential effect of *Calderbank* offers, and settlement discussions generally, can be overrated. McGechan:

- It will not be unreasonable for a plaintiff to reject an offer which is too late (too close to the hearing) or too little (bears no relation to the damages claimed or obtained: *Loktronic Industries Ltd v Diver* [2014] NZHC 1189 at [14]) or which is based on a claim different to that which succeeds at trial, even if the amounts offered and recovered are the same: *Aldrie Holdings Ltd v Clover Bay Park Ltd (No 2)* [2016] NZHC 1482 at [37].
- The reasonableness of a party's rejection of a 14.10 offer must be assessed at the time of rejection, not against the subsequent result. It will depend on the size and timing of the offer, the reasonable expectations of the party refusing the offer and on the parties' ability, at the time of the offer, to assess the merits of the case: *New Zealand Sports Merchandising Ltd v DSL Logistics Ltd* HC Auckland CIV-2009-404-5548, 19 August 2010 at [36]; *Samson v Mourant* [2016] NZHC 1119 at [44]; *Weaver v HML Nominees Ltd* [2016] NZHC 473 at [30].

“OK, even if we reassess our approach to legal costs, that's the bottom line”

Not so fast...

Business costs arising from litigation

- Management time, distraction, relationships affected, productivity affected, morale affected.
- 2012 Victoria, Aus., survey of B2B litigation costs - 37% said the dispute had an adverse effect on the performance of their business, 40% of those said the impact was high.
- Survey of 500 US CEOs - lawsuits caused 36% of their companies to discontinue products, 15% to lay off workers and 8% to close plants.
- There is also the cost of money to consider – money sunk into legal fees is not earning any immediate return – there is no interest on costs.

Emotional/stress costs

- *"For some people, the pressure can cause loss of sleep, anxiety, anger and problems dealing with others, including their own families...There may even be serious psychological consequences such as depression".*
Vaughan-Birch, in *Raconteur* (25 May 2016)
- *"Most small business owners are invested personally in their business; litigation causes not just financial loss, but also substantial emotional hardship, and often changes the tone of the business".*
Klemm Analysis Group 2005
- Claims often name individuals within a business as defendants, adding a further layer of stress as indemnity and conflict issues are addressed.
- 2012 Victoria, Aus., survey of B2B litigation costs –
 - 52% of businesses said that the dispute had an adverse effect on their level of work-related stress – 62% of those said the impact as high; and
 - 31% of businesses said the dispute had an adverse effect on their general health and well-being – 59% said the impact was high.

Emotional/stress costs

- Being on the winning side does not necessarily ease the pain:
 - "A successful lawsuit does not provide the "greenback poultice"" –
Strasburger, J Am Acad Psychiatry Law
 - 70% of doctors win malpractice suits in the US, but 70-86% still report symptoms of depression during the lawsuits.

<http://www.mentalhealthy.co.uk/anxiety/anxiety/lawsuit-stress-the-dark-side-of-litigation.html>
- Litigation Response Syndrome – like PTSD.
Lees-Haley, Defence Counsel Journal
- Stress can be a particular issue in disputes involving people's homes – earthquake insurance claims, leaky buildings, property disputes.

Reputation costs

- The Klemm Analysis Group identified the following as potential effects of litigation:

"Publicity (article in the paper, word of mouth) about the problems or specific litigation, inattention of the owner, confusion in the marketplace as to the status of the company and a loss of reputation with current or potential customers..."
- Whilst most cases are not front page news, people do talk.....

The cost of precedent

- Sometimes litigants see value in precedent. Others fear it.
- But with appellate vicissitudes, it can be a difficult beast to tame.
- And beware the law of unintended consequences – *Grokster* case.
- What will precedent cost, how likely is it to be achievable, what will it pan out like?

Recovery costs

- Even if a party wins, how much more will it cost to recover a judgment plus costs, or even just a costs award?
- Parties have 18 months or more to reduce their liability exposure – trusts, sell down, shift capital overseas.
- How much will enforcement action cost? A liquidation application will take another 3-4 months. Secured creditors will get first recoveries. A liquidator will want to be funded for any actions to recover funds from directors or related parties.

Let's go back to X v Y again

Description – X wins - the 2B scale costs max upside	\$
Claim	<u>750,000</u>
+ 2B scale costs	60,656
+ Interest at 5% (Judicature Act rate, assume 18 months from claim to judgment)	56,250
Sub total	<u>866,906</u>
- Actual legal costs (assume expert's costs are neutral with award)	203,760
- Cost of money for actual costs (including expert's costs), say	10,000
- An allowance for business costs, say	50,000
- An allowance for emotional/stress costs, say	25,000
- Recovery costs	?
Total 2B scale costs max upside	<u>578,146</u> - ?

Description – X loses - the 2B scale costs max downside	\$
Claim	<u>0</u>
- 2B scale costs (let's assume similar) payable to Y	60,656
- Disbursements payable to Y (incl. Y's expert's costs), say	15,000
- Actual legal costs	203,760
- X's expert's costs, say	10,000
- Cost of money for actual costs (including expert's costs), say	10,000
- An allowance for business costs, say	50,000
- An allowance for emotional/stress costs, say	25,000
- Reputation, precedent costs	?
Total 2B scale costs max downside	<u>-374,416</u> - ?

Approaching X's \$750k claim primarily as an economic transaction:

- How much could X get? \$578,146 - ?
- How much could X lose? -\$374,416 - ?

Where the case falls in that delta = RISK

STEP FOUR

The objective litigation risk-assessment process

"Gut instinct, sloppy guesswork and grey hair no longer seem to be enough in complex high stakes mediation"
Geoff Sharp, Mediator

Once all the issues have been identified and theories of cases explored, an objective assessment of the parties litigation risk can occur.

During a mediation this can be done in a number of ways:

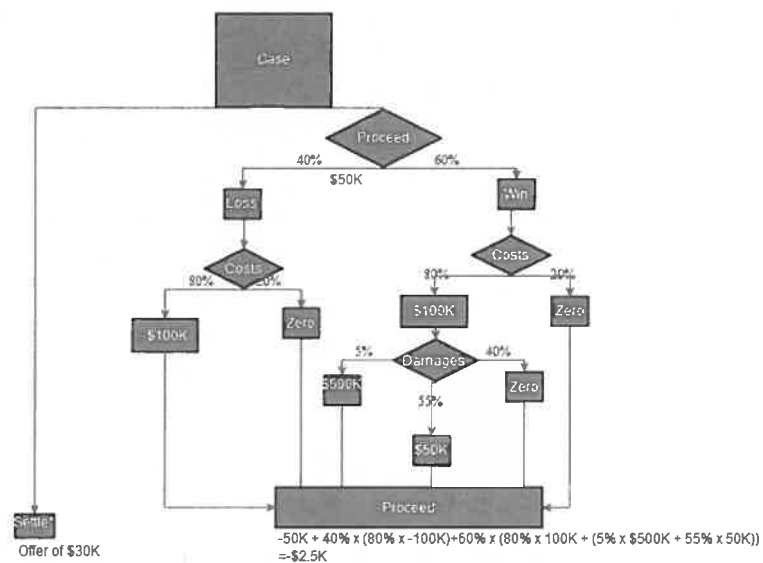
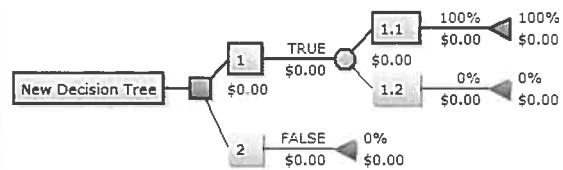
- Group session or private session;
- Mediator led and using "tool kits" for assistance;
- Allowing the parties to do this themselves without the Mediator present.

STEP FOUR CONTINUED

A number of commentators have created tool kit litigation assessment programmes which can be applied in a multitude of situations.

"Decision Trees" is an example (Yuan & Shaw, Marc Victor).

STEP FOUR CONTINUED



Whatever tool that is used you need to be comfortable about using it.

STEP FIVE

The Analysis:

Let the facts speak for themselves.

Do not promote one outcome or option over another (be open-minded as to the outcome). All options are valid options because of circumstances which are unknown to the mediator or indeed the lawyers .



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Handout



THE ANALYSIS OF LITIGATION COSTS IN MEDIATION – HANDOUT

X v Y

THE COSTS OF X (PLAINTIFF) FROM FILING TO JUDGMENT

Notes:

This analysis relates to *X v Y*, a fictional \$750k breach of contract claim in the High Court, regarding alleged defects in industrial machinery (see powerpoints). The analysis assumes that:

- (a) The general applicability of 2B scale costs under the HCR is agreed or determined;
- (b) The matter requires three CMCs;
- (b) There is a reasonably substantial discovery exercise for both sides to undertake;
- (c) The plaintiff has to make an interlocutory application for further and better discovery. The application is opposed. There is a half day hearing. The plaintiff wins, and is awarded costs for one counsel;
- (d) The matter proceeds to a five day trial in the High Court, with three lay witnesses and one expert witness per party;
- (e) The plaintiff wins at trial, and is awarded 2B scale costs for one counsel;
- (f) The plaintiff's legal work was largely done by a combination of an associate at \$300 per hour, and a partner at \$500 per hour; and
- (g) The plaintiff's counsel did not feel constrained by their \$100k estimate of fees given at the mediation!

The likely actual costs are an estimate. True costs for similar claims may of course vary from case to case.

MarkKelly

BARRISTER & COMMERCIAL MEDIATOR

Step	Actual costs (likely)	2B scale costs (@\$2230 per day)	Notes
Commencement of proceeding	7000	6690	
Reply	1500	1784	
Preparation for first CMC	1500	892	
Preparation for second two CMCs	2000	Nil	
Filing memoranda for 3 x CMCs	3000	2676	
Appearance at 3 x CMCs	3000	2007	
Preparation for and appearance at pre-trial conference	1500	1115	
List of documents on discovery	10000	5575	
Inspection of documents	5000	3345	
Filing interlocutory application	5000	1338	
Preparation of written submissions for interlocutory application	8000	3345	Actuals – associate spends 20 hrs researching/writing the submissions, partner spends 4 hrs on them
Preparation by applicant of bundle for hearing	1500	1338	
Appearance at half day hearing of defended application for sole counsel	2800	1115	Actuals - partner and associate both attend Court, @\$800 x 3.5 hrs
Sealing order	500	446	
Preparation of briefs for trial	22500	5575	2B - allows 2.5 days Actuals – for 1 x expert, and 3 x lay witnesses = est. 50 hrs associate and 15 hrs partner
Preparation of list of issues, authorities, and common bundle	6000	5575	
Preparation for trial	40000	6690	2B - allows 3 days Actuals – 50 hrs associate and 50 hrs partner time

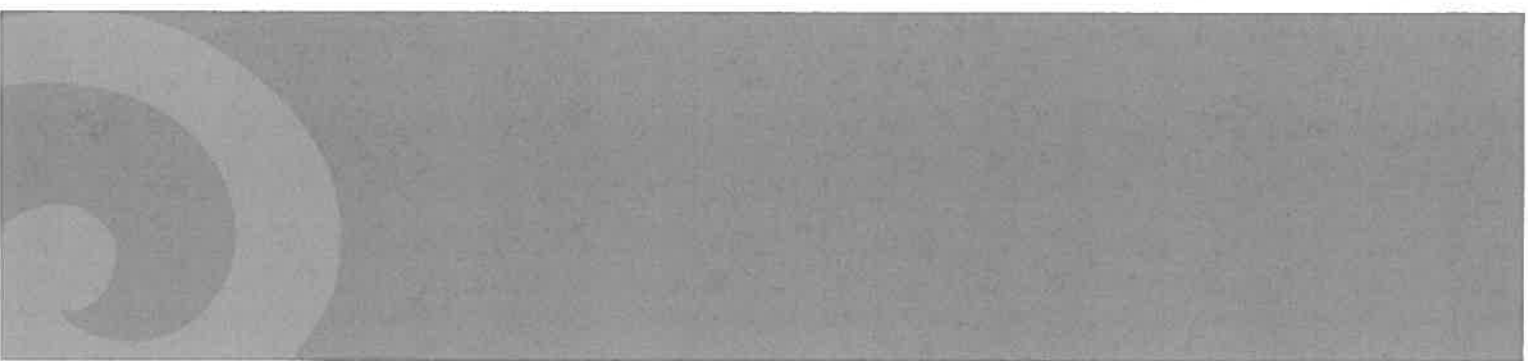
Appearance at trial for sole counsel	44000	11150	Actuals – associate and partner both do 11 hr days x 5, @\$800 per hr
Reporting to client throughout	5000	Nil	
Subtotal for actuals	169800		
Add <u>"easy 20%"</u>	33960	Nil	
Totals	203760	60656	



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Membership





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Te Mana Kaiwhakataū, Takawaenga o Aotearoa

Application for Associate Membership

Application fee: **\$95.00**

Application fees are payable with your application. Bank Account Number: **02-0568-0419074-000**
Should your application be accepted your subscription will then become due and payable.

Under AMINZ By-Laws, an Associate member is a person who satisfies Council that they have sufficient knowledge of dispute resolution processes through experience and/or training to fulfil the requirements for admission as an Associate member.

Refer to By-Law 6, schedules 1(A) and 1(B) for more information about the requirements for admission and the matters you will need to evidence in your application.

APPLICANT'S DETAILS

SURNAME:

FIRSTNAMES:

Mr / Ms / Mrs / Miss / Dr, etc.

Designatory letters (if applicable):

ADDRESS:

POSTCODE:

TEL:

EMAIL:

MOBILE:

WEBSITE:

PRINCIPAL PROFESSION / OCCUPATION: PRESENT POSITION:

NAME OF EMPLOYER/FIRM:

Have you previously made an application for membership with AMINZ?

No ☐

Yes ☐

If so, please provide details.

PUBLICATION OF PERSONAL DETAILS

Your name and contact details will be listed on the AMINZ website at www.aminz.org.nz. By signing this application form you are agreeing to your name, membership status, contact details and other details normally listed on the website being made available to the public. The Institute reserves the right to edit any information provided. It is your responsibility to ensure that the details on the website are correct and current. AMINZ accepts no responsibility for information that is out of date or incorrect.



Please list your qualifications, and attach any proof.

Please list any other training, relevant to dispute resolution, (eg: seminars, tertiary courses and webinars etc:

**Please list your practical experience, in dispute resolution.
Attach supporting information which demonstrates any processes you have conducted.**



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MEMBERSHIP OF OTHER PROFESSIONAL OR OCCUPATIONAL INSTITUTIONS

REFEREES

Each applicant should be sponsored by two referees who, from their personal knowledge of the candidate, can support the applicant as a fit and proper person. It is preferred that the referees are members of AMINZ. If this is not possible the names of two referees who have known the applicant professionally for a number of years should be given. Please note that referees will be contacted by your membership assessor and interviewer.

FIRST REFEREE

Name:

Telephone:

Email:

Number of years the referee has known the applicant:

SECOND REFEREE

Name:

Telephone:

Email:

Number of years the referee has known the applicant:

Have you ever been charged with professional misconduct by a professional body or association or been subject to disciplinary action?

No ☐

Yes ☐

If yes, please provide details:

Have you ever been convicted of a criminal offence?

No ☐

Yes ☐

If yes, please provide details:

DECLARATION

(a) I, the undersigned, hereby apply for admission to membership of the Arbitrators' and Mediators' Institute of New Zealand Inc. and do agree, if admitted, to comply with the Rules and By-Laws and any subsequent amendments and/or alterations thereto which may be made.

(b) I certify that the above details are correct.

Signed by Applicant _____ Date ____ / ____ / ____

Thank you for your membership application.

You will be contacted by the Membership Administrator regarding your application.

Applications usually take 25 working days to process, including an interview, after which time the application is presented to Council when it next meets. Council meets every four months or so to consider applications. If you have any questions regarding your application or the process please contact the AMINZ office: 0800 426 469 or membership@aminz.org.nz.



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Application for: **ARBITRATORS'** ☐ **MEDIATORS'** ☐

Application fee: \$150 for the first panel application; \$50 for each panel or list application made at the same time.

If applying for Associate status at the same time of panel admission: \$100 for the first panel application; \$50 for each panel or list application made at the same time.

Application fees are payable with your application. Bank Account Number: **02-0568-0419074-000**
Should your application be accepted your subscription will then become due and payable.

Panel and list members must be Associates or Fellows of the Institute, must have knowledge, experience, personal qualities and qualifications necessary to qualify as a member of a Panel. Criteria for Panel membership is available online.

APPLICANT'S DETAILS

SURNAME:

FIRSTNAMES:

Mr / Ms / Mrs / Miss / Dr, etc.

Designatory letters (if applicable):

ADDRESS:

POSTCODE:

TEL:

EMAIL:

PRINCIPAL PROFESSION / OCCUPATION:

MOBILE:

WEBSITE:

PRINCIPAL PROFESSION / OCCUPATION:

Associate ☐

Fellow (Arb) ☐

Fellow (Med) ☐

Date of your latest Continuing Professional Development Certificate (CPD), if any ____/____/____

(Please note that Panel and List members are required to maintain a record of qualifying events and submit it to the Executive Director by the end of February in each year.)

PUBLICATION OF PERSONAL DETAILS

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Qualifications

Please list your relevant qualifications:

Dispute Resolution Experience

Experience as an Arbitrators (for application to Panel of Arbitrators') or experience as mediator (for application to Panel of Mediators')

Provide details of arbitrations OR details of mediations over the past 24 months

Include examples of up to 3 awards (arbitration) or 3 agreements (mediation). (Delete all reference to the parties in copies of the documents submitted and please provide three copies of each award / agreement).

Please describe your experience:



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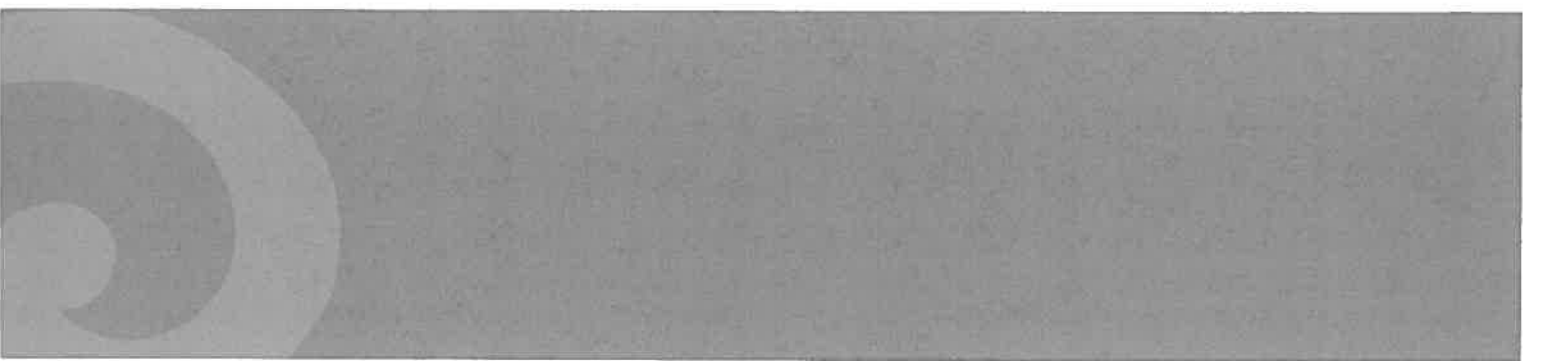
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Education





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FDR Day

Current topics in FDR

Networking Dinner: 6.30pm, Monday 5 March 2018

Seminar: Wellington - 9.00am – 5.00pm, Tuesday 6 March 2018

About the Networking Dinner

Join us for an informal networking dinner where you have the opportunity to meet with other FDR practitioners to discuss the practicalities and possibilities of resolving family disputes.

About the seminar

Four years after Family Dispute Resolution was launched, AMINZ is introducing a stock-take, a look to the future and a place to connect with other FDR providers. The aim of the day is to reflect current concerns, trends and share skills and knowledge.

The presenters

To be announced.

What will be covered

- The future of FDR
- When alcohol, drugs and mental health impact FDR: Working with capacity issues
- When parties want relationship property and finances mediated.
- Family law arbitration – what is it and when can it be utilised?
- What judges want from FDR Providers
- Revenge porn and cyber-stalking: What the mediator needs to know about their own safety and the safety of clients
- FDR – trials, tribulations and successes – Q and A session with a panel of users and providers of FDR

Who should attend

- FDR providers
- Family lawyers
- Counsellors, social workers and other therapeutic providers
- Members of the judiciary
- Others interested in FDR

Kindly sponsored by:





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AMINZ MEDIATION SKILLS INTENSIVE

**Know.
The real
difference.**

- Auckland 6-10 March 2018
- Auckland 7-11 August 2018

AMINZ, the centre for excellence in dispute resolution, leads the business of mediation. We work with some of the best and brightest people in the profession with years of experience in mediation, and this year we will be teaching with them, too.

The new five-day executive programme teaches critical negotiation skills in New Zealand. It brings together groups of participants with some of the profession's leading practitioners and educators in memorable sessions devoted to the practical and theoretical alike.

The course focuses on the stages of the mediation process, identifying and working with an array of negotiation styles, and methods of facilitating problem solving. It also provides great opportunities to practice these new skills. And the programme is exceptional value for money.

The course allows ample opportunity for participants to network with leading members of our profession.

It provides a pathway to credentialing by AMINZ and will be an unmatched experience in your ongoing professional development.

This course is ideal for

- Aspiring mediators
- Mediators who wish to increase their skill level
- Advocates participating in mediation
- People wanting to increase their knowledge of conflict resolution

For more information and to register:

www.aminz.org.nz or call

0800 426 469



**ARBITRATORS' AND MEDIATORS'
INSTITUTE OF NEW ZEALAND INC**

Te Mana Kaiwhakataū, Takawaenga o Aotearoa

In-house Training

Conflict management and dispute resolution are key business skills.

All organisations and individuals deal with disputes at some stage. Disputes and conflict are, after all, a part of life. It is thus useful to have training in dispute resolution techniques that better equip you to deal with these situations.

AMINZ is New Zealand's largest dispute resolution organisation. It is well-placed to put together training that is tailored to the needs of your organisation. Using our past experience and our large database of skilled trainers, who are credentialed in dispute resolution, we can formulate a programme that meets the specific requirements of your organisation in terms of cost, location and importantly, content.

Our clients include:

- Inland Revenue Department
- Ministry of Agriculture and Fisheries
- EQC
- Southern Response
- Registered Master Builders

Our training includes:

- Building Bridges: Approaching Challenging Conversations
- How to Communicate Well and Consult Properly
- Emotion: How to Deal with it in Negotiations
- Conducting Safe Employment Investigations
- The Mediation Process - Understanding the Framework
- Using the Mediation Process to Your Best Advantage
- Facilitating Good Conversations
- AMINZ Mediation Skills Intensive

Plus, we can put together a training just for your needs.

Our trainers are all senior, credentialed members of the Institute with teaching experience.

Contact us to talk about your training needs:

0800 4 AMINZ

executivedirector@aminz.org.nz