# Table of Contents

## In a Nutshell
- The Distinctive Approach 15
- The Dollar Dispute 18
- Scope of the Book 20
- Other Commercial Conflicts 21
- Why Mediation? 23
- Difficulties Encountered in Mediation 26
- The Book Audience 29
- A Dealmaker’s Frame of Mind 30
- Putting in a Good Word for Compromise 34

## Part I—The Case for Mediation

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Why Disputes Should be Settled</td>
<td>39</td>
</tr>
<tr>
<td>2</td>
<td>Why Resolving Disputes is Such Tough Work</td>
<td>41</td>
</tr>
<tr>
<td></td>
<td>Obstacles to Settling</td>
<td>41</td>
</tr>
<tr>
<td></td>
<td>The Biggest Difficulty</td>
<td>44</td>
</tr>
<tr>
<td></td>
<td>Some Thoughts About Litigators</td>
<td>46</td>
</tr>
<tr>
<td></td>
<td>What About Getting to Yes and Smart Negotiating?</td>
<td>50</td>
</tr>
<tr>
<td>3</td>
<td>Why Mediation Can Work Where Direct Negotiations Fail</td>
<td>53</td>
</tr>
<tr>
<td>4</td>
<td>About the Mediator</td>
<td>57</td>
</tr>
<tr>
<td></td>
<td>The Qualities of a Good Mediator</td>
<td>57</td>
</tr>
<tr>
<td></td>
<td>How About the Use of Humor?</td>
<td>59</td>
</tr>
<tr>
<td></td>
<td>The Mediator’s Approach</td>
<td>60</td>
</tr>
<tr>
<td>5</td>
<td>The Initial Steps of a Mediation</td>
<td>67</td>
</tr>
<tr>
<td></td>
<td>How the Parties Have Come to be Mediating</td>
<td>67</td>
</tr>
<tr>
<td></td>
<td>Conflicts, Fees, Scheduling and Lineup</td>
<td>69</td>
</tr>
<tr>
<td></td>
<td>The Mediation Agreement</td>
<td>71</td>
</tr>
</tbody>
</table>
ANATOMY OF A MEDIATION

Pre-Mediation Submissions and Responses 74

PART II—MEDIATING THE DOLLAR DISPUTE 79

Chapter 6—The Put Case 81
   The Facts 81
   Some Mediator Musings 83
   Plaintiff and Defendant Variances 87
   Pre-Mediation Settlement Negotiations 89

Chapter 7—The Beginning Joint Session 93
   Presentations by the Parties 93
   The Mediator’s Warning Admonition 96
   Questions in Joint Session 97

Chapter 8—The Caucus Discussion of the Merits 99
   Why Private Caucuses? 99
   Gathering Information 101
   The Merits Discussion 102

Chapter 9—Developing the Mediator’s Strategy 109
   Forming a Realistic Expectation 109
   Relatively Realistic Parties 114
   Put Case Strategy 115

Chapter 10—Dealing with the Parties on the Dollars 119
   My Non-Transmittal-of-Offers Technique 119
   Dollar Discussions in The Put Case 121

Chapter 11—The Endgame 127
   A Break in the Proceedings 127
   Resumption of the Proceedings 130
   Adding a Creative Element 131
   Reflections on the Endgame 133
   The Climax of The Put Case 139

Chapter 12—What if . . . ? 143
   Four Possible Continuing Relationship Scenarios 144
   Effects on the Mediation 148

Chapter 13—The Art Case 153
   The Facts 153
   The Merits 155
## Table of Contents

The Dollars 159  
Dealing with Unreality 162  
Termination vs. Adjournment 166  

**Chapter 14—** The Mediator’s Proposed Resolution 169  
How it Works 169  
A Suggestion to Parties and Their Counsel 174  
The Proposed Resolution 176  

**Part III—** DEAL-DISPUTE MEDIATING 183  

**Chapter 15—** The Contrast with One-Shot Dollar Disputes 185  

**Chapter 16—** The Split-Up Case 189  
The Facts 189  
Threshold Matters; Categories of Issues 192  
Initial Steps; The Open Session 196  
Hearing Grievances in Private Caucus 198  

**Chapter 17—** The Mediator at Work 203  
Assessing Priorities 203  
Determining Which Wrongs Won’t Be Righted 205  
Carrots and Sticks 209  
Requesting Proposals from the Parties 212  
The Parties’ “Compromise” Positions 214  

**Chapter 18—** The Mediator’s Realistic Expectation 219  
Developing a Feasible Resolution Model 219  
Presenting the Mediator’s Split-Up Recommendation 225  

**Chapter 19—** Narrowing the Gaps 229  
Shuttling Back and Forth with Parties’ Proposals 229  
The Role of the Lawyers 234  
Progress Slows to a Crawl 239  

**Chapter 20—** Final Steps 241  
Preparing a Draft Agreement in Principle 241  
Negotiating the Agreement in Principle 246  
Going to Contract 248
ANATOMY OF A MEDIATION

PART IV— MEDIATING MULTI-PARTY DISPUTES

Chapter 21— Three’s a Crowd
- Some Examples of Multi-Party Negotiating
- The Case for Settlement
- Getting the Mediation Started

Chapter 22— The Casino Caper
- The Facts
- The Opening Rounds

Chapter 23— Devising a Strategy
- Discerning a Tentative Format for Resolution
- Gaining Valuable Information
- Marketing the Revised Format
- Some Reflections on Multi-Party Mediation

Chapter 24— Reaching a Resolution
- A Draft Agreement in Principle (with Holes)
- The Forward-Looking Deal Aspects
- The Denouement
- My Proposed Resolution

PART V— REPRESENTING A PARTY IN MEDIATION

Chapter 25— Negotiating—The Mediation Lawyer’s Key Attribute
- The Importance of Negotiating Skills
- A Note to Deal Lawyers
- Choosing a Mediator

Chapter 26— The Lawyer-Client Relationship
- The Decision to Mediate
- Preparing Your Client for the Negotiating to Come
- Some Thoughts on the Negotiating Process

Chapter 27— The Lawyer’s Dealings with the Mediator
- How Not to Do It
Table of Contents

The Better Way ........................................ 325
Help! ......................................................... 328
Handling Negative and Positive Leverage .... 329

WRAPPING UP ............................................ 335

APPENDICES ............................................ 343

Appendix A— The Mediation Morning Line .... 345
Appendix B— Different Strokes—
  A Comparison Between Mediating Global
  Conflicts and Commercial Disputes ............. 353
Appendix C— On the National Scene .............. 365
Appendix D— My Mediator’s Pep Talk to the Parties 369

ENDNOTES .................................................. 373