

Contents

<i>Preface to the Third Edition</i>	xxv
<i>Preface to the Second Edition</i>	xxix
<i>Preface to the First Edition</i>	xxxiii
<i>Acknowledgments</i>	xxxvii

PART I. FOUNDATIONS OF MEDIATION	1
Chapter 1. Conflict, Dispute Resolution Processes, and Justice	3
A. Conflicts and Dispute Resolution	4
Carrie Menkel-Meadow, <i>Conflict Theory</i>	4
Problem 1-1	5
Problem 1-2	5
Mary Parker Follett, <i>Constructive Conflict</i>	6
Problem 1-3	7
Carrie Menkel-Meadow, <i>The Trouble with the Adversary System in a Postmodern, Multicultural World</i>	8
Problem 1-4	9
B. Processes for Handling Conflicts and Disputes	9
Problem 1-5	10
Lela P. Love & Joseph B. Stulberg, <i>Understanding Dispute Resolution Processes</i>	12
Problem 1-6	15
Frank E.A. Sander, <i>Varieties of Dispute Processing</i>	16
Problem 1-7	22
C. Animating Values for Conflict and Dispute Resolution: Justice and Peace	22
Jonathan M. Hyman & Lela P. Love, <i>If Portia Were a Mediator: An Inquiry into Justice in Mediation</i>	22

Problem 1-8	28
Carrie Menkel-Meadow, <i>Practicing “In the Interests of Justice” in the Twenty-First Century: Pursuing Peace as Justice</i>	28
Problem 1-9	31
For Further Reading	31
Chapter 2. Negotiation: The Foundation for Mediation	33
A. Distributional, Adversarial, Positional, or Competitive Bargaining	34
Russel Korobkin, <i>A Positive Theory of Legal Negotiation</i>	35
Problem 2-1	39
1. Accommodating Approaches to Positional Bargaining	39
Roger Fisher, William Ury & Bruce Patton, <i>Getting to YES</i>	39
Problem 2-2	39
2. Cooperative Approaches to Positional Bargaining	40
Donald G. Gifford, <i>A Content-Based Theory of Strategy Selection in Legal Negotiation</i>	40
Problem 2-3	41
3. Competitive Approaches to Positional Bargaining	41
Michael Meltsner & Philip G. Schrag, <i>Negotiation</i>	42
Problem 2-4	45
Carrie Menkel-Meadow, <i>Toward Another View of Legal Negotiation: The Structure of Problem Solving</i>	46
B. Integrative, Interest-Based, or Problem-Solving Negotiation	46
Carrie Menkel-Meadow, <i>Toward Another View of Legal Negotiation: The Structure of Problem Solving</i>	47
Problem 2-5	50
Roger Fisher, William Ury & Bruce Patton, <i>Getting to YES</i>	50
Problem 2-6	53
David A. Lax & James K. Sebenius, <i>The Manager as Negotiator: Bargaining for Cooperation and Competitive Gain</i>	53
Problem 2-7	54
C. Effectiveness and Negotiator Style	54
Andrea Kupfer Schneider, <i>Shattering Negotiation Myths: Empirical Evidence on the Effectiveness of Negotiation Style</i>	55
Problem 2-8	56
D. Divergent Paths: Choosing Between Competition and Collaboration	57
Douglas R. Hofstadter, <i>Metamagical Themas: Questing for the Essence of Mind and Pattern</i>	57
Problem 2-9	58
Problem 2-10	58
Robert H. Mnookin, Scott R. Peppet & Andrew S. Tulumello, <i>Beyond Winning: Negotiating to Create Value in Deals and Disputes</i>	59
For Further Reading	60

PART II. THE MEDIATION PROCESS	61
Chapter 3. Mediation Concepts and Models	63
A. Introduction to Mediation	63
1. What Is Mediation?	63
2. Comparing Adjudication and Consensus-Based Processes	64
3. The Advantages of Mediation	65
a. Settlement: Avoiding the Risk, Delay, and Expense of Adjudication: Benefits to Courts	65
b. Participation and Self-Determination: Giving Parties Voice and Choice	66
c. Better Outcomes: Generating Creative Problem Solving	67
d. Relationship, Community, and Harmony: Building Bridges Between People	67
Problem 3-1	68
Problem 3-2	68
4. The History of Mediation in the United States	68
a. Roots	68
b. Labor	69
c. Community	70
d. Family	70
e. Civil Cases	71
f. Online Mediation	71
g. Other Arenas	71
5. Mediation's Core Values	72
Carrie Menkel-Meadow, <i>Introduction</i>	72
Problem 3-3	73
Lon L. Fuller, <i>Mediation—Its Forms and Functions</i>	73
Problem 3-4	75
Problem 3-5	76
6. Mediation's Place in the Justice System	76
Lela P. Love, <i>Images of Justice</i>	76
Problem 3-6	77
Problem 3-7	78
Robert A. Baruch Bush, <i>Mediation and Adjudication, Dispute Resolution and Ideology: An Imaginary Conversation</i>	78
Problem 3-8	82
Problem 3-9	82
B. Approaches to Mediation	82
1. Classification of Mediators: The Riskin Grid	82
Leonard L. Riskin, <i>Mediator Orientations, Strategies and Techniques</i>	83
Problem 3-10	85
Problem 3-11	85
2. Different Schools of Mediation	85
a. Facilitative Mediation: Problem-Solving, Understanding-Based, or Transformative	85

ii. The Understanding-Based Model	86
Gary Friedman & Jack Himmelstein, <i>Challenging Conflict: Mediation Through Understanding</i>	86
iii. Transformative Model	87
Robert A. Baruch Bush & Joseph P. Folger, <i>The Promise of Mediation: The Transformation Approach to Conflict</i>	87
b. Evaluative and Directive Mediation	88
i. Trashing and Bashing	89
ii. Norm-Educating and Norm-Advocating	89
iii. Community-Enhancing and Community-Enabling	89
c. Transparency About Approaches	90
3. Trends	90
a. The Demise of Party Participation and a Broad Problem Definition in Court Contexts	90
b. Growth	91
For Further Reading	92
Chapter 4. Descriptions of Mediations	93
Frank J. Scardilli, <i>Sisters of the Precious Blood v. Bristol-Myers</i>	94
Problem 4-1	97
Lela P. Love, <i>Glen Cove: Mediation Achieves What Litigation Cannot</i>	98
Problem 4-2	100
J.S. Levy & R.C. Prather, <i>Fly on the Wall</i>	101
Problem 4-3	105
Eric Galton, <i>A Meeting of Strangers</i>	105
Problem 4-4	111
Jeremy Lack, <i>Tower of Babel</i>	111
Problem 4-5	119
Carol B. Liebman, <i>Mediation as Parallel Seminars: Lessons from the Student Takeover of Columbia University's Hamilton Hall</i>	119
Problem 4-6	124
Problem 4-7	124
Problem 4-8	124
For Further Reading	124
Chapter 5. Representation in Mediation: Skills and Practices	127
A. Critical Negotiation Skills	128
1. Prepare Well: Set Your Goal and Know Your Limit	128
Russell Korobkin, <i>A Positive Theory of Legal Negotiation</i>	128
Problem 5-1	130
G. Richard Shell, <i>Bargaining for Advantage: Negotiation Strategies for Reasonable People</i>	130
Problem 5-2	132
2. Listen to and Understand Your Client and the Other Side	132
David Binder, Paul Bergman, Susan Price & Paul K. Tremblay, <i>Lawyers as Counselors: A Client-Centered Approach</i>	132
Problem 5-3	134
Roger Fisher, Elizabeth Kopelman & Andrea Kupfer Schneider, <i>Beyond Machiavelli: Tools for Coping with Conflict</i>	135

Problem 5-4	136
3. Talk Persuasively	137
Problem 5-5	137
Douglas Stone, Bruce Patton & Sheila Heen, <i>Difficult Conversations: How to Discuss What Matters Most</i>	138
Problem 5-6	139
4. Be Creative and Flexible	139
Carrie Menkel-Meadow, <i>Aha? Is Creativity Possible in Legal Problem Solving and Teachable in Legal Education?</i>	139
Jennifer Gerarda Brown, <i>Creativity and Problem Solving</i>	141
5. Find Objective Criteria	143
Roger Fisher, William Ury & Bruce Patton, <i>Getting to YES</i>	143
Problem 5-7	144
6. Use Decision Analysis	144
Jeffrey M. Senger, <i>Decision Analysis in Negotiation</i>	144
Problem 5-8	146
7. Develop Social Intuition	146
Andrea Kupfer Schneider, <i>Teaching a New Negotiation Skills Paradigm</i>	146
B. Representation Skills in Mediation	147
Harold I. Abramson, <i>Mediation Representation: Advocating as a Problem-Solver in Any Country or Culture</i>	147
Problem 5-9	149
Problem 5-10	149
Jean R. Sternlight, <i>Lawyers' Representation of Clients in Mediation: Using Economics and Psychology to Structure Advocacy in a Nonadversarial Setting</i>	149
C. Structural and Psychological Barriers to Negotiation	150
1. Informational Barriers	150
2. Irrational Escalation of Commitment	151
Max H. Bazerman & Margaret A. Neale, <i>Negotiating Rationally</i>	151
3. Justice Seeking	152
Problem 5-11	153
4. Loss Aversion and Status Quo Barriers	153
Problem 5-12	154
5. Anchoring, Optimistic Overconfidence, and the Winner's Curse	154
Max H. Bazerman & Margaret A. Neale, <i>Negotiating Rationally</i>	154
Problem 5-13	157
6. Reactive Devaluation	157
Lee Ross, <i>Reactive Devaluation in Negotiation and Conflict Resolution, in Barriers to Conflict Resolution</i>	157
Problem 5-14	158
For Further Reading	159
Chapter 6. Mediator Goals, Skills, and Practices	161
A. The Big Picture: Mediator Traits, Tasks, and Qualifications	162
1. Mediator Traits	162
2. Mediator Tasks	162

3. Qualifications for Mediators	163
Problem 6-1	164
B. The Parts: Stages in the Mediation Process	164
1. Beginning the Mediation	164
a. Who Should Participate in the Mediation?	165
Problem 6-2	166
b. What Procedural Issues Must Be Addressed?	166
Joseph B. Stulberg & Lela P. Love, <i>The Middle Voice</i>	166
c. How Is the Stage Set?	167
Problem 6-3	167
d. How Does the Mediator Open the Session?	168
Problem 6-4	170
2. Understanding the Conflict and Developing the Information Base	170
Gary Friedman & Jack Himmelstein, <i>The Loop of Understanding</i>	171
Lela P. Love, <i>Training Mediators to Listen: Deconstructing Dialogue and Constructing Understanding, Agendas, and Agreements</i>	173
Problem 6-5	178
3. Constructing a Discussion Agenda	178
Joseph B. Stulberg, <i>The Theory and Practice of Mediation: A Reply to Professor Susskind</i>	178
Problem 6-6	179
4. Generating Movement: Developing Options and Agreements	179
Lela P. Love & Joseph B. Stulberg, <i>Targets and Techniques to Generate Movement</i>	181
Problem 6-7	183
5. Using the Caucus	184
a. Caucus Selectively	184
b. Never Caucus	184
c. Mostly Caucus	185
d. Always Caucus	185
Problem 6-8	186
6. Drafting Agreements and Closing the Session	186
Problem 6-9	187
Problem 6-10	188
C. CO-MEDIATION	189
Lela P. Love & Joseph B. Stulberg, <i>Practice Guidelines for Co-Mediation: Making Certain That “Two Heads Are Better Than One”</i>	189
Problem 6-11	192
For Further Reading	192
Chapter 7. Culture, Diversity, and Mediation	193
A. Culture and Cultural Considerations	193
1. What Is Culture?	193
Jeffrey Z. Rubin & Frank E.A. Sander, <i>Culture, Negotiation, and the Eye of the Beholder</i>	195
Problem 7-1	196

Julia Ann Gold, <i>ADR Through a Cultural Lens: How Cultural Values Shape Our Disputing</i>	197
Problem 7-2	203
2. The Mediation Process in Different Cultures	204
Isabelle R. Gunning, <i>Diversity Issues in Mediation: Controlling Negative Cultural Myths</i>	204
Problem 7-3	205
B. Diversity, Disadvantage, and Fairness	206
1. The Impact of Prejudice	206
Trina Grillo, <i>The Mediation Alternative: Process Dangers for Women</i>	206
Problem 7-4	207
Carol Izumi, <i>Implicit Bias and the Illusion of Mediator Neutrality</i>	208
Problem 7-5	208
2. The Relationship Between Formality and Prejudice	208
Richard Delgado, Chris Dunn, Pamela Brown, Helena Lee & David Hubbert, <i>Fairness and Formality: Minimizing the Risk of Prejudice in Alternative Dispute Resolution</i>	208
Problem 7-6	211
3. Questions About Diversity, Fair Process, and Just Outcomes	211
Charles B. Craver & David W. Barnes, <i>Gender, Risk Taking, and Negotiation Performance</i>	211
Problem 7-7	212
Ian Ayres, <i>Fair Driving</i>	213
Michael Z. Green, <i>Negotiating While Black</i>	213
Problem 7-8	215
Carrie Menkel-Meadow, <i>Women in Dispute Resolution: Parties, Lawyers and Dispute Resolvers: What Difference Does “Gender Difference” Make?</i>	216
Gary LaFree & Christine Rack, <i>The Effects of Participants’ Ethnicity and Gender on Monetary Outcomes in Mediated and Adjudicated Civil Cases</i>	218
Problem 7-9	223
C. The Culturally Competent Mediator	223
For Further Reading	223
Chapter 8. Mediation: Legal and Policy Issues	225
A. Mediation and the Law	225
1. The Relationship Between Law and Mediation	225
a. The Law’s Long Shadow	225
Robert H. Mnookin & Lewis Kornhauser, <i>Bargaining in the Shadow of the Law: The Case of Divorce</i>	226
Problem 8-1	227
b. Informed Consent	227
Problem 8-2	228
c. Sources of “Law” and Justice	228
Problem 8-3	229

2. Litigation About Mediation	229
a. The Effect of a Duty to Mediate	229
b. The Enforceability of Mediated Agreements	230
c. Special Requirements of Mediated Agreements	231
B. Four Policy Questions at the Intersection of Law, Justice, and Mediation	231
1. Should Mediation Be Mandatory?	232
Roselle L. Wissler, <i>The Effects of Mandatory Mediation: Empirical Research on the Experience of Small Claims and Common Pleas Courts</i>	233
Trina Grillo, <i>The Mediation Alternative: Process Dangers for Women</i>	233
Problem 8-4	234
Problem 8-5	235
2. Should There Be a “Good Faith” Requirement to Participate in Mediation?	235
<i>Foxgate Homeowners’ Association v. Bramalea</i>	236
a. Tests for Good Faith	239
b. Corporate Representatives and Good Faith	240
c. Is Attendance by Telephone in Good Faith?	240
d. Sanctions for Bad Faith	241
Problem 8-6	242
3. Should Mediators Evaluate or Assess?	243
Murray S. Levin, <i>The Propriety of Evaluative Mediation: Concerns About the Nature and Quality of an Evaluative Opinion</i>	243
Problem 8-7	245
Lela P. Love, <i>The Top Ten Reasons Why Mediators Should Not Evaluate</i>	245
a. What’s in a Name? What Is “Mediation”?	245
b. Informed Consent to the Chosen Process	246
Problem 8-8	247
Problem 8-9	248
4. What Is the Mediator’s Responsibility for the Quality or Fairness of the Parties’ Agreement?	248
Lawrence Susskind, <i>Environmental Mediation and the Accountability Problem</i>	248
Joseph B. Stulberg, <i>The Theory and Practice of Mediation: A Reply to Professor Susskind</i>	249
Problem 8-10	252
Problem 8-11	253
For Further Reading	254
Chapter 9. Confidentiality and Ethics	255
A. Confidentiality in Mediation	255
1. Sources of Confidentiality	256
a. Common Law and Evidentiary Exclusions	256
b. Discovery Limitations	257
c. Contracts	258
d. Statutory and Judicially Created Privileges	259
<i>Folb v. Motion Picture Industry Pension & Health Plans</i>	260
e. Ethical Norms	263

2. Exceptions to Confidentiality	264
a. Criminal or Quasi-Criminal Cases	264
b. Mediation Documents	265
c. Contract Defenses	266
<i>Olam v. Congress Mortgage Co.</i>	267
d. Settlement Agreements	268
e. Mediator Misconduct	269
f. Other Issues Surrounding Exceptions to Confidentiality	270
Problem 9-1	270
3. The Uniform Mediation Act	270
Problem 9-2	273
4. Sanctions for Breach of Confidentiality	273
B. Ethics in Mediation	273
1. Ethical Transgressions and Dilemmas for the Mediator	274
Michael Moffitt, <i>Ten Ways to Get Sued: A Guide for Mediators</i>	275
a. Conflicts of Interest and Impartiality	277
Problem 9-3	277
b. Unauthorized Practice of Law	277
c. Maintaining Party Confidences	278
d. Duties to Endangered Parties and Third Parties	278
e. Responsibility for Truth in Advertising	279
f. Improper Pressure or Manipulation of Parties	279
g. The Contours of Honesty and Integrity	279
h. Minimal Competence	280
2. Mediator Liability and Immunity	280
3. Attorney Representative and Mediator Malpractice	280
Carrie Menkel-Meadow, <i>What's Fair in Negotiation? What Is</i>	
<i>Ethics in Negotiation?</i>	281
For Further Reading	282
PART III. APPLICATIONS OF THE MEDIATION	
PROCESS	285
Chapter 10. The Array of Process Options	287
Adapted from Kimberlee K. Kovach & Lela P. Love, <i>Mapping Mediation:</i>	
<i>The Risks of Riskin's Grid</i>	288
A. Decisional Processes	289
1. Arbitration	289
a. Arbitration Generally	289
b. Variants: Final-Offer Arbitration and High-Low Contracts	292
Problem 10-1	294
2. Med-Arb and Arb-Med	294
Lon L. Fuller, <i>Collective Bargaining and the Arbitrator</i>	295
Problem 10-2	296
3. Private Judging	297
a. Private Judges	297
b. Private Juries	297
Problem 10-3	298

B. Evaluative/Advisory Processes	298
1. Judicial Settlement Conferences	298
Carrie Menkel-Meadow, <i>For and Against Settlement: Uses and Abuses of the Mandatory Settlement Conference</i>	299
Problem 10-4	301
2. Non-Binding Arbitration	302
Problem 10-5	303
3. The Summary Jury Trial	303
Problem 10-6	304
4. Neutral Evaluation	304
a. Early Neutral Evaluation	304
Problem 10-7	305
b. Neutral Expert Opinion	305
C. Mediation and Hybrids Used in Specific Arenas	305
1. Collaborative Law	306
Problem 10-8	306
2. Restorative Justice	307
a. Restorative Justice Generally	307
Carrie Menkel-Meadow, <i>Restorative Justice: What Is It and Does It Work?</i>	307
b. Victim-Offender Mediation	309
Mark S. Umbreit, <i>The Handbook of Victim Offender Mediation</i>	309
Problem 10-9	310
c. Transitional Justice: Truth and Reconciliation	310
Desmond Mpilo Tutu, <i>No Future Without Forgiveness</i>	310
Problem 10-10	311
3. Online Dispute Resolution	311
Noam Ebner, Anita D. Bhappu, Jennifer Brown, Kimberlee K. Kovach & Andrea Kupfer Schneider, <i>You've Got Agreement: Negoti@ting via Email</i>	313
Problem 10-11	318
For Further Reading	319
Chapter 11. Consensus Building and Facilitation	321
A. Democratic Dialogue	322
Lawrence Susskind & Liora Zion, <i>Strengthening the Democratic Process in the United States: An Examination of Recent Experiments</i>	322
Problem 11-1	325
Phillip J. Harter, <i>Negotiating Regulations: A Cure for Malaise</i>	325
Problem 11-2	327
B. Dangers of Group Deliberations	327
Cass R. Sunstein, <i>Deliberative Trouble? Why Groups Go to Extremes</i>	327
Carrie Menkel-Meadow, <i>Scaling Up Deliberative Democracy as Dispute Resolution in Healthcare Reform: A Work in Progress</i>	330
Carrie Menkel-Meadow, <i>Why We Can't "Just All Get Along": Dysfunction in the Polity and Conflict Resolution and What We Might Do About It</i>	333
Problem 11-3	335

C. Facilitation: Skills and Procedures	335
Lela P. Love & Joseph B. Stulberg, <i>Partnerships and Facilitation: Mediators Develop New Skills for Complex Cases</i>	336
Lawrence Susskind, <i>An Alternative to Robert's Rules of Order for Groups, Organizations, and Ad Hoc Assemblies That Want to Operate by Consensus</i>	337
Problem 11-4	342
David A. Straus, <i>Managing Meetings to Build Consensus</i>	343
Problem 11-5	348
D. Facilitation and the Mediator	348
Lela P. Love & Joseph B. Stulberg, <i>Partnerships and Facilitation: Mediators Develop New Skills for Complex Cases</i>	348
For Further Reading	350
Chapter 12. Multiparty and International Mediation	351
A. Why Multiparty Processes Differ	352
1. Dealing with More Than Two Parties: New Questions	352
Carrie Menkel-Meadow, <i>Multi-Party Dispute Resolution, Democracy and Decision Making, Introduction</i>	352
2. Sequencing	354
James K. Sebenius, <i>Sequencing to Build Coalitions: With Whom Should I Talk First?</i>	354
Problem 12-1	359
3. Voting	359
B. Transactions and Mediators	360
Scott R. Peppet, <i>Contract Formation in Imperfect Markets: Should We Use Mediators in Deals?</i>	360
Problem 12-2	364
C. International Negotiation and Mediation	364
1. International Negotiation	365
a. A Two-Level Game: Domestic Constituents and International Counterparts	365
Robert D. Putnam, <i>Diplomacy and Domestic Politics: The Logic of Two-Level Games</i>	365
Problem 12-3	367
b. When Should You Not Bargain or Mediate?	367
Robert H. Mnookin, <i>When Not to Negotiate: A Negotiation Imperialist Reflects on Appropriate Limits</i>	367
Problem 12-4	369
2. Mediation and International Public Disputes	369
a. Third-Party Intervention and the One-Text Process	370
Roger Fisher, Elizabeth Kopelman & Andrea Kupfer Schneider, <i>Beyond Machiavelli: Tools for Coping with Conflict</i>	370
Problem 12-5	373
b. Theories of International Mediation	373

i. General Principles of International of International Mediation	373
<i>United Nations, Guidance for Effective Mediation</i>	373
Problem 12-6	374
ii. Balance Rather Than Neutrality for the International Intervenor	374
Matthew A. Levitt, <i>Kilometer 101: Oasis or Mirage?</i>	
<i>An Analysis of Third-Party Self-Interest in International Mediation</i>	374
Problem 12-7	375
iii. The Timing of International Interventions	376
I. William Zartman, <i>The Timing of Peace Initiatives: Hurting Stalemates and Ripe Moments</i>	376
John Paul Lederach, <i>Cultivating Peace: A Practitioner's View of Deadly Conflict and Negotiation</i>	377
Problem 12-8	379
c. Case Studies: Northern Ireland and Bosnia-Herzegovina	379
Daniel Curran, James K. Sebenius & Michael Watkins,	
<i>Case Analysis: Two Paths to Peace: Contrasting George Mitchell in Northern Ireland with Richard Holbrooke in Bosnia-Herzegovina</i>	379
Problem 12-9	389
3. Mediation in International Commercial or Trade Settings	389
Problem 12-10	390
For Further Reading	390

Chapter 13. Counseling About Process Choice, Planning for Mediation, and Dispute System Design 393

A. Counseling About Dispute Resolution Options	394
1. The Rationale for Focusing on the Client's Interests	394
Katherine R. Kruse, <i>Beyond Cardboard Clients in Legal Ethics</i>	395
David A. Binder, Paul B. Bergman & Susan Price, <i>Lawyers as Counselors: A Client-Centered Approach</i>	395
Problem 13-1	396
Warren Lehman, <i>The Pursuit of a Client's Interest</i>	396
Problem 13-2	397
2. Interviewing Skills	398
David Binder, Paul Bergman, Paul R. Tremblay & Ian S. Weinstein,	
<i>Lawyers as Counselors: A Client-Centered Approach</i>	398
Problem 13-3	401
3. Counseling About Dispute Resolution Processes	402
Frank E.A. Sander & Stephen B. Goldberg, <i>Fitting the Forum to the Fuss: A User-Friendly Guide to Selecting an ADR Procedure</i>	402
Problem 13-4	407
Problem 13-5	407
Andrea Kupfer Schneider, <i>Building a Pedagogy of Problem-Solving: Learning to Choose Among ADR Processes</i>	408

Problem 13-6	411
Problem 13-7	411
B. Planning for Disputes in Organizations—Dispute System Design	412
William L. Ury, Jeanne M. Brett & Stephen B. Goldberg, <i>Getting Disputes Resolved: Designing Systems to Cut the Costs of Conflict</i>	412
Problem 13-8	418
C. Planning for Disputes in Deals, Relationships, and Organizations—Drafting ADR Clauses	419
Kathleen M. Scanlon, <i>CPR Institute for Dispute Resolution, Drafter’s Deskbook for Dispute Resolution Clauses</i>	419
Problem 13-9	420
For Further Reading	420
Chapter 14. Thinking Critically About Mediation	423
A. Critiques of Mediation	424
1. Critiques in Theory	424
a. The Loss of Public Precedents and the Impact of Power Inequalities	424
Owen M. Fiss, <i>Against Settlement</i>	424
Problem 14-1	427
b. Public Goods and Bads and the Danger of Babel	427
David Luban, <i>Settlements and the Erosion of the Public Realm</i>	427
Problem 14-2	431
c. Informal Processes and the Expansion of State Control	431
Richard L. Abel, <i>The Contradictions of Informal Justice</i>	431
Problem 14-3	432
Problem 14-4	432
2. Critiques in Practice	433
a. Mediator Manipulation	433
James R. Coben, <i>Mediation’s Dirty Little Secret: Straight Talk About Mediator Manipulation and Deception</i>	433
Problem 14-5	434
Problem 14-6	435
b. Mediator’s Focus on the Future	435
Carrie Menkel-Meadow, <i>Remembrance of Things Past? The Relationship of Past to Future in Pursuing Justice in Mediation</i>	435
Problem 14-7	440
c. Mediator Partiality and Influence	440
David Greatbatch & Robert Dingwall, <i>Selective Facilitation: Some Preliminary Observations on a Strategy Used by Divorce Mediators</i>	440
Problem 14-8	441
d. Mediation as Arbitration	442
Jacqueline Nolan-Haley, <i>Mediation: The “New” Arbitration</i>	442
Problem 14-9	443

B. Empirical Evaluation of ADR Claims	443
James S. Kakalik, Terence Dunworth, Laural A. Hill, Daniel McCaffrey, Marian Oshiro, Nicholas M. Pace & Mary E. Vaiana, <i>An Evaluation of Mediation and Early Neutral Evaluation Under the Civil Justice Reform Act</i>	444
C. Good Research Methodology	447
For Further Reading	448
Appendix A. Uniform Mediation Act, Sections 1-13, National Conference of Commissioners on Uniform State Laws	451
Appendix B. Model Standards of Conduct for Mediators, American Bar Association, American Arbitration Association, and Association for Conflict Resolution (2005)	457
<i>Table of Online Resources</i>	463
<i>Table of Statutes</i>	465
<i>Table of Cases</i>	467
<i>Collected References</i>	469
<i>Index</i>	501