



**South Carolina Bar**

Continuing Legal Education Division

**2019 SC BAR CONVENTION**

**Dispute Resolution Section**

“Advanced ADR Issues”

**Thursday, January 17**

*SC Supreme Court Commission on CLE Course No. 190130*

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**South Carolina Bar**

Continuing Legal Education Division

**2019 SC BAR CONVENTION**

**Dispute Resolution Section**

**Thursday, January 17**

**Marketing Your Mediation/Arbitration Practice**

*H. Mills Gallivan*

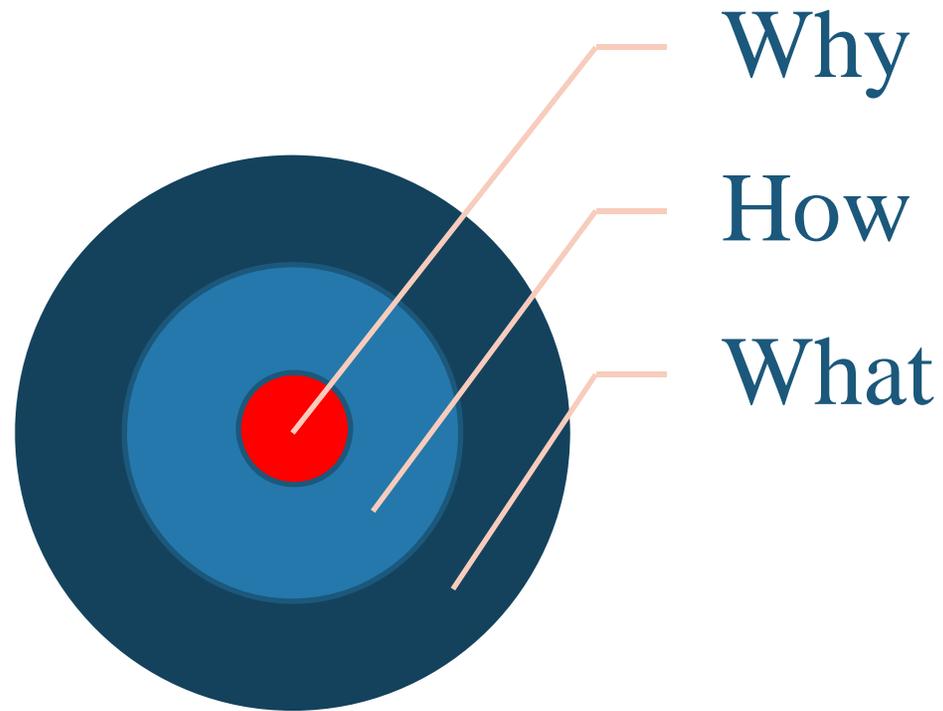
*Sean F. Keefer*

**WHY ME?**

**BUILDING YOUR ADR PRACTICE**

**GWB**  
GALLIVAN WHITE BOYD  
*Complex experience for complex matters*

# WHY ME?



## KNOW YOUR VALUE PROPOSITION

- **What is your personal Brand?**
- **What is your distinguishing factor?**
- **Is it quantifiable?**

## KNOW THE MARKET

- **How much work is available?**
- **Who has the need?**
- **Who is the gatekeeper?**
- **Are they the same person?**
- **Who is the competition?**

## BE KNOWN IN THE MARKET

- **Are you on the “ROY Bus”?**
- **Do you speak on ADR topics?**
- **Do you write about ADR?**
- **Are you active on social media?**

## TOP TIER MARKETING

- **Plan for SUCCESS**
- **Know the players**
- **“First Impressions” are...**
- **Be Process Specific**
- **Are you Value Added?**

## ARE YOU ALL IN?

- **Are you a chicken or a pig?**
- **How much effort are you putting into your marketing?**
- **Will you mediate for free?**
- **DOD**

## PRACTICAL TIPS

- **10x**
- **Take a referral source to lunch**
- **Know your “Why” and live it**
- **Get more involved in the  
Dispute Resolution Section**

QUESTIONS

**Thank You!**

**H. Mills Gallivan**

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**Dispute Resolution Section**

**Thursday, January 17**

Advance Planning & Strategies for Making the  
Most of Mediation Day

*Eric S. Bland*

*Justin S. Kahn*

*Ronald L. Richter, Jr.*

**Know Your Audience -  
Negotiating, Persuading and Convincing Four Audiences Simultaneously or  
How to Juggle Four Balls at the Same Time!**

- a) Goals of Talk
  - i) Parties
  - ii) Preparation
  - iii) Presentation
- b) Parties
  - i) Client
    - (1) Establish Goals and Expectations
      - (a) If no resolution - trial can result in loss
      - (b) Most cases resolve
      - (c) Confidentiality for \$
      - (d) Range v. Number
      - (e) Stay until last dollar on table and then decide
    - (2) Talk about process with mediator
      - (a) Where everyone sits
      - (b) Initial meeting
      - (c) Other side may say mean things - they are just beating chest  
for adjuster
      - (d) May ask if you want to say anything - don't
      - (e) Break into groups
      - (f) Go Back and forth
      - (g) May not be anything meaningful to 3:30 or 4

- (h) Mediator go back and forth
- (i) What is said is privileged unless
- (j) Still may impact
- (k) May have questions for us.
- (l) Confidential
  - (i) sign
  - (ii) Important to keep
- (3) Adjuster and opposing counsel
  - (a) May say hello
  - (b) Evaluating you
- ii) Mediator
  - (1) Early involvement
  - (2) Let them know concerns
    - (a) Client has issues
    - (b) OC yelled during depo
    - (c) Parties can't stand each other....
  - (3) What are expectations / needs from you
  - (4) Issues they think to focus on
  - (5) Is what is said confidential
  - (6) What kind
    - (a) Note passer
    - (b) pushes
- iii) Defendant
  - (1) No one is saying...

- (a) Respectful ?
  - (2) We just need to convince a jury...
  - (3) Are you committed to resolving this today ?
  - (4) Is consent an issue?
- iv) Adjuster
  - (1) Talk to the wallet
  - (2) Concede
    - (a) Explain why point they think is big is no big deal or justifies reducing value
  - (3) Highlight benefits
  - (4) Pay attention to notes taken
  - (5) Look in eye
  - (6) Create frame for damage items and numbers to value
  - (7) Will survive SJ. This is going to trial.
- v) Opposing counsel
  - (1) don't really pay attention during presentation
  - (2) Notes when they present
    - (a) If case does not settle will be trial outline or opening
  - (3) Remember they have to act a certain way for their client / adjuster
  - (4) Maybe compliment on how well scored some points in deposition or motion
- c) Presentation
  - i) Tools to use

- (1) Electronic
  - (a) Slide Design
- (2) Blow ups
- (3) Speakers
- (4) On line
- (5) Real time
  - (a) Lose eye contact
- (6) Hand outs
  - (a) Help frame numbers
- ii) Points to Cover
  - (1) Highlight elements
  - (2) What's the story a jury will hear and understand
  - (3) Questions in open v. Through mediator
- iii) Method of presenting
  - (1) Concise
  - (2) Matter of Fact v. Confrontational
  - (3) Watch the time
  - (4) Confidence
    - (a) Know the terms
    - (b) Emotion
    - (c) Show ability to convey complex ideas simply
    - (d) Dress
  - (5) Convey this is what trial will be like but worse
- d) Your Preparation

- i) Must have prepared for trial
- ii) Prepared your talk
  - (1) Themes
  - (2) Images
  - (3) What to hold back unless needed
  - (4) Addressed weaknesses
  - (5) Clips Quotes
  - (6) Blow ups
  - (7) Convey
    - (a) This is what jury will see
    - (b) The facts help us
  - (8) Consider Tone with each
  - (9) presentation
    - (a) rehearsal
    - (b) Go over with staff
    - (c) Supporting sources
    - (d) Relevant case law
    - (e) Relevant damages
    - (f) Relevant strengths
    - (g) Relevant weakness to concede
- iii) Spreadsheet with values
  - (1) Various offers
  - (2) Attorneys fees
  - (3) Costs

- (4) Liens
- (5) Other
- (6) Hold
- (7) Client
- iv) Talked with other side
  - (1) Consent an issue?
  - (2) Authority present
- v) Talked with mediator
  - (1) Alert to problems
    - (a) Want to start at 12M
    - (b) Client may burst out
  - (2) Info needed
  - (3) What to focus on
  - (4) Unusual
- vi) Provided materials
- vii) Determine Setting
  - (1) Equipment needed
    - (a) projector
    - (b) speakers
    - (c) Cables, batteries
    - (d) Remote
- viii) Value to settle v. Trial
  - (1) Know when to walk away
- e) Conclusion

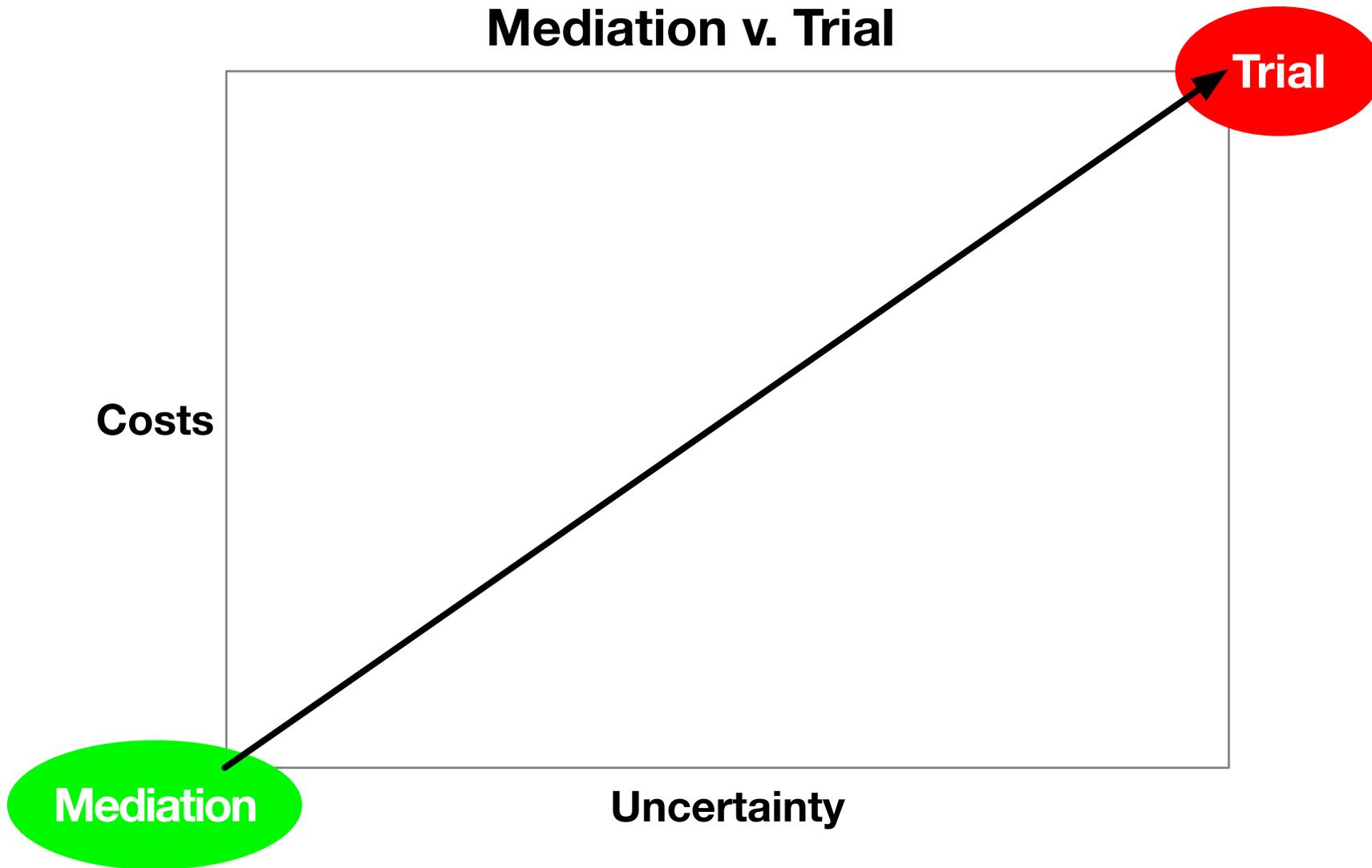
**NOTES:**

Applies to Case(s) Right Now

Important Points

Things to Try

# Risk Analysis Mediation v. Trial



**Factors:** Jury, Judge (Law, Evidence), Testimony (Lay, Expert), Time (PreTrial, Trial & Appeal) ...

# Making Mediation Work

# MAKING MEDIATION WORK

**Capturing your audience's attention  
with a DRY medical record**

# MAKING MEDIATION WORK

Hospital Name

## PROCEDURE:

Surgical prep with excision, and autografting to the right thigh measuring 3 x 7 cm. Donor site is right lateral thigh. Level of excision is the **third degree, deep dermis and subQ**.

## PROCEDURE IN DETAIL:

After adequate anesthesia was achieved, the patient was prepped and draped in our usual sterile fashion. Using a Norsen debrider and a Weck instrument, the wound bed was prepared for **split-thickness skin graft** from the patient's left thigh using a **Zimmer dermatome**. A Mepilex dressing was placed. The autograft was meshed and then secured into place with biological glue and staples. We then wrapped the patient in our usual dry silver dressing. The patient tolerated the procedure.

# MAKING MEDIATION WORK



Supplement to *Arch Facial Plast Surg.* 2011;13(6):392-394. © AMA.



# MAKING MEDIATION WORK

**Use illustrations to drive your point home**

# MAKING MEDIATION WORK

Blood Pressure

Systolic

Diastolic

11/20/2010 08:23

203/93

11/20/2010 00:00

122/52

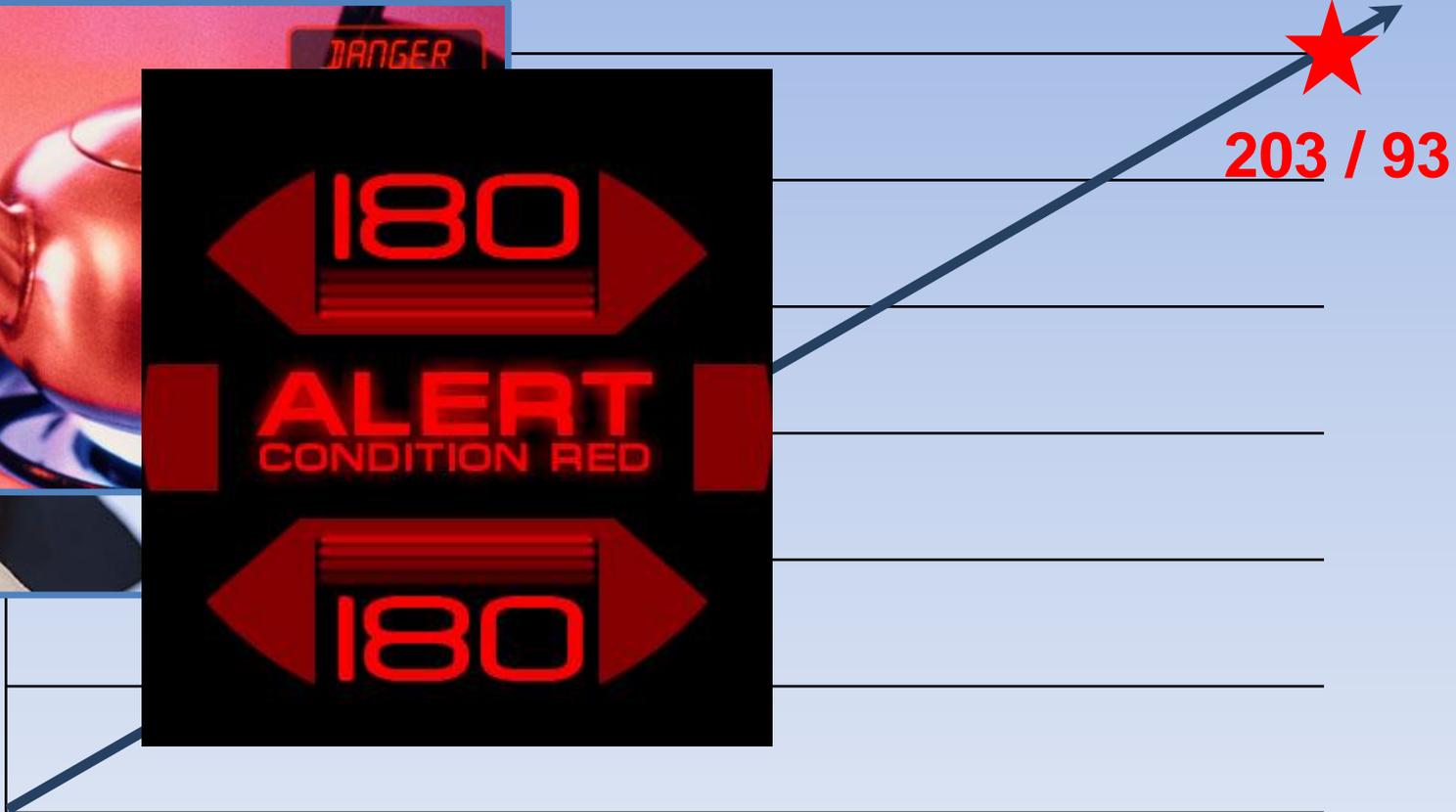
American Heart Association Blood Pressure Categories

# MAKING MEDIATION WORK



122 / 52

203 / 93



11/20/11  
00:00

11/20/11  
4:55 am

11/20/11  
8:23 am

# MAKING MEDIATION WORK

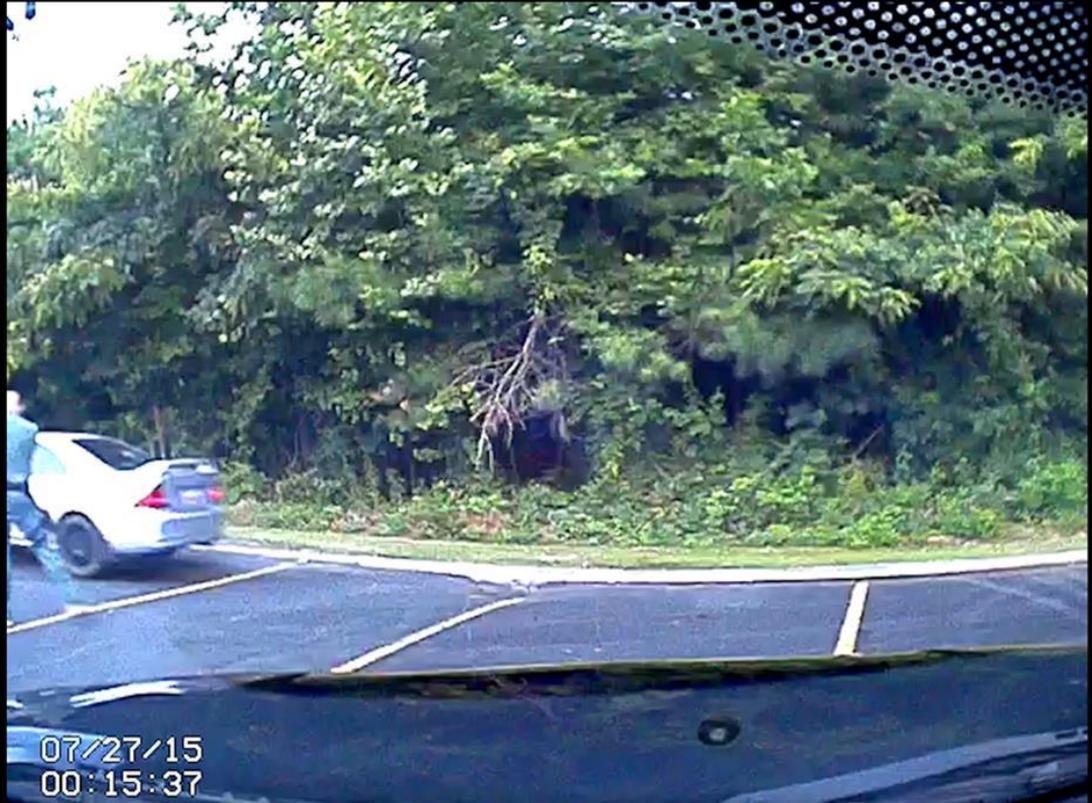
## **Using Frame-by-Frame Illustration**

# MAKING MEDIATION WORK



**HARDEE'S DATE/TIME**

2015/07/26 20:26:16



07/27/15  
00:15:37

# MAKING MEDIATION WORK



**Shot #1**



**Shot #2**

# MAKING MEDIATION WORK

**Audio Clip: “I just shot one!”**



# MAKING MEDIATION WORK

**Using Frame-by-Frame Illustration and Audio**

# MAKING MEDIATION WORK



*FBI Enhanced Video*

# MAKING MEDIATION WORK



*Frame 394*

# MAKING MEDIATION WORK



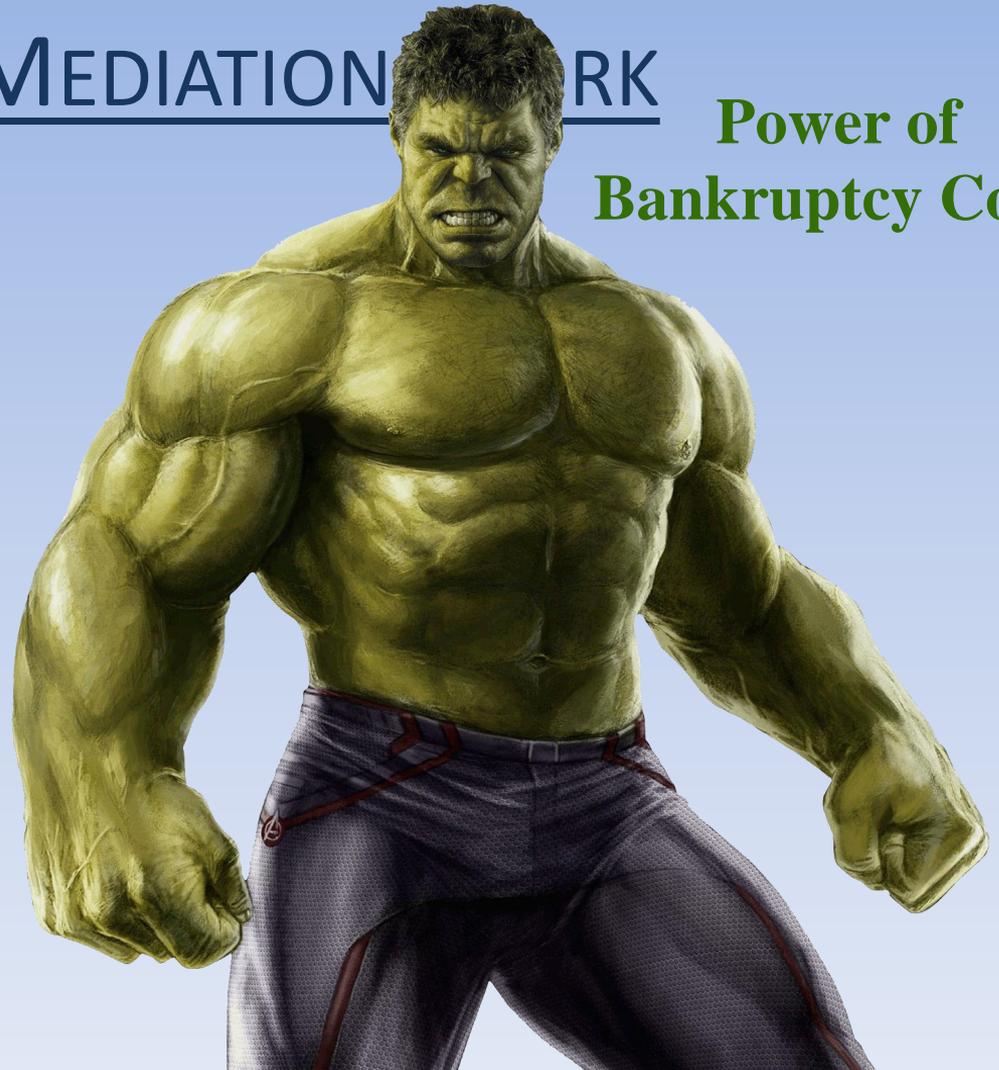
# MAKING MEDIATION WORK

**Be Creative!**

# MAKING MEDIATION WORK

**Power of  
Bankruptcy Code**

**SC Code 33-44-504**



# MAKING MEDIATION WORK

**Create your own movie to tell the story**

# MAKING MEDIATION WORK



# MAKING MEDIATION WORK



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**Dispute Resolution Section**

**Thursday, January 17**

To Caucus or Not to Caucus? Adapting  
Mediation to Your Case

*Catherine H. Kennedy*  
*Thomas W. Traxler*

## **The Use, Overuse and Misuse of Caucus in Mediation**

**Harry G. Goodheart, III**  
*Mediation Resources*  
431 N. Trade Street  
Tryon, NC 28782  
(828) 817-3111

*[Prepared by Harry Goodheart for use at an Intermediate Workshop conducted at Florida's Annual Dispute Resolution Conference in July 2013 and reprinted here with express permission. The paragraph in italics below was added to cite to the South Carolina rule.*

*Harry is presently visiting the Cook Islands and New Zealand and regrets not being with us-- not really!]*

Skilled mediators shape the process to be most productive for each individual case. This workshop offers discussions and demonstrations of mediator skills and techniques which will help you determine if, when and how to use caucus and how to promote and facilitate direct communication and negotiation, ensuring more durable resolutions and party satisfaction.

**Caucus Mechanics & Ethical Guidelines**  
**When & How to Use Caucus Effectively**  
**Process Design Considerations in Circuit Civil and Family Mediation**  
**Party Self-Determination & Human Communication**  
**Overuse and Misuse of Caucus**

### **Caucus Mechanics & Ethical Guidelines**

This presentation concerns our use of caucus in mediation, and is designed to increase our conscious awareness of what's going on in the process at any given time: in short, our diagnostic skills. The better we can diagnose what's happening with participants' communication, their negotiations and their current analysis of their best interests, the better we can determine if and for what purpose caucus might be helpful. It's designed also to assist us in shaping the optimum dynamic of who's talking with who in what setting.

*A caucus is a private, confidential meeting between the mediator and one or more participants in the mediation. It may be initiated at the instance of the mediator, counsel, or a party, or not used at all. Some mediators avoid the use of the word caucus, thinking it has a sneaky ring to it, and simply say "private meeting."* Caucus is an important tool for the mediator, participants and the process as it ensures candor, builds trust in the process and mediator, and is usually the optimum environment for the parties' consideration of their best interests in the settle-litigate decision.

Rule 10.360(b) of the *Florida Rules for Certified and Court-Appointed Mediators* provides that "[Information] obtained during caucus may not be revealed by the mediator to any other mediation participant without the consent of the disclosing party," and Rule 10.420(a)(3), requires that the orientation session specifically inform mediation participants that communications are confidential.

[*SC Rule V. of the South Carolina Standards of Conduct for Mediators states “The reasonable expectation of the parties with regard to confidentiality shall be met by the mediator. The parties’ expectation of confidentiality depends on the circumstances of the mediation and any agreements they may make. A mediator shall not disclose any matter that a party expects to be confidential unless given permission by all parties or unless required by law or other public policy.” The South Carolina comments to Rule V further state “If the mediator holds private sessions with a party, the nature of these sessions with regard to confidentiality shall be disclosed prior to undertaking such sessions.”*]

Recent Florida Mediator Ethics Advisory Committee (MEAC) Opinions regarding Caucus: 95-005 (changes to rules impact this decision); 99-002 (read 2006-003, partially rescinded); 2001-010 (read 2006-003, partially rescinded); 2003-005; 2008-006; 2010-006.

Review these opinions at [http://www.flcourts.org/gen\\_public/adr/MEACOpinions/index-opinions.shtml](http://www.flcourts.org/gen_public/adr/MEACOpinions/index-opinions.shtml)

Private confidential meetings permit the parties and their counsel to share perceptions, concerns, and "hidden agendas" with the mediator, and are often a useful tool for gaining insight into what's really driving the dispute from each side's point of view, and for the mediator to stimulate meaningful analysis and negotiation. Caucus is the best opportunity the mediator has to ask well-crafted open-ended questions designed to assist in clarifying their analysis of what the most probable result of not settling will be (jury verdict or judge's decision), and what their *best interests* really are. We will have an interactive demonstration on the use of caucus to kick start negotiation between the parties, enhance their communication and assist in their “settle-litigate” analysis (best interests).

David Hoffman’s article, *Mediation and the Art of Shuttle Diplomacy*, covers some of the points we’ll be discussing about caucus in this workshop: “Mediation caucusing — that is, separate meetings conducted by the mediator with some, but not all, of the parties — is widely used, but it has become increasingly controversial, as some mediators advocate for a no-caucus form of mediation using only joint sessions with all parties present. The rationale for the no-caucus model is that caucuses give the mediator too much power at the expense of the parties, and joint sessions improve the parties' understanding of each other's views.

“But caucusing adds value to mediation in several ways. First, from the standpoint of economic theory, caucusing provides mediators with an important tool for overcoming two impediments to settlement — the “prisoner's dilemma” (caused by the parties' fear of mutual exploitation) and “adverse selection” (caused by the failure to disclose information). Second, caucusing can help the mediator overcome a variety of negotiation problems, such as communication barriers, unrealistic expectations, emotional barriers, intraparty conflict, and fear of losing face. Third, caucusing provides a more private setting in which the mediator can develop a deeper and more personal understanding of the parties' needs and interests.

“Although the no-caucus model may be appropriate for certain types of mediation (particularly those cases in which the parties will have an ongoing relationship), some parties may prefer the efficiency that can be achieved with caucusing, even if that means sacrificing certain other values — such as greater understanding — or giving the mediator more information than the parties have, thus

creating the risk of manipulation by the mediator. Moreover, the choice is not binary — numerous variations and hybrid formats can be useful, such as sessions in which the mediator meets with only the parties' lawyers or with only the parties.

“Choosing the best format for a mediation is more of an art than a science, and mediators should consider, with the parties, whether the parties' objectives would be best served using only joint sessions, extensive caucusing, or a combination of these approaches.” *Mediation and the Art of Shuttle Diplomacy*. Hoffman, David A., *Negotiation Journal*, Volume 27, Issue 3, pages 263–309, July 2011. <http://www.pon.harvard.edu/faculty/david-a-hoffman/>

### **When & How to Use Caucus Effectively**

Some of the points I like to make about the effective use of caucus in the workshops and training I do include the following:

Some mediators overuse or are too quick to use caucus, cutting off or limiting the very thing mediation at its best is designed to promote: better communication and meaningful negotiation between the parties.

Use caucus before you get to the table: contact the attorneys and any *pro se* parties for a brief confidential teleconference to get a snapshot of the case, its dynamics and a feel for the participants.

This will help you shape the process and diagnose the health of the participants' communication and negotiations.

***Have a reason to caucus.*** Don't just caucus because that's all you can think of to do next. Always try to devote *equal time* in caucus to each party; and don't leave people for long periods while you're meeting with others. Establish some time estimates and stick to them, giving those you're not meeting with some "homework". *Beware: wagons tend to circle if ignored.*

### **KEYS TO EFFECTIVE CAUCUS:**

- Always reaffirm confidentiality at the outset of caucus
- Ask open-ended questions to get their assessment of what the other parties' needs and expectations might be, and then what their own are
- Ask open-ended questions designed to help them sharpen their analysis of what the trial alternative will probably produce (using number probabilities, not vague words)
- Help them check assumptions; the other side's and their own
- Build trust in the process and mediator, and develop rapport
- Cost-benefit analysis best explored in caucus
- Listen reflectively
- Avoid giving opinions or legal advice
- Ask who they need to persuade of what and why

- Use techniques for stimulating meaningful negotiation strategy
- Explore reasons previous negotiation efforts were unsuccessful
- Use *Uncommon Sense Negotiation* principles in questions
- Clarifying issues
- Areas for possible concessions
- Certainty vs. Uncertainty

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### **Process Design Considerations in Circuit Civil and Family Mediation**

Overuse of Caucus seems to be less prevalent among family mediators. My training partner, Mary Bryan, does both civil and family, and I have learned a lot from her experience and insight in my circuit civil mediation. Mary will often design the mediation conference to include an initial one hour caucus with each side, before the plenary mediation conference begins. This gives her the opportunity to get both sides acclimated, build trust and hope, and dampen emotion. In circuit civil cases of high emotion or calcified negotiations I have found this design very helpful.

Laurie Israel's article, *To Caucus or Not To Caucus – That is the Question*, is worth reading in its entirety: <http://www.ivkdllaw.com/the-firm/our-articles/mediation-and-collaborative-divorce/to-caucus-or-not-to-caucus-that-is-the-question>

but here are some excerpts germane to our discussions:

“Caucusing can be seen as a “carefully considered strategic intervention” (Chip Rose, “Poles Apart”, Family Mediation News (Winter 2007), Association for Conflict Resolution.) Some mediators feel that caucusing gives the mediator too much power to interpret messages, define issues, and engineer a result, and that these acts should be left to the parties themselves. These mediators see themselves as facilitators, with the real power held by the parties.

“Other mediators use caucusing routinely as a technique. They view it as an opportunity for a mediator to work separately with mediation clients to help them process the messages sent by the other party in private, to give a party individual care and attention, and to promote resolution of issues privately with each of the parties. Some mediators (myself included) see caucusing as interfering with the transparency of the mediation process. These mediators believe that the caucus corrupts the free flow of information and thoughts that is important to mediation, particularly family/divorce mediation.

“And caucusing can pose other great dangers to the process. Neutrality and lack of bias (to my mind) are the most powerful tools that the mediator has to offer. They let the parties both feel protected in the process, and permit one person (the mediator) to function something like a “universal joint” (to use an automotive analogy) or as Chip Rose terms it, a “communication conduit,” in reflecting and accommodating the different needs and points of views of the mediation clients.

“When there are private conversations between the mediator and one party, the other party may think (sometimes rightly, sometimes wrongly) that the mediator is no longer neutral when he/she comes back into the room. This real danger can overshadow the possible benefits of caucusing. And lack of neutrality (or the perception thereof) is the death of a mediation.

“To me, the most important touchstone of a successful mediation is for each of the parties to feel strongly that the mediator is neutral and not biased towards or against them. Mediation clients can easily sniff out mediator bias and lack of neutrality. It seeps out of a mediator’s pores. Usually clients correctly and rightly perceive bias and lack of neutrality (when it exists), although in some cases, the lack of neutrality and existence of bias is a misconception on the part of the clients. Non-neutrality and bias (or the perception of it) immediately derails mediation, and the mediator almost never has another chance to remedy the blemish. The clients (or one of them) almost always abandon the process. If they continue with it they invariably feel “burned” at the end, whether or not the mediation results in agreement. This is not a good result for anyone and these clients will never recommend the mediation process to others.

“In marital mediation, where a couple is trying to stay together and maintain their marriage, I generally avoid caucuses like the plague. (I am aware that other marital mediators have different views on this.) Working with a married couple is a very tender intervention by a mediator. For a couple to stay married, generally they need to have no secrets (at least not big ones). Caucuses can promote secrets. Also, in marital mediation, the marital mediator has a chance to model dispute resolution for the couple. Caucusing seems, to me, to make the process go awry because caucusing will not be available to the couple when they go home and deal with their own problems in “real” time. Also, without full, truthful transparency in the marital mediation process, problems in the marriage can linger, fester, and not be resolved in the marital mediation.

### **Party Self-Determination & Human Communication**

Party self-determination is what separates mediation from all other forms of conflict resolution and the parties are the final arbiters of risk. Studies show that between 60% and 90% of all human communication is non-verbal. One of the first scientific studies of nonverbal communication was done by Charles Darwin and published in 1872, The Expression of the Emotions in Man and Animals. Over the last two centuries, thousands of research projects in archaeology, biology, cultural and physical anthropology, linguistics, primatology, psychology, psychiatry, neuroscience and zoology have been completed, establishing a generally recognized corpus of nonverbal cues.

Albert Mehrabian is often quoted as saying that the meaning of a message is communicated by: your words 7%; your tone of voice 38%; your body language 55%. Mehrabian, Albert; Wiener, Morton (1967). "Decoding of Inconsistent Communications". *Journal of Personality and Social Psychology* 6 (1): 109–114; Mehrabian, Albert; Ferris, Susan R. (1967). "Inference of Attitudes from Nonverbal Communication in Two Channels". *Journal of Consulting Psychology* 31 (3): 248–252.

Charles B. Craver, in Negotiation Magazine: “Nonverbal communication, which is one of the most significant sources of information available to negotiators, is often overlooked. The negotiating parties tend to concentrate on what is being verbally communicated, and they fail to appreciate the

information being nonverbally displayed. This is especially true when opponents are talking, but it is even true when these persons are speaking. Since most individuals find it easier to be less than forthright verbally than nonverbally, people who fail to observe opponent nonverbal signs are likely to miss the most trustworthy messages being communicated by their adversaries. Certain nonverbal signals may also suggest that accompanying verbal messages are deceitful. While no one signal is a conclusive indication of deception, observers who look for relevant nonverbal patterns and changes can learn to spot likely prevarication.

“Skilled negotiators need to appreciate the importance of nonverbal signals. They should occasionally read books on this critical subject and watch body language being communicated by others in different settings. The more attuned negotiators are to these subtle messages, the more they will appreciate the actual feelings of the people with whom they interact. Recognizing that it is difficult to simultaneously speak and watch the nonverbal responses of others, many negotiators take colleagues with them to look for such signals while they are talking. Craver, Charles B., *Nonverbal Signals and Negotiating Interactions*, Negotiator Magazine, 2007. [http://www.negotiatormagazine.com/article368\\_1.html](http://www.negotiatormagazine.com/article368_1.html)

### **Overuse and Misuse of Caucus**

It's important for us to be mindful of how the process we are purveying appears and feels to the parties. After all, the parties are the final arbiters of risk, and we owe a high duty to them and their attorneys, the Court, the process of mediation and our profession. Imagine an astute negotiator, a CEO, let's say, who is told, after opening remarks, that he and his attorney must now “go to their room” and negotiations will be conducted through the mediator's shuttle diplomacy. Here is a good negotiator who came to negotiate being deprived of the opportunity to be persuasive in the way most humans negotiate: face to face.

Communicating and negotiating through walls, and through a mediator who is restricted by confidentiality, impartiality and neutrality is a highly-restrictive method of helping people to resolve their disputes, particularly if it is the only model used in mediation.

There's an old saying, "when the only tool you have is a hammer, everything starts to look like a nail." Mediators who only utilize the "endless caucus" model of mediation may be doing participants and themselves a disservice, particularly in cases with no high emotion, ongoing relationships, and parties who would prefer taking an active role in their negotiations face to face, at least some of the time.

The dominant default model of circuit civil mediation which has developed in many jurisdictions features, as its core design: opening remarks by the mediator, followed by openings by the attorneys and (hopefully) the parties, and then an immediate separation of the parties and their attorneys into separate rooms, with the mediator assuming the role of "messenger" between or among the parties.

In many mediations, this model ensures that the parties and their attorneys never see or talk with each other during the rest of the mediation conference, perhaps coming together at the end to jointly write an agreement or to attend the mediator's announcement of an impasse. This model is

not simply the model of choice by many mediators; many attorneys are much more comfortable with it and may even insist on it. The problem with this model is that the very people who need to talk with and negotiate with each other directly are prevented from doing so; it promotes over control of the process by the mediator; and the quality and satisfaction of the process is diminished, to say nothing of the durability of resolutions.

I have been mediating and providing mediator certification training programs, and advanced negotiation seminars for attorneys since 1988. I am always heartened to see mediators and attorneys excited to find out that they are not stuck with the "death by caucus" model they have experienced, and watch the light bulbs go off during role plays and demonstrations of mediator skills which can be used to facilitate productive dialog between and among the parties and their lawyers.

I have had lawyers tell me after a mediation that featured some or a lot of direct communication and negotiation "That was great...I didn't know we could talk to each other like that in mediation." The better we can diagnose what's happening with participants' communication, their negotiations and their current analysis of their best interests, the better we can determine if and for what purpose caucus might be helpful. Caucus is a vital element of mediation, but hopefully it's not the only tool in our kit.



**South Carolina Bar**

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**2019 SC BAR CONVENTION**

**Dispute Resolution Section**

**Thursday, January 17**

Ethical Issues Under the South Carolina ADR  
Rules Standards of Conduct For Mediators

*John A. Massalon*

No Materials Available