



2018

An **ALM** Publication

THE NATIONAL LAW JOURNAL

JUNE, 2018

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JAMS



CHAMPIONSHIP PEDIGREE As a young lawyer, Linda Singer became frustrated with how courts were set up to handle certain problems. "I had to create a field before I could get into it. Beginning in the 1970s, we began to succeed in selling mediation services to legal establishments and the courts." While practicing law, Singer started two organizations: the nonprofit Center for Dispute Settlement and the for-profit ADR Associates. "It was a mom-and-pop operation, and I was mom." ADR Associates became part of JAMS in 2004.

EXPERIENCE & EXPERTISE Singer has settled some large class actions, including *McReynolds v. Merrill Lynch*, a class-action race discrimination and insurance coverage/allocation action. "There were 1,400 claimants, and it had been litigated for 10 years. We not only settled the case, but several of us helped create a process for giving mini-hearings or interviews to fairly distribute \$160 million." As a member of the JAMS board of directors and the first female and Eastern chair, Singer has worked to develop and maintain more diverse panels of neutrals. "Companies are insisting that their firms put out diverse panels of lawyers, but not as much attention has been paid to the demographics of the neutrals. We think that's equally important. We are starting to look more like the people we work with."

FUTURE VISION ADR is becoming more popular, particularly mediation. "Arbitration is controversial, but mediation is not. And it's spreading all over the world. More people are coming to see what we're doing in the United States and replicating it in different parts of the world." Maintaining excitement over the process will be the issue. "Mediation can do things that adjudication can't, such as provide creative solutions, satisfaction and more participation by parties, rather than solely their lawyers."

