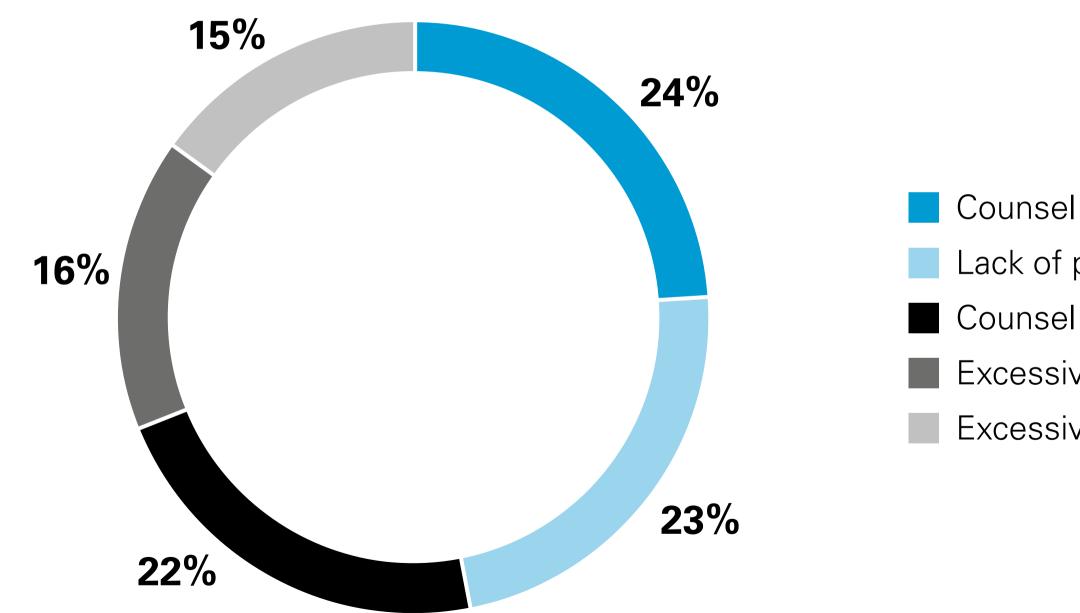
Chart 9: Which behaviour has the most negative impact on the efficiency of arbitration proceedings?



- Counsel focusing on adversarial rather than collaborative approaches
 - Lack of proactive case management by arbitrator
- Counsel over-lawyering (e.g., over-detailed or long submissions)
- Excessively delayed or lengthy awards
 - Excessive procedural formalities