



# TRAINING OFFERINGS 2026



“ **A warm welcome. In international arbitration, technical** expertise needs to be matched with the sophistication of one’s soft skills, whether to earn a client’s trust, persuade a tribunal, or communicate a decision in a way that the parties can understand and accept. Clarity, concision, and cultural sensitivity form part of the array of qualities that shape every hard outcome; and while persuasion and process define much of our craft, the true measure of a successful arbitration typically lies in its monetary dimension—making damages literacy an indispensable part of any practitioner’s toolkit.

It is with this in mind that Delos Dispute Resolution has developed a suite of multilingual training programmes for 2026. They are designed to build not only the analytical precision but also the human fluency that international arbitration demands—complementing Delos’s role as both an arbitral institution and a platform for shared learning.

I wish you a fulfilling – and fun! – learning experience.



**Hafez R Virjee**  
President

“ **As conversations around artificial intelligence and automation** grow louder, it is worth remembering that arbitration remains, at its core, a human process. Technology can assist, even enhance, our work—but it cannot replace the judgement, empathy, and communication that define effective advocacy and decision-making. These are precisely the skills our programmes seek to strengthen, alongside the technical and analytical foundations that every practitioner must master.

Our training offerings span all levels of experience, from those taking their first steps in international arbitration to seasoned professionals refining specialised skills. This breadth allows participants to chart a coherent path for their professional development—an example of which you will find in the appendix. Beyond the content and practice, these courses also create spaces for meaningful connection: an opportunity to grow one’s network not through formal ‘networking’, but through shared learning and genuine exchange.

I hope you will find inspiration in these offerings and look forward to welcoming you on your learning journey in 2026.



**Dr Ghazal Miyar**  
Head of Training &  
Outreach

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#ActivatingArbitration

## THINKING LIKE CLIENTS (TLC)

### HOW TO PITCH AND RETAIN CLIENTS – BY IN-HOUSE

*"The key to being a successful lawyer is not about knowing the law, it's about knowing your client."* — Harvey Specter

### ABOUT THE COURSE

TLC considers the role and challenges of the modern GC and in-house legal team, mainly at major international groups. The aim is to equip you with an understanding of how clients think of success and damage in legal matters, particularly with respect to arbitration, and thus increase your chances of a successful pitch, retainer, and follow-on instructions.

This exclusive programme is chaired by Paul Werné and designed and curated in collaboration with Corail Consultants. It takes place as a series of 1.5hrs weekly interactive workshops covering the [following topics](#) (click for more information):

1. [Inside the Boardroom: Understanding the Modern General Counsel \(GC\)](#)  
> To demystify the modern in-house counsel role so as to focus on what truly matters to your clients
2. [The Bottom Line: The Economics of Legal in a Business Environment](#)  
> To give you critical insights into the financial pressures your clients face daily and how GCs demonstrate internally the value-add of legal
3. [What In-House Counsel Really Want from External Counsel](#)  
> To transform from service provider to trusted adviser with lasting client relationships
4. [The AI GC? How Tech is Impacting the Legal Function and its Expectations of External Counsel](#)  
> To prepare for the rapid evolutions of the disputes legal services landscape as seen by in-house counsel
5. [The Future GC and the Future External Counsel: New Risks, New Skills, New Opportunities](#)  
> To place you at the forefront of the changes and evolutions affecting legal teams globally



*Delos is undeniably a trailblazer in the landscape of international arbitration, and its founders are the masterminds of innovative concepts. TLC is a great tool to hone one's BD skills and understand the key dynamics, constraints and expectations of in-house counsel.*

*A great way to network and stay ahead of the game (special shout out on the session dedicated to AI).*

**Janice Feigher** (Feigher Dispute Resolution, Paris)



*I found Paul's choice of different topics for each session incredibly interesting and engaging, and he encouraged interactive discussion throughout the course. I also greatly valued the breadth of topics, from the perspectives of GCs, to the decision of whether to dispute or insightful and thought-provoking. The speakers for each session were fantastic in sharing their experiences and perspectives. Lastly, I thought it was a great opportunity for participants to learn from the perspectives of other firms. Thank you, Paul, Hafez, and Jazmin!*

**Edward Harris** (Three Crowns, London)

## GOOD TO KNOW

Language:	English
Delivery:	Online
When:	February-April 2026
Course time zones (based on faculty):	CEST/SGT
Course fees excl. VAT:	Delos <b>full members</b> : EUR 738 Non-members: EUR 820
Certificate:	Yes
Apply by:	February 2026 (limited places)

## WHO SHOULD TAKE THE COURSE

You should consider taking this course if you are a lawyer (or law firm business development professional) seeking to shift from a purely technical legal mindset to a more strategic, business-oriented advisory role: by exploring how in-house teams view success, damage, risk, cost and value, you can refine how you communicate, price, and manage cases to build long-term relationships. Through the course you will also meet leading in-house counsel from different parts of the world. Find out [here](#) about the 2026 faculty.

IN COLLABORATION WITH



## WRITTEN ADVOCACY (PART OF WAWA)

*"Out of intense complexities intense simplicities emerge. Broadly speaking, the short words are the best, and the old words when short are best of all."* — Winston Churchill

### ABOUT THE COURSE

The Delos [written advocacy course](#) is chaired by Dr Christopher Boog. It unpacks what it takes to be a persuasive advocate in international arbitration through the following series of weekly hands-on workshops:

1. [Narration](#)
  - > Drafting the factual background of a Statement of Claim
2. [Getting to the point](#)
  - > Drafting a document production request
3. [Structuring](#)
  - > Drafting a skeleton argument without AI
4. [Positioning](#)
  - > Addressing tribunal questions in a post-hearing submission
5. [Pleading with AI](#)
  - > Drafting a skeleton argument with AI

Each session lasts 1.5-2hrs, focuses on specific writing skills, and combines a teaching segment with practical exercises to tie the learning to the practice of international arbitration. A running theme throughout the course is to help participants improve their writing in terms of concision, clarity, and pitch.

The course concludes with a competitive motion-writing assignment to be completed in teams, with a distinction for the best advocates.

For participants who wish to take the experience of the courses further, we have an additional module for the preparation and publication of a blog post in collaboration with the [Kluwer Arbitration Blog](#).



*The programme was extremely well structured and, in particular, I appreciated that the exercises were designed to replicate the actual drafting required in real arbitration proceedings. This made the training not only practical but immediately applicable to day-to-day work.*

*What I found most valuable was the personalised feedback: the faculty dedicated significant time to each participant, providing detailed comments on our drafts and helping clarify the purpose and structure of various documents. This individual guidance was truly beneficial in improving drafting technique, resolving doubts, and better understanding what arbitral tribunals expect from written submissions.*

*Overall, the programme has been highly enriching and has significantly contributed to my professional development in arbitration.*

**Tatiana Karabanova** (Bonatti, Parma)

## GOOD TO KNOW

Language:	English
Delivery:	Online
When:	June-July 2026
Course time zones (based on faculty):	ET/CEST or CEST/SGT
Course fees excl. VAT (+ Kluwer add-on):	Delos <b>full members</b> : EUR 448 (+64) or EUR 404 (+58) with location discount
<i>See Appendix 1 for more details</i>	Non-members: EUR 560 (+80) or EUR 504 (+72) with location discount
Certificate:	Yes
Apply by:	May 2026 (limited places)

## WHO SHOULD TAKE THE COURSE

You should consider taking this course if you are a lawyer looking to improve your writing skills and tune them better to the practice of international arbitration, if you want to meaningfully leverage AI for increased effectiveness and efficiency, and if you want to learn from leading counsel across the globe and meet interesting colleagues from different parts of the world. Find out [here](#) about the 2025 faculty.

IN COLLABORATION WITH





## DAMAGES MOOC

APPLY HERE

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"When a fellow says, 'It ain't the money but the principle of the thing,' it's the money." — Kin Hubbard

## ABOUT THE COURSE

The Delos [courses on damages and valuation](#) in international arbitration take you through the basics of what you need to know for your cases, both as counsel and as arbitrator, through to an advanced understanding of the damages theories developed by quantum experts so as to equip you to work with them effectively. The courses are chaired by Roula Harfouche and James Nicholson.

The **Introductory course** will take place from February to April 2026 and cover the following topics in weekly sessions:

1. Introduction to accounting, with [Kroll](#)
2. Loss quantification & valuation, with [Accuracy](#)
3. Cost-related approaches to valuation, with [Forvis Mazars](#)
4. Introduction to the market approach to valuation, with [Grant Thornton](#)
5. Introduction to the income approach to valuation, with [Compass Lexecon](#)

The **Advanced course** will take place from May to July 2026 and cover the following topics in weekly sessions:

1. Advanced income approach to valuation, with [Osborne Partners](#)
2. Calculating the discount rate in the income approach to valuation, with [Cornerstone Research](#)
3. Advanced market approach to valuation, with [Deloitte](#)
4. Interest and exchange rates, with [HKA](#)
5. Advanced loss quantification and valuation in IP disputes, with [Oxera](#)
6. Use of econometrics and statistical analysis in damages assessments, with [FTI Consulting](#)

For both courses, each topic will be covered through a combination of structured self-study (including self-testing through multiple choice questions (MCQs)) and an interactive 1.5hr session with quantum experts to address questions, clarify concepts, and explain the MCQ responses.





*The DELOS Damages courses (both introductory and advanced) provide an excellent opportunity for lawyers at any stage of their career to develop a deeper understanding of the fundamentals and valuation principles relied upon by damages experts. The online training materials are prepared by various expert firms and are followed by a workshop where experts generously give their time to work through questions that may arise from the materials. I highly recommend this course for arbitration practitioners with a keen interest in damages.*

**Stefan Pislevik** (Freshfields, UAE)



*I have found the [DELOS Damages courses] to be well constructed, with good complementarity between the different modules and the two levels (introductory and advanced). The interactive sessions were very informative, the highly qualified facilitators shared their breadth of experience with us, succeeding in channeling complex concepts simply. In short, the MOOC went well above my expectations, and the knowledge that I have gained will add a new and interesting component to my legal practice.*

**Nisrine Samaha Salhab** (Salhab Partners, Lebanon)

## GOOD TO KNOW

Language:	English
Delivery:	Online
Course time zones:	Flexible
Certificate:	Yes
<u>Introductory course</u>	<u>February-April 2026</u>
Course fees excl. VAT:	<a href="#">membership</a> sign-up (any, incl. free membership) and EUR 250
Apply by:	January 2026 (limited places)
<u>Advanced course</u>	<u>May-July 2026</u>
Course fees excl. VAT:	<a href="#">full membership</a> sign-up + EUR 250
Apply by:	April 2026 (limited places)
<u>Combined package</u>	<u>February-July 2026</u>
Course fees excl. VAT:	<a href="#">full membership</a> sign-up + EUR 450
Apply by:	January 2026 (limited places)

## WHO SHOULD TAKE THE COURSE

You should consider taking this course if you act as counsel or arbitrator in commercial or investment disputes and want to develop a sound understanding of key valuation concepts so as to be able to formulate and assess damages arguments critically. You will also get an opportunity to meet with fellow practitioners and leading experts from different parts of the world.

### WITH THE SUPPORT OF



## ORAL SUBMISSIONS

(PART OF THE REMOTE ORAL ADVOCACY PROGRAMME — ROAP)

According to an old adage, *"If the facts are against you, argue the law. If the law is against you, argue the facts. If the law and the facts are against you, pound the table and yell like hell"* — Carl Sandburg

### ABOUT THE COURSE

Oral advocacy is indeed more than about just the content: there is strategy involved, structure and cadence, there is persuasion and expertise, engaging your audience and maybe even charm.

The Delos [course on oral submissions](#), led by Reza Mohtashami KC, seeks to help you with all of this and more. Whether you are from a civil or common law tradition, your role as an advocate is to persuade the tribunal, notably by speaking on behalf of your client at the hearings and procedural meetings that are a common feature of international arbitration proceedings.

The six-month course involves the following:

1. small-group interactive teaching by the leading practitioners on the faculty;
2. practice sessions on the basis of published awards in real cases, before mock-tribunals followed by detailed faculty feedback. The practice sessions provide participants with the opportunity to take the claimant and the respondent perspectives, and also see advocacy from the perspective of the tribunal;
3. practising the preparation of skeleton arguments ahead of practice sessions in conjunction with another participant acting as your co-counsel;
4. mentoring by the faculty;
5. networking with peers across a wide region, including online social events;
6. insights into the particularities of appearing remotely at a hearing; and
7. the opportunity to participate in public finals before a tribunal of world class arbitrators (see examples [here](#)).

The following editions are on offer (click on the links to find out about the faculty for each edition):

Focus on commercial and investment arbitration

- [Americas](#) (in English), chaired by Tim Nelson and Mallory Silberman. When: May-October 2026. Reference time zone: ET
- [Asia](#) (in English), chaired by Vyapak Desai and Sae Youn Kim. When: March-July 2026. Reference time zone: HKT/SGT
- [EMEA](#) (in English), chaired by Cecilia Carrara and Philip Dunham. When: February-June 2026. Reference time zone: CET
- [LATAM](#) (in Spanish), chaired by Sandra González and Andrés Jana. When: August-December 2026. Reference time zone: ET
- [Lusófono](#) (in Portuguese), chaired by Marcelo R Ferro and Sofia Martins. When: June-October 2026. Reference time zone: ET

Focus on construction arbitration

- [Construction \(EMEA\)](#) (in English), chaired by Alex Bevan and Kim Rosenberg. When: July-December 2026. Reference time zone: BST

**GOOD TO KNOW**

Available languages:	See above
Delivery:	Online
When:	See above
Course time zones:	See above
Course fees excl. VAT:	Delos <a href="#">full members</a> : EUR 340
<i>See Appendix 1 for more details</i>	Non-members: EUR 425, or 383 with location discount
Certificate:	Yes
Apply by:	See <a href="#">here</a> (limited places)

**WHO SHOULD TAKE THE COURSE**

You should consider taking this course if you are an arbitration lawyer looking to improve your oral advocacy skills, if you want to learn the techniques of and get feedback from leading counsel across the globe, if you are ready to develop your own voice that will help you come across as more authentic and persuasive when making oral submissions, and if you want to meet interesting colleagues from different parts of the world. Find out about the faculties at the links above.

## CROSS-EXAMINATION

(PART OF THE REMOTE ORAL ADVOCACY PROGRAMME — ROAP)

Cross-examination is "*the greatest legal engine ever invented for the discovery of truth*"  
– Professor Wigmore

### ABOUT THE COURSE

But, for the advocate, is this about discovering what is true, showing what is their party's truth, or casting doubt about the truth of that which cannot withstand challenge?

The Delos [course on cross-examination](#), led by Reza Mohtashami KC, seeks to answer these questions and more. Indeed, cross-examination has become a routine feature of international arbitration hearings, and a skillset that advocates of every background, civil and common law, eventually need to become familiar with and hopefully master. For associates, this often begins with writing question lines for their team's advocates at the hearing. As for arbitrators, understanding the dynamics of a cross-examination helps in turn with assessing the evidence before them.

The six-month course involves the following:

1. small-group interactive teaching by the leading practitioners on the faculty;
2. practice sessions with tailor-made case studies before mock-tribunals followed by detailed faculty feedback. The practice sessions provide participants with the opportunity to take the claimant and the respondent perspectives, and also see a cross-examination from the perspective of the tribunal;
3. the opportunity to work closely with an expert to help with analysis of the materials and preparation of the cross-examination;
4. mentoring by the faculty;
5. networking with peers across a wide region, including online social events;
6. insights into the particularities of appearing remotely at a hearing; and
7. the opportunity to participate in public finals before a tribunal of world class arbitrators (see examples [here](#)).

The following editions are on offer (click on the links to find out about the faculty for each edition):

Focus on damages and valuation issues with quantum experts

- [Americas](#) (in English), chaired by Tim Nelson and Mallory Silberman. When: May-October 2026. Reference time zone: ET
- [Asia](#) (in English), chaired by Vyapak Desai and Sae Youn Kim. When: March-July 2026. Reference time zone: HKT/SGT
- [EMEA](#) (in English), chaired by Cecilia Carrara and Philip Dunham. When: February-June 2026. Reference time zone: CET
- [LATAM](#) (in Spanish), chaired by Sandra González and Andrés Jana. When: August-December 2026. Reference time zone: ET
- [Lusófono](#) (in Portuguese), chaired by Marcelo R Ferro and Sofia Martins. When: June-October 2026. Reference time zone: ET

Focus on construction issues with delay and disruption experts

- [Construction \(EMEA\)](#) (in English), chaired by Alex Bevan and Kim Rosenberg. When: July-December 2026. Reference time zone: BST
- [LATAM](#) (in Spanish), chaired by Sandra González and Andrés Jana. When: August-December 2026. Reference time zone: ET

**GOOD TO KNOW**

Available languages:	See above
Delivery:	Online
When:	See above
Course time zones:	See above
Course fees excl. VAT:	Delos <a href="#">full members</a> : EUR 340
<i>See Appendix 1 for more details</i>	Non-members: EUR 425, or 383 with location discount
Certificate:	Yes
Apply by:	See <a href="#">here</a> (limited places)

**WHO SHOULD TAKE THE COURSE**

You should consider taking this course if you are an arbitration lawyer looking to improve your oral advocacy skills, if you want to learn the techniques of and get feedback from leading counsel across the globe, if you are ready to develop your own voice that will help you come across as more authentic and persuasive when making oral submissions, and if you want to meet interesting colleagues from different parts of the world. Find out about the faculties at the links above.

## ROAP TESTIMONIALS

[APPLY HERE](#)



*Participating in ROAP was a very rewarding experience. I was involved in both the oral submissions and the cross-examination course. The opportunity to do oral advocacy in front of partners and to get their feedback was invaluable. I also learnt a lot from the quantum experts that I worked with. I really enjoyed working with different lawyers too, as co-counsel. The opportunity to appear in the finals was just icing on the cake - it was wonderful to work with my co-counsel and to get to appear before Judge Brower, Wendy Miles QC and Prof. Schill.*

**Elizabeth Chan** (Three Crowns, London, at the time)



*I took both courses. The oral submissions course was an eye-opener on how culture influences advocacy across different jurisdictions in arbitration. By being an advocate, arbitrator and observer in different practice sessions, the course offered a complete picture. I had never done a cross-examination myself before so this course gave me the opportunity to develop this skill. Having done the course (and receiving great and encouraging feedback), I am now exploring opportunities to cross-examine witnesses and experts in arbitrations!*

**Vishwam Jindal** (DLA Piper, Dubai, at the time)



*The 2022 ROAP EMEA Oral Submission Course was a rewarding experience. I learnt and practiced tips to improve my persuasiveness, discovered my preferred style of advocacy, and made new professional contacts. I will definitely recommend the course to anyone looking to improve on their oral advocacy.*

**Chizaram Mbah** (Aluko & Oyeboode, Lagos)



*I thoroughly enjoyed both the ROAP oral advocacy and the cross-examination course. It's great to see other top-notch young practitioners in action and put yourself to the test. Also, I was greatly impressed by the commitment and quality of the faculty members who gave insightful and invaluable practical tips.*

**Beatrice Van Tornout** (Liedekerke, Brussels, at the time)

## WRITING AWARDS (PART OF WAWA)

*"The first requirement of a judgment is that it should be intelligible."* — Lord Bingham

### ABOUT THE COURSE

The Delos [writing awards course](#) was developed with Niuscha Bassiri. It unpacks what it takes to render an enforceable award, and takes participants beyond to consider the hallmarks of an excellent award through the following series of 1.5-2hr weekly interactive workshops (non-exhaustive descriptions of the topics covered at each session):

1. Arbitrator conduct of the proceeding, in light of its relevance to the award  
Covers foundational jurisdictional requirements, emergency and interim decisions, and different award types and related tribunal powers.
2. Outline of the award  
Addresses how to structure an award, the procedural background section in light of due process considerations, and the factual background section.
3. Positions of the parties and the need for reasoning  
Examines the importance of addressing issues proportionate to their significance to the parties, and the implications of default proceedings.
4. Drafting styles and audiences  
Considers the diverse readership of awards, and cultural variations in reasoning approaches.
5. The money  
Covers reasoning on quantum issues and related procedural matters, the allocation of costs and awarding of interest.
6. Petita (what is being claimed)  
Addresses the dispositive section of awards, avoiding *ultra/infra petita*, and handling dissenting and separate opinions.

For participants who wish to take the experience of the courses further, we have two additional modules on the role of tribunal secretaries, which will cover both formal and effectiveness considerations.





*The course content is fully loaded with devoted intellectual faculties tools in ensuring that course content is well grasped and participants are remarkably enriched.*

**Grace Olubanke Adeyemo** (Legal Icon Chambers, Lagos)



*The WAWA Writing Awards Course offers practical guidance on the key were particularly enriching, and the course has further refined the clarity and structure of my awards as an arbitrator.*

**Dr Gustavo Moser** (Independent Arbitrator / LexisNexis UK, Cambridge)

## GOOD TO KNOW

Language:	English
Delivery:	Online
When:	October-November 2026
Course time zones (based on faculty):	ET/CET or CET/SGT
Course fees excl. VAT (+ Tribunal secretary add-on):	<u>Delos full members:</u> early bird EUR 312 (+140) then EUR 352 (+112)
Early bird rates until 30 April 2026 <i>See Appendix 1 for more details</i>	<u>Non-members:</u> early bird EUR 390 (+140) then standard EUR 440 (+140) or location discount EUR 396 (+126)
Certificate:	Yes
Apply by:	September 2026 (limited places)

## WHO SHOULD TAKE THE COURSE

You should consider taking this course if you are a lawyer looking to improve your writing skills and tune them better to the practice of international arbitration, if you want to meaningfully leverage AI for increased effectiveness and efficiency, and if you want to learn from leading counsel across the globe and meet interesting colleagues from different parts of the world. Find out [here](#) about the 2025 faculty.

## OTHER DELOS RESOURCES TO SUPPORT YOUR DEVELOPMENT

[SIGN UP HERE](#)

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Becoming a full Delos member provides benefits additional to course fee discounts and access to the materials of the advanced damages course.

In particular, Delos hosts one of the largest libraries of substantive video content, including in its member area over 120 episodes of *In Conversation With Neil* and *TagTime*.

### ABOUT 'IN CONVERSATION WITH NEIL'

From April 2020 to August 2021, Neil Kaplan CBE KC SBS interviewed leading figures in international arbitration and beyond, from around the world, with Chiann Bao as the master of ceremonies. The 54 live webinars explored the careers and personal stories of Neil's guests. The full list of conversations is available [here](#), and a partial index of the topics covered in conversation [here](#).

The series provides an unusually practical learning resource for arbitration practitioners at any stage of their careers. Rather than lectures or academic analysis, it offers something rarer: the chance to watch leading arbitrators think aloud about how they approach their work. The conversations move beyond legal doctrine to address the pressures arbitrators actually face—dealing with difficult party conduct, working across cultures, weighing expert evidence, exercising procedural discretion, and reconciling efficiency with fairness. Hearing how respected arbitrators explain their reasoning helps translate abstract principles into practical judgment.

The series is also valuable for what it reveals about craft. The conversations show how experienced arbitrators read written submissions, form early impressions, decide when to intervene, and assess witness credibility. They reveal what persuades tribunals, what frustrates them, and what they need from counsel. This kind of insight is seldom found in textbooks—it is typically acquired only through years of observation. The series makes that knowledge accessible to anyone, wherever they are in their career, offering a window not just into arbitration's technical requirements but into the judgement, temperament, and ethical awareness that distinguish good practice from excellent practice.

### ABOUT TAGTIME

From April 2020 to February 2025, Dr Kabir Duggal and Amanda Lee hosted leading counsel, arbitrators and academics in discussion of substantive issues in international arbitration, with each guest tagging the next speaker.

The full list of episodes is available [here](#), with guests ranging from leading counsel and arbitrators from around the world to international court judges and distinguished

academics. The episodes span a wide variety of topics, from theoretical issues in international arbitration to practical questions of costs, evidence, damages, rules, ethics, diversity, amongst others, and including market and industry perspectives. The informal format allows speakers to go deep without becoming abstract: they discuss how they work, how tribunals respond in real cases, and how strategy changes with the facts, the forum, and the personalities involved.

What makes the series particularly useful is its accessibility. Episodes are driven by each speaker's areas of interest and expertise rather than an academic curriculum. Instead of presenting conclusions to memorise, the series invites viewers to follow the reasoning. That helps develop judgement—one of the most important skills in international arbitration.

## OTHER MATERIALS

The following is a brief overview of some of the other materials and resources offered by Delos, which are freely accessible from its website:

- [Publications about Delos arbitration](#)

### **Practitioner insights into arbitration around the world**

- [Guide to Arbitration Places \(GAP\)](#)
- [GAP Reports & Reference Sheets](#)
- [Public video library \(with materials in English, French, Portuguese and Spanish\)](#)

### **Hearings**

- [Resources on holding remote or virtual arbitration and mediation hearings](#)
- [Resources on oral advocacy](#)
- [Arbitration hearings: top 10 tips for junior associates](#)

### **Misc.**

- [Making Memorials Memorable: 7 Essential Tips for Junior Associates](#)
- [Introduction to blockchain and smart contracts](#)
- [Diversity in international arbitration by the numbers](#)

## APPENDIX 1 – ABOUT VAT, LOCATION DISCOUNTS, SCHOLARSHIPS AND FINANCIAL HELP

### ABOUT VAT

Our courses are subject to the VAT rules applicable in the UK. The rate is 20%. This gets applied if you are (i) based in the UK or (ii) paying for the course yourself, in your individual capacity, wherever you may be. Conversely, no VAT applies if payment for the course is made by a non-UK law firm or other company, or if you are making the payment individually on behalf or as a member of a non-UK law firm or other company.

If you are paying for the course through or on behalf/as a member of a non-UK law firm or non-UK company, we may ask you to provide us with the firm's/company's EU VAT number or, if the firm/company is outside of the EU, its registration number, or to demonstrate through other means that it is a law firm/company.

### ABOUT THE DELOS LOCATION DISCOUNTS

For most of our courses, participants based in jurisdictions other than those in the following list will benefit from an automatic reduction of course fees, typically 10%: Andorra, Australia, Austria, Bahrain, Belgium, Canada, China, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hong Kong, Iceland, Ireland, Israel, Italy, Japan, Korea, Kuwait, Latvia, Liechtenstein, Lithuania, Luxembourg, Malta, Mexico, Netherlands, New Zealand, Norway, Oman, Poland, Portugal, Qatar, Russia, Saudi Arabia, Serbia, Singapore, Slovakia, Slovenia, Spain, Sweden, Switzerland, Taiwan, United Arab Emirates, United Kingdom, United States.

### ABOUT SCHOLARSHIPS AND FINANCIAL HELP

If you consider that you have a special needs situation, you can raise this with Delos confidentially by writing to [training@delosdr.org](mailto:training@delosdr.org) and apply for a discount or sponsorship. Please note that, once payment has been made, no refund will be processed; but the registration can be transferred to another participant with Delos's agreement.

In addition, we have collaborated with Young ICCA to offer one full course scholarship on each edition of ROAP in 2026.

## APPENDIX 2 – AN EXAMPLE ASSOCIATE DEVELOPMENT PLAN

For law firm associates at the start of their careers in international arbitration, mapping out a personal structured training plan can be confusing. It may also be difficult to at the level of a practice to decide on an optimal pathway to develop the team's potential and skillset beyond the training that will be taking place on the firm's cases.

The following is intended to help with this planning process by illustrating how Delos's training offerings can be approached as a six-year professional development cycle. This is one of several ways of organising the courses in a way that both remains manageable with the demands of client work and positively supports performance on live cases, while ensuring steady growth and an enriching learning experience.

### Learning Cycle Years 1-2

- The written advocacy course (WAWA) in one year, and one of the oral submissions courses (ROAP) in the other year
- In each year, aim to listen to 12 Neil Conversations (e.g. 4 conversations during three quarters, on the basis that one quarter will be a combination of leave and heavy case deadlines), i.e. a total of 24 Neil Conversations

### Learning Cycle Years 3-4

- The course on damages and valuation in international arbitration (DAVIA) in one year, and one of the cross-examination courses (ROAP) in the other year
- In each year, aim to listen to 12 Neil Conversations (e.g. 4 conversations during three quarters, on the basis that one quarter will be a combination of leave and heavy case deadlines), i.e. a total of 24 Neil Conversations

### Learning Cycle Year 5

- Thinking Like Clients (TLC) with a view to engaging in business development efforts
- Complete listening to the Neil Conversations (6 remaining by this stage)

### Learning Cycle Year 6

- The writing awards course (WAWA)
- Register your availability in Delos's arbitrator database



**DELOS DISPUTE RESOLUTION**

92 rue Réaumur, 75002, Paris, France

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