



<b>CEDR Accreditation:</b>	2012
<b>CEDR Panel</b>	2013
<b>Languages:</b>	English, French, German,
<b>Location:</b>	Spanish United Kingdom

***“Susanne’s professional skills are head and shoulders above other practitioners. I was impressed by her astute communications skills and her levels of cross cultural awareness. I would recommend Susanne to those seeking an extraordinary professional who will deliver something powerful and resolve complex issues whilst respecting relationships.”***

Client Feedback

## Susanne Schuler

### Overview

Susanne Schuler is an accredited mediator in the U.K., Germany, and Switzerland, with over 25 years of experience in dispute resolution. She has successfully facilitated more than 150 mediations, primarily for corporate clients, while also specialising in Business & Human Rights, community, and family business mediation. Susanne is dedicated to transforming conflict into trust, fostering purpose-driven relationships, and promoting peace-centered equity across diverse regions, from Mongolia to the USA and Finland to Rwanda.

### Professional Background

As Director of Training & Consultancy at CEDR and a member of the leadership team, Susanne provides strategic direction and oversees the delivery of CEDR’s training and consultancy services. She is a seasoned business and intercultural facilitator, mediator, and coach, having trained and coached over 4,000 delegates across more than 30 countries.

Fluent in five languages, Susanne has worked with prominent international organisations, including SAP, Unilever, Roche, Sanofi, Novartis, Coca-Cola, IKEA,



the BBC, the UN, the ESM, EIB, and the European Bank for Reconstruction and

Development. Her expertise spans difficult conversations, negotiation techniques, influencing skills, stakeholder engagement, mediation, conflict management, and diversity and inclusion.

Before joining CEDR, Susanne led the Business Seminar Unit of a global training company in Switzerland, managed a global project team for the world's largest localisation and translation services provider, and served as a senior consultant in London, where she launched an HR-Value Chain consultancy program. She is a published author on Conflict Management and Negotiation and a frequent speaker at international conferences.

## Expertise

### Expertise

- Employment & Workplace
- Intercultural, and Business & Human Rights
- Sale of Goods & Services

## Dispute Experience

*Dispute Experience Examples in Employment and Workplace/Intercultural Corporate and Commercial Mediation.*

### *Employment & Workplace*

#### Executive-Level Mediation

- **Dispute:** Conflict between C-suite executives over strategic direction and resource allocation during a major organisational restructuring.
- **Outcome:** Facilitated a consensus on strategic priorities and a balanced resource distribution plan, resulting in improved collaboration and alignment among top leadership.

#### Middle Management Mediation

- **Dispute:** Inter-departmental conflict between middle managers over project ownership and reporting lines following a merger.
- **Outcome:** Mediated a restructuring of roles and responsibilities that balanced departmental needs, fostering cooperation and clarity in project management.

#### Team-Level Mediation

- **Dispute:** Ongoing tensions within a cross-functional team about communication breakdowns and conflicting work styles, affecting project timelines.

- Outcome: Developed a communication protocol and team charter that aligned work expectations, leading to enhanced teamwork and project efficiency.

#### Shop Floor Mediation

- Dispute: Conflict between shop floor workers and supervisors over perceived favoritism and unfair shift assignments.
- Outcome: Facilitated a transparent shift allocation system and improved communication channels between workers and management, reducing tensions and increasing morale.

#### Multi-Level Organisational Mediation

- Dispute: Disagreement between senior management and frontline staff regarding the implementation of new operational procedures.
- Outcome: Bridged the gap by aligning the procedures with staff concerns through collaborative discussions, ensuring smooth implementation and buy-in from all levels.

#### *Intercultural Corporate*

##### Bridging Regional Differences

- Dispute: Tensions between headquarters in Europe and regional offices in Africa and South America over communication styles and decision-making processes.
- Outcome: Facilitated cross-cultural training and developed a communication framework that respected both regional autonomy and corporate oversight, leading to improved collaboration and understanding.

##### Multinational Team Mediation

- Dispute: Conflict within a multicultural project team about differing work ethics and time management practices, leading to missed deadlines.
- Outcome: Mediated a cultural exchange workshop that helped the team appreciate diverse working styles, resulting in a revised project timeline and a renewed commitment to deadlines.

##### Cross-Border Partnership Mediation

- Dispute: Disagreement between an American company and its European partner over business practices and contract terms due to cultural misunderstandings.
- Outcome: Negotiated a revised agreement that incorporated culturally sensitive terms, fostering a stronger partnership and preventing potential business fallout.

##### International NGO Mediation

- Dispute: Cultural conflicts between local staff and international volunteers in a humanitarian organisation operating in Africa.

- Outcome: Implemented intercultural training sessions and established clear guidelines for communication and interaction, improving relations and collaboration between local and international teams.

#### Global Workforce Mediation

- Dispute: Friction between employees from different cultural backgrounds within a global tech company, leading to decreased productivity and teamwork.
- Outcome: Conducted diversity and inclusion workshops that addressed cultural biases and enhanced team cohesion, resulting in a more inclusive and productive work environment.

#### Intercultural Leadership Mediation

- Dispute: Conflict between expatriate managers and local staff in a multinational corporation over leadership styles and expectations.
- Outcome: Mediated discussions that led to a shared understanding of leadership dynamics and the development of a hybrid management approach that respected both local customs and corporate policies.

#### Cultural Integration Mediation

- Dispute: Challenges in integrating diverse cultural practices during the merger of two international companies, leading to internal resistance and operational inefficiencies.
- Outcome: Guided a cultural integration strategy that aligned company values while respecting cultural differences, ensuring a smoother transition and employee buy-in.

#### *Business and Human Rights (with NCP Involvement)*

##### Conflict Over Land Use and Sustainable Agriculture

- Dispute: A global sustainability platform for sugarcane was in conflict with three NGOs representing local farming communities in Southeast Asia. The dispute centered around land use practices, with the NGOs arguing that the platform's sustainable agriculture certifications were negatively impacting local livelihoods and disregarding traditional farming methods.
- Outcome: While the mediation did not result in an immediate resolution, the parties agreed on the need to establish an effective grievance process going forward. This process would better accommodate traditional farming practices and ensure fair compensation for local communities. Additionally, the parties committed to ongoing dialogue between the sustainability platform and the NGOs to monitor the implementation of sustainable practices and address any future concerns. This agreement aims to align environmental goals with the social and economic needs of the communities.

## Corporate Accountability in Environmental Degradation

- **Dispute:** A global energy (oil/gas) corporation was accused by local communities in Africa of environmental degradation and inadequate compensation for damages caused by its operations.
- **Outcome:** Agreement on a comprehensive remediation plan, including environmental restoration efforts, community compensation, and regular impact assessments by an independent third party.

## Labour Law Dispute in a Multinational Corporation

- **Dispute:** A global consumer goods multinational was accused of violating labour laws in a former African subsidiary, including unfair dismissals and non-compliance with local labour regulations.
- **Outcome:** The mediation did not settle. However, the parties agreed on the need for a comprehensive review of labour practices and a commitment to address the allegations of unfair dismissal and non-compliance with local labor regulations in a possible future resolution process.

## *Sale of Goods and Services*

### Supply Chain Mediation

- **Dispute:** Conflict between a manufacturer and a supplier over delayed deliveries and quality issues affecting production schedules.
- **Outcome:** Negotiated a revised supply agreement with clear quality standards and delivery timelines, ensuring smoother operations and maintaining the business relationship.

### Contract Dispute Mediation

- **Dispute:** Disagreement between a software vendor and a client over the scope of services and payment terms in a service-level agreement (SLA).
- **Outcome:** Facilitated a settlement that clarified service expectations and adjusted payment terms, preventing litigation and preserving the long-term contract.

### Payment Dispute Mediation

- **Dispute:** Conflict between a service provider and a corporate client over outstanding payments and service performance issues.
- **Outcome:** Negotiated a payment plan and agreed upon performance benchmarks, restoring the working relationship and avoiding further financial disputes.

### Distribution Agreement Mediation

- **Dispute:** Conflict between a manufacturer and a distributor over territorial rights and pricing policies in an exclusive distribution agreement.
- **Outcome:** Reached a compromise that redefined territorial boundaries and pricing strategies, preserving the distribution partnership and ensuring market stability.

## Personal Style

Susanne views mediation as a transformational process focused on the social and communicative aspects of conflict. She believes conflict is a crisis in human interaction that can destabilise relationships and cause destructive, alienating behaviors. However, Susanne is convinced that individuals can transform these interactions by enhancing personal strength, self-confidence, and responsiveness to others.

Her mediation approach centers on empowering parties to shift perspectives through thoughtful deliberation, informed decision-making, and mutual recognition. Drawing from her extensive experience across diverse cultures and mediation practices, she employs techniques such as reality-testing, high-gain questioning, pragmatic solution-finding, creative problem-solving, mirroring, and active listening to guide and facilitate these shifts.

## Feedback

*“Susanne is a contemporary director, mediator & trainer with a “world vision”. She is a business partner who is team and process-oriented, without neglecting the people involved in any given task. Her multi-lingual fluency and work experience in training, mediation, and complex business processes and product implementation across diverse cultures have established her as a qualified and unique director, trainer & mediator.”*

*“Susanne is a strong analyst and a dedicated consultant, and she handles all the customer cases very professionally. Furthermore, I know Susanne as a very skilled and talented mediator, conflict manager, and interculturalist with deep knowledge of different national and corporate cultures. Plus, Susanne speaks several languages fluently and is thus able to support companies all over the world with profound understanding and a very high expertise. I can highly recommend working with Susanne on any project on people development.”*

*“Susanne is an amazing coach and facilitator. I have experienced her coaching and since then my life has made so many positive changes, both personally and professionally. It's amazing how her advice and coaching, once applied, work. What particularly impressed me (and still does) about Susanne are her excellent communication and facilitation skills and her genuine interest in supporting people's development, which goes beyond the training session as such.”*

*“The coaching experience with Susanne enabled me to put a clear focus on my development goals and ultimately change some of my behaviours which empowered*

*me to make decisions and move forward. The unbiased sounding board and guidance were invaluable in developing a fresh approach to making an impact as an HR professional. A great investment in my future."*

*"I really enjoyed your intervention and found it enlightening. You know how to address complex and challenging topics in a communicative, engaging, and highly empowering way. For me, the greatest revelation was that it's ok to take time to develop myself at work (to get fit for purpose) and that it's ok to say "no!"*

*"If you are looking for a highly skilled trainer, facilitator, and intercultural expert you are in the best hands with Susanne Schuler. She pairs her deep knowledge of cultural differences with highly interactive and cutting-edge learning methodologies to leverage people's strengths and differences for higher performance. Her clients value her for her superior knowledge of mediation, negotiation, conflict management, communication, assertiveness, and intercultural competence. Personally, I immensely benefited from her insights as she coached me around cross-cultural challenges and helped me significantly grow my professional capabilities."*

*"Susanne is a highly skilled individual. Her soft as well as professional skills go far beyond anyone can ask. I would like to emphasize her high communication skills and cross-cultural awareness. Better conflicts, Better outcomes, Better world I would recommend Susanne for one who seeks someone extraordinary who will stand out of the crowd and is able to lead complex issues into successful resolution."*

*"She was friendly, approachable, relaxed, non-aggressive and non-confrontable. She flagged up an issue that she did not understand and spoke to us regarding that matter. She got the job done."*

## **Professional Skills**

Susanne Schuler, born in Windhoek, Namibia, has lived, studied, and worked in Germany, Spain, France, Belgium, Namibia, and the Americas. She is fluent in German, English, Spanish, and French, with proficiency in Portuguese.

She holds memberships at Chatham House, the British Sociological Society, and the Civil Mediation Council (UK). Susanne has completed specialist training in Coaching Across Cultures with Prof. Rosinski and earned an Advanced Conflict Transformation Certificate with Prof. Galtung.

She has authored papers and articles on conflict resolution and negotiation in multiple languages, including a chapter for Bloomsbury's "How to Master Negotiation" and a book on Conflict Management and Cultural Diversity published by Bookboon.

### Professional Experience:

- Intercultural Trainer, Mediator, and Facilitator (self-employed)
- HR Business Consultant at a boutique HR consultancy (Crownefinch)
- Director of Business Seminars in a global training company (Berlitz)
- Business Unit Leader in the world's largest localisation and translation services provider (Lionbridge)



- Event Coordinator

## **Education:**

- Diplom (Master's Sc) in Applied Linguistic Sciences, University of Saarland (Germany) and ISTI (Belgium)
- Bachelor's degree in Law, University of Regensburg (Germany) and University of Málaga (Spain)

