



CEDR Accreditation: 2005

CEDR Panel Admission: 2006

Languages: English • Italian

Location: United Kingdom

“You again performed admirably in settling a dispute that I felt was unlikely to settle.”

Solicitor Feedback

Gillian Caroe

Overview

Gillian Caroe has been a practising mediator since 2004 (CEDR accredited 2005). Throughout her mediation career, she has been involved in hundreds of successful interventions. She has mediated disputes across a wide range of sectors, both public and private. Her above-average settlement rate is testimony to:

- her considerable professional expertise and inter-personal skills
- her personal dedication to clients as people
- her passion for helping parties to explore all avenues to enable resolution

Gillian was invited to join CEDR’s panel of lead mediators in 2006 and, in addition to mediating all over the UK and beyond, she is also on CEDR’s Faculty as a Lead Trainer delivering the flagship MST training course as well as other bespoke conflict training in a number of countries.

Professional Background

Before becoming a full-time mediator, Gillian had a successful career in international business with one of the world’s top companies. She worked in UK, European and Global roles across a range of business functions in a number of different countries. As well as establishing a successful track record in delivery, she also developed a deep and broad understanding of business issues, interests and imperatives. She brings this wealth of experience into her mediation practice.

Personal Statement

I became a mediator because I had seen the cost of conflict to people and organisations - financial, professional and personal. I have a deep commitment to help parties find fresh ways to move from what is often a negative, hopeless or angry place, to a place of resolution, relief and forward momentum. I bring all of myself to create a safe space where I offer authentic interaction and non-judgemental, empathic listening. Building trust in this way enables me to have the tough conversations with parties at the appropriate time in order to get a deal done.

Even the toughest contractual/commercial disputes have people at their heart. My skills in addressing clients as individuals, and helping them to clarify what they need to move forward, has time and again brought creative and practical resolution.

Expertise

- Banking & Finance
- Charities
- Clinical Negligence
- Commercial Contracts
- Construction & Engineering
- Ecclesiastical
- Employment & Workplace
- Education
- Healthcare & Pharmaceutical
- Information, Communication & Technology
- Insurance
- Media & Entertainment
- Partnership/Shareholder
- Professional Negligence
- Property
- Public Sector
- Sports
- Trusts, Wills & Probate

Dispute Experience

Employment & Workplace

"Gillian has a very gentle, and yet professional style, which creates trust and rapport very quickly. Her non-judgmental and empathetic listening skills are second to none." Client Feedback

Gillian has extensive expertise in the fields of employment and workplace mediation and a full and separate summary is available on request.

Wills, Trusts & Probate

Gillian creates rapport from the first contact and employs tact and sensitive enquiry to get to the heart of the dispute. In these mediations, parties may be especially anxious, upset or angry and parties' feedback particularly commends Gillian's ability to work with emotions through empathic listening as well as praising her skill in enabling parties to explore a range of options as realistically as possible.

"You again performed admirably in settling a dispute that I felt was unlikely to settle."

- **Solicitor Feedback**

- Three-party dispute between the youngest child of the deceased, her two half-sisters and her stepmother. Mediation offered all parties the chance to explore and resolve very personal issues in a safe environment.
- A claim arising from alleged mismanagement of funds in the family business begun by a son of the deceased against his mother, sister and younger brother. Pre-mediation communication had been hostile and personal. Mediation allowed the family to agree a route forward that helped them to get on with their lives again.
- Many years of dispute between an uncle and his nephew regarding the estate of a deceased relative. Other family members were involved to varying degrees and despite the acute interpersonal difficulties, a solution was agreed.
- Mediation between two former co-habitees who wished to have a facilitated discussion about the allocation of house sale proceeds (£1.5m) and chattels. The agreement covered all aspects of a financial settlement as well as addressing other issues relating to the relationship break up.
- Dispute between two brothers over their mother's will. The mediation not only dealt with diverse financial issues but also enabled agreement on personal items that would not have been addressed at trial.
- Claim between partner and daughter of a man who died intestate regarding financial provision and personal items.
- Dispute between two brothers over a father's will. The parties were helped to reach a financial settlement and also to agree a strategy for restoring relations that had completely broken down during the litigation process.

- Mediation between a separating husband and wife who wanted to ensure that an acrimonious split was avoided. The mediation covered all aspects of a division of assets including finances, the process (and proceeds) of a house sale and chattels.
- Mediation between extended family members and the partner of an individual who died intestate.
- Dispute between two former lovers, one of whom had brought a claim for loan repayments and return of various personal items.
- Dispute involving four generations of one family over alleged undue influence in a transfer of property and Declaration of Trust.

Property

Gillian has experience in mediating a wide range of property disputes include landlord/tenant and multi-party boundary disputes.

"I'll say it as it is – you did a good job, in a difficult case."

- **Solicitor Feedback**

- Breach of contract claim between firm of chartered surveyors and client.
- Boundary dispute between two neighbours over usage, surfacing and measurements of a shared access area.
- Breach of contract claim between a landlord and tenant where tenant was seeking damages because of alleged disrepair.
- Dispute between two neighbours over boundary, privacy issues and threatening behaviour.
- Breach of contract claim between a landlord and tenant in a prestigious residential area in central London.
- Dispute between two neighbours over a contested boundary which also gave rise to a harassment claim.
- Dispute between a school and an individual landowner regarding ownership of a piece of land including adverse possession.
- Dispute between two neighbours in a cul-de-sac regarding ownership of a piece of land.

- Mediation between a property owner and neighbours living in an AONB regarding the proposed building of a track on National Trust property.

Healthcare / Pharmaceutical

Gillian has delivered a wide range of healthcare interventions in the public and private sectors involving diverse levels within the organisations. The mediations have involved issues of governance, relationships, allegations of discrimination (all types), and bullying and harassment.

"I thought she was patient, sympathetic and challenged us at the right and appropriate times. I thought she was very good."

- **Barrister Feedback**

- Mediation between a senior clinician and NHS Foundation Trust over bullying and harassment claims and a sexual discrimination claim.
- Mediation between a senior surgeon and NHS Foundation Trust over a long-term exclusion based on allegations of professional misconduct.
- Mediation between two NHS paediatric consultants whose relationship had become very difficult and was impacting on the wider team and staff.
- Relationship breakdown between three colleagues at a private health clinic.
- Mediation between a senior consultant and a team of clinical nurse specialists where there was significant relationship breakdown
- Discrimination claim brought by senior manager of a high profile pharmaceutical company.

Commercial Contracts

Gillian has multiple experiences of supporting parties in breach of contract claims to identify the key issues involved, to weigh up their options and to arrive at a pragmatic solution.

"Thank you for guiding us through the process it was handled expertly."

- **Solicitor Feedback**

- Breach of contract claim between food manufacturer and packaging sub-contractor.
- Breach of contract claim between a car dealership and car manufacturer.
- Breach of contract case between a tyre manufacturer and a national tyre-fitting company.
- Breach of contract claim between a recruitment consultancy and a global engineering firm.
- Breach of contract claim between a recruitment consultancy and a high street enterprise.
- Three party pre-litigation alleged breach of contract involving manufacturer, printer and merchandiser.

Education

Gillian has mediated disputes in a number of educational settings in both the public and private sectors. These mediations have involved academics, teaching staff, support staff and students both in schools (primary and secondary, state and independent, day and boarding), and higher education (universities including Russell Group and Oxbridge).

"It was a very useful process which gives me confidence and optimism going forward into the new academic year. Many thanks again for your time and empathy." Client Feedback

- Dispute between two senior leaders at a world famous institution.
- Primary school in dispute with local residents over access to school property.
- Relationship breakdown between two members of the Finance Department in a Russell Group university.
- Relationship deterioration between Boarding House staff and Medical Centre staff following claims of misconduct and bullying.
- Serious communication breakdown between two senior teachers at a large grammar school.
- Workplace mediation between Head of a large secondary school and Head's PA.

Public Sector

Gillian has enabled parties to reach settlement at mediation in the following public sector areas:

- Education
- Healthcare
- Law enforcement (police and armed forces)
- Social care
- Government departments
- Local government
- Infrastructure

“Helped reach agreement in a very tricky and politically sensitive matter.”

- *Solicitor Feedback*

- Long-running dispute between government department and former employee.
- Dispute between city council, county constabulary and organisers of a major event over public nuisance issues.
- Long running dispute between members of a Parish Council.
- Dispute between large police force and three police officers who had brought a claim of racial discrimination.
- Claim of racial and sexual discrimination as well as victimisation brought by a high profile former police officer against a large police force.
- Relationship breakdown between a line manager and report in a government-established financial organisation.
- Relationship breakdown between two senior managers in a global FTSE 250 organisation which provides a range of public services including Justice and Immigration.
- Dispute between town clerk and two serving town councillors with allegations of bullying, harassment and financial impropriety.

Ecclesiastical and Multi-Faith Disputes

Gillian has long experience of operating within Christian denominations and is also accredited as a Faith Dispute Mediator (ADR-ODR International) for inter-faith disputes as well as disputes within the Islamic, Jewish and Christian faiths.

“Very skilled, very amenable, very wise.”

- ***Client Feedback***

- Relationship breakdown between two church leaders.
- Congregation-wide intervention in a large city-centre church.
- Mediation between two employees at a Cathedral regarding allegations of bullying.
- Dispute between two senior leaders of a metropolitan congregation.
- Mediation between new incumbent and PCC coming from diverse faith traditions.
- Relationship difficulties between two lead elders of a large city-centre church.
- Mediation between Archdeacon and priest following a CDM (Clergy Discipline Measure).
- Dispute between senior leaders of a large denomination regarding performance and personal conduct.

Partnership/Shareholder

Gillian has experience in disputes involving the termination of, or disagreements within, partnerships as well as franchise businesses.

“Your services were very much appreciated and, should I need a mediator again, you will be top of my list!”

- ***Solicitor Feedback***

- Dispute between co-owners of a pub about the termination of the partnership and ensuing financial implications.
- Mediation between two former partners of a property business regarding unpaid rental income and beneficial interest.

- Dispute between two owners (brothers) of an international business facing bankruptcy who had previously not been able to agree on the terms for an IVA.
- Employment Tribunal claim for unfair dismissal and entitlement to bonuses and shares in a franchise business specialising in weight loss.

Charities

Having been on the board of an international charity, Gillian understands the particular characteristics and pressures within this sector. She has worked with small local charities as well as large global charities to bring about solutions.

“Helpful, professional but also friendly and hopeful... A very positive experience, skilfully facilitated”

- **Client Feedback**

- Directors of charity in dispute about management of funds.
- Dispute between co-workers affecting performance and morale.
- Bullying and harassment claim between a trainer and course delegate.
- Claim for unfair dismissal by former director of a charity.
- Dispute between Directors of a national charity regarding alleged bullying.
- Relationship breakdown between CEO and Deputy CEO impacting performance.
- Dispute between senior managers in an Almshouse charity.

Information, Communication & Technology

“Thank you for your services, it has been excellent and I am impressed that you were able to achieve an agreement considering where the starting point was for the two individuals....”

- **Commissioner Feedback**

- Two senior IT managers in dispute regarding alleged bullying.

- Claims of bullying and harassment at a global technology service provider.
- Relationship breakdown between CEO and Deputy CEO of global internet organisation.

Insurance

"Been speaking to the wife telling her how useful some of the things I learnt, most importantly I think you have helped me and [my colleague] move forward."

- **Client Feedback**

- Insurance company claimed damages from a bank following early termination of a policy.
- Two senior managers of global insurance company with relationship breakdown due to allegations of bullying.

Media and Entertainment

"Thank you for all your hard work too. I very much appreciated the honest and safe space you created for [my colleague] and I to meet and dialogue. I am very hopeful for our future working relationship."

- **Client Feedback**

- Discrimination claim brought by a former employee of large media organisation.
- Relationship breakdown between two senior leaders within a global media organisation.

Professional Negligence

- Claim for unpaid invoices by large solicitor firm and counter-claim for professional negligence. Claim and counter-claim were over £350,000.

Banking & Finance

"Gillian was terrific, sustained energy throughout the day and did an excellent job of bringing the parties together."

- **Solicitor Feedback**

- Dispute between well-known global bank and high-profile insurance company.
- Dispute between former employee and global bank in relation to an alleged overpayment following redundancy.
- Dispute between Senior Manager and direct report at a well-known financial institution.

Clinical Negligence

- Alleged clinical negligence case brought against an orthopaedic surgeon regarding outcome of hip revision surgery.
- Pre-litigation claim relating to delay in diagnosing appendicitis allegedly leading to bowel perforation and other complications.

Construction & Engineering

- Breach of contract claim between homebuilder and sub-contractor.
- Dispute between a homeowner and a builder about an extension.
- Mediation between two team members in a global engineering firm.

Sale of Goods and Services

"My initial attitude to mediation was very negative. However ... I was very surprised at how very productive it was."

- *Solicitor Feedback*

- Claim arising from alleged non-payment of invoices between two high-street motor businesses.

Sports

"Patience, sensitivity, intuitiveness, kindness – and many other positive attributes too numerous to mention..."

- *Client Feedback*

- Mediation between a sports club and a member whose relationship had broken down.
- Dispute between a senior rowing coach and a manager of an Oxbridge boathouse.

Style/Feedback

Personal Style

Feedback on Gillian's style praises her natural ease and her superb communication skills. She has an inherently engaging style which allows her to tackle volatile and seemingly intractable issues in a way that makes people feel safe. She has particular expertise in disputes where the parties have a need or desire to restore relationships. Gillian is able to flex her style according to the needs of the situation and can move confidently and appropriately between a facilitative and a directive style.

Gillian's commitment to supporting people and helping find a route to resolution starts from first contact. She builds relationships from pre-mediation contact onwards and that allows her to get to the heart of an issue quickly in the mediation itself. Parties come to mediation in order to try and get a deal done and Gillian's sustained energy, her settlement-focused drive and her ability to challenge appropriately in service of exploring all possible solutions, all contribute to a highly successful practice.

Feedback

"From my perspective, it was very fruitful. I would also like to say that I thought Gillian Caroe was truly excellent... I found her work to be superb."

Client Feedback

"The mediation far exceeded my expectations in terms of the outcomes."

Client Feedback

"I would not have felt comfortable in having a conversation like the one we had with [the other party] on my own. I was very impressed with Gillian's professionalism and skills. In particular, her empathy helped me open up which was important for the process."

Client Feedback

"The whole thing vastly exceeded my expectations."

Client Feedback

"I'm very grateful for the day, how safe you made to feel and for the positive outcomes."

Client Feedback

"Patience, sensitivity, intuitiveness, kindness – and many of other positive attributes too numerous to mention. They made the day more bearable and ensured positive outputs. Gillian was very sensitive and gained a quick insight into the nature of our very challenging situation. She did not accept wishy washy statements at face value but probed deeper to get to the truth. She was not fobbed off by nebulous statements and prevarication."

Client Feedback

"Thank you for your work yesterday and helping us to conclude this matter."

Solicitor Feedback

"Thank you for hosting the mediation. It was a long day and what was achieved I can live with and move on! It would not have happened without you and your tenacity so a big thank you ."

Client Feedback

"Thank you for today. We are so pleased that a resolution has been made."

Solicitor Feedback

"I am glad the session went well, I have heard from both the colleagues and they were very complimentary of the session too."

Commissioner Feedback

"Been speaking to the wife telling her how useful some of the things I learnt, most importantly I think you have helped me and [my colleague] move forward."

"Thanks Gillian. It was useful and will I'm sure ensure a more positive relationship from now on."

Client Feedback

"I also want to thank you for all your hard work and expertise surrounding this process."

Client Feedback

"Thanks for yesterday – I thought it was a really productive day and very useful."

Client Feedback

"Helpful, professional but also friendly and hopeful. Absolute independence, integrity, flexibility, kindness, compassion, understanding. She listened very carefully and was responsive to our needs. Gave me the opportunity to say what I had to say in a way that was both positive and cathartic. Also created an environment where we were able to be honest with each other and better able to empathise with each other's situation. Enabled us to draw a line under past difficulties and move forward in a genuine way. I felt listened to – and heard. A very positive experience, skilfully facilitated."

Client Feedback

"Very clam and empathetic."

Client Feedback

"Extremely organised and personable."

Commissioner Feedback

"I just wanted to thank you for all your help this week! You did an absolutely brilliant job!" Client Feedback

"Gillian is very positive and very agile to deal with the matter. She has a very positive impact. It was a pleasure to work with her. Gillian's business sense and style really helped to unlock things."

"Thank-you for your services, it has been excellent and I am impressed that you were able to achieve an agreement considering where the starting point was for the two individuals. The mediation has definitely helped and will hopefully avoid any future issues with these two, which will save management time in the future. It will also help the individuals with their professional working relationship."

Commissioner Feedback

"I was asked to do this as part of an on-going issue with a staff member of mine, my initial thoughts were 'this is not going to work' the issue runs deeper than trying to sort this out by talking. I went into the process with an open mind but also a very sceptical mind. Once the day became clear and how it would work I made a conscious effort to try and get the best out of the day to benefit myself. Once the session started I quickly realised that how this could benefit me and enable me to move on from this situation. I have found that this process has made me a much stronger person, made me realise just how much I can deal with and that I do have the confidence to deal with these situations."

Client Feedback

"The most important thing to come out of the mediation process for me is that we (myself and my manager) now have an agreement in place which we can both refer to should we encounter any future workplace issues and I am confident that I and my manager will never find ourselves in the situation we did prior to mediation."

Client Feedback

"Thank you for your support and guidance yesterday in helping me and [my colleague] come to a resolution."

Client Feedback

"I do not have words to express to you my sincerest thanks for what you accomplished yesterday and your tireless and professional approach."

Client Feedback

"I thought she was patient, sympathetic and challenged us at the right and appropriate times. I thought she was very good."

Barrister Feedback

"I felt in safe hands."

Client Feedback

"I felt heard and understood...thank you."

Client Feedback

Professional Skills

Independent Intervention

As well as being an experienced trainer and mediator, Gillian has also been asked to use her skills as a neutral in independent interventions such as assisted stakeholder dialogue, brokered talks, independent review and relationship building. She has been recommended for her ability to facilitate meetings that address interpersonal difficulties where constructive on-going relationships are vital. She has experience of multi-party and team disputes and brings great tact and reassurance when dealing with highly sensitive issues.

Coaching

"Sensitive, flexible, imaginative."

Coaching Client Feedback

Gillian has benefitted from working with high-quality coaches over many years who have supported her development - both personal and professional. Over a 20 year period, she has been a Team Coach to Graduate Trainees at Mars Inc, a Conflict Coach (training at St Ethelburga's Centre for Reconciliation and Peace) and has been a Coach for the charity Youth at Risk. She coaches and assesses mediators-in-training for a variety of organisations including CEDR. She has a Certificate of Professional Development in Advanced Transformational Coaching endorsed by ILM (Institute of Leadership & Management).

Training

Between 1998-2005 as part of corporate roles in Mars, Gillian developed and delivered a range of interventions of varying sizes (6 to 40,000) and lengths (half a day to 18 months) to participants in UK, Europe and globally. Since developing her mediation career, she has designed and delivered over 20 different mediation-specific interventions. She has been on the CEDR Training Faculty since 2015 and in 2018 was invited to be a Lead Faculty member for the flagship CEDR MST courses.

"I have attended several training events which have been organised, presented and facilitated by Gillian Caroe. Without fail, these have captivated and maintained my interest. Gillian always ensures that her training is inclusive and interactive, and encourages everyone to be involved. Her style is open, friendly, genuine and often original. Her own enthusiasm is infectious and inspiring. I would thoroughly recommend her as a trainer."

Course Attendee

Facilitation

Gillian's facilitation skills have been honed through her experience of facilitating groups in organisations ranging in number from 3 to 200. She has worked for the Archbishop of Canterbury in a team facilitating 3-day residential 'Shared Conversations' across the Church of England on the subject of Human Sexuality and is regularly invited to design and lead interventions for teams within organisations who are looking for dynamic facilitation on topics such as leadership, negotiation, communication and conflict resilience.

"We needed to move forward on a difficult Ethos discussion in a federation of 100 organisations within a large charity family, with a common brand, 175 years of history, and many different views and approaches. Gillian led a fantastic process that clearly established the range of positions and empowered a discussion on the best way forward, and an agreement that there was not one single solution, but a range of options, which needed to be recognised. This subject has been debated before, but this is the best outcome we have produced thanks to Gillian's skill."

Facilitation Client

"Gillian facilitated an off-site meeting for [our] Leadership team. She ensured it was an incredibly worthwhile investment. She held and structured the days perfectly, creating a safe and purposeful space for the team to move forward. Gillian was great throughout the process, committing time

and effort to ensure the brief, structure and objectives of the event were agreed in advance and she helped ensure decisions were achievable and carried through afterwards. I would have no hesitation recommending her for something similar. I know the feedback from the team would be unanimously the same."

Facilitation Client

"Gillian is a truly professional and capable person who brings her energy and enthusiasm to all the work she is asked to do. She has proved herself to be invaluable in bringing focus, attention to detail, flexibility and understanding to groups in conflict and those seeking facilitation. I would have no hesitation in using Gillian to undertake a wide variety of projects for [our organisation] as and when the opportunities arise."

Facilitation Client

Publications and Speaking

2018 Panel member at CEDR Employment and Workplace Mediation event, Allen & Overy, London

2017 Speaker at Mediation in Public Healthcare Conference, QEII Conference Centre, London

2016 Workshop Lead for Employment and Workplace Mediation at the Civil Mediation Council Annual Conference, London

She is a featured contributor to the book 'The Spirit at Work Phenomenon' (Azure 2004) and has been invited to speak about mediation on BBC Radio.

Gillian has a degree in Modern and Medieval Languages from Cambridge University and speaks competent French and fluent Italian. Outside of work she enjoys hiking, tennis and drinking wine in the country of origin.