



Better conflicts, Better outcomes, Better world



CEDR Accreditation:	2007
CEDR Panel Admission:	2016
Languages:	English, French
Location:	United Kingdom & France

“Brings energy to the proceedings and shows integrity and courage in assisting parties to reach agreement.” - Feedback

Overview

Sheila Bates is a mediator (including online), conflict coach, facilitator and trainer. She mediates Employment and Workplace, Banking and Finance, Technology, Partnership and Contract disputes. Sheila draws upon her 30 years' business expertise gained in FTSE and Fortune quoted multinationals, international financial institutions and professional services organisations to facilitate parties in understanding different perspectives to foster settlement. Trained as a coach at Henley Business School, she uses her skills to facilitate individuals in decision making processes, negotiating difficult situations and rebuilding relationships.

Sheila's personal interest in developing professionals in all walks of life to engage in constructive conflict for better outcomes has shaped her practice. As a mediator and HR professional she is called upon to advise on dispute resolutions mechanisms in international organisations, technology businesses and the banking sector in emerging markets. Sheila facilitates and mediates international disputes related to Human Rights and Labour Law. She is on the Board of CEDR, chairing its Nominations committee. A member of the CEDR Training Faculty, Sheila trains and coaches students on the skills for mediation, difficult conversations and negotiation skills often in a cross-cultural setting.

In her spare time, Sheila enjoys upholstery, spending time in France with her family and is a huge tennis fan.

Professional Background

She began her career in corporate life in sales and marketing in the UK, moving into professional services in Brussels in 1989. Between 1995 and 2004 she held various HR roles in global organisations, including the European Bank of Reconstruction and Development (EBRD), MasterCard, KPN/Orange and Rockwell Automation. In 2004, she was appointed to a senior position in a London based financial institution, focusing on emerging markets. It was during this time that she became an advocate for mediation. Since 2015, she has pursued dispute resolution, conflict coaching, training and consulting in a full-time capacity.



Expertise

- ICT
- Pharmaceuticals
- Banking and Finance
- Food Industry
- Employment & Workplace
- Partnership & Shareholder
- Human Rights & Labour Law
- Generalist Scheme Work

Dispute Experience

(Non-Neutral work in italics)

Banking & Finance

- Mediated cross cultural dispute related to compliance and process issues for financial institution loans in Russia.
- Mediated defaults on payments for factoring following dispute between suppliers.
- Dispute regarding non-payment of business loan and mortgage secured against personal property.
- Co-mediated multi-party case brought by commercial bank following default of mortgage payments.
- *Facilitated and mediated restructuring of banking operations, resolved contentious cross border staff redeployment and departures to avoid grievances and ensure business continuity*
- *Provided conflict coaching to a party as part of the settlement agreement reached in a CEDR mediation.*

Employment & Workplace

- Bullying and harassment - complex class action against a top executive resolved; coached the executive thereafter to adapt their behaviour as part of the settlement.
- Dispute in charity sector between employees with allegations of racism. Matter resolved.
- Cross cultural dispute between senior executive seconded from one institution to another. The matter resolved.
- Staff dispute in professional services firm regarding hierarchy issues and bullying claims. Settled.
- Multi-party dispute between staff in legal practice regarding working arrangements. Settled.
- Mediated a cross cultural dispute in French and English between a Senior Executive and their subordinates concerning diversity and inclusion claims (racism and gender). Settled.
- *Facilitated and coached in-house legal team to mediate personal injury case deadlocked in litigation for several years, represented the institution at mediation; the matter was successfully resolved avoiding high court action and potential reputational damage.*



- Co-mediated professional indemnity insurance claim between lawyer and insurer following allegation of misconduct by the employer.
- Co-mediated cross border dispute between manufacturer and distributor of medical devices, with respect to trademark infringements, breach of contract leading to an unfair dismissal claim by distributor. Settled
- Mediated constructive dismissal case following mental health illness in insurance sector.
- *Ongoing support and coaching of parties and their superior following successful mediation of bully and harassment claim.*
- Mediated dispute in architectural practice regarding inter-personal relationships and allegations of bullying. Follow up and coaching to ensure sustainability of the agreement reached. Settled
- Diversity and inclusion mediation in financial services sector following potential grievance claim.

ICT - Information, Communication & Technology

- Co-mediated in French multi-jurisdictional dispute between UK supplier of IT systems and software to a French customer over breach of contract.
- Co-mediated dispute concerning the development and licensing of a semi-customised CRM system to a leisure charity.
- Mediated breach of contract dispute following alleged non delivery of web-based application.

Partnership & Shareholder

- Mediated dispute impacting funding and decision making at the Board of Governors as a result of diversity and performance issues with senior executive. The matter was resolved.
- Dispute between pump manufacturer and supplier of parts, cross border and family shareholding matter co-mediated in French. The matter was resolved.
- *Facilitated and coached, at mediation, professional services partner in dispute over retirement pensions as a result of ill health. The case which had been deadlocked for 10 years was resolved.*
- Observed professional indemnity mediation - dispute between legal partnership and their client following collapse of property portfolio.
- Dispute between board members concerning complaint lodged regarding behaviour of director and operational issues impacting company performance. The matter was resolved.
- Shareholder dispute pertaining to organisational structure to optimise business performance. The matter was resolved.



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- Co mediated board dispute concerning board composition and management structure to achieve potential market growth.

Human Rights & Labour Law

- Complex International and multi-stakeholder (local and international unions, financial institution, multinational, civil society) dispute concerning the right to freedom of association, unfair dismissals and discrimination of workers in hospitality sector.

Other Dispute Resolution Experience

- Implemented mediation as an integral part of the alternative dispute resolution process within an international financial institution including development and implementation of early dispute resolution training and support programmes for 100+ managers.
- Advised Georgian civil service, Spanish UN agency, European Institution on dispute resolutions mechanisms and training associated for stakeholders.
- Developed a model to facilitate dialogue between suppliers and their clients in the food produce sector following introduction of Modern Slavery Act, 2015.
- Advised High Street retail name on remedy in cases of modern slavery and human rights abuses.
- Advice on remedy for sexual harassment and dispute resolution in Banking sector.

Personal Style

Sheila brings energy and enthusiasm with a natural authority to her mediation work. She builds rapport easily and conveys to the parties the power they have to reach a settlement, whilst managing expectations and reality testing. Empathetic and comfortable dealing with highly emotional issues, she allows space for these to surface in order to make progress. Sheila encourages parties to develop creative options to move forward, with her warm personality and a good sense of humour, she helps parties keep going when negotiations are tough.

Feedback

- *"_ as a mediator she builds trust, remains impartial and concentrates on the issues to hand to facilitate a solution."*
- *"Thank you for your kind words, encouragement and support throughout and I am sure that the other party are equally aware of that support as I believe that you have been even handed and unbiased to both sides. You have just sought to facilitate a solution."*



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- *"I've worked with Sheila for over 5 years, dealing with sensitive staff matters successfully. She uses her significant relationship-building skills and easily gains the respect of her clients. She facilitates problem solving and helps focus parties on potential solutions and positive outcomes."*
- *"Good in tough negotiations and having difficult conversations."*
- *".was articulate and brought clarity to conversations."*

Professional Skills

- Commercial, workplace and neighbourhood mediator with commercial acumen and people skills.
- Consultancy services on processes and policies for early intervention in disputes, grievances and disciplinary matters, and the effective use of mediation.
- Design and delivery of dispute resolution training for leaders (in house and for conflict resolution providers).
- Presenter and speaker at conferences, expert contributor to CEDR Foundation project on HR Investigations.
- Human resources strategy and transformation projects in cross cultural environments.
- Deep knowledge of emerging markets.

Current Appointments

- Partner at Fusion HR Solutions
- Director, SBHR & M Consulting Services
- Member of ArbDB Chambers

Qualifications

- CEDR Advanced Certificate in Negotiation (2009)
- CEDR Mediator (2007)
- CEDR Investor - State Mediation Certificate (2017)
- Trained as a Coach at Henley Business School (2018 -2019) (Certificate in Professional Coaching - exam not taken due to illness)