

Louise Nicholls

BIO

Louise is a CMC Registered Workplace Mediator and experienced HR professional with over 20 years' experience in people management, employee relations, and organisational conflict resolution. She brings a pragmatic, structured, and empathetic approach to mediation, helping individuals and teams navigate complex and sensitive workplace issues with confidence.

Her background spans the NHS, financial services, and her own consultancy, combining strategic HR leadership with practical expertise in dispute resolution and employee relations. Louise is valued for her impartiality, professionalism, and ability to restore trust and rebuild working relationships.

In addition to mediation practice, Louise partners with EMS to deliver CPD sessions for trained mediators, sharing insights from her extensive HR and employee relations experience.

MA, BA (Hons), MCIPD, CMC Registered Workplace Mediator

Profile

Louise is an experienced HR professional and accredited workplace mediator with over 20 years' experience in people management, employee relations, and organisational conflict resolution. She combines a strong grounding in HR leadership with a calm, pragmatic, and impartial mediation style, helping individuals and organisations navigate complex and sensitive workplace issues with clarity and confidence.

Her approach is underpinned by empathy, structure, and professional integrity, creating a safe environment for open dialogue while maintaining focus on practical outcomes. Louise is valued for her ability to de-escalate tension, restore professional relationships, and support long-term organisational wellbeing.

Qualifications

1. MA in Human Resource Management, Manchester Metropolitan University (2004)
2. BA (Hons) in Human Resources and Management, University of Stirling (2002)
3. Chartered Member of the CIPD (MCIPD) since 2004
4. CMC Registered Workplace Mediator - trained in Civil, Commercial, and Workplace Mediation

Professional Experience

Louise began her career as a graduate management trainee with McCain Foods before moving into the NHS, where she worked for 12 years, progressing to the position of Deputy Director of HR in a large acute Trust. Following a short career break to raise her family, she returned to HR leadership in the financial services sector, where she spent six years as an HR Manager specialising in complex employee relations and organisational change.

In 2022, Louise established an impartial HR consultancy specialising in workplace investigations, employee relations, and mediation. Through this work, she supports organisations across sectors to resolve disputes, strengthen team dynamics, and foster respectful, collaborative workplaces.

Louise has partnered with the EMS panel to extend the mediation support and also delivers CPD and skills development sessions to trained mediators at EMS, sharing practical insights from her HR and mediation practice.

Mediation Experience

Louise has successfully mediated a range of workplace conflicts, including interpersonal disputes, team relationship breakdowns, and post-investigation reintegration cases. She is skilled at working with high levels of emotion, health concerns and complexity, using a balance of empathy, neutrality, and structure to guide parties towards constructive outcomes.

In a recent co-mediation with Emma (September 2025), they demonstrated flexibility in process management, switching to a 'shuttle mediation' approach when a joint session broke down. Through their calm and focused facilitation, both parties ultimately returned to the same room, concluding the day with agreed principles for moving forward together. This case exemplified Louise's adaptability, emotional intelligence, and commitment to restoring professional relationships even in challenging circumstances.

Client Feedback

"Louise assisted us in navigating a particularly complex and long-standing conflict between two colleagues that had already been subject to a serious formal investigation. Despite the sensitivity and history of the situation, Louise created a safe and structured environment where both parties felt able to express their perspectives openly. Through her skilful facilitation, the individuals were able to rebuild a level of understanding and respect, ultimately reaching a mediation agreement that enabled them to work together professionally moving forward. In hindsight, mediation would have been the preferred approach earlier in the process, and may have helped to avoid much of the distress and formal escalation that followed. We would not hesitate to recommend Louise's mediation services for any organisation facing conflict in the workplace."

Victoria Duncan, HR Lead and Business Manager | Emerging Futures

"The mediation facilitated by LN Consulting was constructive. Louise created a safe and balanced space for both parties to express their positions, agree clear boundaries, and move forward with a restored sense of teamwork. Both parties reported that it was a positive experience."

Natalie Ford, Head of Office | Red Flag Alert