



Nationwide®
On Your Side™

Michelle A. Koehler, CPCU, MBA
Vice President, Commercial Services
Customer Service & Sales Solutions (CSSS)
1200 Locust Avenue, D2-5E-6140
Des Moines, IA 50391-6140
Ph: 515-864-4949
Fax: 866-977-1955

Sara Schuler is a great Human Resource business partner as well as an exemplary leader and my team is a much better team for having had the opportunity to work with her.

My experience with Sara was in her role as support for the Commercial Operation that supported Nationwide and Allied Commercial business. The Operation was comprised of approximately 1700 associates located in 11 locations across the United States. We were in the midst of major change due to consolidating to fewer locations for processing as well as building three new call centers to handle our customers' needs.

As you can appreciate our opportunities were vast and complex. Sara would come to discussions with a very balanced perspective keeping in mind both the HR and people side of a situation. She would often say "putting on my HR hat," or even "taking off my HR hat" when giving advice and guidance around challenging situations. Her personal brand is one of trust, approachability, valued business partner, and confidant. I always felt like Sara would listen to our concerns, and even though she might not always agree with what she heard, she would provide good feedback and offer solutions to a challenge. I really appreciated the way she would offer a couple options when handling a situation, and even though the outcome was the same with each option, she gave different ways in which the coaching conversation could take place. She would always search for a "win-win" outcome to all issues and not stop working until she reached that point. She took pride in knowing each leader's style and communication approach, and the solutions she offered could differ based on that style.

Sara also built relationships not just with our direct reports, but also the entire leadership teams. She would take advantage of opportunities to get to know our leaders, and even try to attend events to interact with the leaders and build that level of trust and respect. She was always positive, enthusiastic, and either supportive or promoting depending on the situation. She is able to read a situation, and know which style is most appropriate.

I appreciated the level of creativity Sara brought to the team. She was so quick to propose a creative solution to the issues the team might be facing. She was good at bringing to the table alternative solutions that she had seen in other business units.

I also appreciated Sara's natural curiosity. She wanted to get to know the business units she supported and would ask good questions to get in tune with what we had going on. She didn't feel like she supported the team, she felt like a member of the team.

I have been a leader for Nationwide/Allied for over 25 years and have worked hand in hand with many Leaders. I pride myself in knowing when a leader has "IT" and Sara definitely does.

Michelle Koehler