The article *Are Mediators Norm Entrepreneurs* discusses how the roles of mediators related to norm diffusion are growing exponentially with the rise of "diversity, inclusivity, gender equality, transitional justice, and democracy promotion etc." (Hellmüller, et. Al, 2017) today. It supplies "analytical framework of a three-year multi-case research project on the role of mediators in norm diffusion" (Hellmüller, et. Al, 2017), which is broken down into three constructive parts. It explains how the growing abundance of diverse norms is leading to a growing number of mediator roles. Leaving us wondering if mediators will even be able to adapt and promote these norms. In this text, I will summarize the article by highlighting the three parts of the analytical framework, note the contributions, and how they relate to this course.

The first part of the analytical framework gives a brief overview on how their research relates to the overall text, *Are Mediators Norm Entrepreneurs.* They provided three bodies of literature used for exploration on the topic. The first is on norm diffusion scholarship in international relations. The second is on scholarship on the actors, processes, and content of mediation processes. The third is on political philosophy and ethics. These texts state what is expected of mediators, the importance of norms, as well as mediator's role in international relations. Mediation has been proven to be a very important part of society, which roles can range all the way from business-to-business transactions to government peace agreements. With this wide range can come issues such as "non-diffusion, norm rejection, or norm contestation" (Hellmüller, et. Al, 2017). This will be how their research relates to the overall text, as it will evaluate "mediators' normative agency in choosing which norms to promote or not to promote from the normative framework they act in and in shaping the norms as they are diffused." (Hellmüller, et. Al, 2017).

The second part of the framework highlighted the questions asked in research, as well as the theories used. It covered question such as how norms are form, how they relate to the mediation process, what is negotiated, how it is negotiated, and "which norms have been internalized through mediation processes" (Hellmüller, et. Al, 2017). One theory they used during research is "the 'life cycle model' developed by Finnemore and Sikkink (1998)" (Hellmüller, et. Al, 2017). It analyzes how norms are developed and how they work their way into international organizations. The model defines norm entrepreneurs "as actors who attempt to convince a critical mass of [actors] to embrace new norms" (Hellmüller, et. Al, 2017). They are the ones who persuade individuals to change their social understanding, but how do they decide which norms to diffuse? Their research takes a looks at "norms that are diffused by mediators to the conflict parties, but takes into account that the mandate givers' and the parties' normative frameworks obviously influence the types of norms that mediators diffuse." (Hellmüller, et. Al, 2017).

The third part explains the main operations of the research, and ends stating its' relevant to the text, *Are Mediators Norm Entrepreneurs.* It also answers the question "Are mediators Norm Entrepreneurs". Their research found that successful integration of norm entrepreneur concerns into mediator's roles varies on case-to-case basis. They also found that the most successful way for integration to be achieved is "through qualitative methods using case study and process-tracing methodology." (Hellmüller, et. Al, 2017). There is significant debate whether mediators should be required to promote certain norms, but there is no doubt that mediators have a huge influence on the diffusion of norms. Still, this leave us with several questions; whether mediators will be able to successfully integrate with the demand of growing norms, how will they choose which norms to diffuse, will they be successful diffused, and will mediators be required to promote certain norms?

The contributions of this article include the important of norms, the increasing change of norms, and how they affect negotiation/mediation. This relates to the course because negotiation in needed in almost every part of a business. You must be aware of different cultures, norms, trends, and standards, especially when having an entrepreneurial mindset. Businesses cannot operate without understanding, communication, negotiations, and conflict resolution. These things are vital for success, networking, and business connections. Staying up to date with norms and trends can be somewhat easy if you maintain your commitment to self-exploration, which includes self-educating and self- improvement (continuously learning about yourself and being aware of things in the environment around you). In the end, it is hard to predict norms and trends, the best way is to stay aware and continue educating yourself. The more you educate yourself about norms and business trends, the more you will be equipped for success.

The article *Are Mediators Norm Entrepreneurs* discusses how the roles of mediators are growing exponentially. It supplied "analytical framework of a three-year multi-case research project on the role of mediators in norm diffusion" (Hellmüller, et. Al, 2017), which was broken down into three constructive parts. It explained how the growing abundance of diverse norms is leading to a growing number of mediator roles. Leaving us wondering if mediators will even be able to adapt and promote these norms. I summarized the article by highlighting the three parts of the analytical framework, note the contributions, and how they relate to this course. In the end, the more you educate yourself about norms and business trends, the more you will be equipped for success.

Sources:

Hellmüller, S., Federer, J. P., & Pring, J. (2017). *Are Mediators Norm Entrepreneurs?* Swisspeace.

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