

TCM WEBINAR:
TAKING THE
GRIEF OUT OF
GRIEVANCE

27th June 2019
12.30 - 1.30pm BST

David Liddle, Chief Executive of The TCM Group

Welcome to the webinar

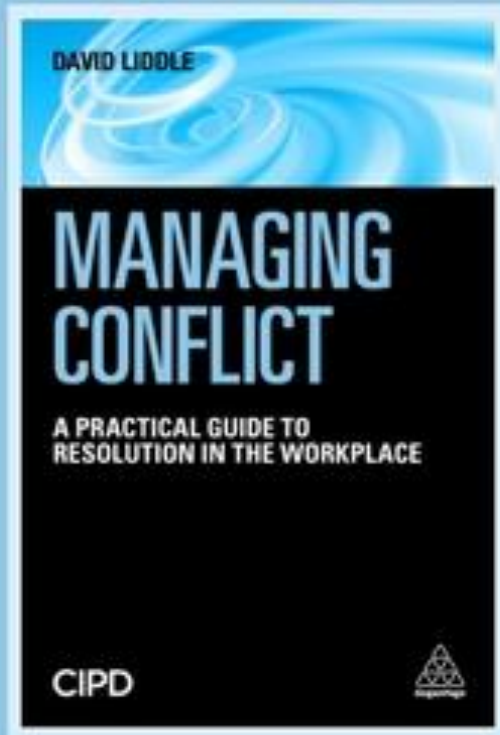
- Duration – 60 mins plus Q&A.
- Recorded and posted online.
- Opportunity for questions throughout
- Free copy of updated TCM Model Resolution Policy for all attendees.
- Enjoy!



About me and The TCM Group



- Established in 2001.
- We are leaders in the fields of mediation, conflict management, employee relations and leadership development.
- A global Team with our HQ in London.
- Shortlisted for HR Excellence Award and HR/L&D Consultancy of the Year at the CIPD PM Awards
- ‘Mediation Provider of the Year 2018’ awarded by the Civil Mediation Council and College of Mediators.
- Author of ***The Resolution Policy™*** which was launched at the Law Society in 2014.
- Embedded the ***FAIR Model™*** which sets the standard for mediation best practice
- Trained and coached many thousands of HR, managers and leaders.



“ ...highlighted some innovative and highly effective approaches...”

”

Michael Gibbons

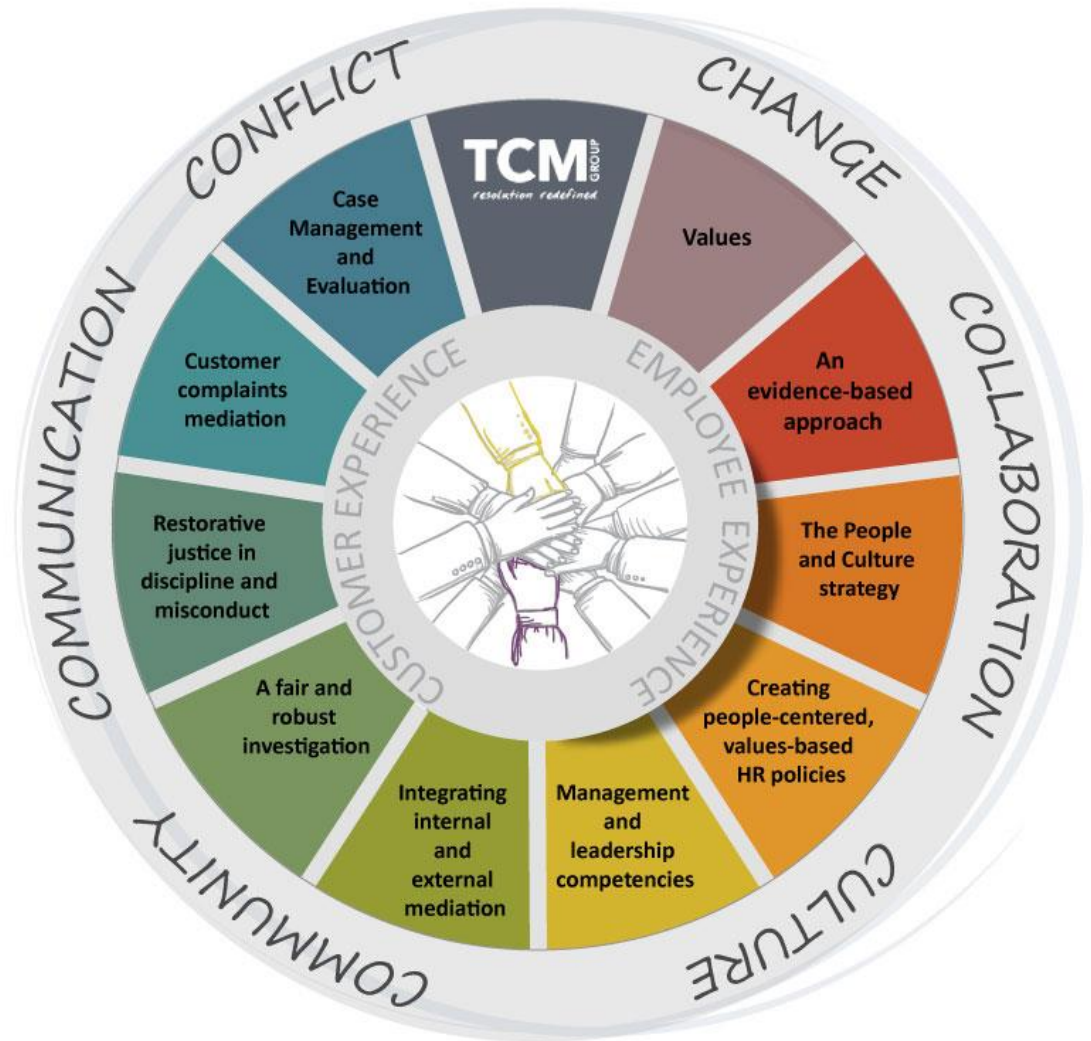
CBE, Independent Reviewer of DRR
for Secretary of State, DTI

CIPD



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The TCM System

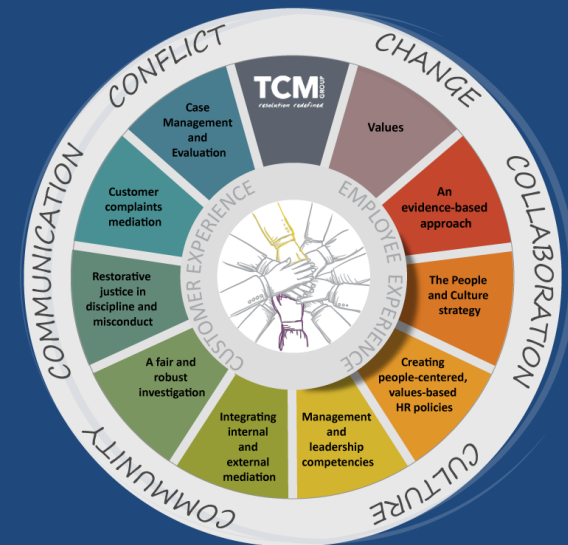


'A whole system approach for creating a person centred and values based organisational culture.'

TCM has worked with numerous organisations to embed person-centred and values based systems.



How is conflict managed? (and why don't the current approaches work?)





G B H



Traditional procedures **poison**
relationships and create **toxic**
workplaces.

I win - you lose!

I'm right - you're wrong!

*It's all
your
fault!*

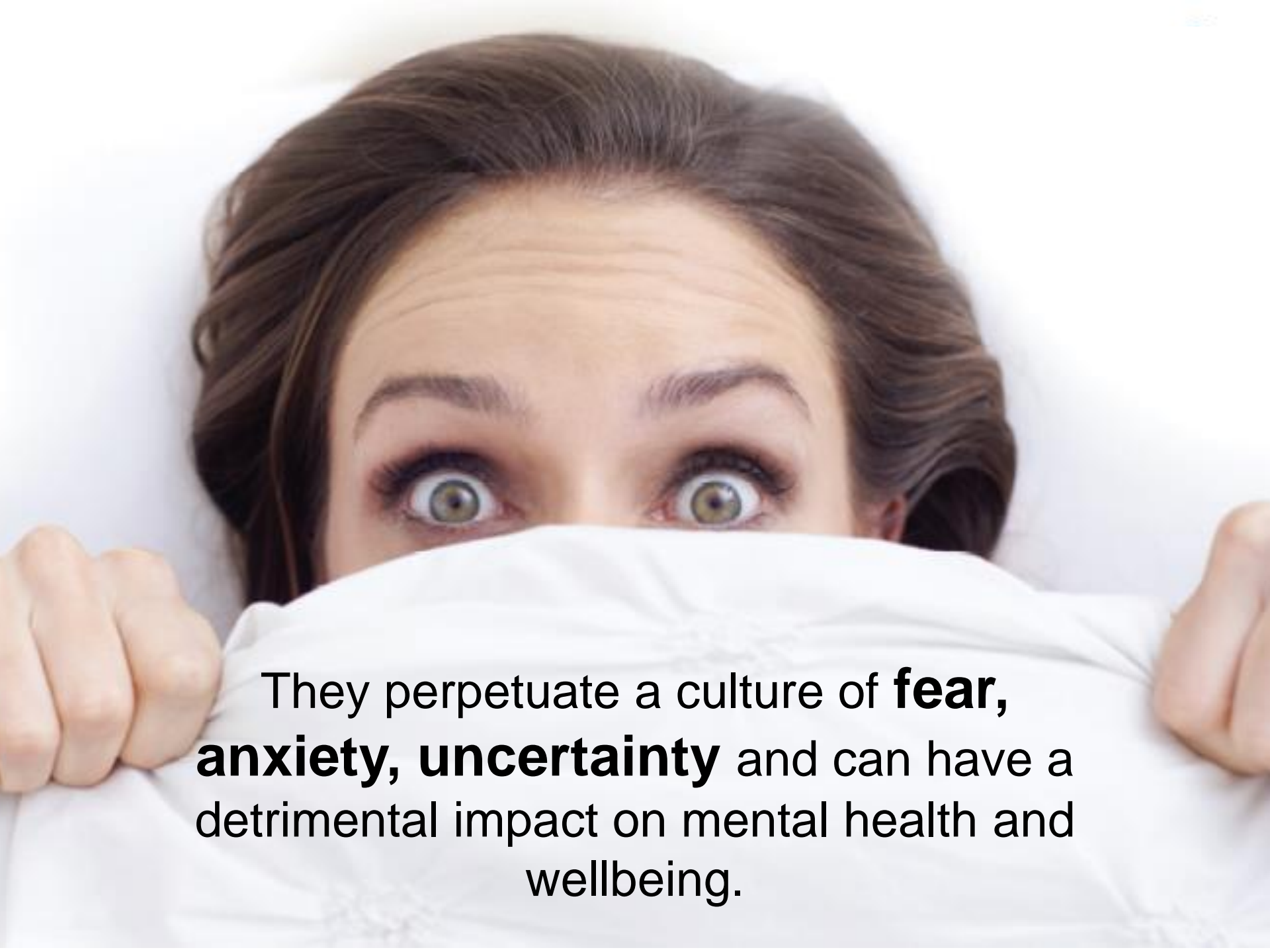
*You are
a bully!*

*Don't
blame
me!*



*I don't
trust you*

I'll see you in court!

A close-up photograph of a woman with dark brown hair and green eyes. She is lying in bed, with a white sheet pulled up to her chest. She is looking directly at the camera with wide, staring eyes and a slightly furrowed brow, conveying a sense of fear or anxiety. Her hands are visible, gripping the edges of the white sheet.

They perpetuate a culture of **fear, anxiety, uncertainty** and can have a detrimental impact on mental health and wellbeing.

They drain **resources** –
wasting up valuable time
and money.





"The HR profession is facing a paradigm shift in how we think about business. We are moving past command and control, and process-centric models that are bound by rules and policies."

Peter Cheese
CEO, CIPD



Good or bad conflict – it's our choice



Functional

Think olive oil

- Constructive
- Dialogue
- Happy
- Healthy
- Engaged
- Open mind
- Opportunity

Dysfunctional

Think butter (or lard!)

- Destructive
- Monologue
- Unhappy
- Unhealthy
- Disengaged
- Closed mind
- Threat



The background is an abstract composition of watercolor-like textures. It features a mix of vibrant blue and deep red/purple hues, with some areas appearing more saturated and others more washed out. The colors are layered and blended, creating a sense of depth and movement. The overall effect is reminiscent of a colorful, textured surface or perhaps a close-up of a natural material like coral or a mineral formation.

Flow

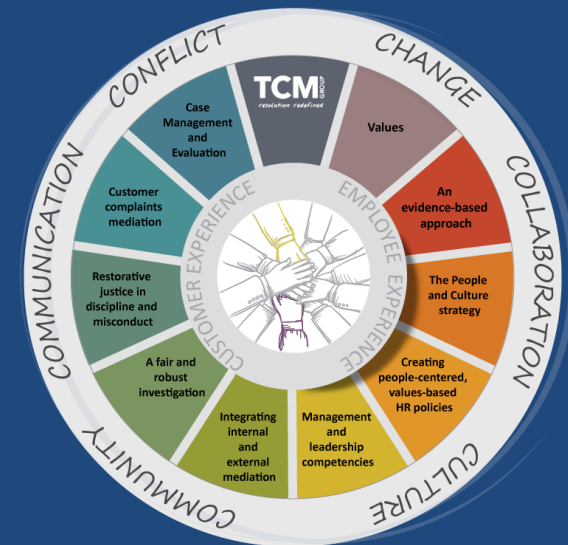




Jonathan Goodger

Employee Relations Manager,
UK & Ireland at IPSEN
BIOPHARM LIMITED

Introducing Your Resolution Toolkit- Apaxio®





Your Resolution Toolkit™

Resolution Strategy. The overarching framework for resolution.

Resolution Review. Quantitative and qualitative evidence supporting the shift to resolution.

Resolution Policy. This is the policy that replaces your GBH policies.

Resolution Spectrum. The range of remedies available to your organisation

Resolution Unit. The unit who administer the Resolution Policy.

Request for Resolution. The new name for the grievance form.

Resolution Index. Objective criteria for assessing the most suitable route to resolution

Routes to Resolution Training. Training for Unions, HR and managers.

Resolution Reporting. The reports that Apaxio can create to help you measure quality and ROI

Resolution Champions. Allocated once an RFR is submitted. Supports both parties

- Dashboard
- Routes to Resolution
- Resolution Zone
- People
- Reports
- FAQ's
- My Profile

- Log Out

Dashboard

Dashboard

Good morning David

You have 4 new cases to assess

246
Cases

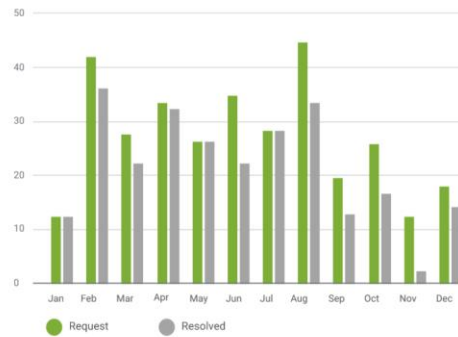
4
New cases

28
Open cases

214
Closed cases

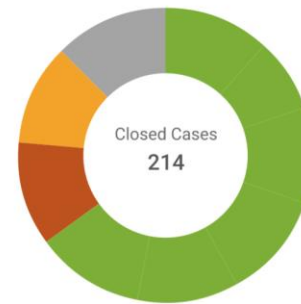
Requests

Day Week Month Year



Resolution outcomes

Day Week Month Year



Resolution outcomes

- Early Resolution
- Mediation
- Facilitated Conversation
- Formal Investigation

Developing a Resolution Strategy.

1. Vision and objectives.
2. Evidence of the need for change.
3. Project plan and key milestones (3-5 years)
4. Resource requirements.
5. Equality, diversity and inclusion
6. Anticipated return on investment (ROI)
7. Risk and compliance.
8. **Your Resolution Partner – The TCM Group.**



The TCM Conflict Calculator™

informal resolution	investigation	hearing	appeal	Tribunal (incl legal fees)	absenteeism & sickness
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day cost/head no. of days no. of days no. of days no. of days no. of days no. of days

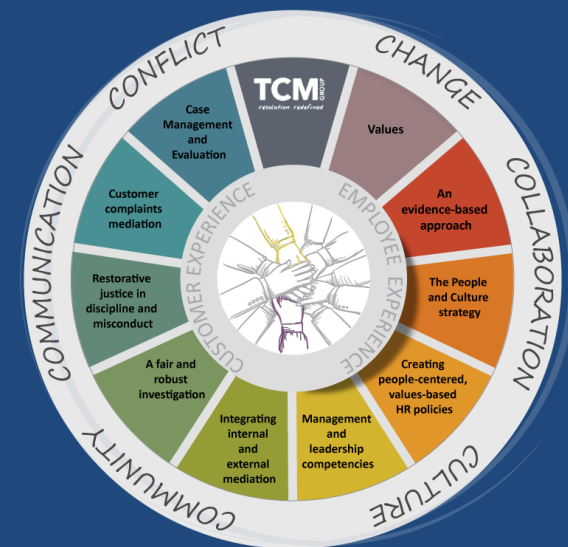
Internal and external costs						
HR person 1						
HR person 2						
HR person 3						
party A, B, C, D						
parties' rep A						
parties' rep B						
manager α						
manager β						
witness X						
witness Y						
investigator (internal)						
other						
TOTAL						



- Exec team/SMT
- Unions or Works Council
- **Human Resources**
- Employee Relations
- Organisational Development
- Employee diversity/equality groups
- Internal Communications
- Employee Engagement
- Health, safety and wellbeing
- Occupational health
- ED&I
- Legal
- Bullying and harassment contact officers
- Customer experience/complaints
- Risk, compliance and governance.
- Users of HR processes
- Internal audit (whistleblowing)
- Data Analytics

From Grievance to Resolution.

Introducing the TCM Resolution Policy.



Grievance

Formal, adversarial, judgement, blame, punitive, defensive, draconian, rights based, combative, divisive, win-lose, sanction, argument.



Resolution

Informal, safe, talk, listen, empathy, dialogue, resolve, non adversarial, collaborative, interests based, openness, values, consensus, mediate, win-win.



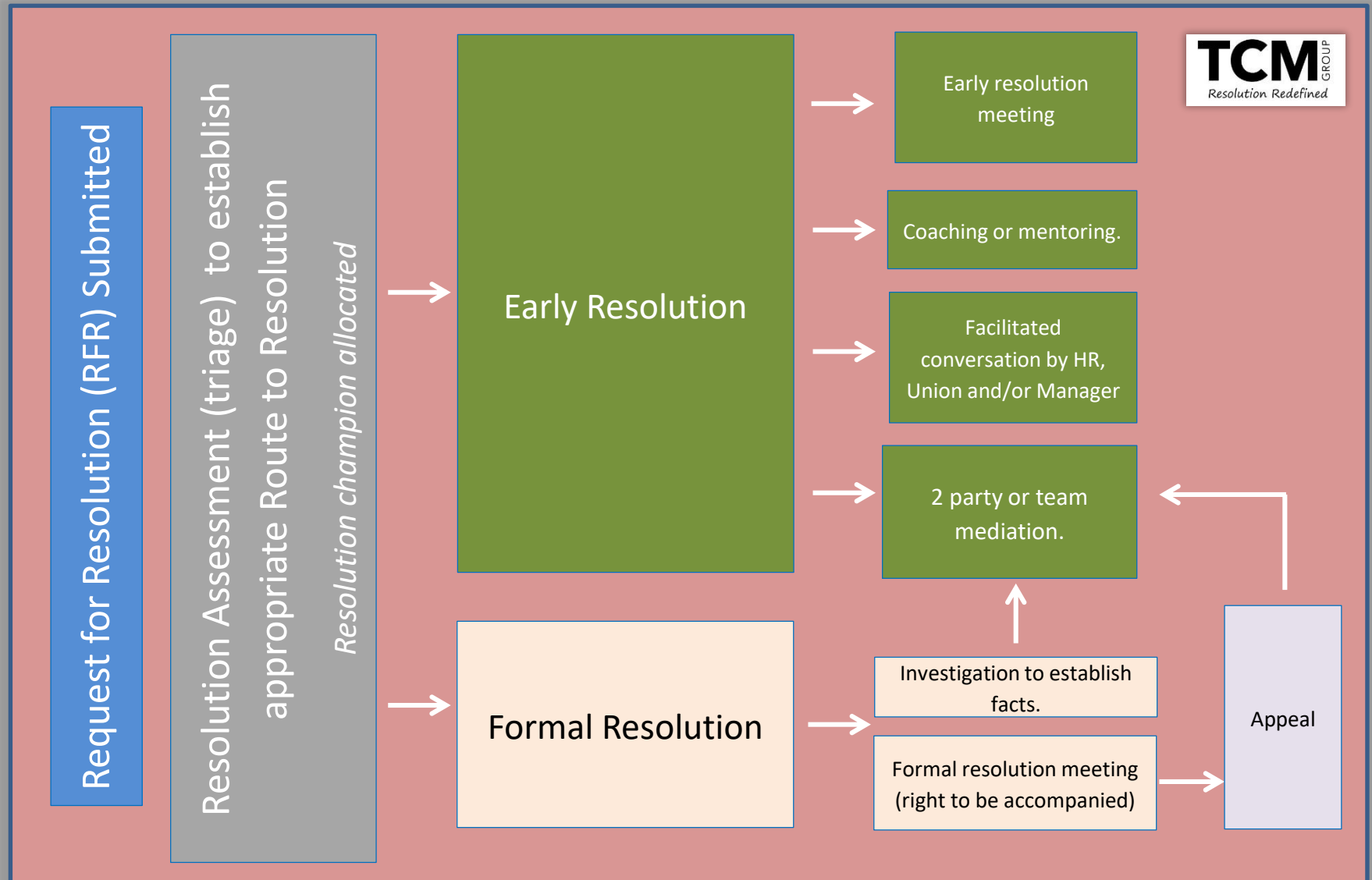
- A new approach to grievance and complaints resolution
- Values based and person centred
- Key stakeholders work together to promote resolution
- Enhanced triage of cases and opportunities for early resolution. facilitated conversations and mediation.
- Underpins a fair and just culture.
- Compliant with the Acas code – representation and appeal.

Toolkits:

- Resolution support for HR
- Resolution support for managers
- Resolution support for employees



The TCM Resolution Policy Process Map



Mediation training from The TCM Group

The National Certificate in Workplace Mediation™

5 or 6 days. Delegates learn how to mediate in complex workplace issues. Suitable for internal mediators.

Practical Mediation Skills™

2 days. Delegates learn how to set up and run a facilitated conversation. Suitable for HR, managers and unions etc.

Core Mediation Skills™

1 day. Delegates learn how to use mediation skills top spot, prevent and resolve low level conflict within the workplace. Suitable for HR, supervisors, line managers union reps etc.

Accrediting bodies:



TCM TRAINING

National Certificate in Workplace Mediation™

5-6 day training course for those wishing to practice as in-house mediators
The UK's benchmark qualification for workplace, employment and business mediators.

About the course

The National Certificate in Workplace Mediation is a core element of TCM's activities for supporting individuals and organisations as they develop proactive, constructive and empowering responses to workplace disputes and conflict. This programme can be delivered as an open access or in-house course.

This programme trains individuals to the highest standards in:

- Mediation best practice (TCM applies the FAIR mediation model – Facilitate, Appreciate, Innovate, Resolve)
- Active listening
- Non-violent communication (NVC)
- Problem-solving

This course enables participants to develop the necessary skills and competencies to work as TCM Group accredited mediators within their own organisations, or as external consultants. This course offers mediators a professional framework in which to practice within the clearly defined standards of the Professional Mediators' Association (PMA).

TCM provides a package of ongoing support and continuing professional development (CPD) for TCM trained in-house mediators through the Professional Mediators Association (PMA).

The NCWM offers an in-depth analysis of mediation, with particular reference to resolving workplace disputes and conflict. The course uses a variety of learning and teaching methods.

The OCN logo is located in the bottom right corner of the flyer.

Less of this...

More of this...

Mistrust, fear and uncertainty

Trust

Management and HR time

Productivity and performance

Time spent preparing and handling grievances

Good will and team working

Investigations (internal and external)

Managerial confidence and leadership

Legal costs, settlement agreements and ET costs

Wellbeing and engagement

Absence due to stress and stress related sickness

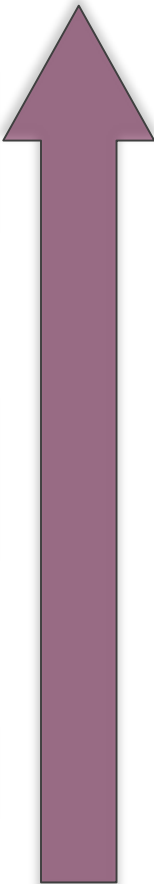
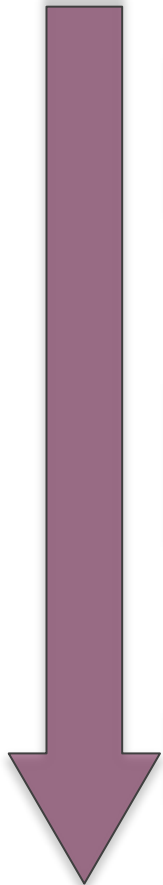
Individual and team resilience

Absence due to suspension

Cohesion and collaboration

Recruitment and office cover

Employee and customer experience



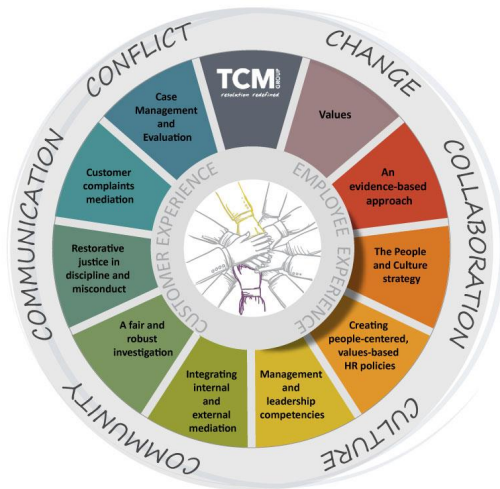


Sarah Buckley

ER & Policy Consultant at
Aviva



How do we support our customers?



- Mediation – two party and group.
- Setting up in-house mediation schemes.
- Accredited mediation skills training.
- Developing people and culture strategies.
- Developing modern employee handbooks.
- Whole organisation bullying and harassment reviews.
- Investigations, neutral evaluations and audits.
- Design and embed resolution policies and resolution strategies.
- Leadership and management training.

In conclusion...

- Be **innovative** – there has never been a better time to for a new approach to resolution.
- Actively encourage **co-operative** problem solving.
- The modern **triumvirate** working together.
- Ensure your **values** are enshrined in your HR policies and your leadership competencies.
- **Train** your managers and leaders
- Join the **Resolution Revolution** and you'll never look back!

For more information, please email me
or link with me via social media:

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www.thetcmgroup.com

Linked in®

twitter 

facebook

#ManagingConflict