

Recruitment pack for the position of  
Head of Programmes



The TCM Group  
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# Introduction

The TCM group is on a mission to transform the culture of the modern workplace. We work with HR professionals, leaders, managers and employees to embed person centred, values-based workplace cultures. A workplace culture where dialogue, co-operation, collaboration and emotional intelligence are embedded deep into the organisations systems, structures and psyche.

Over the past 18 years we have secured a world class reputation and a first-class client list. We have built a reputation as a leading provider of mediation, conflict management, culture change, employee relations and leadership development consultancy and training. We have worked at a strategic level to embed mediation, cultural change and resolution programmes within organisations as varied as Royal Mail, Network Rail, NATS, Aviva, HSBC, Lloyds Bank, Capgemini, BA, Virgin Atlantic Airways, Tesco, The BRC, The Metropolitan Police, London Ambulance Service and the entire UK Civil Service (with whom we have a framework agreement to deliver mediation training).

We have seen (and arguably driven), significant developments in the area of workplace mediation, values-based leadership and person centred & principles led human resources processes. Our unique TCM System™ is being applied in a wide array of organisations and our progressive HR/ER and OD practices, which used to be viewed as disruptive or ahead of their time, are becoming increasingly mainstream.

We operate out of the Business Design Centre in Islington and we have a state-of-the-art training and mediation venue (The TCM Academy). We have a team of 9 full time employees covering a range of head office and leadership roles. The TCM team also includes c30 freelance associates. Please [click here](#) to view the current TCM team. We have adopted a lean business methodology and we use outsourced partners as required.

In 2018, TCM was awarded Mediation Provider of the Year at the National Mediation Awards (hosted jointly by the Civil Mediation Council and The College of Mediators). In 2019, we are finalists for several awards and we are proud that our achievements are being recognised by industry leaders here in the UK and overseas. As part of our CSR efforts, TCM supports the Stephen Lawrence Charitable Trust and we make regular donations to support the important work of this organisation.

The TCM Group created and enthusiastically applies the **FAIR Model™** across all of our services and activities - Facilitate, Appreciate, Innovate, Resolve. This is a robust and highly effective model which encourages open, honest and mature dialogue. The FAIR Model™ is at the heart of our services, and of our business.

We have just concluded the appointment of a Head of Investigation and Audit Services and a Head of Resolution Services to grow and expand those parts of the business. We now wish to appoint a Head of Programmes who will work closely with TCM's CEO and other colleagues to deliver significant growth and expansion of our OD, cultural change and leadership & management projects and programmes.

# Key Facts and details about how to apply

**TITLE:** Head of Programmes

**LOCATION:** TCM's head office is based in The Business Design Centre in Islington, North London where this role will be based. However, there will be substantial field-based work across the UK and internationally. TCM is currently expanding its associate consultant network which may require you to visit associates from time to time to offer support, mentoring and training as needed.

**SALARY:** Up to £60K comprising £45K salary, £5K performance related pay, plus a generous (non-performance related) profit share bonus scheme. A pension scheme is in place and the post benefits from a generous holiday package. There is no cap on salary and, as TCM grows, so too will your remuneration.

**Reports to:** TCM's CEO, David Liddle and The TCM Board

## HOW TO APPLY:

Please submit your CV plus a covering letter demonstrating how you meet our requirements to [jobs@thetcmgroup.com](mailto:jobs@thetcmgroup.com).

Applications without a covering letter will be rejected.

**DEADLINE:** 5pm, Friday 25<sup>th</sup> October 2019

**Interviews and selection centre:** w/c 4<sup>th</sup> November 2019

If you would like to arrange an informal conversation with the CEO of The TCM Group, David Liddle, please contact [lisajay.baker@thetcmgroup.com](mailto:lisajay.baker@thetcmgroup.com)

# About you

**Are you seeking a strategic management role in one of Europe's leading HR, OD and conflict management consultancies? Are you a natural entrepreneur, with a background of leading within a commercial environment? Do you have the mindset for growth and appetite for driving new product developments? If so, please read on ...**

With over five years' experience operating at a senior level in organisational development (OD) and/or learning and development (L&D), you will bring the following experience, skills and knowledge to this role:

## Essential

- A track record of designing, delivering and evaluating high impact OD and cultural change projects and/or management and leadership development programmes including:
  - Writing successful bids, tenders or proposals.
  - Pitching or presenting your ideas to panels.
  - Developing and applying diagnostic tools which help to measure and understand an organisation's values, needs, context and strategic priorities.
  - Programme design including the use of eLearning and course materials.
  - Programme delivery (using a blended learning approach where possible).
  - Project management and monitoring.
  - Quality assurance including reviewing delegate feedback and providing trainer coaching, mentoring and support.
  - Programme evaluation, reflection, review and writing up.

*Please note that most of the diagnostic work, programme design and programme delivery will be carried out by freelance consultants, with your support, as required.*

- A commitment to your own professional development.
- Understanding of the principles, models and techniques which underpin The TCM System™ (<https://thetcmgroup.com/tcm-system/>).
- Experience of working at a senior management level in a commercially driven environment. This may include experience within the public, private and not for profit sectors.
- Experience of building and managing a high performing team.
- Experience of project management.
- An entrepreneurial attitude with discernible passion, drive and enthusiasm.
- Outstanding written and verbal communication skills with evidence of public speaking plus experience of writing a range of formal and informal business documents such as management reports, strategy documents, business cases, case studies, pitches, bids or tenders etc.

- A track record in driving continuous improvement which has delivered significant operational and business improvements.
- Experience of using IT systems such as Salesforce.com and MS Office Suite which improve efficiency, enhance customer experience and which help to assure quality.
- Evidence of being a starter-finisher with a high growth, continuous improvement mind-set.

### **Desirable**

- A relevant qualification.
- Developing a people and culture strategy or a people plan.
- Experience of applying the new CIPD HR profession map and an understanding of its impact.
- Experience of communications and PR including social media.
- Leading a pitch team.
- Experience of developing and delivering against a sales and marketing plan.
- Understanding of systems thinking and evidence of using systems thinking within projects that you have worked on.
- Demonstrable experience of building long term commercial relationships with senior external stakeholders.
- Experience of developing IT systems.

### **Memberships**

We welcome applications from candidates who are members of one, or more, of the following bodies and institutions:

- CIPD
- ILM/CMI
- Institute for OD
- Management Consulting Association (MCA)
- Learning and Performance Institute (LPI)
- Institute of Training And Occupational Learning (ITOL)
- Association for Project Management (APM)

# Key Tasks and Responsibilities.

The following list provides an overview of the key tasks that this role will be expected to deliver. This role is dynamic and the postholder will need to be equally so. This role will benefit from a 33% FTE dedicated administrative support with additional support provided by the TCM business support team, freelance consultants and outsourced partners.

- Support your colleagues, the CEO and the TCM Board to drive growth and expansion across the business. Our aim is to become the global leaders in the delivery of mediation, investigation, OD, cultural change and leadership and management programmes. Under your management, we expect to see a 25% year on year growth in our OD, cultural change and leadership and management programmes for the next five years.
- Design, development, delivery and evaluation of organisational development, cultural change, people and culture strategies and leadership and management projects and programmes. *Please note that most of the diagnostic work, programme design and programme delivery will be carried out by freelance consultants, with your support/oversight.*
- Ensuring that TCM has the necessary resources to identify and respond to Invitation to Tenders' (ITT's) and Requests for Price (RFP's) in relation to organisational development, cultural change and leadership and management projects and programmes
- Managing and quality assuring bidding, pitching and sales processes.
- Growing and managing a team of freelance OD and L&D consultants.
- Responsible for the TCM Academy and working closely with TCM's customer care and events co-ordinator to develop and deliver an exciting programme of CPD events, workshops and training courses through the TCM Academy.
- Engaging in external communications activities such as e-marketing, producing case studies, blogs, delivering workshops, speaking opportunities, social media content and supporting wider TCM PR campaigns.
- Liaising with accrediting and awarding bodies to ensure our programmes meet their requirements. In particular: ILM, The CPD Certification Service and OCN.
- Managing business risks appropriately and reporting to the TCM Board on a regular basis
- Deliver the TCM core values through your behaviours, interactions and leadership.
- Supporting the CEO and other colleagues in maintaining the integrity and reputation of the business. This will include customer relations and handling any complaints.
- Acting as an internal L&D function within TCM which includes:
  - Supporting the development of a learning and continuous improvement culture within the company.

- Supporting the design and quality reviews of courses such as mediation investigation and conflict resolution.
- Supporting TCM employees and consultants to develop and apply tools for measuring the impact and evaluating our various programmes and projects.
- Supporting the development of accreditations, awards nominations and case studies
- Disseminating best practice and thought leadership within the business.