

TCM^{GROUP}


resolution redefined

A guide to our award winning services and courses



Established in 2001, TCM is a leading provider of mediation and investigation services, employee relations consultancy, cultural transformation and leadership development programmes.

www.thetcmgroup.com



“We are living and working in unpredictable and volatile times, where the potential for conflict at work has become heightened. In this pressure cooker environment, dialogue in organisations is becoming increasingly toxic – taking up more time, costing more money and creating more stress. A certain amount of healthy debate is important, but we are increasingly seeing interactions between employees tipping over into damaging and dysfunctional disputes which weaken morale, reduce productivity and undermine an organisations reputation. TCM is advocating a new approach for managing conflict and change: where rigid and adversarial rules, procedures and policies are replaced by values-driven, person-centred processes that help people to resolve their concerns and learn how to disagree agreeably.”

David Liddle, 2019

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Introducing The TCM Group

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, positive psychology and emotional intelligence are embedded deep into the organisations systems, structures and psyche.

Since our formation in 2001, we have secured a world class reputation and a first-class client list. We have built a reputation as a leading provider of mediation, investigation, conflict management, culture change, employee relations and leadership development consultancy and training. We have worked at a strategic level to embed mediation, employee relations, cultural change and resolution programmes within organisations as varied as Royal Mail, Network Rail, NATS, Aviva, HSBC, Lloyds Bank, Capgemini, GOOGLE, 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.

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.

Mediation and dispute resolution

TCM provides a comprehensive package of mediation options to suit your organisation's needs. These include two party workplace and employment mediation, team and group facilitation, customer complaints conciliation and online mediations. In most cases, mediation lasts for up to one full day although team or group mediation will take longer. Experience has shown us that entrenched positions can be adopted when problems are overlooked or inflamed, whereas a fully trained and skilled mediator can help all parties to identify and build a more constructive and effective working relationship.

We resolve 93% of disputes referred to us and these typically involve complex issues such as grievances, complaints and allegations of bullying, and harassment.

The FAIR Mediation model™



The FAIR Mediation Model™ addresses the underlying root cause of a conflict whilst bringing a pragmatic and highly effective problem-solving approach. It also includes a substantial amount of post-mediation support for the parties for a full year after mediation concludes.

The benefits of mediation

- Mediation places responsibility for the resolution of a dispute directly with the parties.
- Mediation creates a safe place for all sides to have their say and to be heard.
- Mediation stops disputes escalating out of control.
- Mediation reduces the stress and anxiety commonly associated with conflict.
- Mediation reduces the cost of conflict and reduces the risk of litigation.
- Mediation is far quicker than other approaches for managing conflict.
- Mediation contributes to a happier, healthier and more harmonious workplace culture.



Feedback from mediation parties on recent cases:

"Mediation allowed me to explain the impact of the situation, to feel I had been heard and to work with the other party to identify a resolution."

"After mediation, we had a better understanding of what had happened to cause the conflict and why the other person acted the way they did. It gave us something solid to build on."

Mediation training

TCM designs and delivers a comprehensive package of mediation skills training for our customers. Our three most popular mediation skills courses include:

- The National Certificate in Workplace Mediation™. A five-or six-day course designed for internal mediators. Leads to the award of the TCM Accredited Mediator Status.
- TCM Accredited mediators are trained to mediate in all levels of conflict including bullying, harassment and discrimination.
- Practical Mediation Skills™. A two-day course designed for HR professionals, unions reps, lawyers, managers and others. The course equips delegate to use the FAIR Model™ to set up and run a facilitated conversation into employee complaints, grievances and low-level allegations of bullying and harassment.
- Core Mediation Skills™. This course is designed for front line managers and supervisors. Using the FAIR Model™, delegates are equipped with the five key skills that they need to identify a conflict and to nip it in the bud.

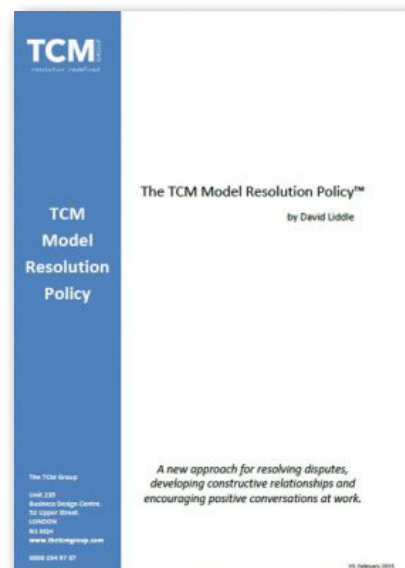
Internal workplace mediation and resolution schemes - Setting up an internal mediation scheme

TCM are experts at setting up and embedding workplace mediation and resolution programmes. When an organisation develops an in-house mediation scheme, it means that the organisation is equipped with a team of fully trained and accredited internal workplace mediators who understand the unique nature of their organisation: its values, its culture and its structures. An in-house mediation scheme involves embedding mediation into a company's systems, processes and culture. The in-house mediators are then available to resolve complex workplace disputes.

When you develop an internal mediation scheme with The TCM Group you are ensuring that you and your employees will get the best out of your new mediation service. To ensure that you do, we have developed a comprehensive strategy and action plan for incorporating mediation into the very fabric of your organisation.

The TCM Resolution Policy

The TCM Resolution Policy™ has been designed to replace, or sit alongside, your existing disciplinary and grievance procedures. The Resolution Policy™ is fully compliant with the Acas Code on Discipline and Grievance and it has been successfully tested in the Employment Tribunal. It is fully legally compliant, and it is consistent with the principles of natural justice and fairness. The Resolution Policy™ offers a collaborative and robust system for resolving complaints, grievances and disciplinary issues. It balances the rights of all parties with their underlying interests and their needs. It encourages the constructive resolution of workplace issues, whilst retaining the mechanisms by which an employer can apply formal sanctions including dismissal, in cases which merit it.



Advantages of adopting The TCM Model Resolution Policy™

Promoting and encouraging positive relationships and constructive dialogue. Here a few benefits of the TCM Resolution Policy™:

- It promotes positive and constructive behaviours in the workplace.
- It replaces your existing grievance and disciplinary policies with a single, overarching Resolution Policy™.
- Employees, employers and unions can work collaboratively and achieve constructive resolutions to disputes and conflicts.
- It develops a conflict resilient workplace and conflict competent management and HR functions.
- It reduces the amount of time HR professionals and managers spend on grievance or disciplinary case management.
- It will help your organisation to transition from a “grievance culture” to a “resolution culture”.
- It is compliant with the Acas disciplinary and grievance code of practice.
- In more serious disputes and in cases where there is a clear breach of your code of conduct, it offers the opportunity to undertake an investigation and pursue appropriate formal action – up to, and including, dismissal.
- There is an opportunity to offer mediation at each stage, even where the case has escalated to formal action.
- It gives greater control and offers greater flexibility to all parties.
- It supports return to work procedures following absence or suspension.

How to find out more...

Please contact Johanna Whelehan, TCM’s head of resolution services for more details:
johanna.whelehan@thetcmgroup.com or 020 7092 3184 or freephone 0800 294 9787 *option1*

Training and events from the TCM Group

TCM delivers a wide portfolio of mediation, investigation, negotiation and conflict management courses. These are available to be run at your venue or on an open basis at the TCM Academy in central London. National Certificate in Workplace Mediation™.

TCM delivers the benchmark mediation qualification for workplace and employment mediators. This course runs over 5 days for cohorts of eight delegates or 6 days for cohorts of 12 delegates

Practical Mediation Skills™

This two-day programme provides delegates with the skills, competencies and strategies to set up and run facilitated conversations and mediations. It is designed for HR, managers, unions and others who manage conflict as part of their role.

Core Mediation Skills™

This one-day course presents managers and HR professionals with the core skills that they need to understand how, and why, disputes occur and how to respond when they do.

Team Facilitation Skills

This two-day programme equips mediators, facilitators and coaches with the skills and processes that they need to resolve a wide range of inter- and intra-group and team conflicts.

Core Investigation Skills

This one-day course gives delegates an overview of the investigation process along with the skills that they need to undertake a basic fact-finding exercise or a neutral evaluation.

Practical Investigation Skills

This two-day course is our most popular investigations skills course. It equips delegates with the skills and strategies to set up, run and report on a workplace investigation.

Advanced Investigation Skills

This three-day course is designed for workplace investigators who are required to investigate complex and serious cases of misconduct, bullying, harassment, discrimination and fraud.

Conflict Management skills for HR

This one- or two-day programme, specially designed for HR and ER professionals develops their skills and strategies for managing and resolving a wide range of employee conflicts.

Confident Conversations

On this one-day course, delegates learn how to hold difficult conversations, nip issues in the bud and give feedback to their team concerning performance and absence.

World class set up, delivery and aftercare

We design high impact training programmes and we work with world class learning and development professionals to deliver our programmes. Delegates on our courses benefit from the very best in course design, course set up, training delivery, aftercare and ongoing support. In addition, all delegates benefit from The TCM Group's innovative online delegate zone which gives them access to a wide range of resources, materials, articles, videos and white papers.

Investigation and audit services

TCM's fully accredited investigators are available to investigate a wide range of compliance, fraud, whistleblowing, risk and misconduct issues. We also carry out investigations and neutral evaluations into grievances and allegations of safety breaches, bullying, harassment and discrimination. Our professional investigators deliver an impartial, fair, structured and rigorous assessment of the evidence relating to an allegation or a series of allegations. Our investigators apply the award-winning FAIR Model™ which ensures that they are compassionate, empathetic, rigorous and supportive. We believe that this approach reduces stress (cortisol) levels and makes it easier for us to get to the facts behind any allegations.

Conflict, bullying, harassment and incivility audits

Conflict, bullying, harassment and incivility are headline news. If these issues are not managed properly, using an evidence-based approach, they have the potential to cause irreparable harm to your organisation. TCM can help. Our specialist conflict audits are discreet and highly effective. We will produce a detailed report for you setting out the causes, the incidence, the impact and the potential remedies. Our conflict audits range from a high level 'temperature check' to a forensic level 'deep dive'. We will work with you to design an audit that is right for your organisation and which will deliver the best outcomes for you and your employees.

Getting investigations right first time

TCM has developed a comprehensive set of quality standards for our workplace investigators. These quality standards form the basis of all our professional investigation services and investigation training courses.

Investigation skills training

TCM has designed and delivered a world class programme of accredited investigation and interview skills training courses. These included one-day (basic), two-day (intermediate) and three-day (advanced) investigation and interviewing skills courses. We also run courses in chairing disciplinary and appeals panels, undertaking resolution triage assessments and how to set up and run a neutral evaluation.

Find out more


For more details of our investigation services or investigation and interviewing skills courses, please visit our website: www.thetcmgroup.com or contact:

Gary Rogers

TCM's Head of Investigation and Audit Services

gary.rogers@thetcmgroup.com

020 7092 3183 or freephone 0800 294 97 87 option 1.



“TCM provided an excellent and highly professional external investigation service for us. The team was always available when we needed anything, and the investigator was incredibly efficient, thorough and personable. All in all – it was perfect!”

**HR Director,
Aitch Group**

“I would also like to mention that I have had lots of superb feedback about your investigation – most people that were interviewed were very impressed by the investigator’s professionalism and the quick turnaround of their statements. My boss – the interim HR Director – said to me yesterday, “I do not know where you found TCM, but they are good.”

**Corporate People Manager,
The Children’s Society.**



Developing a person centred and values based organisational culture

TCM works with HR professionals, business leaders, managers, unions and employees to help them to embed a person centred and values based organisational culture. We call this a FAIR Culture™. TCM's world class team of OD, L&D and cultural change consultants can help you to design and implement an overarching people and culture strategy. This includes developing a values based and person centred employee handbook and a management competency and behavioural framework along with the pre-requisite training to ensure that your managers and leaders possess the confidence and the courage to deliver handle everything that the modern workplace can throw at them.

Developing and implementing your people and culture strategy


The people and culture strategy is one of the most important documents in the modern organisation. It sets the tone for the kind of organisation that you want to be; it ensures that your vision and core values are articulated clearly; and, it aligns the people and culture (HR) function with the strategic objectives of your entire organisation. **This is how TCM can help:**

1. We review how well your core values are integrated into areas such as: management and leadership competencies and behaviours; HR and ER policies; ED&I programmes; recruitment and selection processes; learning and development programmes; and, performance, reward and benefit activities amongst others.
2. We can help you to align your HR function to the new CIPD HR Profession Map which is advocating an outcomes oriented, principles led and evidence-based model of human resources, leadership and management.
3. We undertake an analysis of existing data relating to people and culture. This will include analysing data such as engagement, wellbeing, conflict, personal and professional development, reward and benefits, absence, attrition and employer branding etc.
4. We gather data from your employees and other stakeholders to gauge their opinions and views along with their needs, goals and aspirations for the future. This includes surveys, 360-degree reviews, one to one interviews and focus groups (we call these big conversations).
5. We help you to develop and consult on your draft people and culture strategy.
6. We assist you to implement and continually review your people and culture strategy ensuring that it is adaptable and flexible enough to meet the changing needs and demands from your organisation.

Leadership and management development

TCM designs and delivers innovative leadership and management development programmes - from cohorts of 12 delegates on a one-day leadership skills course to advanced management skills training for an entire management population over a one year period.

Investing in management training is a vital part of developing a productive, profitable, engaged, healthy and adaptable organisation. Each management development programme is designed to meet the unique needs and strategic priorities of your business now and in the future.

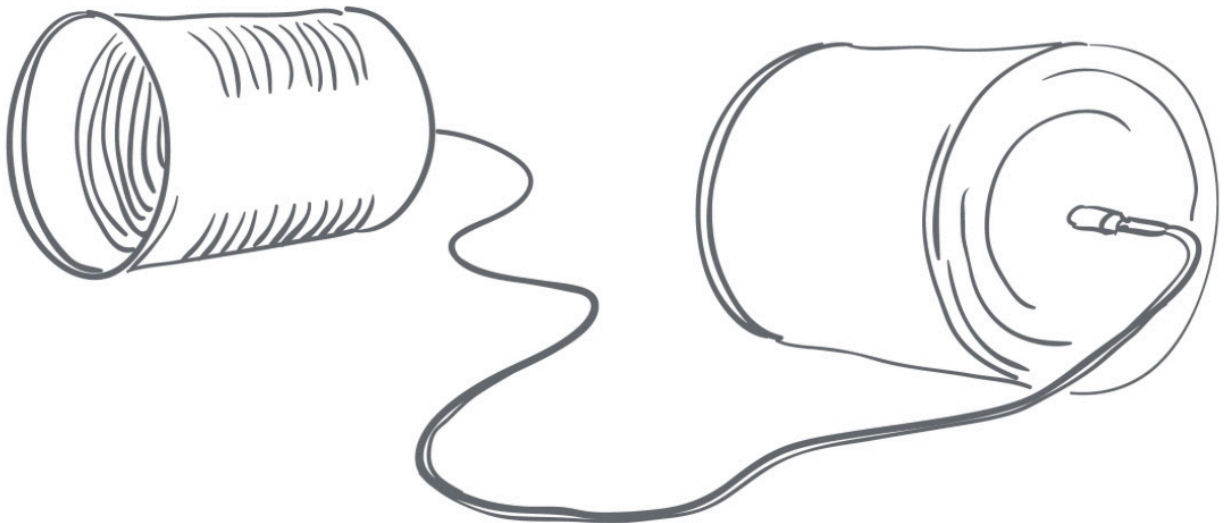


"I thoroughly enjoyed the training, it was very practical, and I can see it having a very positive impact for me in my role and overall for the business."

Jayne Bickerstaff,
HR Advisor at Harry Corry

Contact The TCM Group

www.thetcmgroup.com
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info@thetcmgroup.com



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