

TCM GROUP

Putting
People First™

Application pack for the position of:

People Services Team Manager





Are you seeking an exciting role in an award winning, ambitious, and highly regarded people, culture, and leadership consultancy?

Are you passionate about the development of purpose-driven, values-based and person-centric workplaces?

Are you a natural entrepreneur who thrives in a commercially driven and high growth environment?

Are you determined to effect change in the world of work?

Our purpose

TCM's purpose is to help our customers to develop happy, healthy, harmonious and high performing workplace cultures – transformational cultures.

Our values define us



The TCM Advantage

We empower our customers to adopt purpose led, person-centred and values-based approaches to culture change; conflict and complaints resolution; human resources; people management; and leadership

Over the past 23 years, we have developed a comprehensive ecosystem of services which reflect the needs of the modern organisation. We work in partnership with our customers to develop the strategies, values, systems, processes, mindsets, and behaviours which engender a fair, just, inclusive, sustainable, and high performing culture – a transformational culture.

Whilst we always put people first, we are also obsessed with data. We help our customers to drive transformational change, underpinned by evidence, analytics and sound methodologies. Our customers benefit from our insightful teaching and consultancy methods which are accessible to all. We are inspired by approaches such as behavioural science, agile DSDM, positive psychology, coaching, transformational leadership, appreciative inquiry, restorative justice, principled negotiation, nonviolent communication, and emotional intelligence.

Introduction

The TCM Group is a leading and award-winning provider of cultural change, conflict management and leadership development services and training. Established in 2001, over the past 23 years, we have secured a world class reputation and a first-class client list.

We have worked at a strategic level to embed cultural change, leadership development and conflict resolution programmes within organisations as varied as Royal Mail, The BBC, Network Rail, NATS, Aviva, HSBC, Burberry, Lloyds Bank, TSB, Capgemini, Ofcom, 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 and leadership training).

Led by David Liddle, founder and CEO, we have been a driving force in the development of purpose led, values based and person-centred organisations. Our unique Transformational Culture Model™ is being applied in a wide array of organisations and our transformative leadership and management practices are becoming increasingly mainstream. In 2013, TCM published the now ubiquitous Resolution Framework™ which offers a robust and modern alternative to damaging and divisive grievance, discipline and performance management systems.

Our global headquarters are in the Business Design Centre in Islington, and we have a state-of-the-art training and mediation venue (The TCM Academy). We also have an office in NYC giving us direct access to the American market. We have a team full time employees covering a range of head office roles plus c100 freelance associates (consultant partners). Please click [here](#) to view the current TCM team.

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 were finalist for the Best HR/L&D Consultancy of the year at the CIPD's People Management Awards. In 2020, we were the proud winners of the HR Consultancy of the Year at the Personnel Today Awards and in 2021, we won the Change Management Award in partnership with TSB Bank. In 2023, we won the HR Impact Award in recognition of our ground breaking cultural transformation programme with Burberry.

We are extremely proud of what we have achieved over the past 23 years. Looking ahead over the twenty years, we are extremely ambitious, and we are excited about the potential for significant growth and expansion measured in terms of team development, cultural development, customer acquisition, customer retention, revenue growth and profitability.



TCM is rated excellent on Trustpilot.

[Click here](#) to read what people say about TCM on TrustPilot.

About the role

We are seeking a qualified and highly experienced candidate to lead four fast paced, exciting, and people-focused services within our TCM Ecosystem. The role is at management level and will provide vital oversight of the daily operations, including sales and customer experience, within our Mediation, Investigation, UK Resolution and Coaching services. This is an incredible opportunity for a candidate who wishes to positively impact the employee experience.

The successful candidate will help us to weave our values like a golden thread throughout our business in such a way that they enhance the experience of our customers, colleagues, and consultant partners, whilst helping to optimise business performance. An important part of the role will be to support our directors in business growth and consulting activities, directly feeding into our ambitious growth and expansion plans.

The role will have managerial responsibility however there will also be an element of strategic development and customer facing, consultative support to provide journey mapping pre and post contract. The customer facing elements will consist primarily of diagnostics/mapping, reporting and proposal/programme design which will be used to develop long term transformational consulting projects.

As a well-established consultancy, a significant amount of our work is generated through relationship management, recommendations, and referrals. Therefore, a substantial part of these roles will include sales, customer engagement and relationship management. Of course, securing and retaining new business is also important therefore a commercial focus will be crucial to the success of this role. TCM's dynamic ecosystem is growing and it will be important to recognise how we can harness such growth and cross-sell through our different service areas. You will be supported by the People and Transformation Director, but a commercial mindset and keenness to succeed is vital.





A summary of the role

The **people services manager** will provide management oversight across the below areas of our business:

Engage Coaching www.engagecoaching.com

- **The Mediation Company** www.themediationcompany.com
- **The Investigation Company** www.theinvestigationcompany.com
- **UK Resolution** www.ukresolution.com

Each of the above areas of TCM benefits from a full-time coordinator (project manager) and a team of specialist freelance consultants/strategic partners. Although they are individual service areas in their own right, they are interweaving with the entire TCM Ecosystem and you will need to work closely with the Transformation Team Manager to support the ecosystem as a whole.

We are seeking an exceptional candidate to join our business. Working closely with our CEO, senior directors, programme co-ordinators and a team of the very best HR, OD, leadership, and L&D professionals, you will manage the development, promotion, implementation, and evaluation of your core service areas, as outlined above.

To do this effectively, you will:

- Ensure a substantive aspect of the role (>60%) will be to provide customer account management and shaping the customer journey through the core People Services brands, and into the wider TCM Ecosystem.
- Assist the people and transformation services director with customer mapping; review how our customers move through the TCM ecosystem and the pathways open to them.
- Review how customers move from ad-hoc support services into a fully outsourced function through UK Resolution.
- Shape and celebrate the customer journey through storytelling and customer advocacy, working closely with the director of service.
- Manage the customer lifecycle, including analysis of data and trends from evaluation forms and Project Impact Meeting, and conducting quarterly account reviews.

- Design and deliver (directly and via consultants), mapping and diagnostic exercises to better understand our customer's needs, challenges, and aspirations.
- Along with the transformation team manager, carry out real time assessment and analysis of diagnostic reviews and mapping highlighting any recommendations for next steps.
- Provide daily operational management and customer care across our core people service areas, including joining customer scoping calls where required, or debriefs with consultant partners to provide feedback.
- Develop and grow UK Resolution along with the director of service, in order to maximise the strategic goals within this area.
- Empower and enable the service area coordinators to achieve their daily task prioritisation, goals, and targets.
- Provide weekly financial updates plus analysis on service area targets, to the director.
- Provide commercial support to the director and marketing team, ensuring each service area feeds into the marketing structure and business development plans.
- Oversee weekly sales pipeline management alongside each service area coordinator, feeding updates into the service director and coaching the coordinators through the sale lifecycle.
- Carry out monthly 121's with coordinators and enabling and empowering them with OKR setting. This should be done through coaching conversations and professional development activities.
- Provide ad-hoc quality standard reviews at the request of the director.
- Provide quality assurance and oversight on formal investigation reports, outcome letters, agreements and charters being sent out from Consultant Partners.
- Coach service coordinators and consultant partners on complex case work, providing guidance to investigators, mediators and coaches where required.
- Ensure investigators, mediators and coaches are always working within their legal and ethical frameworks and the services are legally compliant at all times.
- Work as part of bid team including preparing bids and provide quality assurance reviews on any tenders/bids being sent out.
- Enable and empower coordinators in complex customer calls, including the preparation of proposals where required.
- Provide direction and support where required for each service coordinator in the running of their quarterly networking and supervision events.
- Actively engage in the agenda and attendance of the quarterly Mediation and Resolution Network (MARN).
- Chair webinars and networking sessions, with the support of coordinators and the director.



About you

You should be able to demonstrate the following behaviours and you should possess the following experience, knowledge, skills, and qualities.

As part of your application, please prepare a covering letter which gives examples of your experience and qualifications in sections 1 and which demonstrates your knowledge, skills, behaviours, qualities, and attitude in sections 2 and 3 below:

1. Experience and qualifications:

As a prospective manager at TCM, you will need the following experience, attributes, and capabilities. Naturally, you'll be excited about the opportunity to lead a world-class service which helps our customers to develop people-centred, values-led, and purpose-driven workplace cultures – we call these transformational cultures.

- Ideally, you'll have the experience, attributes and capabilities mentioned below:
- Post graduate qualification/CIPD level 7 diploma or ILM level 7 (or equivalent).
- Experience of managing a team and providing support and guidance to internal or external stakeholders.
- Experience across a range of HR/ER interventions such as mediation, coaching and investigation processes.
- Experience of consultancy (internal or external) including gathering and using data to support strategic programme design/decision making.
- Experience of programme management including working on multiple projects and managing complex information.
- Experience of developing and integrating quality systems and continuous improvement processes which deliver customer value and improve internal operations.
- Experience of developing and maintaining effective relationships with customers and colleagues.
- Experience of innovating, independently and through collaborative teamwork, promoting feedback, challenge, and debate to help optimise business solutions.
- Experience of using digital systems including MS Office, MS Teams, Zoom etc.
- Experience, understanding, or a desire to learn, in applying coaching based management and leadership.
- It is desirable to have membership of a recognised professional body such as the CIPD, ILM or Inst of Leadership.

2. Knowledge and skills:

You will need to bring a knowledge of entrepreneurship and creativity, and an understanding of organisational development (OD) and the pressures facing HR and leaders to become more transformational. In addition, you should possess the following skills and knowledge:

- Knowledge of leadership models and practices, or a desire to learn more here.
- A strong understanding of employment law and legislation.
- Knowledge and practical application of conflict resolution approaches such as mediation and facilitation.
- An understanding of cultural transformation.
- Outstanding written and verbal communication skills.
- Influencing and negotiating skills.
- Confident presentation skills.
- Knowledge of quantitative and qualitative data research methods and how they can be deployed in a real-world context, or a desire to learn further here.

3. Behaviours, attitude and qualities:

As an owner managed business with big aspirations and even bigger ambitions, you will require bags of tenacity, flexibility, personal resilience, and good humour which will enable you to work within a fast-paced business environment, at a time of rapid growth. In addition, you should possess the following attitude and qualities:

- Entrepreneurial and commercially savvy.
- A strategic thinker who can empower others.
- Continuously developing and honing your leadership skills through coaching, training and/or engaging in professional development activities.
- Meticulous with a demonstrable attention to detail and accuracy.
- Demonstrable commitment to quality and continuous improvement.
- Able to quickly digest and understand complex business needs and challenges.
- Methodical - a well organised completer-finisher.
- A team player but also highly self-motivated.
- Passionate about the needs of customers and/or service users.
- Innovative - seeks out and implements creative solutions to business challenges and problems.



Key facts and how to apply

Please do not forget that your covering letter should demonstrate to us how you meet the requirements of the role you are applying for plus it should describe how you meet the experience, attributes, and capabilities described on the relevant job description pages.

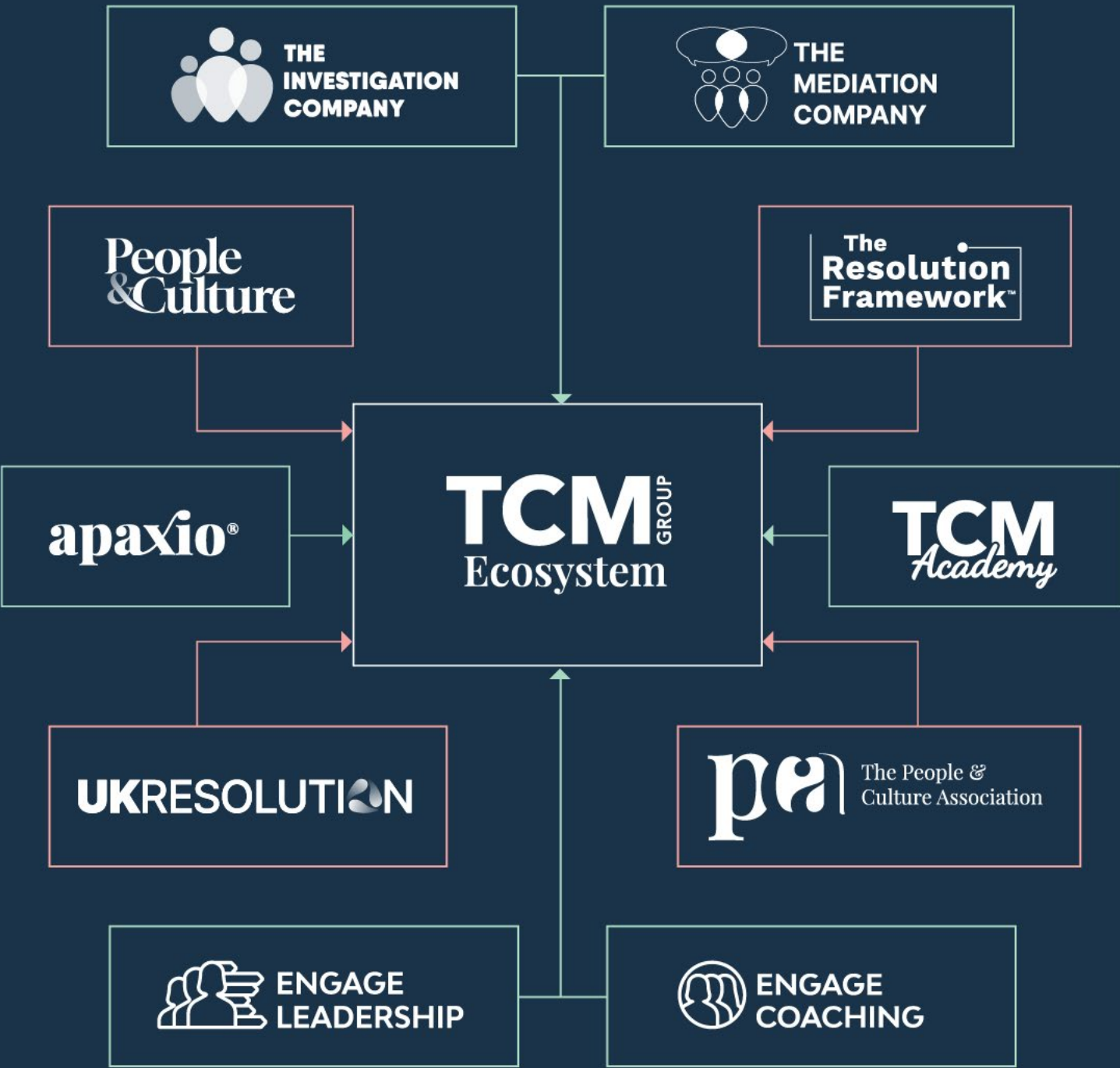
Applications received without a covering letter will not be considered, irrespective of how amazing your CV is.

TITLE:	People Services Team Manager
LOCATION:	Hybrid working. Three days per week home based, two days per week office based, at TCM's global head office in The Business Design Centre in Islington, North London. Please note, Monday is a mandatory office day.
JOB TYPE:	Permanent, Full-Time.
SALARY:	Earnings of ca. £65,000 per annum. This salary is calculated as follows: £45,000 p/a gross annual salary plus ca. £20,000 p/a discretionary bonus scheme (assuming financial targets are met).
BENEFITS:	Pension scheme plus generous holidays and birthday leave. Access to our current employee benefits scheme via our HR platform. Health insurance via Vitality.
REPORTS TO:	People and Transformation Services Director.
HOW TO APPLY:	Please send your CV and covering letter to jobs@thetcmgroup.com
GO LIVE:	23rd February 2024.
CLOSING DATE:	15th March 2024 .



More about The TCM Group

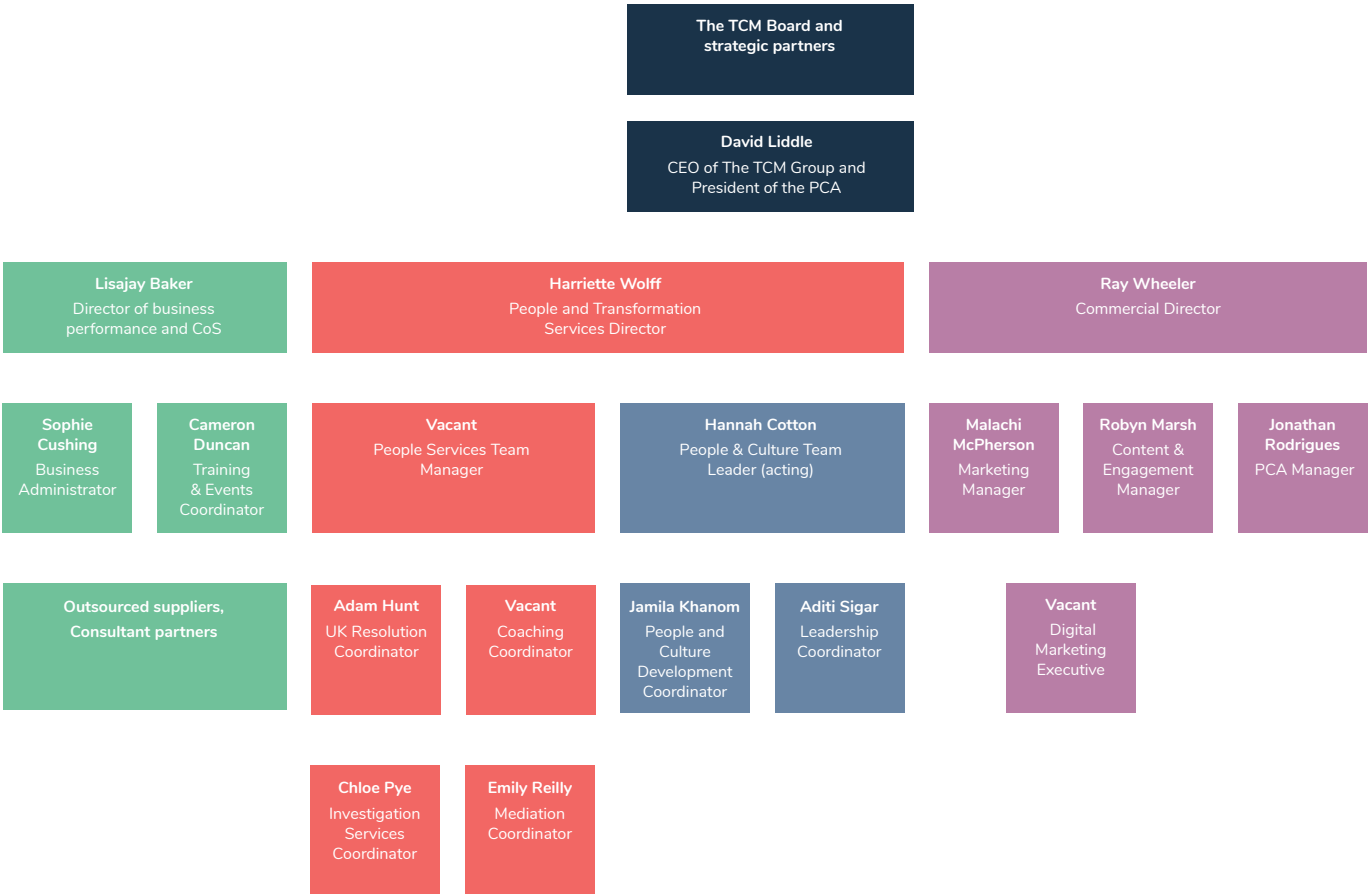
The TCM ecosystem comprises 10 brands which are set out below in the form of the TCM ecosystem. More details of each TCM brand can be found on the associated website:



Putting People First

Business outline

TCM benefits from a diverse blend of full time colleagues, freelance consultants, and external partners. The current TCM organisational structure is set out below:



Following 22 years at the cutting edge of conflict resolution, culture change and leadership development, TCM is in a unique position to grow rapidly and to secure a position of market leadership on a global basis. 2024 to 2025 is about optimising our ecosystem to accelerate our growth and we are excited to have you on this journey with us.

Our external partners include:

- Service delivery - we have a team of ca 100 consultant partners working globally.
- Design and web: Aubergine 262.
- Website ecosystem: all sites are built in WordPress by Aubergine 262.
- PR and communications support: a range of freelance and PR agencies.
- CRM: Salesforce.com.
- Bids and tenders support.

“Transformational Culture by David Liddle provides the guidance to leaders, managers, and HR professionals on the importance of putting purpose, values and people first. David delivers a blueprint for creating an inclusive, sustainable, and high performing culture.

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FINANCIAL SERVICES LEADER, EY

TCM's founder and CEO, David Liddle, has achieved many accolades including top 20 HR Most Influential Thinker and Thinkers50 Radar. He has written two highly regarded books and has contributed to many others, including a recent text by Thinkers50.



Managing Conflict

<https://amzn.to/2EbDX7O>



Transformational Culture

<https://amzn.to/3vIH7e4>



Perpetual Transformation

<https://amzn.to/3gCOTN2>



Notes