

TCM GROUP

Putting
People First™

Q1 Digest 2025

TOP TRENDS & NEWS



TRENDS



HOT CONVERSATIONS



WHAT'S HAPPENING IN HR



CASE STUDIES



CUSTOMER FEEDBACK



NEWS



EVENTS

Our global customers:

Since The TCM Group was established in 2001, we have continued to work with hundreds of organisations across the globe, within diverse sectors, to foster a culture of 'putting people first'.





Hot conversations



DAVID LIDDLE,
CEO,
THE TCM GROUP

Designing AI with people in mind

As someone who's worked for decades at the intersection of people, culture and conflict resolution, I see AI as an incredible opportunity, but only if we put people first. At AiCE (the AI Centre of Excellence), and The TCM Group, I'm urging organisations to be intentional and inclusive in how they design and implement AI strategies.

If we let AI be "done to" people, we risk eroding trust, morale and performance. But if we bring people into the conversation early, across HR, line managers and employee groups, we create shared ownership and shape AI as something that works with us, not against us.

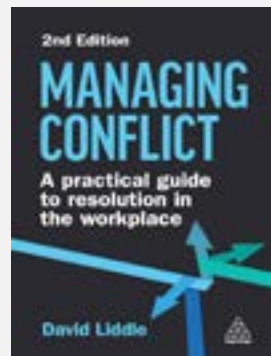
Crucially, AI systems must be explainable and interpretable. People need to understand how decisions are being made, and human oversight must remain indispensable. AI is only a threat if we allow it to be. If we choose to make it a co-pilot, supporting people to do their best work, we can unlock huge potential. That begins with listening, with purpose, and with designing tech that serves people, not the other way around.

From discipline to dialogue: a new model for justice

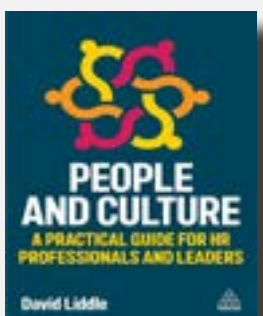
The most forward-thinking organisations we work with have moved beyond traditional disciplinary and grievance procedures. With employee relations issues on the rise, and a string of high-profile unfair dismissal cases making headlines, HR needs to ask how it can prevent conflict and avoid legal pitfalls. There's no legal requirement to follow a retributive model; Acas offers only a minimal code. That gives us real scope to innovate.

Too often, we default to blame, shame and punishment. But by balancing retributive, procedural, natural and distributive justice, we can create transformative justice: an approach grounded in compassion, dialogue, learning and growth.

This reframe includes language and structure: we've replaced 'warnings' with 'reminders', established resolution centres, and swapped hearings for resolution meetings. They're still rigorous, still capable of dismissal where necessary, but less adversarial. It's not about going soft; it's about aligning justice with values, psychological safety and sound commercial sense. Now is the moment to rethink how we handle conflict, and reposition HR as truly strategic.

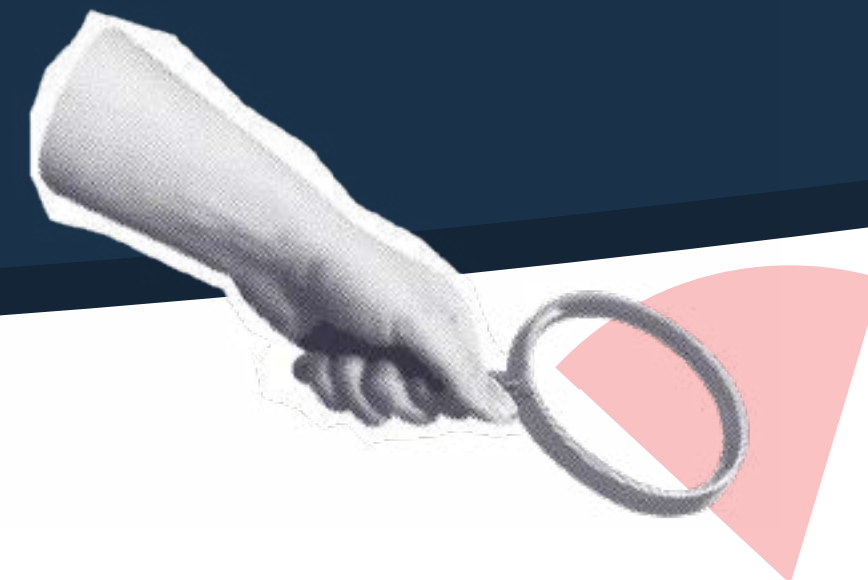


[View the books on Amazon](#)





What's happening in HR



Gallup's State of the Global Workplace: 2025 Report has shone a light on how...

Employee engagement hits historic low

Global employee engagement dropped from 23% in 2023 to 21% in 2024 (-2 pp) - only the second decline in 12 years, echoing the pandemic dip. This decline translated to an estimated \$438 billion loss in global productivity.

In the UK, engagement levels are particularly low, hovering around 10% .

Manager engagement declines steeply

Manager engagement fell from 30% to 27% in 2024, marking the sharpest drop across all employee groups.

Young managers (<35 years) saw a 5 ppt decline, and female managers fell by 7 ppt.

Wellbeing “thriving” rates slip

Only 33% of employees report “thriving” in life - a drop after several years of steady growth. Declines were highest among older and female managers .

How The TCM Group can support:

Executive & L&D imperative

Manager disengagement is tumbling fastest, and managers influence 70% of team engagement, pinpointing a key area for TCM's accredited coaching and leadership programmes. Trained managers boost engagement +22%, and their teams see +18% gains.

Wellbeing as a strategic focus

As thriving dips, TCM's wellbeing and resilience training are mission-critical to sustaining strong leadership and team morale.

AI readiness & role clarity

With tech upheaval compounding stress, TCM's AI-fluency coaching and clarity tools directly answer pressing manager needs.

UK workforce engagement at
10%

Drop in employee engagement costing
\$438bn
in global productivity

Trained managers boost engagement
+22%

The day that people, culture, and leadership aligned

On July 3rd, on the walkway above Tower Bridge in London, The TCM Group's CEO, David Liddle, had the privilege of experiencing a deeply meaningful moment in his professional journey. He was named the **Top HR Most Influential Thinker of 2025** by HR magazine.

This is a humbling recognition, not just for David, but for the values, people, and purpose that have defined his work for over three decades. It marks a progression that has unfolded over several years:

2021 – #12 on the HR Most Influential Thinkers list

2024 – #6 on the list

2025 – now, #1

In David's words, these rankings aren't personal accolades alone. They reflect a growing appetite across our profession for something different, something better. A new model of justice, leadership, and culture at work.



That very same evening, he was also honoured as **Consultant of the Year** at the Consultancy Awards 2025. Sat in the Globe Theatre in Central London (having hotfooted it from the Tower Bridge Walkways), this was a wonderful moment of recognition for the work we do at The TCM Group to support people, culture, and leadership transformation.

These accolades follow other recent moments of celebration for TCM, including: The National Mediation Awards' Mediation Training Provider of the Year 2024 and Personnel Today Awards' 2024 HR Impact Award in partnership with Next.

We also discovered that we were listed one of the **top HR consultancies in the UK, under the Gold ranking**, by Consultancy.uk. The ranking is based on capabilities assessment on factors such as firm reputation, projects, analyst benchmarks, industry recognitions, and thought leadership. It is also based on a survey of 800+ clients and 3,000 consultant peer reviews.

Together, these honours signal not just where we've been, but where we're headed. They speak to the impact of our work and the growing support behind our People First initiatives. And we warmly welcome you to join our growing movement.





How to ensure disciplinary and grievance procedures are watertight

Amid an increase in employee relations issues, this interactive report explores how HR can best avoid landing in legal hot water. CEO David Liddle dives into restorative justice and more.

[READ MORE](#)



The talent tightrope: why leaders must rethink people strategy

An insightful article highlighting data that management can't argue with. Look for The TCM Group's section in 'AI-powered talent: balancing innovation with employee empowerment'.

[READ MORE](#)



Lodestars

Find CEO David Liddle's article on page 10 of the prestigious magazine - talking about finding a 'north star', the need for data-driven OD and agile, values-led, human-centred organisations and leaders.

[READ MORE](#)



The DEI crossroads: how European organisations can navigate change

As DEI comes under fire globally, we're challenging organisations to lead with purpose, navigate political pressures without compromising values, and use inclusion as a catalyst for resilience, performance, and value.

[READ MORE](#)

Events & webinars

“I had the pleasure of attending the Spring Into Coaching event today and felt truly inspired by the mission and energy behind it. Thank you for such a meaningful experience”.

EVENT ATTENDEE



TCM TEAM AT THE FESTIVAL OF WORK

It's been a busy quarter of events for us exhibiting at the CIPD Festival of Work with our theme '[Don't Gamble with Your Workplace Culture](#)' and the UK Mediation Conference, and hosting our own [Spring into Coaching event](#) at TCM HQ. We also welcomed global leaders to speak at International People & Culture Week under the theme '[Culture is Everybody's Business](#)', rounding off an inspiring few months of connection and conversation.


We love having these opportunities to engage with like-minded professionals face-to-face and share and respond to queries, insights, experiences, and ideas about the future of work. It's truly inspiring. We are glad so many visitors at the Festival of Work - over 350 - were able to walk away with a TCM goodie and our 'winning hand' of TCM services.

We've also been hosting regular eye-opener webinars and masterclasses as usual, including various training course topic tasters on Coaching

Skills, Quality Conversations, Mediation Skills, and the Leadership Bootcamp. We did deep-dives, with hot topics including managing performance, the latest updates to the Resolution Framework, [tackling complexities in investigations](#) and rethinking workplace justice through investigations. The latter investigation webinars proved to have great interest, with over 400 registrants combined.

[Watch the webinar recaps on Vimeo](#)

Your winning hand





Culture Catalysts

Ignite culture change.

A practical, high-impact training programme for HR and leaders to become agents of cultural transformation. Builds confident, capable change leaders ready to drive purposeful culture change.

- Modular training programme for HR, OD and leaders.
- Experiential learning on the culture change process.
- Facilitation techniques for driving cultural alignment.
- Case studies and real-world application.
- Pre and post-assessment of participant capability.

Reflective prompt:
Who are the potential culture catalysts in your organisation, and what support do they need to lead change?



Every organisation is dealt a hand. Sometimes it's strong, sometimes it's challenging. But it's how you play it that counts. With TCM's winning hand of expert services, award-winning training, and people-first strategies, you can turn even the toughest cards into an opportunity for transformation. Stack the odds in your favour and discover how to lead with fairness, compassion, and courage at every turn.

[VIEW YOUR FULL WINNING HAND](#)




Culture & Leadership Alignment Labs

Diagnose. Dream. Deploy.

Co-creation workshops to shape a future-fit culture. Engages your leaders and people teams in a shared vision.

- Facilitated labs to fully align people, culture, leadership and strategy.
- Aligned to David Liddle's Transformational Culture Model.
- 5-phase co-design process: Discover, Diagnose, Dream, Design and Deploy.
- RAG rating and Likert scoring tools for cultural maturity.
- Use of AI to support generation of actionable reports and cultural insights.







Mediation & Mediation Skills Training

Rebuild trust. Restore relationships.

Strengthen trust and psychological safety across your workforce. Resolve conflict constructively with TCM's expert-led mediation and practical training.

- Professional workplace mediation by accredited practitioners.
- Bespoke and accredited mediation training for mediators, HR, managers and leaders.
- Conflict coaching for individuals and teams.
- Embedding internal mediation schemes.
- Post-conflict team reintegration and repair.

Reflective prompt:
Where in your organisation is trust broken, and how could dialogue begin to restore it?





Workplace Investigations

Getting investigations right - first time.

Independent and professional investigations and training. Ensures fairness, transparency, and credibility in serious and complex matters.

- Independent workplace investigations.
- Expert support managing sensitive or high-risk cases.
- Neutral evaluations and team climate diagnostics.
- Fully accredited investigation skills training.
- Trauma-informed and cognitive interviewing skills training.

Reflective prompt:
How confident are you in the fairness and safety of your current investigative practices?



Updates from Q1

New networks

We understand the power of community and as such have developed key groups to support our clients and consultant partners: the Mediation, Investigation, Coaching and Resolution Organisers (MICRO) network, The Mediation Exchange, and the Engage Coaching Community. Please enquire to find out more at info@thetcmgroup.com.

Customer First Standard

Customer First UK is the awarding body for 'Putting the Customer First' – the National Standard for Customer Service. We are delighted to have once again achieved the Customer First Standard, after winning it for ten consecutive years, highlighting our commitment to putting customers at the heart of what we do, and by making customer service excellence a business priority. [View more accreditations.](#)



Updated edition of The Resolution Framework™

Our award-winning Resolution Framework™ is now fully updated for 2025 with enhanced guidance, new practical tools, and innovative AI features to support fair, fast, and restorative resolution processes.

It's already making a real difference. Organisations such as the BBC, Burberry, Aviva, Oxfam, Capgemini, the NHS, Greater London Authority, Next, TSB Bank, easyJet, and dozens of councils, universities and hospitals are using the Framework to create fairer, kinder, and more productive workplaces. Here's just a glimpse of the results they've seen:

- 60% reduction in formal grievances.
- Employment tribunals reduced to almost zero.
- 80% cut in the costs of managing people issues.
- 45% more time for HR and leaders to focus on cultural transformation.

Best of all, it's still open-source. [Download your free copy today.](#)



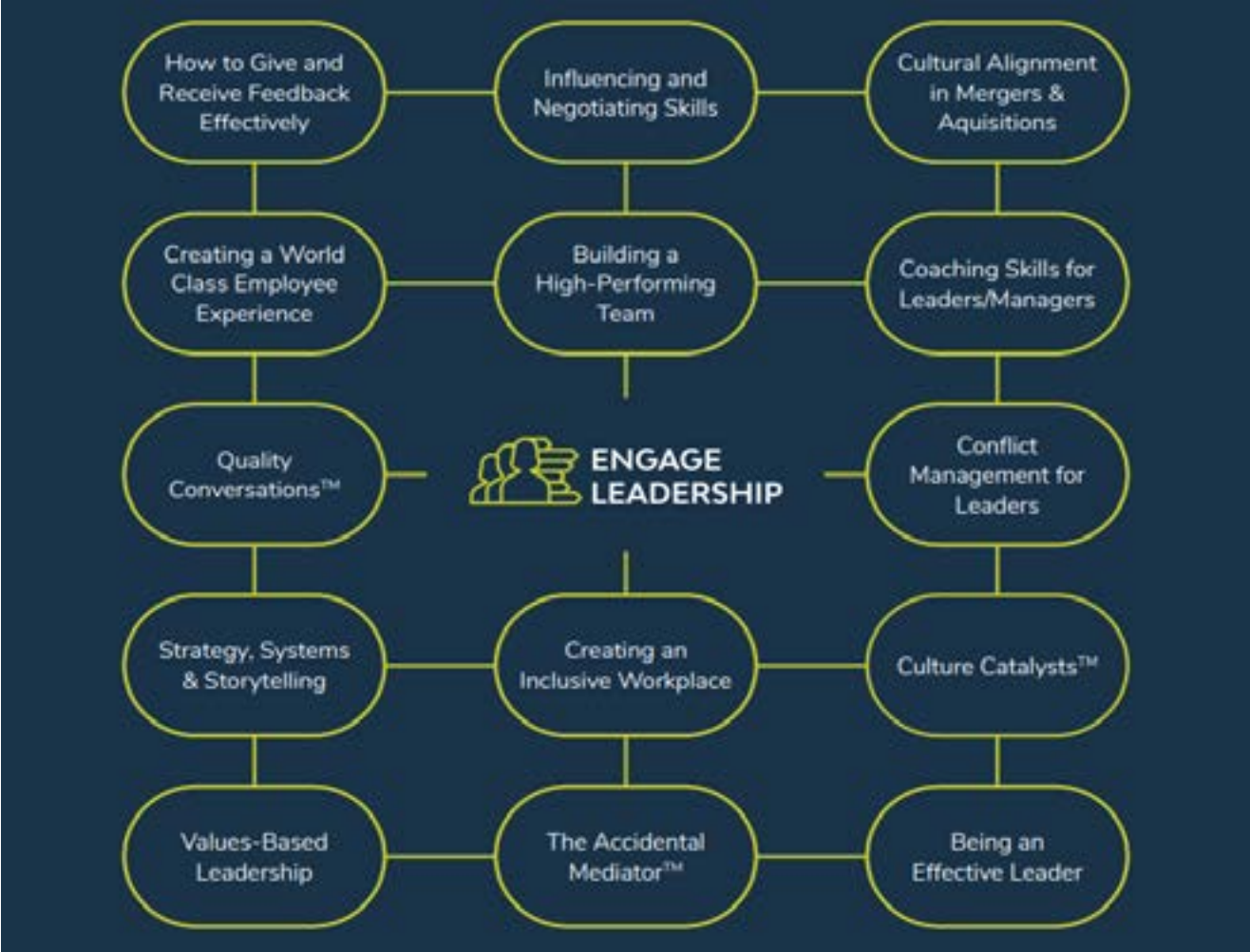
Institute of Leadership approved



All 14 of [our leadership modules](#) have now been accredited by the Institute of Leadership (IoL). This means that everyone who completes our programme will be eligible to use the post-nominal letters MLoL after their name. A fantastic recognition of their development journey.

They will also have access to student membership with the Institute, including their award-winning MyLeadership platform: a rich library of curated, on-demand leadership development resources.

Our modules are tailored to suit your individual and organisational needs, and you can choose your own learning pathway. Contact our Leadership Manager, Aditi - aditi.sigar@thetcmgroup.com, to find out more, or you can also discover your leadership strengths and development areas via our [interactive quiz and module matching tool](#).



- | | |
|--|---------------------------------------|
| 1. How to give and receive feedback effectively | 8. Conflict management for leaders |
| 2. Influencing and negotiation skills | 9. Strategy, systems and storytelling |
| 3. Cultural alignment for mergers and acquisitions | 10. Creating an inclusive workplace |
| 4. Creating a world-class employee experience | 11. Culture Catalysts |
| 5. Building a high-performing team | 12. Values-based leadership |
| 6. Coaching skills for leaders / managers | 13. The Accidental Mediator |
| 7. Quality conversations | 14. Being an effective leader |

A new brand for a new era

AiCE: the AI Centre of Excellence



The newly launched AI Centre of Excellence (AiCE) is now live at www.aice.global, with additional access via www.ethics4.ai and www.aice.digital.

AiCE brings together decades of expertise in facilitation, mediation, coaching, conflict resolution and culture transformation to support organisations working at the intersection of people, culture and artificial intelligence.

AiCE's mission is to help organisations embed AI in a way that is ethical, human-centred and values-driven. Here's how.

1. AiCE helps organisations co-create AI systems that are fair, just and inclusive. By supporting the reduction of bias and heuristics in AI design, the centre ensures systems are built on fair and objective decision-making principles.

2. People and Culture: through tailored consulting, AiCE supports the integration of AI into HR processes and organisational culture.

3. Leadership development: AiCE offers training and coaching to equip leaders with the skills to guide their teams through AI transformation, fostering confidence, agility and human-first leadership.

4. Transparency and accountability: AiCE promotes the development of AI systems that are interpretable and

explainable, particularly for decisions impacting individuals. It supports the creation of accountability frameworks to manage AI-related risks and responsibilities.

5. Privacy and data protection: with compliance front of mind, AiCE helps organisations align their data practices with regulations such as GDPR and CCPA, ensuring robust privacy, security and ethical data usage in AI systems.

6. Autonomy, control and oversight: AiCE reinforces the need for human oversight, especially in high-stakes applications like healthcare, finance and legal systems. By working with HR, IT, legal and leadership teams, AiCE supports the development of governance structures that ensure humans remain in control when it matters most.

Latest AI innovation



“The feedback was excellent. The tool delivered focused questioning, relevant frameworks and even offered alternative coaching models for a mix of real-world challenges. As the session went on the learners became better with their prompts and began to really deep-dive into the problems. Overall the learners rated it a fantastic tool and several said they’ll start weaving the practice into their day-to-day coaching back at work.”

- Nick Snaith, Consultant Partner

The Pocket Coach: [try it here](#)

We’ve developed a custom GPT AI to support users in understanding coaching principles and techniques, and to act as an aide in mediation processes. The Pocket Coach features:

1. Authoritative storytelling mode

Integration of anonymised case studies and real-world examples from The TCM Group’s experience.

2. Interactive micro-coaching sequences

Short, dynamic, scenario-based coaching flows (e.g. preparing for a difficult conversation, handling resistance, giving feedback).

3. Culture Catalyst dashboard prompts

Weekly self-assessment questions based on AIR (Actions, Interactions, Reactions).

4. Smarter welcome & onboarding

First-time user messaging framed as an invitation to lead with empathy, curiosity and courage.

Reinforces the user’s role as a culture catalyst from the outset.

5. Reflective practice mode

Users can say: “Give me something to reflect on overnight” or “I need a mindset check-in”, to promote daily habits, continuous learning, and behavioural accountability.

6. Progressive reframing

For returning users, the coach builds depth over time by avoiding repetition and introducing layered insights.

7. Tone calibration

The GPT adjusts tone depending on the user’s emotional cues.

8. Soft prompt bookmarking

The coach offers phrasing like: “You might want to return to this after your next team meeting.”

Examples of use cases

- Culture transformation support for managers.
- Preparing for high-stakes or values-led conversations.
- Building reflective habits in leaders.
- Developing coaching mindsets at all levels.

A warm welcome to our new consultants

We are thrilled to have had several talented consultant partners join this quarter, across all areas of the TCM ecosystem - look out for our announcements on LinkedIn with their stories. If you are interested in joining us as a consultant, please view our [consultant info pack](#). Here are just a couple of our featured consultants:



PAULA HARRIS,
CONSULTANT
PARTNER

Paula Harris

Paula Harris is a seasoned HR and People Specialist with 35 years of experience across leadership, organisation development, coaching, and generalist HR. She has led People teams across diverse sectors, including financial regulation, retail, public sector, publishing, manufacturing, and charities, with roles at organisations like Lexis Nexis, Ted Baker, and The Pensions Regulator.

Alongside her in-house work, Paula has founded three companies focused on organisational change, coaching, and emotional intelligence development for children. Outside of work, she enjoys travel, theatre, visiting family in Cyprus, and walking her dog Lockie in Brighton and Hove.



LAURA HARTMAN,
CONSULTANT
PARTNER

Laura Hartman

Laura thrives on complex project work, with a sharp eye for detail and a tenacious approach to getting things right. She's naturally curious, enjoys asking questions, and has a real knack for getting to the root of an issue - skills that make her particularly effective in investigations. Known for her ability to defuse tension and rebuild relationships, she trained as a workplace mediator to formalise what she's always done best.

With a background in adult social care spanning 18 years, Laura is no stranger to fast-paced, high-pressure environments. Now an experienced HR generalist, she brings a strong sense of fairness, compassion, and integrity to her work. She believes a business is only as strong as its people, and she's passionate about supporting both employees and managers through challenges with care and clarity.



Latest case studies

[VIEW MORE CASE STUDIES](#)



Supporting Transitions and Building Resolution Skills in the Met Office

Discover how the Met Office used return-to-work coaching and a flexible TCM partnership to weather the storm of workplace absence and boost engagement.

[↪ READ IT HERE](#)



Enhancing Investigative Excellence in the Metropolitan Police Service

For nearly a decade, TCM has been a trusted training partner for the MPS, delivering expert-led programmes in mediation, team facilitation, and most recently, advanced investigation skills.

[↪ READ IT HERE](#)



Quality Conversations, Exceptional Care: Action for Children's Journey

The charity partnered with TCM's Engage Leadership team to implement their specialised Quality Conversations training programme, aiming to transform how staff approach challenging interactions.

[↪ READ IT HERE](#)



Transforming NHS Culture: a Journey with TCM's Culture Catalysts™

Discover how TCM empowered NHS leaders across four cohorts to become Culture Catalysts™, giving them the tools and confidence to drive meaningful cultural change.

[↪ READ IT HERE](#)



Customer feedback

Star customers

At The TCM Group, we believe in celebrating the incredible organisations we partner with.

That's why every week, we shine a spotlight on one of our outstanding customers who has made strides in fostering collaboration, resolving conflicts, and building a positive workplace culture.

This **Customer of the Week** award is a recognition of their journey, successes, and the ways they've embraced innovative solutions to create healthier, more harmonious workplaces.

The feedback is also a testament to the powerful impact of the work and the excellence and commitment of our HQ team and consultants.

Here are just a few of the CotW recipients.



“We’ve had fantastic feedback on Thoralf’s training, and I’m pleased to share that our new mediators are already actively picking up cases. We’re incredibly grateful for your support and are thrilled that you’d like to contribute to the Home Group Fund initiative. We look forward to working with you all again soon!”

EMMA SUMMERS, HR BUSINESS PARTNER



“Our collaboration with The TCM Group will shape a dynamic leadership development offer at Kirklees College. Rooted in our values of Kindness, Unity, and Excellence, the leadership programme will blend modern leadership theory with practical modules — designed to develop reflective, accountable, and growth-oriented leadership across our organisation. We are delighted to be in partnership with the TCM Group.”

PHILIPPA LUCARZ, EXECUTIVE DIRECTOR OF PEOPLE & CULTURE + ANNE DUNKLEY, LEARNING & DEVELOPMENT MANAGER

TCM
GROUP

Customer feedback



“Working with TCM to embed our Resolution Framework has been such a valuable process for us. They have given us robust guidance from designing our framework to suggested ways of implementing it specific to our organisation. We’re grateful to have access to so much expertise as we embark on this culture shift.”

HELEN JAFFA, HEAD OF PEOPLE



“The coaching skills course facilitator was knowledgeable, the activities were meaningful and it was a great experience to interact with my colleagues in ways I wouldn’t have otherwise. I learned a lot.”

HR MANAGER

View more feedback on 

I just completed the five day Mediation course and it was everything I wanted and more. The chance for honest discussions. sharing of experiences and practical elements were all excellent. The trainer was also very experienced and knowledgeable. Would highly recommend.

I did the 3-day Resolution Facilitation course, and it was one of the most enjoyable, informative and thought provoking courses I have been on. The pre-course support from Cameron was first-class, and the tutor, Alex, kept it lively and real. Well recommended.

The TCM Group training was five star. The course was structured, balancing theory, skillsets and practice in the timeframe, and was delivered by extremely experienced, top-quality professional mediators. The support team and aftercare were also exceptional. I'd strongly recommend this qualification and really appreciate TCM's culture and values: I will train with them again.

I found the course very useful and informative, facilitated in a professional manner by a knowledgeable expert in their field. It was well organised and delivered quality content - it was fast paced and covered a lot. Would recommend to others.



Upcoming events

[CHECK OUR EVENTS PAGE FOR MORE INFO AND TO REGISTER](#)

24
JUL
2025



Webinar: Mediation Eye-Opener

Join us for a webinar with our TCM panel exploring our mediation frameworks, processes and the incredible impact that they have for our customers. Discover how we turn conflict and challenges into opportunities for growth and collaboration.

14
AUG
2025



Webinar: Investigations Eye-Opener

Our investigations webinar will look at how we can mitigate against issues such as unfair dismissals and poorly managed processes, looking at how coaching and other resources in the ecosystem can also support the investigation experience.

11
SEP
2025

The Resolution Framework

Webinar: The Impact of the Resolution Framework™

We'll share case studies for our groundbreaking, award-winning Resolution Framework™ - now fully updated for 2025 to offer organisations a fully integrated and legally compliant alternative to traditional grievance and management processes.

24
SEP
2025



Live Event: Coaching

Following the success of our Spring into Coaching event, we're hosting another in-person coaching event, with talks, workshops and more! Join our [Engage Coaching Community](#) and stay tuned for updates.

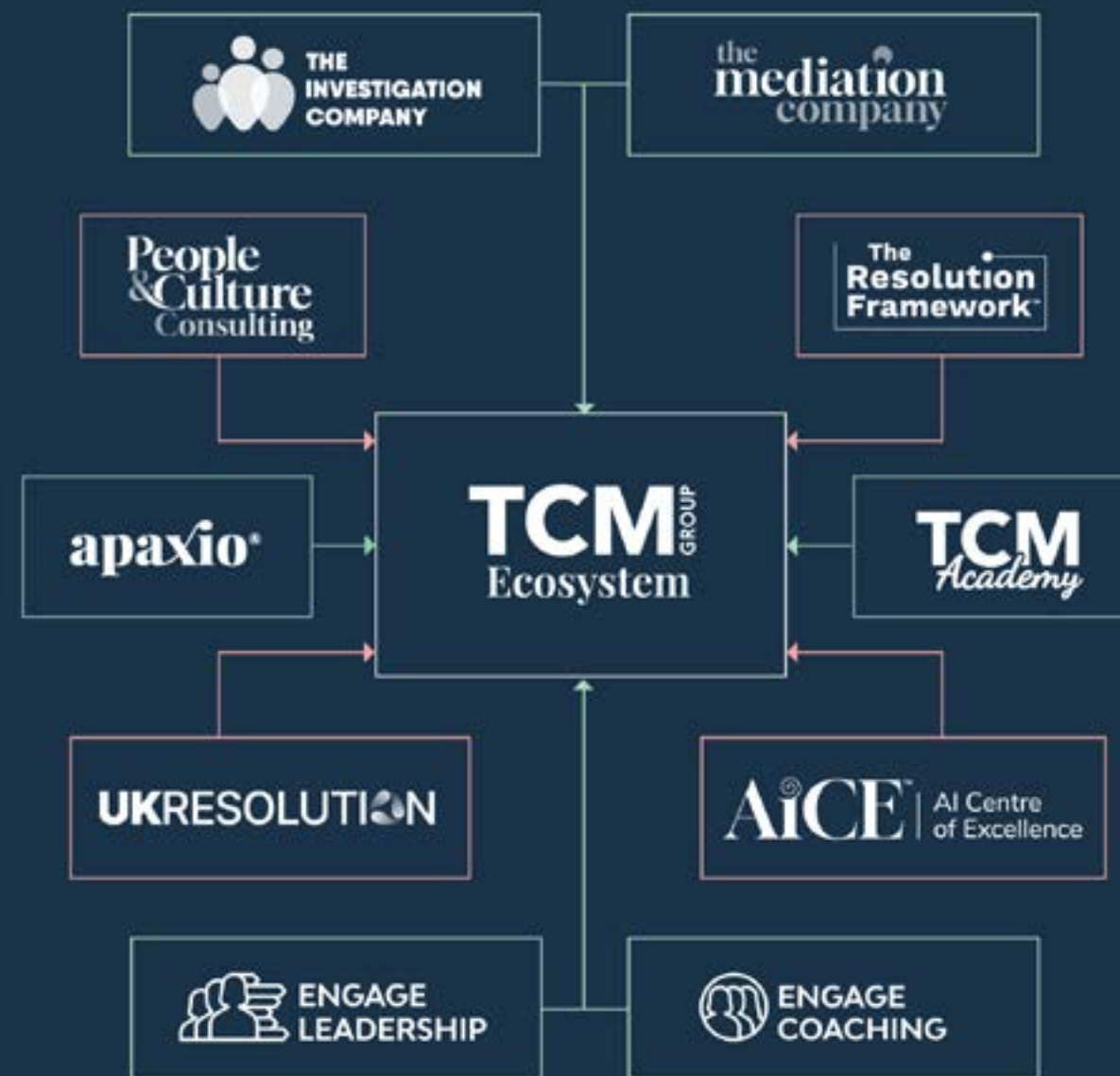
Stay in touch

thetcmgroup.com

info@thetcmgroup.com

Visit our website for more information and please don't hesitate to drop us a message.

We would love to hear from you to chat about any trends, experiences or queries you have.



Putting People First

