



WELLNESS WORKS - THE EFFECTIVE MANAGEMENT SERIES

To be a successful manager in the modern, high pressure world, you have to maintain both your personal skills and technical knowledge when dealing with people issues. This series is therefore aimed at both new and experienced managers who wish to gain clear guidance about how to deal with employment issues, both from a legislative perspective, and just as importantly, from an interpersonal skills perspective. Too often, managers implement the right decisions in the workplace, but the wrong way, thereby causing avoidable conflict, cost and absenteeism. Health is not just a medical issue. Recent research has shown that the way in which workplaces are managed can impact on the health and well-being as well as the performance of staff. Line managers play a pivotal role in maintaining systems and behaviours which promote good working relationships, keeping staff healthy and motivated.

Veena Allison is a highly experienced employment law expert who specializes in training and coaching managers to get the very best out of themselves and their staff.

Delegates will receive the most benefit by attending the full series, although each workshop can be booked individually.

The series will cover the following management areas:

I. Managing Change

The ability to welcome both change and development is a key asset for today's effective managers, and this workshop will cover both organisational change and individual change. Delegates will receive guidance on:

- How to manage restructuring and redundancy exercises
- How to implement changes to an employees contract of employment
- Alternatives to redundancies
- Using effective negotiation / influencing skills

2. Managing Absence

High levels of absence can cause serious problems for both large and small businesses, and also for the staff affected directly and indirectly by absence. This workshop is therefore aimed to provide practical advice to help businesses prevent problems arising, and deal with those that do occur. The workshop will give guidance on practical steps which can be taken to deal with unauthorised absences, poor timekeeping, short term frequent absences and long term certified sick leave. Staff absences can often lead to resentment amongst teams, as well as causing stress and grievances. Managers will therefore learn how to use interpersonal skills to minimise absences and prevent absences from becoming bigger conflicts in the workplace.

3. Bullying / Harassment in the Workplace

The huge impact of bullying and harassment on businesses and individuals is now widely acknowledged. It is perhaps inevitable that this is an area which needs to be taken even more seriously when businesses are under economic pressure. The workshop will therefore provide a clear framework for managers to use when dealing with allegations of bullying and harassment in the workplace. In recognition of the fact that managers often feel bullied or intimidated, this workshop will also provide delegates with some useful tools for developing their assertiveness,

4. Equal Opportunities

Over the years, the number of employees suing their employers for discrimination has increased at an alarming rate. Legislation in this field has continued growing and in light of the fact that managers can be held personally liable for discriminatory acts (whether they were intended to be discriminatory or not!), this is an area which cannot be ignored. It is therefore critical for managers to ensure that they are aware of legislation in this respect, and more importantly they know how to minimise the risk of such complaints. This workshop will give practical guidance on increasing management awareness and limiting the risks involved in this area. As many discrimination claims arise at the recruitment stage, this workshop will also cover recruitment practices, including effective interviewing skills.

5. How to manage under performance

Managers have told us that the ever increasing burden of new employment legislation often makes them nervous about taking effective action over poor performance, because of the fear of litigation. It is therefore unsurprising that this will often result in unacceptable performance being left unchallenged, which then impacts on the morale of the workforce generally, and on the efficiency and bottom-line of the business. BUT, there is a way of breaking this cycle.....

This practical, interactive workshop is designed to provide managers with the tools and confidence to tackle poor performance quickly and effectively. Delegates will gain a thorough understanding of the law relating to performance management, and specifically, be able to:

- Identify and handle difficult / de-motivated employees
- Distinguish between issues of capability and conduct
- Use disciplinary and grievance procedures effectively
- Dismiss employees without running the risk of being sued
- Develop skills for conducting difficult conversations – telling a work colleague that their standard of work is unacceptable is not an easy thing to do, but delegates will gain valuable know-how to tackle such challenging conversations.

6. Managing Disciplinary Issues

This is an area of management which often makes managers very nervous, particularly in light of the risk of litigation. There is a great deal of confusion as to the circumstances under which a dismissal can be fairly carried out, and this workshop aims to clarify that confusion. In addition to ensuring compliance with the legislation relating to disciplinary processes, this workshop will give practical guidance on how to carry out effective investigations when looking into disciplinary allegations, particularly in light of the new ACAS Code of Practice, as well as how to document the evidence, and what to do in the disciplinary hearing. Managers will also gain some useful insight into using effective presentation skills, so that conducting disciplinary hearings does not become a nerve racking ordeal!

7. Managing Employee Grievances

Employee grievances have resulted in a substantial increase in Tribunal claims over recent years. Employers are being caught out, time and time again, by not following a proper grievance process when employees have lodged complaints. This can lead to constructive dismissal and even discrimination claims, with compensation awards being increased for

failure to follow procedures. This is an important workshop for all employers, managers and line managers, who need to fully understand:

- how to spot a grievance
- how to deal effectively with a grievance
- how to ensure that lawful procedures are followed
- how to carry out an effective investigation
- how to deal with the fall-out from a grievance.

One of the most common complaints by employees is the unacceptable delays they have experienced in achieving a conclusion to their complaints. This has led to many employers having to pay substantial compensation, and more worryingly, many employees suffering unnecessary stress. This workshop will therefore also cover the very important area of time management, particularly in relation to management of staffing issues.

8. Managing Conflicts in the Workplace

The aim of this workshop is to equip managers to deal effectively with those difficult issues which invariably crop up in the workplace, but which the standard text books rarely deal with, including :-

- Managing personality conflicts
- Managing office politics
- Managing negative people
- Managing the employee who can but wont
- Managing the barrack room lawyer!

This workshop will provide managers with the relevant legal principles, so that they know what can and can't be done in these situations. More importantly, delegates will also gain useful tools for dealing with difficult people, skills which no doubt will be useful both in and out of the workplace!