This is a highly participative workshop aimed at giving line managers additional strategies, skills and confidence to handle the myriad of sensitive and challenging issues that may arise in the workplace. It will provide practical tools and tips for dealing with these issues appropriately, in accordance both with the client’s internal policies and procedures and with any relevant employment legislation. The programme will encourage group discussion and will allow participants time to raise any specific issues they find the most challenging to handle.

LEARNING OBJECTIVES
This is a skills- and confidence-building programme which will help participants to:
- Recognise when an issue is sensitive
- Know how to handle it, whether through informal action or formal procedures
- Ensure that they act in accordance with your organisation’s policies and procedures
- Improve their feedback skills
- Deal effectively with challenging responses
- Manage one-to-one meetings appropriately

The programme will also reinforce internal policies and procedures in this area.

FORMAT
This workshop is highly participative and uses a range of activities such as group discussion of scenarios, individual and small group exercises, and a quiz to ensure learning and the transfer of this learning back into the workplace. Participants will be sent a welcome pack in advance of the course which will include some pre-course work as well as asking them to reflect upon their own experiences and challenges in this area. They will also be asked to familiarise themselves with any internal policies and procedures relating to the topics under discussion and to bring copies on the day for reference throughout.

AUDIENCE
All line managers, in any type of organisation – large or small; public, voluntary or private sector.

SPECIAL FEATURES
This programme is always tailored to meet client’s specific requirements, not least by incorporating references throughout to any of the client’s own policies and procedures which might be relevant to the topics under discussion.
EXPERT TRAINER
This programme was designed and is delivered by Rosanne Bernard, our lead trainer in this area. See her profile below.

FEEDBACK
See what participants have said about our ‘Handling sensitive HR issues’ workshops:

‘Excellent participation / examples to make it relevant.’

‘I always enjoy Rosanne’s delivery of courses. Manages to bring people back together effectively so utilises time well.’

‘Would have liked a longer course.’

‘Very involved – not just spoken at.

‘Very informative. Trainer down to earth and understandable.’

‘Came out feeling more confident.’

Any questions? Just give Helen Nuttall a call on 01582 714280 for a no-obligation discussion about running this workshop for your organisation on an in-house basis, or visit www.maximumperformance.co.uk for more details.
WORKSHOP OUTLINE

Note: this is a purely indicative outline, subject to change in the light of (a) developments in employment law and (b) your organisation's policies and procedures.

1 Introduction
   • Course objectives and benefits from attending this course
   • Participants’ experience and confidence in this area
   • Personal objectives

2 Handling sensitive issues well
   • Types of sensitive issue
   • What makes an issue sensitive?
   • Why are these situations difficult to manage?
   • Participants’ experiences and challenges

3 The organisational context
   • Quiz to refresh participants’ understanding of relevant legislation such as discrimination and dismissal law
   • Relevant policies and procedures
   • Roles, responsibilities and sources of support

4 Personal issues
   • What personal issues may affect work?
   • Dealing with health issues, eg, disability, stress and mental illness, terminal illness, etc
   • Alcohol and drug addiction
   • Changes to circumstances, eg, divorce, bereavement, etc
   • Group exercise on strategies for handling personal issues

5 Dealing with sensitive issues
   • Checklist of ‘managerial’ skills
   • A conversational approach: preparing for and holding the meeting
   • Group exercise: understanding and managing emotional reactions in others
   • Managing your own emotions

6 Other sensitive issues
   • Group exercise focused on other sensitive issues relevant to the group such as personal hygiene, personality clashes, appearance at work, capability and performance issues, etc
   • Practical tips and strategies including how to give effective, constructive feedback

7 Skills practice
   • Preparing for, and conducting, a meeting around a sensitive situation and / or managing challenging responses

8 And finally...
   • Open forum – remaining challenges and ‘what if’ scenarios
   • Action planning – identifying how participants will transfer this learning into the workplace and what else they may need which will help them to do this effectively
   • Review and close
Rosanne is an experienced trainer, facilitator and coach with substantial experience gained in both the public and private sectors. She worked for many years as a generalist HR Business Partner and has experience working at a senior level formulating and implementing HR strategy and policies. In addition, she has extensive experience advising and supporting managers with the full range of HR responsibilities, including recruitment, employee and industrial relations issues.

Rosanne also has extensive experience working as a learning and development consultant, trainer and coach. She now runs her own consultancy practice and brings enthusiasm, pragmatism and a real understanding of the challenges facing organisations today.

KEY AREAS OF EXPERTISE
Rosanne’s work focuses on:
- training (in the areas of HR skills, management development, skills training and train-the-trainer)
- building high performance teams
- one-to-one coaching
- expert facilitation (of meetings, workshops, strategy development days, etc)

Rosanne is passionate about helping organisations and individuals reach their full potential. She has substantial experience of training and development at all stages, including training needs analysis, designing and delivering training interventions and training evaluation against business outcomes and performance.

CAREER HIGHLIGHTS
Before starting her own consultancy practice in 2002, Rosanne had HR roles at Bedfordshire County Council, British Waterways and, for ten years, at Kodak, where as an HR business partner within a senior management team she provided a comprehensive range of HR services at a strategic and operational level to over 700 employees. This generalist role encompassed resourcing, compensation, industrial relations and employee relations. Rosanne then moved into Kodak’s management consultancy service where she designed and delivered management and personal development programmes, facilitated team meetings and events, and coached teams and individuals to maximise their performance.

FEEDBACK
Rosanne gets outstanding feedback from workshop participants, as the following comments show:
‘Fantastic! Extremely helpful and very knowledgeable.’
‘Rosanne’s presentation and knowledge were brilliant.’
‘Excellent course in terms of content, right balance of theory and practical sessions. Rosanne made us feel extremely relaxed and gave feedback to help us learn from the practical sessions.’
‘I don’t think I’ve ever had such a good day’s training – very relevant, good information and the trainer was very good.’
‘A lot of information was absorbed. I’ve not had SO MUCH FUN on any previous course.’
‘Excellent facilitator. Can draw the audience and get the best out of them.’
‘I think that this is the most useful and enjoyable course I have attended so far, not only in content but also in presentation.’
‘Thoroughly enjoyable and highly relevant throughout. Very professionally prepared and presented. Thank you.’
‘Really fun, very informative, lots of great ideas.’
‘Excellent trainer, very motivating, clear, concise and approachable. A great day’s course.’
‘Very inclusive, very clear, very informative!’
‘Relaxed style and a lot of knowledge.’
‘Knowledgeable and wealth of experience means she is able to effectively advise on all HR situations.’
‘Confident professional delivery.’
‘Very worthwhile course would highly recommend it to all supervisors/managers.’
‘Excellent course, valuable info gained and delivered a comfortable pace, especially considering I have had no previous investigation training.’
‘Great refresher that all supervisors should attend.’
‘A very worthwhile course.’
‘Very credible. Rosanne knows her stuff and holds the attention of the group well. Thoroughly enjoyed the day - thanks!’
‘Energetic, experienced, knowledgeable.’
‘Very knowledgeable. Prepared to listen and adapt. Well presented.’
‘Rosanne was really good, I like the way she delivered the training.’
‘It bought the group together as a team.’
‘Great at identifying shortcomings, positive and negatives.’
‘A great programme to allow reflection and the opportunity to re-group.’
‘Excellent discussion based event, forward focused.’
‘Great facilitator.’
‘Excellent and knowledgeable facilitator.’
‘Very professional, concise relevant, held my attention all day!!!!’
‘Vast knowledge and willing to listen and answer all questions.’
‘Excellent, knowledgeable and kept us all on track.’
‘Unflappable trainer. Great, would recommend.’
‘Great! Well prepared. Asked questions and got delegates to break down their explanations to find out what exactly was required for actions moving forward. Engaging and inviting. Had fantastic conversations at lunch and felt she gave more than just her training tasks. Thank you!’
‘Friendly, knowledgeable, fun!’

**QUALIFICATIONS, TRAINING AND PROFESSIONAL MEMBERSHIPS**

- Fellow of the Chartered Institute of Personnel and Development
- Post-Graduate Diploma in Personnel Management
- Business Practitioner in NLP
- Qualified coach through the Coaches Training Institute
- Qualified to use a number of psychometric instruments, such as OPQ, MBTI Step 1 and 2, WAVE, FACET 5, TMSDI, Mental Toughness (MTQ 48), etc
- Solutions Focus Practitioner