

# PROFESSIONAL HR: A PERFORMANCE IMPROVEMENT WORKSHOP

## A two-day workshop

This unique two-day workshop programme is focused on helping HR teams achieve new levels of peak performance. It uses a framework based on the four inter-locking strands of high-performance HR:

- Core skills of HR
- Legal requirements
- Best practice
- Organisational policies and procedures

The precise content of the programme varies, according to current levels of HR performance in your organisation and any particular issues of concern, but the object is always the same: to enhance the participants' mastery of the core skills of HR, to ensure that they have an up-to-date knowledge of employment law and to facilitate a review of organisational policies and procedures to appropriate standards of best practice. This workshop-led approach is an ideal method for identifying the steps needed to bring all members of the HR team up to the same level of peak performance.

### LEARNING OBJECTIVES

This programme will help participants to:

- Understand the complexity of the role within HR and identify specific challenges
- Understand their contribution to the HR function and to organisational objectives
- Recognise the essential core HR skills, their own strengths and development areas
- Develop assertive behaviour
- Recognise the power to influence, and plan an even more effective strategy
- Manage conflict constructively
- Employ a structured approach when coaching others
- Manage themselves, their time and their meetings effectively
- Use the core skills of HR flexibly in 'difficult' or 'sensitive' situations
- Communicate more effectively in group settings and in 1:1 situations
- Understand the overall legal framework of employment law
- Appreciate the importance of employment status
- Avoid and defend cases of unlawful discrimination
- Manage short- and long-term absence lawfully
- Ensure that the organisation is not unnecessarily exposed to claims for unfair dismissal
- Implement disciplinary procedures fairly and lawfully

### FORMAT

A highly inter-active two-day workshop, with a strong emphasis on practical exercises.

### AUDIENCE

This performance improvement workshop delivers most benefit when the entire HR team takes part.

## **SPECIAL FEATURE**

The outline below is an example of the type of programme we can construct and deliver. The content, duration, objectives and material used can all be tailored to suit your specific needs. Either day can be run on its own if preferred.

## **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 'Professional HR' workshops:

*'It really made me think and challenge my view / approach.'*

*'Very good rounded approach with relevant tools and approaches.'*

*'You will learn a lot about yourself and others!!'*

*'Rosanne was very clear, knowledgeable, gave some good advice and tips, helped us think about situations and how we can develop.'*

*'One stop shop of information of HR techniques.'*

*'Very interesting and enlightening.'*

*'Ideal confidence booster.'*

*'Good insight to different aspects of HR.'*

*'Very engaging trainer.'*

*'An interesting and thought provoking session.'*

*'Brings to life the behaviours and makes you think about your approach to various HR activities.'*

*'Very well prepared, organised, approachable. Natural style and engaging. Thought-provoking.'*

*'Great relaxed style, open, allowed the discussion to go where it needed to go.'*

*'Rosanne was really engaging and knowledgeable. Put everyone at ease really quickly and encouraged lots of interaction. Really enjoyed the session and taken a lot away with me.'*

*'The trainer was lovely. She really took on board our needs and aims as a business. Rosanne was very supportive and understanding she also gelled in well with the team which made it more constructive.'*

*'Rosanne is passionate and knowledgeable about HR and how to be successful.'*

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](http://www.maximumperformance.co.uk) for more details.

# WORKSHOP OUTLINE | DAY ONE

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 and course objectives
- 2 The role of HR
  - Roles and responsibilities
  - Your customers. Customer satisfaction.
  - Challenges of the role
  - The contribution of the HR function to organisational objectives
- 3 Core skills of an effective HR advisor
  - Communication skills
  - Assertiveness
  - Influencing skills
  - Managing conflict
  - Coaching skills
  - Management of self and time
  - Other key skills and behaviours
- 4 Identifying individual strengths and weaknesses
  - Self-assessment diagnostic
- 5 Communication skills
  - Enhancing our impact at work through good communication
  - Understanding the communication process and its flaws
  - Checking for understanding and avoiding assumptions
  - How we communicate. Verbal and non-verbal communication.
  - The importance of communicating congruently
  - Exercise: effective questioning and listening skills
  - Enhancing your communication skills
- 6 Assertiveness
  - Recognising different types of behaviour
  - Understanding what assertiveness is and the benefits of behaving assertively
  - Barriers to acting assertively
  - The link between our beliefs and our behaviour. The self-fulfilling prophecy.
  - Challenging beliefs and acting assertively
  - Planning an assertive and confident approach
  - Responding assertively in challenging situations
  - Application to participants' own situations
- 7 Influencing skills
  - Understanding influence and persuasion
  - Identifying who influences us and how we are influenced
  - Identifying sources of power and how to use these effectively and appropriately
  - Influencing styles. Participants' preferred style.
  - Exercise: *flexing your style*
  - Preparation and planning your approach. A checklist.
  - Putting it into practice
  - Application to participants' own situations
- 8 Managing conflict
  - Exploring conflict and why it is inevitable
  - Recognising how we perceive conflict. Reframing conflict.
  - Types and sources of conflict at work
  - Five typical responses to conflict. Participants' typical responses.
  - How to select the best response
  - Strategies to resolve conflict
  - Exercise: *A conflict tool*
  - Application to participants' own situations
- 9 Coaching
  - Defining coaching
  - Recognising the benefits of a coaching approach
  - What coaching involves
  - A structured approach to coaching. GROW model.
  - Opportunities to coach
- 10 Management of self and time
  - Understanding how well you use your time
  - Identifying key priorities and planning how you use your time
  - Top tips on time management
  - Effective meetings
- 11 Putting it into practice
  - Action planning

# WORKSHOP OUTLINE | DAY TWO

*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** The legal framework
  - The UK legal system and employee rights
  - Employment status
  - The contract of employment – express and implied terms
  - Dismissal and redundancy
  - Enforcement of rights through the courts
  - Employment law quiz on discrimination and other topical issues
- 2** Working with representatives
  - Experience of working with union/employee representatives
  - Rights, roles and responsibilities
  - Informal and formal involvement
  - Challenging issues
- 3** Discipline
  - Conduct v capability
  - Purpose of taking disciplinary action
  - Statutory requirements and ACAS Code of Practice
  - Managing conduct issues informally
  - Formal stages in line with your disciplinary procedure
  - Assessing risk and determining appropriate action. Acting fairly and consistently. Scenarios.
  - Your role and responsibility
  - Legal implications and case law
  - Group exercise: Fair or unfair dismissals?
- 4** Grievances
  - Understanding what constitutes a grievance
  - ACAS Code of Practice
  - Resolving issues informally
  - Managing grievances formally
  - Your role and responsibility
  - Legal implications
  - Challenging situations
- 5** Absence
  - Impact of absence. Managing absence v individual support.
  - Your health capability procedure. Informal and formal stages.
- 6** Bullying, discrimination and harassment
  - Managing short-term and long-term absence
  - Your role and responsibility
  - Understanding the law in relation to disability
  - Stress, mental health and other challenging issues
  - Other legal implications and case law
- 6** Bullying, discrimination and harassment
  - Diversity, dignity at work and discrimination
  - Harassment, bullying and working with respect
  - Managing informally and taking formal action
  - Assessing risk and determining appropriate action. Acting fairly / consistently.
  - Your role and responsibility
  - Legal implications and case law
- 7** Flexible working and 'family friendly' policies (optional)
  - An update on 'family friendly' policies, including shared parental leave
- 8** And finally...
  - Open forum
  - Legislative changes on the horizon
  - Action planning

# LEAD TRAINER / CONSULTANT PROFILE

## ROSANNE BERNARD



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 brought 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