



## Workshop Portfolio



# Introduction

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- We offer a wide range of workshops, specifically designed to help employers achieve operational excellence.
- Each workshop is run by our CIPD qualified Consultants, who have a wide range of practical experience to draw on and share.
- The workshops are informative and informal to enable delegates to gain a full understanding of the subject matter, and equip them with practical guidelines that can be implemented into their organisation.
- Our workshops link to real life case studies and enable delegates to undertake practical activities and exercises, in order that they can rehearse potential situations in a safe environment where they will receive feedback and support.
- The majority of the workshops are 1 day in length, however the duration and content can be adapted depending on the needs of your business.

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# Becoming an Employer for the First Time

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## Overview

The thought of taking on that first employee can be a daunting prospect for the owner of a growing business. 121 takes delegates through the process, in an easy to follow way, highlighting the do's and don'ts and removing the fear factor.

## Who is it For?

New and growing businesses with ambition.

## Workshop Outline

This ½ day workshop will provide guidance on what statutory processes are required before taking on that first employee, providing template terms and conditions documentation and explaining how to use it.

## Outcome

- Understand the statutory requirements of an employer to ensure full compliance with current legislation.
- Be informed of how to develop a Statement of Terms and Conditions within the required time frame for new employees.
- Be confident that your business is aware of PAYE requirements and what to consider when employing for the first time.
- Be informed of sources of information and best practice to ensure understanding of employer obligations.

# Interviewing, Hiring and On-boarding

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## Overview

Gain confidence and skills to conduct interviews, make selection decisions and devise effective induction processes for candidates in your organisation. Explore different types of interview questions, from traditional to behaviour-based and learn which questions elicit the best responses.

Conduct an effective selection interview and understand the manager's responsibilities around sound and lasting induction methods.

## Who is it For?

Managers likely to recruit or induct new employees

## Workshop Outline

This full day workshop will provide guidance on how to conduct the recruitment process from advertising to appointment.

## Outcome

- Understand the importance of having a well managed and consistent total recruitment and induction process
- Learn interview skills from devising questions to evaluating responses
- Understand the impact on the business of great recruitment practices
- Identify interview pitfalls and share best practice methods in mock interviews
- Develop tools and skills to become an effective and confident interviewer
- Understand the benefit of an effective induction process
- Apply knowledge and skills in a safe learning environment

# Developing Job Profiles

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## Overview

Having clear, concise and accurate job profiles for each member of your organisation will help you match the roles your people do to the strategic goals and objectives of your business. Effective profiles mean that your employees understand what is expected of them, new recruits understand their job from the outset and your managers understand the responsibilities of their staff.

## Who is it For?

Managers or team leaders who are accountable for recruiting, managing and developing staff. The course is also suitable for those in HR or Training roles.

## Workshop Outline

This ½ day workshop will use template documentation and interactive exercises to help delegates develop job profiles for their organisation that are linked to business strategy and objectives.

## Outcome

- Understand the importance of having accurate and up-to-date job profiles for all employees in your organisation
- Understand the link between clearly defined job profiles and effective recruitment / performance management processes
- Appreciate how to identify key role requirements, and turn these into effective job profiles
- Learn how to use template documentation to develop effective job profiles within your organisation, linking these to business strategy and objectives

# Conducting an Assessment Centre

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## Overview

Many businesses today elect not to base their hiring decisions on interviews alone, and instead opt to ask candidates to undertake a number of exercises in one day, usually known as an Assessment Centre. This approach can ensure you hire people with the right skills, knowledge and behaviours for your roles, but can often seem very daunting to co-ordinate and organise.

## Who is it For?

Prior interview experience is necessary. This workshop would suit those responsible for planning an assessment centre, or those involved in the actual assessing.

## Workshop Outline

This full day workshop will provide delegates with guidance on how to organise, facilitate, and assess at an assessment centre, using the most suitable tools to ensure the best results.

## Outcome

- Understand the essential elements of facilitating a successful assessment centre
- Learn how to select the most appropriate selection tools, which are link to key competencies
- Understand the attributes of a good Assessor
- Identify how to assess and record information in an accurate and non-biased way
- Role play exercises and marking strategies to compare good and poor candidates
- Develop sample assessment centre exercises, which can later be utilised within your own organisation

# Understanding Discrimination

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## Overview

Claims of discrimination at work are becoming more commonplace and pose a real risk to businesses. From recruitment to performance management, from reward to redundancy, every area is open to potential claims of discrimination.

## Who is it For?

Managers with responsibility for the acquisition, management or development of staff.

## Workshop Outline

This informative ½ day workshop will provide delegates with an understanding of what is meant by discrimination, the impact of discrimination in the workplace and the legal implications for an organisation accused of discriminating.

## Outcome

- Understand the key categories of discrimination
- Understand difference between direct and indirect discrimination
- Understand the legal implications of discrimination.
- Understand potential discrimination in the employment process from recruitment to termination
- Be confident when faced with a situation where a potential for discrimination exists



# Managing Absence

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## Overview

Absence does not only affect productivity and profit, but can be a real minefield of legislation for employers do not consider the pitfalls of handling the situation inappropriately. Having policies and procedures in place to manage absence makes it easier for managers to handle absence in a more effective way.

## Who is it For?

Anyone with responsibility for managing absence in the workplace – either in a managerial capacity or as part of an HR team.

## Workshop Outline

This full day workshop will provide delegates with all the knowledge and tools they need to feel more confident when handling absence. With step-by-step guidelines and clear, easy-to-follow materials, delegates will learn how to manage each step of the absence process.

## Outcome

- Understand the real cost of absence to an organisation
- Receive practical guidance on reducing absence through early management intervention
- Have a clear understanding of the difference between short and long term absence and the different approaches to take with each
- Understand the need to conduct and how to conduct return to work interviews
- Receive guidance on when to escalate absence issues to disciplinary stage and how to handle the subsequent disciplinary meeting
- Be able to determine when absence is a disability and how to deal with absence within the context of discrimination

# Managing Effectively In Tough Times

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## Overview

There can be many unexpected factors that can impact your business performance and make trading difficult. When businesses suffer, it is often the employees who feel the impact first, so it is important to understand your obligations as an employer and the legislative implications when managing in tough times.

## Who is it For?

This course will suit those in leadership positions who are accountable for implementing change programmes and/or making key business decisions.

## Workshop Outline

This ½ day workshop will help delegates understand what their key responsibilities are, when managing during tough times. We focus on the legal implications of making change, and the best practice methods for communicating change to your workforce.

## Outcome

- Have a full overview of the key aspects and considerations when managing people during difficult times
- Understand the legal implications and your obligations as an employer
- Be aware of the implications of any desired action (e.g. instigating a short-term lay-off, making changes to employee contracts, etc)
- Understand the importance of communication
- Understand methods of varying your communication styles to provide an effective and engaging message

# Conducting a Transfer of Undertakings (TUPE)

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## Overview

A transfer of undertakings occurs when a business or a discrete part of a business is transferred from one employer to another. TUPE transfers are often complex, but if done correctly can ensure the success and growth of the organisation and all employees within it.

## Who is it For?

This course will suit those in leadership positions who are thinking of embarking on a change programme that will / may result in a TUPE agreement being implemented.

## Workshop Outline

This ½ day workshop will help delegates understand what TUPE is, and how a TUPE transfer works by reviewing real life examples and case studies, enabling delegates to confidently manage a TUPE transfer.

## Outcome

- Understand the legal definition of TUPE
- Understand the transferring and transferor responsibilities of a TUPE
- Understand the legal restrictions regarding employment contracts during a TUPE
- Clearly understand when consultation applies, and how to manage it
- Have confidence in managing a TUPE – regardless of being a transferor or a transferee
- Have an opportunity to discuss case law and HCS case studies to contextualise learning
- Be equipped to plan and manage a TUPE exercise in such a way as to minimise risk of morale issues, staff attrition and litigation

# Managing Redundancies

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## Overview

Having to make compulsory redundancies is an unpleasant and daunting task for most businesses. Redundancies are usually enforced due to a downturn in business, and are often seen as a last resort. They are never easy, but it is possible to manage them in a way that causes minimum disruption to all parties.

## Who is it For?

Management teams who are planning a redundancy process.

## Workshop Outline

This ½ day workshop will provide delegates with a firm grasp of the redundancy process, essential employment legislation, and the best practice methods of implementing and managing a redundancy procedure.

## Outcome

- Understand what is meant by redundancy
- Have a basic knowledge of the employment legislation regarding redundancy
- Be able to implement a method of fairly selecting employees for redundancy
- Be equipped to manage a redundancy exercise from announcement to selection and dismissal in a way that mitigates risk of unfair dismissal and/or discrimination claims for unfair selection
- Be provided with the necessary information and template documentation to run a redundancy exercise effectively
- Be able to conduct redundancy dismissals confidently

# Disciplinary & Grievance

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## Overview

Many employers will find that during some point of their careers, they will be involved in handling a Disciplinary and/or Grievance. There is very specific legislation as to how a disciplinary/grievance procedure should be carried out, which can be a minefield for employers.

## Who is it For?

Any line manager, or anyone who may be involved in managing a disciplinary and / or grievance hearing.

## Workshop Outline

This ½ day workshop will provide delegates with a full overview of the Code of Practice regarding managing disciplinary and guidance . Delegates will gain confidence in managing this difficult subject by undertaking practical exercises and group discussion.

## Outcome

- Understand the full statutory Disciplinary & Grievance code of conduct
- Know how to handle an investigation – whether it is for a grievance or for a disciplinary situation, who needs to be involved, how to handle a disciplinary or grievance interview, how to handle a subsequent appeal hearing and all necessary paperwork
- Be able to deal with conflict and disharmony within the team and manage staff issues effectively through the disciplinary process
- Realise the risks of not undertaking a fair and correct process

# Essential Employment Law Updates

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## Overview

Every year, changes to Employment Legislation can impact on how you run your business and how you manage your employees. Increasingly employees are aware of their rights in relation to legal obligations, so it's important that you know what changes are afoot. Let us take you through important changes that will happen and legislative updates; the impact to your business and what you need to do to mitigate the risks.

## Who is it For?

Anyone with responsibility for managing employees in the workplace.

## Workshop Outline

This ½ day workshop aims to ensure that organisations are kept up to speed with recent changes in employment legislation and are informed of future changes.

## Outcome

- Understand what changes to policy and procedures may have to occur as a result of recent legislative changes
- Be informed of forthcoming changes in employment legislation and understand what the practical implications are for your organisation
- Be confident that your organisation is prepared for legislative changes
- Understand the risk to your business for non-compliance

# Successful Performance Management

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## Overview

Maintaining high performance within your team will go a long way to ensuring everyone is working towards the business' key objectives. The most effective way of monitoring performance is to hold regular appraisals with staff to give feedback on their performance, and understand their key blockages to success.

## Who is it For?

Any manager or supervisor with responsibility for staff and their performance.

## Workshop Outline

This full day workshop will use a number of tools and techniques to guide delegates through the key process of appraising their employees, ensuring they understand the key link between the appraisal process and employee performance.

## Outcome

- Understand “best practice” performance management process
- Understand how to evidence the necessary skills and attributes in the role when evaluating performance
- Realise the value of promoting employees' self awareness of performance
- Understand how linking improved individual performance relates directly to personal development
- Prepare and conduct mock appraisal interviews and manage potentially difficult situations
- Gain the key skills to provide two way feedback
- Understand the need to identify specific individual training needs related to the organisation goals and objectives

# Managing Assertively

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## Overview

Do you wish you were more assertive at work? Assertiveness is an attitude and a way of relating to the outside world, backed up by a set of skills for effective communication. To be truly assertive, you need to see yourself as being of worth. At the same time, you value others equally, respecting their right to an opinion.

## Who is it For?

This course is suitable for all delegates, with any level of experience or job role, but especially those who would like to become more assertive at work.

## Workshop Outline

This ½ day workshop will use practical exercises and role plays to help delegates become more assertive and learn how to exert that assertiveness in a range of circumstances.

## Outcome

- Understand what “assertiveness” actually is
- Understand the benefits of being more assertive at work
- Have developed their own skills / techniques in becoming more assertive
- Be equipped with ways to prepare for and undertake difficult discussions
- Be more confident in own ability to be more assertive, based on completion of role play exercises



# Managing Difficult Situations

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## Overview

Managing difficult situations is something all managers will come up against at some point in their careers. Whether it is a dispute over salary, unrest at work due to tension between employees, or having to deliver bad news, unfortunately conflict at work is inevitable.

## Who is it For?

Any manager or supervisor with responsibility for staff and/or who has encountered difficult situations at work.

## Workshop Outline

This full day workshop will use practical activities and techniques to help delegates develop their own skills and abilities when managing conflict. We will focus on communication, listening and leadership skills, to help enable delegates to handle difficult situations more confidently.

## Outcome

- Realise the values that reflect the desired culture and conduct of an employer of choice
- Appreciate that communication is at the core of creating and receiving respect
- Understand the need to lead by example in treating others equitably
- Understand guidance provided on 'dignity at work' and the scope of current anti-discrimination legislation
- Understand the positive impact respect has on reducing stress, conflict and absence among the workforce
- Be able to confidently establish workplace relationships, setting ground rules and expectations
- Develop skills and techniques to confidently manage difficult situations

# Team Dynamics

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## Overview

Teams are more productive when they are motivated. This can be difficult to achieve as most businesses are made up of a diverse range of people with different needs, personalities, preferences and working styles. Understanding what makes everyone different, and tailoring your own style to accommodate others can prove rewarding for businesses.

## Who is it For?

Anyone in the business who is part of a team.

## Workshop Outline

This full day workshop uses the personality profiling tool MiRo, to help delegates better understand the key drivers that make up their own personality, and the drivers that may be present within members of their organisation or direct team. We'll use this knowledge to appreciate the diversity of the workforce and promote operational excellence.

## Outcome

- Be able to identify how and why people behave in a certain way
- Understand the MiRo personality profiling tool
- Receive the MiRo personality report to provide a better insight into own personality preferences
- Be able to use knowledge and understanding of preferences to better understand and manage teams
- Explore the advantages of diversity, and understand the benefits this can have for their business
- Be able to use the diverse and varied talents of your workforce, to encourage operational excellence

# Myers Briggs Type Indicator

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## Overview

In practice we tend to assume unconsciously that other people's minds work on the same principles as our own. These assumptions can lead to a misunderstanding of the motives and behaviours of people whose minds operate quite differently to our own., which in turn can lead to communication breakdowns, conflict and if in teams can result in the ineffectiveness of the whole team.

## Who is it For?

Anyone in the business who is part of a team.

## Workshop Outline

This full day workshop uses the personality profiling tool MBTI, to help delegates better understand their personality type in conjunction with that of their fellow team members. We will explore how to ensure the different personality types work together in a complimentary way in order to avoid misunderstanding and conflict.

## Outcome

- Be able to identify how and why people behave in a certain way
- Understand the MBTI personality profiling tool
- Understand the impact of your own personality type
- Be able to use knowledge and understanding of preferences to increase team awareness
- Understand how to get the best out of your teams

# Introduction to Coaching

## Overview

Coaching is a process and by building good relationships within the organisation and team delegates will be well positioned for on-going success and growth.

- Know yourself through change
- Why embrace change
- Linking Innovation & Change
- Coaching your team through Change and Innovation

## Who is it For?

Any supervisor, team leader or manager

## Workshop Outline

This 1 day workshop aims to help managers to take a 'coach' approach to management and change in order to encourage ownership amongst their teams.

## Outcome

- Prior to attending, completion of Strength Finder's personality profiling
- Understanding change management & the link to innovation
- Becoming an effective coach in your organisation

# Mentoring Skills

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## Overview

Every organisation needs some form of career development programme to produce a succession of motivated, upwardly moving employees. Mentoring is the process of preparing employees for future change; often referred to as a 'journey of prompted discovery' An effective mentor will look at long-term career development and help to improve leadership development and retain key people.

## Who is it For?

Anyone with responsibility for managing employees in the workplace.

## Workshop Outline

This 1 day workshop enables delegates to develop the skills of a mentor so they can bring the best out of their employees and enable mentees to think more for themselves and learn to solve problems.

## Outcome

- Appreciate the benefits of mentoring.
- Understand the difference between coaching and mentoring.
- Understand the skills and qualities required of a mentor.
- Understand how to create a 'development' environment.
- Learn how to assess individual needs.
- Understand how to deal with resistance to constructive criticism.
- Learn how to set and review effective action plans.

# Customer Service Skills

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## Overview

Customer service doesn't happen in a vacuum. The level of performance on the front line is a direct reflection of the organisational structure and leadership. You can only achieve consistent customer service performance when leaders effectively and consistently send the message that customer service is important..

## Who is it For?

Leaders and managers who operate in a customer facing environment.

## Workshop Outline

This ½ day workshop will enable delegates create a vision and a strategic approach to developing a service culture within your organisation. We'll consider how you can empower and motivate your employees to give their best service to your customers, and help you present a positive image of your organisation at all times.

## Outcome

- Understand the importance of customer care
- Identify what makes a customer important to their business
- Understand how you can solve problems on behalf of your customers
- Understand why first impressions are so important
- Be able to deal effectively and confidently with customer complaints
- Be equipped with basic presentation skills

# Effective Time Management

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## Overview

Making the most of your time at work by getting a grip on workflow, planning effectively and being able to delegate where necessary will result in a calmer approach to goal setting and achievement and in the elimination of procrastination and time wasting. Sound delegation and follow up, better organisation and a more organised approach will help reduce stress and overload.

## Who is it For?

Anyone who struggles with time management or who could use a little help in better delegation and prioritisation.

## Workshop Outline

In this ½ day workshop we establish how you spend your day and identify timesavers with you.

## Outcome

- Understand the power of becoming more efficient  
Learn how to prioritise goals to achieve the maximum return
- Adopt strategies for effective time management  
Identify and eliminate time wasters
- Understand how to stop procrastinating and reduce interruptions
- Become better organised at work
- Be confident in delegating appropriately

# Managing Change

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## Overview

Periods of change can be unsettling for both employers and employees. Although change programmes are often instigated in order to improve the future of the business, the period of change can be difficult to manage as people are forced to move away from the practices and customs that they are used to.

## Who is it For?

This course will suit those in line management roles, who are accountable for managing and developing staff.

## Workshop Outline

This full day workshop will help delegates be prepared for managing change, and consider all the key elements of managing an effective change process within their organisation.

## Outcome

- Understand the importance of communication during a period of change
- Be prepared for questions, employee and union questions; understand appropriate answers and the emotions which occur during periods of change
- Understand what we mean by the “change curve”
- Understand methodology around delivering bad, unwelcome or news which will carry significant impact
- Be aware of listening skills and support that should be offered during periods of change
- Be mindful of the short and long term impact of change on an individual, team and organisation
- Understand the need for a support network for managers and the importance of using this network during periods of change