

# When Working Relationships Break Down: Prevention and Cure

A one-day conference for HR professionals, senior managers, all those in charge of managing people and those with responsibility for workplace investigations

Tuesday 12th October 2010

De Morgan House, London Mathematical Society, 57- 58 Russell Square, WC1B 4HA  
£195.00 + VAT

The impact on organisations and their staff when working relationships break down is powerful and far-reaching. Among the negative consequences are high staff turnover, low morale, loss of business, reputational damage and the cost, time and stress caused by expensive litigation.

This one day event is essential for those who manage employee relations, carry out workplace investigations and deal with employment tribunal cases.

The day is designed to equip those attending with the essential knowledge, skills and confidence to handle employee relationships effectively. This is a practical training event where delegates will learn about:

Timely and effective relationship management  
(Sandler Lanz)

Excellence in evidence, records and tribunal skills  
(Legal Experience Training Ltd)

Success in employment litigation  
(Ross & Craig)

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"Learning to Make a Difference"



**Sandler Lanz**  
Specialists in  
executive coaching

## Programme

Registration is at 8.45am, the programme starts at 9.30am and ends at 5.00pm. There will be a sandwich lunch and refreshments will be provided at registration and during morning and afternoon breaks. A map showing the venue is available on the website of De Morgan House website [www.demorganhouse.co.uk](http://www.demorganhouse.co.uk)

### **Session 1: Managing difficult relationships**

Dr Catherine Sandler, Managing Director, Sandler Lanz

Interpersonal friction and occasional inappropriate behaviour are inevitable parts of working life. However, when tension between staff members is allowed to escalate or undesirable conduct goes unchallenged, the result is serious problems for the individuals concerned, their colleagues and the organisation. This session outlines the typical pitfalls facing managers in these difficult situations and explains how they can address conflict, unacceptable behaviour and poor performance in an effective and timely way.

- Identifying potential 'red flag' situations at an early stage
- Assessing acceptable and unacceptable behaviour, especially bullying
- Understanding when to give support, when to coach and when to confront
- Learning some key techniques, including "golden rules for giving feedback"
- Assessing whether delegates' own behaviour is as skilful and motivating as possible

### **Session 2: Excellence in employment records**

Penny Harper, Director, Legal Experience Training

Best practice record keeping or note taking is essential to promote fair and accurate decision-making in organisations and to provide vital evidence in the event of grievance or disciplinary proceedings and litigation. Learn how to collect and record reliable, credible and accurate evidence, which may be tested in disciplinary or grievance proceedings or in tribunal hearings.

- Collecting reliable, credible and accurate evidence
- Distinguishing between fact, assumption and opinion
- Evaluating the specific requirements for records in fact finding or investigatory meetings
- Considering an objective competency criteria for best practice records

### **Session 3: Excellence in evidence**

Penny Harper, Director, Legal Experience Training

Best practice employment investigations are essential in the effective running of any organisation. Misconduct, capability, absence, bullying, harassment or discrimination all give rise to the need for fair and effective investigations by the employer. This session will equip delegates with the knowledge, skills and confidence to conduct effective employment investigations.

- Understanding the legal framework for a fair investigation
- Creating and applying an investigative plan
- Considering the different types of available evidence
- Analysing evidence by using the case analysis method

### **Session 4: Success in employment litigation**

Alan Finlay, Partner, Ross & Craig Solicitors

Employers must follow a fair process when handling grievance and disciplinary procedures. This session will give practical guidance on how to carry out a fair process in accordance with policies, procedures, contractual terms and the ACAS code. Delegates will consider practical case studies which will demonstrate key principles for avoiding litigation where possible and ensuring that any claims can be successfully dealt with.

- Identifying the relevant contractual terms, policies, procedures and codes
- Understanding fair process in handling grievance and disciplinary proceedings
- Dealing with suspensions, sanctions, gross misconduct and appeals

## Programme

### **Session 5: Success in employment litigation**

Stephen ten Hove, Managing Partner, Ross & Craig Solicitors

When employment relationships have broken down and litigation is commenced, the key to a successful outcome lies in handling the litigation in an unemotional manner, focusing on the main issues and the available documentary, statement or other evidence. The effective handling of disclosure may mean an early settlement or compromise agreement, so avoiding the need for a tribunal hearing. If there is going to be a hearing this session gives guidance and tips on how to conduct the hearing with success.

- Making the most of the Respondent's response (ET3)
- Identifying and exploring the issues and the evidence
- The discovery process – relevance, emails, legal privilege, without prejudice correspondence
- How to achieve a watertight compromise agreement
- Conducting the employment tribunal hearing with success

### **Session 6: Excellence in tribunal skills for witnesses**

Penny Harper, Director, Legal Experience Training

Witness evidence is a vital part of any tribunal hearing. Hearings are expensive and stressful and it is essential that witnesses have a clear understanding of their role and are able to handle the tribunal process effectively. This session is about how witnesses should prepare to give evidence, with confidence, clarity and credibility and can develop a range of skills for handling cross-examination with confidence.

- Demystifying the tribunal process, practice and procedure
- Developing a case preparation plan for the witness
- Analysing the cross-examination techniques used at tribunal
- Considering how to give clear, confident, credible testimony
- A practical role play to demonstrate how witness evidence is challenged

### **Session 7: Managing the aftermath: helping staff refocus**

Kate Lanz, Executive Director, Sandler Lanz

When relationship, behaviour or performance problems result in complaints, grievances, tribunal hearings and even litigation, the negative effect on the morale and motivation of the wider staff group is significant. This is particularly so when colleagues have left or been fired. Though the problem itself may be resolved, managers can easily underestimate the depth and long-term impact of what has happened on those directly or indirectly involved. This session introduces a very useful framework for understanding the emotional and psychological experience of staff in this situation and highlights what managers can do to help their people refocus on their work.

- Understanding a highly-respected psychological model as applied to 'aftermath' situations
- The application of this model to delegates and their organisations
- Identifying practical steps to support staff and promote rapid recovery of moral and productivity

### **Session 8: Panel session - questions and answers**

There will be an opportunity to put questions to the panel and to discuss topics arising from the conference sessions.

## Speakers

### **Catherine Sandler & Kate Lanz, Managing Director and Executive Director, Sandler Lanz**

Catherine and Kate lead the highly-respected executive coaching practice, Sandler Lanz, established in 1998. They specialize in coaching individuals and teams at Board and Director level and also provide a range of tailor-made interventions for client organisations, including handling interpersonal conflict. Catherine and Kate have excellent reputations as leading practitioners in their field. They write, speak and teach in the UK and abroad, including at London Business School and INSEAD. Clients include AXA, Barclays, BBC, BP, Cap Gemini, Diageo, Ernst & Young, Herbert Smith, John Lewis, Morgan Stanley, the NHS and Waitrose.

### **Penny Harper, Solicitor, Director, Legal Experience Training Ltd**

Penny has extensive experience of designing and delivering tailored legal knowledge and practical skills-based learning to help organisations conduct their employment practices and internal investigations, fairly and lawfully. Legal Experience Training Ltd provides training across the UK – courses are fun, innovative and interactive. Penny's clients include the top 100 law firms, major banks, the top 10 accountancy practices, the retail sector and central and local government bodies.

### **Alan Finlay & Stephen ten Hove, Partner & Managing Partner, Solicitors, Ross & Craig**

Alan and Stephen are specialists in employment law, with extensive experience of both contentious and non-contentious aspects, including Tribunals, County Court and the High Court. They provide practical and commercial solutions to the problems faced by both employers and individuals in the modern workplace. They regularly advise clients on the appropriate use of policies and procedure. Alan has over 30 years' experience in the field and a reputation as a strategic thinker and problem solver. At the recent Eurojuris Annual Conference, Stephen was appointed as Chair of the Employment Law Practice Group.

### **Booking form**

Please complete the booking form below and return it with your payment to  
Amanda Smith (DDI 0207 298 5226) at  
Ross & Craig 12A Upper Berkeley Street London W1H 7QE  
Tel 0207 262 3077 Fax 0207 724 6427 or email [Amanda.Smith@rosscraig.com](mailto:Amanda.Smith@rosscraig.com)

<b>Title</b>		<b>First Name</b>		<b>Surname</b>	
<b>Organisation</b>					
<b>Address</b>					
<b>Telephone Number</b>				<b>Mobile Number</b>	
<b>Email</b>					
<b>Form of payment</b> - please tick	<input type="checkbox"/>	Cheque enclosed			
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		Security Number (last 3 digits on the back of card) _____			
		Name of cardholder _____			
		Signature of cardholder _____			

### **The booking form terms and conditions:**

This event is organised by Ross & Craig. On completion, this booking form represents a binding contract in which the following terms and conditions apply:

- Payment is required with the booking form and no places can be reserved without payment.
- Confirmation of registration and a receipt will be sent in acknowledgement of the booking.
- Cancellation must be made in writing by email to [Amanda.Smith@rosscraig.com](mailto:Amanda.Smith@rosscraig.com). No refund will be given for any cancellation received within 21 days of the date of the event.
- Substitution of delegates will be accepted at any time.
- Ross & Craig reserve the right to change the venue and the speakers or to cancel the event and will not be liable for any expenses incurred by delegates in association with booking or attending the event. In the event of cancellation, a full refund of the fee for the event will be given.