



TCM  
GROUP

# A GUIDE TO SETTING UP A RESOLUTION FRAMEWORK™

CREATING A HAPPIER, HEALTHIER AND MORE HARMONIOUS WORKPLACE.

# OVERVIEW

Thank you for your interest in the TCM Resolution Framework™ and Model Resolution Policy™.

More and more organisations are working with TCM to help them to replace their traditional discipline and grievance procedures with an overarching Resolution Framework™ which ensures best practice, and which delivers:

- Consistency, rigour, fairness and objectivity.
- Full legal compliance.
- Person centred and values-based processes.
- Enhanced use of local resolution, coaching, facilitation, mediation and restorative justice.
- Fairer outcomes for all parties.
- Reduced time, costs and stress.

FACILITATE | APPRECIATE | INNOVATE | RESOLVE





# The TCM Group

TCM was established in 2001. We are headquartered in London with a global network of consultants.

**Respected:** We design and deliver resolution services, HR transformation and OD programmes, investigations, leadership and management development plus various accredited courses.

**Award winning:** Civil Mediation Council 'Mediation Provider of the Year 2018' and finalist for CIPD's People Management Awards 2019 'Best HR/L&D consultancy'.

**Trusted:** We work in partnership with numerous organisations to embed mediation, HR/OD, resolution and leadership programmes.

**Visionary:** Launched *The Resolution Framework*<sup>™</sup> at the Law Society in May 2013.

**Innovative:** Created and apply the FAIR Model<sup>™</sup> which form our corporate values and the basis for our services.

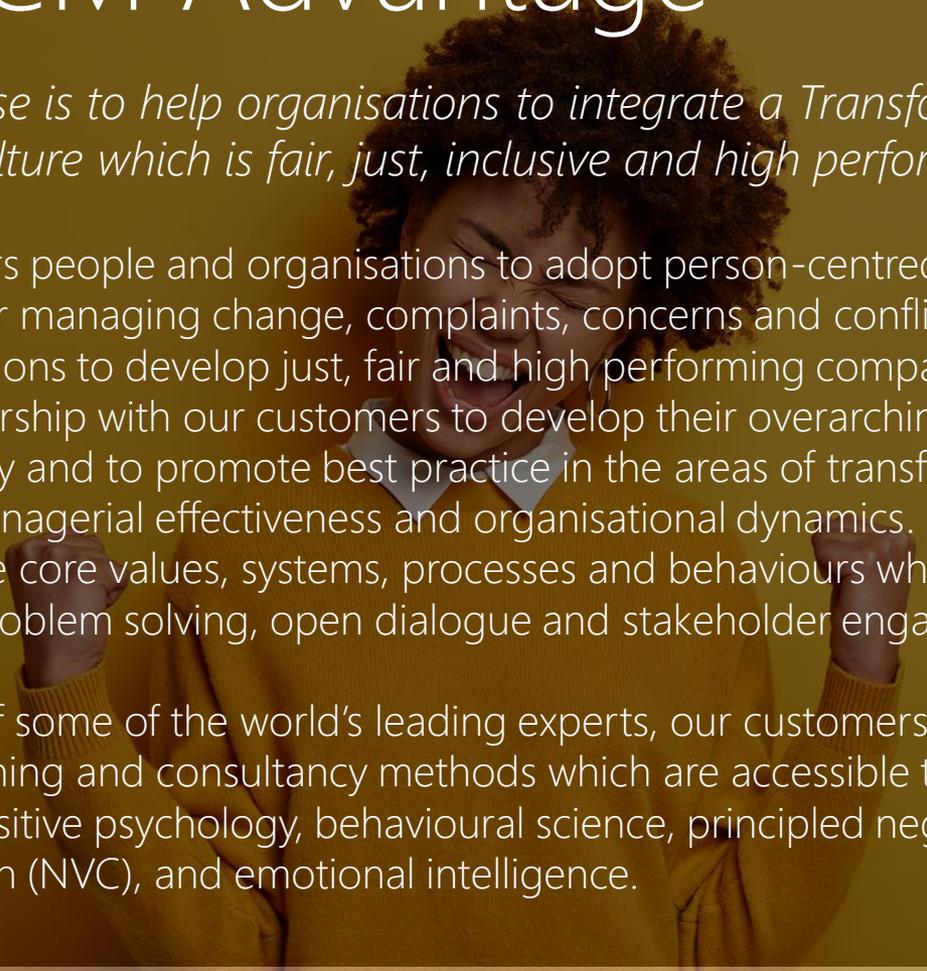
**Facilitate** | Appreciate | **Innovate** | Resolve

**Experienced:** Trained and coached many thousands of HR, union reps, managers and leaders to have better conversations at work.

Memberships and accrediting bodies



# The TCM Advantage



*TCM's purpose is to help organisations to integrate a Transformational Culture. A culture which is fair, just, inclusive and high performing.*

TCM empowers people and organisations to adopt person-centred and values-based approaches for managing change, complaints, concerns and conflicts. In so doing, we help organisations to develop just, fair and high performing company cultures. We work in partnership with our customers to develop their overarching people and culture strategy and to promote best practice in the areas of transformational HR and leadership, managerial effectiveness and organisational dynamics. This includes developing the core values, systems, processes and behaviours which encourage cooperative problem solving, open dialogue and stakeholder engagement.

With a team of some of the world's leading experts, our customers benefit from our insightful teaching and consultancy methods which are accessible to all. We are inspired by positive psychology, behavioural science, principled negotiation, nonviolent communication (NVC), and emotional intelligence.

# WORLD CLASS

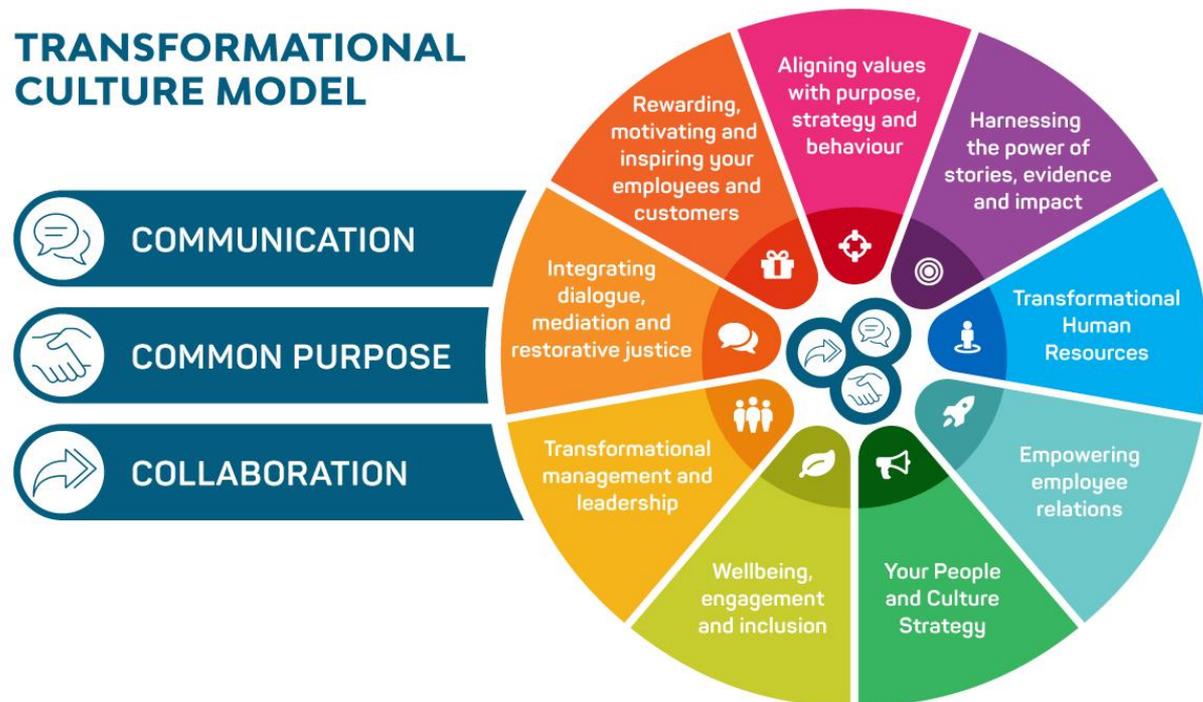
TCM has worked with numerous organisations to design and deliver resolution, leadership, culture change and mediation programmes:



# The Transformational Culture Model

YOUR BLUEPRINT FOR A FAIR, JUST AND HIGH PERFORMING CULTURE

TCM has developed a whole systems model for driving organisational change. A Transformational Culture aligns your core values and strategic principles with your HR processes, management systems and leadership behaviours. It embeds positive psychology, emotional intelligence, nudge theory, principled negotiation and systems thinking deep into your organisations ecosystem resulting in a happier, healthier and more harmonious workplace. Our customers, who have adopted the Transformational Culture, tell us that they experience an increase in employee and customer engagement, productivity and profitability.





# TRADITIONAL GRIEVANCE AND DISCIPLINARY SYSTEMS:

- Are reactive and reductive.
- Offer a one sized fits all approach which is untenable in a modern, diverse and increasingly flexible workplace.
- Are inherently adversarial. They promote confrontation and a combative mindset.
- Polarise the parties causing issues to become entrenched.
- Rarely identify the root cause of a concern or a complaint.
- Individual or business needs are ignored.
- Impede creativity, innovation and a high growth mindset.
- Create and perpetuate a 'blame, grievance, entitlement or litigation culture.'

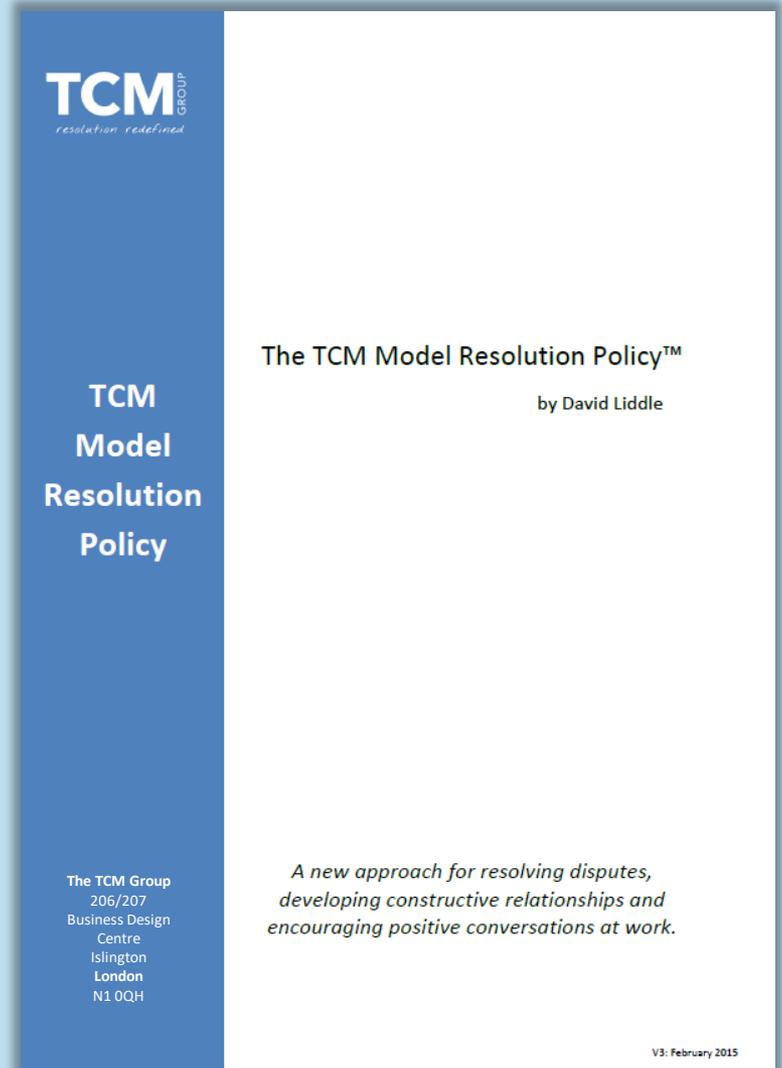
# THE SOLUTION

The TCM Resolution Framework™ and Model Resolution Policy™ offers HR, managers, unions, employees and business leaders a new approach for handling grievance and discipline issues.

Here are a few facts about the Resolution Framework™:

- It is values based, outcomes oriented, and person centred.
- It encourages and promotes adult to adult dialogue.
- Key stakeholders work together to promote resolution.
- It offers an enhanced triage of cases using a tried and test Resolution Index (RI). The RI delivers enhanced levels of objectivity, rigour and fairness giving your employees and managers a tailored resolution for each case.
- Increase the use of early resolution, facilitated conversations restorative justice and mediation. These are proven to deliver lasting and constructive outcomes to complaints and concerns at work.
- Underpins the development of a fair and just culture.
- Compliant with the Acas code, employment and equality legislation, and best practice guidance.

FACILITATE | APPRECIATE | INNOVATE | RESOLVE





# THE BENEFITS

The TCM Resolution Framework™ is not just another HR policy or a 'here today, gone tomorrow' initiative.

1. It builds on your efforts to promote positive and constructive behaviours and relationships in the workplace.
2. It reduces the stress and the costs of resolving issues.
3. It provides accountability and gives your employees and managers a real voice in the way that issues are resolved.
4. It promotes the collaborative and constructive resolution to disputes and conflicts.
5. It develops a conflict resilient workplace and conflict competent management and HR functions.
6. It reduces the amount of time HR professionals and managers spend on grievance or disciplinary case management.
7. It includes a comprehensive triage (assessment) process which Human Resources (HR) and Employee Relations (ER) professionals can use to assess the most suitable route to resolution.
8. It is fully legally compliant and offers best practice above and beyond that proposed in the Acas code.
9. It significantly reduces the risk of litigation and reputational harm.
10. It will help you to resolve complex or intractable disputes at an earlier stage – nipping issues in the bud.

# EVIDENCE BASED

The TCM Resolution Framework™ is developed using an evidence-based approach. It is underpinned by a firm commitment to engage your key stakeholders and to understand the costs and the likely impact of developing a Resolution Framework™

1. Following a scoping and diagnostic meeting, we will undertake our unique Resolution Review. The review uses a variety of approaches to gather and evaluate data relating to:
  - a) The current costs (financial and human) of managing conflicts, concerns and complaints.
  - b) Peoples experiences of the current systems (gathered via surveys, focus groups and interviews)
  - c) The impact of the current approaches on areas such as engagement wellbeing, inclusion, productivity, and customer outcomes/experience.
2. We will produce a detailed report with findings. We will include examples of good practice and areas requiring improvement.
3. The report will also include baseline data which you can use to measure the impact and ROI from your Resolution Framework™.
4. We will help you to develop your Resolution Strategy including leading, or participating in, stakeholder engagement and awareness events, plus presentations at board meetings and other meetings.

FACILITATE | APPRECIATE | INNOVATE | RESOLVE



**Local Resolution.** Attempts made to resolve issues as early and constructively as possible. Support and training is provided to encourage managers, union reps and colleagues to resolve issues as early as possible.

**Request for Resolution (RFR) Submitted to Resolution Hub/Unit**  
Resolution champion allocated. Route to resolution identified using agreed triage process (Resolution Index)

**Early Resolution**  
Early resolution is an opportunity for all parties to secure an outcome to a concern or a complaint through open and constructive dialogue. This may be direct between the parties or the dialogue may be supported by a third party. The Resolution Hub/Unit will support, monitor and evaluate the outcomes from early resolution

**Formal Resolution**  
Formal resolution is available for use in more serious cases or where previous attempts at early resolution have been unsuccessful.

Early resolution meeting.

Coaching or mentoring

Facilitated conversation / restorative conversation

Mediation

Team facilitation or team building

Investigation to establish facts. (may include suspension)

Formal resolution meeting (right to be accompanied)



*Outcomes from early resolution may include: an agreed action plan and/or a first or second reminder.*

*Outcomes from formal resolution may include: refer for early resolution, develop an agreed action plan, final reminder or dismissal.*



# KEY TERMS EXPLAINED

**RESOLUTION INDEX.** A set of objective criteria which are used to determine the most appropriate route to resolution in each case. Criteria include:

- Severity/complexity and longevity
- Needs of the parties
- Risk (to the business and the parties)

**EARLY RESOLUTION MEETING.** A semi-structured meeting between an employee and a manager or between colleagues. Can result in an action plan and/or a reminder.

**FACILITATED CONVERSATION.** A short version of mediation carried out by members of the Resolution Hub. Think of this as a troubleshooting service.

**MEDIATION.** A carefully structured process for resolving complaints concerns and conflicts. Undertake by trained and accredited mediators (either inhouse or external)

**RESTORATIVE JUSTICE.** An advanced form of mediation uses to resolve serious issue including allegations of harassment and discrimination.

**FORMAL RESOLUTION MEETING.** A structured meeting to identify a possible remedy. Can include a final reminder and dismissal in serious cases. Typically follows an investigation and is chaired by a senior and trained manager.

# THE RESOLUTION HUB

The Resolution Hub is a multi-disciplinary unit who will support the design, development, integration and evaluation of your Resolution Framework™.

The Resolution Hub brings together HR, managers, and employee reps who work collaboratively to drive a culture of co-operative and constructive resolution of complaints, concerns and conflicts at work.

The Resolution Hub's role will evolve as your Resolution Framework evolves. Typically this includes:

1. Supporting the Resolution Review.
2. Acting as a consultative forum for the development of your Resolution Strategy, Resolution Policy and all associated toolkits and content.
3. Presenting the strategy at Exco/board.
4. Design and agree the new Resolution Framework.
5. Receive requests for resolution and undertake the triage processes (triage panels).
6. Provide facilitated conversations in cases which require it.
7. Administer Formal Resolution Meetings and Appeals
8. Quality assurance and compliance monitoring.
9. Supporting evaluation processes.
10. Reporting to Exco/board.



The **Resolution** Hub



WE CAN SUPPORT YOU AT EVERY STAGE OF  
DEVELOPING, INTEGRATING AND EVALUATING  
YOUR RESOLUTION FRAMEWORK.

# PICK AND MIX OPTIONS

Our pick and mix option puts you in complete control. You choose the elements which are most closely related to your organisations needs and context. Based on your needs, we will work with you to develop a completely customised Resolution Framework™. From diagnostics and project planning to implementational and evaluation, we can support you at every stage.

Please contact us on 020 7092 3186 or by email [info@thetcmgroup.com](mailto:info@thetcmgroup.com) to discuss our pick and mix options



Flexible.

Scalable.

Transformational.

# PACKAGE OPTIONS

We offer three packages of support for organisations who wish to integrate a Resolution Framework™. We also offer fully tailored solutions for organisations who wish to apply a 'pick and mix' approach.





# RESOLUTION STARTER

The Resolution Starter Package\* will give you enough evidence and content to embed a fully functioning Resolution Framework™ within your organisation.

- Onsite meeting to agree scope, objectives, reporting and timescales.
- We will undertake the TCM Resolution Review – gathering and analysing qualitative and quantitative data related to the introduction of a resolution framework. *This includes interviews and focus groups as well as surveys and desktop analysis.*
- Produce a report of findings and present back.
- Develop a resolution strategy including an integration plan
- Develop a Resolution Framework and a Resolution Policy covering grievance, discipline, bullying and harassment
- Develop a series of resolution toolkits and materials:
  - Resolution Index – triage assessment criteria
  - Resolution spectrum (range of reasonable responses).
  - Resolution toolkits for managers and others.
- Develop a system for evaluating the impact and ROI from your new Resolution Framework
- Account management:
  - An operational review of each element of the programme to assess the quality of the approach and to share feedback and learning..
  - Quarterly review of progress, challenges and learning.
  - An annual review (for 3 years). helping you to measure and evaluate the ROI and impact of your resolution framework.
- Disseminate the learning and the impact of your resolution framework:
  - Produce a case study of the impact of the new resolution framework.
  - Seek out opportunities to speak at events and share best practice.

From £9,995 plus vat

\*The package is for illustration. Following a detailed needs analysis, we will provide a formal quotation

# RESOLUTION PLUS

Our Resolution Plus Package\* offers everything included in the Starter Package plus the following important additions:

- A resolution checklist/behaviour framework (aligned to your core values) for your leaders and managers.
- Presentation at relevant bodies including senior management team/board to raise awareness, answer questions and to secure buy-in.
- Developing a resolution hub/unit to support the integration of a fair and just culture including all administration documents.
- **Design and deliver the following training courses for your organisation**
  - 2-days practical investigation skills training for a group of 12 delegates. (Additional places charged at £495 per delegate plus vat)
  - 2-day training for up to 12 members of your HR and ER teams. 'HR as Coach and Mediator™'. This course covers everything that your HR and ER teams will require to bring resolution to life. Can be delivered virtually and face to face. (Additional places charged at £495 per delegate plus vat)
  - 1-day training for a team of 12 resolution champions. (Additional places charged at £295 per delegate plus vat)
  - 2-day Routes to Resolution™ training for upto 12 delegates including members of the resolution hub (HR, managers, unions). (Additional places charged at £495 per delegate plus vat)
  - 5-day OCN accredited mediation training 'The National Certificate in Workplace Mediation™' for 8 in-house mediators. (Additional places charged at £1595 per delegate plus vat)
- A full suite of documents and templates to support the set up and management of your internal mediation scheme.
- 3 years CPD for the mediators (comprising an annual CPD event plus support for the scheme co-ordinator).
- Nominate your organisation for at least 2 x awards for the project..

From £24,495 plus vat





# RESOLUTION GOLD

Our Resolution Gold Package\* offers everything included in the Starter and Plus Packages plus the following important additions:

- A Resolution Case Management System called Apaxio®
- A communications and engagement strategy to support the roll out and integration of your Resolution Framework
- Training for 100 of your managers to help them to resolve complaints, concerns and conflicts at work. This programme is called 'The Art of dialogue' and it lasts for one full day. (Delivered virtually)
- A 2 day board level Resolution Retreat™ to help your senior team consider how to integrate a change in culture across your organisation. The Resolution Retreat will be led by David Liddle with contributions from special guests and experts in the fields of coaching, mediation, behavioural science, principled negotiation, positive psychology and systems thinking. Your senior managers will never think about conflict the same way again.
- Three years free corporate membership of The TCM Institute.

From £34,995 plus vat

*\*The package is for illustration. Following a detailed needs analysis, we will provide a formal quotation*

# TRAINING

We offer a comprehensive range of courses to support the integration of your Resolution Framework™. Course brochures are available to download from the TCM website [www.thetcmgroup.com](http://www.thetcmgroup.com). They include:

- The OCN accredited National Certificate in Workplace Mediation™ plus a range of shorter mediation courses.
- Routes to Resolution™ (training for members of the Resolution Hub)
- Confident Conversations™ and The Art of Dialogue™
- HR as coach and mediator™
- Resolution Champions™
- Practical or advanced investigation skills
- Engage Leadership™. TCM's bespoke management and leadership programme.

## WORLD CLASS DESIGN, DELIVERY AND SUPPORT.

In summary, we offer the following:

- Detailed learning needs analysis and modification of course materials.
- An online delegate zone created for each delegate. This will be used to provide pre course documents as well as course materials, handouts
- Course delivery by a fully accredited TCM Trainer (virtual or face to face delivery)
- Assessments, accreditation and certifications
- A course evaluation report to help you to measure the impact of the training one month after the course concludes (Kirkpatrick level I)
- 3 years of aftercare and continuing professional development
- A customer review meeting to review the programme (Kirkpatrick level II)
- Refresher training for all delegates six-months after the course concludes. This can be delivered onsite or via an online learning platform. (Kirkpatrick Levels II and IV)
- Lifetime aftercare and support for all delegates with TCM's unique mediator helpline – The Mediator Helpline™.



[THETCMGROUP.COM](http://THETCMGROUP.COM)

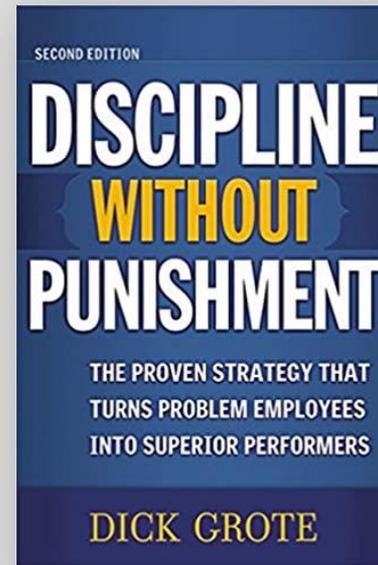
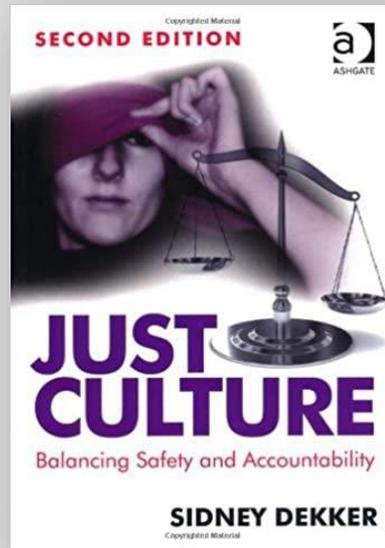
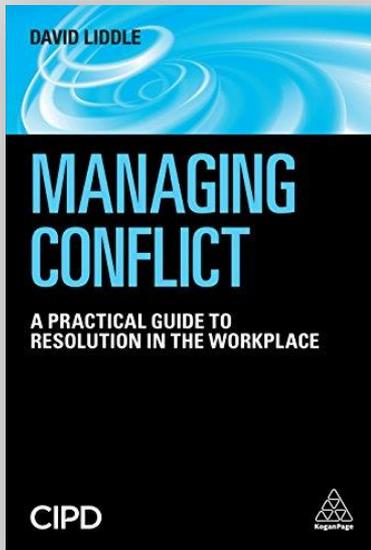


# ADDED EXTRAS

In addition to the services set out in each of the packages, TCM is available to provide the following services and support to your organisation.

- Supporting you as you create your people and culture strategy and rebranding your HR/ER team to become a People and Culture Team
- Professional mediation services using the highly acclaimed FAIR Mediation Model™. We also offer the UK's leading package of mediation skills training.
- Professional investigation services into a wide range of allegations from employee or customer complaints to allegations of serious misconduct and fraud. We also offer three investigations skills courses: from beginner to advanced level.
- Departmental or organisation wide bullying or culture audits to review the state of play in terms of organisational culture, employee experience, relationships at work, management actions and organisational systems and processes.
- Team facilitation, team coaching and team building. We work with teams who are experiencing conflict and distress through to supporting high performing teams who want to develop and grow: individually, and collectively.
- Training. We provide a range of training programmes for organisations. More details are available in your customer zone and they include:
  - Engage Leadership™. Our unique leadership programme for managers and leaders.
  - Confident Conversations™. Giving your managers the confidence, competence and courage to manage a wide range of challenging and difficult conversations.

# Further reading...



It's very rare to come across someone who is quite so passionate about their area of expertise. David (and the whole TCM team) have been extremely professional, knowledgeable, supportive and not to mention a little patient as we work to implement our mediation scheme in TSB. But that's not the half of it. What is really striking is David's absolute belief and commitment that there is a better, more human way of resolving conflict that benefits everyone from the impacted people to the wider business – it's completely inspiring and wherever I go in my career from this point, the resolution of conflict is something I will focus on in a way that I never would have in the past.

It's been a pleasure to work with David and the TCM team and I hope that opportunity will crop up again in the future. His book is an excellent read as well. **Jonathan Goodger, former senior ER Manager at TSB.**





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