



Behaviour. Skills. Knowledge.

What does your organisation need?



# The offering

Behaviour. Skills. Knowledge. 3 key components of an effective organisation. 3 key areas of expertise within Brodies' employment team.

Fundamental is the training and development arm of Brodies' market-leading employment practice, providing management development and employment law training for new and experienced managers as well as HR professionals. Through its people development programme, it offers a complete management development process incorporating personal development, relationship management and practical knowledge of employment law, tailored to meet the needs of your organisation.



# Behaviour

The behavioural element focuses on the impact that the behaviour of the leader or manager has on those individuals with whom they relate directly (and indirectly). This allows the individual to understand and explore what the drivers of their behaviour are, and to identify and recognise those instinctive behaviours which can be destructive or unhelpful in enabling them to engage effectively with others.

## Personal Development

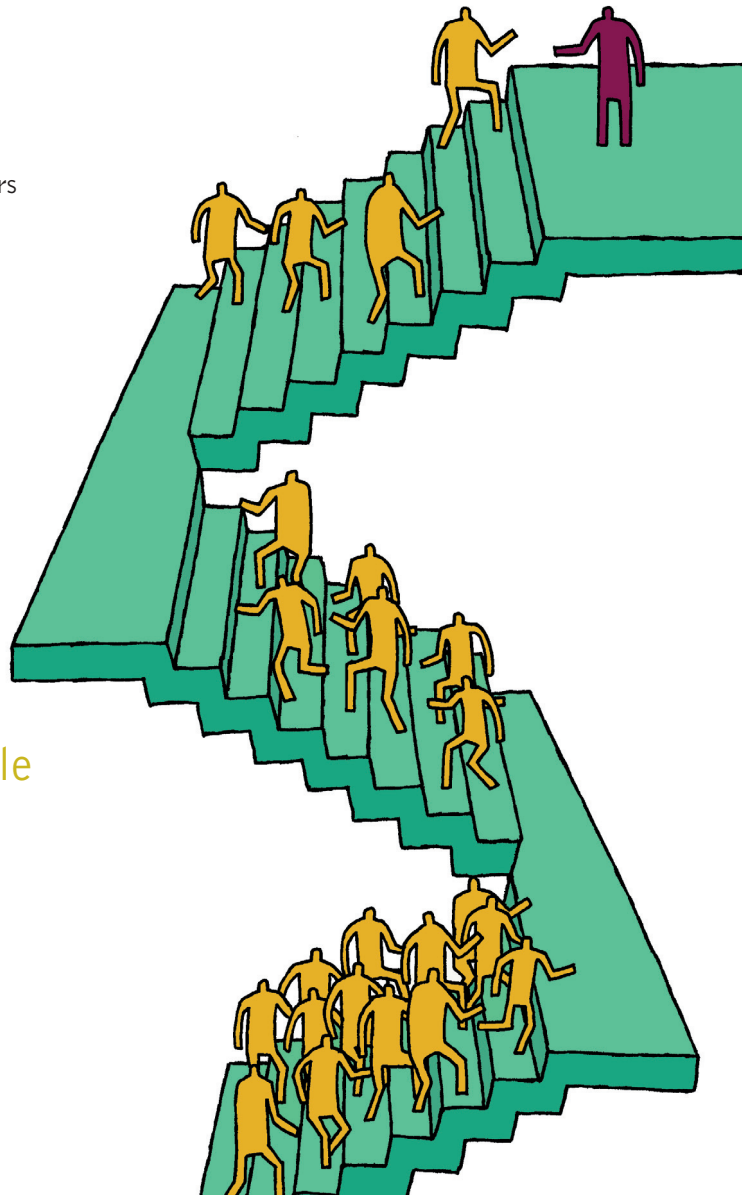
- Learning how to maintain personal motivation
- Understanding conscious and instinctive behaviours and what drives them
- Understanding the impact on others of instinctive behaviours - when they work and when they don't
- Understanding how to deal with instinctive behaviours which don't work

## Relationship Management

- Understanding how to influence and motivate others
- Understanding how behaviour breeds behaviour
- Learning how to influence others through effective behaviours
- Understanding what drives the behaviours of others

“It made me think about how my behaviour affects others and reinforced the skills I need to enable me to be an effective manager.”

Scottish Legal Aid Board

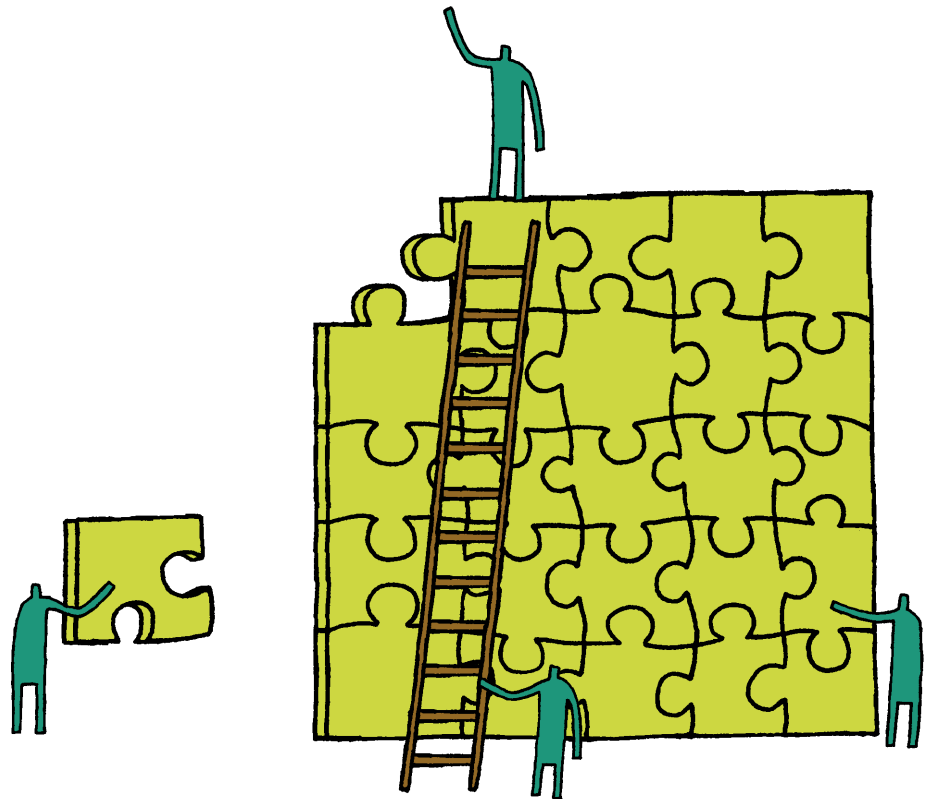


# Skills

Having assisted the individual to identify behavioural drivers and to adopt conscious behaviours which enable them to engage effectively with others, the programme then focuses on the key influencing and motivating skills. The development of those skills in the individual is based on the conscious behaviour set so as to ensure that they are properly in a position to influence and motivate others.

## Relationship Management: The Key Influencing Skills

- Relationship building
- Effective listening
- Understanding employee motivators
- Avoiding and managing conflict
- Coaching for development
- Effective feedback



“I feel much more confident about being able to make the change. I have learned so much from this and can’t wait to put it all into action.”

# Knowledge

Our experienced and specialist employment law team delivers employment law modules throughout the UK, using interactive and entertaining training methods tailored to the delegates' environment. The employment law modules are always delivered with the objective of providing the manager with a practical understanding of the impact of employment law in managing the employment relationship.

Some examples of the areas which may be covered during the knowledge section are:

- Effective informal and formal performance management (encouraging the manager to take ownership)
- Informal and formal sickness absence management (again, encouraging the manager to take ownership)
- Disability discrimination (understanding the impact from a practical perspective)
- Equality and diversity, focusing on the practical implications of the laws relating to:
  - sex discrimination and harassment
  - race discrimination and harassment
  - sexual orientation discrimination and harassment
  - religious and philosophical belief discrimination and harassment
  - transsexual discrimination and harassment
  - age discrimination and harassment

The knowledge element is delivered against the background of the behavioural and skills development sessions.

### Expert Knowledge

Our market-leading employment law team provides bespoke employment law training designed for HR professionals. All our training is tailored to support any level of your business process. We can fit the law into your practice and policy so that you can see and understand the links between the two. Whether you need training to devise strategic policies, tackle the realities of implementation or simply want best practice principles for litigation management and dispute resolution passed on, we can fit with the objectives. In addition our experts are regularly asked to give training on the commercial implications of new legislation or recent tribunal decisions.

We also offer products for HR professionals such as Compromise Agreement Toolkits and Industrial Action Response Packs. The tool-kit concept is designed to make knowledge accessible and openly shares our experience with the client.

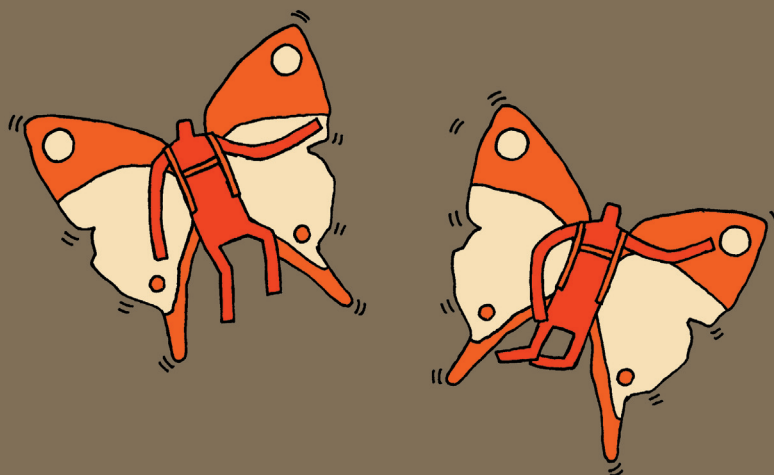
Our expert knowledge training products are unique because we design each intervention to suit the client using an issue-based, case study approach. We can provide interactive training tailored to the learning styles of your HR team.

### The Blend

Fundamental is available as 3 distinct elements. In our experience some managers derive maximum benefit from a combination of all 3 elements as part of a leadership or management development programme.

### Diagnosis

Each course is designed and tailored to the client's needs, having worked with them first of all to identify the key learning and development objectives. There is then a post-programme evaluation and assessment process conducted to establish if those objectives have been achieved. We have also worked with clients to put in place a variety of post-programme models to ensure that the development of the manager is supported – these models have ranged from mentor programmes to HR facilitated management groups.



“Motivated employees are an essential component of the drive to improve productivity...skills in knowing how to motivate staff are not an optional extra for managers but should be one of their core assets.” \*

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