



**HR Technologies Ltd.**

Leading with People

## **INDUSTRIAL RELATIONS AWARENESS TRAINING**

HR Technologies has prepared a hands-on programme which gives a history of Industrial Relations in Trinidad and Tobago and the relationship between legal jurisprudence, employment law and industrial relations. This intervention also seeks to address how supervisors operate in a unionised/ nonunionised environment, and equips them to handle difficult employees, employee grievance and implement the steps involved in a disciplinary process.

### **LEARNING OBJECTIVES**

This training programme prepares participants:

- To understand critical aspects of the Industrial Relations processes in Trinidad and Tobago
- To prepare supervisors to handle complaints, grievances and Trade Disputes
- To give supervisors the knowledge to be able to manage the disciplinary process
- To appreciate the critical aspects of supervising persons in a bargaining unit

**DURATION OF TRAINING:** Two (2) Days

**WHO SHOULD ATTEND:** Managers, Supervisors

**RESULTS/ OUTCOMES:** Participants gain an understanding of the role of industrial relations in creating a harmonious working environment through maintenance of good order and fostering of positive working relations.

## INVESTIGATING DISCIPLINARY ALLEGATIONS

This training programme is designed for managers who need to be able to be more aware of the investigative process when handling disciplinary matters. It is therefore designed for managers/ supervisors to hone their skills in investigative techniques for their industrial relations responsibilities.

### LEARNING OBJECTIVES

This training programme prepares participants:

- To visit critical aspects of the disciplinary process and the key requirements of a reasonable conduct of investigation
- To broaden managers and supervisors' knowledge of the key elements of the investigative mandate in good industrial relations, as required by the Industrial Court
- To equip managers with the tools to conduct a fair, unbiased investigation
- To assist participants in distilling the key elements of an investigative report

**DURATION OF TRAINING:** One (1) day

**WHO SHOULD ATTEND:** Executives, Managers, Supervisors

**RESULTS/ OUTCOMES:** Participants gain an understanding of the role of the investigative process as part of good industrial relations practice.

## PERFORMANCE MANAGEMENT AND MEASUREMENT

This performance management training has been arranged to impart pertinent information in an effort to allay expressed feelings of discomfort and uneasiness when engaging in performance conversations with subordinates and in support of supervisors' role in the performance management process.

### LEARNING OBJECTIVES

This programme seeks to:

- Sensitise supervisors to how their decisions impact daily work activity and productivity
- Demonstrate to participants the value of ongoing performance conversations
- Revisit the concept and importance of establishing and communicating performance standards
- Assist supervisors in re-evaluating the achievement of their strategic objectives through the performance of their subordinates

**DURATION OF TRAINING:** Two (2) Days

**WHO SHOULD ATTEND:** Executives, Managers, Supervisors, Non-Supervisory Staff

**RESULTS/ OUTCOMES:** Participants will have a greater appreciation of the Company's performance management system and will possess the necessary tools to effectively implement it

## **INTERPERSONAL COMMUNICATION AND MOTIVATION**

The mastery of interpersonal communication skills fosters motivation, creativity, and greater teamwork. As such, it is important to have an understanding of the concept of professionalism and 'relationship' in work and the role of self-monitoring and reflection. In this seminar we will discuss and explore the value of a range of communication and interpersonal skills.

### **LEARNING OBJECTIVES**

Participants' actions will facilitate the establishment of effective contacts with service users and colleagues; active listening and attending skills; the role of non-verbal communication; empathy; effective use of questions; paraphrasing and summarising; challenging constructively and managing conflict; the use of electronic and telephone communication; and working with people with special communication needs. Participants will also explore the use of feedback in professional practice and supervision.

**DURATION:** One (1) day

**WHO SHOULD ATTEND:** Managers, Supervisors

**RESULTS/ OUTCOMES:** Determine the source(s) of a conflict and develop an effective strategy for addressing it in a way that honours both the operational and the human factors.

- Describe a conflict 'trigger' in a way that is 'clean' of interpretation or 'spin', thus reducing defensiveness and attack.
- Know when (and how) to express your emotions and when to describe them, both essential for good relationships at work
- Discover what another person means by what they say and find out what their intentions are.

Hold on to yourself in highly stressful situations, avoiding the automatic pattern of losing yourself and/or letting the circumstances determine your reality and actions

## **PEOPLE-CENTRED LEADERSHIP**

In today's fast paced, complex business environment organisations are required to find new, innovative ways to develop leadership and strategic management capabilities.

### **LEARNING OBJECTIVES**

Participants are led to explore the definition of leadership, how to improve leadership skills, the characteristics of a good leader and how good leadership are linked to the attainment of the organisation's strategic focus and direction.

**DURATION OF TRAINING:** Two (2) Days

**WHO SHOULD ATTEND:** Executives, Managers, Middle Managers

**RESULTS/ OUTCOMES:** Leaders will:

- Improve performance and attain the skills required to achieve business objectives
- Be able to support business strategy, market and customer needs
- Accelerate the organisation's change initiatives, as required
- Build long-term capability through developing leadership and management competence

## **EFFECTIVE TIME MANAGEMENT - “Time is money” Ben Franklyn 1748**

This training programme has been organised because of the importance of time and the management of time to overall viability. Time management concepts and techniques are therefore shared with participants.

### **LEARNING OBJECTIVES**

This programme seeks to:

- Clarify your goals and achieve them
- Handle people and projects that waste your time
- Be involved in better delegation
- Work more efficiently with your boss/advisor
- Learn specific skills and tools to save you time
- Overcome stress and procrastination

**DURATION OF THE TRAINING:** One (1) day

**WHO SHOULD ATTEND:** Executives, Managers, Supervisors, Non-Supervisory Staff

**RESULTS/ OUTCOMES:** At the end of the session participants will appreciate the benefits of managing time through self-management, effectively using available technology, prioritising tasks and managing interactions with others.

## **SUPERVISORY DEVELOPMENT TRAINING**

This training session seeks to help supervisors to develop and refine the skills required to manage people more effectively, and be ready for unexpected change.

### **LEARNING OBJECTIVES**

By the end of the training, participants should be able to:

- Recognise the value of the contribution they must make as supervisor and manager
- Identify the role of clear, concise communication
- Appreciate the decision-making process
- Identify with your role in motivating employees and managing their performance

**DURATION OF TRAINING:** Two (2) Days

**WHO SHOULD ATTEND:** Managers, Supervisors

**RESULTS/ OUTCOMES:** The skills gained on completion of this training will assist supervisors in having a greater appreciation of their roles and functions. It also and the impact of effective discharge of these duties on their subordinates and on the strategic direction of the organisation

## **REPORT WRITING FOR LEAD HANDS, FOREMEN AND SUPERVISORS**

In many workplace scenarios, supervisors are hands-on individuals, focused on the achievement of assigned tasks. Their practical orientation causes their focus to be concentrated on technical tasks, which marginalises the importance of clear, well-constructed reports. This training intervention seeks to address deficiencies by improving efficiency and effectiveness of the communication dispatched.

### **LEARNING OBJECTIVES**

At the end of this module, participants should be able to:

- Research topics for inclusion into a report
- Analyse and organise data
- Prepare a report outline
- Complete a logical, well-structured report

**DURATION OF TRAINING:** One and a half (1½) Days

**WHO SHOULD ATTEND:** Lead Hands, Foremen and Supervisors

**RESULTS/ OUTCOMES:** Participants sharpen their report-writing skills and learn the benefits of carefully constructed reports which ensures that the reader appreciates the message being conveyed



## **CUSTOMER SERVICE REVISITED**

Businesses need to continually provide training in customer service in order to provide cutting edge service and address deficiencies, as required. We offer training in customer service, particularly in the areas of telephone etiquette and basic office conduct that negate against good customer service practices.

### **LEARNING OBJECTIVES**

This programme was formulated to allow employees to effectively communicate with customers in such a way so as to manage their expectations, satisfy needs and develop positive relationships. A module on telephone communication is included in order to optimise organisation efficiency through telephone efficiency

**DURATION OF TRAINING:** One and a half (1½) Days

**WHO SHOULD ATTEND:** Supervisors, Non-supervisory Staff

**RESULTS/ OUTCOMES:** Participants are provided guidance on proper customer service practices and telephone etiquette in line with current acceptable standards, to raise the bar on customer service offerings

## CREATING WIN-WIN SCENARIOS IN THE WORKPLACE

With few exceptions, professionals have been socialized to act “appropriately” in the workplace. In the main, employees have internalized the organizational norms that allow day-to-day operations to unfold without major mishaps or confrontations. Even within organizations where persons feel resentful, disconnected, or indifferent, there are usually unwritten rules that ensure “surface” civility. However, for an organization to truly thrive, professional rituals have to be replaced by authentic commitment and engagement.

### LEARNING OBJECTIVES

This programme seeks to:

- Understand how the “what’s in this for me?” can be used to an organization’s advantage (*focus will be placed on intrinsic and extrinsic motivators and the effective use of incentives*)
- Present a Fit Matrix that allows for the better alignment of people with roles (*special attention will be given to possible corrective action in cases of poor fit*)
- Highlight common organizational practices that undermine performance optimization (*emphasis will be placed on what can be done to avoid these pitfalls*)
- Identify ways to build professional and organizational credibility

**DURATION:** Two (2) days

**WHO SHOULD ATTEND:** Executives, Managers, Supervisors, Non-Supervisory Staff

**RESULTS/ OUTCOMES:** At the end of the session participants will be better equipped to create the types of working environments that promote greater personal and organizational success.

## **UNDERSTANDING SUSTAINABLE BUSINESS DEVELOPMENT**

The Sustainable Business Development module is aimed at creating and innovating new business strategies and activities that enhance performance and cultivate new opportunities while accelerating positive social change and protecting and preserving the integrity of the environment. This module introduces the impact of present and future population trends, the concept of natural capital, the causes and effects of global warming, the different types of alternative energy, and potential solutions to creating a sustainable environment, society, and economy.

### **LEARNING OBJECTIVES:**

This program prepares participants:

- To connect concepts from a variety of disciplines within the framework of sustainability.
- To examine the links between sustainability and variables within the business value chain.
- To understand the complexity of issues and decision making when it comes to sustainability.
- To identify opportunities for creative and innovative business solutions.

**DURATION:** One and a half (1½) days

**WHO SHOULD ATTEND:** Executives, Managers, Supervisors

**RESULTS/ OUTCOMES:** Participants will understand the nuances of the relationship between business sustainability and business development and learn about best practices in the business sector

## **ASSESSING PROJECT VIABILITY**

There are numerous examples of executives and managers devising idealized plans in the absence of requisite upfront analysis and due diligence. Similarly, there are examples of those who take a “let’s see what sticks” approach to new project implement. Although these types of actions are quite pervasive; they do not reflect good business practice.

### **LEARNING OBJECTIVES:**

This programme seeks to:

- Move beyond the reliance on hunches and anecdotal data as the basis for “go-no go” project decisions
- Present leading tools which can be used to assess project viability
- Address why conventional techniques such as feasibility and risk assessments are too often loosely applied, and poorly implemented (*specific emphasis will be placed on strategies to improve execution and uptake*)
- Share the “number crunching” fundamentals (*focus will be placed on financial sustainability throughout the project lifecycle*)

**DURATION:** One (1) day

**WHO SHOULD ATTEND:** Executives and Managers

**RESULTS/ OUTCOMES:** At the end of the session participants will be better equipped to assess the viability of their company’s proposed projects from a quantitative as well as qualitative perspective.

## **REINVENTING; REVAMPING AND REMAINING RELEVANT: SOME PRACTICAL STRATEGIES**

Given the current business environment, organizational agility is essential for competitive advantage. Companies that are not proactively scanning the business landscape, especially those who are not using foresight to mitigate against threats, are at high risk of losing market share and profit margins. An organization's products, services and operations must undergo timely and objective scrutiny in order to ensure ongoing appropriateness. In addition, strategies must be put in place to remain relevant and promote growth.

### **LEARNING OBJECTIVES**

This programme seeks to:

- Revisit the fundamentals of effective market scanning
- Share assessment tools which can be employed to determine when “business as usual” no longer suffices
- Share a decision tree matrix which can be employed to determine if minor tweaks or a major overhaul is needed
- Set out a process for identifying and implementing risk mitigation strategies
- Set out strategies to get existing employees “on board” with the transformation agenda

**DURATION:** One (1) day

**WHO SHOULD ATTEND:** Executives and Managers

**RESULTS/ OUTCOMES:** At the end of the session participants will have a better understanding of key techniques used by leading organizations to maintain their competitive edge.

## **GOING LEAN: COST CONTAINMENT AND OPTIMIZATION**

The LEAN methodology is utilized to increase the proportion of value-adding activities across a business' processes. The goal is to achieve maximum value from the investment of specific resources. Core to LEAN is how people interact with each other, make decisions, solve problems, and add value using up-to-date information and technology.

### **LEARNING OBJECTIVES**

This programme seeks to:

- Assist you in clearly defining “value” based on your existing business context (*special attention will be given to understanding value as defined by your customers/clients as well as determining your organization's unique value proposition*)
- Assist you in identifying your organization's value stream
- Assist you in pinpointing prevalent types of waste in your organization (*special attention will be given to the development of an action plan to eradicate major wastes*)
- Assist you with the application of the “5 Whys” technique to get to the root cause of critical organizational inefficiencies
- Assist you in determining the ways in which cloud-based technology tools can be used for business benefit

**DURATION:** Two (2) days

**WHO SHOULD ATTEND:** Executives, Managers, and Supervisors

**RESULTS/ OUTCOMES:** At the end of the session participants will have better understanding of the LEAN tool kit along with a fundamental appreciation of how it can be applied for business benefit.

## **BUSINESS PROCESS INTEGRATION**

Complaints about companies operating in silos are ever present. This chronic issue is widely acknowledged, yet in many cases, attempts to rectify the problem get little organizational traction. Change plans are usually met with disregard, resistance, and even sabotage. Frustration often ensues, and the initiative becomes derailed.

### **LEARNING OBJECTIVES**

This programme seeks to:

- Revisit the core elements needed to embark on an effective change and transformation initiative (*special attention will be given to the use of “pilots”/“test sites”*)
- Discuss the “must-have” linkages for an organization to be optimally integrated
- Take a multi-stage approach to business process integration
- Map out the key drivers of “territorialism” and “information hoarding” (*focus will be placed on role of leadership enablers*)
- Present tried and tested communication strategies that can be used to underpin the integration process

**DURATION:** Two (2) days

**WHO SHOULD ATTEND:** Executives, Managers and Supervisors

**RESULTS/ OUTCOMES:** At the end of the session participants will have key building blocks to more effectively tackle cross-functional integration.