



**Stratis**  
CONSULTING

Strategic Employment Relations



# LEARNING & DEVELOPMENT

*"We practice what  
we teach."*

[www.stratis.ie/learning](http://www.stratis.ie/learning)



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# INTRODUCTION

Stratis Consulting has a deep expertise in supporting and managing employment relations issues and concerns on behalf of Employers over the past 30+ years.

We are trusted advisors to organisations mainly in the Private Sector and across a range of Commercial Semi-State / State / Public Agencies and understand the real employment relations (ER) challenges that employers face, thus ensuring the learning is relevant, meaningful and impactful.

We appreciate that People Leaders are at the core of effective and productive workplace relationships. Therefore, our learning focuses on partnering with organisations to design and deliver highly practical and insightful learning experiences that are rooted in the organisation's policy framework and best ER practice, while ensuring overall compliance with employment law.

To arrange a consultation in confidence please contact me at;

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## OVERVIEW OF OUR WORKSHOPS & PROGRAMMES

Stratis workshops, programmes and coaching are for organisations who wish to develop the capability of their 'People Leaders' to effectively engage with their direct reports and pro-actively anticipate and prevent problems and issues arising at work. If issues arise, we can ensure that your People Leaders have the competence to address and resolve these in a manner that is consistent with legal obligations, company policy and best HR practice.

We also facilitate preparatory workshops for organisations that are considering a major change initiative which may have a strong people impact or dimension. This could relate to organisational redesign, building a culture of flexibility and agility, remodelling existing remuneration, work practice changes, essential organisation re-structuring including mergers or acquisitions and TUPE situations or collective redundancies.

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## OUR MISSION

**Public Programmes** - To provide high level, specialist Public Programmes to Senior Leaders and Advocates to enhance their ability to advise and represent employers in the Employment Relations arena.

**In Company** - To deliver practical, insightful and impactful learning and development solutions to front line leaders and to ensure there is a framework in place to support changes in their behaviour that will enhance employee engagement. This framework will include appropriate oversight from the Senior Leadership Team (SLT) and ongoing Coaching support to individual people leaders.

# ABOUT OUR FACILITATORS

Our Facilitators are experts in the field of Employment Relations (ER) and People Management. They have an excellent understanding of best practice and have advised and represented numerous organisations on complex individual and collective ER issues and disputes on workplace issues. They also have a full understanding of the obligations that are placed on managers appearing before third parties.

Our Facilitators are all seasoned practitioners, each with over 25 years' experience in dealing with ER issues both as senior leaders and external consultants. As active practitioners and trusted Advisors we bring our wide range of experiences to our programme design and delivery and provide practical and comprehensive learnings and insights to participants.

To learn more about us individually visit; [www.stratis.ie/the-team](http://www.stratis.ie/the-team)



Joe Culbert



Liam Doherty



David Horgan



Caroline Jenkinson



Brendan McCarthy



Karl McDonagh



Brendan McGinty



Louise Murphy

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# OUR WORKSHOPS & PROGRAMMES

## Specialist Workshops

- Understanding the Employment Relations system.
- Preparing and Presenting a case to the Labour Court or Workplace Relations Commission (WRC).
- Advanced Negotiation Skills.
- Understanding 'Good Faith Engagement' – Implications for HR Strategy and Employee Engagement.
- Effective Collective Bargaining.

## Front Line Leadership Development Programme

- Building your People Leaders' knowledge and capability.
- Enabling & supporting a model of direct engagement.
- Supporting your People Leaders' career advancement and resilience.

## 1:1 Managerial Coaching

- Develop deep personal insight and identify key strengths and development areas.
- Managing effectiveness, ways of working, behaviours and thought patterns.
- Enhancing personal style and leadership.

# INTENDED AUDIENCE

## People Leadership Programmes

Our programmes are adapted in consultation with your organisation to ensure the content is pitched at the appropriate stage of their management journey; People Leaders may range from recently promoted Supervisory Level, Middle Management to Senior Leaders.

Crucially we work with organisations to transfer learning from the 'workshop to the workplace'. Participants are challenged to identify the key personal, behavioural and practice changes that will make a difference in how they engage with their colleagues and staff members. Senior Leaders are also encouraged to provide oversight and support in ensuring that key learnings are embedded in the organisation.

## Specialist Workshops

Through our unique insights and partnership with clients over the years we are in a position to offer Workshops which are focussed on niche aspects of the Employment and Industrial Relations landscape in Ireland. Whereby through knowledge sharing, mock settings and expert advice we can help prepare professionals for the challenges they are facing through an IR or ER process. These workshops are for Legal, Senior Management and Senior HR Professionals.

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## Methodology

The training methods and techniques employed during all programmes and workshops will be based on best practice utilising:

- Short lectures - to impart required background information/knowledge
- Facilitated discussions – to allow for practice sharing, open debate, airing concerns and enhanced participation
- Case studies – to assist with the practical application of learning
- Group work – to promote interaction and group learning
- Role-plays – to gain experience using the acquired skills
- Practical take-aways

Our Programme / Workshop delivery options include in-company and open course.

# SPECIALIST WORKSHOPS

## Understanding the Employment Relations System

Participants develop a deeper understanding of the Irish Industrial Relations and Employment Relations system. The content covers the law on individual and collective disputes, the WRC and Labour Court and ADR mechanisms.

The principles of effective workplace problem solving and dispute resolution are applied to real case studies along with a focus on Leading effective workplace negotiations.

## Preparing & Presenting a Case to the Labour Court or Workplace Commission (WRC)

A highly specialised programme which we have developed for Advocates who are involved in Preparing and Presenting cases to the Labour Court and the WRC Adjudication Service.

The workshop can be tailored to suit your organisation needs and will be designed specifically for the level and experience of the participants.

## Advanced Negotiation Skills

This workshop is designed to build participant's capability and confidence in planning and leading Industrial/Employee Relations negotiations with Trade Unions. The Workshop is of particular importance as Managers are tasked with conducting organisation level negotiations on terms and conditions of employment.

# SPECIALIST WORKSHOPS

## Understanding 'Good Faith Engagement' – Implications for HR Strategy and Employee Engagement.

This workshop is designed to give Senior Leaders an understanding of the changing legal context for employee engagement and representation in Ireland. The key components of Direct Engagement are identified and participants are challenged to make an honest assessment of the quality and effectiveness of their existing model and explore opportunities for improvement.

The output from the Workshop is an agreed action plan with clear goals which are designed to enhance employee engagement.

## Effective Collective Bargaining - A Joint workshop for Management and Union Representatives at Company Level.

We partner with Trade Unions to deliver a joint workshop for Management and Employee Representatives to improve the quality and effectiveness of their negotiation and problem-solving skills.

The workshop is designed to improve the quality of dialogue and engagements between key representatives and ultimately to achieve better outcomes that are in the mutual interest of all parties.



# FRONT LINE LEADER PROGRAMME

## Our Aim

Our aim is to provide Front Line Leaders with practical toolkits, best practices and insights to support their management of staff through the employment cycle. The programme design will be finalised in consultation with your organisation's HR Team, Senior Leaders and the Participants themselves as appropriate. This will ensure that the content is tailored to the specific context of your organisation and we can take account of any sensitivities as part of our delivery.

This programme is delivered within the HR policy context for your organisation and is designed to give People Leaders the knowledge and confidence to deal more effectively with people issues that may arise within the organisation. Participants will ensure they act with a greater appreciation of their obligations as People Leaders.

It includes a summary of relevant employment legislation and an identification of best practice approaches to workplace problem solving and issue resolution.

## We will work with your organisation to ensure that your People Leaders:

Understand and apply best practice HR policy Frameworks.

Adhere to fair procedures and natural justice.

Maintain high standards of conduct and performance.

Ensure consistency of practice across the organisation.

# FRONT LINE LEADER PROGRAMME

## Delivery & Design

This is an immersive programme, which is both pragmatic and thought-provoking and requires personal commitment and engagement from the participants. This framework will include appropriate oversight from the Senior Leadership Team and ongoing Coaching support to individual people leaders.

In our experience, it is important to engage the SLT in the design, oversight and transfer of the learning from the workshops to the workplace. HR also has a crucial role in providing support and facilitating a Front Line Leader Forum to ensure consistency of practice across the organisation.

This programme can be delivered over an agreed period of time with the client, e.g. to allow all participants time to practice and reflect on their learning.

The precise content will be tailored following consultation with HR and may include the following:

- Building a high-performance team.
- Personal leadership and engagement.
- Performance management capability.
- Influencing and communication styles.
- Personal impact and role modelling.
- Coaching skills for People Leaders.
- Discipline and Dismissals.

Our workshops can also include a mock WRC Adjudication hearing on a disciplinary case and/or a grievance appeal if requested.

# MANAGERIAL COACHING

## People Leaders Taking Time to Develop

Effective People Leaders at all levels are critical to the future success of your organisation. Our bespoke One to One coaching programme supports People Leaders seeking to enhance their leadership performance and impact.

The Stratis coaching panel bring extensive organisational and change management experience to their coaching, in both the Public and Private Sectors. Our coaches work with leaders to develop deep personal insight and identify key strengths and development areas - with a focus on managing issues that may restrict effectiveness, ways of working, behaviours and thought patterns. We also work with newly-promoted leaders seeking to adapt quickly and build new competencies.

A range of psychometric tools are used to generate deeper self-awareness; Personality, Emotional Intelligence and 360-degree feedback. The output is an individualised development plan with clearly identified performance and behavioural shifts required together with clear deliverables and milestones

## Key focus areas include:

Coaching leaders tasked with driving organisational change.

Developing engagement, influencing and stakeholder management skills.

Managing performance challenges and improving effectiveness.

Enhancing leadership style and personal impact.

Growing essential leadership practices to enhance engagement and influence both individual and team performance.



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# FOR FURTHER INFORMATION...

If you would like to talk to us, or arrange a consultation to discuss how these Workshops and Programmes may be of benefit to your organisation please contact me or any of the team as follows:

Email: [louise.murphy@stratis.ie](mailto:louise.murphy@stratis.ie)

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