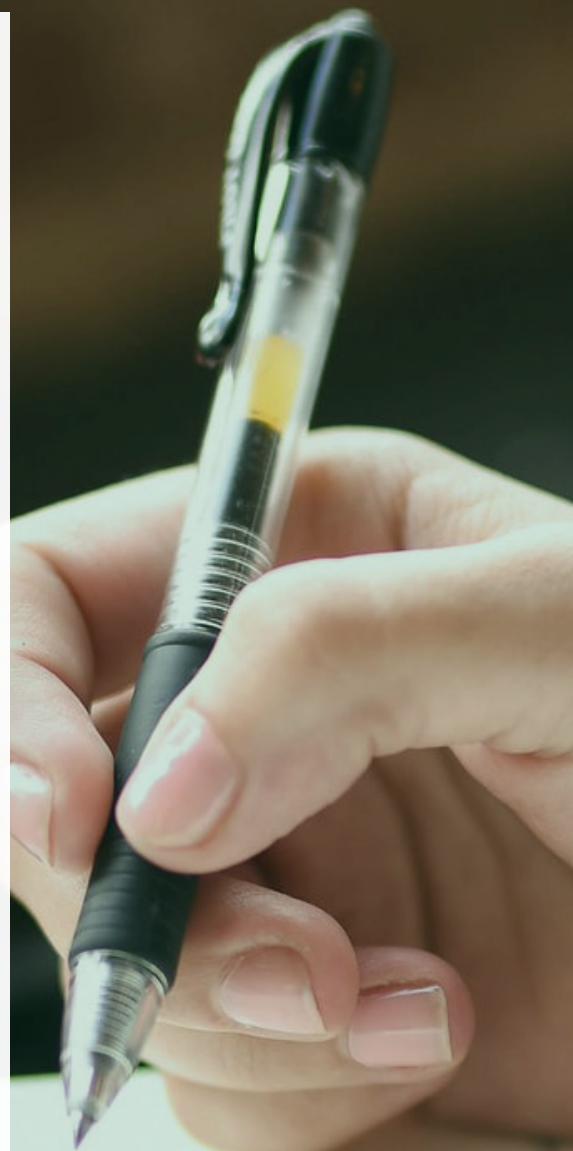
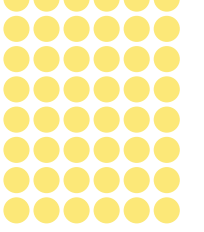


# New Dawn Resources Training Brochure

2022-2023





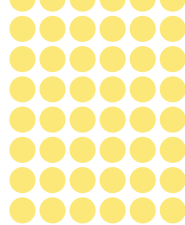
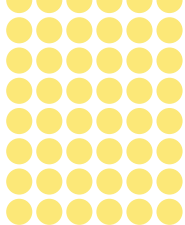
# Welcome



New Dawn Resources is a full-service HR and employment law business. Our HR Business Partners can help your business with all aspects of HR whether it is recruiting the right people, drafting contracts and policies, dealing with employee relations procedures and workplace disputes, developing strategies to improve staff resilience and workplace wellbeing, or defending a claim in the Employment Tribunals.

We regularly deliver training and leadership development, and have set out the details of our public access courses in this brochure. We also deliver bespoke training to clients and can design a course to meet your needs and deliver it to your staff at your premises at a time to best suit you.

If you would like to know more about us and how we can help you, please do not hesitate to get in touch.



# Meet our Trainers

Our trainers are all active HR Business Partners providing day-to-day advice and guidance to companies of all sizes on HR and employment law matters. We use this knowledge and experience to make our training relevant, practical and interesting.

Vanessa Scrimshaw is the founder of New Dawn Resources. With 25 years’ experience, she is an expert in human resources management, talent management and training & development. Vanessa is also our WRAW Master Practitioner and can help you build your staff’s resilience and wellbeing to benefit your business long term.

Cheryl Evans worked as a hands on operational manager for many years before starting her human resources career. She has broad experience across all aspects of human resources and uses this experience to bring colour and realism to her training courses.

Kate Booth is our legal expert, with 15 years of experience in employment law. She brings insight and humour to her training courses, and uses her commercial pragmatism to provide guidance on legal risk that is practical and easy to understand.

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# Management & Leadership Skills



## Senior Managers: Knowledge vs Risk

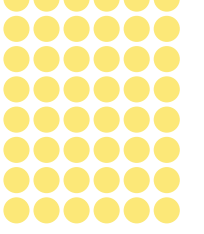
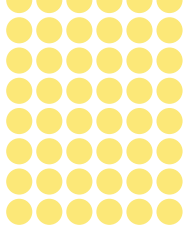
This popular 3 day programme has been designed in order to meet the needs of senior managers and directors who find themselves having to navigate in-house employment matters. Your team and staff look to you for leadership and guidance in resolving workplace disputes and performance issues, but who do you turn to?

We understand that it can be tough finding time to keep yourself up to date with employment legislation and this can cause you to doubt yourself or feel on the back foot. This programme will help you develop your confidence in dealing with HR and employment law issues in the workplace through a series of practical, no-nonsense sessions. We use case studies, group exercises and provide you with useful tools and resources to take back to the workplace.

You will be made fully aware of the impact your role has on the good HR practices of the company. If you want to avoid getting things wrong (with potential legal repercussions for you and your company) and you want to use good HR practice to behave appropriately in all circumstances, this course is for you!

## Over the 3 days we will:

- Identify the complex role and responsibilities of a modern manager and leader
- Develop a clearer understanding of current employment legislation and the tribunal process



- Understand what discrimination in the workplace means
- Understand the impact of and how to manage absences and family-friendly policies
- Understand how to handle and resolve grievances positively
- Spot when and where disciplinary action is necessary and which route is appropriate
- Get to grips with the tricky world of performance management
- Gain an understanding of the positive impact the right people strategy can have on the bottom line

The programme is designed for experienced senior managers with more than two years' experience of managing teams and/or the HR process within an organisation. This course will also benefit managers looking to develop their organisation's people strategy, whether the aim is to avoid litigation or simply become a more desirable, progressive employer in order to attract and retain talent in a tight labour market.

## Day 1 Understanding your employer responsibilities

- The Equality Act 2010
- Acas Code of Conduct for SMEs
- Discrimination
- Recruitment & Selection
- Family Friendly Working Practices
- Absence and good management systems
- A look back at some recent case law - putting learning into context

## Day 2 Employee Relations

- The fair reasons for dismissal
- Automatically unfair decisions
- The Redundancy Process
- The Disciplinary Process
- The Grievance Process
- Understanding the balance of probability
- Achieving 'reasonableness'

## Day 3 Understanding behaviour & motivating teams

- Understanding individuals & motivating teams
- Managing and encouraging diversity
- Effective communication
- The written vs the psychological contract
- Employee engagement
- An effective Appraisal System
- Managing performance in small teams

## Senior Managers: Leadership Development (including Personal DiSC Profiling)

This 2 day programme has been designed to build the skills of senior managers and directors who might not have had an opportunity to take part in leadership development as they've progressed through their careers. This course is popular with businesses and individuals who feel in a rut or that they need a push to the next career level.

We'll carry out personal profiling to identify your management and communication style and work with you to reflect and build on your leadership skills to help you strengthen your abilities in your current role and prepare yourself for the next stage in your career. This programme will incorporate training in small groups across 2 days, plus a follow up 1 to 1 session on a mutually convenient date.

## First Line Managers: Effective Line Management

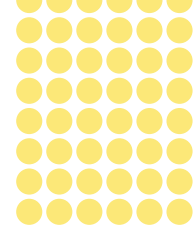
We understand the importance of staff training and development, and the difference having a skilled and engaged workforce can make to a business. Management skills are complex and often need to be taught. For supervisors and team leaders to excel, they need to understand exactly what's required of them and given the opportunity to learn practical techniques to help them achieve it.

We run this course over three days over a three-month period. We do this as we recognise how busy you are and this way allows you to put what you have learnt into practice and feedback to the group. The sessions are interactive with plenty of opportunity to discuss your experiences and challenges, both past and present with others.

## Over the 3 days we will:

- Identify the current role of the supervisor/team leader and how this fits with the needs of the whole business
- Identify the barriers to improving how supervisors/ team leaders manage the expectations and limitations placed upon them
- Understand the impact a team leader's style has on the attitude of others
- Understand the benefits and pitfalls of different communication styles
- Realise the importance of time management and prioritisation
- Understand assertive behaviour
- Understand how to avoid and manage conflict
- Appreciate the importance of performance management
- Have a basic understanding of the disciplinary & grievance procedure
- Understand the importance of reasonableness
- Understand the importance of following a fair process
- Identify your own values and the impact on your role, actions, supervision of others
- Understand the standards that are expected of you
- Understand discrimination





This 3 day programme has been designed to meet the needs of anyone who is new to the supervisor or team leader role, or who may not have had an opportunity to take part in management skills training, or who may need a refresh. This lively and interactive course is specifically designed to help you understand the role and responsibilities of a supervisor or team leader whilst helping develop and hone your skills.

### Day 1 The role of an effective Team Leader

- Communication
- Communication styles & the need for assertiveness
- Time Management & Prioritisation

### Day 2 Managing a Team

- Understanding Assertive Behaviour
- Forms of Communication
- Transactional Analysis
- Avoiding & Managing Conflict

### Day 3 Protecting the employee, you and the Company

- Capability vs Conduct
- The Disciplinary & Grievance Procedure
- Diversity & Acceptable Behaviour in the Workplace
- Understanding Discrimination

### First Line Managers: Emerging Leaders

This packed 1 day course is aimed at getting strong team members ready to start taking on more responsibility (whether as line manager, supervisor or team leader) and to start your future leaders thinking about their style of management and how they want to manage others.

We will cover delegation skills, action-centred management (John Adair's 'task, team, individual' model), team dynamics, challenging individuals' behaviour, the power of a positive example and how to successfully transition from team mate to line manager.

# Core People Management Skills



### Core Communication Skills

This 2 hour session will look at methods of communication and build communication skills, it will consider the characteristics of aggressive passive and assertive communication and allow your team to develop their communication style to start building good relations and getting the best out of their interactions with others.

### Team Building

This 2 hour session can be delivered independently or is a natural follow on for the Core Communication Skills course. It will include psychological modelling (the transactional analysis or 'ego' model and the SCARF model) to develop your team's understanding of their own behaviour and the behaviour and reactions of colleagues, to help them manage their interactions with others and improve workplace relations.

### Effective Communication Skills

This 1 day course will help managers become more effective, more confident and more dynamic communicators. The programme will improve the way managers engage with others by using effective questioning, listening and body language. Delegates will be encouraged to reflect on how they want to be seen at work and how they can present a positive image.

## Assertiveness and Conflict Management (including DiSC Personal Profiling)

This 1 day programme will look at the impact of different management and communication styles and we'll carry out personal profiling to identify your preferred style, and give you the skills you need to achieve assertive management and confidence in handling conflict.

This programme will incorporate 1 day of training in small groups and a follow up 1 to 1 session at a mutually convenient date. During the 1 to 1 session, we will focus on your personal profile and how to maximise your strengths, we'll look at why you might get into a conflict situation with certain characters and how you can work on areas of your career which frustrate you or traits which you feel might be holding you back.

## Conducting Difficult Conversations

There are some conversations that we just don't want to have. But, as managers or supervisors, they're a part of the job. This half day course will help you develop strategies for tackling difficult conversations on a range of subjects and taking them through to a successful outcome.

## Recruiting Successfully

It can be hard to find the right person for your business. Recruitment is time consuming and it is frustrating to go through it all and find out that the person you've appointed is a poor fit. This 1 day course will give you the skills you need to draft job advertisements, shortlist and interview staff, and tips on how to find the right person for you.

## Managing Sickness

Sickness absence, particularly frequent short term absences, is disruptive and expensive for business. This 1 day course will look at how to manage staff with high sickness records, from the odd days here and there to long term sickness absence.

## Disciplinary Procedures in Practice

If you're tasked with managing misconduct and bad behaviour within your team, but worry about getting it wrong and facing a claim, this 1 day course will show you how to follow a fair and lawful process without tying yourself in a knot.

## Managing Poor Performance and Incapability

Poor performance can be caused by a lack of ability, health issues or other personal matters. Whatever the cause, you need to be able to get the best out of your staff. This 1 day course will look at how to manage poor performance through to an improvement where possible or a fair and lawful process for dismissal where necessary.

# Mental Health at Work



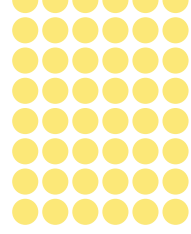
We are pleased to offer you two options that can support learning and understanding within your organisation in relation to Mental Health.

All of our mental health awareness, resilience and wellbeing courses have been designed to help your managers and individual team members understand more about themselves and their colleagues.

People today have a better awareness and understanding of mental health and mental health disorders. Yet, mental health stigma still exists and although just over one in four adults will suffer from a mental disorder in any given year, including anxiety, depression and substance abuse; we often lack the confidence to step in and help others.

Whether you would like one of our established courses or a bespoke training package crafted to your specific needs, we have a solution for you.





We produce resources and publications covering all issues relating to mental health to support organisations, their employees and their managers to develop awareness, understanding and skills to promote a healthy workplace culture and tackle discrimination. Our services include providing strategical guidance, coaching, mentoring, training and consultancy; all of which can be tailored to your organisation's specific needs.

## Mental Health Awareness

A half day session (4 hours) designed to create and improve awareness of mental health. This session is an excellent way for your organisation to raise awareness and encourage discussion of mental health, by demonstrating a positive culture towards workplace wellbeing.

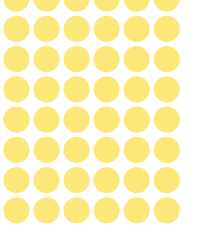
Our mental health awareness course offers an introduction to mental health and workplace wellbeing to employees at any level. During the session we explore the differences between good and poor mental health, common problems and stigmas, and we will share tips on how we can not only look after our own mental health but also support colleagues.

### We will cover:

- An introduction to Mental Health
- An understanding of depression, anxiety and stress as the most common mental health issues in the workplace
- Triggers for poor mental health and the warning signs to look out for
- Boosting mental health and resilience in ourselves and others
- How to start that difficult conversation and support colleagues who may be experiencing poor mental health
- Where to signpost colleague or where to turn for more help

This session will reference your own policies in relation to all relevant areas and encourage delegates to explore any concerns they may have. We would recommend that this training takes place in-person to allow the best opportunity for discussion and group activities as part of the learning.

We would recommend that this training take place in-person to allow the best opportunity for discussion and group activities as part of the learning. We can come out to your site to deliver this.



## Mental Health at Work

A full day course designed for people managers. This course complements option 1 and includes best practice guidance and tips from our mental health and workplace wellbeing resources. The program emphasises the importance of looking after yours and your employees' mental health.

Managers have additional responsibilities in relation to the safety and wellbeing of their team members, and organisations have a duty to ensure that their managers have the skills and knowledge required to identify problems early and be able to intervene with compassion and confidence.

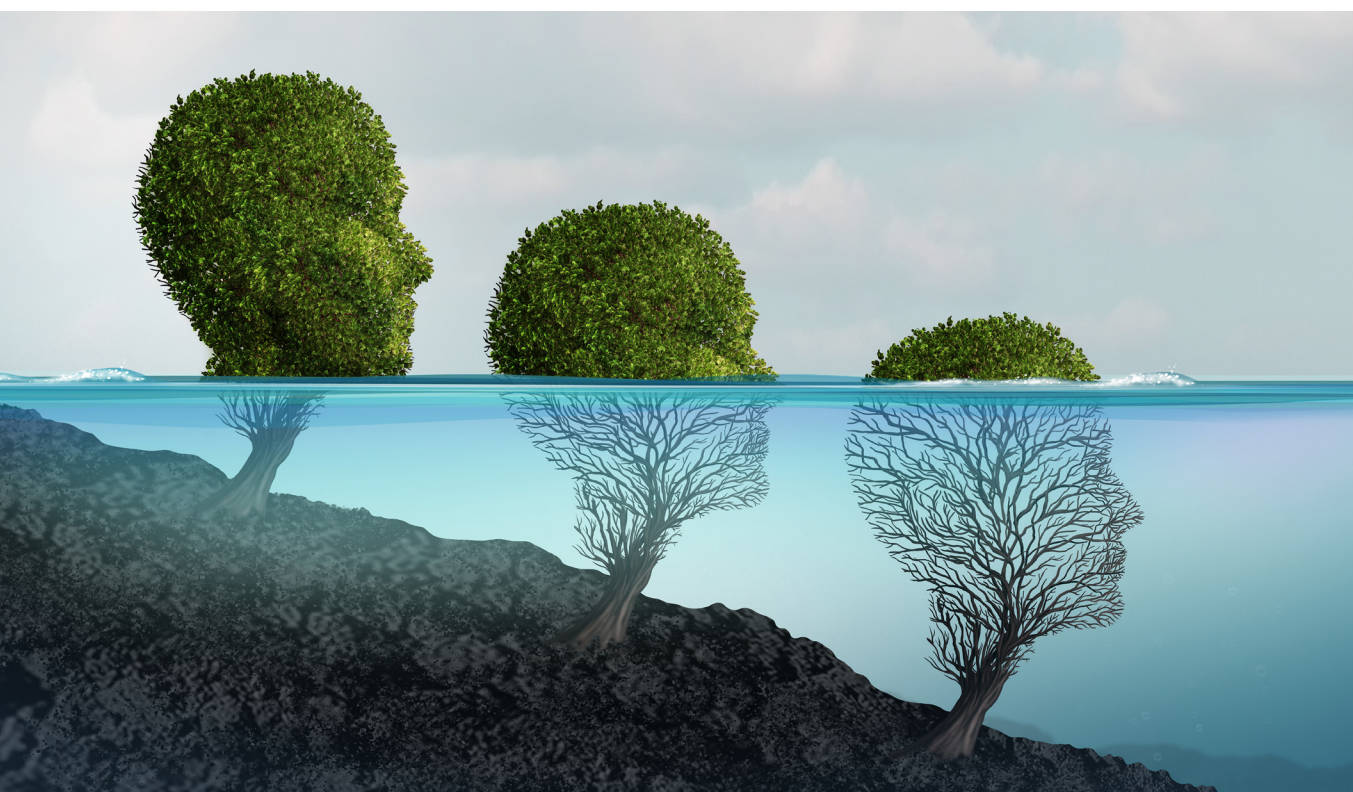
Our Mental Health at Work program is a natural follow-on from our half day Mental Health Awareness session, but it can also run as a stand-alone session. This session is for people managers and emphasises the importance of looking after yours and your team members' mental health. The program will cover:

- An introduction to Mental Health
- An understanding of depression, anxiety and stress as the most common mental health issues in the workplace
- Triggers for poor mental health and the warning signs to look out for
- Promoting and boosting mental health and resilience in ourselves and others
- Holding conversations about mental health and supporting colleagues to prevent or cope with poor mental health
- Where to signpost colleague or where to turn for more help
- Absence from work due to mental health
- Positive and proactive performance management
- Signposting to information and external support

This session will reference your own policies in relation to all relevant areas and encourage line managers to explore any concerns or knowledge gaps they may have in a 'safe space' which can often include discussion on personal bias, stereotypes and the concept of prejudice.

We would recommend that this training take place in-person to allow the best opportunity for discussion and group activities as part of the learning. We can come out to your site to deliver this.

# Workplace Resilience & Wellbeing



## Resilient YOU

This course is suitable for all staff members and is based on Snapshot or Individual WRAW reports

The 1 day Resilient YOU programme is designed to educate, empower and inspire individuals to discover and maximise their own levels of resilience. The program will explore the concept of resilience to identify how it can lead to high performance, how to create strategies for challenging negative thoughts and promoting positive thinking, develop techniques to help build their resilience and develop a personal action plan to take back to the workplace.

Drawing on the results of your personal Snapshot or Individual report, you will build a unique insight into the 5 key sources of resilience (the pillars) and gain an accurate measure of your own strengths and development areas. You will learn practical strategies, tactics and tools to bolster each pillar, giving you the resilience you need to respond positively to the various pressures and demands of your own particular environment.

## Resilient TEAMS

This course is suitable for teams and is based on individual & team WRAW report

The high performance of teams is critical to business success and resilience is the most fundamental aspect of achieving sustained excellence. Resilient teams share a culture of respect, honesty and trust. They are deeply committed to both business and team goals, work hard to support one another in achieving them and take a collective responsibility for both successes and failures. They embrace diversity, play to their strengths, and constructively challenge one another as critical friends.

The 1 day Resilient TEAMS programme draws out personal resilience, but also blends it into a broader 'team' conversation around how to support each other. This session ends with the team developing a Charter – a set of commitments, which will support greater wellbeing and resilience as a group. It's ideal for team away-days. Drawing on the detailed insights from the team report, the group can assess their collective level of resilience and social capital, exploring specific strategies and opportunities to strengthen these results.

## Resilient LEADERS

This course is suitable for managers and is based on Snapshot or Individual WRAW reports

The manager is a key driver in creating a positive healthy working environment that nurtures wellbeing and resilience for their team. The 1 day Resilient LEADERS programme will enable managers to spot the early warning signs of poor physical and mental health and respond appropriately. We will provide practical strategies tactics and tools to approach wellbeing conversations with confidence and enable managers to nurture a working environment that proactively supports the whole team, including building personal and team action plans to support their people.

Drawing on the detailed insights from the individual and leaders WRAW reports you will have a debrief by your WRAW Practitioner. While these are confidential, you will be encouraged to bring them along to the session for the purpose of reflection and discussion.

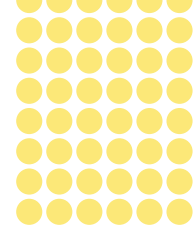
## What is Wraw?

Whilst there is increasing recognition of the importance of employee resilience and how it impacts wellbeing, until now there has been a gap in terms of how to measure it. Wraw, which stands for workplace resilience and wellbeing, is a psychometric tool that has been developed to provide these insights.

Our work environment is constantly evolving and leading organisations are looking at the proactive steps they can take to rise above the pressures and demands they face day-to-day in order to develop and maintain a competitive edge. Wraw provides a holistic and comprehensive approach to supporting healthy high performance.

Wraw helps to increase employees' self-awareness of their current levels of resilience and gives organisations rich data that can be used to support their workforce more effectively and engender a culture of healthy high performance.





Wraw measures current behaviours and thoughts that enable individuals to cope well with the challenges and pressures they are facing. It is a multi-dimensional measure of resilience. It provides a holistic view, covering thinking style and the emotional and physical elements that impact wellbeing.

### How does it work?

Wraw utilises a questionnaire, which is administered to individuals online and only takes around 15 minutes to complete. As well as generating personalised reports for individuals, Wraw provides data on the resilience and impact on wellbeing for leaders, teams and the whole organisation.

The leader and organisation reports offer insights into leadership behaviours that influence employee resilience and highlight specific pressure points, such as excessive working hours, employees feeling undervalued or lack of line manager support. Using these analytics, organisations can target investment in wellbeing interventions, such as training, e-learning and coaching, based on their specific needs.

Wraw provides a valuable framework to support a two-pronged approach to building sustainable healthy high performance:

- Educate and empower individuals and teams to take ownership of their own resilience and wellbeing.
- Educate and enable managers and leaders to build a safe and supportive working environment.

### Where has Wraw come from?

Founded in the UK, Wraw has over 10 years of knowledge, expertise and best practice jam-packed into its development. Wraw is an exciting new product created by established industry experts.

Wraw was created by a team of Business Psychology experts from The Wellbeing Project. It consists of 5 composite scales, referred to as the '5 Pillars of Resilience', and 12 subscales. It also offers some overall measures of resilience and its likely impact on how people feel.

# Equality, Diversity & Inclusion

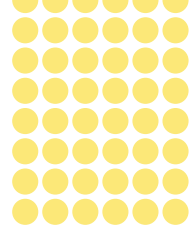


We are pleased to offer you three options to support learning within your organisation in relation to Equality, Inclusion and avoiding Discrimination.

All of our courses have been designed to help your team members understand more about their responsibilities for promoting equality, tackling all forms of discrimination and fostering good relationships between diverse groups of people in the workplace.

Whether you want one of our established courses or a bespoke training package crafted to your specific needs, we have a solution for you.

From short-term tactical help to more strategic assistance, we can work with your organisation to implement good equality and diversity practice. Our services include producing policies and resources, providing strategical guidance, coaching, mentoring, training and consultancy; all of which can be tailored to your organisation's specific needs.



## Understanding Equality & Diversity in the Workplace

A two hour session aimed at 'setting the standard' for all team members. Designed to increase their general awareness of the needs of others and expectations on them whilst at work.

### This will cover:

- The different forms discrimination can take, to generate understanding and improve team members' ability to take responsibility for their actions.
- The different behaviours that constitute harassment and bullying, and will not be tolerated in your workplace.
- A 'check the banter' game – to generate some discussion and thinking about the things we say and do.
- How team members should raise a concern if they feel they've been discriminated against.
- How team members could challenge behaviour or raise concerns if they discriminatory conduct happening to others.
- Reference to relevant sections of your equality policies and grievance procedures to ensure consistency of approach.

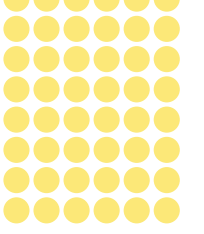
## Equality & Diversity in the Workplace (a Refresher)

A one hour condensed 'refresher' session aimed at those who are already familiar with the concepts of equality, inclusion and discrimination but may need a reminder to keep that knowledge up to date.

If your team members have had some equality training in the last two to three years and already have some understanding of the key concepts and your policies and procedures, you may wish to use a more condensed form of training to keep them up to date, in a more time and budget friendly way (whilst still meeting your needs in terms of regular training).

### We can provide a one-hour session focused on:

- The different forms discrimination can take, to generate understanding and improve each team members ability to take responsibility for their actions.
- The different behaviours that constitute harassment and bullying, and will not be tolerated in your workplace.
- How team members should raise a concern if they feel they've been discriminated against.
- As this will not include organised discussion or group work due to the time limit, there is no limit how many employees attend the session.



## Management Equality Training

A three and a half hour session designed specifically for managers and supervisors with responsibility for setting, monitoring and improving behaviours in the workplace.

Managers have additional responsibilities in relation to discrimination, harassment and bullying including being able to identify when it may be taking place within their teams and dealing with any concerns brought to them – including possible grievances.

### We can deliver a half day (3 ½ hour) session for your management team to include all aspects of the Equality Training including:

- The different forms discrimination can take, to generate understanding and improve team members' ability to take responsibility for their actions.
- The different behaviours that constitute harassment and bullying, and will not be tolerated in your workplace.
- Discussion about what to be aware of to detect harassment and bullying in the workplace. This goes beyond listening out for inappropriate 'banter' to being aware of changes in staff behaviour that may signal an issue.
- A 'check the banter' game – to generate some discussion and thinking about the things we say and do.
- How team members should raise a concern if they feel they've been discriminated against.
- How team members could challenge behaviour or raise concerns if they discriminatory conduct happening to others.
- How to handle a complaint of discrimination from a team member.
- How to manage a grievance about discrimination from a team member.

This session will reference your own policies in relation to all relevant areas and encourage line managers to explore any concerns or knowledge gaps they may have in a 'safe space' which can often include discussion on personal bias, stereotypes and the concept of prejudice.

We would recommend that this training take place in-person to allow the best opportunity for discussion and group activities as part of the learning, and we can come out to your site to deliver this.



# Discounts and Group Bookings

Current HR clients will receive a 10% discount on all bookings.

A 5% discount will be applied to all bookings of two people or more. A maximum of 3 delegates per booking from any one company/organisation applies. If you have four or more delegates please speak to us about an in-house program which can be bespoke.

## Cancellations

Cancellation by the delegate and/or company

60 days or more before the 1st day, a full refund minus a £50 administration fee. 30 - 59 days before the 1st day, 50% of the program cost.

0 - 29 days before the 1st day, the full fee will be charged.

Where a company is able to substitute a delegate to avoid cancellation no additional charges will be due.

## Cancellation by New Dawn Resources Ltd

New Dawn Resources Ltd reserves the right to cancel an arranged course due to the ill health of the nominated representative/trainer, travel disruption or cancellation of the training venue. In the unfortunate event of a cancellation the event will be rescheduled at a time and date to suit the delegate.

Refunds will not be available in the event that New Dawn Resources Ltd is able to offer the delegate a rescheduled course within three months of the cancellation.

## Delegates with Special Requirements

We aim to ensure that our training events are fully accessible and enjoyable for everyone. Please help us to do this by informing us of any special requirements you may have either on the registration form or by email, as soon as possible.

## Joining Instructions

Further instructions (including directions) will be sent out to all delegates via email a minimum of ten days prior to a training event.



# Dates & Prices

We deliver our training to small groups to ensure that each attendees gets a full opportunity to participate and learn from the training experience. We have planned in dates for our most popular courses and encourage you to book early to avoid disappointment. If you're not able to make the dates listed, then please contact us to join the list for early notification of future dates.

## Management and Leadership Skills

### Knowledge vs Risk (3 day programme)

- Price: £695 plus VAT per delegate for 3 days (or £2,585 plus VAT to run the full course in-house at your venue).

### First Line Managers: Effective Line Management (3 day programme)

- Price: £495 plus VAT per delegate for 3 days (or £2,295 plus VAT to run the full course in-house at your venue).

## Mental Health at Work

### Mental Health Awareness (half day course)

- Price: £85 per delegate (or £610 plus VAT to run the full course in-house at your venue).

### Mental Health at Work for Managers (one day course)

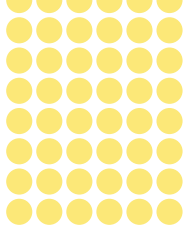
- Price: £135 per delegate (or £830 plus VAT to run the full course in-house at your venue).

## Equality Diversity & Inclusion

### Understanding Equality & Diversity in the Workplace (half day course)

- Price: £85 per delegate (or £610 plus VAT to run the full course in-house at your venue).





Our shorter courses are more flexible and so, if you'd like to attend one of our shorter courses, please get in touch and we'll make sure that you have the latest information about dates and availability. If you would like a number of your team to attend, we can look at delivering the course in-house to minimise the time out of your business.

## Management and Leadership Skills

- Senior Managers: Leadership Development (including Personal DiSC Profiling)
- First Line Managers: Emerging Leaders

## Equality Diversity & Inclusion

- Equality & Diversity in the Workplace (a Refresher)
- Management Equality Training

## Core People Management Skills

- Core Communication Skills
- Team Building
- Effective Communication Skills
- Assertiveness and Conflict Management (including Personal DiSC Profiling)
- Conducting Difficult Conversations
- Recruiting Successfully
- Managing Sickness
- Disciplinary Procedures in Practice Managing Poor Performance and Incapability

## Workplace Resilience & Wellbeing

- Resilient YOU
- Resilient TEAMS
- Resilient LEADERS



[info@newdawnresources.co.uk](mailto:info@newdawnresources.co.uk)



01484 680098



New Dawn Resources Limited



[newdawnresource](#)

2nd Floor, Bridge Mills  
Huddersfield Road  
Holmfirth  
West Yorkshire  
HD9 3TW