



ARTHUR COX



# MANAGING CHANGE IN UNIONISED ORGANISATIONS

A One Day Masterclass

22nd May 2024  
Stephen's Green Club, Dublin 2

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



*"We practice what we teach."*

## INTRODUCTION


This highly interactive programme is designed to give participants a real insight into how to Manage Change in Unionised Organisations in Ireland. We're delighted to partner with Arthur Cox to deliver this masterclass which is practitioner led and uniquely positioned to inform the development of an effective strategy for delivering change in your organisation and enhance your capability and confidence to work effectively in this arena.

## WHO SHOULD ATTEND?

The Masterclass is designed to meet the learning needs of HR Managers, HR Business Partners, ER Specialists and Line Managers charged with developing and implementing change in their organisation.

The Masterclass is also of relevance for Teams tasked with conducting negotiations, restructuring, transformation and major change. It will be of relevance to organisations in the Private Sector, State Agencies, Commercial Semi State Sector and Local / National Authorities.

For further information, or to book, please get in touch with me, Louise Murphy, at [events@stratis.ie](mailto:events@stratis.ie).



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## OUR APPROACH

This will be a highly interactive and immersive experience in a confidential setting, designed to give participants unique and real insights into effective change management. There are a number of activities and case studies built into the Masterclass to ensure that the key learnings are understood. Participants are encouraged to share views and experiences to ensure a thorough understanding of the key learning points and their application when they return to their organisation.

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## WHY US?

Stratis L&D 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 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. 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.

## PROGRAMME OUTCOMES

By the end of this  
Masterclass participants  
will have learned how to:



Create and deliver  
a robust and  
comprehensive  
change strategy in a  
Unionised context.



Build the confidence  
and support of your  
key stakeholders.

Develop a robust  
negotiating strategy.



Identify and manage  
key risks and  
opportunities.



Understand the key  
issues and priority  
areas from the Trade  
Union's perspective.



Implement and  
sustain the change.



Manage the potential  
impact of the  
legislative framework  
on your change  
strategy.

# PROGRAMME CONTENT

## The Change Management Process - Planning the Change

- The Change Process – Key Phases
- Governance Issues & Stakeholder Management
- Communications & Engagement Strategies
- Culture Assessment – Readiness for Change
- SWOT Analysis /Risk Assessment / Identifying Key Enablers and Blockers

## The Legal Framework For Effecting Change

- Compulsory v Voluntary Redundancy & Selection Criteria
- Unlawful Deductions
- Potential for Industrial Action.

## Understanding the External Employment Relations (ER) Context

- The Role of the Workplace Relations Commission (WRC).
- The Labour Court's Approach.
- Compensation for Loss of Earnings -Key Benchmarks .
- Normal Ongoing Change v Major Change.

## Transforming A Unionised Workplace Through Inclusion

- Key issues and priority areas for Trade Unions.

# PROGRAMME CONTENT

## Internal ER Context

- Learnings From Previous Change Plans. (What Worked/Did Not Work)
- Internal Trade Union(s) Dynamic – Membership etc.
- Company Union Agreements and Analysis Of Custom And Practice
- Working Under Protest V Status Quo
- Leadership Alignment & Engagement of Front Line Managers (FLMs).

## Negotiating Major Change – Key Principles

- Identifying Negotiables / Non-Negotiables
- Assessing Contingency Issues
- Timing And Sequencing Issues When Implementing Change
- Developing an Effective Business Case – Key Components
- Planning The Initial Meeting and The Timeline of Change
- Anticipating and Managing Key Challenges When They Arise
- Staying on Track and Understanding Your BATNA (Best Alternative to a Negotiated Agreement)

## Key Elements of a Change Agreement.

- Process Options for Resolving Disputes
- The Approval Process.
- The Communication Process.
- Implementation & Verification.

## ABOUT OUR FACULTY

Our Faculty 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 Faculty 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.



### **Brendan McGinty, Managing Partner, Stratis Consulting.**

Brendan is a leading expert in people strategy, employee relations, employment policy, communications, change management, and dispute resolution with over 30 years' experience. Brendan previously worked with the business organisation Ibec as a member of the leadership team where he had a successful career as Director of Industrial Relations and Human Resource Services.



### **Brendan McCarthy, Senior Partner, Stratis Consulting.**

Brendan focuses primarily on enhancing organisational effectiveness. He has a history of providing pragmatic and innovative strategies, practices and initiatives to enhance the people contribution within organisations. Brendan has over 30 years' experience as a consultant specialising in improving organisational effectiveness, whilst also coaching at senior management level.

# ABOUT OUR FACULTY



## **Liam Doherty, Senior Partner, Stratis Consulting.**

Liam is one of Ireland's foremost experts in the area of IR/ER & dispute resolution. He holds a PhD from Queen's University, Belfast having examined conflict management and dispute resolution systems in multinationals. Liam focuses primarily on providing high level Industrial Relations advice and support for large scale restructuring and change management assignments and in designing pro-active ER Strategies.



## **Karl McDonagh, Partner, Stratis Consulting.**

Karl was previously the Employee Relations and Change Director with Diageo Ireland with responsibility for driving organisational, cultural and employee relations strategies for the Diageo businesses throughout Ireland. Karl has extensive experience and a successful track record in delivering change and re-structuring in complex employee relations environments.



## **David Horgan, Partner, Stratis Consulting.**

David is a senior HR leader with a successful track record at both strategic and tactical level, with a pragmatic, business-oriented perspective. He has extensive experience of the development and implementation of significant organisational and cultural change strategies to deliver organisational goals.



## ABOUT OUR FACULTY



**Caroline Jenkinson is a Strategic Adviser at Stratis Consulting.**

Caroline worked in the Labour Court as Deputy Chairman for the past 22 years, where she adjudicated on employment law cases and on industrial relations disputes between employers and workers. Prior to 1998 she was employed by Ibec dealing with industrial relations issues and social policy. Caroline's has a unique track record of success as one of Ireland's foremost Adjudicators and has added significant value to our engagement with clients in leading their strategic employment relations agenda.



**Kevin Langford, Partner, Arthur Cox**

Kevin is a partner in Arthur Cox LLP and head of its Employment Law Group. Kevin has over 25 years experience representing clients in a wide range of sectors on all aspects of employment law both contentious and non-contentious. His client base includes manufacturing and distribution companies, financial institutions, pharmaceutical and healthcare companies, transport companies, food and agri businesses, retail outlets, statutory bodies, Governmental and public institutions, universities and cultural institutions.

Kevin joined Arthur Cox in 2001, having previously held the position of in-house legal adviser with the Irish Business and Employers Confederation. He is a CEDR-accredited mediator.

# ABOUT OUR FACULTY



## Eamon Devoy

Eamon Devoy is a highly experienced Independent Conflict Resolution, Change Management and Relationship Building Consultant. He is the Independent Chairperson of a number of voluntary and community Forums in Dublin and is responsible for monitoring Industrial Relations, & Employment Rights compliance in the construction phase of the new Children's Hospital. Eamon also supports the Facilitation and monitoring of Union / Employer agreements in the FDI Sectors across the EU and the UK. He is the former General Secretary of the Technical, Engineering & Electrical Union (now Connect Trade Union) one of Ireland's most influential Union representing 45,000 Craftworkers across the economy.



## Louise Murphy, Managing Director, Stratis Learning & Development.

Louise has extensive experience working across many sectors in some of Ireland's best-known companies. Through 20 years of HR Leadership roles, Louise has worked in organisations across Professional Services, FMCG, Semi-State Commercial and the Pharmaceutical sector, where in her most recent role she was responsible for all facets of Strategic HR, People Management & Development across national and international teams.

Louise has a special interest in working with organisations on their leadership development and optimisation of individual & team performance through programmes that build trust, authentic relationships, and accountability. Partnering with business leadership Louise has designed and delivered bespoke training programmes from shop floor to senior leadership, always ensuring the content meets the business needs and challenges.



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## KEY WORKSHOP INFORMATION

- **Date:** 22nd May 2024
- **Time:** 9.00am – 5.00pm
- **Venue:** Stephen's Green Club, Dublin 2.
- **Cost:** €750
- **To Book:** [Click this link.](#)

If you would like further information please contact Louise Murphy, Managing Director, Stratis Learning & Development, at [events@stratis.ie](mailto:events@stratis.ie) or visit [www.stratis.ie/learninganddevelopment](http://www.stratis.ie/learninganddevelopment).