

STRATEGIC ADVISORY SKILLS FOR HANDLING COMPLEX EMPLOYEE AND LABOR RELATIONS ISSUES



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Introduction

Complex employee relations cases test the judgment of every HR professional. Conflicts, grievances, and union disputes can escalate quickly without expert guidance. This Strategic Advisory Skills for Handling Complex Employee and Labor Relations Issues Training Course from Gentex Training Center gives participants a clear, practical framework for advising leaders with confidence. Participants learn to analyze cases, assess legal and business risks, and recommend sound actions. Furthermore, they practice investigations, mediation, and collective bargaining. The course draws on the ACAS Code of Practice, ILO labor standards, and interest-based negotiation. In addition, realistic case simulations build advisory judgment. As a result, participants leave ready to resolve disputes early, protect the organization, and strengthen trust at work.

Strategic Advisory Skills for Handling Complex Employee and Labor Relations Issues Course Objectives

- Explain the employee and labor relations framework, including ILO Conventions 87, 98, and 158 and core labor law principles.
- Act as a strategic advisor using stakeholder mapping, issue analysis, and clear recommendation memos for senior leaders and line managers.
- Diagnose conflict causes using root cause analysis, the 5 Whys, and the Thomas-Kilmann Conflict Mode Instrument.
- Manage grievance and disciplinary cases following the ACAS Code of Practice and due process principles.
- Plan and lead workplace investigations using evidence logs, witness interview techniques, and structured investigation reports.
- Assess legal, financial, and reputational risk using risk matrices and case outcome scenarios before advising on action.

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- Resolve disputes through mediation, conciliation, and interest-based negotiation using the BATNA concept.
- Handle collective bargaining, trade union relations, and industrial action risks with clear negotiation plans.
- Advise on restructuring, redundancy, and organizational change using consultation plans and the ADKAR model.
- Track employee relations health using grievance rates, turnover, absenteeism, and eNPS dashboards.

Course Methodology

- Interactive lectures that explain employee relations law, models, and advisory techniques.
- Case simulations where participants advise leaders on complex grievances, investigations, and disputes.
- Role-plays on mediation, disciplinary meetings, and collective bargaining.
- Real case studies from public and private sector workplaces.
- Ready-to-use templates, including investigation reports, advisory memos, and risk matrices.
- Peer feedback and trainer coaching throughout the five days.

Who Should Take This Course

- Employee relations managers and specialists who handle complex cases
- HR business partners who advise senior leaders
- HR managers and directors who lead HR teams
- Labor relations officers who work with trade unions
- Investigators and case handlers in HR and compliance
- Legal and compliance officers who support workforce matters



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- Line managers and department heads who face team conflicts
- Professionals moving into employee relations advisory roles

Strategic Advisory Skills for Handling Complex Employee and Labor Relations Issues Course Outlines

Day 1: Foundations of Employee and Labor Relations Advisory

- Role of the HR advisor in employee relations
- Employee relations versus labor relations
- ILO Conventions 87, 98, and 158 overview
- Employment contracts, policies, and legal principles
- Trusted advisor model and advisory mindset
- Stakeholder mapping and influence analysis
- Ethics, confidentiality, and neutrality in advice

Day 2: Case Analysis and Conflict Diagnosis

- Case intake and fact-finding checklists
- Root cause analysis and the 5 Whys
- Thomas-Kilmann Conflict Mode Instrument
- Legal, financial, and reputational risk matrices
- Options analysis and decision trees
- Writing advisory memos and recommendations
- Presenting advice to senior leaders





Day 3: Grievance, Discipline, and Investigations

- ACAS Code of Practice on discipline and grievance
- Misconduct versus performance management
- Performance improvement plans (PIPs) and warnings
- Investigation planning and terms of reference
- Witness interviews and evidence logs
- Harassment, bullying, and whistleblowing cases under ISO 37002
- Investigation reports and outcome letters

Day 4: Negotiation, Mediation, and Collective Relations

- Interest-based negotiation and BATNA
- Workplace mediation and conciliation steps
- Arbitration and alternative dispute resolution (ADR)
- Collective bargaining preparation and strategy
- Union relations and works council engagement
- Industrial action contingency planning
- Difficult conversations using the SBI feedback model

Day 5: Restructuring, Change, and Relations Strategy

- Redundancy and restructuring consultation
- Managing change with Kotter and ADKAR
- Psychosocial risks and ISO 45003 basics
- Employee voice channels and engagement surveys
- Grievance rate, turnover, and eNPS dashboards

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- Reporting employee relations trends to management
- Building an employee relations action plan

Conclusion

By successfully completing Strategic Advisory Skills for Handling Complex Employee and Labor Relations Issues, participants will gain a solid understanding of case analysis, investigations, and dispute resolution. They will know how to assess risk, advise leaders, negotiate with unions, and manage change using the ACAS Code of Practice and ADKAR. Furthermore, they will track relations health with clear metrics. Gentex Training Center designed this Training Course to give HR professionals practical advisory skills that resolve conflicts early. Join Gentex Training Center to build your employee relations expertise.

FAQs

Q1 What is the "Strategic Advisory Skills for Handling Complex Employee and Labor Relations Issues" course about?

This course explains how HR professionals advise leaders on complex employee and labor relations cases. It covers case analysis, grievances, investigations, mediation, collective bargaining, and restructuring. Participants practice each topic through case simulations and role-plays.





Q2 What are the key benefits of the "Strategic Advisory Skills for Handling Complex Employee and Labor Relations Issues" course?

The course helps participants resolve disputes early, reduce legal and reputational risk, and give confident advice to senior leaders. In addition, it improves consistency in disciplinary decisions. As a result, participants strengthen trust between employees, managers, and unions.

Q3 What skills will I gain from the "Strategic Advisory Skills for Handling Complex Employee and Labor Relations Issues" course?

Participants gain four core skills: employee relations case analysis and risk assessment, workplace investigation and disciplinary case management, negotiation and dispute resolution, and strategic advisory communication and reporting. Furthermore, they build sound judgment through simulations and role-plays.

Q4 What tools, methods, or standards are covered in the "Strategic Advisory Skills for Handling Complex Employee and Labor Relations Issues" course?

The course covers the ACAS Code of Practice, ILO Conventions 87, 98, and 158, ISO 37002 for whistleblowing, and ISO 45003 for psychosocial risk. It also teaches root cause analysis, BATNA, the Thomas-Kilmann model, risk matrices, and the ADKAR model.



Q5 How is the "Strategic Advisory Skills for Handling Complex Employee and Labor Relations Issues" course applied in real-world practice?

HR advisors apply these methods to handle grievances, run investigations, mediate team conflicts, and prepare for union negotiations. They also advise on redundancy consultations and report trends to management. As a result, organizations resolve issues earlier and make consistent decisions.