HR Management · HR65

Creating & Developing an Effective Personnel Function

Madrid · 14 - 18 Dec 2026

Date	Venue	Duration
14 - 18 Dec 2026	**Madrid**	**1 Week**
Fee	Ref	Language
£5,000 GBP	**HR65**	**English**

Introduction

The workplace is changing, and HR must adapt to meet the demands of the new reality. HR's role has evolved from useful to transformational. HR must develop into a brand builder and leader. HR strategies must evolve to reflect the way society is changing. Regular coaching and feedback, for example, have replaced the old notion of performance being managed by a yearly evaluation.

Employee empowerment and involvement have supplanted the old notion that a manager is the source of knowledge and authority. This introduces arrangements that allow organisations to delegate responsibility to employees, allowing them to make their own decisions and contribute to the success of the organisation.

Managers, Supervisors, and Team Leaders must develop soft skills, competencies, and know-how in order to effectively manage people, particularly during times of change.

In the past, HR hired through agencies or advertisements and relied on interview techniques like panel interviews, with no regard for the need to make the process two-way. In today's world, everyone knows what it's like to work for your company because of social media.

This course will highlight on:

- The Building Blocks to design an Effective HR Function
- Developing the Function to match changes in Society
- Developing the Role of HR and the Role of the Manager
- Processes for:
    - Handling Change
    - Recruitment
    - Handling Performance Issues
    - Improving Commitment and Productivity
- The Application of the Theory of the Psychological Contract (how to get the best from the

workforce)

Course Objectives of The Art of Human Resource Management

By the end of this course, shareholders will be ready to:

- Identify the trends that are changing the role of HR and the world of work
- Describe the role or purpose of the HR function and the contribution the HR function makes to improving productivity and engagement
- Explain the key principles and practices involved in
    - HR Strategy
    - Recruitment and Selection
    - Induction
    - Retention
    - Employee Relations
- Apply an effective performance management process
- Understand and use competencies for recruitment and performance management
- Know how to handle conflict and disagreement
- Apply some of the key personal skills needed to succeed in HR

Course Methodology of The Art of Human Resource Management

The training methodology used is designed to encourage maximum participation by all delegates. The presenter will suggest ideas and theories to the delegates and then encourage them to test out the ideas by the use of discussion, small group work, exercises, and feedback. Each day of this course will end by representatives completing their own record of what has been learned on the day and considering how the ideas might be transferred back to the workplace.

Organisational Impact of The Art of Human Resource Management

The purpose of this course from an organisation’s point of view is to promote an effective approach to Human Resource Management.

As a result, an organisation that applies these ideas will:

- Know how to get the best from their greatest asset – their workforce
- Know how to handle change effectively from an HR point of view
- Know how to increase productivity
- Know how to improve morale
- Know how to improve motivation
- Have an HR function which closely and in a mutually supportive way with the full line management team including Supervisors and Team Leaders

Personal Impact of The Art of Human Resource Management

As a result of attending this course, representatives will get:

- Be effective in a range of circumstances encountered by HR professionals

- Be confident in their approach to HR management
- Be confident in their dealing with line managers, Supervisors and Team Leaders
- Know how an effective HR function is structured
- Know how to handle a range of employee relations issues
- Be able to define a clear purpose and role for the HR function and to develop and implement an HR strategy

Target Audience of The Art of Human Resource Management

This course is intended for:

- Managers or Supervisors acquiring responsibility for the HR or Personnel Function
- HR or Personnel Generalists
- Specialists returning to, or moving to, a generalist role
- Established HR Professionals wishing to obtain new ideas
- Newly appointed HR professionals
- Managers or Supervisors or Team Leaders who wish to improve their knowledge of professional HR

Course Outlines of The Art of Human Resource Management

DAY 1

HR as Part of the Business

It is essential for an HR department to be a strategic influence over the business, not an administrative function. This means that an HR professional must be aware of the needs of the business. This in turn requires an understanding of the socio-economic issues in your marketplace.

- Understanding the Context
- Establishing the Socio-Economic Developments
- Creating an HR Department that lives the organisation’s brand values and HR and Culture
- Change Management Practices – changing the shape of the change curve
- Dealing with Bad News
- Business Awareness for HR Professionals

DAY 2

The Component Parts of the HR Function

Establishing the expectations of the line management team. Finding the balance between the contribution made by line management and that made by HR. Creating an effective role for HR in the key functional areas.

- Recruitment and Selection – addressing the realities of the world of social media
- Building a Recruitment Process that ensures an organisation can attract the best talent
- Asking Competency - Based Questions
- Matching Induction to Recruitment
- The Role of the Employee Relations Function within HR
- Handling Disciplinary and Grievance Issues

DAY 3

Refinements

Creating Practices that develop the contribution of the HR function. Developing the policies to support best practice. Making it happen for real.

- Making the Links to Precedent
- The HR Department and Labour Law
- Developing Employee Relations Policy to respond to Socio-economic Conditions
- Understanding Equality Diversity and Discrimination
- Case Studies and Policy Implications
- How to Design and Implement a Performance Management System that Impacts the Whole Organisation

DAY 4

The Psychological Contract

Creating conditions in which all employees can give their best. Finding the balance between employees' rights and obligations. Understanding ambition; the need for career planning and personal development.

- Becoming an Employer of Choice - Building the Employer Brand
- Employee Engagement and Involvement
- Positive Employee Conversations
- Identifying the Key Players
- Succession Planning and Matching Performance with Potential
- Developing a Continuous Learning Culture

DAY 5

The Way Forward

Moving forward into the new roles for HR professionals. Developing the role of the manager. Changing the nature of HR to reflect the new reality.

- Understanding Motivation and Avoiding a Simplistic Approach
- Where Pay and Reward Fit with Motivation
- The Messages for Leaders
- Evolution of HR from Tactical to Strategic
- Employee Relationship Management
- The Personal Skills needed for the New Roles
- Influencing Skills
- Managing Conflict
- Assertiveness

Register or ask about this course online

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