



# CASE STUDY

**SLCC - Scottish Legal Complaints Commission**

**October 2018**

## Conflict Resolution Programme

The Scottish Legal Complaints Commission, based in Edinburgh, is the first point of contact for all complaints about lawyers in Scotland. An independent body their promise is they will be fair when they consider complaints and their service is free to users.

MacMillan Training Partnership Ltd were approached by the SLCC about the delivery of a programme to support their front line staff with the challenging telephone calls and meetings they have on a daily basis. It had been recognised by SLCC's senior management team that there were inconsistencies in approach by staff, complaints which were taking inexplicable lengths of time to close out and the suggestion that morale was low in the team. They were especially concerned that some cases were open for over eighteen months without resolution and the average timing for cases being closed was over nine months.

After initial meetings with the senior management team, it was agreed MacMillan Training should scope out a programme to help deliver a better means of managing Conflict Resolution within the organisation that started with the front line call handlers.

## Suggested Structure for Nine-month Programme

- Delivery of agreed training topics by MacMillan Training on planned dates
- Self-study topics to be practiced in-house between training delivery
- Follow-up training to be offered where staff highlight topics they would like to re-visit from previous courses to consolidate existing learning

## The Conflict Resolution Programme

Delivered over five separate days to three cohorts of staff:

- Day One: Influential Communication
- Day Two: Managing Difficult Behaviours
- Day Three: Assertive Techniques for Difficult Conversations
- Day Four: Creative Problem Solving and Decision Making
- Day Five: Negotiating to Resolve Conflict

"Training was very relevant and work specific to my role as a manager and investigator"

"I liked how it was tailored to our particular organisation"

"Thought provoking and informed. It will give me confidence handling difficult situations"

## Training Delivery

In order to maximise the impact of this programme, we used the following training delivery methods:

- **Discovery learning** using structured questions and statements
- **Neuro-linguistic Programming** techniques employed, including painting pictures with words, to stimulate the imagination, personalise the message and aid retention
- Group and individual **written exercises** used to encourage self-analysis
- Group and individual **case studies** used where appropriate
- **Role play** practice of specific skill areas in rotating groups of 3, practicing all at once, rather than two delegates at a time demonstrating in front of the whole class
- **Flipchart** to draw out comments and illustrate ideas
- **Limited use of PowerPoint** to highlight and summarise key points
- Handouts and appendices designed to include part-completion during the programme to **consolidate learning**
- Simple psychology to link the **understanding of behaviours** discussed in the classroom to on-the-job activities

## The Outcome

"I received positive feedback after the Senior Management team met with Laura Ralston (Company Director) and Simon Marshall (Senior Facilitator) subsequent to the completion of this programme. There has been consistent strong support for Simon Marshall throughout the delivery. The preparation that went into the design and delivery of this programme was excellent and lines of communication remained open through the months the programme was running. To date the feedback on the learning taken from the training has been really good; new skills have been learned and are being implemented. The staff are more confident in their call handling abilities and cases are being closed in under three months - hugely better than before."

**Alison Allan**  
HR Manager

