

ESRC PrOPEL Hub: Insights and Legacies

Welcome to Strathclyde Business School

Prof Colin Lindsay, University of Strathclyde

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CIPD

 **PrOPEL** Hub

 **Economic and Social Research Council**

New insights on workplace practices for engagement and productivity

Rhys Davies, Cardiff University

Prof Alan Felstead, Cardiff University

Prof Patricia Findlay, University of Strathclyde

Prof Martin McCracken, Ulster University

CIPD

 **ProPEL** Hub

 **Economic and Social Research Council**



Managing people for engagement, innovation, wellbeing and productivity

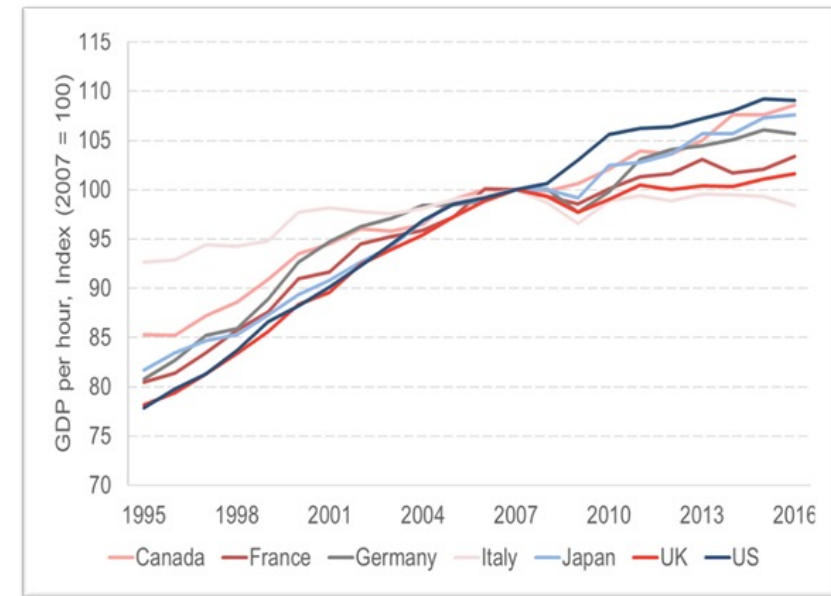
**Findlay, Lindsay, McQuarrie & Dutton
(University of Strathclyde);
Bakker (Erasmus University);
Demerouti (Eindhoven University of
Technology) & Roy (University of Glasgow).**



University of
Strathclyde
Business
School

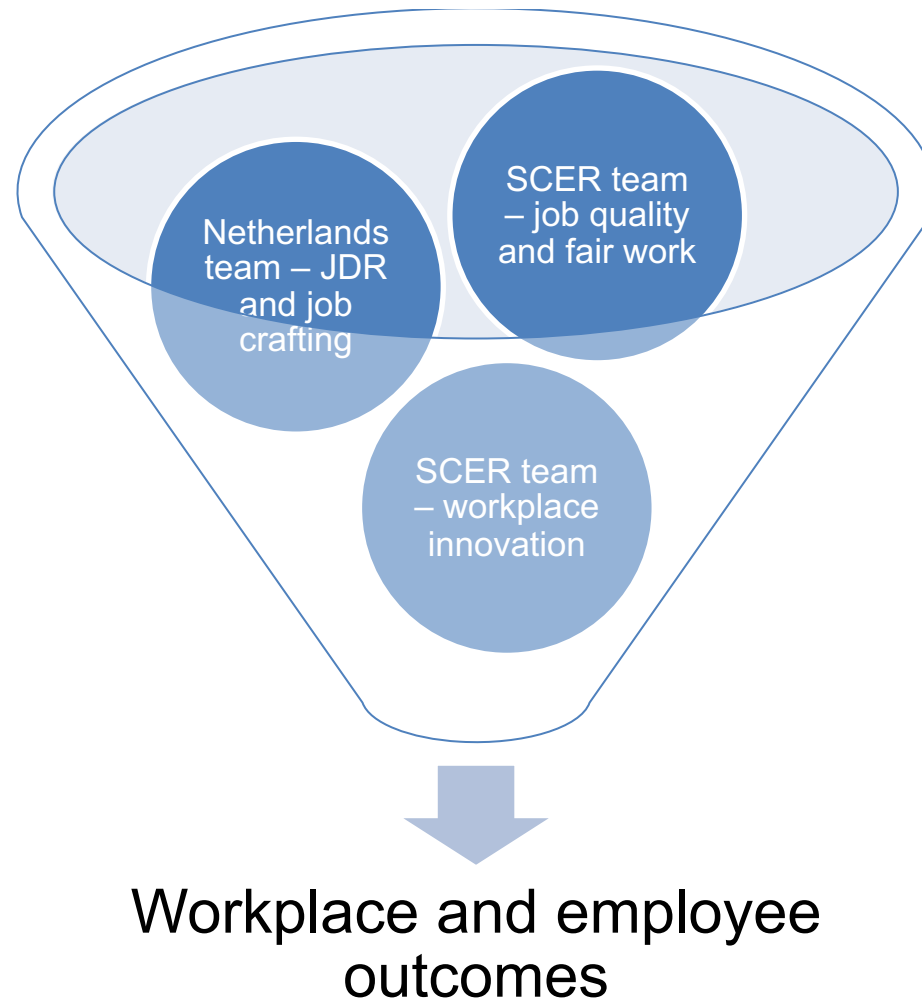


Management practices, work engagement and workplace innovation for productivity and wellbeing (the MPEE project)



- The productivity puzzle ... we have a problem - low relative productivity and slow productivity growth
- Narrow innovation debate and policy
- Management practice literature focus on performance-enhancing practices

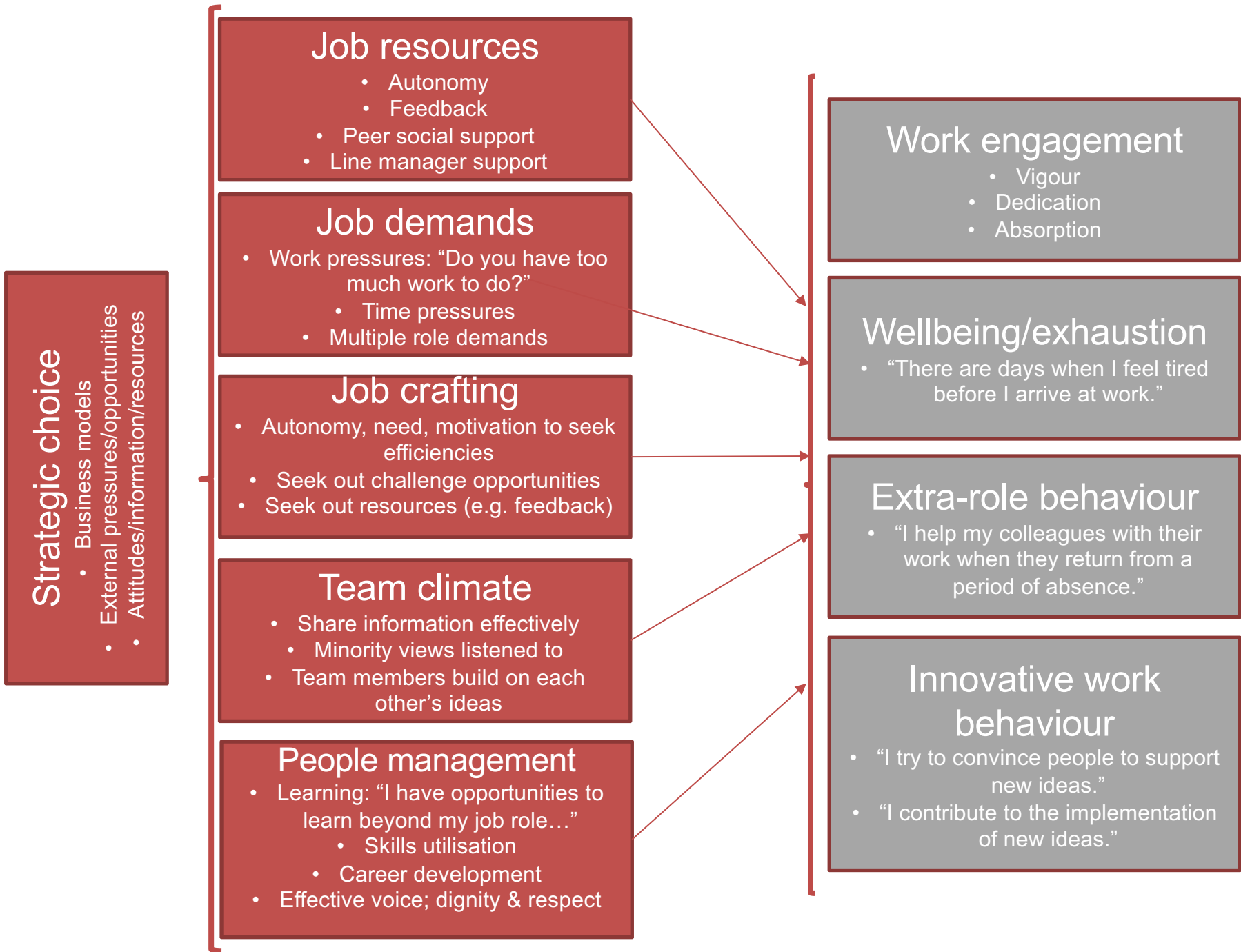
Prior research



What behaviours do we want to influence?

There is evidence that innovative and productive companies have employees who report distinctive experiences in terms of...

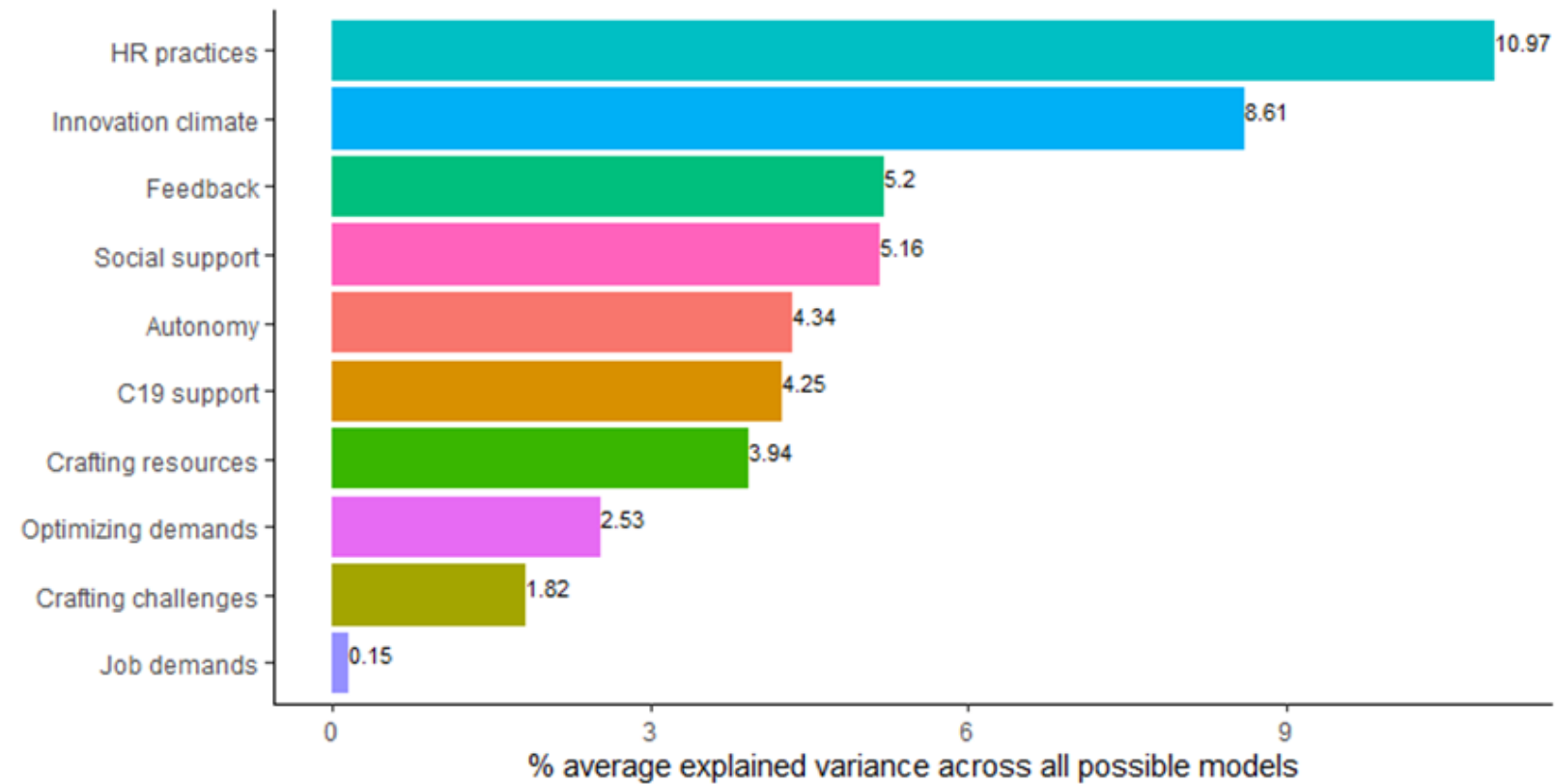
In-role performance	"...how well an individual performs the duties required by the job"
Extra-role performance	"employees' discretionary and voluntarily behaviour that promotes the functioning of the organisation"
Innovative work behaviours	"employee behaviour directed at the generation, introduction and/or application of ideas, processes, products or procedures [of] significantly benefit"
Wellbeing/ burnout	"feelings of energy depletion or exhaustion... increased mental distance from one's job... and reduced efficacy"
Work engagement	"a positive, fulfilling, affective-motivational state of work-related wellbeing... Engaged employees have high levels of energy and are enthusiastically involved in their work"



Our research

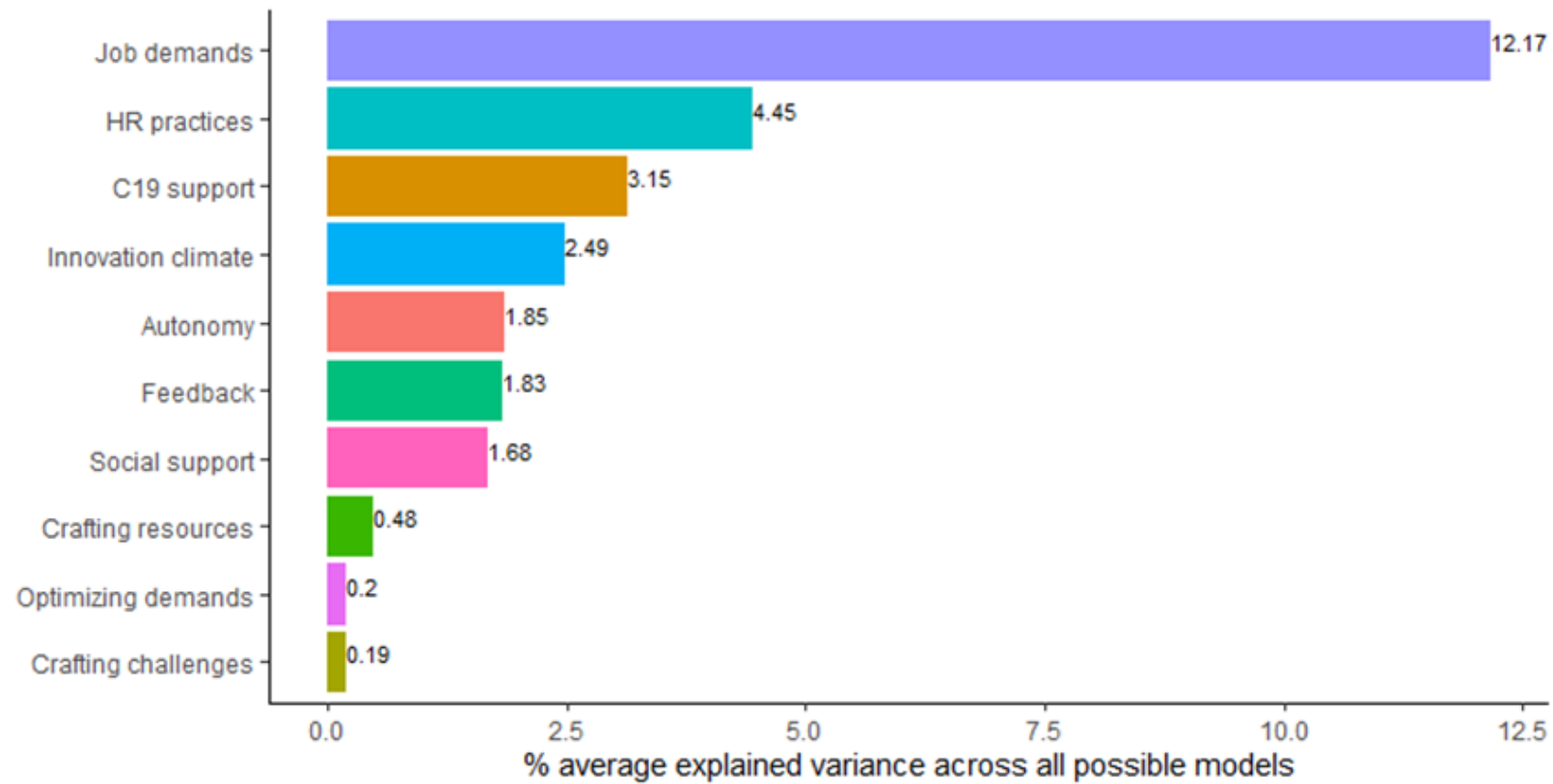
- We engaged with 30 organisations across a range of sectors
- We interviewed 126 CEOs, HR managers, line managers and other stakeholders
- We gathered complete survey data covering 98 datapoints with 3,665 employees
- We conducted multiple feedback sessions and workshops with organisations
- Sectors included Business services, Construction, engineering & technology, Consumer services, Energy, utilities and waste, Manufacturing, Public and third sector.
- 13 cases employed 100-250; 17 employed >250

What workplace practices might drive engagement?

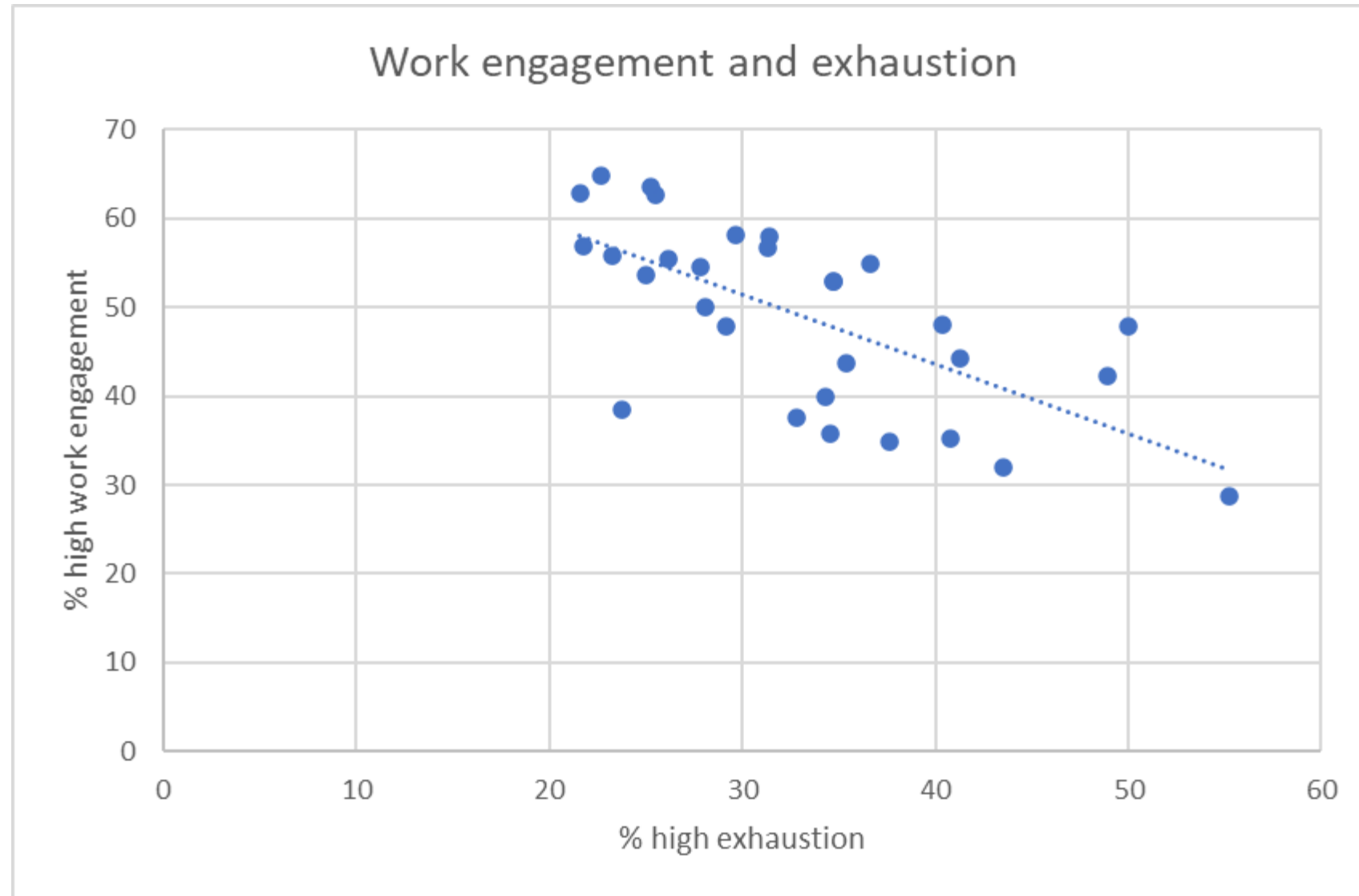


What workplace practices might drive exhaustion?

(note: Job demands have a negative impact)



Wellbeing



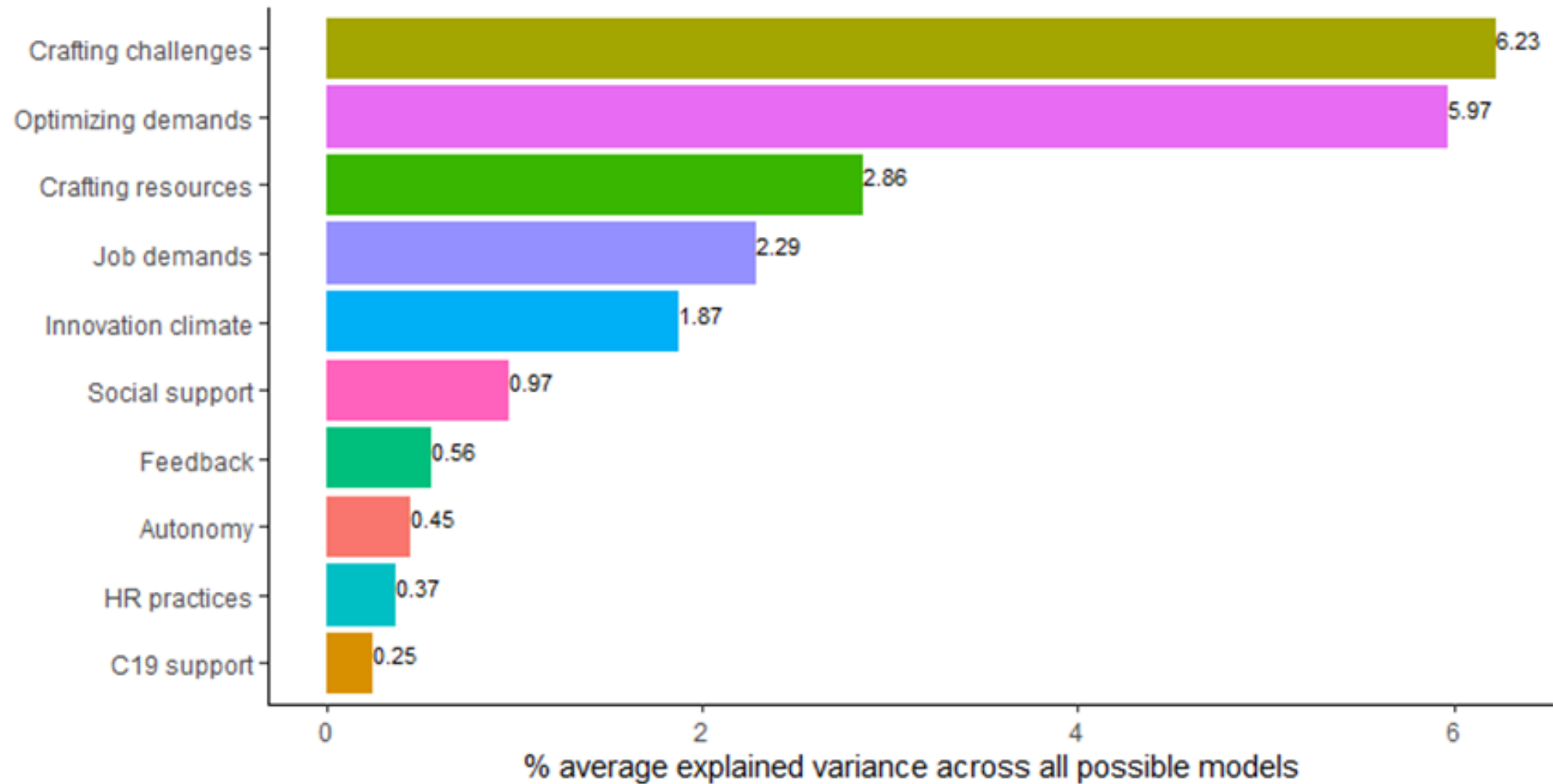
Key findings on work engagement (and, by association, wellbeing)

- 'Fair work' people management practices were the most important driver of work engagement in 20 of our 30 organisations
- These people management practices, along with team innovation climate and effective feedback explained 25% of the variance in how all employees reported work engagement

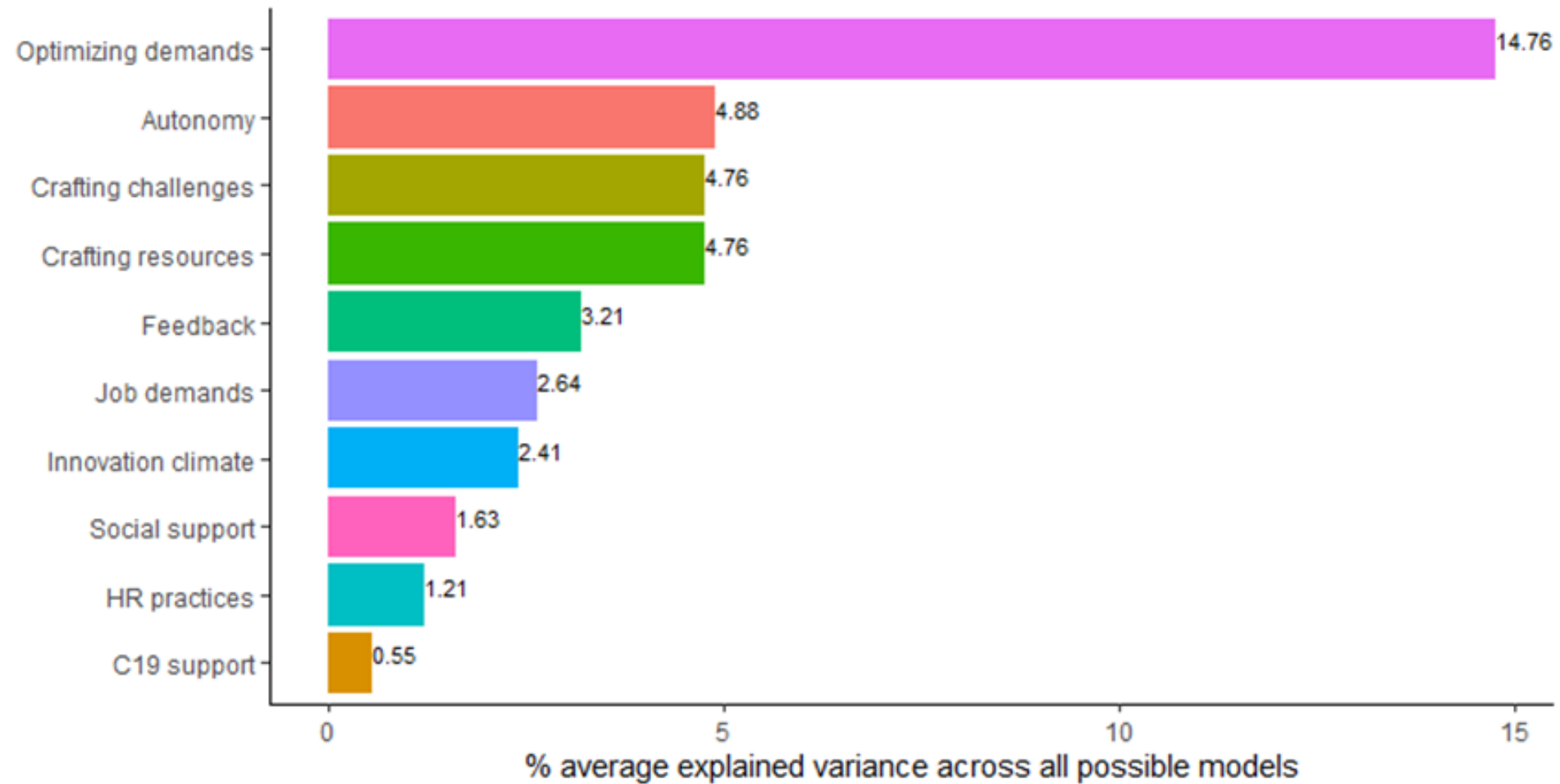
Reminder of what is captured under HR practices ..

Training	I can access the right training to do my job well.
	I can access training in skills beyond my current job.
Exploratory learning	I have opportunities to work in areas other than my normal job to improve my knowledge and skills.
	I have opportunities to learn from good practice in other areas of my organisation.
Performance management	My performance is systematically appraised on a regular basis.
Careers	I can identify a clear career path in this organisation.
	My career aspirations within the company are known by my immediate supervisor/line manager.
Security	I expect to be able to stay in this organisation for as long as I wish.
	I am paid fairly for the job I do.
Respect	My supervisor/line manager has confidence in my ability to do my job.
	When conflict arises in this organisation, there are procedures to deal with it.
	I am confident that promotion decisions in this organisation are based on merit.
Voice	I feel well informed about what goes on in this organisation.
	I have opportunities to lead on work tasks.
	I feel that employees have strong collective voice in this organisation.
Skills	I understand clearly the requirements of my job.
	My skills are well utilised at work

What workplace practices might drive discretionary behaviours (extra-role performance)?



What workplace practices might drive discretionary innovative behaviours?



Key findings on discretionary behaviours

Performance

- In-role performance was best predicted by 'optimising demands' in 11 cases and by Innovation climate in 6 cases.
- In 14 cases 'seeking challenges' was the main predictor of extra-role performance while in 12 cases 'optimising demands' was the main predictor.
- Job demands can, in some circumstances, drive extra-role performance.

Innovative work behaviour

- Job crafting behaviours were also important for innovative behaviour in 18 cases.
- Job resources in terms of autonomy and feedback were the second most important predictor of innovative work behaviour in 6 cases respectively.

What factors limited access to 'positive' management practices?

- cost containment and short-term ROI focus can undermine learning and collaboration
- Local/line manager can resist employees' learning and innovation
- Legacy of centralised decision-making; fear of making changes to learning or job design
- Occupational status and seniority were important to opportunities and constraints

| Implications for practice:

- Strategic choice and business models matter
 - Constrains or facilitate what practices can be adopted, though choice remains
- Job quality and fair work matter a great deal ... more than Job Demands and Resources?
- Recognising and unleashing existing workplace resources (ie people) matters to firm performance and innovation
- Management capacity and orientation matters
- Addressing skills-underutilisation matters



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WHAT IMPACT HAS THE PANDEMIC HAD ON JOB QUALITY IN THE UK? USING ONLINE QUIZZES TO FIND OUT

Rhys Davies and Alan Felstead
Cardiff University

Research funded by



Economic
and Social
Research Council



Background

- The first Covid-19 lockdown saw homeworking increase from 5% to 46% (Felstead, 2022) and 40% of working time conducted at home during 2022 (CIPD UKWLS).
- Remote working is something of ‘a double-edged sword’.
 - Can provide enhanced autonomy and improved work-life balance but can also be associated with the intensification and extensification of work.
 - Experiences of remote working vary considerably depending on the characteristics of the worker and type of working arrangement in place.
- Unemployment rate has returned to pre-pandemic levels. However, economic inactivity has increased. Large number of vacancies (1.25 million) combined with low levels of unemployment have contributed to ["an historically tight labour market"](#).
- How have non-pecuniary aspects of job quality changed over a period where organisations and workers are adjusting to new ways of working?

howgoodismyjob.com

- On-line job quiz developed from the Skills and Employment Survey to provide quick and timely evidence on job quality.



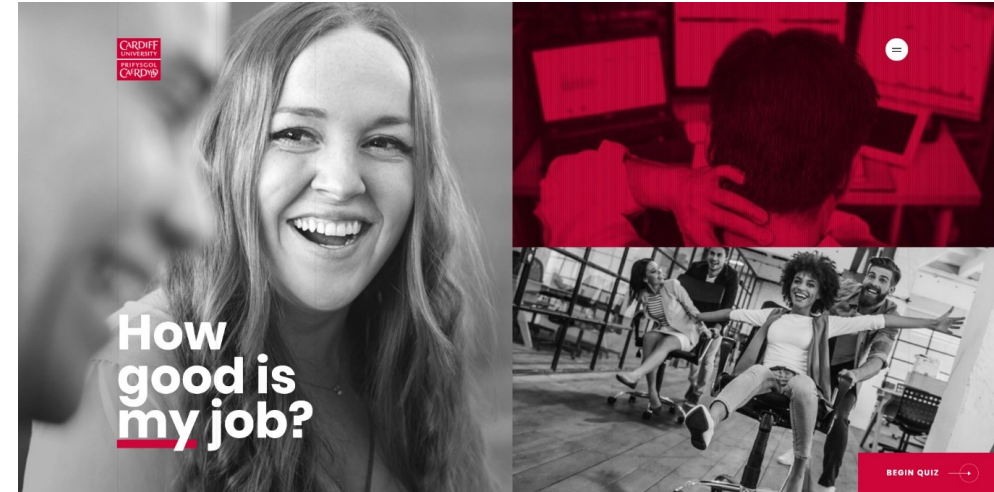
How good is my job?
Sponsored · 🌐

Ever wondered how your job compares to others? Find out by taking our quiz today
👉 <https://bit.ly/3kH3ozw>

How good is your job?
Take the quiz

howgoodismyjob.co.uk
How Good Is Your Job?
Take The Quiz [Learn More](#)

👍 Like 💬 Comment ➦ Share



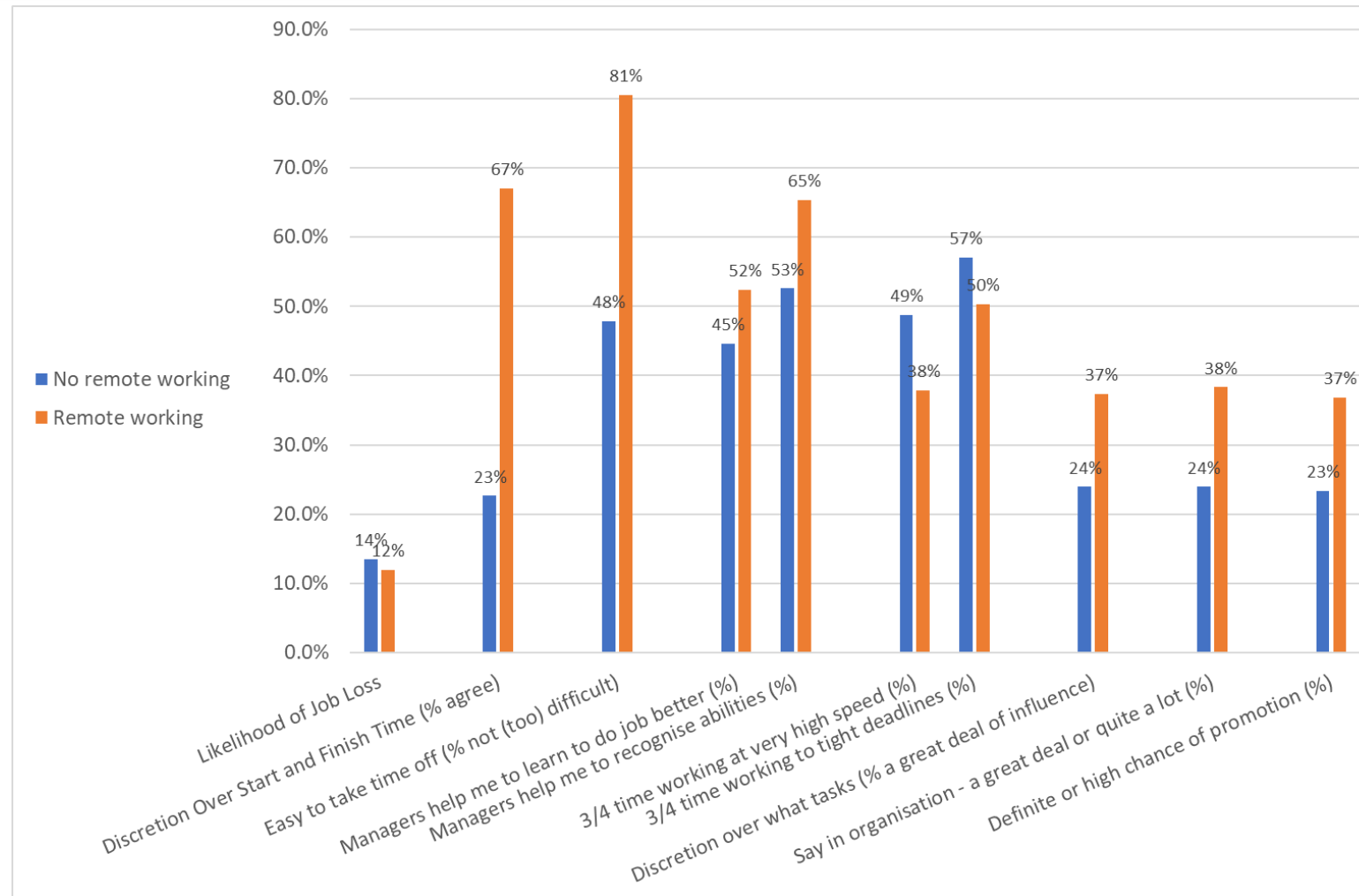
- Limited selection *objective* questions (5 minutes) focused on attributes of the job not *feelings* about the job
- Feed back to quiz takers how their job compares with others to answer the question ‘is your job good or bad?’
- Adverts appear on social media feeds (mainly Facebook but also Instagram). Algorithms determine who gets to see advert.
- Two campaigns pre and post pandemic.
 - 2018/19 to coincide with publication of results from SES 2017
 - May/August 2022 supported by PrOPEL
 - Approximately 50 thousand responses to each.

Is your job
good
or
bad?

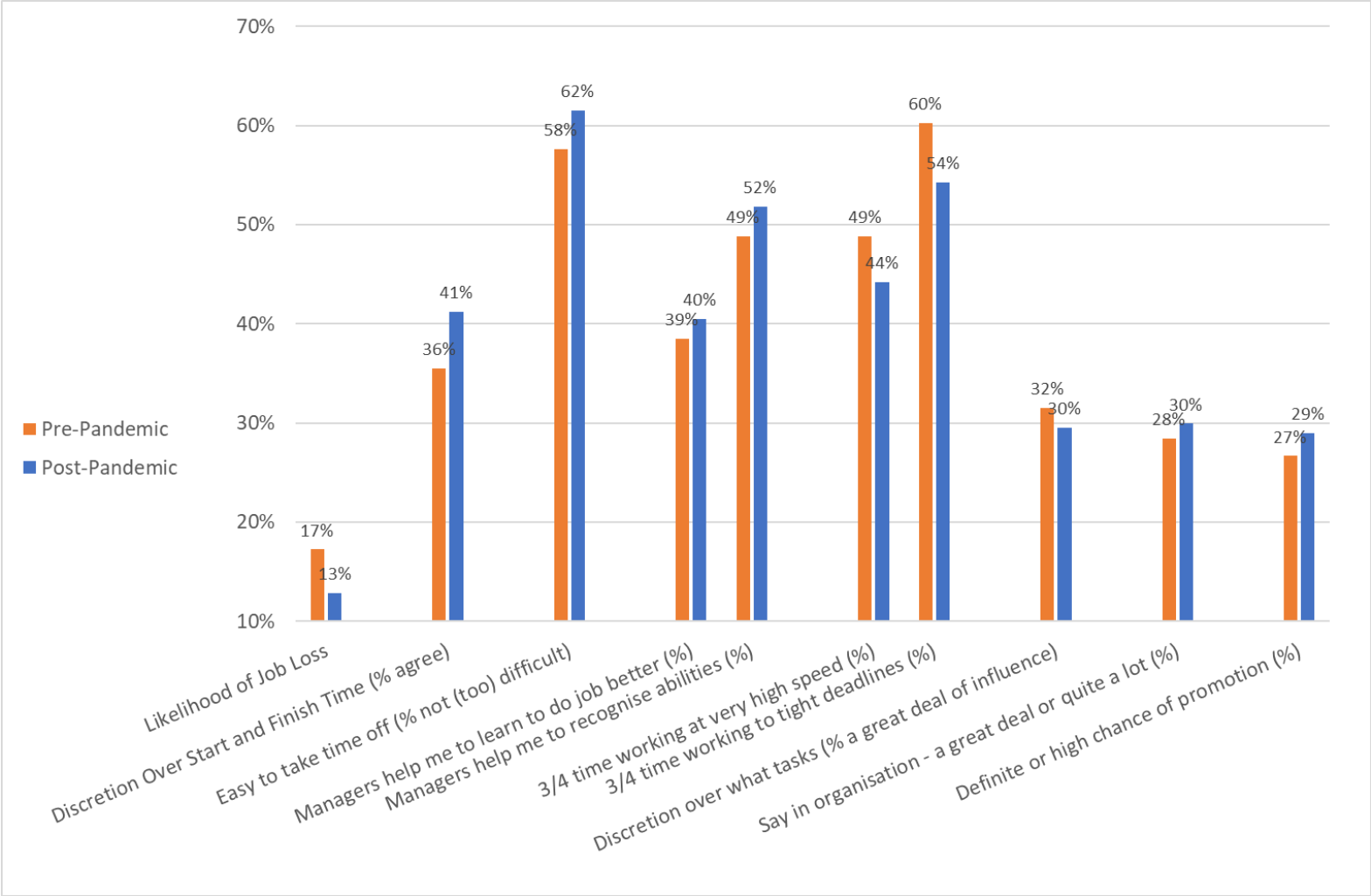




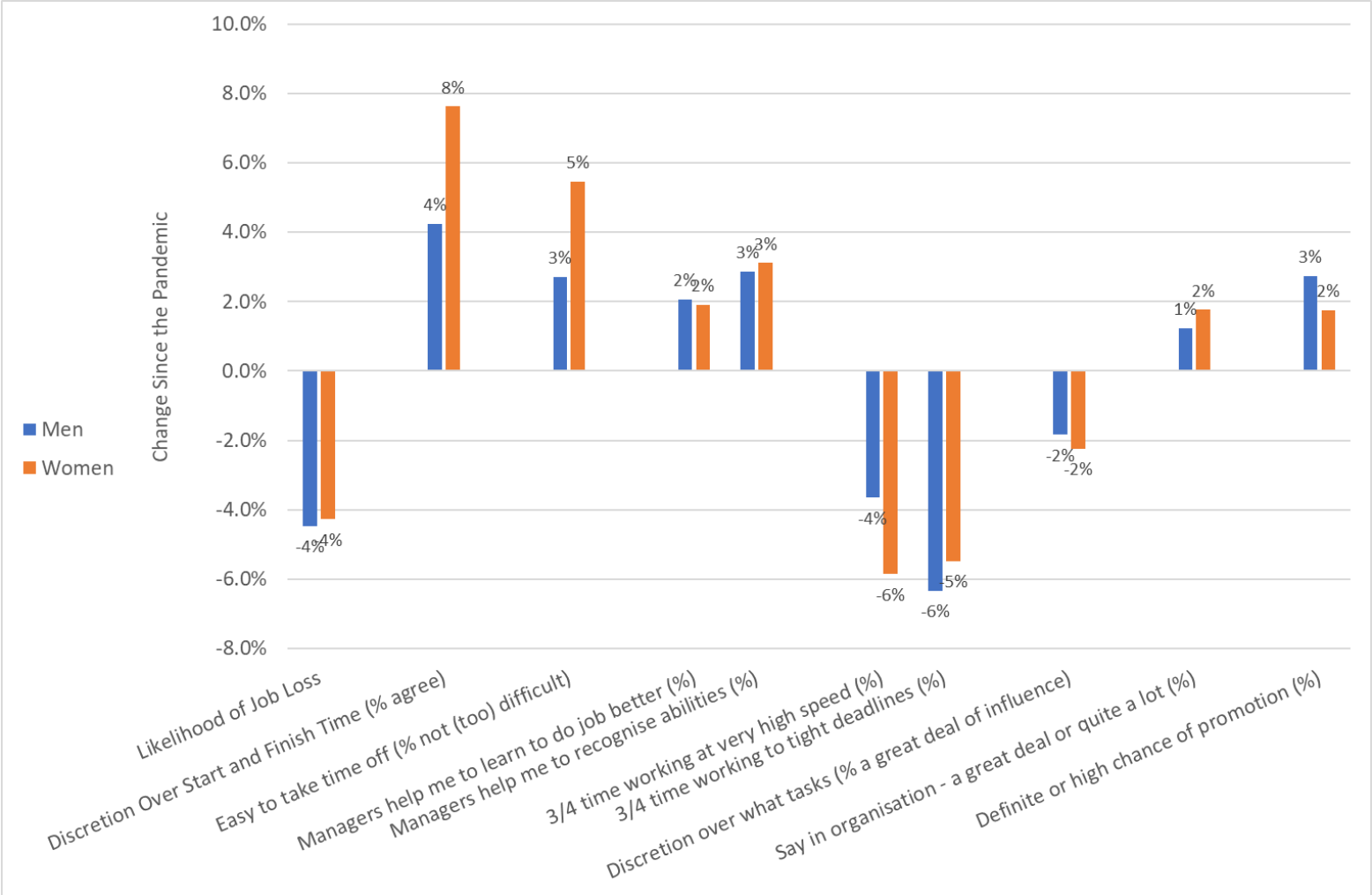
Job Quality and Remote Working



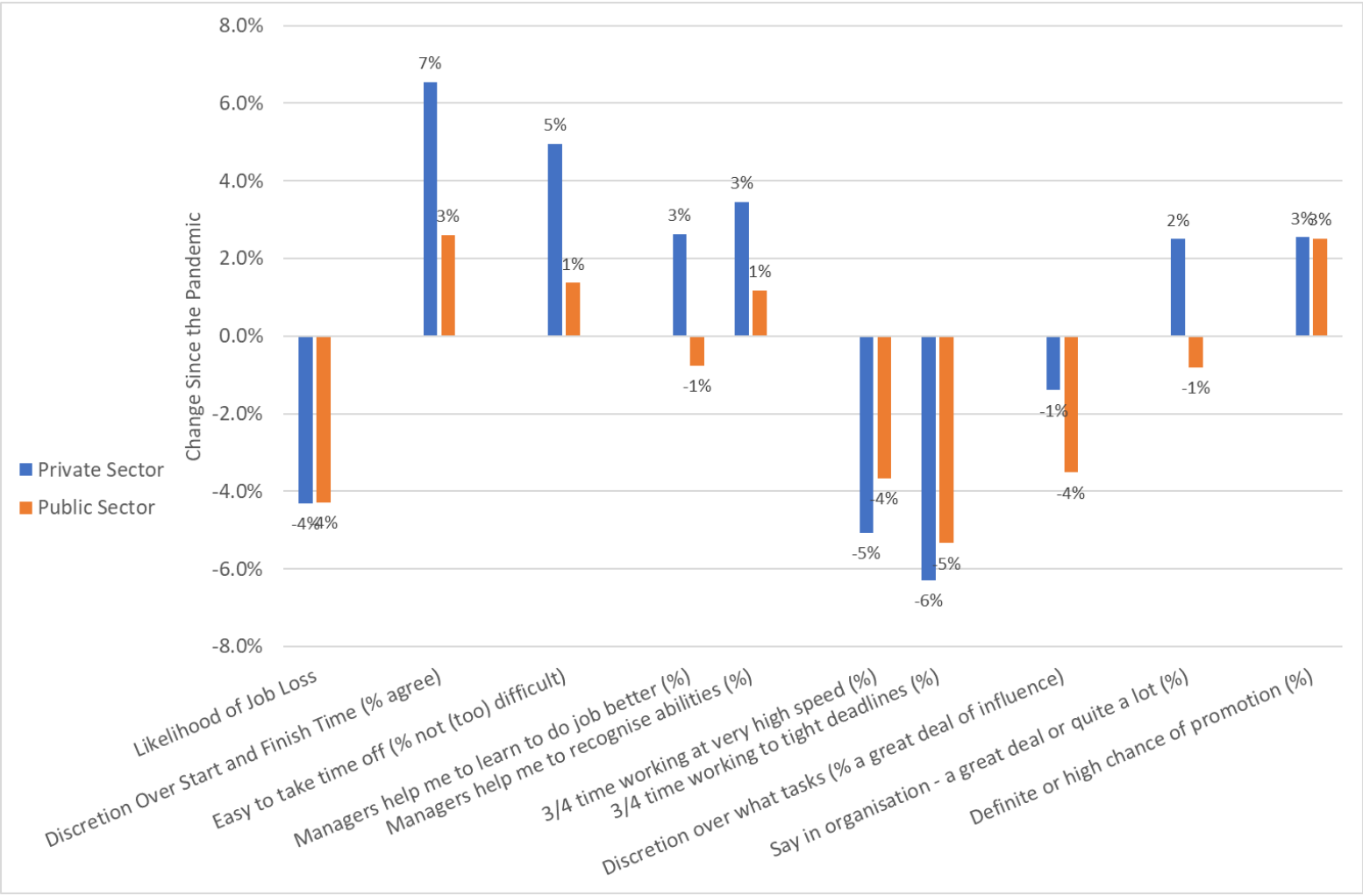
What has Changed Since the Pandemic?



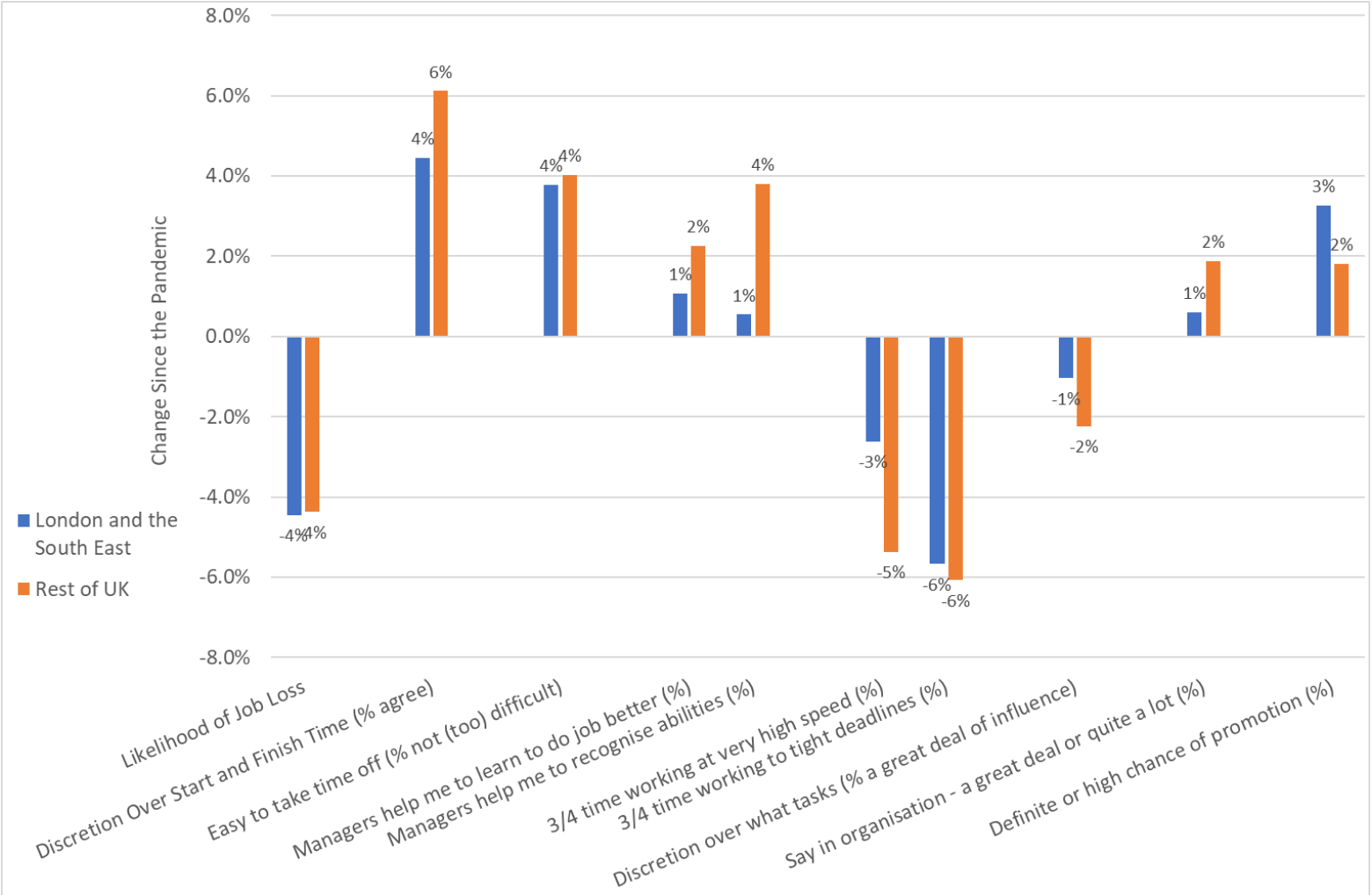
Comparisons by Gender



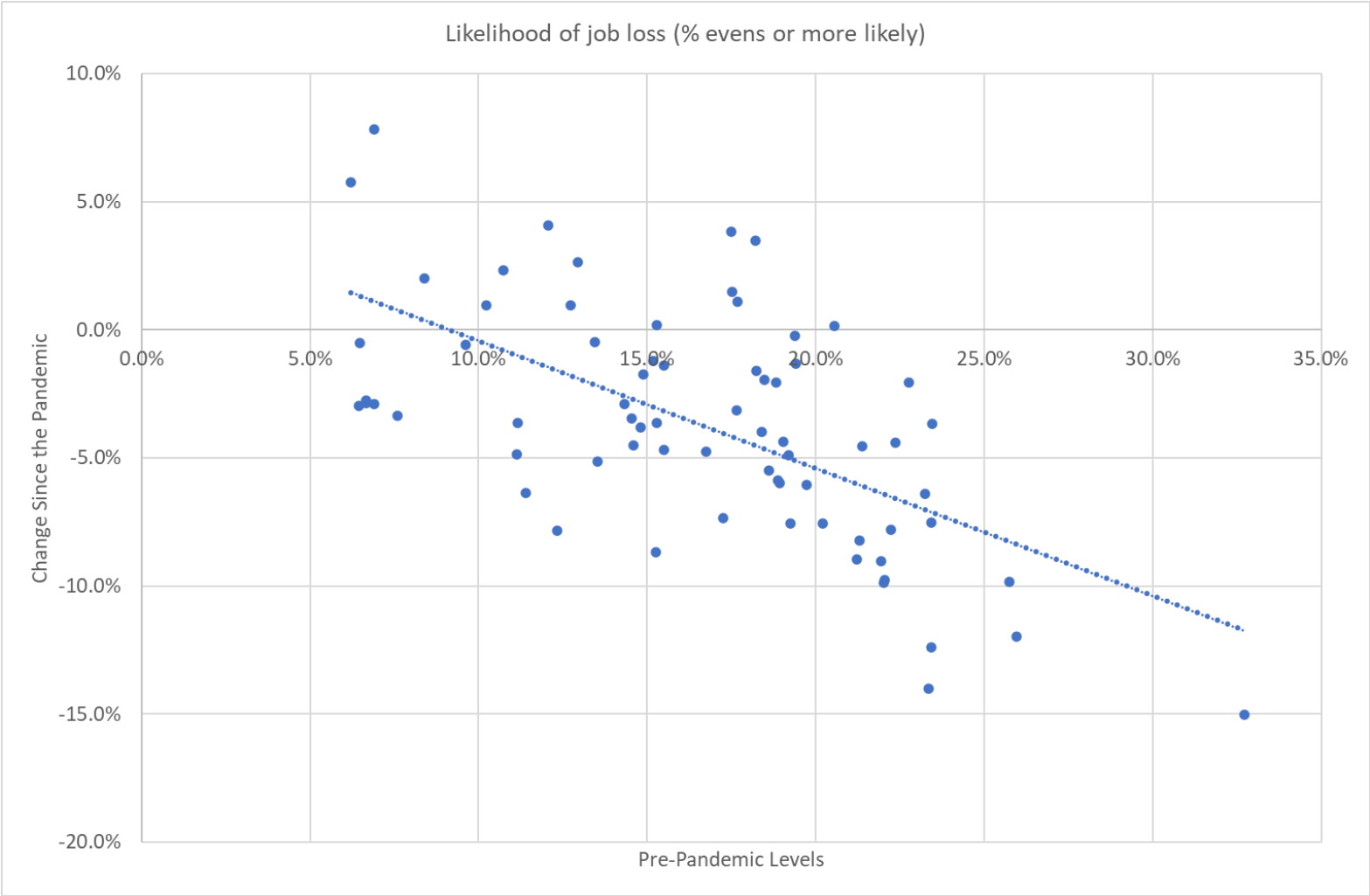
Comparisons by Sector



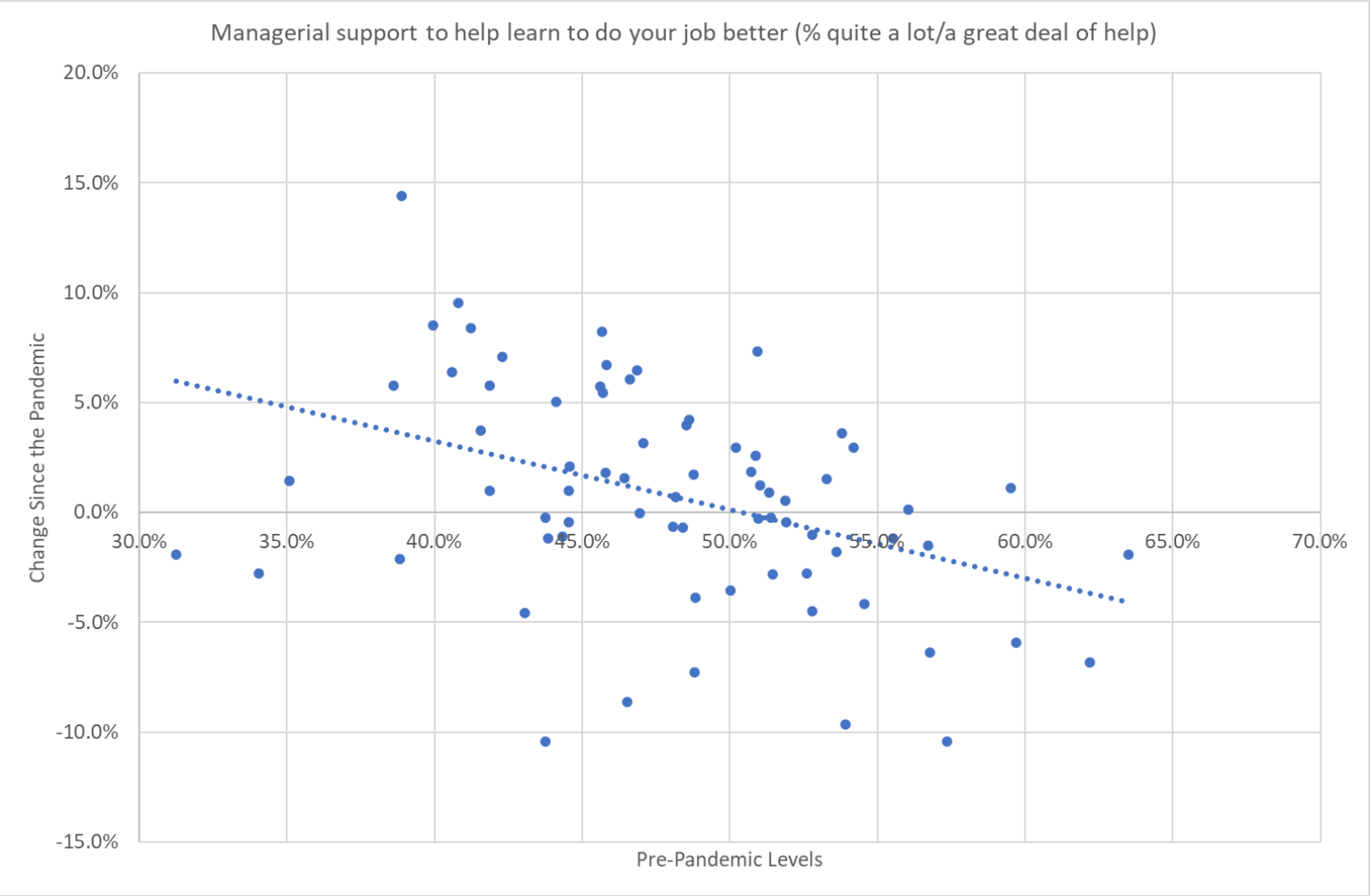
Comparisons by Region



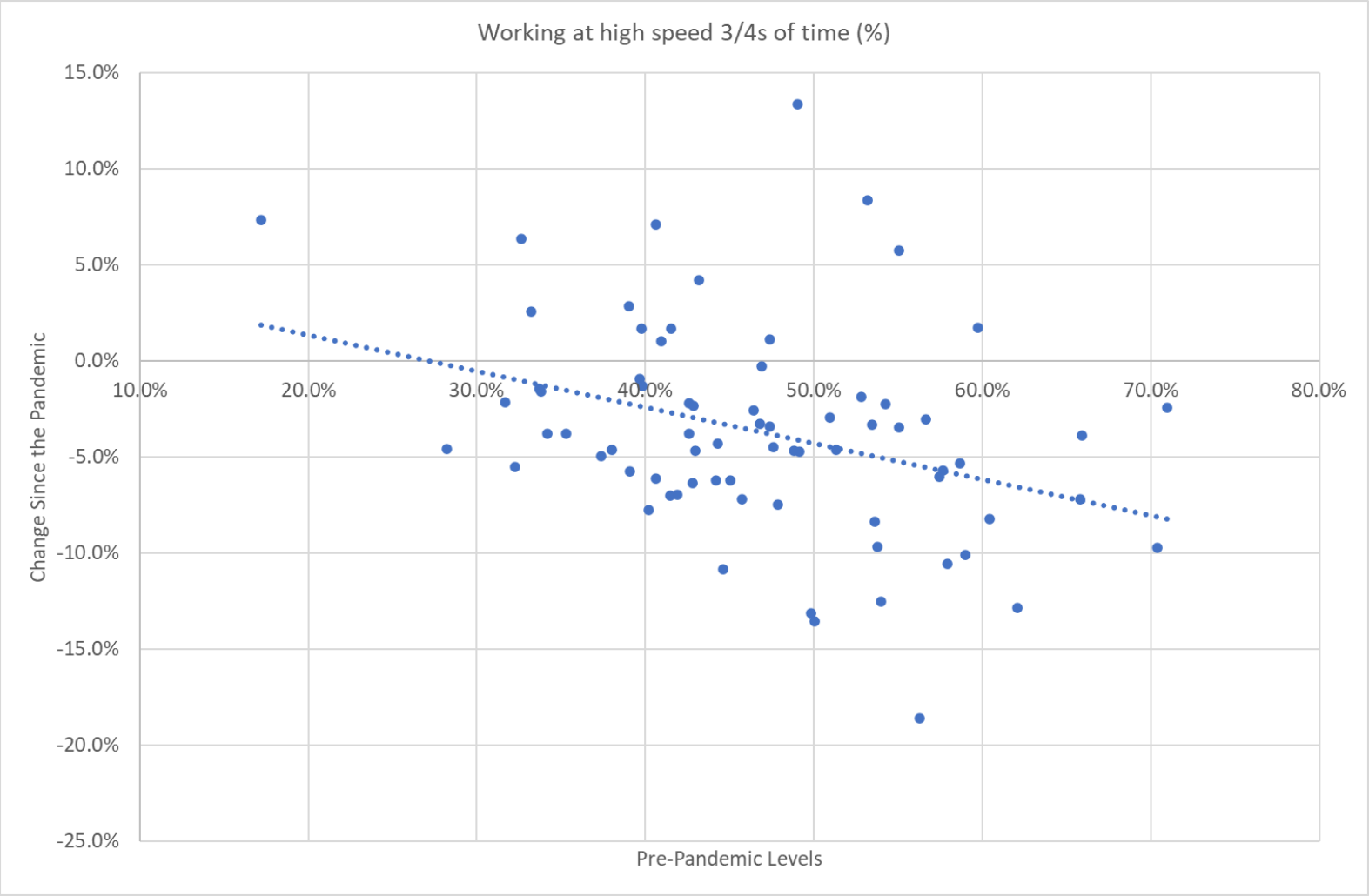
Changes within Occupations: Job Security



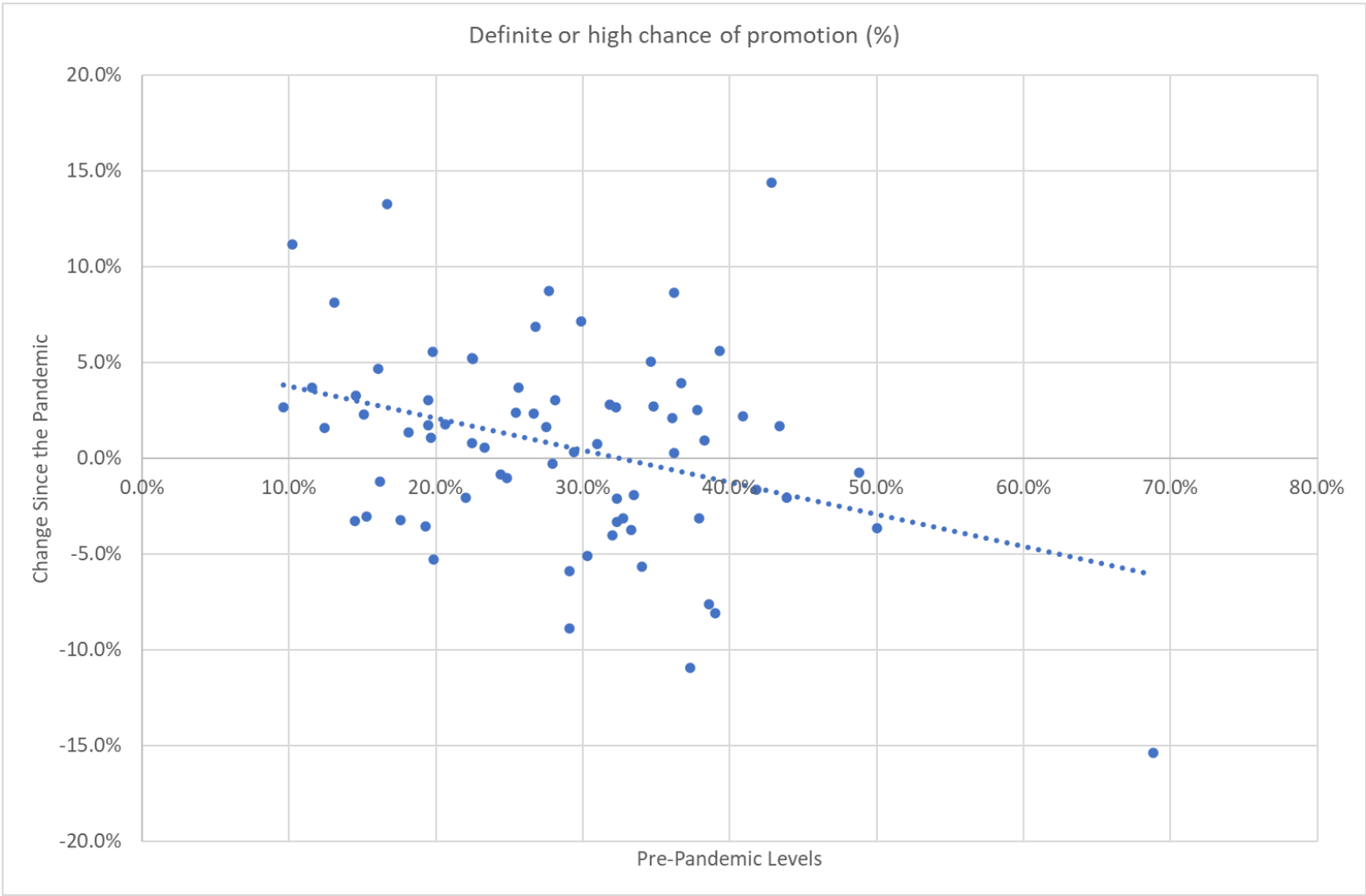
Changes within Occupations: Managerial Support



Changes within Occupations: Work Intensity



Changes within Occupations: Promotion Prospects



Key Messages

- Perceptions of job security have increased.
- Autonomy over hours and work-life balance have increased. Work intensity has declined. Women, those in the private sector and those living beyond London and the South East have benefitted more.
- Workers in the private sector report improved levels of management support.
- Even in the context of increased remote working (which is associated with higher levels of discretion), overall levels of discretion have fallen.
- Where gains have occurred, these have reduced the levels of inequality that existed between occupational groups prior to the pandemic.
- Next steps – utilise the benefits of large number of responses generated:
 - Occupational analysis: 3k teachers; 4k nurses; 6k lecturers.
 - Small area analysis: levelling up and job quality.
 - New variant of quiz targeted at teachers.



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Wales Institute of Social and
Economic Research and Data

Thank you

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Alan Felstead: alanfelstead@cardiff.ac.uk

Research funded by



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Performance Management Post-COVID: Enhancing Engagement Through Effective Conversations

Prof. Martin McCracken, Ulster University

PrOPEL Hub Insights and Legacies Conference – 15-16th Nov 2022



Today's Session



- Effective Performance Management (PM)

- How has Employment and PM changed in a Post Covid environment?

- How can you enhance PM processes: Key Takeaways for your organization

Traditional Views on Performance Management

'Agreed' Effective Performance Management Components





Inadequate Performance Management Systems



Poor Management Practice



Inappropriate Organizational Culture

Understanding the Post Covid Employment Environment?

Remote and hybrid working

Enhanced technology enabled working

Office / location bound v mobile employee tensions

Enabling organizational agility and adaptability

Impact upon Internal Labour Market

Rapid change in Organisational Culture (routines and rituals)

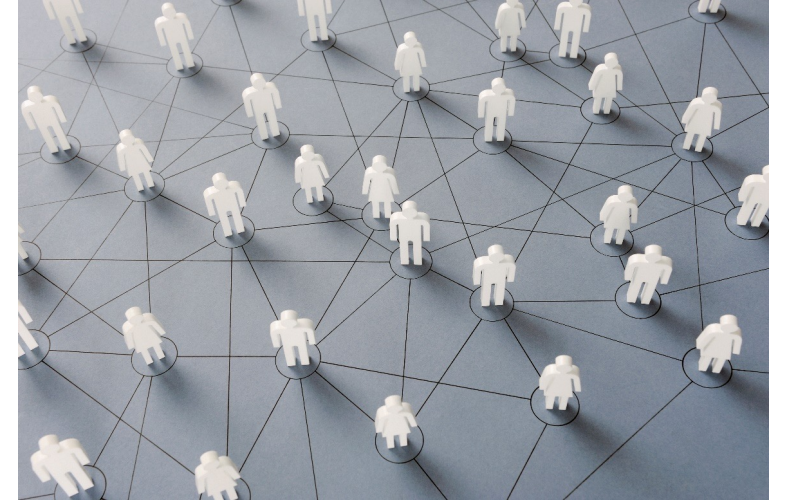
Surveillance v Trust issues

Personal – professional interface?

General Organizational Culture Issues in Focus Post-Covid

Organisational culture has moved outside of the office

- Increasingly spatially disconnected
- Trust takes longer to build with increased distance
- Less knowledge sharing and cross pollination



“what was previously done in the workspace (work) is now done in the home, and what was done outside of the workspace (socializing) is why people go there” (Reissner et al., 2021)

Blurring of work/non-work boundaries

- Work and home functionally redefined
- Quiet quitting phenomena
- Potential for boundary violations - Monitoring issues ...
- Mobile ICTs and impact of constant connectivity on wellbeing

How can we build a culture of open and honest dialogue remotely?

'New Normal' Issues which can frustrate effective PM practice

Increased Formality?

- Less opportunities for informal interactions and impromptu conversations
- Managers have less intimate understanding of employees work routine / behaviour now?

Decreased Feedback Frequency?

- More effort and planning required for frequent performance conversations ... desired frequency & length of conversations?

Goal Alignment & Skill Development

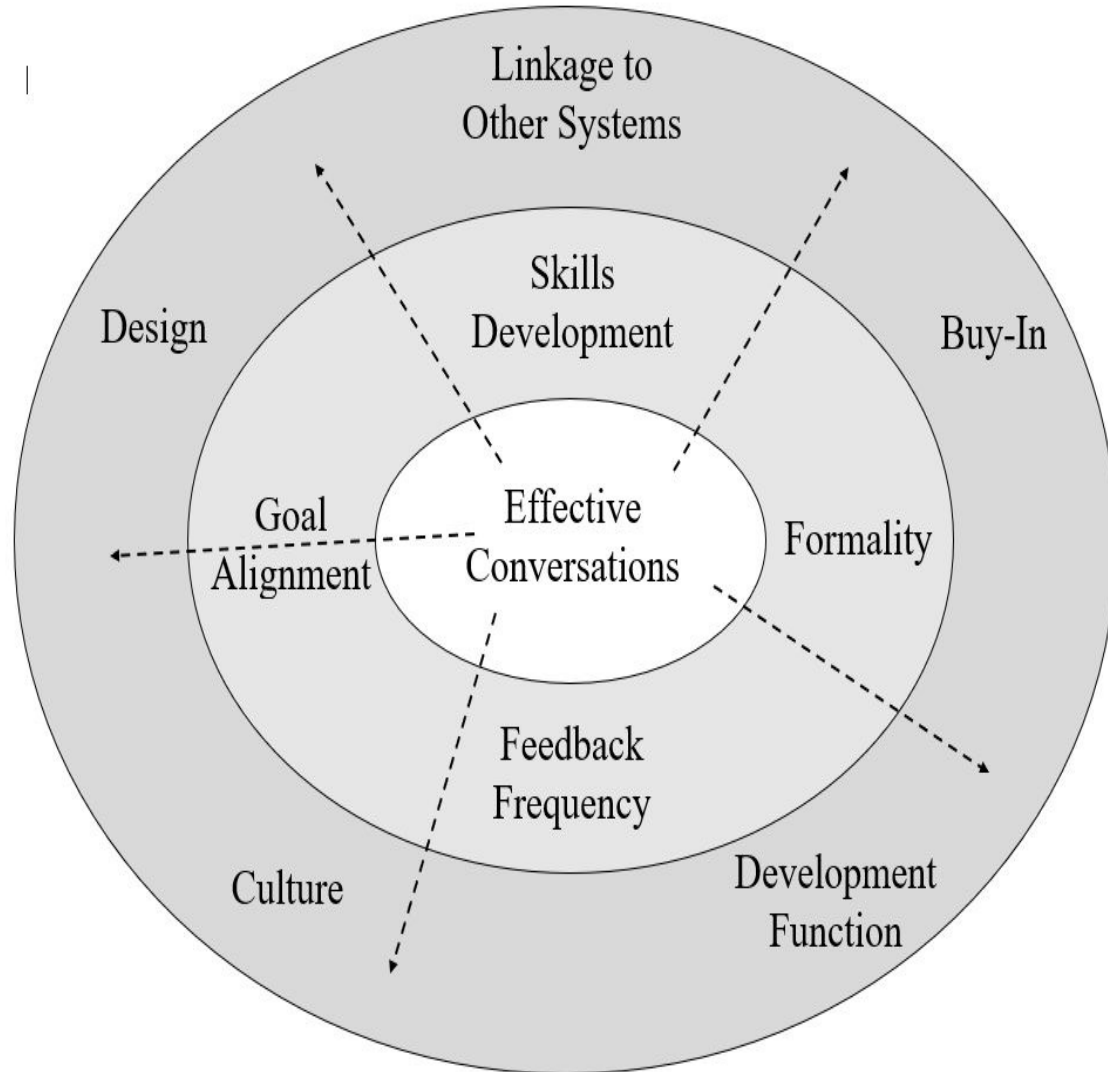
- Negatively impacted by changes in formality & feedback frequency?

Other Concerns

- Social isolation, Reduced managerial support, Employee efficiency or personal visibility
- Measurability of outcomes increasingly frustrated ... output v input model?

Moving Performance Management Forward

Conversations Model (O’Kane, McCracken and Brown, 2022)



- Centres on regular performance conversations - design and implementation of the PM system
 - Enablers (inner circle) - skilled interactions and conversations
 - Organisational environmental elements (outer circle) enhanced when effective conversations take place
- PA = performance evaluation with less focus on appraisee-appraiser relationship
- CM = building opportunities for effective interactions and relationships

“it has to do with having those authentic conversations, those enthusiastic conversations, actually understanding the people around you and understanding your teams”

Enhancing Performance Management Post-COVID

Continual, honest & reciprocal conversations are more important than ever!

Research on the Conversational Model recommends:

- Developing training to foster the 4 enablers (*Skilled interactions*)
- Assessing organisational readiness along the 5 environmental factors (*Developing organisational culture*)
- Line managers to act as 'communication champions'

Post-COVID PM requires extra efforts to check-in, evaluate boundaries and show appreciation

Checking-in

- Provide increased guidance & clarity on priorities, goals, deadlines, resources & work challenges
- Place more emphasis on team resourcing, scheduling and action planning

Enhancing Performance Management Post-COVID

Setting New Boundaries (*Mandeville et al., 2022*)

- Reciprocity & flexibility are key to situationally responsive work/non-work boundary management
 - Sense of boundary control leads to more effective flexible/remote working & positive productivity outcomes i.e. whether remote Vs hybrid Vs office-based working is voluntary or involuntary?
-

Communicate Appreciation (*White 2018*)

- Extra efforts to show appreciation found to be of increased importance
- Must be more proactive remotely than in face-to-face relationships
- Having more effective conversations

Enhancing Performance Management Post-COVID

What do Effective Conversations look like?

- Four key things to think about:

1. Be direct and specific: Work data, examples, critical incidents
2. Don't get personal: Compare to standards or targets
3. Encourage the person to talk: Listen⁴⁶, open-ended, positive atmosphere
4. Don't get personal, make things clear, give specific examples, get agreement, action plan with steps and expected results



An opportunity for a Strengths-Based Approach Feedback and Feedforward?

Enhancing Performance Management Post-COVID

Feedback

The Strengths-Based Approach



Focus on **what's working well** rather than weaknesses/problem areas



A **coaching style approach** which enhances employee voice



More future-focused than traditional feedback tends to be



- **Performance Management has always been fraught with difficulties**
 - Universal buy-in and stakeholder participation
- **Post Covid scenarios has complicated further**
 - Impact on organizational culture and working practices
- **Conversations need to be central – but how can they be enhanced?**
 - Think about the enablers and organizational environment to get better conversations
 - Increase frequency of feedback conversations
- **A Strengths Based Feedforward Approach**
 - Focuses on what's working well
 - Uses a coaching style
 - Is future focused
 - Promote sense of fairness in the feedback process

Reading and References

- Budworth, M.-H., Latham, G.P. and Manroop, L. (2015), Looking Forward to Performance Improvement: A Field Test of the Feedforward Interview for Performance Management. *Human Resource Management*, 54: 45-54. <https://doi.org/10.1002/hrm.21618>
- Jeske, D. (2022), "Remote workers' experiences with electronic monitoring during Covid-19: implications and recommendations", *International Journal of Workplace Health Management*, Vol. 15 No. 3, pp. 393-409. <https://doi.org/10.1108/IJWHM-02-2021-0042>
- Mandeville, A., Manegold, J., Matthews, R. and Whitman, M.V., 2022. When all COVID breaks loose: Examining determinants of working parents' job performance during a crisis. *Applied Psychology*. 2 February.
- O'Kane, P., McCracken, M., & Brown, T. (2022). Reframing the performance management system: a conversations perspective. *Personnel Review*. <https://doi.org/10.1108/PR-07-2021-0492>
- Reissner, S. C., Izak, M., & Hislop, D. (2021). Configurations of Boundary Management Practices among Knowledge Workers. *Work, Employment and Society*, 35(2), 296–315. <https://doi.org/10.1177/0950017020968375>
- White, P. (2018), "Do remote employees prefer different types of appreciation than employees in face-to-face settings?", *Strategic HR Review*, Vol. 17 No. 3, pp. 137-142. <https://doi.org/10.1108/SHR-03-2018-0018>

What works? Workplace practices for promoting wellbeing and managing conflict

Prof Sara Connolly, University of East Anglia

Prof Kevin Daniels, University of East Anglia

Gill Dix, ACAS

Prof Paul Latreille, University of Sheffield

Prof Peter Urwin, University of Westminster

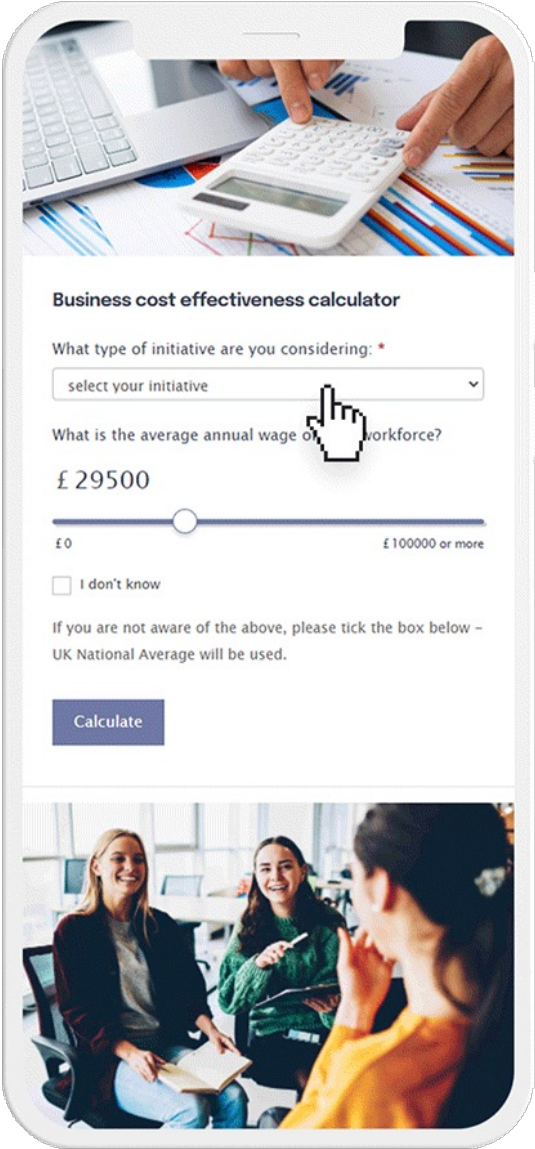
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The business case for workplace wellbeing – insight into building a cost-effectiveness calculator

with
Professor Sara Connolly



EUROPE



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Data and analysis

Data: BHW 2014-9.

Employees from 376 companies across a range of sectors

Respondents who participated in ≥ 2 waves (for longitudinal analysis)

Dependent variables:

Wellbeing – Physical health, mental health and job satisfaction

Productivity – % of time **not** lost through absenteeism and presenteeism

Control variables: age, gender, ethnicity, marital status, education, income, working hours, travel to work time, contract type, flexible working, tenure, size and sector of organization, number of chronic conditions, pre-existing health conditions

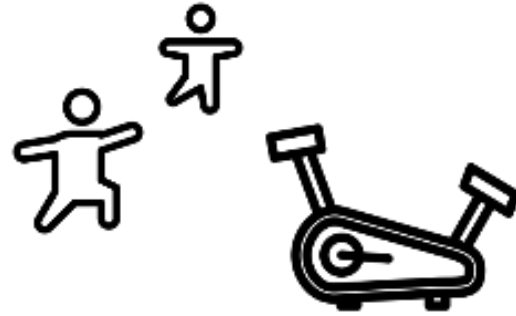
Modelling: SEM with lagged dependent variables

Addiction

Smoking - 2% use;
35% aware & do not use
Alcohol – 1% use;
25% aware & do not use



Physical Fitness



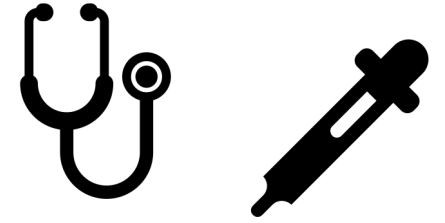
Fitness activities – 18% use;
18% aware & do not use
Fitness facilities – 33% use;
43% aware & do not use

Nutrition

Healthy eating – 54% use;
13% aware & do not use
Weight management – 8%
use; 14% aware & do not use



Health



Medical – 33% use;
31% aware & do not use

Mental health – 11% use;
35% aware & do not use
Health & Wellbeing – 35%
use; 33% aware & do not
use



Stress – 10% use; 30%
aware & do not use
Relaxation – 10% use;
23% aware & do not use

Wellbeing apps – 14% use;
19% aware & do not use
Online Support– 15% use;
14% aware & do not use



Financial wellbeing – 2% use;
21% aware & do not use

Volunteering – 16% use;
27% aware & do not use



Mental Health

Stress Management & Mindfulness

Wellbeing Apps & Online Support

Financial Wellbeing

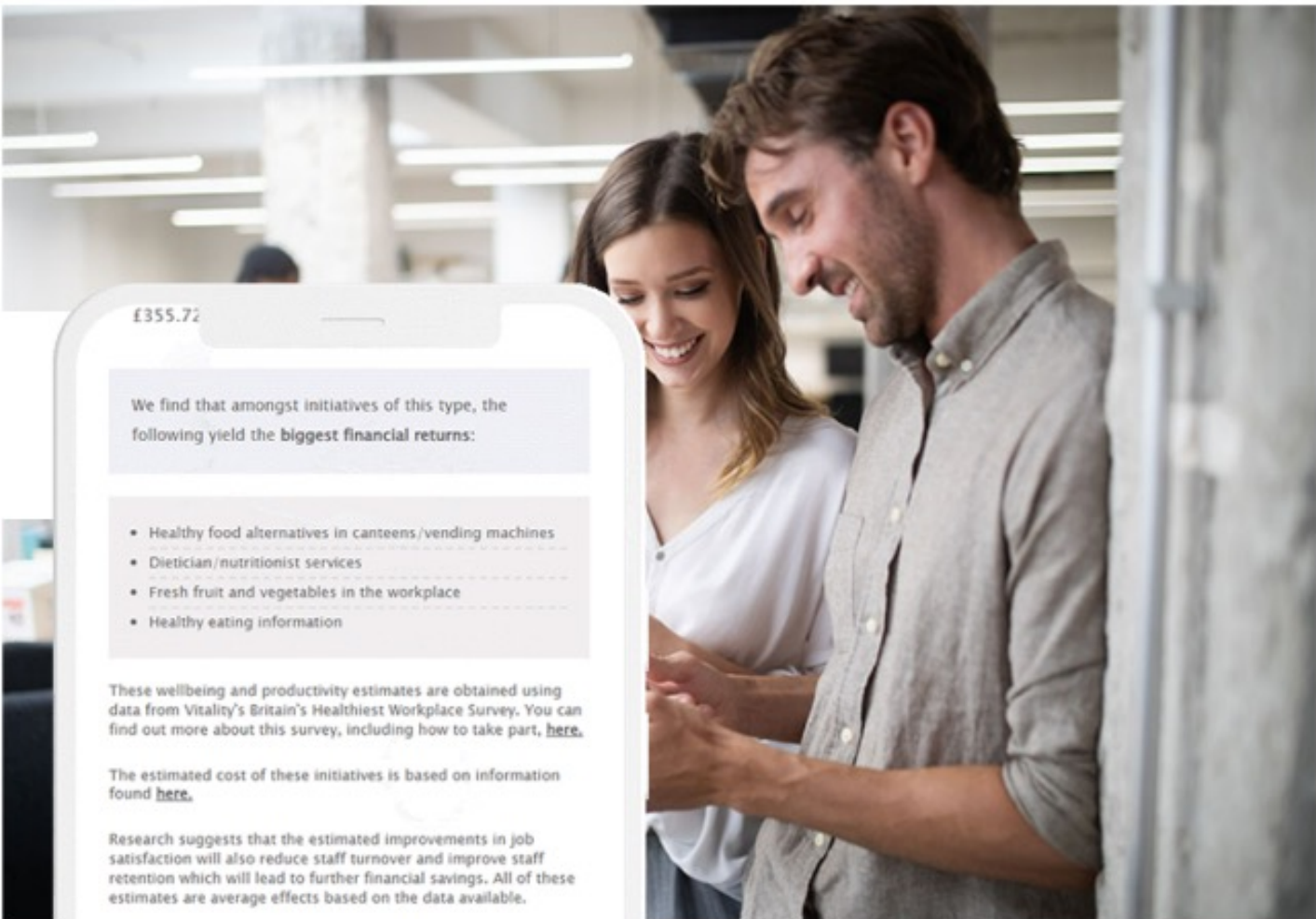
Volunteering



— Business calculator

Business cost effectiveness calculator

[find out more >](#) [calculate >](#)



£355.72

We find that amongst initiatives of this type, the following yield the biggest financial returns:

- Healthy food alternatives in canteens/vending machines
- Dietician/nutritionist services
- Fresh fruit and vegetables in the workplace
- Healthy eating information

These wellbeing and productivity estimates are obtained using data from Vitality's Britain's Healthiest Workplace Survey. You can find out more about this survey, including how to take part, [here](#).

The estimated cost of these initiatives is based on information found [here](#).

Research suggests that the estimated improvements in job satisfaction will also reduce staff turnover and improve staff retention which will lead to further financial savings. All of these estimates are average effects based on the data available.

They are indicative rather than guaranteed and may not be realised immediately. Whether an initiative is successful depends on many factors. The rest of this toolkit helps identify and better understand these factors.

— The toolkit

Business cost effectiveness calculator

What type of initiative are you considering: *

select your initiative

What is the average annual wage of your workforce?

£ 29500

£0

£ 100000 or more

I don't know

If you are not aware of the above, please tick the box below – UK National Average will be used.

Calculate



Physical Fitness

This type of initiative is estimated to have the following **effects on employee wellbeing**:

6.08% improvement in Job Satisfaction
0.93% improvement in Mental Health
1.14% improvement in Physical Health

They are also expected to have the following effects on **productivity (per worker)**:

£750.13 saving from Absenteeism
£31.44 saving from Presenteeism

Giving estimated **annual productivity gains** with a value of:

£781.57

Less the estimated **annual cost** of the initiative:

£-46.97

In addition to the benefits for **employee wellbeing**, these initiatives give an overall annual financial return of:

£734.60 per worker

We find that amongst initiatives of this type, the following yield the **biggest financial returns**:

- Bicycle purchase schemes
- Offsite gym / health club membership discount
- Bootcamps
- Walk or cycle to work programmes

These wellbeing and productivity estimates are obtained using data from Vitality's Britain's Healthiest Workplace Survey. You can find out more about this survey, including how to take part, [here](#).

The estimated cost of these initiatives is based on information found [here](#).

Research suggests that the estimated improvements in job satisfaction will also reduce staff turnover and improve staff retention which will lead to further financial savings. All of these estimates are average effects based on the data available.

They are indicative rather than guaranteed and may not be realised immediately. Whether an initiative is successful depends on many factors. The rest of this toolkit helps identify and better understand these factors.

On average, for companies which offer:

Physical Fitness

Awareness amongst employees is: 77.14%
while usage is: 36.33%

Use the slider to see the estimated effects of increasing awareness:

50%



Awareness of programmes = 77%

Physical Fitness

This type of initiative is estimated to have the following **effects on employee wellbeing**:

6.08% improvement in Job Satisfaction
0.93% improvement in Mental Health
1.14% improvement in Physical Health

They are also expected to have the following effects on **productivity (per worker)**:

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Giving estimated **annual productivity gains** with a value of:

£781.57

Less the estimated **annual cost** of the initiative:

£-46.97

In addition to the benefits for **employee wellbeing**, these initiatives give an overall annual financial return of:

£734.60 per worker

Awareness of programmes = 90%

Physical Fitness

This type of initiative is estimated to have the following **effects on employee wellbeing**:

7.09% improvement in Job Satisfaction
1.08% improvement in Mental Health
1.33% improvement in Physical Health

They are also expected to have the following effects on **productivity (per worker)**:

£875.14 saving from Absenteeism
£36.67 saving from Presenteeism

Giving estimated **annual productivity gains** with a value of:

£911.81

Less the estimated **annual cost** of the initiative:

£-46.97

In addition to the benefits for **employee wellbeing**, these initiatives give an overall annual financial return of:

£864.84 per worker

Implementing and evaluating a new wellbeing initiative

First you need to find out what needs to be measured and monitored and you can do this by asking:

- Who is using the initiative?
- Where it is being used?
- What changes are observed?
- What is the impact on productivity?

These values can be measured by collecting organisational data on:

- Length of sickness absence
- Number of long-term absences
- Number of repeat long-term absences
- Incidence of presenteeism
- Staff surveys/engagement results

Reporting on the outcomes of an initiative is important for ensuring sustainability and organisational commitment, it is also a way of continuing the involvement of senior management in the wellbeing programme

Main Takeaways

- Evidence that interventions not only improve wellbeing, but also give good financial returns
- We consider absenteeism and presenteeism but other savings could also occur through staff retention
- Looking after workplace wellbeing shouldn't necessarily be seen as a cost, it can be a good investment
- There are positive effects of both usage and awareness. Interventions should be optional and promoted to increase awareness
- Investment in employee wellbeing may have other benefits – greater team cohesion, better customer relations, improved community relations – which are not captured by the net benefits in these illustrations
- Word of caution: financial returns aren't guaranteed and workplace wellbeing needs to be “done right”

Q&A

evolve
workplace
wellbeing



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A New Approach To Managerial Training

PrOPEL Hub Conference
15th Nov 2022

Gill Dix, Paul Latreille and
Peter Urwin

<https://skilledmanagers.org>

<https://www.socialscienceregistry.org/trials>



Introduction

Gill Dix

Head of Workplace Policy, Acas

A non-departmental public body funded by BEIS, Acas has...

- **A Statutory duty is to promote the improvement of industrial relations**, including to conciliate in industrial disputes and individual tribunal claims
- Acas: offers conciliation, mediation and arbitration in individual and collective disputes.
- Acas also provides advice via a national helpline, the Acas website, e-learning and training and depth support inside organisations.
- **No surprise then that managing conflict and effective resolution of disputes in the workplace are longstanding high priority areas for Acas.**



Conflict Management Acas perspectives

- ✓ Recognise that conflict is a 'natural' product of the relationship
- ✓ Know that workplace conflict can be exacerbated by wider economic, social, legal and political dynamics outside; and by structures and behaviours inside work
- ✓ Want to promote the creation of the right workplace environment to manage conflict
- X Don't seek to bury conflict, or ignore or squash it
- ✓ Believe that good management of conflict requires skills and behaviours – not just knowing the law
- ✓ That resolving conflict inside the workplace is best – emotionally, financially, and from a job retention perspective – but that Employment Tribunals have their place
- ✓ That practices inside the workplace can be 'informal' and can involve formal procedures
- ✓ We support an evidence based approach to shifting and amending practices



Acas Research Programme

Designed to,

- inform our services;
- promote thinking and discussion on what works;
- consider the role of public policy.

And on conflict management our research has established the importance of employee voice, leadership, the role of HR, and **the centrality of skilled line managers...**



Why are skilled managers so important?

- Line managers shape experiences at work
- In the UK, one-third of workers experience conflict at work every year
- 4 in 10 workers who experience conflict report reduced motivation
- 56% report stress anxiety and depression
- Conflict costs employers more than £1,000 for every UK worker each year
- Early resolution makes sense
 - Conflict resolved by manager - £75-200
 - Where conflict causes absence - £7,500
 - When conflict ends in resignation - £30,000



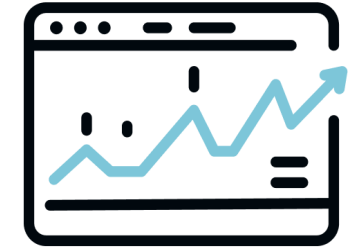
What is Skilled Managers?



Skilled Managers is an **online training intervention** designed to boost conflict competence and confidence



ESRC-funded research programme



Using a randomised control trial to see whether the intervention can **increase engagement & productivity**



Developed by leading academic experts in conflict management from Westminster and Sheffield Universities in partnership with Acas

The content of *Skilled Managers* Training



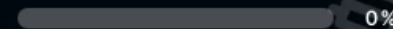
- Four main modules
 - Effective communication
 - Feedback & difficult conversations
 - Managing conflict
 - Conflict resolution
- Key features
 - Pre/post diagnostic on conflict management styles; Tests of skills
 - Videos, podcasts
 - Simulations
 - Key learning points & reflection
 - Toolkit
 - Bookable 15 minute 1-2-1 consultations
- Range of delivery modes (synchronous/asynchronous/bichronous)



SMPW Universal Course

This course aims to provide you with knowledge, skills and techniques that every manager needs to get the most out of their team. By focussing on vital issues such as communication, effective feedback and conflict resolution, we aim to boost your confidence and help you build productive relationships at work.

ACTIVITIES



[More results >](#)



CONTINUE WITH: [Introduction to the course](#)

START **X**

MESSAGES



Messages & announcements [>](#)

DISCUSSION



Recent responses:

No recent responses.

[Open discussion >](#)

COLLAPSE



Introduction to Skilled Managers - Productive Workplaces

Introduction to the course

In this section we introduce you to the course and and show you how to get the most out of the learning platform.

START

Information and consent

In this section we provide you some information regarding the research project linked to this training course and ask for your informed consent to collect and use the data generated by your participation.

START

How do you manage conflict?

This short questionnaire assesses your conflict management style. We'll come back to this at the end of the course to see if the way you manage conflict has changed.

START

Book your 1-2-1 coaching session

START



Alex Bowyer, Kalyan Kameshwara, Fatima Maatwk, Sharon Mason, Frankie Saundry, Richard Saundry and Trudy Ward
University of Westminster

Overarching research question:

- Does training designed to develop the conflict competence of line managers improve measures of workplace productivity?

Aims:

- Devise and implement a training programme for line managers to develop key skills needed to build positive relationships, manage and resolve difficult issues;
- evaluate the impact of this training on conflict competence [SM platform], employee engagement [Pulse Survey] and measures that capture workplace productivity;
- explore the relationship between conflict competence, management practice and employee engagement;
- develop a model for managerial training and development that can be replicated in other settings.

The *Skilled Managers* 'Offer'



FREE TRAINING FOR ALL
PARTICIPATING MANAGERS



12-MONTHS FREE ACCESS TO
INTERACTIVE TOOLKIT



BOOKABLE 15 MINUTE 1-2-1
CONSULTATIONS



FEEDBACK FOR MANAGERS
COMPLETING THE TRAINING



ACCESS TO SKILLED MANAGERS
COMMUNITY



ROBUST EVALUATION OF IMPACT
OF TRAINING ON ENGAGEMENT
AND PERFORMANCE



Organisations and Managers, Nov 2022



Skilled Managers Organisational Pipeline	Organisations	Units	Managers
Currently on SM Platform	9	76	228
Scheduled on platform by end 2022	19	154	424
Scheduled on platform by end Feb 2023	40	241	860
Organisations at advanced point in discussions	15	120 approx.	360 approx.
Remaining Pipeline	100+	240 expected	800 approx.



The Skilled Managers Community

- Managers completing the SM intervention gain access to the online Community.
- Building a community to share experiences and expertise.
- Access to resources, events and activities.
- Opportunities for research and co-creation.
- Securing impact and building on project outcomes.

Delivering impact: Using evidence to impact management capabilities for productivity

Prof Richard Kneller, University of Nottingham

Dr Cher Li, University of Nottingham

Prof Monder Ram, Aston University

CIPD

 **PrOPEL** Hub

 **Economic and Social Research Council**

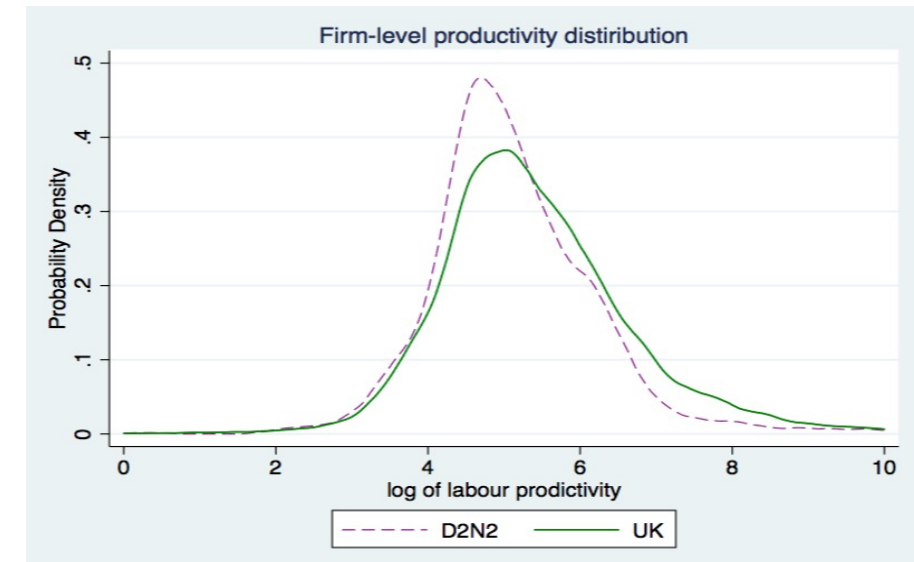
Delivering Impact: Using Evidence to Impact Management Capabilities for Productivity *Part I*

Anwar Adem Richard Kneller Cher Li
Nottingham University

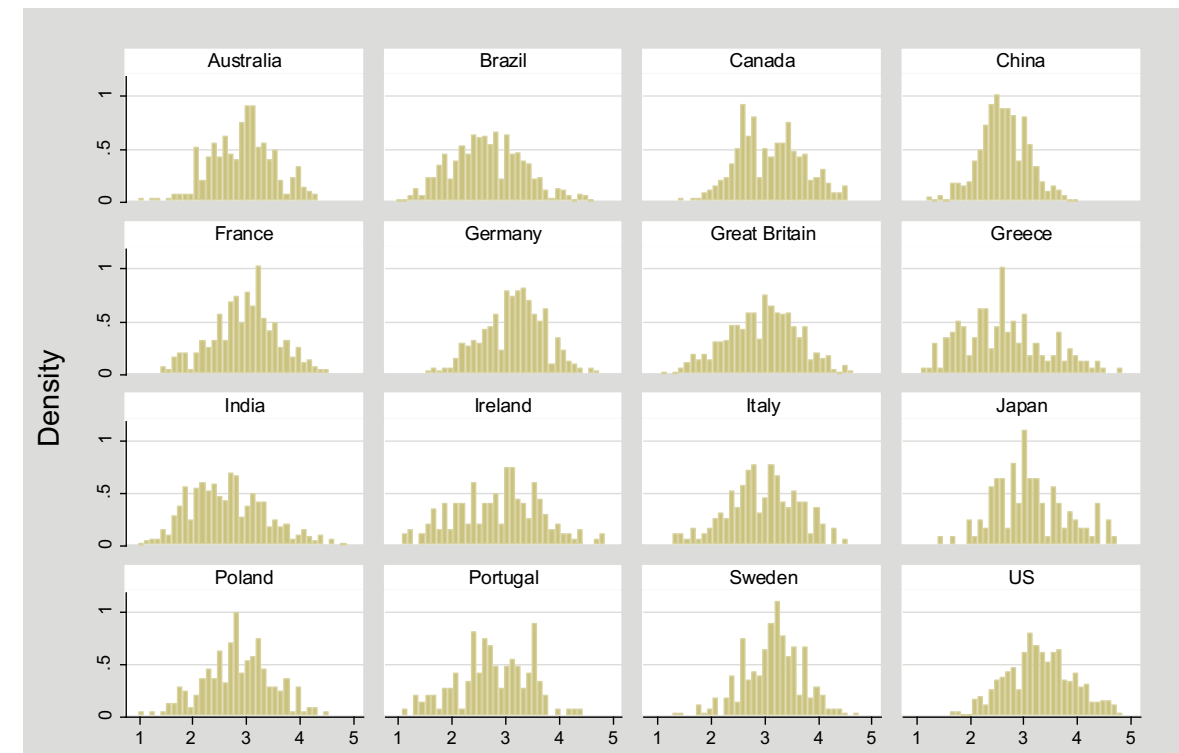
Funding from UK Economic & Social Science Research Council gratefully acknowledged

Motivation

- UK is known to have a productivity problem, which has been linked to a long(er) tail of poorly managed businesses
- Use evidence as a motivation to improve performance
- Do so in a way such we could capture quantitative evidence of change
- Could we do this in a cost-effective way that would reach many businesses

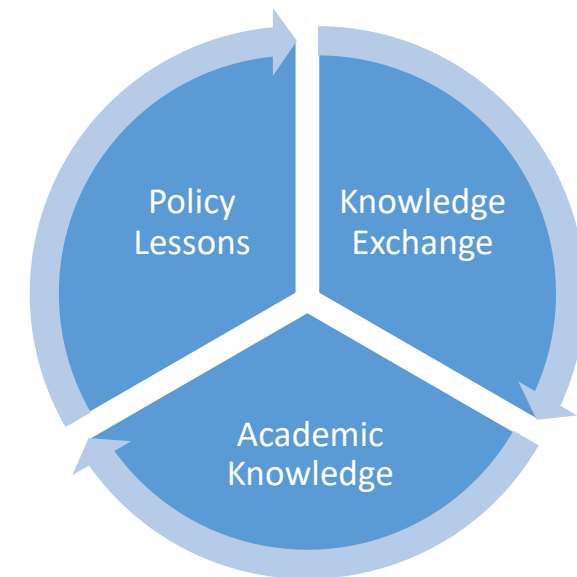
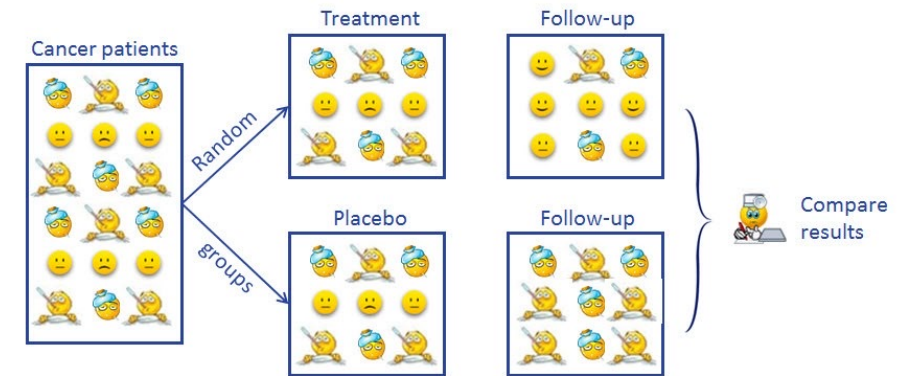


Cross-Country, Firm-Management Scores

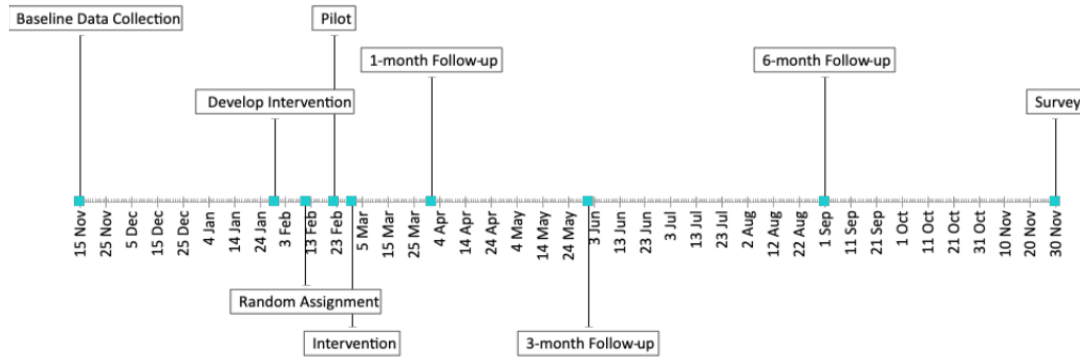


Motivation

- To be successful we needed to target the performance management of a single technology – their website
- Used an RCT methodology on 800+ UK businesses – now scaling that to 6000+
- Firms received benchmarked performance metrics
- Control firms did not know of the experiment
- Impact: knowledge exchange, but also policy lessons & improved academic knowledge



Treatment



- Webscraping technologies allowed an experiment by stealth
- Baseline before, treatment during & month 1 and 3 data collection
- Timeline coincided with 2nd UK lockdown
- At 6 months, restrictions being removed



Researchers within the Schools of Business and Economics at the University of Nottingham have recently completed a comparison of website performance amongst UK distilling/brewing companies.

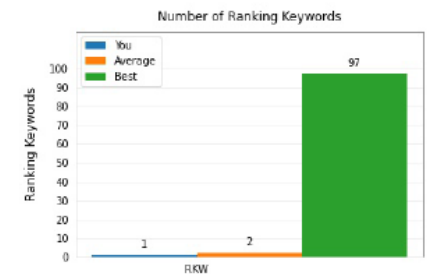
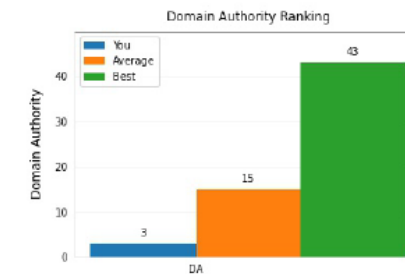
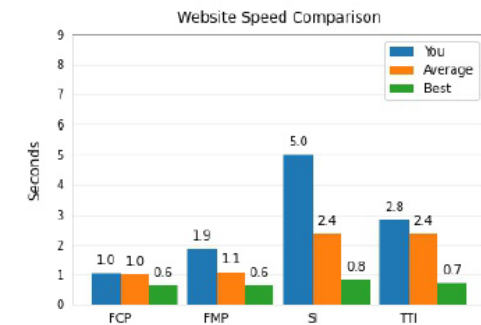
We can now share with your company management how you compare.

To make like-for-like comparisons we have benchmarked you against the best performing businesses with similar underlying web technologies to your own, as well as the average firm.

Website performance measures are created using data from batchspeed.com and moz.com.

This project is funded by the Economic and Social Research Council (ESRC) - a leading public funding body - to profile the use of digital technologies amongst UK companies and share what works.

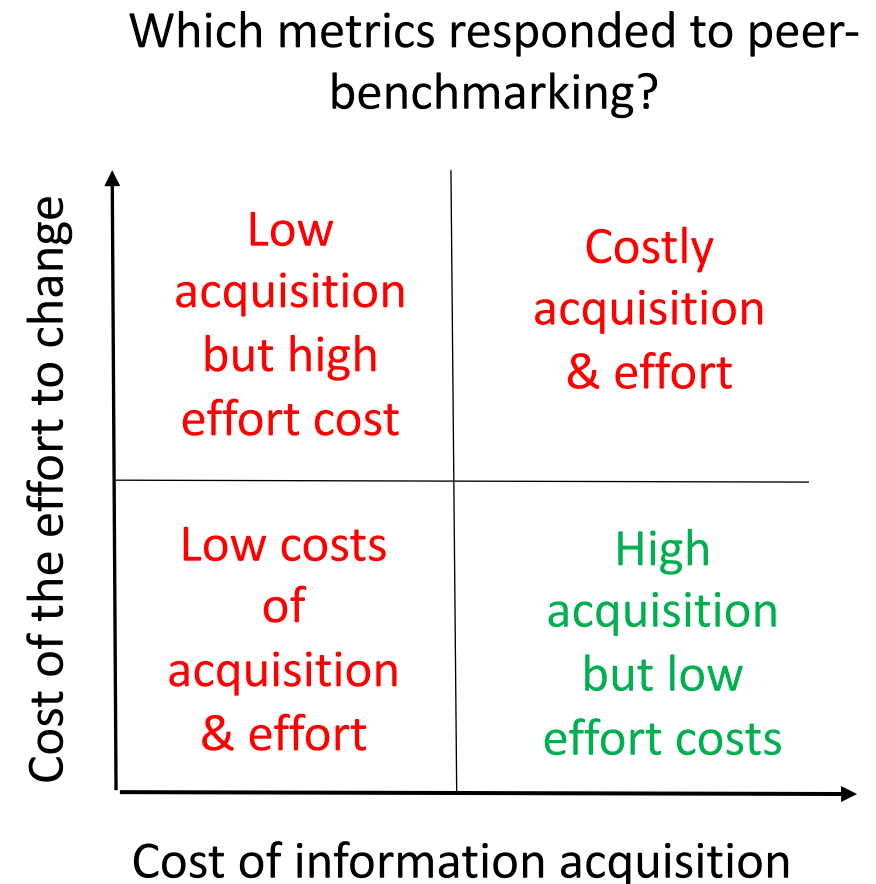
Digital Benchmark



Effective use of digital technologies is widely held to improve business competitiveness and productivity

Results

- Benchmarks produced mixed results.
 - Strong effect on some metrics, no effect on others
 - Biggest response from under-performers
- Peer benchmarks are a motivation to improve performance only if cost of information acquisition was high
- If the cost was already low, businesses learnt nothing new
- If the cost of change is high, then did not respond either
- Can see 'effort' to improve by changes in the software that underlie their website
- Can rule out lots of other explanations including
 - Businesses do not see website as important
 - Other metrics are more important
 - Behavioural reasons such as 'managerial inattention',



Lessons

- Firms can be motivated to improve from peer-benchmarking to some extent
- Follow up experiments could focus on the costs of effort
- Using webscraping technologies offers low cost academic/policy interventions, that avoid problem of selection into the experiment
- Experimental methods such as RCTs offer powerful ways to quantify the effects on management performance and/or productivity
 - Experiments could also be within businesses

Delivering Impact: Insights from ‘Productivity from Below’

Monder Ram and Dr Imelda McCarthy
Centre for Research in Ethnic Minority
Entrepreneurship





Punch Records

Creatives Co-Producing





Bangladeshi caterers – a sector under threat

- **Farm to Fork Food Resilience Conference - Rising to the Challenge: Supporting Bangladeshi Caterers in Times of Crisis**



Towards a more inclusive HR community: Engaging ethnic minority microbusinesses in HR development programmes targeted at more productive methods of operating

Journal:	<i>Human Resource Management Journal</i>
Manuscript ID	20-HRMJ-05789.R2
Wiley - Manuscript type:	Original Article
Journal Keywords:	Diversity, Small firms, Trust , Knowledge transfer
Keywords - Methodological:	Qualitative research methods, Action research
Other Keywords:	HR practices
Abstract:	<p>Abstract</p> <p>The economic and social importance of ethnic minority microbusinesses ('EMMBs' with 1-9 employees) is neglected in HR academic and policy discourse on productive ways of working. This article presents an action research approach to show how academics and intermediaries (local trusted industry representatives) can collaborate to promote HR development programmes targeted at more productive methods of operating in EMMBs. Our research collaboration involves academics, EMMBs (from the catering and creative sectors) and intermediaries. We develop perspectives on HR in small firms by showing how EMMBs can be engaged in initiatives of learning and development targeted at organisational change. The study contributes to recent calls for a more inclusive approach to HR theorising and practice.</p> <p>Key Words: Ethnic Minority Microbusinesses, HR practices, productive work, action research</p>

Building the evidence base on workplace practices for productivity

Prof Colin Lindsay, University of Strathclyde

Prof Graeme Roy, University of Glasgow

Prof Julia Rouse, Manchester Metropolitan University

Prof Chris Warhurst, University of Warwick

CIPD

 **ProPEL** Hub

 **Economic and Social Research Council**

The Good Employment **Learning Lab**

Greater
Manchester
Learning Lab
.....

Engaged
Scholarship
Learning Lab
.....

Adult
Social Care
Learning Lab
.....

Prof Julia Rouse
Director, Good Employment Learning Lab

goodemploymentlab@mmu.ac.uk

<https://www.mmu.ac.uk/research/research-centres/dwp/projects/good-employment-learning-lab>



Repeated Workshops:

Introduction to Engaged
Scholarship

Becoming an Engaged Scholar

Webinar series

Festival of Engaged Scholarship

Engaged Scholarship Learning Lab

The Good Employment
Learning Lab

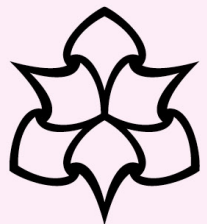
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institute for
small business
and entrepreneurship



**BRITISH ACADEMY
OF MANAGEMENT**



**Manchester
Metropolitan
University**



**UK Research
and Innovation**

“What’s a cost effective and realistic way of developing the people management skills of line managers?”

Place Based Lab:
Greater Manchester



Sector Based Lab:
Adult Social Care








Initial GELL Programme Model: Evidence Based Design of Online Learning Interventions

Rapid search for research and practice evidence about better practices to manage:

- Agile and secure work
- Values based recruitment
- Conflict
- Creativity
- Getting the best out of your team

5 (Initial) Learning Pillars

-  Gain knowledge
-  Reflect
-  Make sense
-  Experiment
-  Learning together

Evidence-based learning events:

- Masterclass (2hr)
- Flash peer learning (3x90mins)
- Skills coaching (3x1hr)

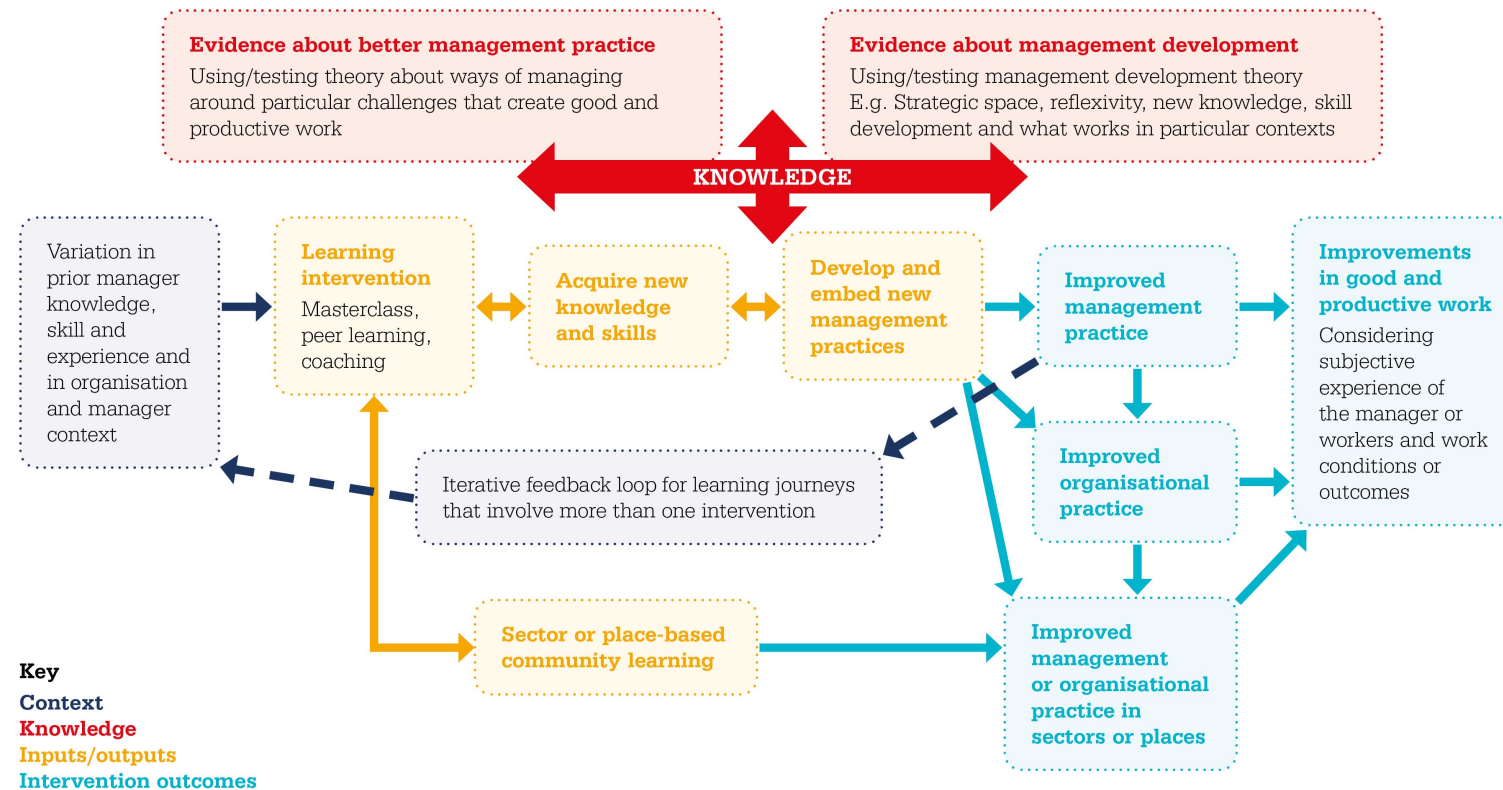
Curated Resource Bank

Realist
Design,
Delivery &
Evaluation

Context + Mechanism = Outcome



Theory of Change – How We Originally Proposed That Learning Will Improve Management, Good Work and Productivity



Recruiting Managers and Delivering Learning

506 Learning Interventions

- 34 masterclasses (386 participants)
- 17 flash peer learning sets (69 participants)
- 81 skills coaching relationships

366 Line Managers

- Good spread of ages, line management experience, size of team
- Reasonable representation from ethnic minority backgrounds (although not fully representative)

- ! • Majority women
- All volunteers

We Learnt:

- ✓ Hunger for development drives engagement
- ✓ Online learning is convenient & feasible but disposable
- ✓ Schedule flexibility is vital for busy line managers

Evaluation Methodology

Data for 248 managers:

- Reflections & observation notes
- Management data
- Interviews with managers
- Learning portfolios & surveys
- Attempt at employee interviews!

Analysis

- Write up of programme experience
- **Quals** – thematic analysis within each management challenge & 35 case studies
- **Quants** – programme participation patterns, learning journeys, self-reports of confidence/capability changes

Outputs

- ✓ Evaluation report & comms
- ✓ GELL Framework to Develop the People Skills of Line Managers
- ✓ Toolkit to support review/development of line manager development (to come!)

The GELL Framework to Develop the People Management Skills of Line Managers

Context

The Person
The Line Manager Role
The Organisation & Sector
Wider Society

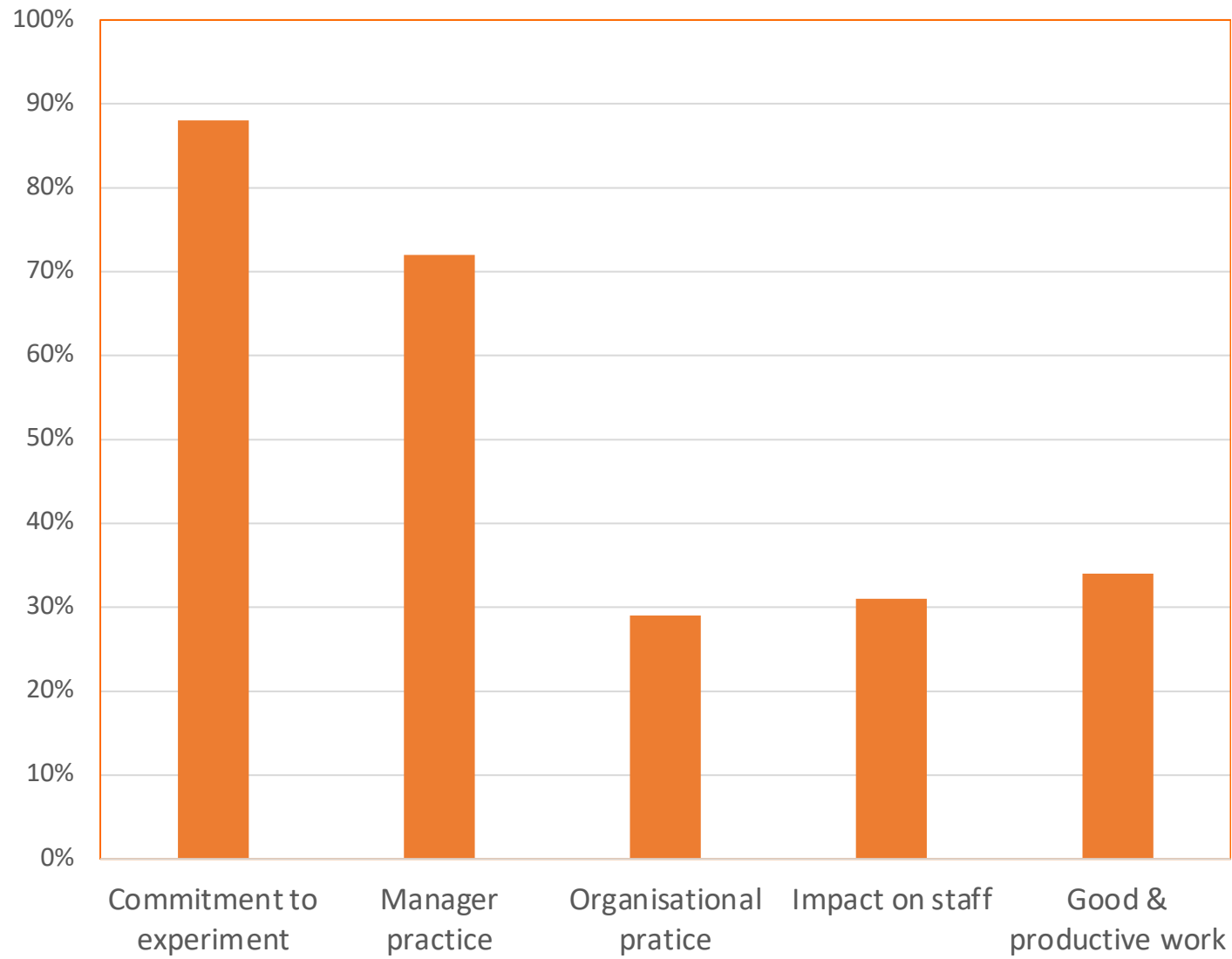
Mechanism

8 Learning Pillars
Short, online & evidence-based:
❖ Masterclasses
❖ Flash peer learning
❖ Skills coaching
Programme design principles

Outcomes

- ✓ Experiment
- ✓ Improve management practice
- ✓ Improve organisational practice
- ✓ Positive impact on staff
- ✓ Improvement to good & productive work

Realist Design, Delivery & Evaluation



Outcomes
(we observed)



What We Learnt About Programme Mechanisms

Learning Pillars:

Access

Psychological safety

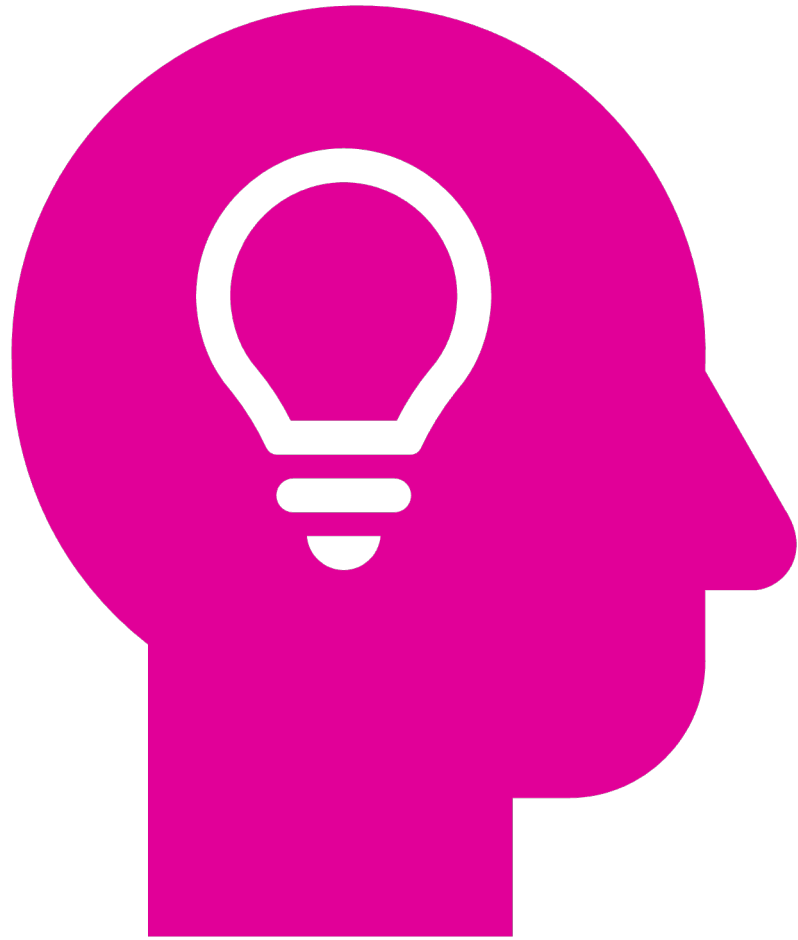
3. Gain knowledge
 4. Reflect
 5. Make sense
 6. Commit to experiment/
experiment
- Accountability
8. Learn together

Effective models for short, online & evidence-based learning interventions led by HR professionals:

- **Masterclass**
- **Flash Peer Learning**
- **Skills Coaching**

Programme Design Principles:

- ✓ Learning events to garner manager attention & reduce isolation.
- ✓ Masterclass as a foundation & gateway to coaching and peer learning.
- ✓ Pacing to enable experimentation between learning events.
- ✓ Promote experimentation as personal and organisational 'projects'.
- ✓ Target learning in contexts that enable manager development.
- ✓ Extend programme design to shape context, reducing barriers to practice and organisational development and to enable innovation



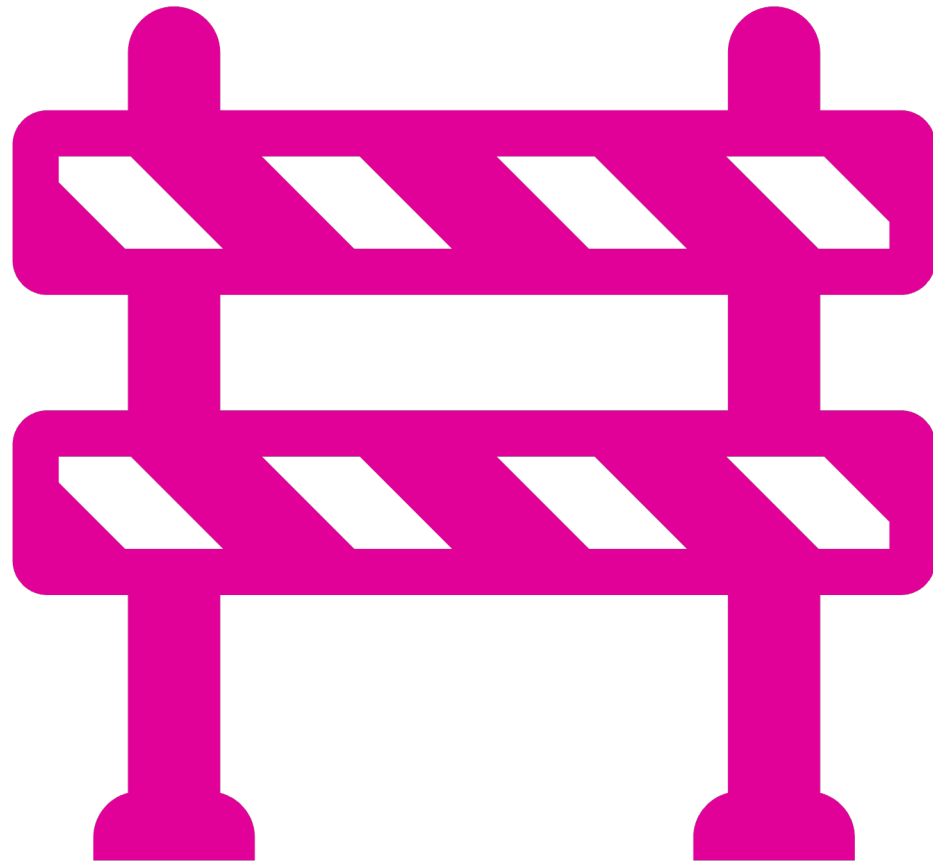
What We Learnt About Context: The Person

- Neglected – likely to have little access to training or peer support, isolated, under-confident.
- Facing significant & changing people management challenges.
- Struggling to process and manage conflict, affecting ability to tackle several management challenges.
- Busy and easily distracted from developing people management skills – needs flexible and timely learning events and communities of practice.
- Hungry to learn & be validated (within our programme – majority women).
- Often willing to experiment or even take on a change project (in our cohort).



What We Learnt About Context: The Line Manager Role

- Neglected – People management is under-valued & development is under-resourced and under-incentivised.
- Tenuous power to enact practice & organisational change.



What We Learnt About Context: The Organisation

- Neglects the importance of line management and of people management skills as a productive resource.
- Needs to give line managers power & resources to enact change via projects.
- Psychologically safe, learning & experimenting organisations/ sectors are more likely to absorb learning & innovation.
- Values messages often out of synch with resources/strategy.

What We Learnt About Context: Society

- Neglects the importance of line manager's people manager skills as a resource
- Promotes operational busyness as signs of productivity.
- Failure to create a national or organisational conversation about secure work.



Realist Design, Delivery and Evaluation



Design – Think about Context+Mechanism=Outcome in programme design, using the GELL Framework and a Theory of Change.



Delivery – Remain sensitive to how Context+Mechanism & experiment with how the programme can capitalise on contextual enablements and overcome contextual constraints.



Evaluation – Observe how learning works and what experimentation and practice/organisational development is occurring and record how Context+Mechanism=Outcomes. Revise your Theory of Change.

Learning Lab Model: Making Sense & Experimenting Together

**Evaluation Report Launch: How to Develop The
People Skills of Line Managers: Practical Tips
November 21, Manchester Chambers of Commerce**

**CIPD Developing Line Managers Conference,
Jan 2022**



 [The Good Employment Learning Lab](#)



The Good Employment
Learning Lab



Building the evidence base on workplace practices for productivity

Chris Warhurst



WARWICK INSTITUTE *for*
EMPLOYMENT RESEARCH



Structure

- The first point to make is that we've been building the evidence base on the relationship between productivity and workplace practices for over 70 years – see MRC in the 1940s.
- Descriptive report on a number of relevant indirectly ESRC funded (and other) projects that evaluate the data/evidence base.
- A first sweep of the evidence base on the relationship between workplace practices and productivity funded by Carnegie.
- Ongoing project with ONS funded through TPI to deal with data deficit.
- Two new projects funded through TPI/West Midlands and LRA/ReWAGE respectively on:
 - management skills, new technology and productivity
 - job quality and productivity

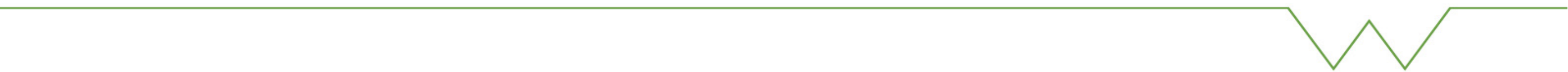


A first sweep of the evidence base

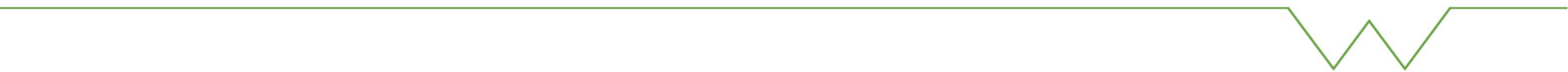
- Via Carnegie, asked by the Industrial Strategy Council to review the research on Good Work and productivity.
- Prevalence of evidence by dimension:

Pay and benefits	Health, safety and psychosocial well-being	Job design and nature of work	Voice and representation	Work-life balance	Terms of employment	Social support and cohesion
Strong	Moderate	Moderate	Moderate	Weak	Missing	Missing

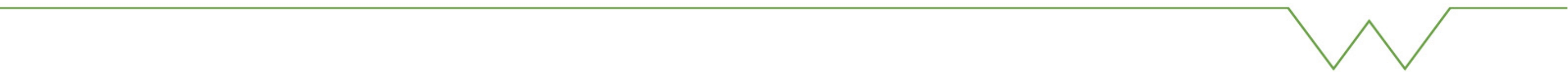
- Within the evidence: links to pay not straightforward;; positive with H&S (though robustness an issue), job design and WLB; mixed for V&R (though robustness again).
- Multi-dimensional analyses are rare; in the few that exist, worker involvement with supportive management is the key source of perceived productivity growth.



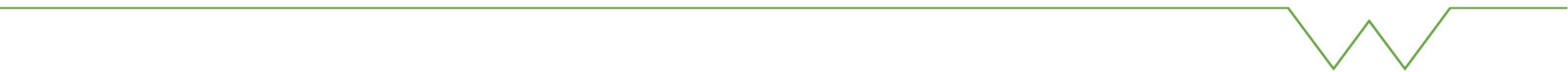
Dealing with the data deficit

- Funded by TPI working with ONS (w/Bosworth and Sarkar).
 - Varying definitions/operationalisations of 'productivity' used in datasets.
 - Enterprise productivity is the basic building block but productivity data gathered at different levels.
 - Improving job quality datasets in the UK but each offers challenges – standard measure recommended (badged as 'Good Work' but appropriate data still lacking (cf. Elias 2022 for ReWAGE)).
 - Big challenges:
 - Job quality data tends to be gathered at the level of the individual.
 - Productivity data gathered at firm, industry and country levels.
 - Job quality datasets lack robust measures of productivity.
 - Datasets of job quality lack respondents' employer identifiers.
 - Need good quality data that is matchable, recommendations:
 - More meaningful to look at the causal effect of each of the Good Work dimensions – or combination of dimensions – on productivity rather than looking at the causal effect of the aggregate good work measure.
 - Explore adaptations to: USOC, WERS (version), UKWLS, MES, LSBS, ASHE.
- 

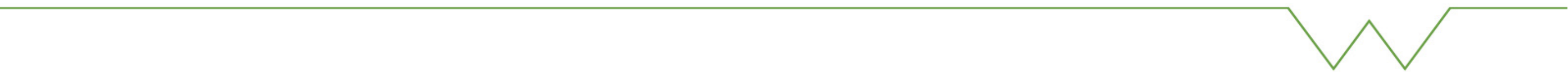
Two new projects #1

- Funded by TPI working with Regional Productivity Forum and WMCA (w/Dickinson and Erickson).
 - Socio-technical systems (STS) advocated optimising the social and the technical to deliver productivity gains.
 - Some supportive evidence but not sustained (in the UK), in part because outwith managers' (and unions') comfort zone.
 - More recent body of research confirms managers' skills and knowledge make a difference.
 - New calls for return to STS thinking in context of failure of Industry 4.0 to deliver productivity gains; But Industry 5.0 but doesn't address past weaknesses with STS.
 - Can't expect managers to change if not educated in the benefits and operationalisation of STS.
 - Research is a review of management education in West Midlands' HE and FE to establish what, if anything is now being taught about managing new technology.
 - Hope to identify and plug any gaps through WMCA as funder.
- 

Two new projects #2

- Funded by LRA linked to ReWAGE (ESRC) (w/Erickson, Atfield, Findlay, Bailey).
 - New model of employment relations developed and being advocated in NI – which has devolved responsibility for employment.
 - New model suggests adoption of particular work, employment and management practices (as lever of good job quality).
 - Part of the advocacy rests on presenting a business case for the new model, which includes productivity (+ innovation and employee wellbeing).
 - Rapid response literature review + illustrative case studies; builds on Carnegie and unfinished ReWAGE evidence paper.
- 

Final remarks

- In some cases these projects collating the existing evidence base on the relationship between productivity and workplace practices, in other cases contemporising it.
 - All rest on there being a positive effect from workplace practices on productivity.
 - All of these projects have/will result in reports and evidence papers.
 - These outputs are fed directly into policymakers across the UK but are available publicly.
 - The intention is to also translate them into academic papers ...
 - But issue is translating the evidence base into workplace practice – hasn't happened in a sustained way in the past where was recognised.
- 

ESRC PrOPEL Hub: Insights and Legacies

Reflections and key take-aways

CIPD

 **PrOPEL** Hub

  Economic
and Social
Research Council

ESRC PrOPEL Hub: Insights and Legacies

Welcome to Conference Day Two

Prof Colin Lindsay, University of Strathclyde

@propel_hub #propelhub22

CIPD

 **PrOPEL** Hub

 **Economic and Social Research Council**

Innovative approaches to impacting with managers, employees and key stakeholders

Dr Helen Fitzhugh, University of East Anglia

Katherine Jones, Aston University

Dr Daría Hernández Ibar, University of Sheffield

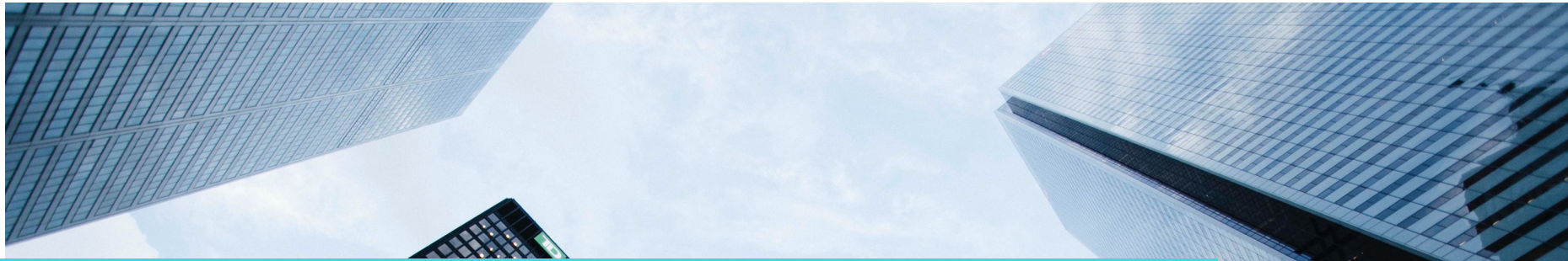
Keira O’Kane, Ulster University

Carolina Marin Cadavid, University of Strathclyde

CIPD

 **PrOPEL** Hub

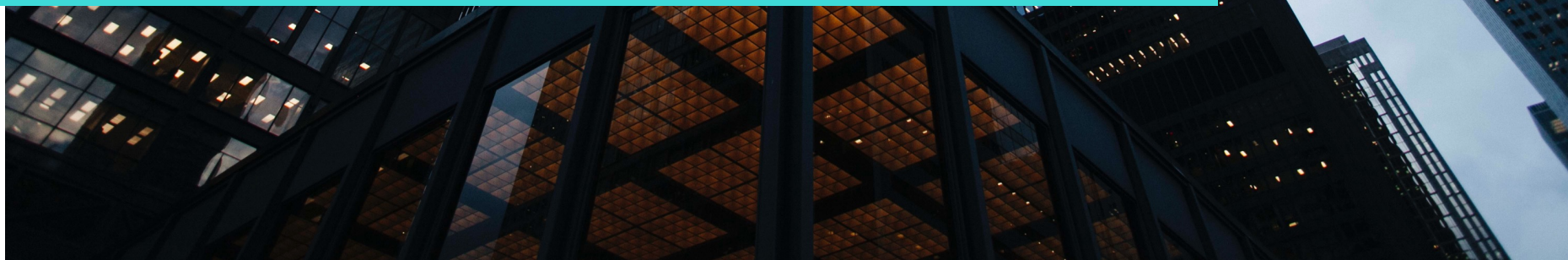
 **Economic and Social Research Council**



Innovative approaches to impacting with stakeholders

The PrOPEL Hub Knowledge Exchange Fellows

16th November 2022 – 10:15 – 11:15



Today's Session



Who we are and what we do

The importance of reflection

PrOPEL 'hacks' – our learning

Online resources – our approach

Benefits and legacy



What does 'knowledge exchange' mean to you?

- Take a moment to think
- Write on post-its



PrOPEL Hub main KE formats

	Masterclass	Knowledge into practice	Hack	Online resources
~ Number of attendees	50+	12-30	6-12	n/a
Speakers / Facilitators	Academic + Practitioner (multiple)	Academic and KEF +	KEF	Academic, KEF, Practitioner, Infrastructure
Intention	Broad dissemination, Q&A, polls, discussion	Distilled content, activities, discussion	Implications of distilled content for firm	Small taster insights for dissemination and reach
Reach	National / Regional	National (web) / Local (IRL)	Organisational	Global

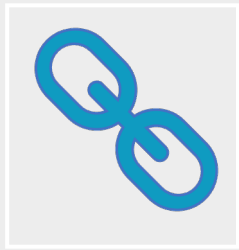


A Social Learning Approach to Impacting

Dr Keira O’Kane, Ulster University



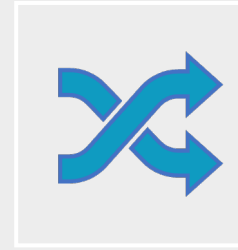
PrOPEL's Innovative Approach to Impacting



Impacting as twofold

- Stakeholders (MPPE)
- Wider KE Environment

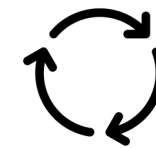
- Objective - develop a capacity for KE work
- Unique opportunity of interdisciplinary KE Hub



Process as Intertwined

- Doing impact
- Evaluating Impact

- Continual reflective learning as key



Our Focus on Social Learning

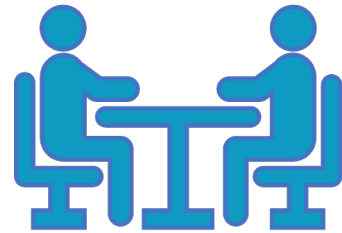


- Moving beyond summative measures - outputs, outcomes, outtakes
- Valuing formative measures – quality over quantity - tacit, develops overtime, requires multiple iterations
- Social interaction as co-produced learning & a journey towards impact

1. Stakeholder learning

- Changes made as a result of engagement/events
- Utilisation or uptake of PrOPEL guidance & co-created best practice

Increasing Our Potential For Impact

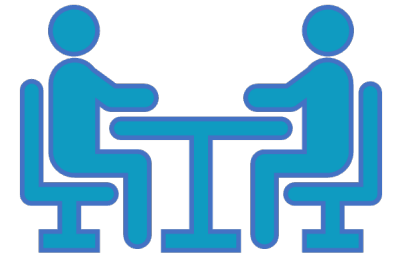


**2. Our learning from interaction
with stakeholders**



**3. Our learning from internal hub
interactions**

2. Learning from interaction with stakeholders



- True bidirectional KE and co-production – ‘partner’ or ‘invited experts’
- Learning about & understanding the stakeholder – valuing their knowledge and experience
- Considering priorities & values, pre-existing methods & best practice
- Ensuring relevance


3. Learning from internal hub interactions

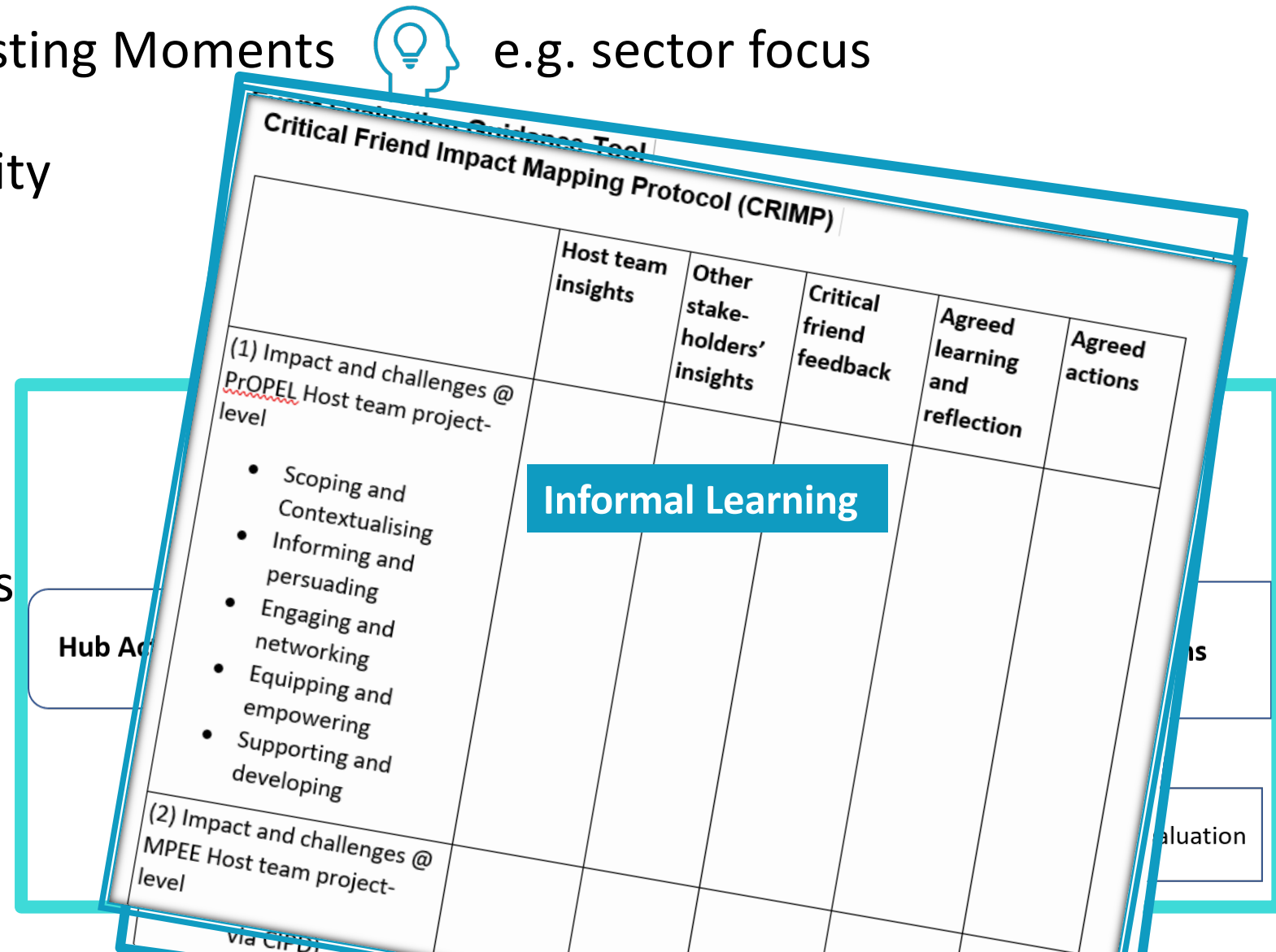


- Collaboration on external learning resources (*Daría*)
- Regular social interaction & reflection
 - Evidence base for funder evaluation
 - A process for informed interactions
- Monthly catch-ups (a positive of covid?)
- Community of Practice Activity to understand ourselves - (shared identity & priorities)
- KEF training days – exploring the KE role (*Katherine & Meryl*)

**Internal Learning
Resources**

Social Learning Measures for Proactive Reflection

- Discussion & documentation across all levels of learning – Completing the loop
- Narratives via Teams - Capturing Arresting Moments  e.g. sector focus
- Ongoing focus on Critical Friend Activity
- CRIMP Activity - Online focus group
 - Peer problem solving
 - Agreed actions & key take-aways
- Event specific evaluation & champions
 - 'Pass the baton'
 - Best Practice & How To's



Critical Friend Impact Mapping Protocol (CRIMP)

	Host team insights	Other stakeholders' insights	Critical friend feedback	Agreed learning and reflection	Agreed actions
(1) Impact and challenges @ PrOPEL Host team project-level	<ul style="list-style-type: none"> • Scoping and Contextualising • Informing and persuading • Engaging and networking • Equipping and empowering • Supporting and developing 				
(2) Impact and challenges @ MPEE Host team project-level					

Hub Act

Informal Learning

IS

evaluation

via CIPD



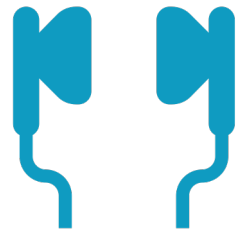
PrOPEL 'Hacks' – our learning

Dr Helen Fitzhugh, University of East Anglia

Carolina Marín-Cadavid, University of Strathclyde



Hacks – our learning



**Empathetic
groundwork**



**Dialogue and
relationship-
building**



**Distilled
content**



Spaciousness



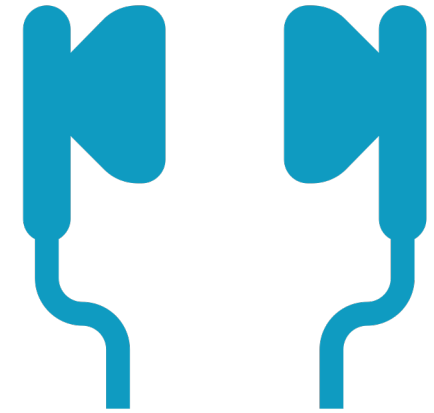
**Action-
orientation**

Empathetic groundwork

Why? – First imagining from the point of view of, then listening to, participant expectations and needs helps build a useful session for them from the start.

What?

- Clarifying the benefits
- Pre-session scoping
- Thinking about comfort
- Work with key contact



Example: Person-to-person Hacks

- **Clarifying the benefits** → actionable knowledge
- **Thinking about comfort** → trust
- **Pre-session scoping** → conversations with companies
one-to-one
- **Work with key contact** → empowering employees
and employers to think about their business and
practices.



Dialogue & relationship-building

Why? – Creating psychological safety in the room,
ensuring the contract to provide benefits is fulfilled.



What?

- Question at the start
- Introductions
- Manage expectations
- Build on participant contributions
- Ally in the room

Example: Group-Hackathons

- **Question & introductions** → Ice breaking
- **Manage expectations** → We do not have a simple answer, it's about sharing ideas
- **Build on participant contributions** → Learning from difference
- **Ally in the room** → Connecting people at tables

“Chatham house rules”



Distilled content



Why? – After building trust, participants need only the essential elements that are relevant to them – not all the context that academics require or want to give.

What?

- Fewer concepts
- Plain English
- Takeaway document
- Link participant terminology and experience
- Easy to remember (e.g. 5 ways, pithy titles)
- Even less content if challenging / unexpected

Example: Workshops

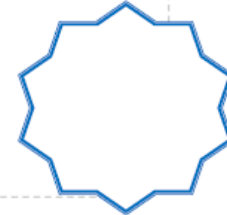
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Workplace wellbeing overview worksheet



Wellbeing awareness promotion
'Help if you're struggling'
Fostering good relationships
Practising good management
Developing high quality jobs

Investing time
Visioning and planning
Understanding the workforce
Learning how to manage with a people focus
Changing organisational culture



Communication
Coherence
Commitment
Consistency
Creativity

Your notes:

Summarise preferred actions here:

Takeaway document

Reduction of the key concepts

Link participant terminology and experience

Easy to remember

Providing space to the participants to decide their own actions

Spaciousness



Why? – Ideas need time to settle. People need space to talk or think through what you have said, especially if unexpected or challenging.

What?

- Open discussion
- Plan in less than you think

Example: SPARC-CIPD



- Open discussion
- Plan in less than you think → Bringing the network of HR professionals together in discussion



Action-orientation



Why? – KE content is only relevant to these businesses if they can see a way to act on it to bring about positive change – it is our job to help them see those ways.

What?

- Check-in on benefit delivery
- “What will your action be”
- Consider capability, motivation, opportunity
- Offer follow-up phone call

Example: Hackathons, conferences, presentations

- Check-in on benefit delivery → We do not force one solution
- Follow-up → Surveys, phone call, emails
- Capability / Motivation / Opportunity → What is your ask? → Offering opportunity to reflect

Activity 3: Thinking about the Bigger Picture: What is your ASK?

SLT	Line managers	Your team	Organisational Processes/Systems	Organisational Culture	Yourself

Participant Information
PROPEL Hub Activities Evaluation Survey

Event: London Hackathon, 28 Oct, 2022

PROPEL Hub would like to invite you to take part in a short survey to evaluate the London Hackathon.

Objectives

- To assess the initiatives implemented during the hackathon to improve employee wellbeing and productivity in your organisation.
- To understand the relevance of the activities for you and your organisation.

Participation

- Participation is voluntary and refusing to participate will not affect any other aspects of the way a person is treated.
- Your personal data and company information will be collected in this survey. However, it will only be used by the researchers involved in this project.
- We will anonymise your identity and we will ensure the confidentiality of your personal and company information.
- The information collected in the survey will be disseminated in academic papers and reports for practitioners and policy makers.
- Data will be saved on the cloud of the institutions involved in the study.
- Personal data will be retained until the results of the study can be disseminated.
- All data procedures will be in compliance with University of Strathclyde GDPR policy (<https://www.strath.ac.uk/whystrathclyde/universitygovernance/accessinformation/dataprotection/>)

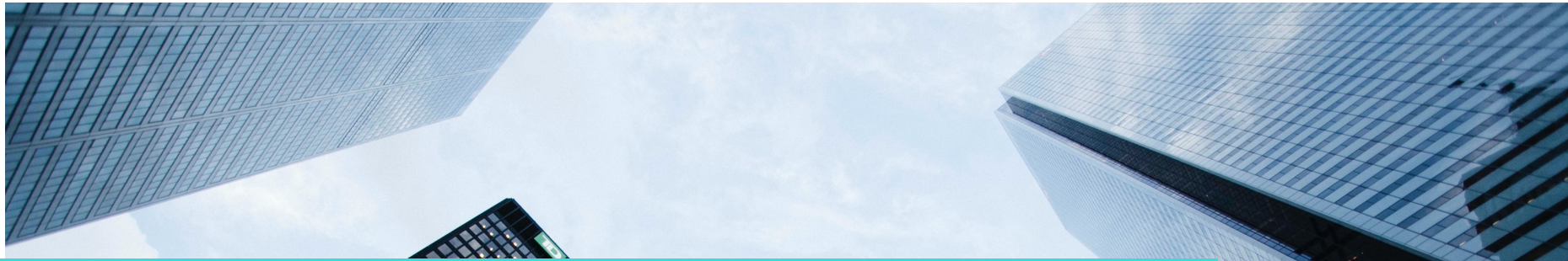
If you would like to find out more about the project, you can contact:

Professor Colin Lindsay - Director of the ESRC PROPEL Hub - colin.lindsay@strath.ac.uk

Carolina Marin Cadavid - Knowledge Exchange Associate - PROPEL Hub - Carolina.marin@strath.ac.uk

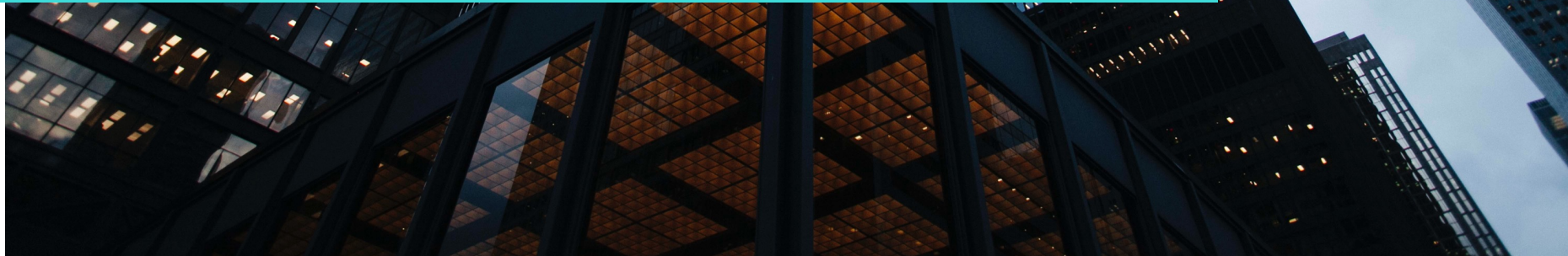
I consent, I wish to participate

I do not consent, I do not wish to participate



Online Resources

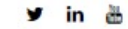
Dr Daría Hernández Ibar, The University of Sheffield



PrOPEL Hub: The website

https://www.propelhub.org

[Home](#) | [About Us](#) | [Research Projects](#) | [Videos](#) | [Podcasts](#) | [Events](#) | [Contact](#)



MANAGING PEOPLE

IMPROVING WELLBEING

ENGAGING EMPLOYEES

BOOSTING INNOVATION

SUPPORTING DIVERSITY



Interactive seminar Levelling Up: Microbusinesses in a Changing World

© 8 November 2022



How far do you want to go with workplace wellbeing? Call for interviewees

© 4 November 2022



Managing people for performance and wellbeing: Towards a Sustainable Practice Action Research Community (SPARC) for evidence-based HRM

© 1 November 2022

CIPD



Economic and Social Research Council

What is the PrOPEL Hub?

The PrOPEL Hub is a major new initiative designed to help boost productivity – and wellbeing – through supporting the growth of better workplaces in the UK.

It involves partners from universities across the UK and the CIPD. It aims to provide practical lessons, ideas and tool-kits for businesses to draw upon, all informed by the very latest research and evidence.

[Learn More](#)

SUBSCRIBE TO OUR MAILING LIST FOR DETAILS OF UPCOMING EVENTS AND PUBLICATIONS

Email Address

PrOPEL Hub: The website

Sector specific pieces: catering



Dr Imelda McCarthy, Research Fellow at CREME and Johur Uddin (Skills Link and representing the Bangladeshi Catering Sector) reflect upon the benefits of social media marketing in the Bangladeshi catering sector and call for more support in this area for small businesses in the latest blog in our [Voices from the Micro Business Community](#) blog series.

The impact of the Covid-19 pandemic on hospitality has exacerbated an already challenging outlook for the Bangladeshi catering sector, many of whom were struggling financially before then due to pricing wars and competition for customers.

Building an Inclusive HR Community

Pushing an Agenda to Democratiser Business Knowledge

Towards a Strategy for Supporting Ethnic Minority Businesses in the West Midlands

Facilitating Digital Transformation in the Bangladeshi Catering Sector

Access to Finance for Small Business

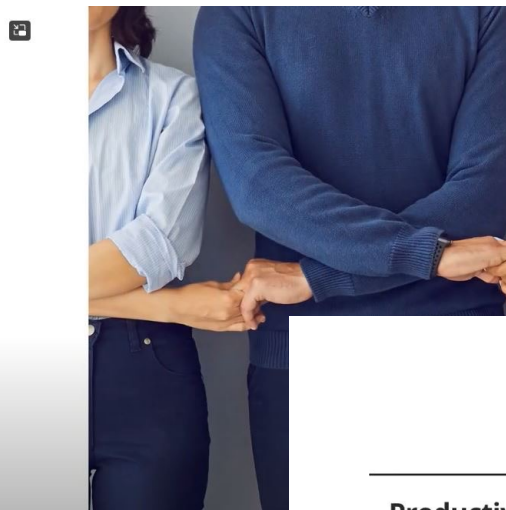
Coping with the Pandemic

PrOPEL Hub: The website

Sector specific pieces: Higher Education

The Importance of Family, History and Place for Trade Union Membership

Professor Alex Bryson
Rhys Davies
Professor Alan Felstead



Skilled Managers Productive Workplaces

Professor Peter Urwin
Professor Paul Latreille
Professor Richard Saundry



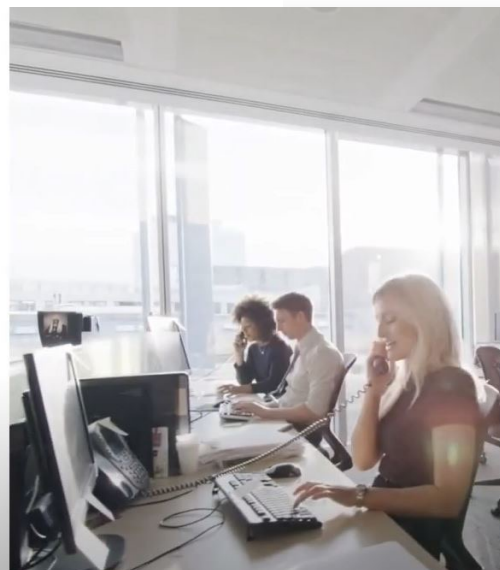
Productivity from Below: Addressing the Productivity of Microbusinesses

Professor Monder Ram
Dr Imelda McCarthy
Professor Anne Green
Katherine Jones



Managing People for Engagement, Innovation, Productivity and Wellbeing

Professor Patricia Findlay
Professor Colin Lindsay



Wellbeing and Productivity: can you have it all?

Professor Kevin Daniels
Professor Sara Connolly
Dr Helen Fitzhugh
Will Philips



PrOPEL Hub: The website

Sector specific pieces: Health and Social Care



The COVID-19 outbreak has highlighted the extent to which society depends upon essential workers, with health and social care workers in particular playing a critical role in pulling us through the crisis.

Last year people took to the streets to applaud their heroic work. But what happens now that the clapping has stopped? What is the aftermath of COVID-19 on the health and social care workers who have spent the last year working under extreme pressure, in sometimes dangerous conditions? What lessons from before and during the pandemic should we take forward into the post-covid era?

In partnership with the [Healthcare People Management Association](#), we have developed a “Spotlight on Health & Social Care” video series which draws on evidence gathered before and during the pandemic to explore the implications of Covid-19 for employment relations in the sector across the 4 UK nations.

Themes covered include:

[Employee Engagement and Productivity in the National Health Service in England](#)

[Understanding Human Capital amongst Social Care Employees](#)

[Wellbeing, Working Life and Coping Strategies during COVID-19](#)

[Partnership working and work engagement in NHS Scotland](#)

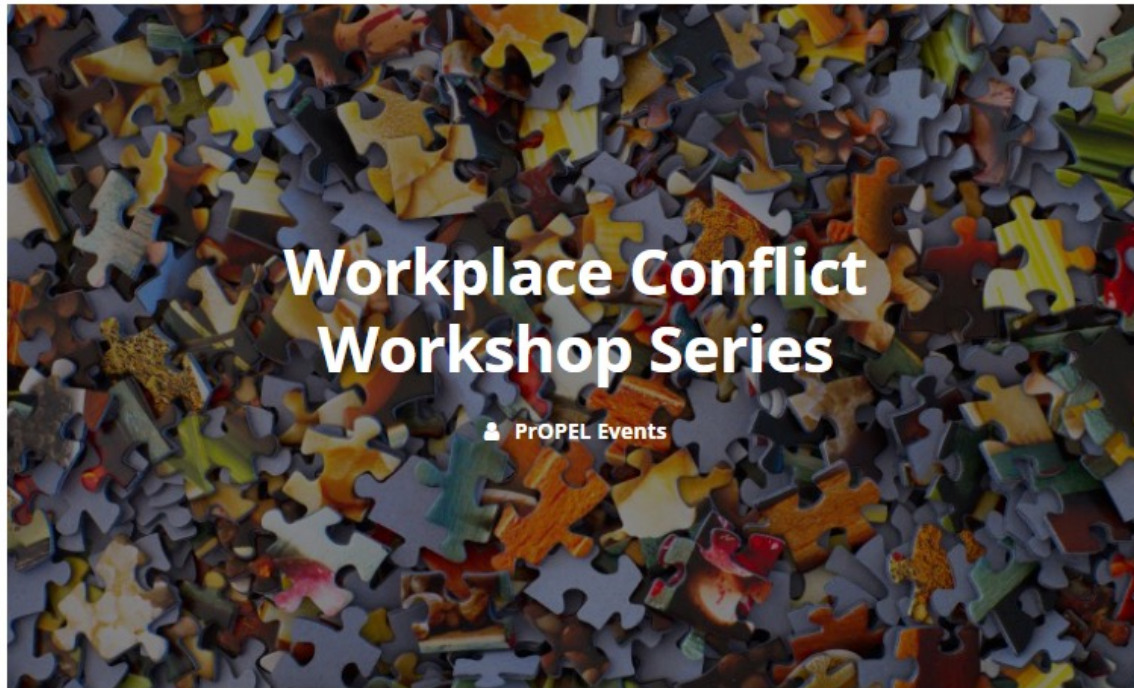
[Inclusive Leadership – in conversation with Roger Kline](#)

[Values-based Recruitment in Adult Social Care](#)

[Enhancing fairness and justice in people management](#)

PrOPEL Hub: The website

Sector specific pieces: Line managers, senior leaders and HR practitioners

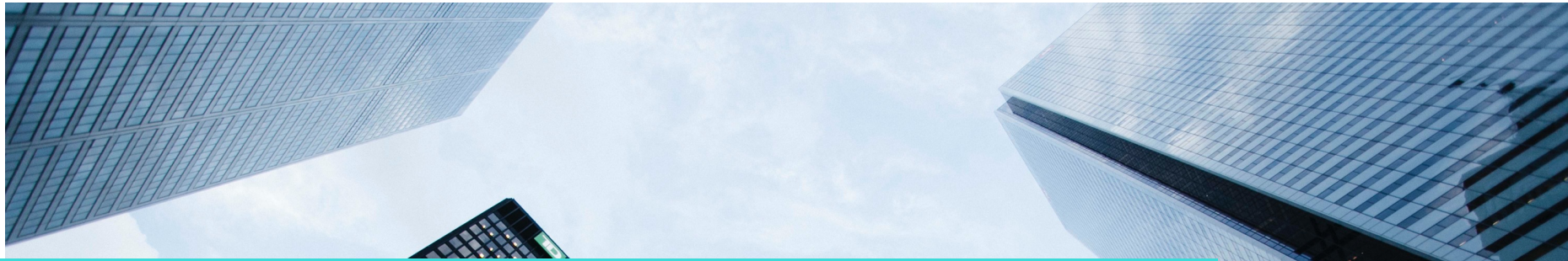


Work conflict is at the heart of every organisation and its impact on productivity is substantial. Several lines of research, including reports from ACAS and CIPD, suggest that line managers, senior leaders and HR practitioners can boost productivity by improving their own conflict management skills.

The video series below shares insights from a wide range of academics, policy-makers and HR experts on promoting different approaches to conflict resolution and provides concrete recommendations for your organisation.

Developing strategic approaches to conflict management Key takeaways

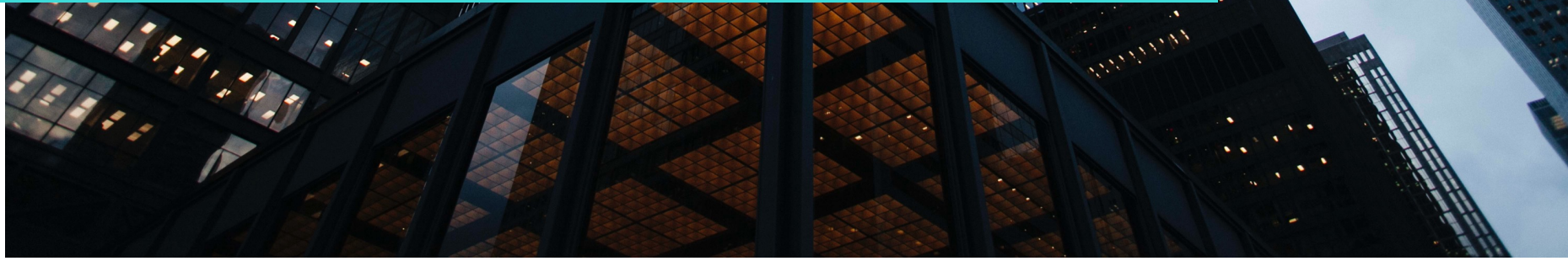
- Really understand what the organisation is facing in terms of the level of conflict and potentially the outcomes (HR analytics: data on conflict indicators) and use it as a preventative tool for interventions.
- Plan for the culture that you have and the one that you aspire to (but be flexible: no plan survives contact with organisational reality).
- Develop the program incrementally and in partnership with stakeholders.
- Organisations need to be mindful of how to address systemic problems.
- Include the employee voice as well as their representatives.
- Create alternative forms of voice (somewhere where people can raise concerns safely).
- Have a body that brings all stakeholders together.



The Legacy of Knowledge Exchange

Katherine Jones, Aston University

Meryl Levington, CIPD



Knowledge Exchange Means Sharing



Knowledge Exchange Benefits



Practical solutions





Takeaways



Takeaways

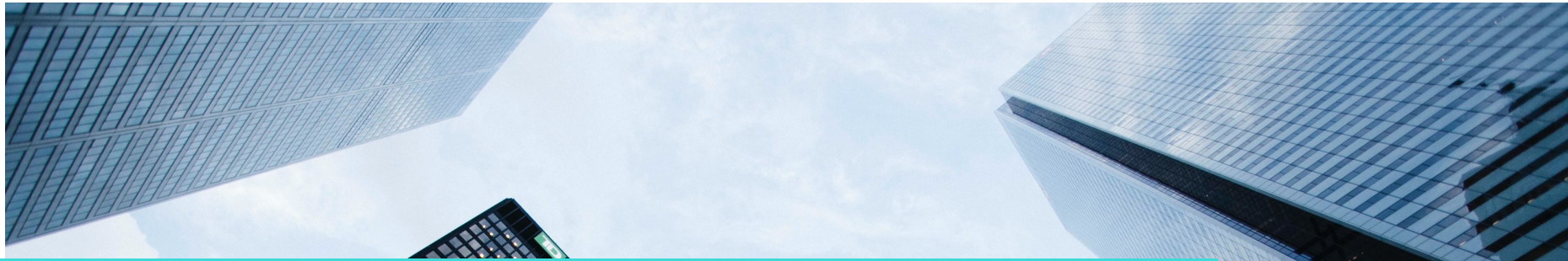
Next Steps

What would you want to see?

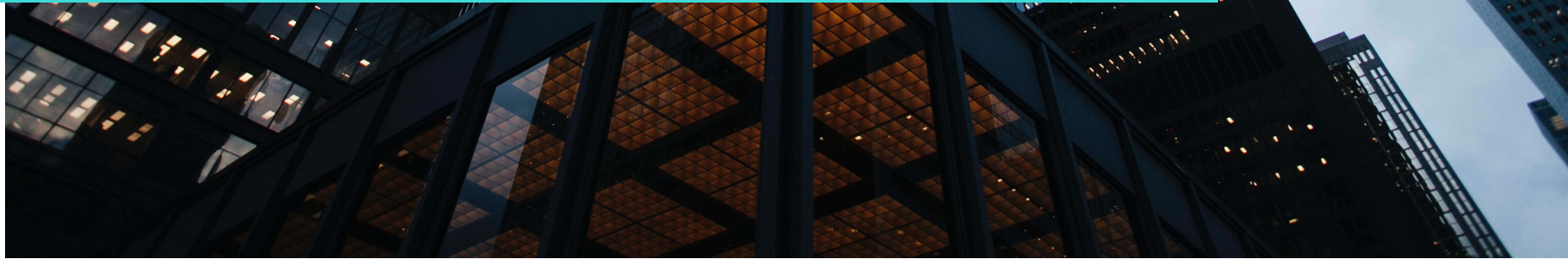
How would you like to engage?

How can we help?





Thank you
Any questions....?



Employer voices: Key challenges and insights for workplace practice

Victoria Carson, The Wise Group

Louise McCosh, FD People

Aileen McLeod, Scottish and Southern Electricity Networks

Lois McMurtie, French Duncan

CIPD

 **PrOPEL** Hub

 **Economic and Social Research Council**

Key stakeholder voices: Building a knowledge exchange ecosystem

Gill Dix, ACAS

Jonny Gifford, The CIPD

Daisy Hooper, Chartered Management Institute

Meryl Levington, The CIPD

Damien Smith, ESRC

The logo for the Chartered Institute of Personnel and Development (CIPD), featuring the letters 'CIPD' in a bold, teal, sans-serif font.The logo for PrOPEL Hub, consisting of two overlapping circles (one teal, one blue) to the left of the text 'PrOPEL Hub' in a bold, black, sans-serif font.The logo for the UKRI Economic and Social Research Council, featuring the letters 'UKRI' in a blue box to the left of a red and pink geometric shape, with the text 'Economic and Social Research Council' to the right.

Towards a policy 'manifesto' for productivity, engagement and learning in the workplace

Prof Alan Felstead, Cardiff University

Prof Patricia Findlay, University of Strathclyde

Prof Graeme Roy, University of Glasgow

Daisy Hooper, Chartered Management Institute

Linda Murray, Scottish Enterprise

Lee Ann Panglea, The CIPD

CIPD

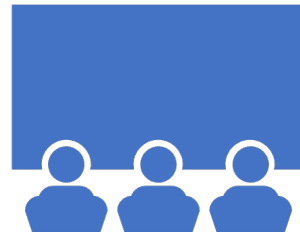
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Policy Manifestos?



What policy 'asks' have emerged from the ProPEL Hub's activities?



Want to co-create with stakeholders – including this audience



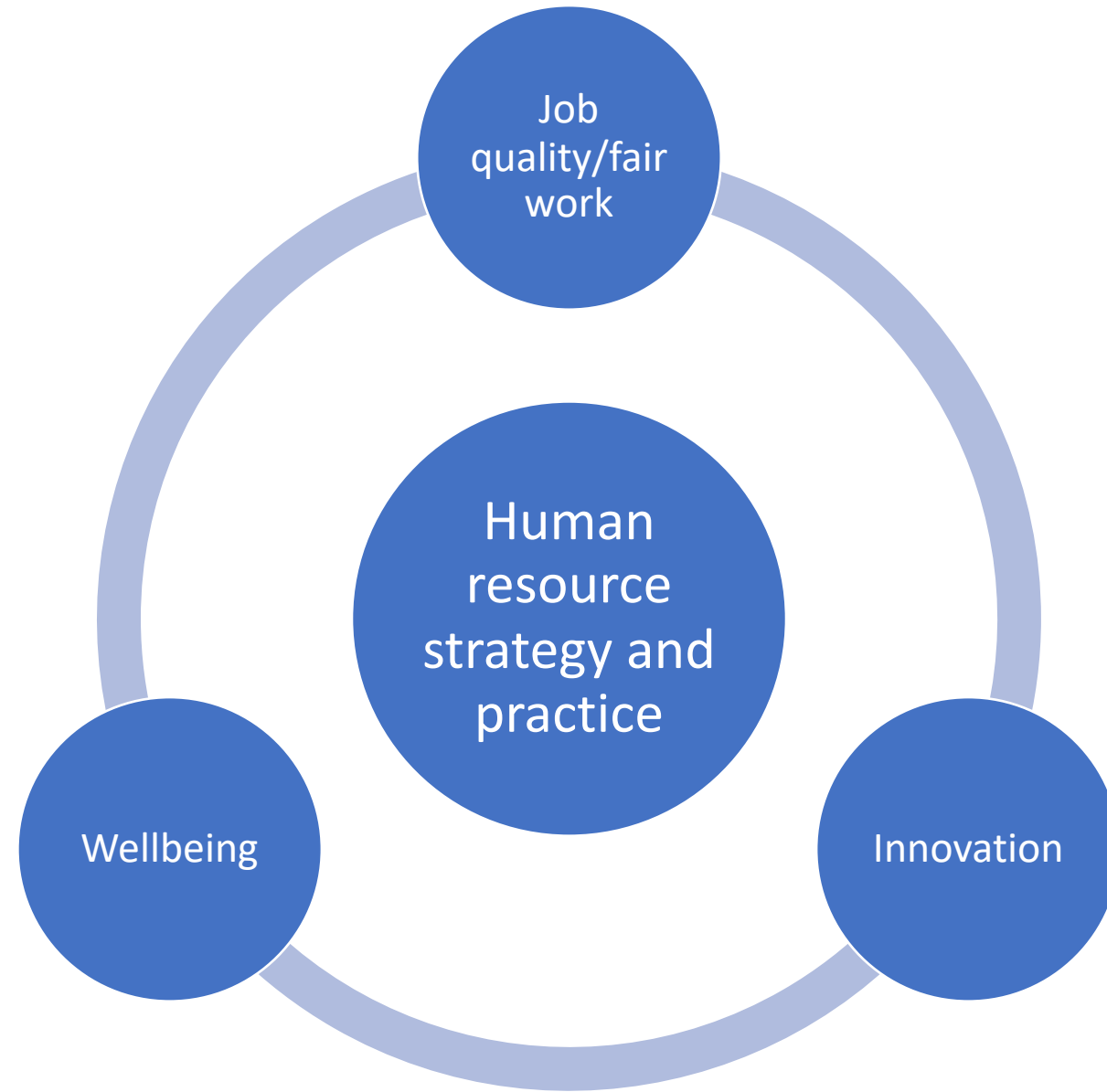
Plan is to finalise before project ends in Jan 2023

Research
projects
and PrOPEL
partners

SCER-Strathclyde/Netherlands: Driving work engagement and innovation for productivity and wellbeing

UEA: Promoting job quality for all – dialogue, respect and role-modelling for greater wellbeing and productivity

Ulster: The Way forward for HR: Becoming Better Partners in the Organization



Legislation/ regulation/ de-regulation:

The wellbeing of workers should be central in any forthcoming legislation that changes workers' rights – especially not eroding rights post-Brexit.

New legislation and practice should not undermine the role of employee representation bodies, such as trade unions or discourage more informal employee involvement and discussion forums.

Creative engagement with regulatory powers at all levels – eg local authority licencing powers

Business expenditure on wellbeing activities is an investment and the option for similar tax treatment to other investment should be explored.

Information and dissemination :

Develop and support evidence dissemination on the business case for fair work through policy and engagement with trusted intermediaries and better alignment between policy and the wider management development landscape.

The public sector should role-model and champion the association between good wellbeing and productivity, to ensure that there are widespread examples available of how the productivity puzzle may be overcome.

Business support:

Business support policy and investment should promote greater stakeholder-orientation in business purpose (see Business Purpose Commission for Scotland Report 2022).

Greater policy engagement with workplace and workforce issues in innovation policy and the specific expansion of workplace innovation supports and investment, including a greater focus on supporting enterprising behaviours (and enterprising employees) and not just focussing on entrepreneurs.

Greater policy engagement with effective management and shaping management capacity and orientation rather than a focus just on leadership.

Investment in,
and structural
support for,
fair/high quality
work that
supports
wellbeing:

- Sustained investment in fair work / good job quality across the work and employment ecosystem to drive better business performance and greater employee wellbeing through public sector leadership in procurement, grant awards and practice in public bodies.
 - Examples of fair work conditionality in Scotland
- Focus on supporting employers in low wage sectors on improving job quality, line management and workplace wellbeing – for example by including relevant modules in the Help To Grow Scheme
- Embedding of fair work approaches in all publicly funded employability and skills interventions - shift from employer as passive recipient of employable people to workplace as a space to co-produce labour market inclusion.

Build capacity and supportive structures:

- Need for greater engagement between HR professionals and other organisational and policy stakeholders across these issues.
- Establish sectoral and/or regional working partnership between employers, public health and economic growth departments in local authorities (and possibly higher education)



Sefydliad Ymchwil Cymdeithasol
ac Economaidd a Data Cymru
Wales Institute of Social and
Economic Research and Data



REFLECTIONS ON THE CONTRIBUTION OF THE PrOPEL HUB: THREE MORE SUMMARIES & GENERAL TAKEAWAYS

Alan Felstead

alanfelstead@cardiff.ac.uk



Economic
and Social
Research Council

Sheffield/Westminster

Context

- Poor management is one explanation for the long tail of low productivity firms
- Focus on strategy and leadership, but not the basics of management
- One of these basics is dealing with conflict, if poorly addressed this can trigger absence and staff turnover

Sheffield/Westminster (cont.)

MPEE Research

- There is a need for management training on the basics, especially in retail, hospitality & social care
- Face-to-face training not flexible, higher cost per unit and not scalable
- The team developed an online offer which did not encounter these difficulties
- Positive shifts in confidence levels and ways of handling conflict

Sheffield/Westminster (cont.)

Recommendations

- Training the basics delivers results
- Delivery needs to be flexible, cheap and scalable – online methods fit the bill
- The focus on conflict management can be extended to other features of management – it is cheap and cost effective

Aston

Context

- Management practices are frequently discussed, but micro-businesses are rarely the focus of attention
- Long-standing concern that productivity in small firms may be low – many populate the long tail
- Help to Grow (mini-MBA) one response, but it originally excluded firms with less than four workers

Aston (cont.)

MPEE Research

- Owners of micro-businesses are resistant to external support. They are:
- Diverse and lack formal procedures
- ‘Owner-centric’ making them detached from mainstream business support
- Operate in competitive markets using a restricted pool of labour
- Intent on survival not growth

Aston (cont.)

Recommendations

- However, microbusinesses can be engaged if support is appropriately designed and delivered
- They can be accessed via trusted intermediaries
- An inclusive ecosystem of traditional and non-traditional partners helps to engage microbusinesses more effectively
- Covid-19 represents an opportunity to make significant changes to working practices

Cardiff

Context

- Productivity matters since a country's ability to improve its standard of living over time is almost entirely dependent on it
- The major indicators of productivity are traditionally big ticket items
- Accordingly, the traditional approach is to support a handful of innovative and already productive sectors in the economy in a bid to raise productivity.

Cardiff (cont.)

Non-MPEE Research

- A fifth of employees were able to identify changes which, if implemented, would make them a great deal more productive
- One in eight made suggestions which contributed a great deal to making work more efficient
- Some employers are better at tapping into this resource than others
- However, these facilitating features of work have become less prevalent
- Nevertheless, more control over work location may boost, not reduce, productivity

Cardiff (cont.)

Recommendations

- A more general-purpose policy response of tapping into employees' knowledge of the most effective ways of boosting productivity is needed
- Making work better by, for example, allowing workers more say in the work they carry out and giving them the flexibility to decide where they work can bring benefits
- Good work/fair work needs to become a UK government priority

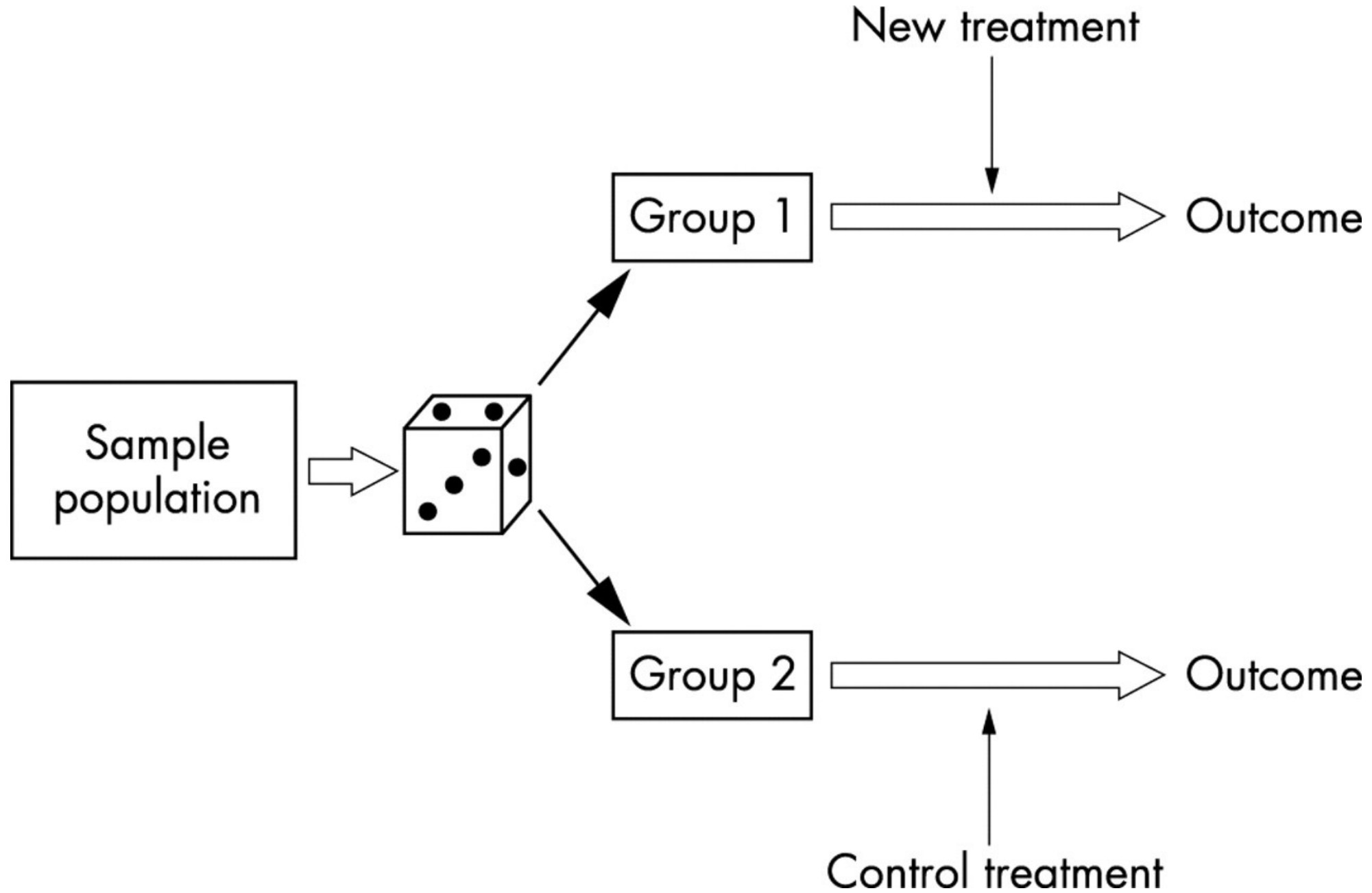


Metaphor:

The Blind People and the Elephant



How We 'See'



Case Studies

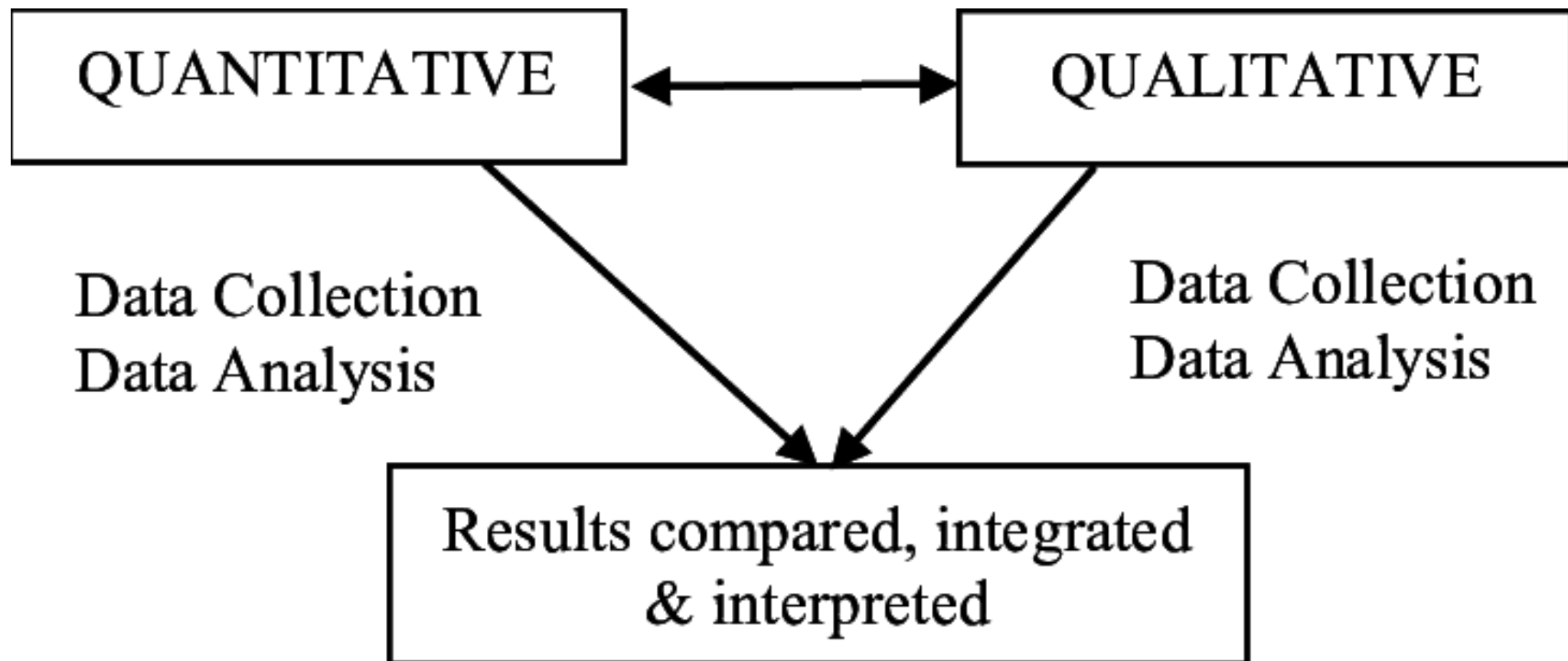


Social Surveys: The Basics

- **Definition:** typically questionnaires designed to collect information from large numbers of people in standardised form.
- Two basic types of survey
 - Closed questions—Yes/ No or 1..2..3..4
 - Open questions—with no set answers
- Different ways of administering surveys
 - Postal
 - Online
 - Face to face.

Examples:

- Housework surveys ('chore wars')
- The UK National Census (religion)
- Youth lifestyle surveys (drug use)
- British Social Attitudes Surveys



What We 'See'

- Results of 'interventions'
- Absence and sickness while working
- Employee self-assessment of innovation
- Employee involvement
- Management engagement with initiatives
- Relevance or irrelevance of productivity for employers



Productivity needs to be:

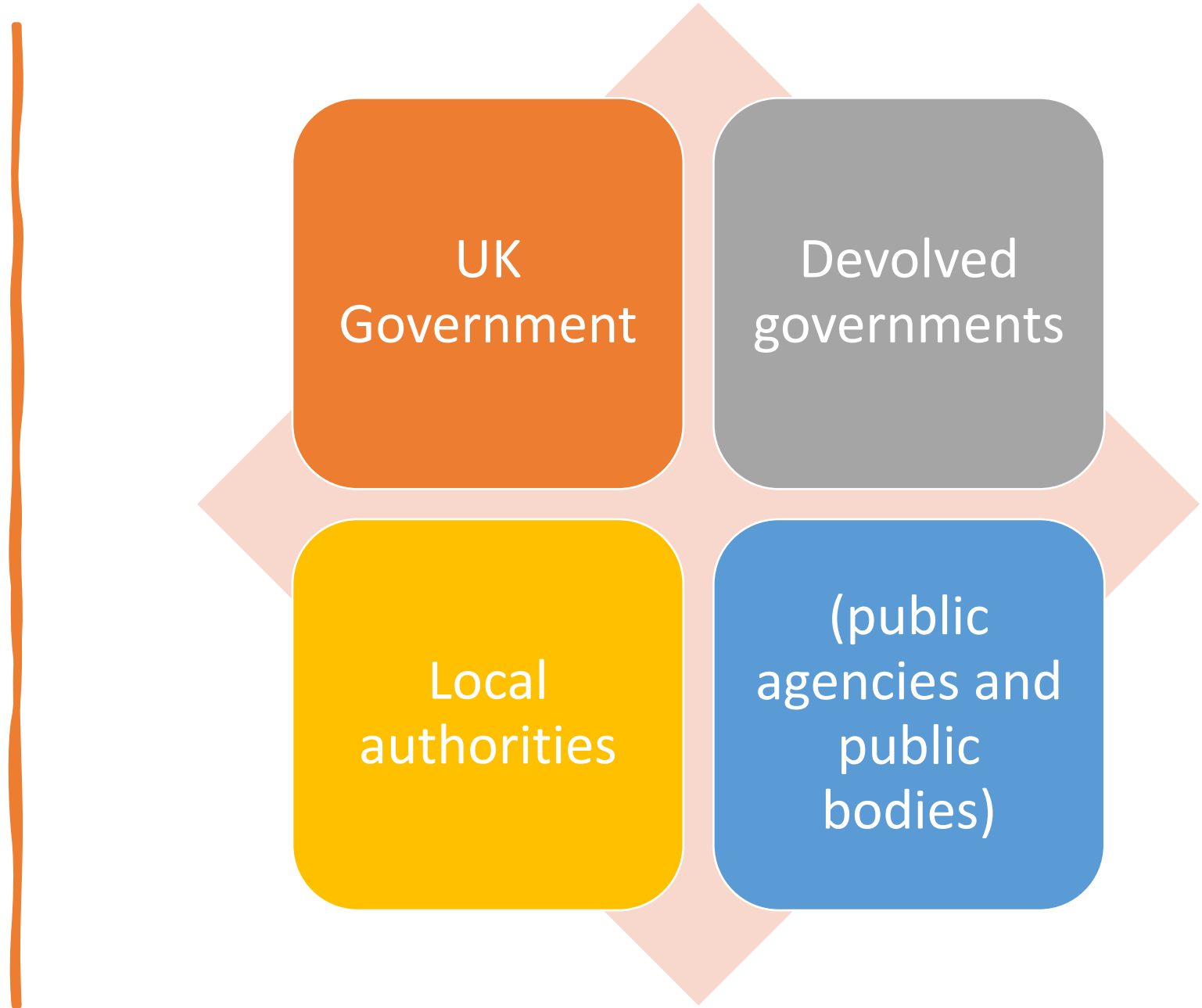
- seen from a variety of perspectives
- measured in a variety of ways

All give back something to research participants
in exchange for their involvement

Policy actors,
levers and domains



Policy actors



Levers?

Information and evidence

Advocacy

Support (including funding support)

Conditionality

Regulation

Policy domains

Prior to the workplace	Aimed at the workplace	Parallel to the workplace
Education Skills Employability	Consistent (and integrated?) policy narratives Raise awareness of best evidence (<i>to shape employers' strategic and operational choices</i>) Role modelling Business/economic development support Skills support Funding conditionality Regulation and enforcement <ul style="list-style-type: none"> - Individual and collective employment law - Equality law - H&S law <ul style="list-style-type: none"> - Limits of devolved powers 	Setting tone of public debate Directing public bodies and agencies Facilitating dialogue (<i>employers' organisations; unions; sector/industry organisations; civil society organisation</i>) Data provision and support for relevant research

ESRC PrOPEL Hub: Insights and Legacies

Reflections and key take-aways

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