

# The Good Employment **Learning Lab**

Greater  
Manchester  
**Learning Lab**  
.....

Engaged  
Scholarship  
**Learning Lab**  
.....

Adult  
Social Care  
**Learning Lab**  
.....

## Developing line managers for good and productive work – what works?

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# What is the Good Employment Learning Lab?

- Research and practice working together
  - Greater Manchester Learning Lab
  - Adult Social Care Learning Lab
- Designing and testing online masterclasses, peer learning and coaching
- Across 3 management challenges
  1. Recruiting and managing secure and agile work
  2. Handling conflict and unleashing team creativity
  3. Developing your team
- Learning 'what works' via realist evaluation



# What do you think?

On a scale of 1 to 10 how well equipped do you think your line managers are to deal with their everyday people management challenges?

Write on a sticky note:

1. What one key thing would your line managers say that they need support with?
2. What one training method do you think is most effective in your organisation for line managers?





# How did we train line managers?

- Online masterclasses
  - One-off interactive sessions featuring **evidence-based content** with **interactive discussions** and **practical case studies** with around 15 line managers.
- One to one skills coaching
  - Three 60 minute one-to-one sessions on a **specific management challenge** that **blend coaching and mentoring**, flexible to the skills and confidence of the line manager.
- Flash peer learning
  - Three 90 minute **structured and facilitated** online ‘flash peer learning’ sessions where around six line managers from **different organisations** share challenges and listen ‘off camera’ as they get solutions and support.

# Five Management Learning Pillars

*I liked knowing what was in an official definition, so we can then see if we've got all of those things in there. Because we'll probably have things in our (agile working) policy about high trust.*



**Knowledge**



**Reflection**



**Making Sense**



**Commitment to Experiment**



**Learning with Others**

*I am very much keener to experiment with different approaches in style since these peer learning sessions. They have increased my confidence and made me feel more supported in my work.*

*I learnt what others had tried and some of their challenges. My peers made me think about things in a different way too and I thought this made me more receptive and open to learning.*

# What were the outcomes for line managers?

Manager learning	Commitment to experiment	Experiment	Change to practice	Impact on staff	Improved organisation practice	Impact on good and decent work
98%	83%	66%	70%	31%	20%	8%

Summary of participants who reported data across all three interventions in management challenge 1.

*And all of a sudden, the floodgates opened, and they were coming up individually with all these brilliant ideas that were clearly sat in the background waiting to happen, but as a group when they're in a group they're too afraid to say*

*And we're on target now....but they've come up themselves with some amazing ideas of webinars that we can do and how we can generate more leads from stakeholders and things like that*

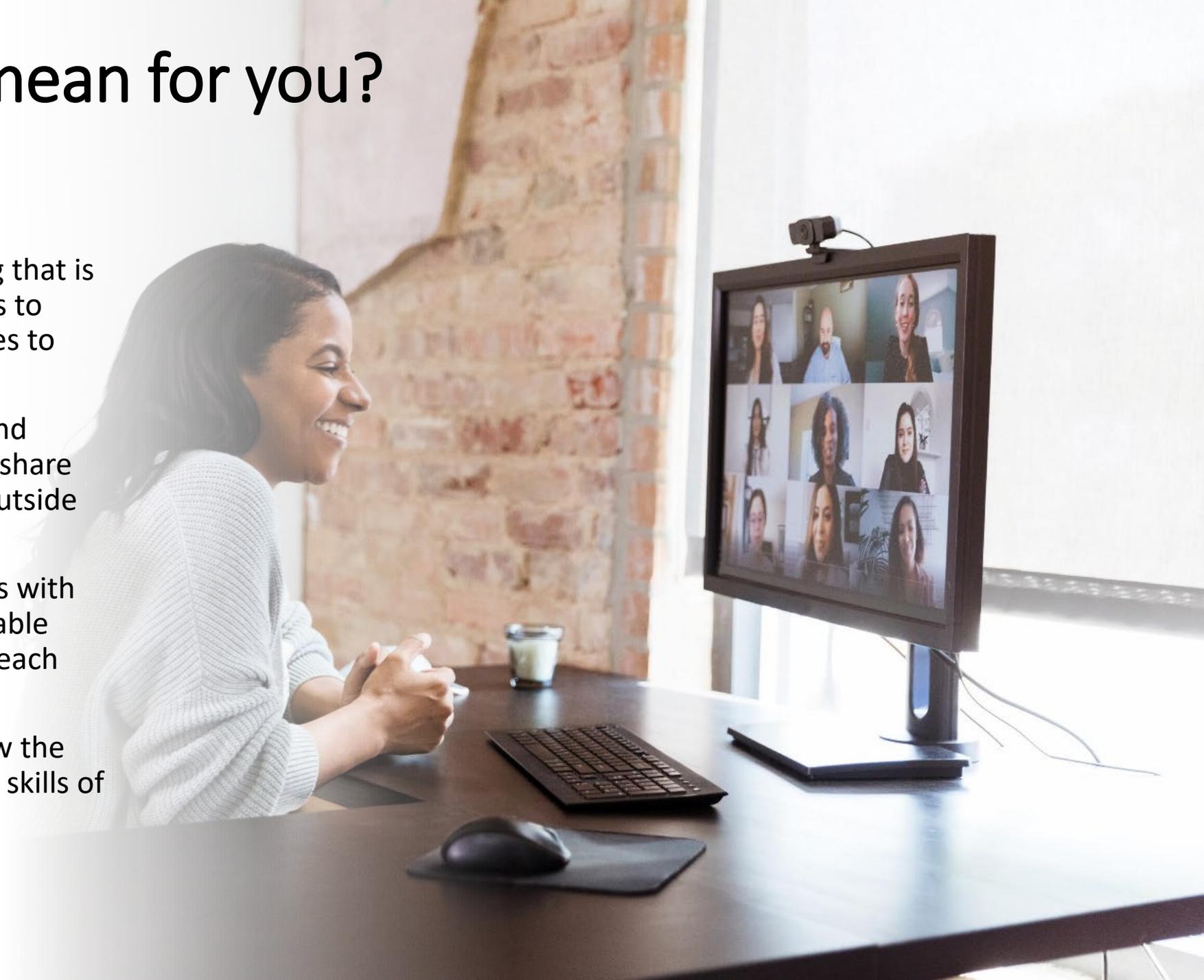
*Where I need her to be productive, that's happening now. So, for me that has made a definite impact and for the better.*

There have been big improvements in productivity that I would relate to these methods of management



# What does this mean for you? Consider...

- Commission well-designed training that is timely & encourages line managers to experiment and implement changes to practice.
- Provide line managers with time and opportunities to learn, reflect and share their challenges with peers from outside their own organisations.
- Design structured learning sessions with expert external facilitators that enable online learning, where peers hold each other to account.
- Online training - responding to how the world of work is changing, and the skills of managers.





**GREATER MANCHESTER  
GOOD  
EMPLOYMENT  
CHARTER**

Supported by



**GMCA** GREATER  
MANCHESTER  
COMBINED  
AUTHORITY

**ANDY BURNHAM**  
MAYOR OF  
GREATER  
MANCHESTER

**Carol Halford**

Good Employment Charter Implementation Unit

# Characteristics of Good Employment



Real Living Wage



Secure Work



Engagement & Voice



Flexible Work



Recruitment



People Management



Health & Wellbeing

[GMgoodemploymentcharter.co.](http://GMgoodemploymentcharter.co.uk)

uk

# Our Tiers of Involvement



## Supporters

Employers that **support** the aim of the Charter and have made a **commitment** to improving practice.

## Development Evaluation & Assessment



## Members

Employers that have been **Supporters** and provided evidence to meet the **membership criteria**.

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# 1000+ Employers

Employers engaged in the process



# 300+ Supporters

Employers signed up to the Charter

# 300,000+ Employees

Employees covered by Supporters

# 57 Members

Employers that have progressed from Supporters to Members

# Find out more!



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