

SOFT SKILLS IN HARD TIMES: SUPPORTERS' NETWORK EVENT

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Sharon Amesu (Host)
Director NW Business
Leadership Team,
Charter Board Member



Ben Willmott
Head of Public Policy
CIPD



Prof. Sir Cary Cooper
CBE, University of
Manchester



Nicola Ryan
Director of Colleague Area Support, One + All



Terry Duffy
Area Director, Acas North
West
Charter Board Member

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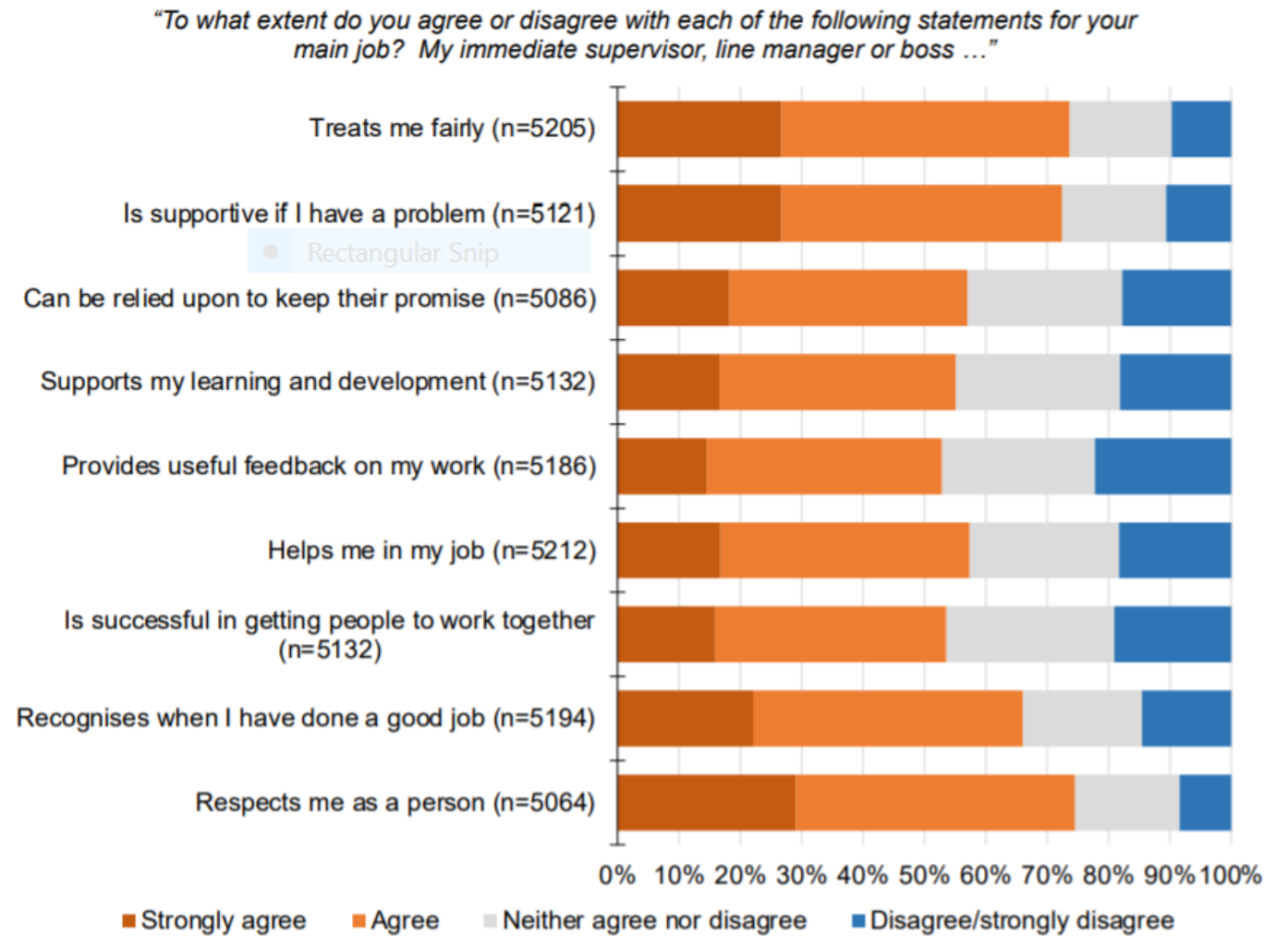
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Soft skills in hard times

The critical importance of people management skills

Ben Willmott
CIPD Head of Public Policy

How well do
employees rate
their managers'
people
management
skills?



Link between employees' organisational commitment and people management quality

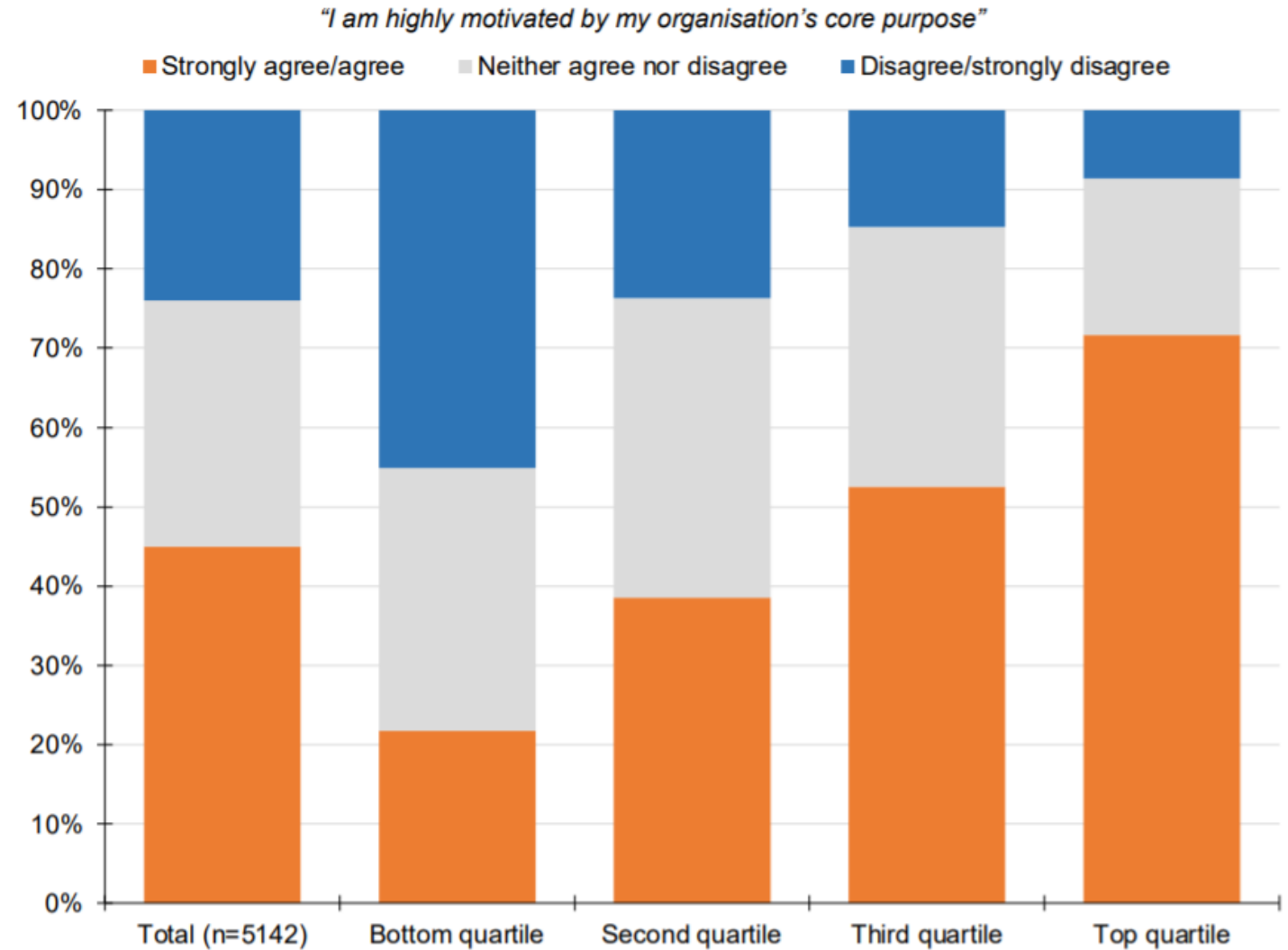


Figure 3: Measures of context performance/motivation by line management sub-index quartile, 2020

(UK, excluding self-employed and owners/proprietors and partners)

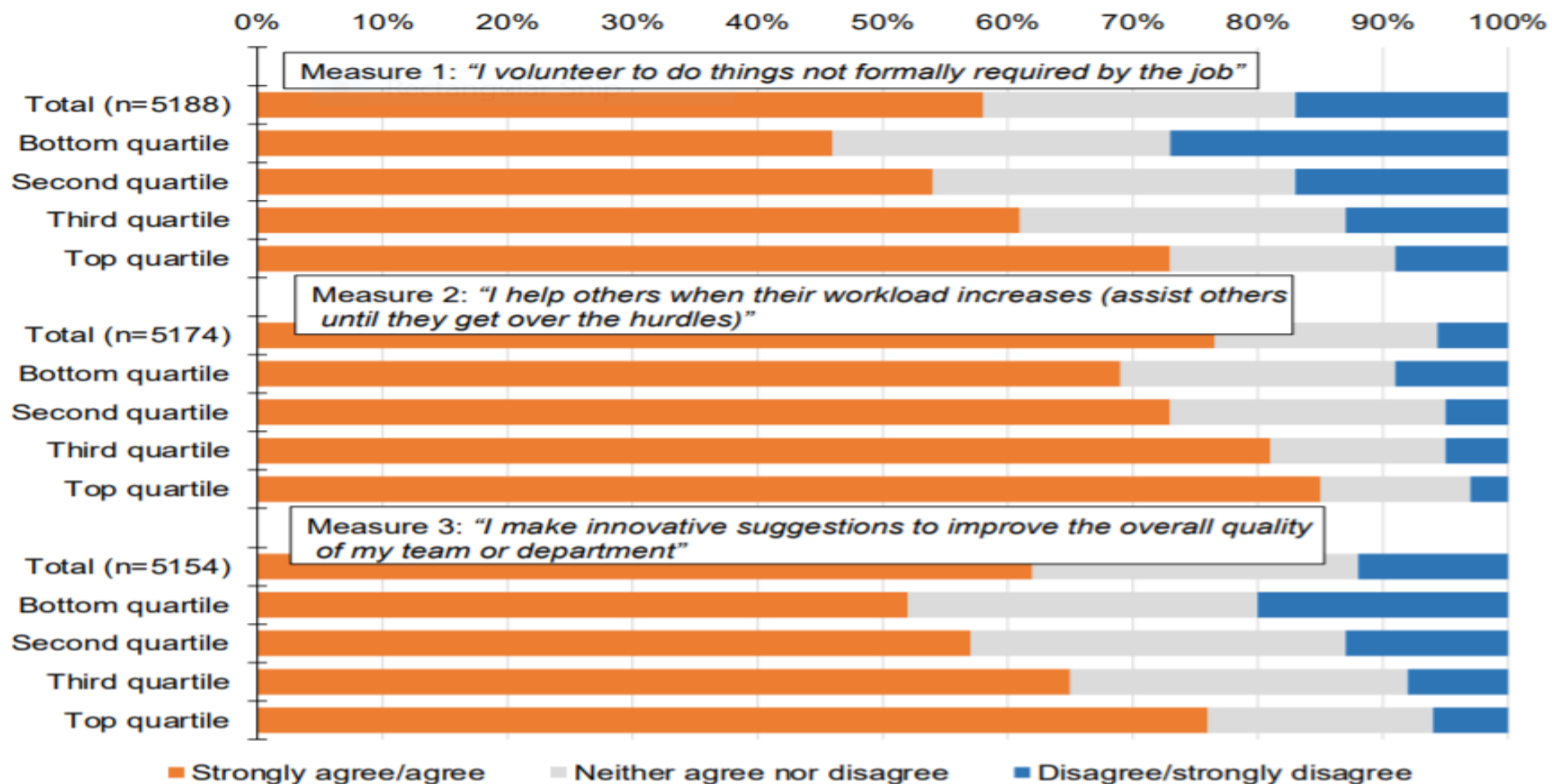
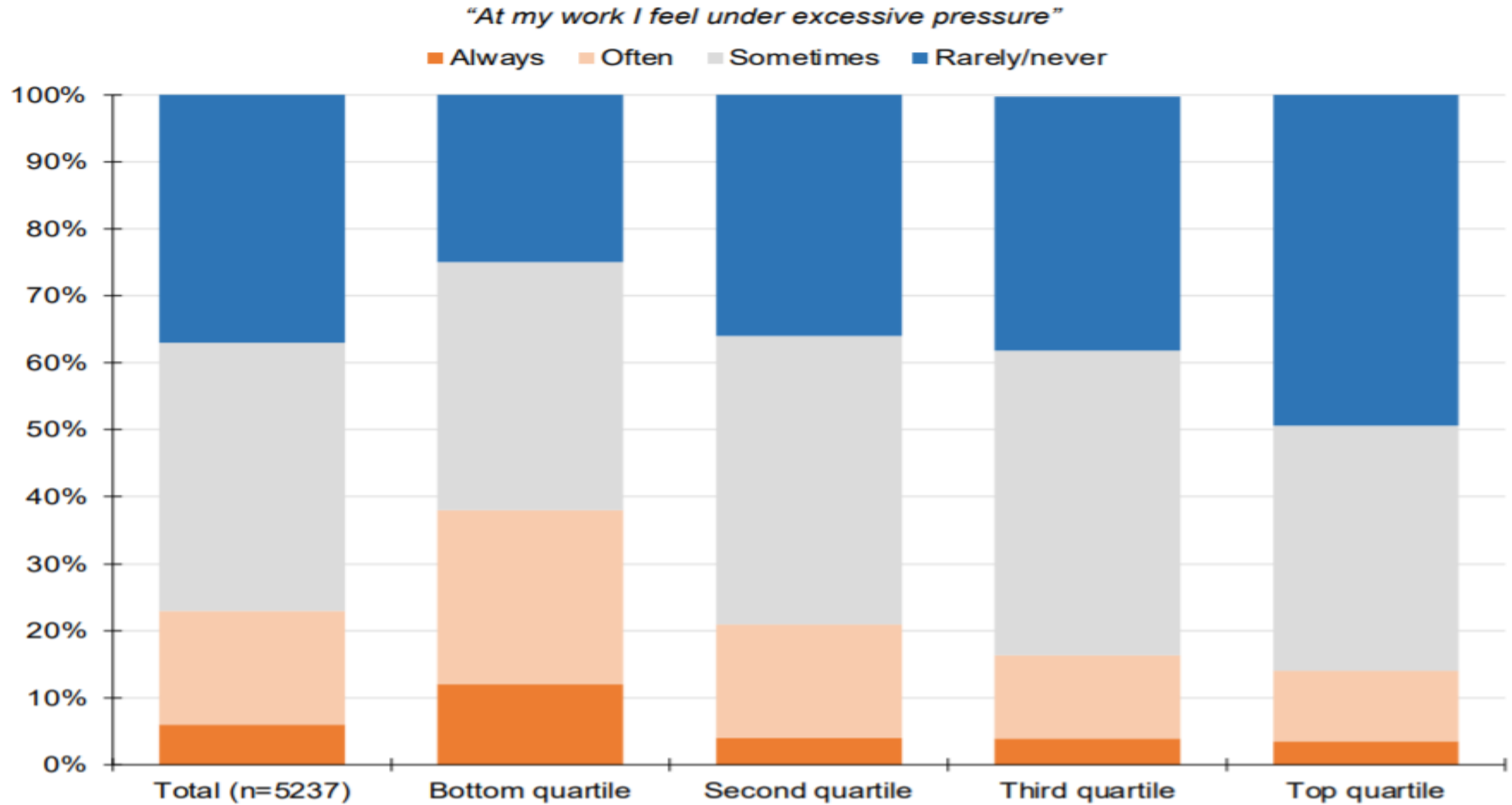
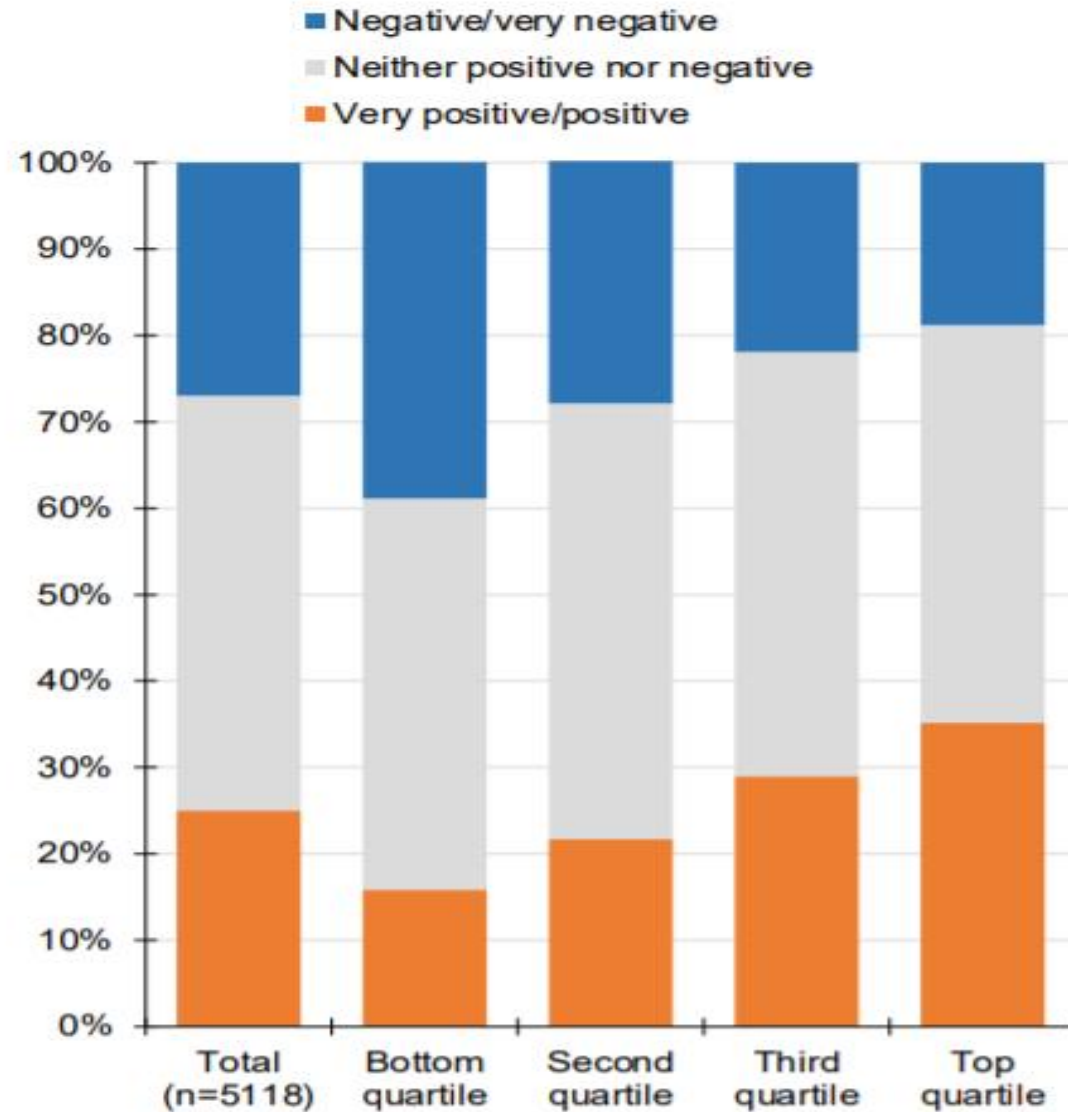


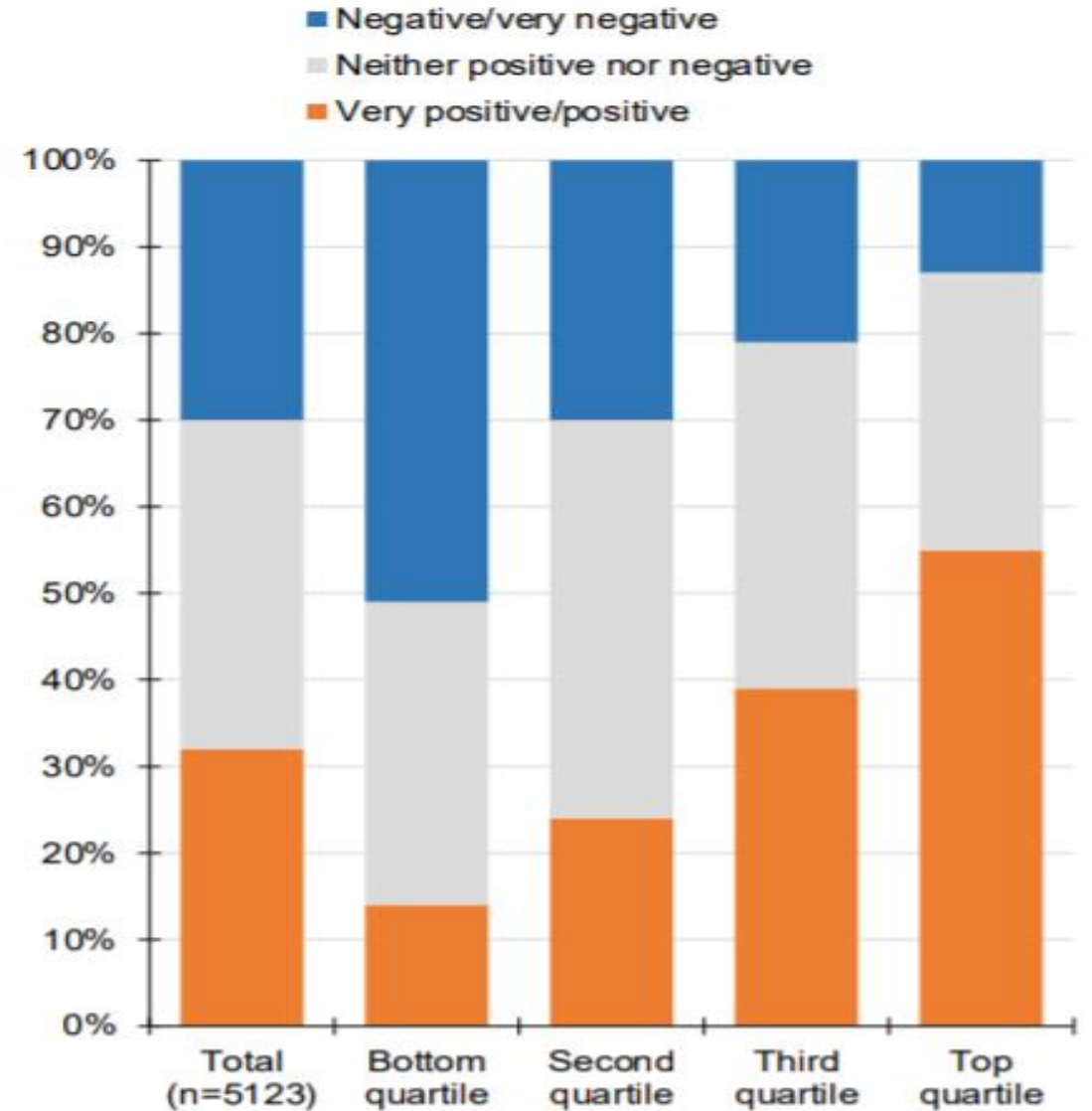
Figure 4: Employee perceptions of stress by line management sub-index quartile, 2020



"To what extent does your work positively or negatively affect the following? Your physical health"



"To what extent does your work positively or negatively affect the following? Your mental health"



Line managers and conflict at work

Line managers are most common source of bullying or harassment

Figure 13: Thinking of your most recent experience of bullying or harassment, who carried out this behaviour? (%)



Base: all employees experiencing bullying or harassment (n=416)


Line managers key to more flexible and inclusive workplaces

Line management behaviour critical to the effective implementation of flexible working practices

Line managers play central role in supporting employees' skills development and fostering a work environment that is productive and supportive of learning

Good line managers help identify learning needs, encourage participation in both informal learning activities and training, and help to assess learning impact

Line management quality key factor that either enables people to progress at work or holds them back, regardless of their ethnicity or socio-economic background.





The management behaviours that support health, wellbeing and engagement

- Being open, fair and consistent
- Handling conflict and people management issues
- Providing knowledge, clarity and guidance
- Building and sustaining relationships
- Supporting development



Developing effective people management

- Appoint senior leaders who role model the right behaviours and develop trust-based, inclusive working cultures
- Ensure selection of line managers takes account of both their technical and soft skills such as empathy and communication
- Build people management measures into line managers' objectives/performance appraisal
- Use data to understand people management capability in the organisation, department, teams eg staff survey data, turnover, absence, disciplinary and grievance data, exit interviews etc
- Train managers – ongoing process – likely to be blend of some face-to-face formal development, digital learning support and coaching/ mentoring and peer support networks.

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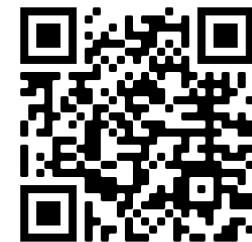


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THANK YOU FOR ATTENDING!

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