Supporting line managers to enhance employee wellbeing and work-life balance

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Overview

✔ Managers' role in employee wellbeing and work-life balance

✔ What do line managers need to do?

✔ How can we support and develop managers?

✔ Findings from our recent research about management development in this context

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Managers' role in employee wellbeing…
…and work-life balance

Managers have:

Direct impact: their behaviour is a potential source of stress OR support for wellbeing

'Gate-keeper' role: influence their team's exposure to sources of stress OR wellbeing

Managers are vital for identifying and tackling problems… **…and for supporting organisational interventions**

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Research findings on manager behaviour and employee wellbeing

Relationship focused behaviours have positive impact on employee wellbeing

…Impact of task focused behaviours more complex

Transformational leadership has positive relationship with employee wellbeing

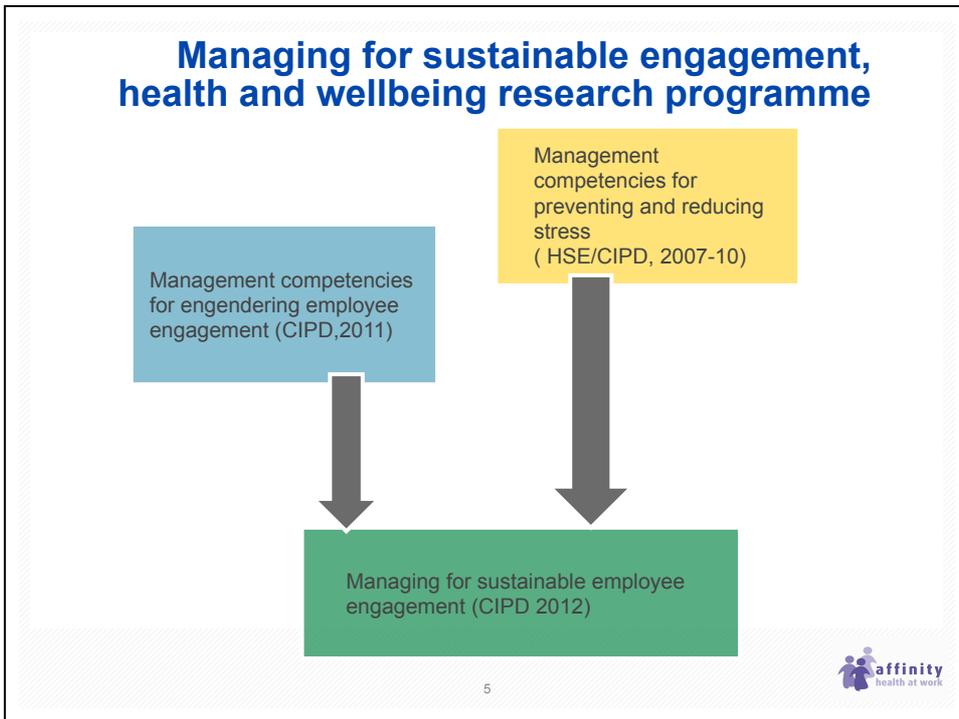…Laissez-faire leadership has negative relationship

Supportive manager behaviours are related to employee wellbeing

Negative leadership (e.g. abusive supervision) has effects distinct from the absence of positive
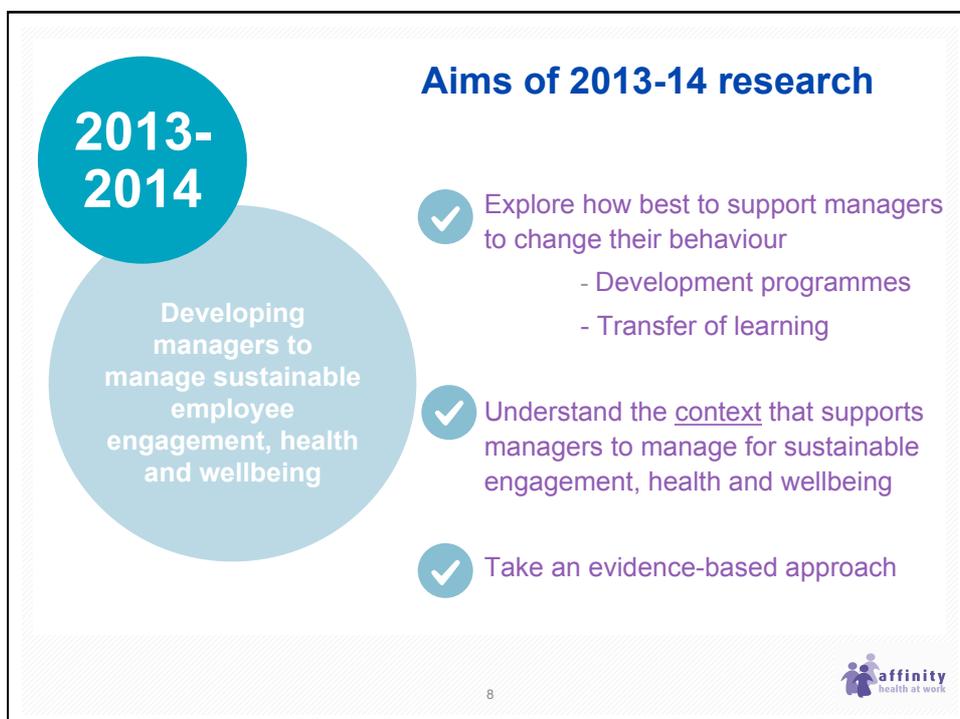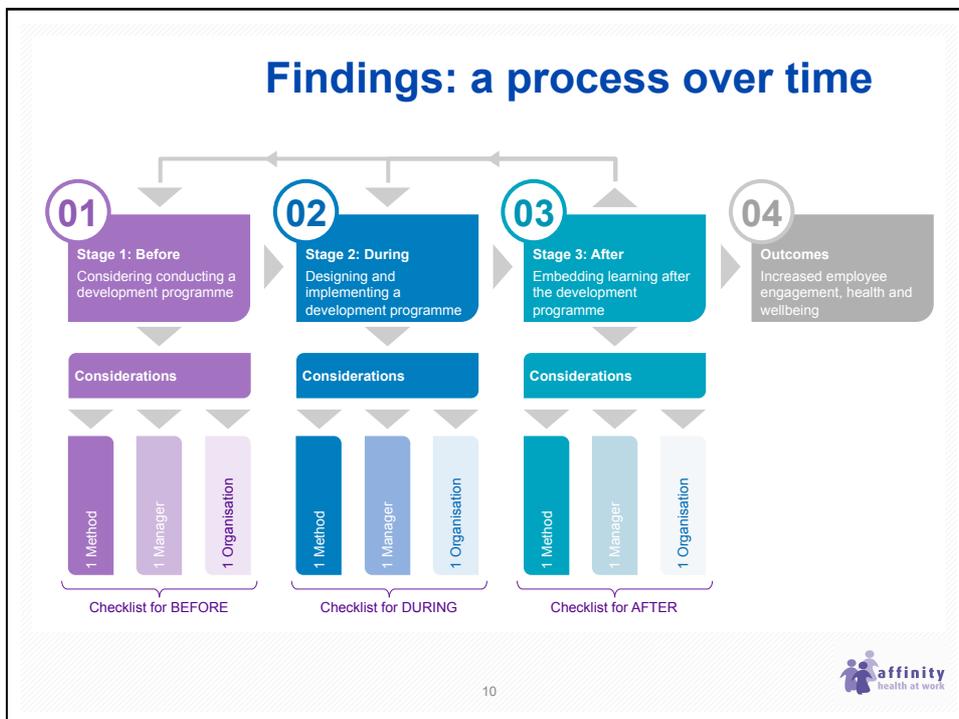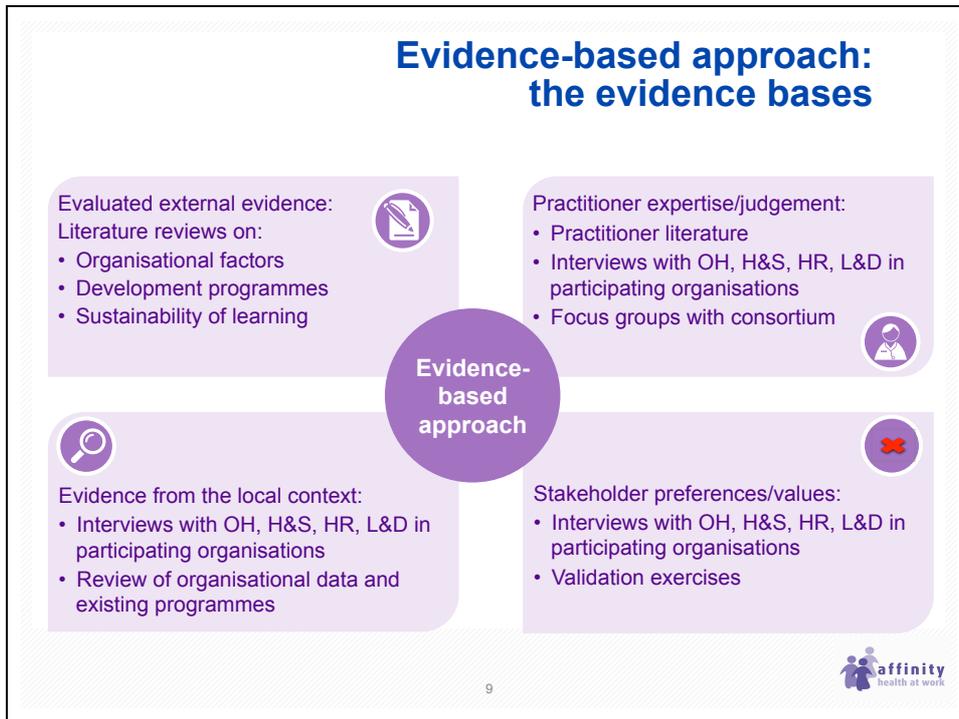
…Inconsistent behaviour is even worse

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Managing for sustainable engagement, health and wellbeing research programme

Management competencies for engendering employee engagement (CIPD,2011)

Management competencies for preventing and reducing stress (HSE/CIPD, 2007-10)

Managing for sustainable employee engagement (CIPD 2012)

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Managing for sustainable employee engagement, health and wellbeing

Competency	Brief Description
Open, fair and consistent	Managing with integrity and consistency, managing emotions/ personal issues and taking a positive approach in interpersonal interactions
Handling conflict and problems	Dealing with employee conflicts (including bullying and abuse) and using appropriate organisational resources
Knowledge, clarity and guidance	Clear communication, advice and guidance, demonstrates understanding of roles and responsible decision making
Building and sustaining relationships	Personal interaction with employees involving empathy and consideration
Supporting development	Supporting and arranging employee career progression and development

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So, we know what managers need to do…

…and we know managers can change behaviour

BUT

AND

Context is important

While there is some (limited) evidence around how best to develop manager capability

Changing behaviour is not easy

Sustaining behaviour change is even harder

There was no unifying model…

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Aims of 2013-14 research

2013-2014

Developing managers to manage sustainable employee engagement, health and wellbeing

✓ Explore how best to support managers to change their behaviour
  - Development programmes
  - Transfer of learning

✓ Understand the context that supports managers to manage for sustainable engagement, health and wellbeing

✓ Take an evidence-based approach

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Evidence-based approach: the evidence bases

Evaluated external evidence: Literature reviews on:
- Organisational factors
- Development programmes
- Sustainability of learning

Practitioner expertise/judgement:
- Practitioner literature
- Interviews with OH, H&S, HR, L&D in participating organisations
- Focus groups with consortium

Evidence-based approach

Evidence from the local context:
- Interviews with OH, H&S, HR, L&D in participating organisations
- Review of organisational data and existing programmes

Stakeholder preferences/values:
- Interviews with OH, H&S, HR, L&D in participating organisations
- Validation exercises

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Findings: a process over time

01 Stage 1: Before
Considering conducting a development programme

02 Stage 2: During
Designing and implementing a development programme

03 Stage 3: After
Embedding learning after the development programme

04 Outcomes
Increased employee engagement, health and wellbeing

Considerations

Considerations

Considerations

1 Method | 1 Manager | 1 Organisation

1 Method | 1 Manager | 1 Organisation

1 Method | 1 Manager | 1 Organisation

Checklist for BEFORE

Checklist for DURING

Checklist for AFTER

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What kind of methodological factors are important?

✓ Having a long term intervention that uses a range of different methodologies

✓ Ensuring senior managers are on-board and supportive

✓ Setting participants clear, multiple and challenging goals

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What kind of manager factors are important?

✓ Ensuring that managers value the opportunity for development, and learning and development more widely

✓ Ensuring that managers feel confident in their skills and that they can succeed in the programme

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What kind of organisational factors are important?

Having a supportive culture where there is open dialogue, respect and recognition for all

Senior managers that are role models and lead by example

Having clear behavioural standards and expectations for managers

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Outputs from the research

Stage 1

Before the development programme

Checklist for those considering conducting a development programme

Checklists are available as PDF for free download together with an overview.

Full research report also available.

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How this will help practitioners

1 Model, summaries and checklists help conceptualise and gain an overview of factors

2 Gap analysis diagnostic (through checklist responses):
- What factors are in place/not
- Priorities for addressing factors for success
- Next steps for implementing successful programmes

3 Facilitate multi-disciplinary working

4 Manage costs:
- Ensure management development spend is effective

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What we will add to this in 2015

2015

01 A further refinement of the model

What success factors are most likely to be in place

How success factors cluster together

02 Case studies from organisations who have implemented most of the factors

What they have done

Exploration of barriers and facilitators

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Integrating behavioural frameworks into other organisational practices

Appraisal and performance management…
…include behavioural measures for managers

Recruitment and promotion into management positions…
…assess capability/potential to demonstrate the relevant behaviours
…consider whether some people should be promoted via 'technical' rather than people management routes

Policies and diagnostics (e.g. for stress/wellbeing)…
…include in stress/wellbeing policy
…use questionnaire as local level diagnostic

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…and can be downloaded from our sponsors' websites. Find the links here:

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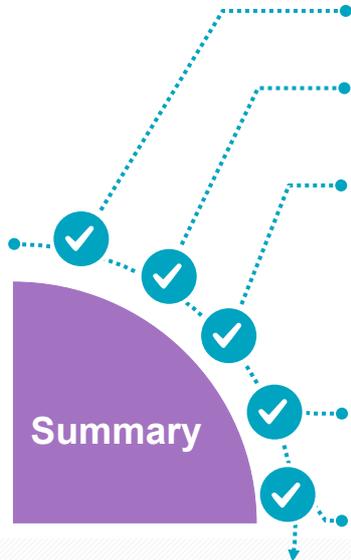
Summary

- **Manager** behaviour is vital for employee wellbeing and probably for work-life balance
- **Managing for sustainable engagement, health and wellbeing** behavioural framework identifies what managers need to do
- **Management development** can be enhanced by considering the range of factors that enhance success before, during and after the programme:
  - **Methodology**
  - **Manager**
  - **Organisation**
- **Integrate** behavioural frameworks into other organisational practices (appraisal, selection, policies, diagnostics)
- **Outputs** aim to provide practical tools, guidance and support

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Thank you

Any questions?

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