



What Is The Good Employment Learning Lab?



The Good Employment Learning Lab

Greater
Manchester
Learning Lab
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Engaged
Scholarship
Learning Lab
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Adult
Social Care
Learning Lab
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The quality of people's working lives is highly dependent on how well they are supervised or managed. And the efficiency of teams also depends on good line management. Some line managers love managing people and have lots of skills and experience. But many line managers find people management challenging and would like more support to manage people effectively.

In the Good Employment Learning Lab we are trialling short interventions that develop the people management skills of line managers. We're using evidence about 'what works, for whom and why' to influence the support available to line managers.

Why Was The Good Employment Learning Lab Formed?

The spark for the Good Employment Learning Lab was a conversation:

"An organisation's people management policies are only as good as the line managers who use them. If we could develop line managers' people management skills, they would be more confident and effective in using policies and tackling all their everyday people management tasks."

"Yes. But we don't know what would work. There is too little evidence about what training is realistic and effective for busy line managers."

The Good Employment Learning Lab works with a range of stakeholders to build evidence about how to develop line manager's people management skills via short interventions.

Who Is Involved?

The Good Employment Learning Lab is led by researchers at Manchester Metropolitan University. Our team also includes Human Resource Management professionals who are experienced in supporting busy line managers. We are working in partnership with organisations that know about real life management challenges and who commission line management training. We have two Learning Labs:

- The Greater Manchester Good Employment Learning Lab is working with the Greater Manchester Good Employment Charter to make sense of the challenge of raising people management skills in a particular place.
- The Adult Social Care Good Employment Learning Lab is working with Skills for Care, the NHS and local authorities to make sense of the challenge of raising people management skills in a particular sector.

Both Learning Labs are also supported by the Chartered Institute of Personnel Development (CIPD), the Advisory, Conciliation and Arbitration Service (ACAS), the Federation of Small Businesses (FSB) and the Trade Union Congress (TUC).

Of paramount importance are the views and experiences of the hundreds of line managers who have taken part in our learning trials and evaluation. We have also spoken to some of their staff to find out how line manager training shapes their work and working lives.

Why a Learning Lab?

Our research team are Engaged Scholars. We believe in devising and conducting research projects with stakeholders. Our Learning Lab method started with the spirit of Engaged Scholarship. We then built in layers to design and test training for line managers:

Evidence-based management - Our online training tackles issues that our partners tell us are common for line managers. We build on evidence-based ways of thinking about and tackling these challenges.

The management challenges we tackled: agile working; work security; values-based recruitment; developing a creative team; managing conflict; getting the most out of your team.

The Engaged Scholarship Learning Lab - The Engaged Scholarship Learning Lab is part of the wider Good Employment Learning Lab. We are working with the British Academy of Management (BAM) and the Institute for Small Business and Entrepreneurship (ISBE) to raise researcher skills in Engaged Scholarship.

Learning principles - online training is based on evidence-based management learning principles:



Gain Knowledge



Reflect



Make Sense



Intend to Experiment



Learning Together

Short online Interventions Designed On a Theory of change - We designed online Masterclasses, online Flash Peer Learning (3 sessions) and online coaching (3 sessions) founded on a theory of change. In other words, we started with a proposition of how the design of these sessions would empower line managers to learn about and improve their people management practice. We also designed in prompts for this to influence organisations, employees and team efficiency.

Realist evaluation - So that we could understand how learning varies according to the type of line manager and their context, we evaluated 'what works for whom and why?'

Find Out What We've Learnt and Join The Conversation:

We are sharing our learning through:

- Conversations with anyone who commissions or delivers people management skills development for line managers: please get in touch to join our GELL Network or to start a conversation.
- A programme of events and a series of reports, summaries and other media.
- Our Resource Bank.

Contact Us:

Email: goodemploymentlab@mmu.ac.uk

GELL Website

Resource Bank:
wakelet.com/wake/dpuXSuU9rXB_1_Lp1jJuD



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