

CIPD Coronavirus webinar series

How COVID-19 has changed people management

4 May 2020

Welcome

Katie Jacobs, Senior Stakeholder Lead, CIPD

CIPD



Today's speakers

Katie Jacobs

Senior
Stakeholder
Lead, CIPD

Peter Cheese

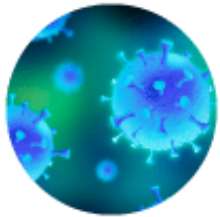
Chief
Executive,
CIPD

Dan Lucy

Principal
Research
Fellow, IES

Paula Jordan
Group HR
Director,
McCarthy &
Stone

#StrongerWithCIPD



**Covid-19
resources**



**NEW Well-
being helpline**



**Employment
Law helpline**



**Communities
and branches**



***People
Management***



**Knowledge
and content**



Free learning



**Careers
support**



**Professional
credibility**



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[**cipd.co.uk/memberbenefits**](https://cipd.co.uk/memberbenefits)

Context

Peter Cheese, Chief Executive, CIPD

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Reflections on the impact of COVID-19

Dan Lucy, Principal Research Fellow,
Institute for Employment Studies

www.employment-studies.co.uk

[@EmploymtStudies](https://twitter.com/EmploymtStudies)



What is good line management?

- It's complex!
- IES research* highlights 5 key things from a direct report perspective:
 - Build relationships and trust
 - Flatten hierarchy, open and free discussion
 - (Strategic) direction
 - Performance feedback
 - Developmental focus
- The knowledge-practice gap

* [Robinson D, Hayday S \(2009\) The Engaging Manager](#)



Why is good line management important?

- 70% of cross-country variation in GDP is attributable to management practice (LSE Centre for Economic Performance)
- Line management is associated with a wide range of organisational outcomes*

[*The impact of Line/Middle Managers on Workplace Performance \(2019\) NHS Employers.](#)



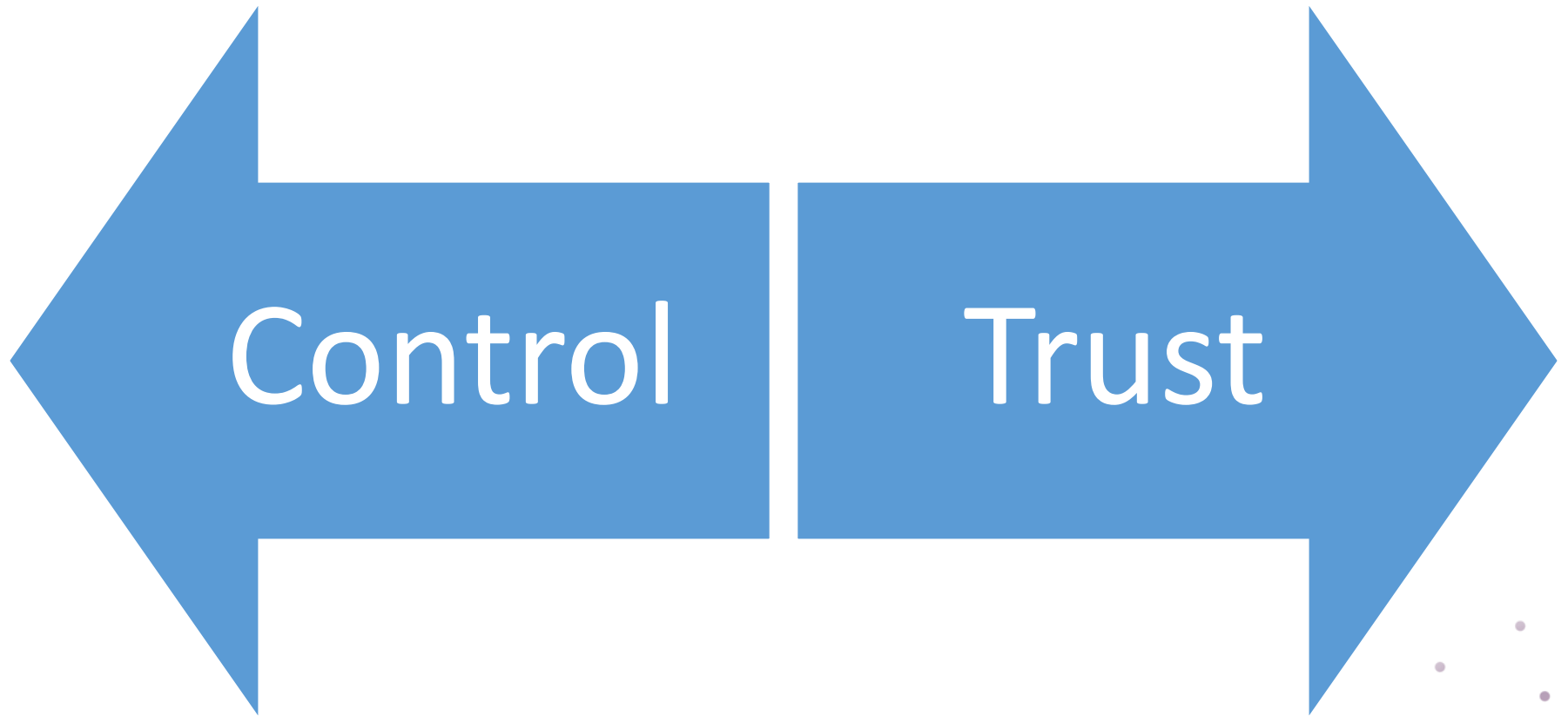
Is line management different now?

- Yes and No
- Increased complexity but many central dilemmas remain the same, albeit heightened
- Managing virtually is different
- Homeworking managers faring less well*

*IES Working at Home Wellbeing Survey <https://www.employment-studies.co.uk/resource/ies-working-home-wellbeing-survey>



Management dilemmas: The Control-trust dilemma



Management dilemmas: Keeping the business going and attending to staff needs



Meeting staff
needs flexibly

Keeping the
business going

Management dilemmas: Effectiveness, efficiency and innovation

Doing the
right things

Doing
things right

Doing new
things



Looking to the future

- Mass remote working?
- Will there be more flexible working?
- Will management capability improve?
- Final thought: line managers are people first!



Case study

Paula Jordan, Group HR Director,
McCarthy & Stone

CIPD



Questions

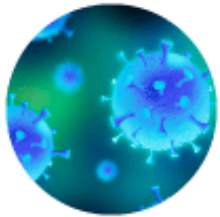
Please submit your questions for:

- Peter Cheese, Chief Executive, CIPD
- Dan Lucy, Principal Research Fellow, Institute for Employment Studies
- Paula Jordan, Group HR Director, McCarthy & Stone

Please use the Q&A function to submit your questions



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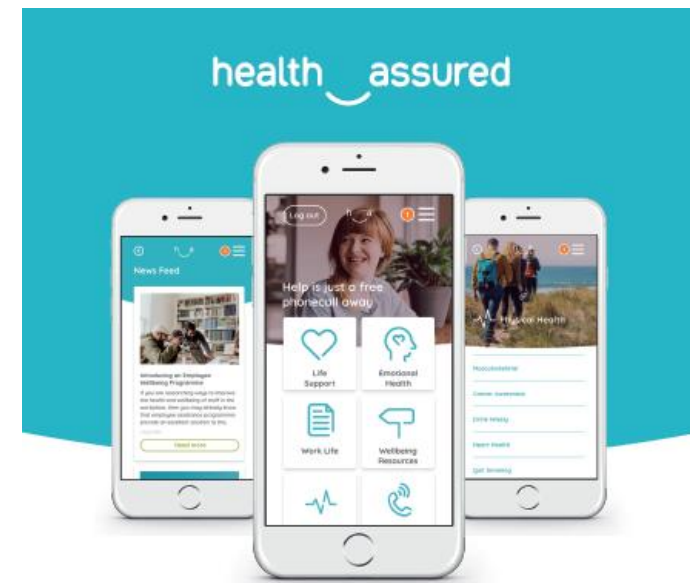
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New Well-being Resources

- We've partnered with **Health Assured** to support members mental health and well-being
- Unlimited free 24/7 confidential telephone helpline, online portal & Health e-Hub app
- The resource provides:
 - Legal information
 - Debt and financial information
 - Manager consultancy and support
 - Information on work and home issues
 - Factsheets, advice, information and self-help tools
 - Links to specialist support organisations
 - A resources area with; programmes, videos, webinars, medical information and mini health checks.



Health e-Hub from Health Assured
Support in the palm of your hand

[Download the Health e-Hub now](#)

Further information

[NEW well-being helpline for CIPD members](#)

cipd.co.uk/coronavirus

[CIPD COVID-19 workforce planner](#)

[CIPD community](#)

[Register for IES email updates](#)

[Gov.uk/coronavirus](https://gov.uk/coronavirus)

