

Keynote: The Evolving Relationship between Line Managers and the People Profession



HHR2022
Online

7-9 June

Dr Sarah Pass



Currently



**Nottingham
Business School**
Nottingham Trent University

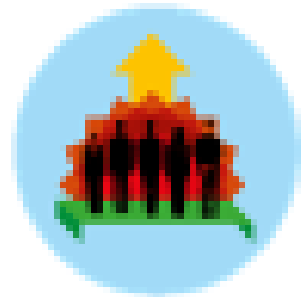


Previously



**The University of
Nottingham**

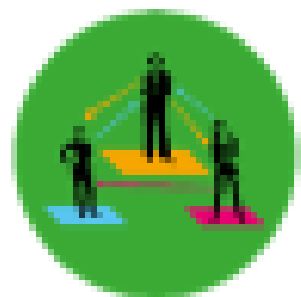
4 Enablers of Engagement



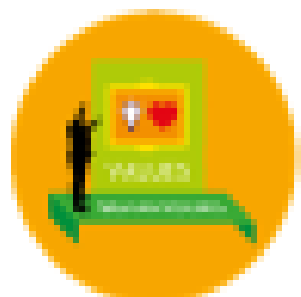
Strategic Narrative



Engaging managers



Employee Voice



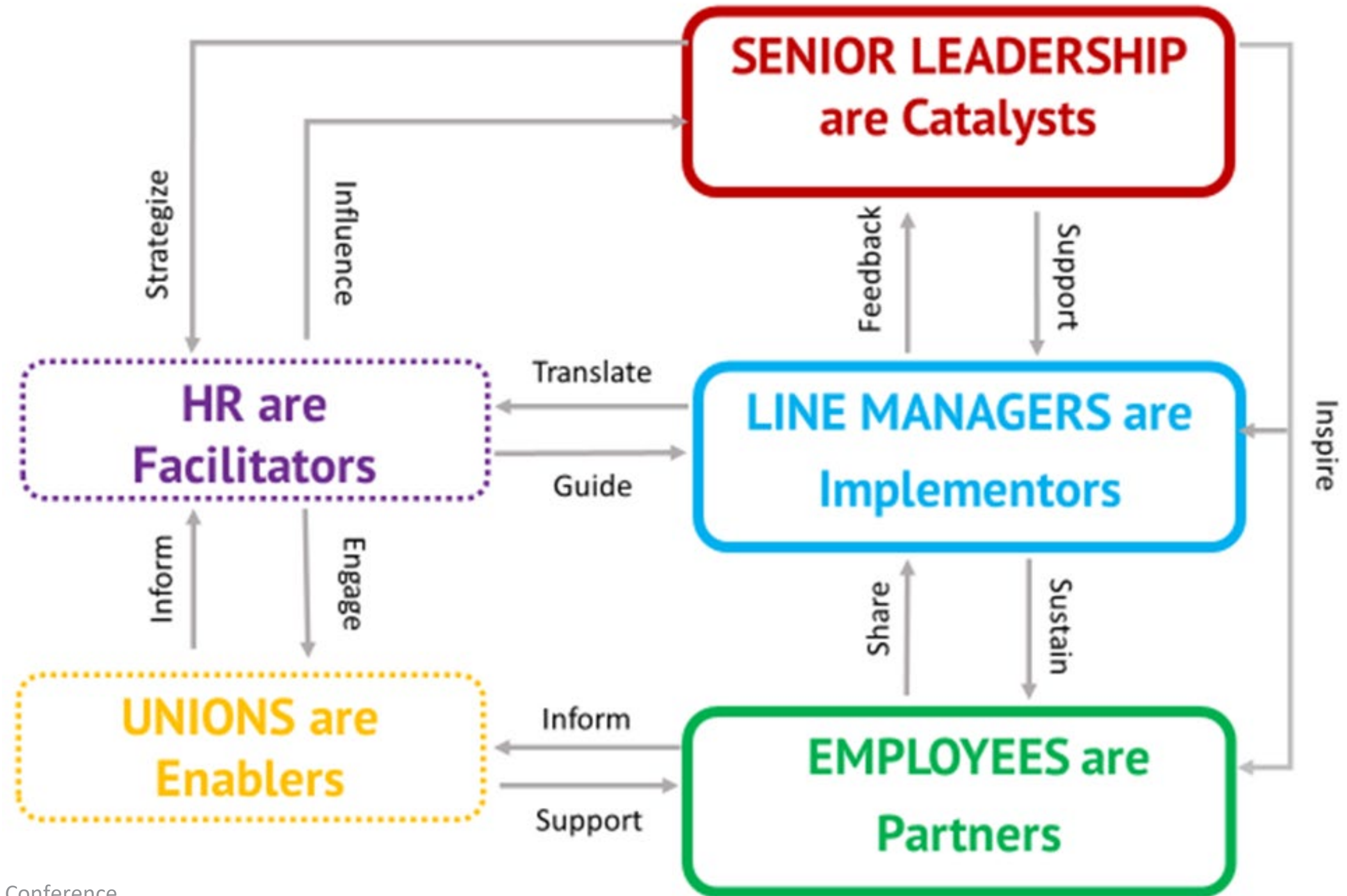
Organisational Integrity



“Senior managers might be sitting there talking about how they’re going to do things, but it is ultimately line managers who are left to actually drive that change forward and drive and engage with the staff”

- Line Manager

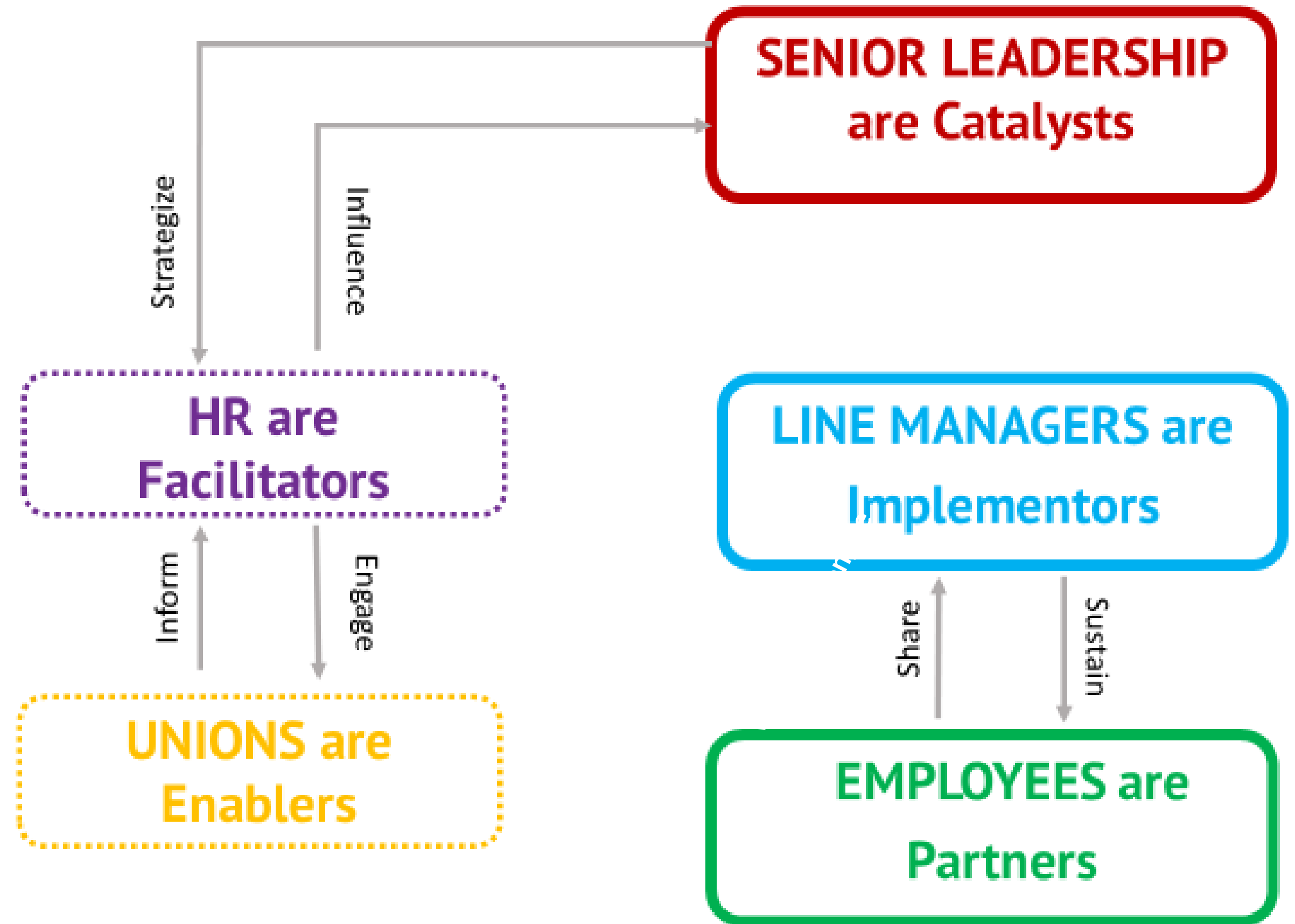
Roles and relationships



Source: Pass et al., 2018. CIPD Applied Research Conference

What is your relationship
like with your line
managers?

Roles and relationships ... the reality



Source: Pass et al., 2018. CIPD Applied Research Conference



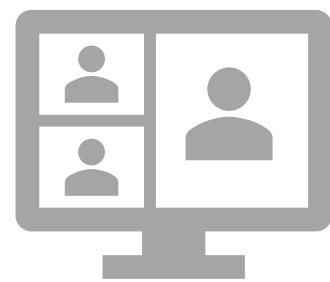
Covid-19



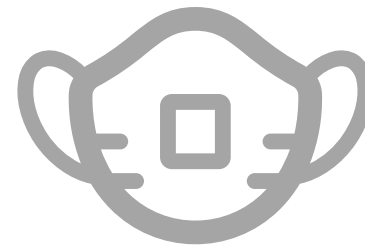


Experiences during the pandemic

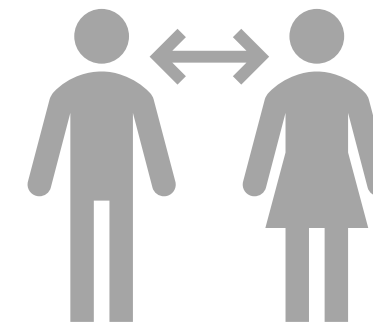
REMOTE
WORKING



HEALTH AND
SAFETY



SOCIAL
DISTANCING



HOMESCHOOLING



CARING



CHILDCARE



Reflection



Moving forward...

- Grasping the **lessons learnt**
- Focusing on the employee and building **relationships**
- Including employees in future organisational purpose
- Increase employee autonomy and accountability for their **engagement**
- Realign skills to enhance resilience
- Offer customised practices focusing on flexibility and inclusivity

To do this effectively, requires the support and collaboration of line managers

Questions?





Thanks for
listening!

Sarah.Pass@ntu.ac.uk