HAPPY NEW YEAR 2019 FROM iROWE!

Welcome to the latest issue of the iROWE newsletter, in which we share with you our research and activities within the world of organisations, work and employment.

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iROWE seeks to encourage the conduct and dissemination of high quality academic research into organisations, work and employment. In addition iROWE works closely with employers, government and trade unions in order to inform the development of effective workplace practice and policy.
Welcome to iROWE—our new staff

We are delighted to announce that Dr Adrian Wright has been appointed as the new Director of iROWE. In addition, two new research assistants Oluseyi Kuti and Emma Ball, join the team. Dr Gemma Wibberley remains as research fellow within iROWE.

Adrian is delighted to join IROWE in a more formal capacity after several years as an IROWE member. Adrian has a PhD from Alliance Manchester Business School and is a Fellow of the Royal Society of Arts. His main research interests are in work and employment in the new economy. More specifically he is interested in precarious work, occupational communities and work in the creative economy. He is looking forward to working with Gemma, Emma, Oluseyi and the iROWE members to carry on the great work iROWE does.

Oluseyi Kuti is currently studying for a DBA in Business and Management. Her academic background consists of a BSc in Economics completed in 1992 and an MBA completed in 2016. Oluseyi has been in post for two months and she is looking forward to learning from and working with other members of the iROWE team. Oluseyi’s research interests are gender, career progression, wellbeing and equality at work.

Emma Ball has recently graduated with a masters in Psychology and previously carried out a Masters in Social Work. After working as a hands on practitioner with families in a variety of settings for over ten years Emma wants to focus upon making a difference and bring about positive change for people through carrying out and disseminating high quality research. Emma’s research interest areas are those surrounding workplace wellbeing and mental health. Emma is excited to join the iROWE team.
The Gig Economy Seminar

We had a fantastic turn out at our Gig Economy Seminar. Caroline Rayner, partner at Baines Wilson LLP was our guest speaker and she discussed the legal implications that the gig economy can have upon HR including how to determine employment status and explored safeguards that can be put in place as a HR practitioner as well as providing us with an update on latest case law and legislation on the issue. The event was attended by practitioners and students alike and there were some interesting discussions about future research directions.

Upcoming Seminars from iROWE

Mental Health in the Workplace: Challenging the Conventional Wisdom.

Speakers:
Dr Ian Ashman (Reader in Work and Organisations) and Dr Alison Collins (Reader in Leadership and Management) from Decent Work and Productivity Research Centre, Manchester Metropolitan University

In this interactive session, Dr Ashman and Dr Collins will address:

The current public policy agenda around the management of mental health in the workplace and review research evidence.

With particular emphasis on the role of HR profession and line managers, we will explore and challenge the conventional wisdom surrounding the way mental health is understood and confronted, in the employment context.

A number of reservations can be raised and we will argue that the existing discourse around the management of mental health at work requires reframing.

Tuesday 12th March 2019, 5.30 – 7pm
UCLAN – GREENBANK BUILDING G170

Refreshments will be available from 5pm.
Attendance is free.

To book please contact iroweresearch@uclan.ac.uk or visit Eventbrite: https://www.eventbrite.co.uk/e/mental-health-in-the-workplace-tickets-54588263967
Informal Lunchtime Seminar and Audience Discussion

Team working - The importance of being physically close in a world that is becoming more virtual

Speaker:
Dr Giles McClelland

Dr Giles McClelland is a Lecturer in the Lancashire School of Business and Enterprise at the University of Central Lancashire where he teaches behavioural decision making. Previous to following a career in academia Giles coordinated the market intelligence and research strategy for the CallNorthWest project. Giles has published in the fields of pedagogy, customer management and small business growth. His research interests are now firmly located in the study of teams and how they craft their work to make it more meaningful. His most recent study on the impact of collaborative job crafting behaviours was published in the Journal of Organisational and Occupational Psychology. In his spare time Giles coaches an under 9’s football team. Coaching the football team is causing him to lose his hair at a rate he finds quite alarming.

In this interactive session, Giles will address:

♦ Critical role that team member proximity plays in collaboration.
♦ How work can be designed to overcome the barriers of distance.

Wednesday 30th January 12.30- 1.30pm
UCLAN – GREENBANK BUILDING G202

Feel free to bring your own lunch.
Attendance is free.

To book a place please contact:

iroweresearch@uclan.ac.uk
Organising Young Workers: The 2018 TGI Fridays strikes

Speaker: Anthony Curly, Unite Trade Union.

In this interactive session, Anthony will address:

- How trade unions adapt to the changing nature of work in the hospitality sector
- Key features of The TGI Friday’s dispute
- Lessons that can be learnt to facilitate the continuous empowerment of workers in the hospitality industry

Wednesday 13th February 2019, 4pm - 5.30pm
UCLAN – GREENBANK BUILDING G355

Informal Seminar
Attendance is free.

To book a place please contact:

iroweresearch@uclan.ac.uk

Upcoming Seminars from iROWE

Caroline Raynor, Baines and Wilson, LLP: Sexual Harassment in the Workplace, April 2019.

Dr Adrian Wright and Dr Dorota Marsh: Entrepreneurial Occupational Communities.

TBC: Domestic Violence and the Workplace.
iROWE’s Dr Adrian Wright presented at the annual ISBE conference in Birmingham during November 2018.

The Institute for Small Business and Entrepreneurship (ISBE)’s 41st annual conference was held at the Crowne Plaza, Birmingham City centre on the 7th and 8th of November 2018. ISBE currently consists of an international, 4000-strong network of people and organisations working at the forefront of small business and entrepreneurship research, policy, practice, education, support and advice. The 2018 conference themed ‘Research, policy and practice: Collaboration in a disparate world’ attracted many renowned researchers from within and outside the UK. Adrian’s paper, written with Dorota Marsh and Gemma Wibberley focused on iROWE research exploring how occupational communities sought to mitigate entrepreneurs’ experiences of precarious working conditions.

iROWE’s Dr Dorota Marsh presented at the BSA’s Work, Employment and Society event in Belfast in September 2018.

A paper titled On the Margins of Entrepreneurship: Community and Entrepreneurial Identity, co-authored by Adrian Wright, Gemma Wibberley and Dorota Marsh was presented at the Work, Employment and Society Conference held in Belfast in September 2018. The paper explored the importance of entrepreneurs’ participation in an entrepreneurial community for their identity. Noting that entrepreneurial identity could be inadequately sustained outside this community. The paper stimulated an interesting discussion on how entrepreneurs maintain, repair and revise their identities by seeking participation in a community of entrepreneurs.
Giles McClelland: Team working - The Importance of Being Physically Close in a World That is Becoming More Virtual

Dr Giles McClelland has been researching team working. His recent presentation entitled ‘The Importance of Being Physically Close in a World That is Becoming More Virtual’, discussed an intervention designed to increase the collaborative behaviours of teams. Giles states that “The results were quite surprising. We found that the training intervention was only effective for teams whose members sat in close proximity. In the presentation I discussed the important role that team member proximity plays in collaboration and how work can be designed to overcome the barriers of distance.”

He recently presented these findings at the European Customer Engagement Summit. The presentation went down well. He has also been invited to speak at two further practitioner conferences in February and has been invited to meet with the management team of a charity to explore further research. He hopes to shortly be publishing the results of his research, and we will continue to update you.

Conferences presented at by iROWE cont...

iROWE’s Dr Adrian Wright presented at The University of Manchester’s Fourth Biennial Fairness at Work Conference ‘Justice at Work’

Dr Adrian Wright presented at Challenges and Possibilities’ in September 2018. The conference brought together academics and practitioners to discuss strategic issues on the subject of justice and fairness at work. The presentation, based on iROWE research with Gemma Wibberley and Dorota Marsh, explored wellbeing within Coworking spaces and how people, actions and activities in the Coworking space impacted on the wellbeing of those who work in these spaces.

Dr Giles McClelland attended and presented The Importance of Being Physically Close in a World That is Becoming More Virtual’. European Customer Engagement Summit 2018 on the 12th November.
Dr Ruth Slater: In search of Organisational Values

iROWE’s Dr Ruth Slater discusses a different approach one organisation took to develop their values, and the research that followed this. Ruth was the supervisor of Jayne Mizon, Senior HR Manager at Kepak Group, whilst she undertook her PG studies in LSBE.

Jayne’s organisation wanted a set of values to support their vision and mission, and as tends to be the way with initiatives like this, the organisation’s top management were poised to introduce values by adopting a top-down approach. Jayne intervened and suggested that the organisation could introduce the values in a different way, by engaging with the employees who would be expected to work by them – a bottom-up strategy. This became the project. Since then, Jayne’s approach to engaging with employees in way that valued their knowledge and expertise has been extended to other parts of the group, and the values have embedded.

Attendees at an iROWE evening seminar in December 2016 heard Jayne and I talk about the research project which Jayne conducted in the organisation. It utilised ‘action research’ as the research methodology, which Jayne used for her MA dissertation here at UCLan.

The research has just been published in e-Organisations and People special issue called “Humanistic Management: an alternative way of organising”. It was a collaboration between the UK Chapter of the Humanistic Management Network, and the Association for Management Education and Development. The aim is to promote humanistic management as an approach to managing and organising that is relevant and important for society and organisations in these times. Full details of the article are here.

Jayne’s work has had a significant impact in her own organisation, but for me, the project shows the benefit of novel approaches to the research methodologies of practitioner-students and the relevance of sharing knowledge and expertise between universities and organisations.

On 16 January 2019, Jayne will be addressing a Chartered Institute of Personnel and Development (CIPD) Lancashire branch meeting here at UCLan, 1800, Greenbank 355, to explain her work and how it has developed. Click here to book your place (£5 for non CIPD members).
Claire Ashworth: Coaching Skills from Theatre to the Workplace

iROWE’s Claire Ashworth has been exploring ways to enhance coaching and mentoring skills through the use of improvisation workshops. These workshops help people to develop communication skills, the ability to think on the spot and be more self-aware. She has been working with Comdysportz_UK to deliver these improvisation workshops to LSBE students and the feedback has been tremendous.

Claire explains that “finding ways to enhance how practical coaching skills can be developed with people, is not easy, nor do I recall it being easy 10 years ago when I first stumbled across coaching when working for HM Prison Service. The nature of coaching is quite unique in the practical nature and is often found to be ‘awkward and uncomfortable’ when first testing it out.

Improvisation theatre techniques can work as a platform for discovering hidden skills as well as developing existing skills (active listening, observations, creative thinking). These are vital as coaching relies on the use of well-tuned communication skills and a reasonable (at least) level of emotional intelligence. Studies have shown that improv can challenge a fixed-mindset, and help to unlock a growth mindset. Applied improvisation is being used by Organisation Development departments and other areas, such as conflict management.

As a coach and lecturer in Coaching, Claire has much interest in the crossover between formal learning and how individuals learn within organisations, in particular within the area of Leadership and Coaching.

This is an area that Claire hopes to conduct research in the future. Coaching continues to be a very interesting topic for workplaces, and iROWE has held several very popular seminars with coaching experts to help share the latest knowledge. We look forward to sharing future updates from Claire and her colleagues.
Dr Douglas Martin: Employment Relations from a Trade Union Perspective

In his forthcoming article, iROWE’s Dr Douglas Martin, addresses some of the challenges in researching trade unions. Every type of organisation presents its own challenges, but trade unions present specific issues. They are embedded within organisations, but at the same time operate independently of (and potentially against) the employers.

This case study, one of from the Sage Research Methods series, was written to help others tackle some of the research problems they might face. The research was based on Douglas’s research into ‘lean working’ in the Civil Service and the role of their main trade union, the Public and Commercial Services Union.

Although the case study is still to be published, Douglas is happy to share some of his findings with people who wish to research in this area. He can be contacted on: WDMMartin@uclan.ac.uk.

Once available full details of the case study will be announced via iROWE.

Dr Gemma Wibberley: Workplace Mediation

iROWE research into disputants perspectives on workplace mediation was recently published in the print version of The International Journal of Human Resource Management.

The paper uses interviews with employees and managers who have personally gone through workplace mediation. It discusses their experiences as a disputant using this process for conflict resolution. In the cases examined in the paper, mediation facilitated employee voice, but also could enable staff to challenge the authority of managers. However, it was suggested that the influence of mediation on these power relations outside of the mediation process could be limited.

Thank you to Acas for funding the research that this paper was based on, and iROWE’s wider research into mediation and conflict management. This research was conducted by Prof. Richard Saundry (former iROWE and now at Plymouth University), Dr. Tony Bennett (former iROWE and now at Sheffield Hallam University) and iROWE’s Dr. Gemma Wibberley.
Dr Gemma Wibberley: The Impact of Domestic Abuse in the Workplace and the Role of Trade Unions in Supporting Affected Staff

Working closely with the TUC and unions, Dr Gemma Wibberley, Dr Carol Jones (iROWE) and Dr Tony Bennett (Sheffield Hallam University, former iROWE), have been researching the impact of domestic abuse in the workplace.

They found that union representatives and officers were a key source of support for both victims and organizations in helping them better handle workplace issues relating to domestic violence; through, for instance, negotiating changes in work patterns and signposting victims to external support groups.

However, the research also highlighted that there is much more that needs to be understood about domestic violence in a workplace context, and that there is an urgent need to raise awareness within all organisations.

The project is funded by Higher Education Industry Funding, and the Universities. With particular thanks to Lancashire School of Business and Enterprise, and Institute of Citizenship, Society and Change at UCLan, and Ann Norton Head of Management dept. in the Business School at SHU. We are also very grateful to the support of the TUC, their affiliated unions and all the representatives who participated in our project.

An exciting part of the project was a conference, held in the Mechanics Institute in Manchester as part of the 150th Anniversary of the TUC, focussing on domestic abuse, and how victims/survivors can be supported at work. It brought together over 90 delegates and speakers from trade unions, HR, management, law, policing, policy makers and academia.

We had great speakers including, Dame Vera Baird, Police and Crime Commissioner for Northumbria, who discussed the support received from unions and employers to train up Work Place Domestic Violence Champions, to raise awareness and as advocates for change in the workplace.
Dr Gemma Wibberley: Domestic Violence cont...

Caroline Rayner, Employment Partner, from Baines Wilson highlighted some of the ways in which managers can help to support staff experiencing domestic violence, such as providing information and flexibility in arrangements.

 Whilst Frank Mullane, spoke about his personal experience of losing family members to domestic violence. He is the CEO AAFDA, (Advocacy After Fatal Domestic Abuse) and highlighted the need for the families of victims/survivors to also receive support at work.

Professor Nicole Westmarland, Acting Head, Department of Sociology and Director, Durham University Centre for Research into Violence and Abuse spoke about her research. She called for greater awareness that this is also a workplace issue, and paid leave for employees experiencing domestic abuse.

Throughout the conference it was noted that time off can be vital to help victims/survivors as they may need time for medical issues, legal appointments, moving house and meetings with professionals. Michele Piertney, noted that in Australia trade unions have been involved in negotiating time off for people experiencing domestic abuse. She is a Senior Adviser and Collective Conciliator at Acas and explained it is important for everyone in an organisation to have an awareness of domestic abuse, but particularly for staff with people management responsibilities.

Findings from the project will be shared widely in future iROWE newsletters, and early results are available https://onlinelibrary.wiley.com/doi/full/10.1111/irj.12204 (requires subscription).

For more information about the project please contact Tony <Anthony.Bennett@shu.ac.uk> or Carol <CJones7@uclan.ac.uk>

Dr Steve Willcocks awarded Readership

iROWE’s Dr Steve Willcocks has well deservedly been awarded Readership. Steve has published over 45 articles and book chapters in areas such as leadership, management and health policy. Steve has substantial experience within the NHS before forging a successful long standing career within academia.

Congratulations Steve!
Inspiring Women’s Awards

iROWE staff were delighted to be invited to attend the Inspiring Women Awards earlier this year. Dr Adrian Wright and Dr Gemma Wibberley went with staff, students and honoured guests of Lancashire School of Business and Enterprise (LSBE) to the glamorous event. This aligned with the school’s new formed, Enterprising Women’s working group, which Adrian is part of. The group wants to create a community of enterprising female students, staff and business leaders to share experiences, impactful research and best practice via a series of LSBE networking events, seminars and workshops.

The Inspiring Women Awards celebrates the successes of women in many different fields including business and entrepreneurship. We heard from women who had overcome many challenges and difficulties to achieve great things, both personally and professionally. There were also many heart warming tales of giving back to or supporting their community. Along with a lot of laughter, especially from the celebratory presenters. With a blast from the past with Andy Crane, but sadly no Ed the Duck!

Lancashire School of Business and Enterprise was the headline sponsor for this prestigious awards day. Adrian and Gemma were very grateful to be invited to this event by the school and the opportunity to meet such great women, and hope to work with some of them in the future. Dr Rachel Dyer, Faculty Director of Innovation and Enterprise, also announced at the awards “We have our own Inspiring Woman here today from the Lancashire School of Business and Enterprise - we held a competition in our school for the most inspiring female member of staff– Dr Gemma Wibberley’s research into domestic violence in the workplace is breaking new ground.”

For more information on the Enterprising Women’s Group contact: enterprisingwomen@uclan.ac.uk
Publications from iROWE members


Conference Acceptances by iROWE Members

Dr Adrian Wright, Dr Dorota Marsh and Dr Gemma Wibberley have been accepted to present at the British Sociological Society around the theme Challenging Social Hierarchies and Inequalities. The conference will take place at Glasgow Caledonian University, 24th—26th April 2019.

Dr Adrian Wright, Dr Dorota Marsh and Dr Gemma Wibberley have had a paper accepted to the International Labour Process Conference in Vienna. The conference will take place 24th—26th April 2019.

Dr Gemma Wibberley. July 2018: Domestic Violence is a Trade Union Issue. Unison NW Women’ Seminar – ‘This is the Year, This is the Place’ at the Pankhurst Centre (Incorporating Manchester Women’s Aid) (invited speaker)

Dr Gemma Wibberley, Dr Carol Jones , and Dr Tony Bennett (Sheffield Hallam University) July 2018: Domestic Abuse in the Workplace and the Role of Trade Unions and Representatives in Supporting Staff. Domestic Violence and its impacts on the workplace: A conference exploring how to help, Mechanics Centre, Manchester

Study with iROWE

Here at iROWE we welcome applications from those interesting in pursuing postgraduate study and offer MBA’s, DBA’s and PhD’s. Areas of expertise include but are not limited to Workplace conflict, Lean Management, Wellbeing, Employment relations and performance, Mental and physical health at work, Trade unions, Employment relations, Creative and technology work and Business and Management research. We provide a supportive and innovative environment for our postgraduate students.

If you would like to find out more, get in touch:
iroweresearch@uclan.ac.uk
Social Media

We regularly post updates about our research activities and events via social media channels. There is also opportunity for discussion with other people interested in employment issues. If you would like to be connected to iROWE via social media, then please email iROWE at wcseminars@uclan.ac.uk or you

Like – IROWE Seminars

The iROWE Facebook has been re-launched to offer a new way to access us and our activities.

Follow – iROWE Uclan

The iROWE twitter has all the latest information about research, awards and events.

Join – iROWE

The LinkedIn account has a group where there are regular discussions with other iROWE

We want your ideas!

Here at iROWE we strive to have the most up to date and relevant issues for our members, practitioners and general public discussed and presented at our seminars. We would love to hear from you if you have any ideas or topics which you feel would be good to be presented at one of our seminars. Similarly, if any of you yourselves would like to present or know of any speakers who would be keen to present at one of our seminars, do get in touch.

iroweresearch@uclan.ac.uk
Become an associate member

iROWE is a research institute located within Lancashire School of Business and Enterprise at the University of Central Lancashire. It provides a forum for the development and dissemination of high quality research into organisations, work and employment. Its work has a particular emphasis on policy and practice—in short research that has an impact and makes a difference.

Therefore, iROWE brings together academics, managers, HR professionals, union representatives and policy makers. If you would like to be part of this exciting institute and kept at the forefront of research then become an ASSOCIATE MEMBER. This FREE membership is open to all those with a professional interest in organisations, work or employment. Benefits include: research e-newsletter, regular free seminars by key speakers in the field, consultancy opportunities for your organization, and networking.

To join just email us at
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