

Rt Hon Andrea Leadsom MP  
One-Sided Flexibility Consultation  
Department for Business, Energy and Industrial Strategy  
Labour Markets, Level 1 Spur  
1 Victoria Street  
London  
SW1H 0ET



1<sup>st</sup> October 2019

By email to: [goodwork@beis.gov.uk](mailto:goodwork@beis.gov.uk)

Dear Secretary of State,

## **CMI RESPONSE TO THE GOVERNMENT CONSULTATION ON MEASURES TO ADDRESS ONE SIDED FLEXIBILITY**

I am writing in response to the Government consultation on measures to address one-sided flexibility.

*CMI*

CMI is the chartered professional body for management and leadership. We are dedicated to improving managers' skills and growing the number of qualified managers and leaders across the UK.

With a member community of over 130,000, CMI provides individual learners, managers and employers with access to the latest management thinking and practical support to help them embrace change, build high-performing teams and improve individual and organisational performance. We are a UK awarding body for management and leadership qualifications and the only body that awards Chartered Manager, the hallmark of any professional manager.

CMI is also a member of the Flexible Working Task Force whose purpose is to widen the availability and quality of flexible working across the economy.

### *The critical role of good management*

We welcome the debate around improving the quality of work and support moves to ensure that all workers can benefit from flexible working practices and from the flexible labour market. It is, however, the quality of management that ultimately determines the quality of working life and we know that line managers in particular have a critical role to play in driving employee engagement, motivation and wellbeing. This is acknowledged in the *Taylor Review of Modern Working Practices* which recognised that the "most important factors determining people's experience of work lie in the relationship between those who hire, employ and manage on the one hand, and those whose services they employ on the other".

Therefore, whilst we support the intention behind the LPC's recommendations regarding a right to reasonable notice of work schedules and compensation for shifts cancelled at short notice, we believe that the best way to drive up the quality of work and tackle bad management practices is not through more regulation but through better management and leadership.

This will require significant investment and take a concerted effort from Government, employers and professional bodies, not least because the UK continues to perform poorly when it comes to management and leadership skills. CMI research shows that four in every five managers are “accidental managers”, promoted into management and leadership roles then left to sink or swim without any professional management development or training. The impact of this on the quality of work at a local level, and on productivity at a national level, is clear.

We would welcome the opportunity to discuss in more detail how we might accelerate efforts to improve management skills and practices across the UK.

Yours sincerely



**Rob Wall**  
**Head of Policy**  
**CMI**