

Stephen Gibb
Reader
School of Business and Creative Industries



Qualifications

University of Strathclyde
Award Date: 1 Sep 1997

Sheffield Hallam University
Award Date: 1 Sep 1993

Sheffield Hallam University
Award Date: 2 Sep 1985

Fellow of Chartered Institute of Personnel and Development, FCIPD

Employment

Reader

Reader
School of Business and Creative Industries
University of the West of Scotland
1 Jan 2020 → present

Research outputs

Decent work in care homes: lessons and implications of the pandemic experience from Scotland

Gibb, S. & Pautz, H., 6 Apr 2022, In: Working with Older People. 10 p.

Boris Johnson pledges to 'fix' Downing Street after partygate – but this is a failure of his leadership

Gibb, S., 1 Feb 2022, The Conversation.

Towards a Scotland That Cares: a New National Outcome on Care for the National Performance Framework

Macleod, C., Pautz, H., Gibb, S. & Hay, N., 30 Nov 2021, Paisley: UWS-Oxfam Partnership. 39 p. (UWS-Oxfam Partnership: Collaborative Research Reports Series ; no. 10)

Next steps for adult social care in Scotland: championing culture change

Gibb, S., 26 Aug 2021.

After COVID: why we need a change in care home culture

Pautz, H. & Gibb, S., 12 Mar 2021, The Conversation.

Decent Work in Scotland's Care Homes: The Impact of Covid-19 on the Job Quality of Front Line Workers

Pautz, H., Gibb, S. & Riddell, J., 18 Dec 2020, University of the West of Scotland. 35 p.

Decent Work in Scotland's Care Homes: The Impact of Covid-19 on the Job Quality of Front Line Workers

Pautz, H., Gibb, S. & Riddell, J., 17 Dec 2020, University of the West of Scotland. 35 p.

Decent work: what matters most and who can make a difference?

Gibb, S. & Ishaq, M., 8 Apr 2020, In: Employee Relations. 42, 4, p. 845-861 17 p.

Cultures of fair and decent work: lessons from SME business champions

Gibb, S., 29 Feb 2020, University of the West of Scotland, 46 p. (People, HR and OD Research and Resources ; no. 1).

Fair and decent work in Scotland's local authorities: evidence and challenges

Gibb, S., Ishaq, M., Elliott, I. & Hussain, A. M., 6 Feb 2020, In: Public Money & Management. 41, 8, p. 615-625 11 p.

Collectively innovating: modelling responsible exposure in heterarchical organizations

Gibb, S. & Schoellhammer, S., 9 Dec 2019, In: International Journal of Innovation Science. 12, 1, p. 127-141 15 p.

Developing a conceptual framework of entrepreneurial leadership: a systematic literature review and thematic analysis

Clark, C., Harrison, C. & Gibb, S., 30 Nov 2019, In: International Review of Entrepreneurship. 17, 3, p. 347-384 38 p.

Kindness among colleagues: identifying and exploring the gaps in employment contexts

Gibb, S. & Rahman, S., 8 Jul 2019, In: International Journal of Organizational Analysis. 27, 3, p. 582-595 14 p.

Scotland's Local Authorities: Still 'Bastions of Decent Work'?

Ishaq, M., Gibb, S., Hussain, A. M., Collins, C. (ed.), Sims, R. (ed.) & Pautz, H. (ed.), Oct 2018, UWS-Oxfam Partnership. 18 p. (UWS-Oxfam Partnership, Collaborative Research Reports Series. Decent Work in Scotland: Thematic Report)

Organization values: positive, ambivalent and negative interrelations in work organizations

Gibb, S. & Burns, C., 1 May 2018, In: Journal of Human Values. 24, 2, p. 116-126 11 p.

Enabling rather than managing innovation

Schoellhammer, S. & Gibb, S., 15 Nov 2017.

Smart Systems and Addressing The Complex Problem of Work and Employment in Remote and Rural Areas: The Case of Scotland

Gibb, S., 12 Sep 2017.

Smart systems and addressing the complex problem of work and employment in remote and rural areas: the case of Scotland

Gibb, S., 11 Sep 2017, p. 17-17. 1 p.

Guanxi influence and talent management in Chinese organisations: evidence from cases in the real estate sector

Gibb, S. & Zhang, S., 31 Jan 2017, In: Human Resource Development International. 20, 1, p. 79-98 20 p.

The presence and role of digital HRM in national digital dialogues: the case of Scotland

Gibb, S., 27 Oct 2016.

Decent Work and The Employers' Perspective: Evidence From Scotland

Gibb, S. & Ishaq, M., Sep 2016.

'Decent Work': The Employers' View

Gibb, S., Ishaq, M., Collins, C. (ed.), Pautz, H. (ed.) & Stuart, F. (ed.), May 2016, UWS-Oxfam Partnership. 8 p. (UWS-Oxfam Partnership, Collaborative Research Reports Series, Decent Work in Scotland: Thematic Report 2)

Decent Work in Scotland; The Employers' Perspective: Interim Findings Report 2

Gibb, S. & Ishaq, M., Apr 2016, UWS-Oxfam Partnership. 6 p. (UWS-Oxfam Partnership, Collaborative Research Reports Series)

Soft skills assessment: theory development and the research agenda

Gibb, S., 4 Jul 2014, In: International Journal of Lifelong Education. 33, 4, p. 455-471 17 p.

Soul mates or odd couples? alignment theory and HRD

Gibb, S. & Wallace, M., 29 Apr 2014, In: European Journal of Training and Development. 38, 4, p. 286-301 16 p.

Values in action: a review, a case and a research agenda

Gibb, S. & Burns, C., 2014, *15th International Conference on Human Resource Development Theory and Practice Across Europe: HRD: Reflecting Upon the Past, Shaping the Future*. McGuire, D. & Garavan, T. N. (eds.). Edinburgh: Edinburgh Napier University, p. 75-75 1 p.

Measuring human resource development effectiveness in organizations: a competing values approach

Gibb, S., 2013, p. 1-35. 35 p.

The crux of candour: assessing and developing soft skill

Gibb, S., 5 Nov 2012.

Managerial processes: an operations management perspective towards dynamic capabilities

Bittici, U. S., Ackermann, F., Ates, A., Davies, J. D., Gibb, S., MacBryde, J., Mackay, D., Maguire, C., van der Meer, R. & Shafti, F., 2011, In: Production Planning & Control. 22, 2, p. 157-173 17 p.

Managerial Processes: Business Process that Sustain Performance

Bittici, U., Ackerman, F., Ates, A., Davies, J., Garengo, P., Gibb, S., MacBryde, J., Mackay, D., Maguire, C., Van der Meer, R., Shafti, F., Bourne, M. & Firat, S. U., 2011, In: International Journal of Operations & Production Management. 31, 8, p. 851-887

Re-drawing the Boundaries: Are Sports 'Outliers' In or Out When Creating, Accessing and Evaluating Knowledge in Coaching ?

Gibb, S. & Lynn, A., 2010, In: International Journal of Mentoring and Coaching. VIII, 1, p. 14-33

Natural High

Gibb, S. & Kidd, S., Nov 2009, In: Coaching At Work. 4, 6, p. 41-43

Making It Happen: Operational, Coordination and Strategic Concerns In Mentoring Schemes

Gibb, S. & Telfer, S., Feb 2008, In: International Journal of Mentoring and Coaching. V1, 1, p. 3-23

From Trail-Blazing Individualism to a Social Construction Community; Modelling Knowledge Construction in Coaching

Gibb, S. & Hill, P., 2006, In: International Journal of Mentoring and Coaching. IV, 2, p. 58-77

Tribes and territories in the teaching of executive coaching

Gibb, S. & Hill, P., 30 Nov 2005. 8 p.

Aesthetics and Human Resource Development: Connections, Concepts and Opportunities

Gibb, S., 10 Nov 2005, Routledge. 177 p.

Connecting HRD and creativity: from fragmentary insights to strategic significance

Gibb, S. & Waight, C. L., May 2005, In: Advances in Developing Human Resources. 7, 2, p. 271-286 16 p.

Imagination, creativity, and HRD: an aesthetic perspective

Gibb, S., Mar 2004, In: Human Resource Development Review. 3, 1, p. 53-74 22 p.

Arts -based training in management development: the use of improvisational theatre

Gibb, S., 2004, In: Journal of Management Development. 23, 8, p. 741-750 10 p.

Contemporary analyses of the model employer: is there a new ideal ?

Gibb, S., 2004, In: *International Journal of Human Resources Development and Management*. 4, 3, p. 288-296 9 p.

Practice in and perceptions of HRD: do we need an aesthetic perspective?

Gibb, S., 2004, p. 257-264. 8 p.

The moral dimension of mentoring

Gibb, S., 2004, *The Situational Mentor: an International Review of Competences and Capabilities in Mentoring*. Clutterbuck, D. & Lane, G. (eds.). Routledge, p. 16-28 13 p.

Editorial

Gibb, S., 1 Nov 2003, In: *Career Development International*. 8, 6, p. 44-56 13 p.

Information, advice and guidance – is it time for a National Research Forum?

Gibb, S., 1 Jul 2003, In: *Career Development International*. 8, 4, 1 p.

Minding the moral gap; career development themes and special issues

Gibb, S., 1 Jun 2003, In: *Career Development International*. 8, 3, p. 16-19 4 p.

Making it up as we go along: lessons from using forum theatre as an innovative method in HRD

Gibb, S., 20 Mar 2003.

Theoretical and practical challenges: making the most of e-learning

Gibb, S., 20 Mar 2003.

Editorial

Gibb, S., 1 Feb 2003, In: *Career Development International*. 8, 1, p. 7-9 3 p.

Line manager involvement in learning and development : small beer or big deal?

Gibb, S., 2003, In: *Employee Relations*. 25, 3, p. 281-293 13 p.

What do we talk about when we talk about mentoring? blooms and thorns

Gibb, S., 2003, In: *British Journal of Guidance and Counselling*. 31, 1, p. 39-49 11 p.

Quicker, slicker and better? An evaluation of a web based human resource management system

Gibb, S. & McBride, A., 1 Oct 2001, In: *Proceedings of SPIE-The International Society for Optical Engineering*. 4566, p. 125-134 10 p.

Contexts of controversy; what we talk about when we talk about mentoring

Gibb, S., 7 Aug 2001.

Sector level analysis of management development: the case of Scottish Local Authorities

Knox, L. & Gibb, S., 2001, In: *Journal of Management Development*. 20, 8, p. 714-730 27 p.

The state of Human Resource Management: evidence from employees' views of HRM systems and staff

Gibb, S., 2001, In: *Employee Relations*. 23, 4, p. 318-336 19 p.

To be among the best; how to model new model employers

Gibb, S., 2001.

Evaluating HRM Effectiveness: The Stereotype Connection

Gibb, S., 2000, In: *Employee Relations*. 22, 1, p. 58-71

The Usefulness of Theory: A Case Study in Evaluating Formal Mentoring Schemes

Gibb, S., Aug 1999, In: Human Relations. 52, 8, p. 1055-1075

Exploring Career Chaos: Patterns of Belief

Gibb, S., 1998, In: Career Development International. 3, 4, p. 149-153

Mentoring in British business and management: a study of the 'spirit of community' in modern HRM

Gibb, S., 1998.

The Evolution of Management in UK Local Government: Reflections On The Creation Of A Competence Based Management Development Programme

Gibb, S. & Knox, L., 1998, In: Local Government Studies. 24, 2, p. 71-85

The Lead Body Model of Personnel Management: A Critique

Gibb, S., 1995, In: Human Resource Management Journal. 5, 5, p. 60 – 74

Evaluating Mentoring

Gibb, S., 1994, In: Education + Training. 36, 5, p. 32- 39

Inside Corporate Mentoring Schemes: The Development of a Conceptual Framework

Gibb, S., 1994, In: Personnel Review. 23, 3, p. 47 – 60

Inside Corporate Mentoring Schemes: A New Agenda Of Concerns

Gibb, S. & Megginson, D., 1993, In: Personnel Review. 22, 1, p. 40 –54

Activities

BA Wellcome Trust; Future of Social Care

Stephen Gibb (Invited speaker)

18 Jan 2022

Action Learning for managers

Stephen Gibb (Member)

2016

Validation of the National Waiting Times Centre (NHS) Organisation Values Survey

Stephen Gibb (Member)

2013

Measuring Organizational Values at the National Waiting Times Centre

Stephen Gibb (Member)

2012

e-Mentoring for Black Minority Ethnic (BME) Leaders Programme; An Evaluation,

Stephen Gibb (Member)

2011

e-Mentoring for Specialist Nurses; An Evaluation

Stephen Gibb (Member)

2011

E-mentoring in NHS Wales “Do More of It At All Levels”;An Evaluation of E-mentoring Programmes

Stephen Gibb (Member)

2009

Coach Training programme

Stephen Gibb (Member)

2007 → 2010

Awards

Training - Action Learning Sets - (Clackmannanshire Council)

Gibb, S.

Clackmannanshire Council: £3,818.00

4/01/16 → 30/06/16

Projects

Impacts

Call for culture change to progress decent work in social care

Stephen Gibb (Participant)

Call for culture change to progress decent work in social care

Stephen Gibb (Participant)

Call for National Outcome on Care raised in Scottish Parliament

Stephen Gibb (Participant) & Hartwig Pautz (Participant)

Decent Work Oxfam Forum in Glasgow presentation

Stephen Gibb (Participant)

Decent Work Teaching

Stephen Gibb (Participant)

Digital Presence and Impact for Decent Work in Scotland

Stephen Gibb (Participant)

Disemmination to Society of Occupational Medicine

Stephen Gibb (Participant)

Dissemination to Glasgow Living Wage accreditation

Stephen Gibb (Participant)

First Ministers Questions response to our report ‘Towards A Scotland That cares; the case for A new National Outcome on care for the National Performance Framework

Stephen Gibb (Participant), Hartwig Pautz (Participant), Chloe Maclean (Participant) & Nicola Hay (Participant)

National Care Service Development; Integrated, Local and Personal.

Stephen Gibb (Participant)

New Report on decent work in Scottish Local Authorities

Stephen Gibb (Participant)

Presentation Work Glasgow City Council HR Managers Group

Stephen Gibb (Participant)

Publication on line of SME Case Studies

Stephen Gibb (Participant)

References to the Decent Work research (forthcoming)

Stephen Gibb (Participant), Mohammed Ishaq (Participant) & Nimma Adewale (Participant)

Response of Deputy First Minister and Cabinet Secretary for Covid Recovery to our Report

Stephen Gibb (Participant)

Other Background

An inspiring teacher and free roving researcher/writer on HR&OD, Stephen also consults and advises in organisations and campaigns on the global challenges of fairer, wealthier, dynamic economies and thriving societies. Currently based at UWS in 2013, where he is a Reader in Human Resource & Organization Development, in the School of Business & Creative Industries. Recent personal research explores decent work in Scotland, critically exploring what matters to employers and employees and what can make a difference; concluding that the answer - alongside the core issue of higher pay - is culture change. Social care work became a major focus in the last year. Currently as part of our Oxfam-UWS partnership we are campaigning for a National performance indicator on care in Scotland. Stephen is the director of the recently established UWS Social Innovation, Leadership & Management (SIL&M) research group, aiming to address global challenges through supporting social innovation of and by leader and management development.

Reader in Human Resource & Organization Development, University of West of Scotland School of Business & Creative Industries. Breadth and depth of teaching experience (Senior Fellow HEA) and student supervision in business schools, and a strong research profile and publications, alongside extensive experience in consulting and advising organisations and managers. My personal h index is currently 18. ORCID 0000-0002-4478-2038

My personal research includes decent work in Scotland, critically exploring what matters most and who can make a difference. Social care work became a major focus of this in the last year. He is also the director of the UWS Social Innovation, Leadership & Management (SIL&M) research group, addressing global challenges of fairer, wealthier, dynamic economies and thriving societies through leaders and managers in the private, public and third sectors as agents of change.”

I have supervised to successful completion PhD students from the UK and Overseas. I currently supervise a number of full-time and part-time PhDs and DBA students. I have been an External examiner for PhDs for Durham University, Middlesex University, Robert Gordon University, and Nottingham Trent University, and DBA for Napier University and Sheffield Hallam University,

With experience in professional HR and trade union roles in the civil service I joined Strathclyde Business School (SBS) at Strathclyde University until 2013 when I moved to UWS School of Business. I have had significant roles in teaching development, staff team management, postgraduate research programmes and research excellence development.

Various journal related reviewing and board roles, including a period as editor of the journal Career Development International.

Experience includes the design and delivery of customised courses in Human Resources, Public Management, and Executive Coaching, for clients including the Benefits Agency, Local Authorities, the Royal Bank of Scotland, Babcock International Group and the Scottish Manufacturing Advisory Service (SMAS), and Clackmannanshire Council.

Other Experience

Qualifications

1997PhD (Strathclyde) Mentoring in the Workplace; Communitarian or Social Exchange Dynamics ?
1993MSc Human Resource Management, Sheffield Hallam University
1985BA Hons, Class 2.1 in Communication Studies at the Sheffield City Polytechnic

Student & Teaching Experience

Undergraduate:Human Resource Management, Organization Development, People and Organization Development, Learning & Talent Development.

Postgraduate: Research Methods, Organization Development, People and Organization Development, Learning & Talent Development.

Professional Membership(s) and Activities (including knowledge exchange activities)

- Fellow of the Chartered Institute of Personnel and Development (FCIPD)
- Senior Fellow of the Higher Education Academy (HEA)

Associations:

- CIPD
- University Forum for HRD; UK network for researchers and teachers in HRD
- ISM Hamburg
- Teaching fellow; Heriott Watt University
- Research Gate profile

Programme External Examiner Roles

- Sheffield Hallam University, MSc in Mentoring & Coaching (2002-2007)
- Ashridge, MSc in Executive Coaching (2007 to 2011)

Editorial Board Memberships;

- Career Development International (Edited for a period)
- Journal of European Industrial Training

PhD/DBA Supervision as DoS; Completed

- Mental Health Services for SME Workforces in Scotland; Options and Effectiveness
- Turnover in Hospitality in Vietnam (DBA)
- Innovation and Organization Structures in European Companies
- Work-Life Balance of Scottish Teachers
- HRD in Pakistan
- HRM in Botswana

PhD/DBA Supervision Current DoS/Supervision

- Professionalising Management in Family Firms in Ghana; The Competence Approach
- Ethical Leadership; Finance Sector Pakistan
- Employer Value Propositions; Developing measures
- Organisation Culture and Communication

PhD/DBA External examinations

- Heriot Watt University
- Nottingham Trent University
- Robert Gordon University
- Sheffield Hallam University
- Middlesex University
- Durham University

PhD/DBA Internal Examination

- University of Strathclyde (3)
- University of West of Scotland (4)

Consultancy & Advisory (Recent)

- Clackmannanshire Council; Coaching senior managers and action learning sets as part of a management development programme delivered over two years by UWS
- NHS Wales, and their Leadership Development body which sought advice and support to develop mentor training and evaluations of the use of e-mentoring in NHS Wales with different audiences, including nurse professionals and black and ethnic minority staff.

- The National Waiting Times Centre/Golden Jubilee Hospital, an organization values project. This is a contract to advise on and validate a tool for measuring organization values in healthcare settings. I have led this, with a colleague and a research assistant. In addition to advising the client we are preparing papers for publication based on the work.