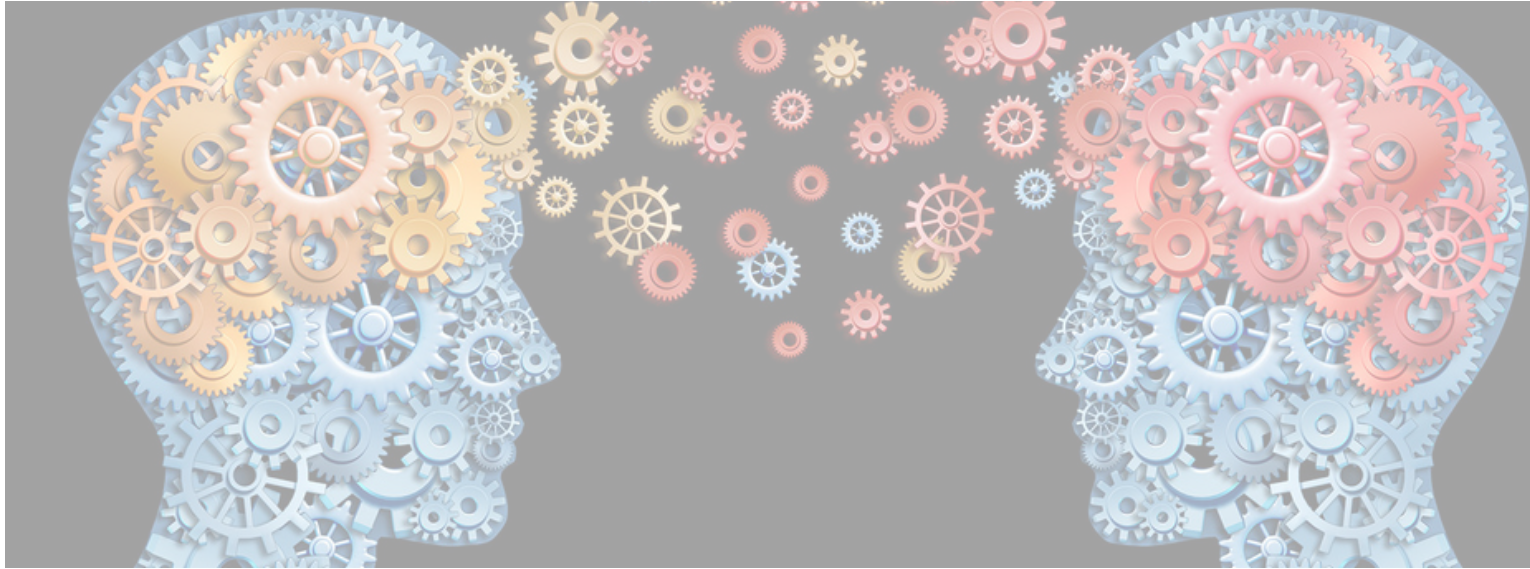**NHS**
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QUARTERLY MANAGEMENT E-BULLETIN

LIBRARY AND KNOWLEDGE SERVICES

Here you can find a selection of the latest management-related publications over the last three months. Select each heading to view the full publication.

Developing Talent

THE IMPORTANCE OF 'POWER SKILLS' IN EMPLOYEE DEVELOPMENT

Employers should not forget about cultivating the more human 'power skills' that can help employees reach business and career goals.

COLLABORATION AND PROBLEM-SOLVING IDENTIFIED AMONG FUTURE WORK SKILLS

An education think-tank has revealed six essential future work skills anticipated to be most in-demand by employers in 2035.

ORGANIZATIONS LOOK TO L&D TO HELP CREATE A PEOPLE-CENTRIC CULTURE, REPORT FINDS

Experts say HR's growing influence has prompted the need to have employees at the centre of global companies, and L&D is critical in achieving that.

LEARNING AT WORK: JUNIOR EMPLOYEES AT A DISADVANTAGE COMPARED TO SENIOR COLLEAGUES

As data shows that less experienced workers receive fewer L&D opportunities, People Management looks into the reasons behind these findings and explores what can truly turn the tide.

INCLUSIVE LEARNING STARTS WITH L&D PROFESSIONALS INVESTING IN THEIR OWN DEVELOPMENT

Participants at the CIPD Northern Ireland Conference offer advice on how to foster inclusivity through personal development.

UPSKILLING ACROSS GENERATIONS: WHERE EMPLOYERS MUST STEP IN

With rising economic uncertainty, research from Talent.com and YouGov finds differing attitudes towards upskilling across the generations.

NUMBER OF EMPLOYEES RECEIVING OFF-THE-JOB TRAINING DROPPED BY A THIRD

Experts say L&D and HR teams need to make arguments for further investment in continual development, better linking it to organisational strategy.

THREE STRATEGIES TO IMPROVE CORPORATE TRAINING ADOPTION

Workplace learning can often be seen as a chore on top of the day job, but a highly trained workforce can help an organisation thrive.

Management and Leadership

EMPATHETIC LEADERSHIP IS THE ORDER OF THE DAY

In today's turbulent times, equipping managers with human skills is just as important as ensuring they have traditional capabilities such as financial acumen.

HOW LEADERS CAN USE 'STAY CONVERSATIONS' TO RE-ENGAGE EMPLOYEES

Asking staff outright whether they enjoy their job can be a daunting prospect, but it is those honest conversations that will help ensure you keep your key people.

LEADING THROUGH ORGANIZATIONAL TRANSFORMATION

Disrupting traditional thought patterns and viewing transformation from an evolutionary lens places new demands on C-suite.

SOFT SKILLS: CAN CONFLICT BE RESOLVED WITH TRAINING?

People Management consults with experts about the role of soft skills training and whether this is good recourse following workplace friction.

WHAT TIPS ARE THERE FOR NEW MANAGERS WHO ARE NOW SUPERVISING THEIR FORMER PEERS?

Taking on a management role can be demanding. It can be even more challenging when a promotion places an employee in a role that now supervises former co-workers, requiring the manager to change peer relationships into manager-employee relationships.

ORGANISATION DESIGN'S ROLE IN 'STEADYING THE BOAT OF CHANGE' FOR THE FUTURE OF WORK

Experts at the CIPD Organisation Development and Design Conference share how ODD teams can ready businesses for upcoming challenges.

Recruitment and Retention

NEW INTERNATIONAL RETENTION TOOLKIT PUBLISHED

Developed in collaboration with NHS England, it is hoped that the toolkit will then enable organisations to help overseas staff stay, thrive and build lasting careers in the NHS.

FAIR WORK IS KEY TO TACKLING SKILLS SHORTAGES AND ACHIEVING TRANSITION TO NET ZERO, SAYS SCOTTISH MINISTER

Speaking at the CIPD Scotland Conference, Richard Lochhead also covered themes of flexible working and artificial intelligence, billing the 2020s as the 'lift off decade'.

CULTURE QUITTING – WHAT IS IT AND HOW CAN BUSINESSES PREVENT IT?

Richard Holmes outlines the signs of a toxic work culture, and explains how to develop a positive environment to help retain talent.

NHS ENGLAND UNVEILS WORKFORCE PLAN

NHS England is set to unveil a 'historic' 15-year workforce plan today, detailing a major expansion of training places.

WHAT IS THE 'APPLY ANYWAYS' TREND AND HOW IS IT IMPACTING RECRUITMENT?

Research suggests HR teams are being flooded with job applications from unqualified candidates, all while grappling to find the best talent to fill skills gaps. What has prompted this and how can the hiring process be improved?

VALUES-BASED RECRUITING COULD NOW BE TOP OF THE AGENDA – HERE'S WHAT TO CONSIDER

Experts deconstruct the benefits and requirements of adopting a VBR model, and why it could work in the current market.

IS L&D THE KEY TO MOTIVATING AND RETAINING WORKERS?

As some employees claim additional training opportunities would prevent them from leaving a job, People Management asks experts whether skills development is enough.

ALMOST ALL CANDIDATES WILL CONSIDER L&D OPPORTUNITIES WHEN CHOOSING BETWEEN TWO JOB OFFERS

Experts report significant increase in employees wanting to learn amid the 'Great Upskill', and urge businesses to re-evaluate strategies to meet the need.

Quality, Improvement and Innovation

EMBRACING AI AND LEADING ON THE 'S' IN ESG – KEY TAKEAWAYS FROM THE CIPD SCOTLAND CONFERENCE

People professionals who gathered in Edinburgh last month were told to 'play' with ChatGPT as HR grapples with the future of work.

DIGITAL TECHNOLOGIES: UNLOCKING COLLECTIVE KNOWLEDGE AND EXPERTISE IN HEALTH AND CARE

Digital technologies can change how health and care organisations are structured and how they work. They can have an impact on who leaders or staff can reach and hear from.

NEW NHS REPORT DETAILS STATE OF DIGITAL TECHNOLOGY IN HEALTHCARE EDUCATION

A new NHS report investigating the role of digital technology in healthcare education has found that, while for the most part it is beneficial, some refinements can be made.

FIVE STEPS TO EMBED A DIGITAL WORKFORCE CULTURE

As leaders, building a digital culture will help you attract and maintain digital talent and meet the ever-growing expectations of staff and service users.

UNLEASHING THE POWER OF AI: TRANSFORMING LEARNING IN THE FLOW OF WORK

A new generation of AI-powered tools is helping to reshape workplace learning and adding significant value to businesses in the process.

ARTIFICIAL INTELLIGENCE FOR HR: WHAT IS IT AND HOW WILL IT CHANGE?

New research predicts that artificial intelligence could replace the equivalent of more than 300 million jobs. How does artificial intelligence in HR impact the role?

Flexible Working

HOW ORGANISATIONS CAN ADD THE HUMAN TOUCH TO HYBRID TEAMS

It may come as a surprise that for many global employees, collaboration and delivering on objectives is easier since the 'hybridisation' of the workforce.

FIVE WAYS TO ENGAGE REMOTE EMPLOYEES IN LEARNING

Learning outside of a classroom environment can be challenging for both the learner and provider, so how can L&D teams keep people interested?

REMOTE EMPLOYEES SPEND A QUARTER LESS TIME LEARNING THAN OFFICE WORKERS

But L&D practitioners say a total return to the office isn't the solution, instead urging employers to focus on inclusivity and technology to boost development equity.

SUCCESSFUL HYBRID WORKING 'REQUIRES PERSONALISATION'

Successful hybrid working arrangements avoid getting caught up in policies and treat people as individuals, experts have said.

HYBRID WORKING: WHY PRESENCE BIAS IS STILL AN ISSUE

Andrew Mawson discusses presence bias and how organsations with hybrid working models can eliminate it.

Wellbeing and Satisfaction

HALF OF EMPLOYEES WITH POOR MANAGERS SAY WORK NEGATIVELY IMPACTS THEIR MENTAL HEALTH

CIPD calls on businesses to 'think carefully' about how they recruit and develop management at all levels of the organisation.

ENSURING YOUR TEAM'S WELL-BEING WITHOUT SACRIFICING YOUR OWN

Tending to your own well-being at home and at work makes you a healthier person—and a better manager.

CAN L&D REALLY BOOST WELLBEING?

Commentators urge businesses to 'unlock the potential' of learning and development to truly impact the health of the workforce.

HOW TO ENSURE WELLBEING COMMUNICATIONS ARE ENGAGING

The right communications strategy is necessary to engage all employees with a company's health and wellbeing strategy.

POOR MANAGERS IMPACT MENTAL HEALTH AND JOB SATISFACTION

Staff who rate their line managers' capabilities poorly are more likely to experience negative mental health, according to CIPD research.

BREAKS FROM WORK DO NOT PREVENT MENTAL FATIGUE

Taking short breaks from work might actually increase mental fatugue, a study has found.

HOW TO AVOID FINANCIAL 'WELLBEING WASHING'

Organisations must avoid 'financial wellbeing washing' their employees and offer comprehensive, rather than tick-box, support.

SHINE OFFLINE'S LAURA WILLIS: 'THERE'S NO POINT GIVING PEOPLE SMOOTHIES FOR WELLBEING IF YOU'RE NOT LOOKING AT THE CAUSES OF STRESS'

Ahead of her session at the CIPD Northern Ireland Conference, Laura Willis explains the importance of digital wellbeing in an 'always-on', flexible working world.

Equality, Diversity and Inclusion

QUARTER OF LGBT+ YOUNG ADULTS GO 'BACK INTO THE CLOSET' AFTER STARTING WORK

Experts say results are 'extremely concerning' as one in five LGBT+ people aged 18-25 claim to have experienced bullying in the workplace.

HOW CAN HR ENCOURAGE OVER 50S BACK INTO EMPLOYMENT?

As official data and various reports warn of a mass exodus of older workers from the labour market, People Management asks what it takes to persuade them to return.

SUPPORTING TRANS AND NON-BINARY HEALTHCARE STAFF

NHS Confederation launches a Leading For All: Supporting Trans and Non-binary Healthcare Staff report.

WHY BUSINESSES SHOULD DOUBLE DOWN ON EDI TO WEATHER ECONOMIC TURMOIL

Equality, diversity and inclusion programmes are often the first victims of organisation-wide budget cuts, but increasing investment in these areas makes long-term financial sense.

THE KEY TO RETAINING OLDER DISABLED WORKERS IS 'QUITE SIMPLE – NOT EASY, BUT SIMPLE'

Business Disability Forum conference speaker Andy Briggs says there are three steps to ensuring a company is more inclusive, and following them could boost the UK economy.

HOW TO KEEP UP WITH CONFLICTING VOICES IN D&I

Employers are keen to show their support for diversity and inclusion. But how employees and customers respond to D&I messaging can undermine some of the good work they're doing behind the scenes.

EMPLOYERS STRUGGLING TO SIMULTANEOUSLY ACHIEVE GENDER AND ETHNIC DIVERSITY

UK employers struggle to simultaneously achieve gender and ethnic diversity, according to a report.

TACKLING BULLYING AND HARASSMENT IN THE METAVERSE

Inappropriate behaviour that takes place in a virtual workplace environment will create new challenges, so HR will need to adapt their policies and practices.

Sustainability

THE UK IS FACING A GREEN SKILLS CRISIS – WHAT CAN WE DO?

With the number of green job postings rising, industry experts discuss this niche skills gap and what businesses can do to address it before time runs out.

PUTTING PEOPLE PROFESSIONALS ON THE ROAD TO NET ZERO

The CIPD has been championing better work and working lives for over 100 years. We help organisations thrive by focusing on their people, supporting our economies and societies.

FIRMS MAKE 'DIZZYING AND CONTRADICTORY' CLAIMS OF TRANSITION TO NET ZERO AS 'GREENWASHING' HINDERS PROGRESS

Report calls on government to crack down on companies making false statements about their eco credentials by implementing a blacklist.

AVOID GREEN QUITTING WITH SUSTAINABLE STAFF BENEFITS

ESG-conscious employees are increasingly researching organisations' environmental credentials, so this latest workplace trend buzzword shouldn't be ignored.

LAUNCH OF CONSULTATIVE PROCESS TOWARDS REACH 2035 AGENDA: RESEARCH FOR ACTION ON CLIMATE CHANGE AND HEALTH

WHO is launching the development of a global research agenda to catalyze research that will inform the mutual integration of climate and health action. The Research for Action on Climate Change and Health agenda – REACH 2035.

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