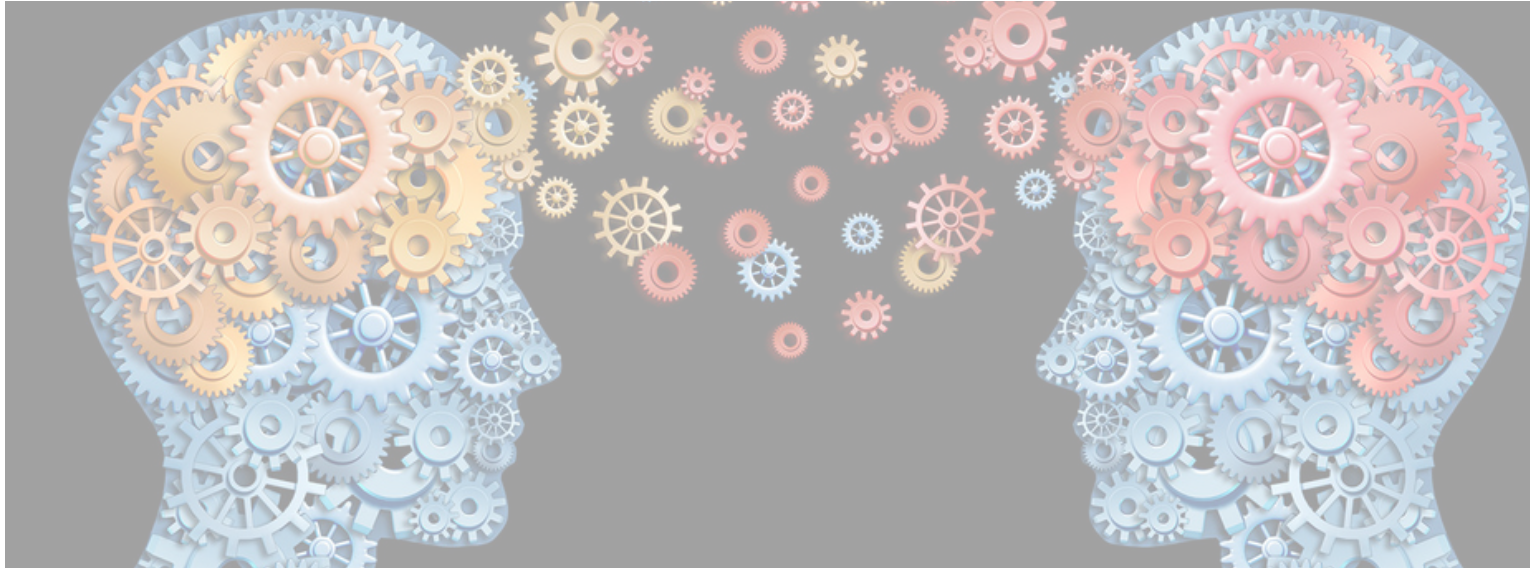


# QUARTERLY MANAGEMENT E-BULLETIN

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

### **TAPPING INTO TALENT: HOW CAN PEOPLE ANALYTICS AID PERFORMANCE MANAGEMENT AND WORKFORCE PLANNING?**

Experts at the CIPD's HR Analytics Conference emphasised the significance of skills data, performance development and workforce planning – as well as why skills data is useful for performance development.

### **APPRECIATIVE INQUIRY IN L&D WILL HELP PRODUCE A WORKFORCE OF THE FUTURE**

Speakers at the CIPD People Analytics conference talked about reinventing learning to create change in firms and help employees to look forward.

### **NO ESG MEANS NO TALENT, STRAINED RELATIONS BETWEEN HR AND MANAGERS, SHARPENING THE SAW – KEY CIPD CONFERENCE TAKEAWAYS**

Freight trains, saws and flags featured during a thought-provoking collection of talks and panels on the second day of the CIPD Annual Conference and Exhibition.

### **SKILLS: ARE WE IN THE ERA OF THE GENERALIST?**

As work becomes more tech-driven, organisations will require more individuals with 'generalist' skills to work across teams.

## **CONTINUOUS LEARNING CAN HELP BUSINESS OUT OF THE SKILLS CRISIS**

Employers need to create a culture of continuous learning and give teams opportunities to advance their skills.

## **'CAREER CONSUMERISM' REQUIRES A TALENT MANAGEMENT RETHINK**

Is the way we structure jobs, think about careers, and manage the relationship between talent and employers stuck in the past?

## **WHY TEAM COACHING IS AN EFFECTIVE ORGANISATIONAL DEVELOPMENT TOOL**

Helen Zink explores how the method can be used to develop high-performing teams, bolster resilience and enable strategy.

# **Management and Leadership**

## **IT REQUIRES GUTS TO BE A LEADER IN THE FUTURE WORKPLACE - HERE ARE SOME TIPS TO MAKE IT WORK**

As four generations combine in offices and technology evolves at dizzying speed, Lynda Holt offers leadership advice.

## **TRADITIONAL V NEW AGE MANAGEMENT: WHERE DO YOU SIT?**

Do you consider your organisation to have a 'traditional' management style, or a 'new age' approach to management, and is it helping deliver your organisation's goals?

## **'ACCIDENTAL MANAGERS' WITHOUT PROPER LEADERSHIP TRAINING CONTRIBUTING TO ALMOST ONE IN THREE WORKERS WALKING OUT**

'Accidental managers' with no formal leadership training are contributing to almost one in three workers quitting, a new study has revealed.

## **THE EXPECTATIONS OF LINE MANAGERS IN RELATION TO PEOPLE MANAGEMENT**

The expectations framework aims to enable leaders and managers to embed [Our Leadership Way](#) and the [NHS People Promise](#) with the ultimate goal of addressing the challenges set out in [The NHS Long Term Workforce Plan](#).

## **'FEARFUL LEADERS' COSTING UK ECONOMY MORE THAN £2BN**

Fearful leaders are creating environments of lost productivity and costing business billions, a survey has found.

## **2024 HR TRENDS: EMPLOYEE ADVOCACY HIGH, BUT MANAGERS MUST RESPOND**

New hires are among the employees with the highest expectations, the 2024 trends survey from Qualtrics found.

## **EVIDENCE-BASED HR AND PEOPLE ANALYTICS ARE THE SAME, RIGHT? AFRAID NOT**

Although similar, there are important distinctions to make between these two areas of the profession.

## **THE SUCCESS EQUATION FOR LEADERS**

In the dynamic world of leadership, the path to success can often seem elusive, like an intricate equation with countless variables.

## **HOW TO AVOID CREATING 'ACCIDENTAL MANAGERS'**

'Accidental managers' cost the economy dearly, according to research from the CMI. So how can we avoid creating them?

## **HOW TO HELP MANAGERS IDENTIFY SKILLS NEEDS**

Organisations can derive more value from training if managers can better identify what employees need.

# **Recruitment and Retention**

## **FIRMS MISSING OUT ON THE BEST JOB APPLICANTS BECAUSE OF TOO MANY INTERVIEWS, RESEARCH FINDS**

Worker shortages and lengthy and ineffective processes mean companies' ideal candidates are looking elsewhere.

## **EMPLOYEES MORE LIKELY TO STAY IF THEY CAN EXPLORE INTERNAL JOBS**

| Research finds more than half of employees would be more likely to stay at their organisation if they could explore internal mobility opportunities.

## **'ACCIDENTAL MANAGERS' ARE DRIVING ATTRITION**

Research by the CMI and YouGov shows that 'accidental managers' are creating retention problems for UK organisations.

## **BRAND AND BELONGING: WHY WORKPLACE CULTURE IS KEY TO RETENTION**

Increasing the diversity of candidates will be fruitless if the workplace culture does not foster belonging.

## **WHY EMPLOYERS NEED TO RETHINK RETENTION**

How we approach recruitment and retention in a challenging labour market is not working, so what can we change?

# **Quality, Improvement and Innovation**

## **SECONDMENTS BRING INNOVATION AND IDEAS SAY RESEARCHERS**

Employees who are on secondments often choose more innovative ideas and influence permanent staff to do the same, according to an academic study.

## **NINE IN 10 FIRMS ADAPTING L&D TO BETTER SUIT GEN Z**

Nearly nine in 10 organisations are adapting their learning methods to better suit the needs of their Gen Z employees, with some choosing to use more gamification, a survey has found. to

## **HOW IS AI RESHAPING HEALTH RESEARCH?**

Artificial intelligence (AI) has the power to reshape science and health. Three experts share the potential benefits and pitfalls of AI in health research.

## **EMPLOYERS NEED HR TO MAP FUTURE TALENT NEEDS AS AI ACCELERATES WORKPLACE CHANGE, RESEARCH FINDS**

Business leaders are relying on HR and recruitment teams to help organisations ready their workforces for the future, according to new research, as the onset of artificial intelligence (AI) accelerates the rate of change.it

## **THREE STRENGTHS FOR HR TO BUILD IN 2024**

What employee qualities should HR nurture to ensure workplace success in 2024?

# Flexible Working

## HOW HR CAN PLAY A 'STARRING ROLE' IN MAKING FLEXIBLE WORKING ACTUALLY WORK

Experts reflect on what people professionals can do to make flexibility beneficial – and fair – for employees and businesses.

## RESEARCH: FLEXIBLE WORK IS HAVING A MIXED IMPACT ON EMPLOYEE WELL-BEING AND PRODUCTIVITY

Flexible workers say--and HR leaders confirm--that individuals who were working remotely either full time or part time (hybrid) are experiencing more stress and more anger.

## 'IT'S NOT FAIR': HOW HR CAN TACKLE HYBRID WORKING COMPLAINTS

From cries of 'not fair' to allocation of work, how can HR and line managers deal with hybrid working complaints?

## EMPLOYERS 'SHOOTING THEMSELVES IN THE FOOT' AS NUMBER OF JOB ADS OFFERING FLEXIBLE WORKING STAGNATES

Proportion increased by 1 per cent year on year, despite talent drought and growing employee expectations of hybrid options.

# Wellbeing and Satisfaction

## HOW TO MEASURE THE IMPACT OF YOUR MENTAL HEALTH INITIATIVES

Measuring the impact of mental health initiatives is crucial because it allows you to show your genuine commitment to employee wellbeing and understand the tangible outcomes.

## WHAT HR THOUGHT IT KNEW ABOUT PRESENTEEISM IS 'FUNDAMENTALLY FLAWED'

Current attitudes toward presenteeism in the workplace are fundamentally flawed, new research has revealed, as a study finds not all instances of working whilst unwell are alike.

## CREATING SPACES FOR LISTENING - WHAT DOES IT MEAN AND WHAT DOES IT TAKE? BY CHARLIE JONES, BRIGID RUSSELL, AND KING-CHI YAU

We have something to say about the value and the potential of listening. It isn't just us doing the talking, though.

## STUDY: WORKING WHILE UNWELL NOT ALWAYS COSTLY TO BUSINESS 'BAD' STRESS AT WORK

Not all instances of working while unwell are 'presenteeism', and can be beneficial to the employee and the organisation.

## **'SAFE SPACE' LAUNCHED FOR HEALTH SERVICE CONCERNS**

NHS 'safe space': Health Services Safety Investigations Body launched for NHS and other health workers to air concerns about safety at work.

## **THE NEXT STEPS TOWARDS ENDING SEXUAL HARASSMENT AT WORK**

With employers reporting greater concerns, many are reviewing their wellbeing provision to ensure good processes and benefits exist.

## **THREE LINES OF DEFENCE AGAINST BURNOUT**

Burnout interventions often fail to work as intended because employers tend to focus on risks to individuals, rather than the organisation-wide factors that affect staff wellbeing. Sophy Pern outlines three lines of defence.

## **HOW TO HAVE LESS STRESSFUL CONFLICT CONVERSATIONS**

Conflict conversations can cause anxiety but can be managed in ways that minimise stress for all involved, writes Alexandra Efthymiades.

## **HAPPIER EMPLOYEES, HIGHER PERFORMANCE: HR'S ROLE IN BOOSTING WELLNESS AND PRODUCTIVITY**

People professionals must first care for themselves if they want to help staff.

## **THE PRESENTEEISM 'HOTSPOTS' AND HOW TO ADDRESS THEM**

Working while unwell is not always damaging to business, but it can be. Here are the presenteeism hotspots and how to address them.

## **HOW TO ADDRESS THE FINANCIAL WELLBEING SUPPORT 'PERCEPTION GAP'**

Research shows a significant gap in how employers and employees perceive the financial wellbeing support on offer.

## **GENERATION Z: 'THE LONELIEST, LEAST RESILIENT DEMOGRAPHIC ALIVE'**

Generation Z's vitality, while trending upward, lags far behind that of other cohorts, according to a new survey commissioned by The Cigna Group. But HR can play a key role in supporting the mental health of this generation.

## **CIPD: HR SUPPORT FOR EMPLOYEE MENTAL HEALTH AND BUILDING COMPANY CULTURE MAY BE HAMPERED BY HYBRID WORKING**

Experts stress the 'pivotal' role the people profession has in 'bridging the gap' between managers and their teams and ensuring organisations are future fit.

# Equality, Diversity and Inclusion

## **CLOSING THE GAP: A GUIDE TO ADDRESSING RACIAL DISCRIMINATION IN DISCIPLINARIES**

The issues existing in the race inequality agenda are ingrained, multifactorial and complex, needing many different, innovative and creative solutions for us to employ in order to ultimately reach the goal of a fully inclusive and fair NHS for all our staff.

## **'DIVERSITY WASHING': HOW TO ENSURE WORDS TRANSLATE INTO ACTION**

Warm words about having an inclusive organisation will fall flat if they are not backed up with action. How can we tackle diversity washing?

## **FIVE TIPS ON PROMOTING EQUALITY AND DIVERSITY IN RECRUITMENT**

Anonymised applications and diverse selection panels are among the actions employers can take.

## **BREAKING CLASS BARRIERS, NEURODIVERSITY AFFECTS EVERYBODY: FIVE TAKEAWAYS FROM THE CIPD EDI CONFERENCE**

EDI is "a golden thread that runs through the organisation", said CIPD senior policy adviser Lutfur Ali in his opening keynote. "Everybody says it's front and centre...but how many times have we been in situations where that narrative doesn't fit with what's actually being done on the ground?"

## **10 TIPS FOR IMPROVING WORKPLACE INCLUSION**

While many businesses focus on boosting workplace diversity, their inclusion efforts fall behind. With 2024 on the horizon, workplace and inclusion experts have offered recommendations for strengthening inclusion in the workplace.

# Sustainability

## **WILL CLIMATE CHANGE LEAD TO MORE DRUG-RESISTANT INFECTIONS?**

Climate change and antimicrobial resistance – when drugs designed to kill microbes become ineffective – are two major global health crises. But did you know that the two challenges are connected?

## **TWELVE CS FOR GETTING HEALTH SYSTEMS TO NET ZERO**

Richard Smith's takeaway message from the inaugural Net Zero Clinical Care conference.

## **WE INSPIRE AND SUPPORT HEALTHCARE SITES IN TRANSFORMING THEIR GREEN SPACE FOR HEALTH, WELLBEING AND BIODIVERSITY**

This can mean beautiful gardens for rest and recovery; woodland hedgerows and meadows that create habitats for wildlife and social spaces for people; and growing space for fruit and vegetables.

## **MANY SMALL STEPS CREATE BIG CHANGE. BY DR FRANCES CUNDILL**

Ultimately, I want to leave the world in a better place for my children and future generations, and for them to live happy and healthy lives. Whilst the climate news stories can feel disheartening at times, I believe that a brighter future is still possible, and, if anything, it has made me more determined to do what I can to ensure this brighter future can happen.

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