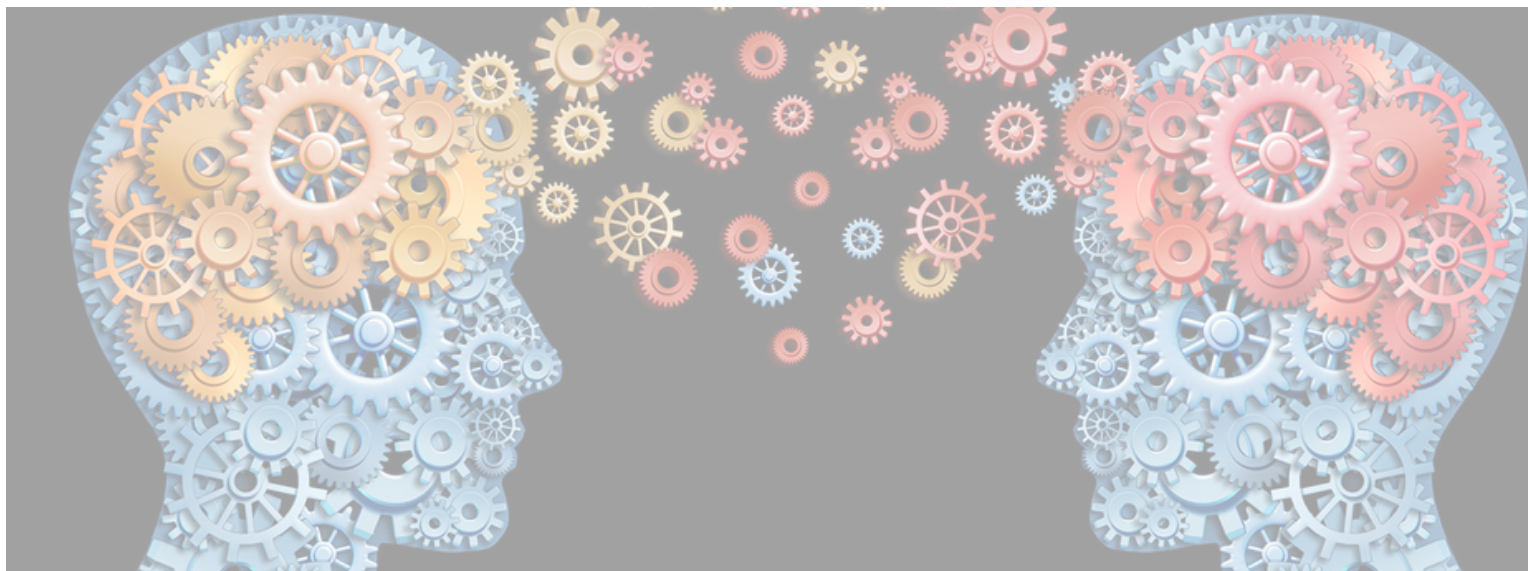


QUARTERLY MANAGEMENT E-BULLETIN

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 UK'S TRAINING DEFICIT: HOW HR AND L&D CAN CLOSE THE GAP

The best employers invest in their people. But falling employer investment in training is holding back the British economy. What can be done?

AI USE IN L&D: BALANCING EFFICIENCY WITH HUMAN TOUCH

The artificial intelligence storm rumbles on with technology proponents extolling its many benefits while those with an ethical stance warn of its dangers; Rosie Evans-Krimme balances the viewpoints.

THE VALUE OF BUILDING, NOT BUYING TALENT

Recognising the value of building rather than buying talent has rarely been more important for business leaders.

INTERNAL MOBILITY: HOW TO UNLOCK YOUR EMPLOYEES' POTENTIAL

Most employers understand the importance of learning and development for talent retention, but return on investment is clearly being missed if workplace opportunities to turn new skills into additional business capability are being overlooked.

Management and Leadership

ARE UK BUSINESSES SUFFERING FROM A CRISIS IN LEADERSHIP?

Following recent comments from the Chartered Management Institute's (CMI) CEO, HR and L&D experts share their views on how the government and businesses can better prepare leaders for the future.

HOW TO BUILD A STRONG PIPELINE OF LEADERSHIP TALENT

The traditional method of nurturing future leaders is not fit for purpose in today's constantly evolving business environment.

BUSINESS LEADERS MUST FACE UP TO NEW HR CHALLENGES

Today's new world of work has not only burdened HR with new demands but increased obstacles to effectiveness.

CHANGE MANAGEMENT: A GUIDE FOR PEOPLE PROFESSIONALS

It is clear that to survive, and thrive, organisations must respond to this change. People professionals need to be ready to co-ordinate change across all sectors, to keep ahead of developments and support people in their organisations to embrace change.

THE DIARY OF A COACH: 'BEING A GOOD LEADER OF YOURSELF AND OTHERS MEANS WORKING ON YOUR SELF AWARENESS'

Take it from a veteran of fighting an overloaded mind that refuses to be quiet: finding peace and enjoying time off is something that can be learned when it doesn't come naturally.

IT'S TIME FOR LEADERS TO RETHINK EMPATHY

By turning awareness of how others may be feeling into an impetus for compassion, senior management can become more sustainably effective and resilient.

WHICH COMMUNICATIONS PLATFORM IS RIGHT FOR YOUR TEAM?

Today's managers can choose among many platforms—Slack, Outlook or Zoom, for a start—to communicate with their teams. But they should be deliberate with their choices, lest messages get lost in the shuffle.

Recruitment and Retention

THE NHS LONG TERM WORKFORCE PLAN EXPLAINED

Successful workforce planning for the NHS ensures that it has the right number of staff, with the right skills and competencies, in the right place, at the right time to deliver services that provide the best possible patient care and meet demand, within an affordable budget.

IS SKILLS-BASED HIRING THE KEY TO PLUGGING TALENT GAPS?

As businesses across the globe continue to struggle with candidate shortages, experts are calling for an overhaul of traditional mindsets and recruitment methods.

HOW CAREER CONVERSATIONS HELP PREVENT BOREDOM AT WORK

By introducing career conversations, organisations can help motivate and engage staff and potentially address skills shortages.

ONE IN 11 WILL WORK FOR NHS ENGLAND BY 2037

If the NHS workforce plan goes as pledged, one in 11 employees in England will work for the health service.

HOW TO RETAIN YOUR TALENT

Too often, managers are unaware of and therefore fail to respond to disgruntled workers, raising the risk that frustrated employees will leave for other opportunities and perhaps burn some bridges on their way out.

HOW THE NHS CAN BE REVITALISED THROUGH APPRENTICESHIPS

The scepticism about the benefits of professional apprenticeships in the health service reveals an outdated perspective.

HOW TO CREATE A PURPOSE-LED CULTURE TO RETAIN TOP TALENT

Creating purpose at work is often said to improve retention, but how do employers achieve and communicate this?

Quality, Improvement and Innovation

THE NINE SKILLS FUTURE-READY HR LEADERS SHOULD HAVE TO HARNESS ORGANISATIONAL AGILITY

Natalie Sheils uses the third instalment of her series to explore the importance of agile HR in the future of work.

BALANCING AI AND AUTHENTIC LEARNING

The L&D community embraces using platforms such as ChatGPT as a research tool, but an over-reliance is causing some issues for the function.

FIVE AI TOOLS TO ENHANCE RECRUITMENT

Recruitment expert offers his tips on how to use AI to find the best talent.

HOW TO SPOT RIGHT-BRAIN THINKERS, YOUR WORKFORCE'S SUPERPOWER IN THE AGE OF AI

The question of exactly how AI will affect future work is playing on the minds of leaders and employees.

'PURPOSE HAS TO BE INTRINSIC TO EVERY PART OF YOUR BUSINESS'

Nicki Lyons explains what the 'P word' means and how to ensure the entire organisation shares the vision.

FEAR OR FUTURE? GETTING TO GRIPS WITH THE AI SKILLS GAP

As employees get to grips with rapidly evolving artificial intelligence tools, how can HR and learning teams support them?

Flexible Working

DO FLEXIBLE WORKING REQUESTS HELP EMPLOYERS TO RETAIN STAFF?

Work culture is changing, says Catherine Mitchell, and businesses need to keep in step.

HOW HR SHOULD SUPPORT MANAGERS OF HYBRID TEAMS

Ang Brennan examines what HR and learning professionals should be doing in supporting managers of hybrid teams.

GROWING NUMBER OF JOBSEEKERS VALUE 'WORK FROM ANYWHERE' SCHEMES AND MENTAL HEALTH SUPPORT, RESEARCH FINDS

Experts advise companies to prioritise workplace wellbeing programmes, but to exercise 'caution' over WFA.

MAINTAINING A STRONG WORKPLACE CULTURE IN GLOBAL HYBRID TEAMS

Marco Favalaro shares employees and managers' insights on workplace culture and his experience of managing global hybrid teams.

BUSINESSES MUST TAKE A 'POSITIVE APPROACH' TO REMOTE WORKING REQUESTS, ACAS DRAFT CODE RECOMMENDS

Lawyers say the proposed statutory code of practice update would 'benefit employers', while HR experts believe training and policy changes will be needed.

TRAINING TO BE HYBRID IN THE NEW WORLD OF WORK

Working remotely for at least part of the week is now commonplace, but how do managers 'manage' from a distance?

Wellbeing and Satisfaction

MANAGERS ARE BURNED OUT. HERE'S HOW TO HELP THEM RECHARGE

Too much work, combined with too little time and resources, adds up to scores of exhausted managers, who are almost twice as likely to leave their employer, according to research from Microsoft.

FINANCIAL WELLBEING: FOUR LESSONS LEARNED FROM MENTAL HEALTH SUPPORT

We can learn a lot from how we support employees on mental health when it comes to financial wellbeing.

MENTAL HEALTH NEEDS OF WORKFORCE HAVE 'NEVER BEEN GREATER' AND ARE STILL SOARING

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

CALLS FOR MORE PROTECTIONS FOR NHS WHISTLEBLOWERS

Whistleblowing protections should be strengthened to prevent the bullying of NHS staff who raise concerns about safety, a union has said.

HOW TO AVERT BURNOUT IN HR

There are signs that burnout in HR is increasing. Tackling this involves organisational, team and individual responses.

IDENTIFYING THE CAUSES OF WORKLOAD STRESS AND TACKLING DIFFERENT MANAGEMENT STYLES

People Management focuses on some of the report's key topics and investigates what practical steps can be taken by employers to reduce the record-high absence rates.

Equality, Diversity and Inclusion

THE ROAD TO RACE EQUALITY IN THE NHS: 10 STEPS TO CRAFTING AN EFFECTIVE ACTION PLAN

Race equality is not a tick box exercise. It is a journey towards creating a more inclusive, fair, and effective NHS.

POSITIVE DISCRIMINATION: HOW TO STAY WITHIN THE LAW

Following news that the RAF discriminated against white men in its bid to boost diversity, People Management asks how to keep recruitment practices above board.

HOW TO BE AN ALLY WITHOUT MAKING IT ABOUT YOU

Active allyship drives systemic change through individual actions. In the workplace, it means getting involved in employee resource groups, as well as mentoring and sponsoring workers of different races, ethnicities, genders, abilities and more. Leaders who are active allies elevate and amplify the voices of others.

'FUTURE-FOCUSED' SECTORS RISK EXCLUDING WOMEN ON LOW INCOMES

Employers in 'future-focused' industries risk alienating women from low-income backgrounds if they do not change their working practices.

MAKE JOB SHARING MORE ACCESSIBLE AND CUT TAX TO IMPROVE GENDER EQUALITY

Commentators say part-time workers can bring 'different mindsets' and wider skillsets to an organisation.

COULD WELL-MEANT WORKPLACE INCLUSION SOMETIMES LEAD TO EXCLUSION?

HR executives must be careful not to offend employees when organising EDI initiatives.

Sustainability

GREEN MEANS GO: HOW TO ATTRACT AND RETAIN A GENERATION OF ECO-CONSCIOUS EMPLOYEES

Mo Zahid says businesses that prioritise environmentally-aware policies will reap a host of rewards.

GREENER LEADER BLOG SERIES: EXPLORING OUR CIRCLES OF INFLUENCE AS CLIMATE LEADERS

Consciousness and concern about the climate emergency are growing across society - the evident impact on the health and wellbeing of global populations is acknowledged by healthcare institutions underscored by robust evidence.

GREENER LEADER BLOG SERIES: EXPLORING OUR CIRCLES OF INFLUENCE AS CLIMATE LEADERS

Minimising the impacts of climate change is a huge challenge, one that requires both individual actions and system changes.

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