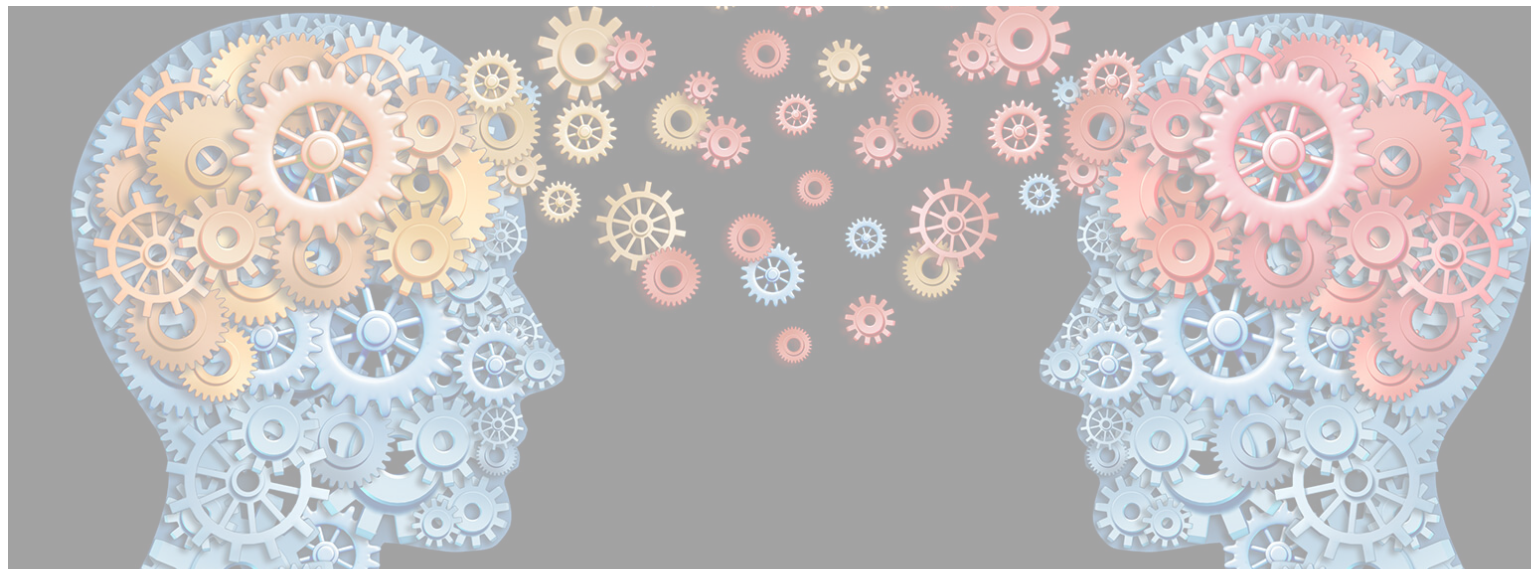


QUARTERLY MANAGEMENT E-BULLETIN

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

JUST ONE IN 20 WORKERS THINK THEIR EMPLOYER PRIORITISES UPSKILLING, REPORT FINDS

But professional development remains a high priority for staff, a third of whom feel left behind by the pandemic.

UPSILLING: WHY A 'TOTAL LEARNING' APPROACH IS CRUCIAL

Research into the role of the learning function suggests that 2022 could be the year its star rises. LinkedIn Learning's 2021 workplace learning report revealed that upskilling and reskilling is the top priority for 59% L&D professionals globally - a 15% increase since last year.

MANAGERS LIKELY TO CHANGE JOBS IF THEY HAVEN'T HAD TRAINING

Two in five managers who haven't received any management training are planning to change jobs over the next 12 months, a survey has found.

LEARNING TEAMS TOO FOCUSED ON COURSES, SURVEY FINDS

Only 4% of organisations use real-time, on-the-job learning as their main learning strategy, according to a survey by knowledge platform Fuse. Four in 10 learning and development teams are following a course-led strategy and are struggling to replace these courses with real-time learning opportunities, it found.

Management and Leadership

WHY YOU SHOULDN'T MOTIVATE YOUR EMPLOYEES

Only 1 in 3 think their boss is good at motivation. This is how to ramp up your team's motivation without the big speeches.

ARE YOU A MICROMANAGER?

Answer these four quick questions to find out if you're a helicopter manager – and how you can change your behaviour.

FIVE LEADERS, FIVE REFLECTIONS ABOUT PUBLIC HEALTH AND THE COVID-19 PANDEMIC

Recently a report was published about the experiences of directors of public health (DsPH) in eight different local areas during the Covid-19 pandemic. To take a wider view of England's emergency response to Covid-19, hear from five other leaders working at either a national or regional level across the Department of Health and Social Care, NHS England and NHS Improvement and Public Health England.

WHAT TO DO WHEN YOU FAIL: 10 STEPS TO TRANSFORM FAILURE INTO SUCCESS

Take these steps to make sure both you and your team thrive in the face of adversity and cope healthily with failure.

THE PERSONALITY TRAITS THAT CAN DERAIL YOUR CAREER

To lead effectively, you need to understand how your team members react under extreme pressure – and the dark side of their personality.

HOW TO MANAGE YOUR LEADERSHIP BLIND SPOTS

Often faced with chaos and difficult decisions, leaders tend to focus on what's in front of them. Elva Ainsworth explores the value of deploying a 'rear-view' mirror to see where they might be missing something.

HOW TO LEAD WHEN MANAGING COMPETING PRIORITIES

The situation is chaotic. Everyone's stressed. Where does your duty lie: to the task, the team or the individual?

Recruitment and Retention

QUARTER OF EMPLOYEES PLANNING TO MOVE JOBS WITHIN SIX MONTHS, POLL SUGGESTS

Experts warn remote working has weakened company loyalty, and suggest firms look at their remuneration packages to incentivise staff to stay.

THREE-QUARTERS OF JOB ADVERTS STILL FAIL TO MENTION FLEXIBLE WORKING, RESEARCH FINDS

Experts say employers are missing out on 'critical' talent attraction tool, as figures show major change in how jobs are advertised has not materialised.

IS THE CV DEAD?

With the growing popularity of personality and skills tests during the recruitment process, do you even need a CV anymore?

SIX IN 10 WOULD CHANGE JOBS FOR BETTER PARENTAL LEAVE

Six in 10 parents or expectant parents would switch jobs for better parental leave, a survey by Virgin Money has found.

PRIVATE HEALTH PERKS OUTSTRIP PAY RISES AS HR TACKLES RECRUITMENT PROBLEMS

Employee benefits such as private health insurance have overtaken pay rises as the number one incentive being used by employers to attract recruits.

THE 'GREAT RESIGNATION': WHY HR AND MANAGERS MUST WORK TOGETHER ON RETENTION

Many employers will only act to retain a key employee once they have handed in their resignation, but a successful retention strategy should in fact begin on their very first day in a role.

HALF FEEL THEIR RECRUITMENT PROCESSES DON'T IMPROVE D&I

Almost half (45%) of organisations do not feel their recruitment processes make a positive contribution to their diversity and inclusion strategy. This is according to XpertHR, which found only.

Quality, Improvement and Innovation

HALF OF HR PROFESSIONALS NEEDED TO UPSKILL IN RESPONSE TO COVID, CIPD POLL FINDS

Digital transformation was the top driver of organisational change last year and more people in the industry reported finding meaning in their work.

WHY HR NEEDS TO HAVE A GREEN AGENDA

With COP26 around the corner, People Management looks at why and how firms need to be addressing climate change.

ESG FOR MANAGERS: WHY YOU SHOULD PAY ATTENTION TO ENVIRONMENTALLY FRIENDLY PRACTICES

The survival of your organisation and the planet depends on balancing purpose and profit. Meet some managers doing just that.

HOW WILL NEW AI LEGISLATION AFFECT BUSINESSES?

With concerns growing over the use of artificial intelligence in the workplace, People Management explores the implications parliamentary proposals would have on work processes.

HOW TO USE CULTURE TO GUIDE YOUR ORGANISATION THROUGH CHANGE

How To Use Culture To Guide Your Organisation Through Change
The strength of your culture will anchor your organisation through any period of profound change, explains Prudential's CHRO.

HOW TO TURN TRANSFORMATIONAL CULTURE FROM FANTASY TO REALITY

David Liddle proposes a new transformational culture model that favours purpose, equity and performance.

THE SKILLS THAT EMPLOYERS WANT IN THE MODERN WORKPLACE

Focus on these employability skills during your studies - and talk about them in interviews - to land yourself a great job.

CIPD ACE: HR FACES 'ONCE IN A LIFETIME' OPPORTUNITY TO RESHAPE WORK

HR professionals have a "once in a lifetime" opportunity to redesign work as organisations build back after the pandemic.

WRITING A PERFORMANCE IMPROVEMENT PROCEDURE: A GUIDE FOR HR

A guide to drafting a clear and concise performance improvement plan, to help employers tackle underperformance early and to invoke formal action when performance issues cannot be resolved informally.

HOW TO TAKE ACTION ON TOXIC WORKPLACE CULTURE

With more and more reports surfacing about toxic workplace cultures, there is more at stake than employee retention. Companies need to consider their reputations and take action to nip toxic behaviour in the bud, advises Jonathan Maude.

Remote Working

FLEXIBLE WORKING MAKES EMPLOYEES FEEL MORE TRUSTED, POLL FINDS

Employers 'stand to gain a lot' in terms of commitment and loyalty by empowering staff to work in the way they prefer.

HALF OF WORKERS CONCERNED HYBRID WORKING COULD LEAD TO DISCRIMINATION, REPORT FINDS

Experts say HR has a role to play in ensuring line managers are prepared to deal with new challenges.

HYBRID WORKING, ATTRITION AND CULTURE: THE ROLE OF HR POST-COVID

HR must work with business leaders, managers and partners to develop successful hybrid working cultures after being thrust into the spotlight by the pandemic, delegates at the 2021 People in Law Conference were told last week.

FOUR QUESTIONS TO ASK ABOUT YOUR REMOTE COMMUNICATION

Don't let your organisation become a glorified TaskRabbit: look at how your digital communication reflects your culture.

RIP MEDIOCRE MANAGERS

Everything is harder when you manage a remote team. Get these seven things right to raise your hybrid working game.

FIVE COMPELLING REASONS TO GO BACK TO THE OFFICE

The office is not dead, it's very much alive. "If you want a career, go to the office - if you want a job, stay at home".

ONLY A THIRD OF FIRMS ACCEPT DAY-ONE FLEXIBLE WORKING REQUESTS, CIPD FINDS

Poll reveals many businesses are still lagging behind despite two in five being more likely to allow flexible arrangements since the pandemic.

HOLIDAYS: HOW LEADERS TAKING A BREAK CAN SET AN EXAMPLE

The timing of Boris Johnson's recent holiday in Marbella attracted criticism but senior leaders need a break too. But when should they take it?

REFUSING FLEXIBLE WORK TO EMPLOYEES COSTS UK FIRMS £2BN

A new report has forecast that a 50% increase in flexible working could result in a net economic gain of £55bn for the entire economy, while creating 51,200 new jobs.

KEEPING HARMONY AMONG VIRTUAL TEAMS

Conflict resolution is a key leadership trait under the ChMC competency framework that is rising in significance.

Wellbeing and Satisfaction

10 SIMPLE WAYS YOU CAN SUPPORT YOUR MENOPAUSAL EMPLOYEES

Taking the lead on breaking the stigma and supporting your employees isn't hard – as these practical changes show.

MENOPAUSE: WHAT SHOULD A WORKPLACE POLICY COVER?

After a menopause initiative grabbed the coveted 'winner of winners' prize at the Personnel Today awards, Sophie Georgiou and Sarah Rushton look at what an effective workplace menopause policy could include, alongside some of the legal considerations.

EMPLOYEE BURNOUT HAS DOUBLED SINCE LOCKDOWN ENDED, RESEARCH FINDS

Experts say organisational cultures that promote wellbeing need to start with senior leaders, as poll reveals access to flexible working is also lacking.

WORKERS CONFLICTED OVER CHILDCARE RESPONSIBILITIES ARE LESS PRODUCTIVE, STUDY REVEALS

Researchers found that staff struggling to balance work and parental pressures inevitably prioritise family commitments.

WHAT IF A COLLEAGUE HAS AN ALCOHOL PROBLEM...?

Managers need to develop a culture where people can spot who is struggling and know how to respond.

BULLYING: WHAT TO DO IF THE BULLY IS YOUR BOSS?

The protocol won't work if the bully is part of the safe space. Two conflict specialists offer their insights and advice.

SEXUAL HARASSMENT IN THE WORKPLACE - WHAT CAN EMPLOYERS DO?

With sexual harassment often stemming from a culture that considers it "acceptable banter", what can employers do to rid the workplace of this behaviour?

THE EPIDEMIC OF HIDDEN OVERTIME: WHAT MANAGERS NEED TO KNOW

The rise of remote work has blurred boundaries and left some employees set to 'always on' – what's the cure?

PREGNANT EMPLOYEES CONCERNED ABOUT JOB SECURITY IF THEY REQUEST COVID PROTECTION, RESEARCH FINDS

Charity says health and safety rules for pregnant staff in the workplace are 'not fit for purpose' and need to be overhauled.

JOB QUALITY MORE IMPORTANT TO WELLBEING THAN HOURS WORKED, STUDY FINDS

Job Quality More Important To Wellbeing Than Hours Worked, Study Finds

HOW HR CAN HELP WITH 'SURVIVOR SYNDROME'

HR has a unique opportunity to help them navigate "survivor syndrome" over the months ahead.

REDEFINING PRESENTEEISM IN THE WORKPLACE

There's a whole new category of presenteeism that needs to be considered. This is the idea that individuals feel they are unable to bring their true selves to the workplace.

LOW NUMBER OF SICK DAYS IN UK A SIGN OF 'OUTDATED LEGACY ATTITUDES'

UK's average of 5.8 days sick leave last year indicative of how 'fear and control' holds sway at many organisations.

DOMESTIC ABUSE IS EVERYONE'S BUSINESS - WHICH IS WHY WORKPLACES SHOULD DO MORE

Domestic abuse is too rarely discussed in the work environment yet its effects can be highly damaging to employees and their colleagues.

Equality, Diversity and Inclusion

HALF OF EMPLOYEES THINK BETTER INCLUSION IS ONLY POSSIBLE WITH LEADERSHIP CHANGE, RESEARCH FINDS

Experts suggest firms can improve diversity through commitment from leaders and improved recruitment processes.

MAKING HYBRID WORKING INCLUSIVE

While some workers are benefitting from a shift to hybrid, others are facing new challenges.

OLDER WORKERS 'PUSHED OUT' OF THE WORKFORCE AFTER REDUNDANCY, STUDY FINDS

Experts also raise concerns over 'worrying' findings that over-50s are more likely to face being made redundant than younger workers.

COULD WORKING FROM HOME STALL WOMEN'S CAREERS?

After a policymaker's warning last week, People Management asked the experts whether remote work really hinders female employees' progression - and how HR can help

DIVERSITY AND INCLUSION: 5 ACTIONS ORGANISATIONS SHOULD TAKE RIGHT NOW

Helen Gordon CCMi shares The Science Council's latest benchmarking report findings about diversity in STEM – and what it tells all of us about progress.

WHY DO LEADERS FIND IT SO DIFFICULT TO TALK ABOUT INCLUSION?

If you think talking about inclusion will expose you as a dinosaur, you may be right. Time to find some bravery and curiosity.

WHY UNCONSCIOUS BIAS TRAINING STILL HAS VALUE

The effectiveness of unconscious bias training is often questioned, but, if done in the right way, it can help to raise awareness of prejudices and encourage staff to begin addressing them.

EQUAL PAY DAY: STOP ASKING CANDIDATES FOR THEIR SALARY HISTORY

Asking about past salaries contributes to the gender pay gap, campaigners warn.

OCCUPATION A MAJOR FACTOR IN COVID'S DISPROPORTIONATE IMPACT ON ETHNIC MINORITY GROUPS, GOVERNMENT STUDY FINDS

Minister warns against 'one size fits all' fix because the pandemic affects different groups in different ways.

DOES MEASURING DISABILITY DATA REALLY HELP US ACHIEVE WORKPLACE INCLUSION?

Campaigners are pushing for employers to close the disability employment gap at a quicker pace, but are organisations measuring the right thing, with the right intention? Angela Matthews argues for a more holistic approach.

ELLIE SIMMONDS: BE INTRIGUED TO LEARN HOW TO SUPPORT DISABLED EMPLOYEES

Paralympic gold medallist Ellie Simmonds has encouraged organisations to have open conversations with employees and job candidates who have disabilities to determine how they can be supported to perform at their best.

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