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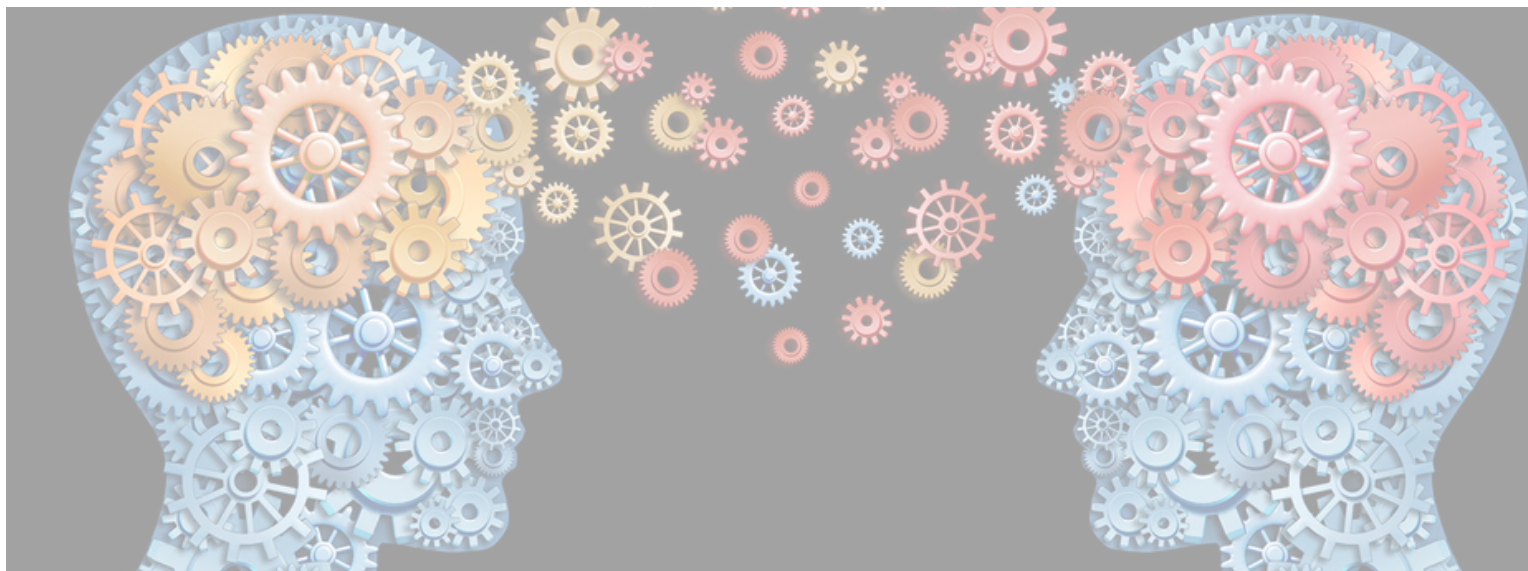Teaching Hospitals
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QUARTERLY MANAGEMENT E-BULLETIN

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

DRIVE EMPLOYEE ENGAGEMENT WITH A PEOPLE-FOCUSED L&D STRATEGY

Employee engagement is fundamental to growth and success. When people feel engaged they're committed and motivated to achieve success for themselves, and for their employer.

TRAINING EMPLOYEES TO BE HR MANAGERS IS 76 PER CENT CHEAPER THAN HIRING A SENIOR PEOPLE PROFESSIONAL

Experts say upskilling will become an organisational imperative, hailing it a 'critical investment'.

FIVE TIPS FOR EMBEDDING QUALITY IN TRAINING AND DRIVING BETTER ROI

L&D professionals will be sharpening their focus on their skills strategies, looking for ways to maximise the effectiveness of in-house training programmes to boost skills, increase retention and drive ROI to weather the storms ahead.

BUILDING THE CASE FOR L&D IN A RECESSION

Gustaf Nordbäck explains why, during tricky economic times, businesses should not view learning and development as a luxury that can be cut.

RECRUITERS WANT HUMAN, NOT TECHNICAL SKILLS

The most sought after skills in the UK job market are human attributes such as communication and teamwork, according to an analysis of 21 million job ads globally.

ASSESSING POTENTIAL: GOING BEYOND THE TRADITIONAL

Traditional models of potential can be very restrictive in terms of what they say and measure.

Management and Leadership

WHY EMOTIONAL INTELLIGENCE IS KEY TO EFFECTIVE LEADERSHIP

Emotional intelligence isn't a new concept but perception around its value in the workplace is starting to change.

MANAGEMENT HACKS TO BOOST YOUR TEAM'S CREATIVITY

Managers hold a huge sway over the success of their team and boosting overall creativity is the perfect way to secure exactly that.

EMPLOYEES ARE THREE TIMES MORE ENGAGED WHEN THEY FEEL SUPPORTED BY MANAGERS

Commentators call for more training and development of line managers as survey highlights their impact on the workforce.

KEEPING EMPLOYEES ENERGISED WITH COMMUNICATION

After reacting to sudden change on a grand scale when the pandemic hit, leaders are becoming increasingly adept at responding strategically to new unknowns.

MANAGING TEAMS IN PERIODS OF CHANGE

After a year of upheaval for the UK, Chris Underwood explains how leaders can effectively guide their businesses through unpredictable times.

HOW TO THINK STRATEGICALLY DURING ECONOMIC UNCERTAINTY

Leaders can use hard times as an opportunity to make lasting, positive change.

UNPRODUCTIVE? BLAME THE BOSS, NOT THE WORKERS

In light of recent comments from the new prime minister about British employees' productivity, Barbara Stöttinger argues that the onus needs to lie more with managers.

NEW YEAR PREDICTIONS: WHAT SKILLS WILL HR NEED IN 2023?

As we near the end of another turbulent 12 months, People Management asks a range of experts to foretell the future of the people profession.

Recruitment and Retention

JOB SATISFACTION DOESN'T EQUATE RETENTION FOR SMES, RESEARCH REVEALS

Commentators say SMEs are not given enough credit for levels of job satisfaction but will 'struggle' competing with larger firms for talent.

TO CURB 'QUIET QUITTING', EMPLOYERS MUST ADDRESS BURNOUT

Supporting fatigued employees who don't feel willing or able to go the extra mile should be high on HR's list of priorities.

CAREER PROGRESSION: WORKERS WILL STAY IF THEY CAN ADVANCE THEIR CAREER

A majority of workers in 25 countries want to stay with their current company, but a lack of career progression at their current employer is a factor in their desire to Move on.

EMPLOYERS MUST ENCOURAGE FLEXIBLE WORKING TO RETAIN OVER 50S

According to Rest Less, a digital community for the over 50s, employers are not doing enough to retain older workers. In particular, flexible working is key for people thinking about returning to work after a period of absence.

PUBLIC SECTOR: HOW CAN EMPLOYERS COMPETE IN THE WAR FOR TALENT?

With daily news of strikes and disputes over pay, it's a tough time to be in public sector HR at the moment.

DON'T SCRAP THE APPRENTICESHIP LEVY, WARNS MANAGEMENT BODY

It would be an 'enormous error' to ditch the apprenticeship levy, says the Chartered Management Institute, which claims it is helping to tackle the UK's productivity gap.

LESS THAN A THIRD OF EMPLOYERS HAVE MANDATED INTERVIEW TRAINING AROUND INCLUSIVITY

Diverse individuals found to be at a significant disadvantage as a result of poor candidate screening.

MAJORITY OF WORKERS CONSIDER QUITTING WHEN COLLEAGUES RESIGN, RESEARCH FINDS

Companies advised to steer clear of 'blunt tool' pay rises to improve retention rates and instead focus on line manager support.

Quality, Improvement and Innovation

DIGITAL TRANSFORMATION STARTS WITH THE RIGHT STRATEGY

Developing a clear, focused and integrated digital strategy is one of the best ways to set up a digital transformation for success.

WHY USER RESEARCH UNDERPINS SUCCESSFUL DIGITAL DELIVERY

From research to service delivery, the work of the NHS is underpinned by a strong evidence-based culture.

VIRTUAL TRAINING: WHAT DOES THE FUTURE HOLD?

Bernard Marr shares real-life examples of how organisations are using innovative technologies to improve learning and development.

WHY DIGITAL TRANSFORMATION IS ABOUT PEOPLE

Putting humans back into data and digitisation isn't always welcome, but it is necessary.

Remote Working

HALF OF BOSSES SUPPORT EMPLOYEE MONITORING BUT HR REMAINS UNSURE

Experts warn tracking remote workers' activity can breed a culture of mistrust, and most productivity measurements would yield misleading results.

FLEXIBLE WORKING BILL: CAN IT SOLVE EXISTING ISSUES?

People Management explores the proposed legislation, its potential impact and possible limitations.

VAST MAJORITY WANT TO CONTINUE WORKING FROM HOME

New data suggests that workers currently working to a hybrid routine overwhelmingly want to retain the option to work from home.

FLEXIBLE WORKING: THE CHALLENGES OF A TWO-TIER WORKFORCE

With figures showing most employees want to split their time between home and the office, Colin O'Riordan explores the negative implications of having a hybrid workforce.

WORKING FROM HOME MAY HAVE CAREER BENEFITS FOR YOUNG PEOPLE

A study finds young people feel working from home has made it easier for them to volunteer for tasks and ask questions.

FIVE WAYS TO DEVELOP 'ACCIDENTAL' MANAGERS' SKILLS IN THE HYBRID WORKPLACE

How can organisations upskill 'accidental' line managers?

WHAT GREAT REMOTE MANAGERS DO DIFFERENTLY

Remote or not, the role of a manager at its core remains the same: to motivate employees and organize resources to drive performance excellence.

Wellbeing and Satisfaction

EAPS ALONE CANNOT SOLVE EMPLOYEE MENTAL HEALTH PROBLEMS

Response follows criticism of 'overstretched' providers as wellbeing concerns rise and half of workers report having no access to resources.

WHY NOW IS THE TIME TO THINK ABOUT WORKPLACE MENTAL HEALTH SUPPORT

It's never too late for people professionals and managers to take stock of their own psychological wellbeing and that of the people they look after.

SUPPORTING STAFF DURING THE MENOPAUSE

Moira Campbell and Özlem Mehmet outline what employers can do to help menopausal employees in the workplace.

ROLLING BLACKOUTS: WHAT DOES HR NEED TO KNOW?

With the potential for power outages threatening the UK, People Management asks the experts how businesses can best prepare.

HOW TO REIGNITE EMPLOYEE PASSION

The answers to lack of enthusiasm for work often lie outside the job itself, argues Mary Alice Vuicic. But that doesn't mean firms can't do anything about it.

WHY HR MUST FOCUS ON EDUCATION AND MANAGERS TO REDUCE THE IMPACT OF MENOPAUSE

As World Menopause Month draws to a close, Imogen Cardwell sends an important reminder to support people struggling with symptoms at work.

NHS MENOPAUSE GUIDANCE RECOMMENDS FLEXIBLE WORKING

New NHS menopause guidance suggests that managers should consider flexible working for employees who struggle with menopause symptoms.

Equality, Diversity and Inclusion

USE OF GENDER-BIASED LANGUAGE PROLIFIC IN WORKPLACES

Experts say steps should be taken to foster inclusive phrases and avoid outdated terms as research reveals use in meetings as well as casual conversation.

EMPLOYERS URGED TO BETTER RETAIN OLDER WORKERS AS STUDY FINDS STATE PENSION AGE COULD RISE TO 69 IN 20 YEARS

Experts warn of potential 'logistical nightmare for workforce planning' and say provisions should be put in place for those who are unable to work but can't afford to retire.

THE ROLE OF HR AND LEADERS IN TACKLING RACIAL DISCRIMINATION

To stamp out workplace inequality, people professionals and leaders must be prepared to call out and intervene in instances of racism.

WORLD MENOPAUSE DAY: ADDRESS STIGMA AND BOOST FEMALE LEADERS

The conversation around menopause is changing in the workplace as it dawns on businesses that proper strategies need to be in place if they are not to be deprived of vital talent at senior levels

West Hertfordshire Teaching Hospitals
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WILL YOUR I&D POLICY MAKE EMPLOYEES QUIT?

People Management asks the experts if value-driven employees will really leave over poor inclusion policies, and what HR can do to mitigate the risk.

WHAT WORKPLACE MODEL BEST SUITS NEURODIVERSE EMPLOYEES?

As companies begin to move forward from the pandemic, the question at the top of everyone's mind is what its lasting legacy will be for office workers.

INEQUALITY AT WORK CANNOT BE SOLVED WITHOUT LOVE-BASED LEADERSHIP

Much has been said of the powers of love, but Yetunde Hofmann explains why it is the key to more inclusive and equal workplaces.

WHY WE MUST WALK THE ROAD TOGETHER FOR SUCCESSFUL DEI

Creating a diverse and inclusive workplace is not only the job of HR, but of everyone in the company, says Desiree Silverstone.

TURNING TO THE PAST TO CREATE A DIVERSE AND INCLUSIVE FUTURE

Toby Mildon says a management framework dating back to the 1950s is applicable to today's implementation of EDI strategies.

IS IT TIME FOR 'CONSTRUCTIVE VULNERABILITY' AT WORK?

Surrounded by domineering voices, showing vulnerability at work can seem counter-intuitive in the current environment.

Sustainability

ONE HEALTH, PLANETARY HEALTH, SUSTAINABILITY, AND EDUCATION FOR SUSTAINABLE DEVELOPMENT: HOW DO THEY CONNECT IN HEALTH TEACHING?

In most of these frameworks, the topic of health is no longer limited to the health of humans; it also encompasses the health of ecosystems and planetary systems.

TWO YEARS ON – SOME WORDS OF HOPE FOR A HEALTHIER FUTURE

Last year, a young boy called Ismail wrote a letter to his doctors at the Great North Children's Hospital. He thanked them for looking after him when he was sick, and thoughtfully offered some advice on things they could do to look after the planet. After all, he said, looking after the planet would help to take care of the people on it, too.

WHAT WILL THE TRANSITION TO NET ZERO MEAN FOR WOMEN'S LABOUR MARKET EQUALITY?

Catriona Aldridge explains how businesses can help create a more equal and diverse workforce in the green economy.

THE INFLUENCE OF FRAMING PLANT-BASED PRODUCTS IN TERMS OF THEIR HEALTH VS. ENVIRONMENTAL BENEFITS

Significant reductions in the consumption of meat and dairy products are required to limit environmental damage and meet climate targets.

DRIVE FOR ENERGY EFFICIENT HEALTHCARE IS DELIVERING FOR PATIENTS AND PLANET

Reduced emissions, cost savings, and better health and wellbeing. Improving energy efficiency in hospitals delivers value for the NHS and the communities it serves – in more ways than one.

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