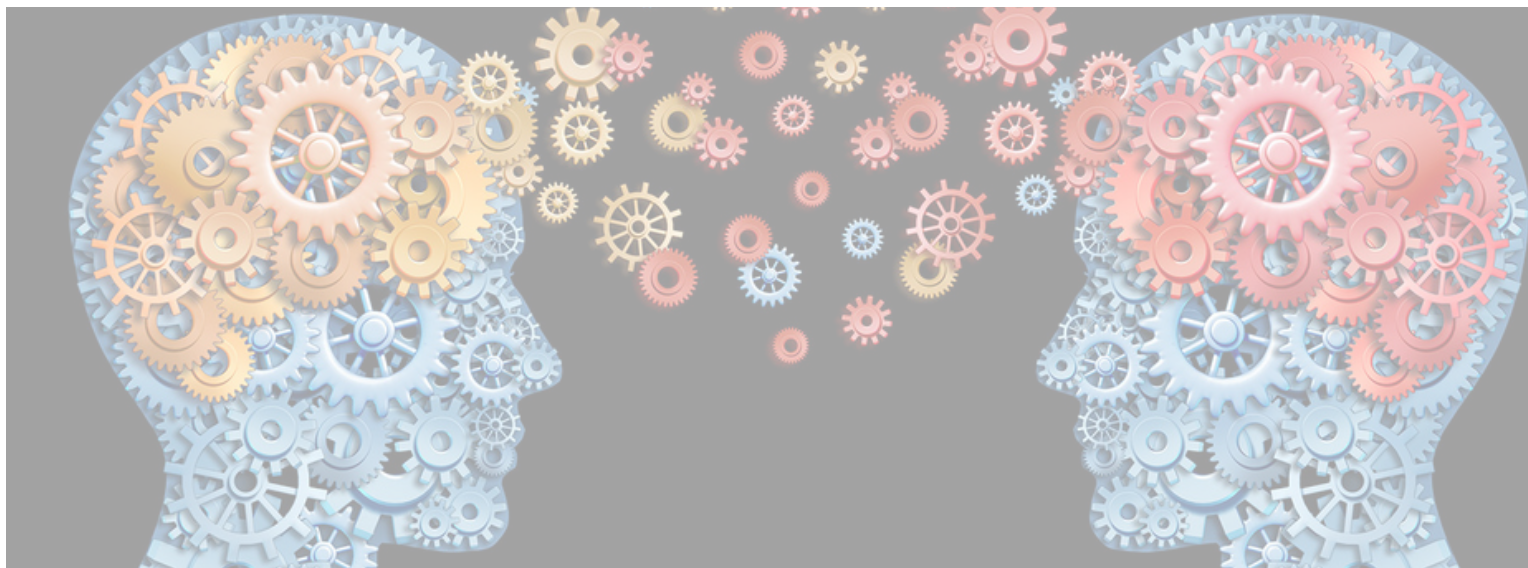


# QUARTERLY MANAGEMENT E-BULLETIN

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

### **HR LEADERS UNDER IMMENSE PRESSURE TO RETAIN TALENT**

The vast majority of human resources leaders have said they face a significant talent retention problem.

### **MAJORITY OF HR PROFESSIONALS CLAIM RETAINING TALENT IS A SIGNIFICANT PROBLEM**

Experts suggest organisations set the right culture from the top to reduce turnover, with people teams, managers and recruiters all having a role to play.

### **WHY WE NEED AN L&D REVOLUTION TO PHASE OUT 'QUIET CONSTRAINT'**

Dr Chibeza Aglely reveals the role learning and development could play in bucking the trend of workers withholding knowledge.

### **PAY STILL STRUGGLES TO MATCH INFLATION, DATA REVEALS, BUT L&D KEY TO ATTRACTING TALENT**

Amid wage growth falling on the year, experts advise businesses to consider the whole package they offer staff while leaning on upskilling.

## **EMPLOYEES SEEK RETRAINING IN THE HOPE OF HIGHER PAY**

Almost half of employees want to retrain or gain a new qualification in the hope they can get a higher paying job.

## **UPSKILLING A PRIORITY FOR FOUR IN FIVE BUSINESS LEADERS**

Forty-three per cent of UK C-suite executives are focused on upskilling and reskilling their workforce, finds LinkedIn.

## **HALF OF ORGANISATIONS LOOKING TO CUT L&D COSTS AMID ECONOMIC DIFFICULTY**

Experts urge organisations not to halt developments and to 'be more proactive' with learning investment.

# **Management and Leadership**

## **6 PREDICTIONS FOR PEOPLE MANAGERS IN 2023**

The role of manager figures to remain as challenging as ever, with employee well-being entrenched as a focal point.

## **HOW TO BECOME AN APPRECIATIVE LEADER**

Anna Eliatamby encourages leaders to question their level of appreciation for teams and offers practical tips to help prioritise this trait.

## **THE THIN LINE LEADERS TREAD BETWEEN ACTING WITH AUTHENTICITY AND HIDING THEIR TRUE SELF**

It's important for bosses to share their experiences and show vulnerability, but they also need to know when to hold back.

## **MANAGERS ARE EXPECTED TO MOTIVATE THEIR TEAMS - BUT DO THEY KNOW WHERE TO START?**

Catherine Stothart explains what motivation is and how team leaders can get the best out of their people.

## **MAJORITY OF LINE MANAGERS NOT TRAINED TO DEAL WITH REDUNDANCIES**

Lack of support in managing the process could have negative impact on bosses' mental wellbeing, data suggests.

## **CHANGING MANAGERS' BEHAVIOURS 'WILL HELP UNLOCK PRODUCTIVITY'**

Managers need to allow employees to think creativity to unlock productivity in their organisations.

## **LEADERSHIP "UNLEARNING": A NEW REQUIREMENT FOR HEALTHCARE TRANSFORMATION**

The challenges of providing safe and timely care, along with meaningful and rewarding work for staff at all levels, are more intense than ever. Board members and senior leaders feel this as deeply as anyone. Creating a culture of continuous improvement that enables quality,

# **Recruitment and Retention**

## **2023 PREDICTIONS FOR HR: FROM 'QUIET HIRING' TO HELP WITH HEALING**

Analyst company Gartner has issued its top 2023 predictions for HR leaders, and the appearance of hybrid working and expanding talent pools will come as no surprise.

## **NHS STAFF SURVEY: ONE IN THREE OFTEN CONSIDER LEAVING**

One in three employees in NHS trusts in England often think about leaving their job, according to the NHS staff survey 2022.

## **HOW WILL CHATGPT AFFECT RECRUITMENT?**

With the use of AI tools such as ChatGPT, professionals can streamline processes and achieve greater efficiency. However, business must take responsibility of ensuring that jobs completed with AI are done so securely, effectively and without bias.

## **HOW TO CHAMPION A SOFT SKILLS RECRUITMENT PROCESS**

With a recent study revealing employers are placing less emphasis on formal qualifications, People Management asks how HR can prioritise transferable skills when hiring.

## **PEOPLE ARE NO LONGER ASKING FOR JOBS - JOBS ARE ASKING FOR PEOPLE**

Claudia Filippone outlines the changes her company is making to attract the talent it needs for the future.

## **HR PREDICTIONS 2023: JOSH BERSIN PREDICTS THIS YEAR'S WORKFORCE TRENDS**

HR teams will have to deal with conflicting and converging workforce trends in 2023, according to global HR analyst Josh Bersin, but will move from awareness of these issues to activating solutions for the benefit of the organisation.

## 'EMPLOYERS STRUGGLE TO FILL DIGITAL VACANCIES AS ONLY ONE IN 10 WORKERS POSSESS THE SKILLS

Experts say skills shortage stems from rapidly evolving technology and the structure of the UK workforce.

## WHAT ARE RETURNERSHIPS AND ARE THEY A GOOD IDEA?

The UK government has announced the introduction of 'returnerships', but what are they and are they a good idea?

# Quality, Improvement and Innovation

## HOW AI WILL CHANGE LEADERSHIP

Leaders can utilise artificial intelligence alongside current management strategies without leaving workers feeling their jobs are at risk, says Alison Watson.

## DIGITAL EVOLUTION: WHY DIGITAL TRANSFORMATION IS A THING OF THE PAST

Has the time come to ditch the phrase "digital transformation" in favour of a "digital evolution" mindset? Greig Johnston believes so.

## WHY PEOPLE TEAMS ARE VITAL FOR MAKING HYBRID TECHNOLOGY WORK

Successfully implementing tech solutions to better support remote working needs employee buy in – and HR is perfectly positioned to achieve this.

## USING AI WITHOUT HUMAN OVERSIGHT IS 'DOWNRIGHT DANGEROUS'

One of the world's leading experts on AI has advised companies to use the technology very carefully and always in conjunction with human control.

## HOW USEFUL IS CHATGPT-STYLE AI FOR HR?

Reaping the benefits of ChatGPT-style artificial intelligence requires careful consideration of what tasks it is best suited to.

# Remote Working

## **FLEXIBLE WORKING: THE NEW RULES**

Stephen Morrall and Sophia Smout analyse the government's proposed changes.

## **HALF OF EMPLOYEES FEEL MORE PRODUCTIVE WHEN WORKING FROM HOME, RESEARCH FINDS**

As hybrid remains the preference for the majority, experts say HR can help managers lead a split workforce.

## **WHAT DOES A REDUCTION IN REMOTE ROLES MEAN FOR EMPLOYERS?**

If organisations are toying with the idea of shifting their hybrid or remote arrangements to in-office, what do they need to consider?

## **THIRD OF EMPLOYEES FEEL HYBRID WORKING HAS AFFECTED 'COMMUNITY'**

A third of UK employees feel hybrid working has made it harder to create a 'community' at work, according to workplace culture research.

## **FLEXIBLE WORKING CONSULTATION: WHAT DOES HR NEED TO KNOW?**

Hannah Netherton and Aisleen Pugh explain the government's response to its flexi-work proposals.

## **MANAGERS MORE POSITIVE ABOUT WORKING FROM HOME AND FLEXIBLE HOURS**

Managers' attitudes to working from home and flexible working have improved, but many still believe long hours are necessary for career progression.

## **UNDERSTANDING AND MANAGING CONFLICT IN HYBRID TEAMS**

In spite of its many benefits, hybrid working brings some unique challenges. Alexandra Efthymiades offers tips on addressing potential areas of tension.

## **BUSINESSES WARNED NOT TO DITCH HYBRID WORKING**

Many businesses have failed to optimise the opportunities of hybrid working and are mistakenly planning a return to the office as a result, says prominent consultancy.

# Wellbeing and Satisfaction

## WHAT THE ROPE THEORY CAN TEACH US ABOUT HEALTH AND SAFETY

A health and safety lawyer has developed the ROPE acronym, bringing the topic to life with comparisons to mountaineering.

## THREE IN FIVE EMPLOYEES FEEL STRESSED AT WORK BECAUSE OF COST OF LIVING

Commentators call for clear distinction between pressure and stress, while encouraging employers to spot the warning signs and offer support.

## MENTAL HEALTH LINKED TO PRODUCTIVITY BUT MANAGERS NOT CONFIDENT TO SUPPORT STAFF

Experts advise getting board level buy in to ensure mental wellbeing is front and centre of the workplace agenda.

## HOW TO ENSURE WELLBEING PROGRAMMES ARE IMPACTFUL AND COST-EFFECTIVE

How can employers ensure wellbeing initiatives deliver good value for money, while meeting their intended aims?

## THIRD OF EMPLOYERS SEEING MORE EMPLOYEE GRIEVANCES

Employee grievances are on the rise, a survey finds, as cost-of-living pressures bite and relationships at work become strained.

## BREAKING BURNOUT: HOW TO ADDRESS THE SYMPTOMS AND CAUSES

In light of Jacinda Ardern's recent burnout-driven resignation as prime minister of New Zealand, Lisa MacLaren says we need to listen to, train and support each other more.

## MAJORITY OF EMPLOYEES WOULD LEAVE JOBS WITHOUT WELLBEING SUPPORT, RESEARCH FINDS

Workers also value EDI, LGBTQ+ and menopause inclusion workshops, while employers want to offer focused work-life balance training.

## THIRD OF WORKERS HAVE EXPERIENCED BULLYING DISGUISED AS BANTER

Experts say while managers are unlikely to want to stop all staff interactions, establishing robust policies and training are key to tackling workplace harassment.

## HYBRID WORKING WELLBEING BENEFITS BEING OVERESTIMATED

Employers are overestimating the health and wellbeing benefits of hybrid working, according to research.



# Equality, Diversity and Inclusion

## **LEADERS FAILING TO TAKE OWNERSHIP FOR DRIVING EDI OUTCOMES IS TOP CHALLENGE**

Commentators say bosses cannot be responsible for 'day to day' diversity and inclusion as a quarter plan for employees resisting change.

## **TWO THIRDS OF UK WOMEN FROM UNDERREPRESENTED GROUPS EXPERIENCE RACISM AT WORK**

Experts say organisations need to be at the 'forefront of change' and adopt a zero-tolerance approach towards bullying and harassment.

## **WOMEN FROM UNDER-REPRESENTED GROUPS MORE LIKELY TO EXPERIENCE RACISM**

Just over half of women from under-represented ethnic groups experience racism at work, according to new figures from equality research firm Catalyst.

## **INTERNATIONAL WOMEN'S DAY 2023 PUTS EQUITY ABOVE EQUALITY**

The message of International Women's Day 2023 is that businesses and individuals should 'embrace equity'. What does this mean?

## **ADHD: FIVE GOLDEN RULES TO CULTIVATE AN ADHD-FRIENDLY CULTURE**

As more adults receive or seek diagnoses of ADHD, employers are learning more about how to support them in the workplace.

## **6 KEY QUESTIONS TO HELP SHAPE DIVERSITY AND INCLUSION PLANS IN 2023**

Dana James-Edwards shares the six questions which help her to develop diversity and inclusion plans and critically assess them.

## **RACE EQUALITY IN NHS RECRUITMENT: GOOD INTENTIONS ARE NOT ENOUGH**

NHS organisations are increasingly recognising a different approach is needed and that while diversity and unconscious bias training may assist understanding, good intentions are not enough. Three preconditions to shift the dial.

## **WORKING MUMS FEAR 'FAKE' FLEXIBILITY AS TWO FIFTHS COMPLETE WORK TASKS OUT OF HOURS**

Data also shows two thirds believe there are fewer career opportunities for them after maternity leave.

## **MOTHERS, OLDER WORKERS AND DISABLED TALENT ARE KEY TO GETTING THE UK WORKING**

Resolution Foundation says talent pools are there, but commentators flag potential barriers that could impede recruitment and retention.

# Sustainability

## FOUR IN FIVE COMPANIES WOULD TAKE REGULATORY PENALTIES TO AVOID SUSTAINABILITY INITIATIVES

But while the majority recognise their environmental strategy as a priority, experts say economic turbulence has pushed it down the business agenda.

## ONE IN THREE GEN-Z WORKERS REJECT JOBS BECAUSE OF ESG VALUES

One in three young people have turned down a job offer because the employer's ESG commitments were not in line with their values.

## UK COMPANIES INCORPORATING ESG MEASURES INTO EXECUTIVE COMPENSATION SCHEMES ON THE RISE

Experts say HR and reward teams are increasingly asked for input when drafting KPIs as pressure from stakeholders grows.

## COULD VIRTUAL INTERVIEWING IMPROVE HR'S GREEN CREDENTIALS?

Could more virtual interviewing boost HR and recruitment teams' contribution to saving energy and cutting pollution, while attracting the right talent?

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