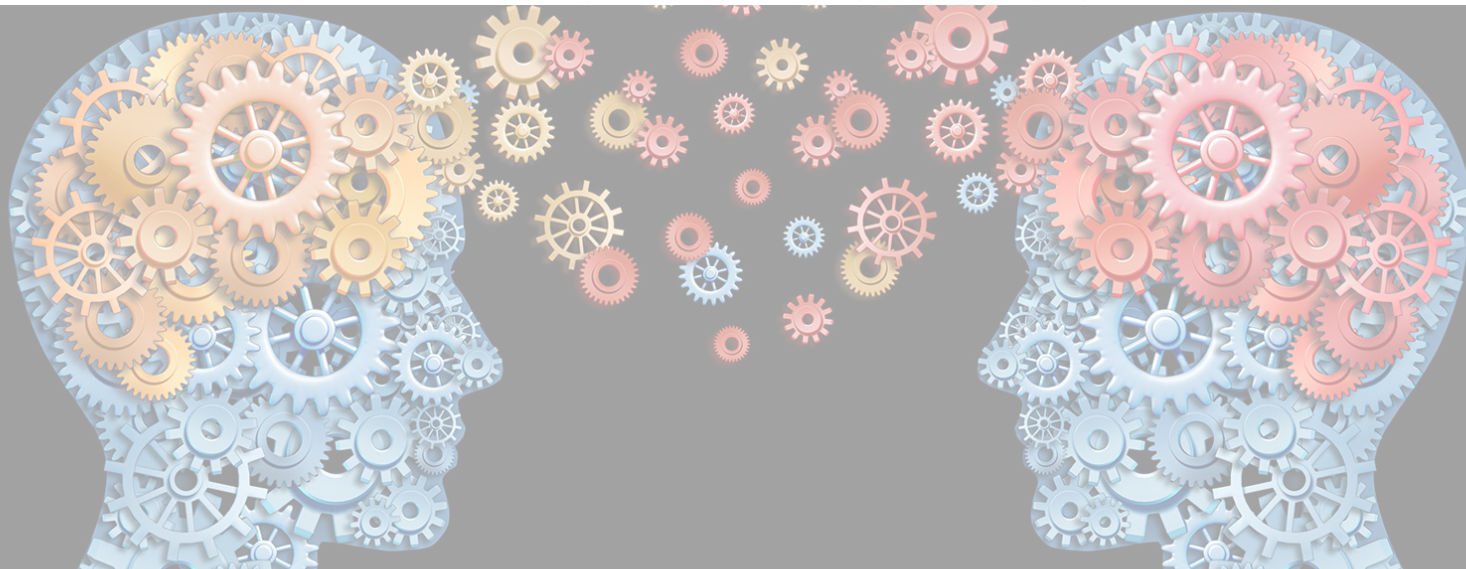


# QUARTERLY MANAGEMENT E-BULLETIN

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.

## Recruitment and Retention

### TOP CV AND COVER LETTER TIPS FROM RECRUITMENT EXPERTS

Having seen thousands of CVs and cover letters, and written mountains of job listings, these experts give their top tips.

### NURSING NUMBERS BOOSTED BY 'NIGHTINGALE EFFECT'

More than 11,000 nurses, midwives and health visitors have joined the NHS having been inspired by the service's handling of the pandemic.

### NURSES RECRUITED WITHOUT CORRECT QUALIFICATIONS, UNION ALLEGES

A growing number of people without the right qualifications are being recruited for registered nursing roles.

### NEURODIVERSITY: HOW ACCESSIBLE IS YOUR RECRUITMENT PROCESS?

Neurodiversity is an aspect of equality that does not get the attention it deserves - to the detriment of businesses, argues Dr Louise Karwowski.

# Developing Talent

## **ROLE OF MANAGERS MISSING FROM GOVERNMENT'S SKILLS AGENDA, THINK TANKS WARN**

As the Department for Education publishes legislation on post-16 and adult education, experts call for investment in management training to support young and low-skilled staff.

## **CMI LAUNCHES BETTER MANAGERS ROADMAP: REFLECT, RESKILL, REBUILD**

New guidance highlights the key management and leadership lessons learned from the last, unprecedented year.

## **COACHING OR MENTORING: WHAT'S THE DIFFERENCE?**

Quite frequently the words 'coaching' and 'mentoring' are used as if they're one and the same. They're not.

## **'MAKE A BREAKTHROUGH IN YOUR THINKING': HOW MENTORING CAN IMPROVE LEADERSHIP PERFORMANCE**

A mentor's perspective on how to improve the leadership capabilities of an individual leader.

## **CMI SET TO ADVISE ON INNOVATIVE MANAGEMENT SCHEME**

Help to Grow: Management is a new scheme designed to help SMEs develop their management and leadership skills.

# Quality, Improvement and Innovation

## **CULTURE CHANGE IN A VIRTUAL WORLD - URGENCY IS THE KEY**

Here's a fascinating interview with Teddy Nyahasha, who took over as CEO just as the pandemic hit.

## **HOW SHOULD EMPLOYERS DEAL WITH THE HOLIDAY CONUNDRUM?**

With millions rolling over annual leave in the hope of holiday later in the year are firms storing up problems for themselves, particularly as burnout takes its toll?

## **BEYOND GREEN THINKING: HOW TO EMBED SUSTAINABILITY IN YOUR STRATEGY**

Businesses that behave in an unsustainable way will soon face a licence-to-operate issue. Here's some tested guidance.

## **WHAT DOES THE FUTURE HOLD FOR THE 'LONDON WEIGHTING'?**

There has been something of an exodus of people moving outside the capital and other major conurbations. What does this mean for regional pay allowances?

## HOW 'NOISE' DAMAGES DECISIONS

Why we should use the return to the workplace as an opportunity to implement radical change and get to grips to poor decision-making.

## WHAT DOES PURPOSEFUL BUSINESS MEAN FOR HR?

Research shows that employees seek out organisations that value purpose over profit. But what role does HR have in mobilising action on ESG? Jo Faragher investigates.

## MICRO-CREDENTIALS: NEGOTIATING L&D'S POST-COVID ROADMAP

Serious cultural change is needed in how UK businesses and policymakers value and deliver learning.

## SHOULD PERFORMANCE SNAPSHOTS REPLACE ANNUAL APPRAISALS?

Frequent 'performance snapshots' may provide a more accurate picture of achievements.

## MANDATORY COVID-19 VACCINATIONS 'REASONABLE' SAYS EHRC

Human rights watchdog's suggestion paves the way for compulsory coronavirus jabs in care home and healthcare roles.

## GRAPH DATABASES: THE NEXT BIG THING FOR HUMAN CAPITAL MANAGEMENT?

Neo4j's Amy Holder examines recent predictions that graph databases will be the basis for a new wave of more human-centric HR systems.

# Management and Leadership

## CLIQUES AT WORK: IS YOUR CULTURE DAMAGING EMPLOYEES' MENTAL HEALTH?

One Chartered Manager and CMI Companion who's suffered workplace bullying and harassment on the danger of cliques.

## THE RISE AND FALL OF THE EUROPEAN SUPER LEAGUE - 6 KEY LESSONS FOR LEADERS EVERYWHERE

Much has been said about the ill-fated project to create a breakaway football league for Europe's elite football clubs.

## HOW TO GIVE YOUR TEAM A SENSE OF PURPOSE: THE DO'S AND DON'TS

There are some clear behaviours that will - and won't - unite your team as we phase back into offices and workplaces.

## ARE YOU LEADING WITH PRACTICAL EMPATHY?

In a conversation with Judge Magnus, we explore the must-have qualities of those looking to be #BetterManagers

## **EIGHT WAYS BAD MANAGERS KILL CONVERSATIONS - AND MOTIVATION**

Great communication is not about delivering messages brilliantly – it's about making yourself listened to.

## **TIME TO BECOME AN ACTIVIST- MANAGER...?**

In the post-Covid era, managers must speak truth to power and stand up for those disadvantaged by old-school practices.

## **THERE ARE NINE TYPES OF LEADER, WHICH ONE ARE YOU?**

A top financial journalists has identified nine different leadership styles – plus one trait that all leaders need.

## **STAFF WHO VIEW MANAGERS AS 'ETHICAL' LIKELY TO CHALLENGE WRONGDOING**

Study finds employees are more likely to challenge unethical behaviour by colleagues if their manager is seen as an ethical leader.

## **ARE YOU A SUPPORTIVE MANAGER? YOU SHOULD BE...**

Research finds that the people most affected by the pandemic – young and low-skilled workers – are most in need of support.

## **DO I INSPIRE MY COLLEAGUES? 20 QUESTIONS TO ASK YOURSELF**

Is your management and leadership inspiring and bringing out the best in your team during the pandemic? Time to find out...

## **HOW CAN HR RESPOND IF AN EMPLOYEE HAS BEEN TROLLING SOMEONE ONLINE?**

Employers can be held liable for workers who harass or discriminate against others online, so how should they approach these issues at work?

## **HOW CHIEF PEOPLE OFFICERS CAN LEAD CHANGE POST- PANDEMIC**

Catherine McDermott suggests how chief people officers should be meeting staff wellbeing needs as we emerge from the pandemic.

# **Remote Working**

## **HOW USEFUL IS THE TERM 'HYBRID WORKING'?**

How hybrid working is applied depends on whether your business is a shape-shifter, temporary pivoter or re-inventor.

## **WRITING A HYBRID WORKING POLICY: A GUIDE FOR HR**

What should HR professionals consider when writing their hybrid working policy? How should it be structured and what can it contain?

## **THIRD OF EMPLOYERS SAY HOME WORKING HAS BOOSTED PRODUCTIVITY, RESEARCH FINDS**

Experts say businesses must focus on 'wellbeing, communication and collaboration' as new CIPD report reveals most firms plan to introduce or improve hybrid working.

## **OLDER EMPLOYEES AND HIGHER EARNERS MORE LIKELY TO PREFER HYBRID WORKING, POLL FINDS**

Experts warn against one-size-fits-all approach to returning to the office, arguing physical space and interactions will retain 'important and relevant' role.

## **TRUST AND COMMON SENSE ARE KEY TO FLEXIBLE WORKING**

While complex theories abound about the best approaches to flexible working, employees themselves simply apply common sense.

## **HOME WORKERS LESS LIKELY TO BE PROMOTED OR RECEIVE BONUSES, ONS STATS REVEAL**

Experts warn of creating 'two-tier' employment system and urge businesses to offer career development to all employees and allocate opportunities fairly.

## **FEWER THAN ONE IN SIX WANT TO WORK IN OFFICE FULL TIME**

Only 15% of workers want to return to the office full time, a survey has found, with the majority favouring a hybrid working arrangement.

## **FHYBRID WORKING: NOW FOR THE REALITY...**

First we had the 'new normal'. Now we're faced with the 'new new normal', and the management implications of hybrid working.

## **ONS: HOMEWORKERS DID LONGER HOURS BUT TOOK FEWER SICK DAYS IN 2020**

Homeworkers did more overtime and worked more hours during 2020, according to the Office for National Statistics.

## **EMPLOYEES LESS WORRIED ABOUT HYBRID WORKING THAN LEADERS**

Almost four in 10 business leaders are worried about lack of management oversight as organisations move to hybrid working, compared with just 7% of employees.

## **ONE IN FIVE WORKERS FEEL THEY RECEIVE LESS RECOGNITION WORKING FROM HOME, POLL FINDS**

Experts say businesses need stop equating 'face time' with productivity and move away from the culture where hours worked is linked to performance and commitment.

## **THREE IN 10 MISS OUT ON LEARNING WHILE HYBRID WORKING**

A survey finds 29% don't receive training to support their professional development while working in a 'hybrid' environment.

## **EMPLOYEES LOOK TO AVOID SNOOPING EMPLOYERS**

About a quarter of UK employers (24%) said they would leave their job if they felt their privacy was being invaded.

## **HYBRID WORKING COULD BACKFIRE BECAUSE OF FATIGUE**

Organisations that fail to execute hybrid working well could end up asking for all employees to return to the office.

## **DEEP DIVE: THE HIDDEN PROBLEMS OF FLEXIBLE WORK – AND HOW TO AVOID THEM POST-COVID**

With the vaccination program steadily expanding and the end of lockdown on the horizon we ask: what's next?

## **RETURN-TO-WORK: THE HOWS, THE DOS AND THE DON'TS**

As employers across the country work to get staff back to the workplace, we ask managers how they're navigating the return.

## **'A BETTER SYSTEM': HOW ONLINE AND BLENDED LEARNING ARE CHANGING EDUCATION FOREVER**

What have colleges and universities learned about online and blended learning during the pandemic that they'll take forward?

## **VIRTUAL APPRAISALS: OVERCOMING THE COMMON CONSTRAINTS**

Appraisals can be daunting for both appraiser and appraisee, but they can be especially challenging when they are held virtually.

## **WHERE WE WORK STILL MATTERS, SAYS OXFORD ECONOMIST**

Where we do work will continue to be a major consideration in workforce planning.

## **HOW TO WORK WITH YOUR PEOPLE TO SHAPE THE 'NEW NORMAL'**

We got an in-depth briefing from deputy MD at Hitachi about developing a 'hybrid' working model in collaboration with staff.

## **"THE POWER OF YOUR OWN TESTIMONY": BOOSTING COMPANY CULTURE IN A HYBRID WORLD**

Managers and leaders can make a positive difference to organisational culture in a post-Covid world.

## **DIGITAL LEARNING HAS SURGED DURING PANDEMIC**

New research has found that seven in 10 organisations had increased their use of digital and online solutions over the past year.

## **HOW HYBRID SHOULD WE GO WHEN RESTRICTIONS EASE?**

With timings on the easing of pandemic restrictions in England set to drift again, what do employers need to consider when deciding on where employees should work over the coming months?

# Wellbeing and Satisfaction

## RELATIONSHIPS ARE THE SCAFFOLDING OF GOOD WELLBEING

Here's why not mentioning work can boost relationships and wellbeing and stop 'transactional' conversations.

## WELLBEING IS FOR LEADERS TOO: HR AND THE 'HOKEY COKEY' OFFICE

Leaders' own wellbeing is crucial if the right decisions are to be made in HR as the hybrid working era gets under way.

## IT'S OK TO NOT BE OK: MENTAL HEALTH MANAGEMENT TIPS

The pandemic has put mental health at the top of managers' agendas, but it's tricky to manage well.

## THE ART OF RESILIENCE- BUILDING DURING A PANDEMIC

To build resilience, we must first understand that disruptive events don't self-conclude - so neither should we.

## TWO IN FIVE EMPLOYERS NOT ADDRESSING PRESENTEEISM

Research finds four in five employers report that staff have worked at home while unwell over the past year, but 40% aren't taking steps to address it.

## UK HR TEAMS STILL FEELING PANDEMIC PRESSURE

UK HR professionals are feeling the stresses of dealing with the pandemic more than their counterparts around the world.

## TIPS FOR MANAGERS ON KEEPING STRESS AT BAY

Stress can quickly turn from feeling under pressure to burnout - how can we reduce stress in our day-to-day lives?

## TEN WAYS LEADERS CAN REDUCE WORKPLACE STRESS

As a manager, you need to know the warning signs and symptoms of stress in yourself and your team.

## 'TOXIC POSITIVITY': IT'S ON THE RISE - AND IT'S DANGEROUS

Managers who bang on about achievements and avoid 'negative' emotions can end up invalidating their people's experiences.

## WHAT CAN EMPLOYERS DO TO PROVIDE SAFE WORKPLACES FOR WOMEN?

With concerns heightened around the safety of woman after the death of Sarah Everard, how can employers create safe spaces for women?

## NUMBER OF NHS DOCTORS LOOKING TO RETIRE EARLY DOUBLES

The number of UK doctors considering leaving the NHS early has more than doubled in 10 months, according to the British Medical Association.

## **DOG-FRIENDLY OFFICES: WILL WORKPLACES BECOME FULL OF 'PUPPY LOVE'?**

The demand for more dog-friendly offices as people contemplate returning to the workplace poses a number of challenges for HR. Are offices ready for a canine invasion, or is it a case of the tail wagging the dog?

## **NURSES TO RECEIVE 'ACTIVIST' TRAINING TO FIGHT FOR MORE PAY**

Report reveals character and age affect mindset at work, as experts advise employers to segment staff by personality type as well as demographics.

# **Equality, Diversity and Inclusion**

## **TWELVE TIPS FOR DESIGNING AN INCLUSIVE CURRICULUM IN MEDICAL EDUCATION USING UNIVERSAL DESIGN FOR LEARNING (UDL) PRINCIPLES**

This article questions the purpose of medical curricula and makes recommendations for fostering inclusivity within and beyond the curriculum setting.

## **WHY INTERSECTIONALITY SHOULD BE CONSIDERED WHEN FORMING A D&I STRATEGY**

By failing to recognise how the lived experiences of people with common characteristics can differ, organisations will undermine well-intentioned efforts to improve inclusion.

## **WHAT DID THE RACE COMMISSION TELL EMPLOYERS ABOUT BIAS?**

The Commission on Race and Ethnic Disparities' report has been condemned for 'whitewashing', but what messages did it have for HR and business?

## **INCLUSION - WHO EXACTLY ARE WE TRYING TO INCLUDE AND WHY?**

One CMI Companion wants to open up the conversation about some of the other, less explored facets of diversity and inclusion.

## **HOW TO BECOME FLUENT IN DIVERSITY AND INCLUSION: KEEP PRACTISING**

CMI Companions talk how leaders can move from othering and executive-level disinterest to action and organisational survival.

## **BUSINESSES THAT TARGET ETHNIC MINORITY SUPPORT SEE 60 PER CENT BETTER REVENUES, RESEARCH FINDS**

As the UK recovers from the impact of coronavirus, firms need to make inclusion part of their future strategy, experts say.

## **'EMOTIONAL' SPONSORSHIP FROM LEADERS IS VITAL TO DRIVE WORKPLACE INCLUSION**

For employee support groups to thrive, leaders need to provide emotional support to ensure inclusion translates into change.



## **ON LEADERSHIP THAT LEADS TO RACIAL JUSTICE**

The call for leaders at all levels, is that they must now be brave enough to ask themselves whether their practices are making a difference to the lived experiences of those who they claim that their work will benefit.

## **LET'S START TAKING MEN'S HEALTH SERIOUSLY**

Peppy Men is designed to be a groundbreaking digital healthcare solution to support your male workforce by connecting users to men's health specialists on a secure app. As a specialist men's health writer of over twenty years, this sounds like a good idea to me.

## **ONE IN FOUR WOMEN SUFFERING PERIOD PAIN HIDES TRUE REASON FOR ABSENCE**

Nearly one in four women who has taken time off work because of menstruation cramps and premenstrual syndrome (PMS) symptoms has lied about the true reason for their absence.

## **"MID-LIFE FOR WOMEN IS WHERE AGEISM MEETS SEXISM"**

Senior women nurture workforces, and have the clout to force change - so why are many organisations dispensing with them?

## **WHY MANAGERS ARE VITAL TO SUPPORTING DISABLED PEOPLE BACK INTO THE WORKFORCE**

We need to foster the understanding that living with a disability actually gives people a leadership advantage.

## **HOW MEN CAN BE MORE INCLUSIVE LEADERS**

Despite the Covid-19 "Shecession," which has driven millions of women out of the workforce, women are the majority of the college-educated talent pool.

## **THE WARD ROUND: THE PANDEMIC'S DISPROPORTIONATE TOLL ON FEMALE STAFF**

Over the summer, the Health and Care Women Leaders Network warned that the female NHS workforce had been severely affected by the COVI-19 pandemic, in terms of both emotional and physical wellbeing.

## **TIME AWAY FROM WORK HITS WOMEN'S CONFIDENCE HARDER THAN MEN'S, RESEARCH FINDS**

Report raises concerns over how women might be disproportionately impacted as lockdown ends and calls on government to provide greater support to those returning to work.

## **WHERE ARE OUR DISABLED SENIOR LEADERS?**

Disabled people are significantly less likely to be employed as managers. We can address it, but only if we get uncomfortable.

## **HOW ORGANISATIONS CAN INSTIL PRIDE AND BELONGING ALL-YEAR ROUND**

To make our colleagues feel welcome and to foster a truly inclusive organisation, this is what you need to be doing.

## THREE STEPS TO BECOMING LGBTQ+ INCLUSIVE ALL YEAR ROUND

Showing support for the LGBTQ+ community involves more than turning a company's logo into a rainbow, writes Lynne Hardman.

## AFTER 'BAME': GETTING TERMINOLOGY RIGHT WHEN TALKING ABOUT RACE

Conscientious managers will want to use the appropriate terminology when talking about race and ethnicity in the workplace.

## THE RACE CONVERSATION: WHY TERMINOLOGY IS KEY

'White privilege' is just one of the terms bandied about in the diversity debate that is often misunderstood.

## TWO-THIRDS FEEL UNCOMFORTABLE USING RACE TERMS AT WORK

More than half employees say they feel uncomfortable using the terms 'Black', 'Asian', 'BAME' and 'ethnic minority'.

## MAKE CLASS PROTECTED CHARACTERISTIC, URGES SOCIAL MOBILITY COMMISSION

The Social Mobility Commission's recommendations include making discrimination based on socio-economic background unlawful.

# Library and Knowledge Services

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Tel. **01923 217437**  
Ext. **7437**

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