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## InTouch from the LRC at Roffey Park



### **Selected titles on Human Resources in the Roffey Park LRC Knowledge Base**

January 2018

The Learning Resource Centre supports programmes, research and events at [Roffey Park](#) through its collection of books, journals and databases concentrated in the fields of leadership, personal effectiveness, management and organisational development and human resources. There are some 4000 titles in the library, some of which can be accessed directly through links from the catalogue on our website: [www.roffeyparklrc.com](http://www.roffeyparklrc.com)

Members and programme participants can borrow books and access management databases containing full text articles. This review features just some of the recently acquired books and other resources you can access through the LRC.

Disclaimer: Roffey Park LRC InTouch includes hypertext links to online material owned and maintained by external organisations. You use such links and other websites entirely at your own risk. Such websites are provided by independent third parties and Roffey Park accepts no responsibility for the availability, content or use of such websites or information contained on them.

#### **Influencing organizational effectiveness: a critical take on the HR contribution** HOLBECH Linda. Routledge : 2017

Linda Holbeche offers an historical narrative on the changing landscape of work since the 1980s and considers how definitions of organizational effectiveness have changed over time. She considers the characteristics and effects of the neo-liberal work culture of new capitalism, and how HRM practices have contributed to shaping this work culture. *Influencing Organizational Effectiveness* challenges mainstream thinking around business strategy, change and organizational effectiveness, and about the roles of HRM and management. While the overall tone of the book is critical, Holbeche argues that HRM can play an active role in giving voice to employees and advancing organizational effectiveness. Grounded in research, this book includes reflective questions, case studies and helpful guidelines to support HRM and organizational development professionals and master's-level students. It illustrates what 'better' might look like and how HRM can contribute to a new definition of effectiveness which is aligned to the needs of modern organizations.

Links: <https://www.routledge.com/Influencing-Organizational-Effectiveness-A-Critical-Take-on-the-HR-Contribution/Holbeche/p/book/9780415740098>

Links: <https://www.book2look.com/embed/9781317808855>

### **Inclusive Leadership: the Definitive Guide to Developing and Executing an Impactful Diversity and Inclusion Strategy - Locally and Globally**

Sweeney, Charlotte: Bothwick, Fleur. Financial Times/Prentice Hall: 2016

Inclusive Leadership has been officially shortlisted in the 'Management Futures' category for the 2018 Management Book of the Year prize which has just been announced by the Chartered Management Institute (CMI) and the British Library. The most successful organisations are those with the most diverse and engaged workforces. Studies show an 80 per cent improvement in business performance among those with high diversity levels. When people feel included and able to reach their full potential, they are more engaged, more productive and often more creative.

Inclusive Leadership will help you drive culture change using organisational development principles. It takes you through the key components of leading change throughout the employee lifecycle, your supply chain, and through product development. Crucially, it will help you make a genuine impact on your business, through your people, both now and in the future.

Links: <http://yearbook.managers.org.uk/book/inclusive-leadership-2/>  
<http://www.diversityandinclusiveleadership.com/>

### **Transformational HR: How Human Resources Can Create Value and Impact Business Strategy**

Timms, Perry; Cheese, Peter. Kogan Page: 2017

In our increasingly fast and competitive world, HR professionals are uniquely placed to prepare an organization for lasting success. Pioneers are leading the way using the latest developments in the world of work such as Lean UX, holacracy, futurology and work-as-a-platform. Endorsed by the CIPD, Transformational HR shows HR professionals how to unleash this potential and use these advances to make an impact on business strategy. This book puts transformational HR in context, exploring what has and hasn't worked. It sets out a vision of what HR can be, providing examples of and lessons from HR thought leaders who have begun to transform their workplaces. In addition to presenting numerous examples, Transformational HR provides tools, models and advice for HR professionals aspiring to become more finely-tuned, responsive, forward-thinking and impact-led. Featuring case studies and references from companies from the USA, Mexico, Slovenia and the UK, it is a blueprint for turning the HR function into a powerhouse for organizational success and creating more fulfilling experiences for people.

Links: <https://www.koganpage.com/product/transformational-hr-9780749481322>

### **HR Disrupted; It's Time for Something Different**

ADAMS, Lucy. Practical Inspiration Publishing : 2017

HR has lost its way and needs to find a new direction. The central question this book sets out to answer is: if we are to survive and thrive in this new, volatile business world, how do we lead, manage, engage and support our employees in a radically different way? HR departments, and companies, need to transform their approach. This entails not simply tinkering with the process or the mechanics, but taking a completely fresh look at the entire scenario. It's the difference between spending hours deciding how many grades there should be in an employee grading system, and asking if grading people actually increases their ability to perform better in the first place. To achieve this change, Disruptive HR has three pillars: 1. Treating employees as adults not children 2. Treating employees as consumers or customers (not a one-size-fits-all approach) 3. Treating employees as human beings EACH: Employees as Adults, Consumers and Human beings. (Each of us is different, each of us deserves better.)

Links: <http://disruptivehr.com>

### **The social organization: developing employee connections and relationships for improved business performance**

Ingham, Jon; Ulrich, Dave; Kogan Page : 2017

"Full of practical advice for HR and other business professionals, The Social Organization is a clear guide to addressing the urgent need for companies to shift their focus from developing individuals to enabling networks and relationships between employees. Case studies from leading companies such as Whole Foods, P&G, The Cleveland Clinic, Spotify and Cisco illustrate how relationship-based strategies can be implemented successfully to increase organizational performance. Following a foreword by Dave Ulrich, Part One of The Social Organization explores the context of social capital and analyses how and why HR and others responsible for talent management need to foster and develop social capabilities. Part Two provides practical guidance for developing higher quality connections and social capital by improving the alignment and effectiveness of organizational architectures, including through workplace design. Part Three outlines how HR and related professionals can identify and implement appropriate changes throughout the whole employee life cycle: this includes initial recruitment and job design, social learning, performance management, employee retention, talent management, organization development and the role of social media and other technology as well as social analytics."

Links: <https://www.koganpage.com/product/the-social-organization-9780749480110>

### **The Human Workplace: People-Centred Organizational Development**

Swann, Andy; Kogan Page, 2017

Companies spend time and effort developing their employees -their most important asset - but they often forget to consider the company structure, culture, environment and processes required to help the newly upskilled individuals thrive. The Human Workplace is a practical guide which shows how this can be achieved by taking a truly people-centric approach to organizational development. Exploring how people-centred organizations behave and evolve, the book covers how to use design thinking to create optimal organizational structures, how to make a business a community, how to use communication to inform and empower people and how to use technology to allow employees to work more efficiently. Packed with interviews and case studies from Microsoft, Schneider Electric, CGI, Universal, Lego, SAP, BBC Worldwide and other global companies that have benefited from a people-centred approach, The Human Workplace redefines our view of the organization, its' relationship with people and how we interact with it. It is an essential guide for all HR and OD professionals seeking to get the right people in the right places doing the right things at the right time.

Links: <https://www.koganpage.com/product/the-human-workplace-9780749481223>

### **The Convergence of Organization Development and Human Resource Management**

JAMIESON David; ROTHWELL William J; In "Practicing Organization Development: Leading Transformation and Change", 4th ed. (eds W. J. Rothwell, J. Stavros and R. L. Sullivan), Wiley : 2016.

One value of organization development (OD) is to bring a mindset, theories, methods, and skills to change planning and execution. This chapter examines recent changes and trends in both human resource management (HRM) and in OD. It provides a brief history of the relationships of these two fields of practice and presents conceptual overviews of HRM and OD. The chapter describes similarities and differences of HRM and OD, as well as present and future challenges in the relationship between HRM and OD. The focus is on mindsets, skills, acceptance of new roles by client managers, and the design of organization units and departments. Deep understanding of what the organization needs in talent and change is a critical first step

Links: <http://onlinelibrary.wiley.com/book/10.1002/9781119176626>

### **Darkening skies? : IES Perspectives on HR 2017**

REILLY Peter; HIRSH Wendy; TAMKIN Penny; BROWN Duncan; Institute for Employment Studies  
IES Report 2017

In acknowledgement of current turbulent times, this collection of articles addresses today's pressing issues for organisations. IES's team of researchers and consultants have pulled together existing research and their own insights and experiences from working with organisations to offer their reflections on how leaders and HR practitioners can successfully navigate the imminent challenges. The essays reflect the current sense of uncertainty around what future awaits. The chapters in this year's IES Perspectives on HR include:

- Work... but not as we know it
- Talkin' 'bout my generation: Just what does age and the ageing workforce mean for HR?
- Dementia-friendly workplaces
- Supporting employee financial wellbeing
- Hidden voices and disengagement: the gift of learning from political earthquakes
- The HR function post-Ulrich's structural model
- Strategic change-readiness for organisations
- The role of HR in workforce innovation
- Talent management: responding to uncertainty

Links: <http://www.employment-studies.co.uk/resource/darkening-skies-ies-perspectives-hr-2017>

### **Handbook of research methods on human resource development**

SAUNDERS Mark; TOSEY Paul

Edward Elgar Publishing, Handbooks of Research Methods in Management series 2015

As Human Resource Development (HRD) research has developed, a growing variety of quantitative and qualitative data collection procedures and analysis techniques have been adopted; research designs now include mono, multiple and mixed methods. This Handbook brings together the wealth of research methods experience gained by HRD researchers into one essential volume. Organised into four parts, the book explores conceptual issues, qualitative research methods, quantitative research methods and methodological challenges. It utilises the wealth of research experiences of leading HRD scholars to provide a range of insights highlighting what works, what does not work and associated challenges. Each chapter provides annotated further reading, allowing the reader to expand on the topics discussed.

Links: <http://www.e-elgar.com/shop/handbook-of-research-methods-on-human-resource-development>

### **Effective talent and succession management: A framework for thinking about your own approach**

HIRSH Wendy; Institute for Employment Studies : 2015 HR Essentials,

This paper focuses on talent and succession management. It offers the practitioner two elements of support on just two pages: (A framework for thinking about your own approach. Ten practical tips for developing and implementing a successful approach.)

Links: <http://www.employment-studies.co.uk/resource/effective-talent-and-succession-management>

### **From best to good practice HR: developing principles for the profession**

CIPD research report 2015

This research, part of Profession for the Future, provides an important insight into the priorities currently relevant to decision-makers, and the ways in which those may be challenged in the future. Our work continues by collaborating with a wide range of stakeholders within and outside HR to define and test a new set of principles that will help HR professionals make the right decisions and advise business leaders on what to do, no matter what the context and no matter what the future may hold.

The CIPD is the professional body for HR and people development. Please note some areas of the site may require guest/member registration.

Links: <http://www.cipd.co.uk/hr-resources/research/best-good-practice-hr-developing-principles-profession.aspx>

Links: <http://www.cipd.co.uk/>

### **HR Outlook Winter 2016 -2017: views of our profession**

CIPD 2017

Headline findings reveal that many HR professionals believe leaders in their organisation don't have the behaviours and skills needed to get the best from their people. Their technical, financial and operational competence is high, but many leaders are deemed ineffective at performance management, people management and developing people. The survey is based on responses from 629 HR professionals, across all levels of seniority, and examines the topics, trends and challenges currently affecting the HR profession.

The report presents the survey findings and discusses the implications for HR.

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Links: <https://www.cipd.co.uk/knowledge/strategy/hr/outlook-reports>

Links: [The CIPD is the professional body for HR and people development](#)

### **The future of talent in Singapore 2030**

CIPD; Human Capital Leadership Institute; 2016

This report, produced in collaboration with the Human Capital Leadership Institute (HCLI), will take you on a journey to the future of 'talent' in Singapore 2030. We explore what's understood as 'talent' in Singapore, and what drivers will shape the context of 'talent' in the next 15 years. Our findings, based on an iterative conversation with Singaporean and Singapore-based experts, are complemented with a review of existing literature on 'talent' and official trend data. This study combines trends and drivers of change into one base-line and three distinct futures for Singapore: Steady as she goes; No one is an island; Fortress Singapore; Bless thy neighbour.

The CIPD is the professional body for HR and people development. Please note some areas of the site may require guest/member registration.

Links: <http://www.cipd.co.uk/hr-resources/research/future-talent-singapore-2030.aspx>

Links: [The CIPD is the professional body for HR and people development](#)

### **On the cusp of change: the future of HR**

HAY Group; 2015

"Many HR professionals believe that the function is on the cusp of change. We agree, and believe that HR will look radically different by 2030. Driving this change is a series of megatrends, each of which is predicted to have a significant impact on people, influencing their motivations and perceptions of work and the organisations that employ them. HR will need to be at the heart of these changes and the function has a vital role to play in helping organisations and leaders adapt to ensure they are fit for the future. "

Links: <http://www.haygroup.com/uk/downloads/details.aspx?id=43441>

### **The rise of HR: Wisdom from 73 thought leaders**

ULRICH Dave; SCHIEMANN William A; SARTAIN Libby; CIPD, 2015

"This anthology of essays by 73 of the world's leading HR voices addresses the critical issues facing business and talent professionals today. It was compiled and edited by Dave Ulrich, Bill Schiemann, Libby Sartain and sponsored by the HR Certification Institute.

The essays address a variety of topics including: HR professionals' changing roles from advisors and administrators to business leaders; how the digital workplace is changing organisational talent and culture; the growing demand for organisations to manage talent across many different international borders, cultures and legal systems; measuring success in talent development with new tools and metrics; managing growing ethnic, racial and gender diversity in the workplace; understanding and responding to the changing expectations and desires of new generations of workers.

Peter Cheese contributed an essay on 'The future of HR: a context of change and opportunity'"

The CIPD is the professional body for HR and people development. Please note some areas of the site may require guest/member registration.

Links: <http://www.cipd.co.uk/hr-resources/rise-of-hr-wisdom-thought-leaders.aspx>

Links: <http://bit.ly/CIPDwisdomthoughtleaders>

Links: <http://www.riseofhr.com>

Links: [The CIPD is the professional body for HR and people development](#)

### **Employer Branding From attraction to a core HR Strategy**

SPARROW Paul R; OTAYE Lilian; Centre for Performance-led HR, Lancaster University Management School White Paper, 2015

The attractiveness of an organisation to an employee is an important predictor of the ability to recruit and subsequently retain them, so for several years now human resource management (HRM) functions have adopted the marketing concept of brand management and applied this marketing thinking to their HR strategies under the label of employer branding. This White Paper asks: What do we know about how you manage brands from the field of marketing? Does this tell us in HR anything useful about how we might use employer branding more broadly i.e. beyond our existing applications of employee value propositions (EVPs), use of branding for candidate attraction or to attract graduate populations? Can we develop our work in employer branding to build a broader HR proposition? The paper thinks about employer branding as: a form of psychological contract; a form of social identity; a form of two-way signalling.

Links: <http://www.lancaster.ac.uk/lums/cphr/publications/white-paper-series/>

### **Managing across borders and cultures**

Reilly Peter; *Strategic HR Review*, 2015 Vol. 14 Iss: 1/2, pp.36-41. Emerald Publishing

“An important challenge that global organisations face is the extent to which they manage against a common model of people management across the world or whether they differentiate between countries in their approach. In our research (Reilly and Williams, 2012), Tony Williams and I found that most Western organisations were moving towards a single human resource (HR) model that minimised cultural differences. To varying degrees, the Asian-owned multi-national corporations we came across were more tolerant of geographic variations, partly because of their tendency to have holding company structures to manage highly diversified businesses. So the questions we wish to ask in this article are why Western organisations might globalise in this way compared with Asian, what problems they face and how they seek to overcome them.”

Links: <http://www.emeraldinsight.com/doi/abs/10.1108/SHR-07-2014-0042>

### **Flexible working for parents returning to work; maintaining career development**

MERCER M; IES Publications, IES Report: 2017 ACAS

This IES report, produced on behalf of the Advisory, Conciliation and Arbitration Service (ACAS), considers the impact that the way organisations manage staff returning to work from parental leave can have on career progression, gender stereotypes and the gender pay gap. The research aimed to establish both how organisations are managing flexible working following an extended period of leave, and how organisations' flexible working arrangements (FWA) impact on career development and the factors such as equal pay.

The report, authored by principal associate, Mary Mercer, offers valuable guidance for employers drawn from the purposive evidence review and a series of case studies with organisations offering best practice in managing FWA.

Links: <http://www.employment-studies.co.uk/resource/flexible-working-parents-returning-work>

### **Can culture really have strategy for breakfast?**

Edited by Dr Javier Bajer. *Strategic HR Review*, Vol. 16 Issue: 4, 2017. Emerald Publishing

“In this issue of Strategic HR Review, we are sharing a few examples of colleagues who are changing the cultures of their organisations. It is my hope that they inspire you in a variety of ways:

- Creating a Growth Mindset, Ian Johnston examines how HR professionals can take ownership of their organizations' cultural space and help to instill a “growth mindset” open to change.
- Listening to Drive Culture Change, Philipp Schramm shows how his company turned around its fractured culture by igniting a cultural revolution fueled by listening and employee engagement.
- Culture: A Key Ingredient in Business Success, Kevin Silva explains how his company leveraged a culture change initiative to support a major organizational spinoff and re-branding.
- Unlocking the Value of HR to Drive a Change-Ready Culture, Campbell Macpherson presents lessons learned while transforming his “fragmented, ineffective” HR department through an organization-wide culture change program. Culture Change is a serious matter for business and we should continue to develop the necessary skills within HR to be able to drive true organisational values through people.
- Whatever Culture you end up with, it will still have Strategy for Breakfast. Beware, box-ticking interventions might leave you hungry for change and even cause some organisational indigestion. Enjoy the reading, Dr Javier Bajer”

Links: <http://www.emeraldinsight.com/toc/shr/16/4>

### **Digital Transformation Special issue**

Edited by Dr Javier Bajer. *Strategic HR Review* Vol 16 Issue 2 2017 Emerald Publishing

“In this issue we are sharing quite a variety of approaches on Digital Transformation, to inspire your HR strategy so you can drive significant value to your organisation.

- **HR Digital Disruption: The Biggest Wave of Transformation in Decades**, James Larkin looks at the changes HR managers can expect in the digital age, with a focus on three distinct areas – changes within the office, changes at the employee/ manager level and changes to the organisation at large.
- **HR's New Role: Rethinking and Enabling Digital Engagement** Ravin Jesuthasan explores how digital technologies have changed how workers connect with their co-workers and the organisation, and how that is changing the way work gets done.
- **HR's Guide to the Digital Transformation: ten Digital Economy Use Cases for Transforming Human Resources in Manufacturing**, Pradeep Amladi highlights new ways companies are managing their human resources in light of changing technology, mobile workforces and “The Internet of Things”.
- **Providing a Better Digital Experience for Employees**, Mike Raia looks at user interface/user experience – or UI/UX – and its role in the employee experience as new digital technologies are implemented in the workplace.
- **From Analytics to Action: How Shell Digitized Recruitment**, Sue Lam and Ben Hawkes offer a case study detailing how global oil company Shell enabled technological change in its graduate hiring assessments to add long-term value to the company.”

Links: <http://www.emeraldinsight.com/toc/shr/16/2>

### **Understanding Mediating Variables & Their Outcomes: progressing our understanding of the mediating variables linking HRM, employee well-being and organisational performance**

Edited by: Peter Boxall, James P. Guthrie, Jaap Paauwe . *Human Resource Management Journal*  
Special Issue: Volume 26, Issue 2 April 2016. Wiley.

- **Editorial introduction: progressing our understanding of the mediating variables linking HRM, employee well-being and organisational performance**  
Peter Boxall, James P. Guthrie and Jaap Paauw (pages 103–111)
- **Unpacking the black box: understanding the relationship between strategy, HRM practices, innovation and organizational performance** (pages 112–133)  
James Chowhan
- **Team-level high involvement work practices: investigating the role of knowledge sharing and perspective taking** (pages 134–150)  
Carol Flinchbaugh, Pingshu Li, Matthew T. Luth and Clint Chadwick
- **The more the better ... or is it? The contradictory effects of HR practices on knowledge-sharing motivation and behaviour** (pages 151–171)  
Tatiana Andreeva and Anastasia Sergeeva
- **The effect of HRM attributions on emotional exhaustion and the mediating roles of job involvement and work overload** (pages 172–191)  
Amanda Shantz, Lilith Arevshatian, Kerstin Alfes and Catherine Bailey
- **Connecting empowerment-focused HRM and labour productivity to work engagement: the mediating role of job demands and resources** (pages 192–210) Karina Van De Voorde, Monique Veld and Marc Van Veldhoven
- **Cross-level effects of high-performance work systems (HPWS) and employee well-being: the mediating effect of organisational justice** (pages 211–231)  
Margaret Heffernan and Tony Dundon

Links: <http://onlinelibrary.wiley.com/doi/10.1111/1748-8583.12104/full>

### **Human capital analytics: why aren't we there? Special issue**

Edited by Dana Minbaeva. *Journal of Organizational Effectiveness: People and Performance*, Vol. 4 Issue: 2, 2017 Emerald Publishing

“This is a very special special issue. It is organized as a dialogue among HR executives, analytics practitioners, consultants and academics, and it consists of invited scholar papers, regular submissions, perspectives and opinion pieces. This structure is necessary given the nature of the phenomenon that is the focus of this special issue: Human Capital analytics (HCA)”

- Introduction to special issue, Minbaeva, Dana; (pp.110-118)
- Human capital analytics: why are we not there? John Boudreau, Wayne Cascio (pp. 119 - 126)
- Toward evidence-based HR, Jorrit van der Togt, Thomas Hedegaard Rasmussen (pp. 127 - 132)
- Human capital analytics: the winding road, Morten Kamp Andersen (pp. 133 - 136)
- The best practices to excel at people analytics, David Green (pp. 137 - 144)
- Human capital analytics: too much data and analysis, not enough models and business insights, Alec Levenson, Alexis Fink (pp. 145 - 156)
- The rise (and fall?) of HR analytics: A study into the future application, value, structure, and system support, Sjoerd van den Heuvel, Tanya Bondarouk (pp. 157 - 178)

Links: Introduction <http://www.emeraldinsight.com/doi/abs/10.1108/JOEPP-04-2017-0035>

Links: <http://www.emeraldinsight.com/toc/joepp/4/2>

### **Authentic Leadership in HRD: Context and Identity Matter! Critical Explorations on Leading Authentically**

Guest Editors : Rita A. Gardiner and Julia Storberg-Walker. *Advances in Developing Human Resources* Vol 19, Issue 4 2017. Sage Publications.

“Regardless of what happens in practice, the ethos and conceptualizations behind HRD and authentic leadership are similar. They share the humanistic libertarian focus on equality and diversity, open and honest ethical relationships, trust, enthusiasm, and self-development and on people over profit. They are both interested in the interface between people and organizations and in improving the working life of employees at the same time as developing the organization they are in...Issues of identity, diversity, and inclusion are core to HRD, as they are to authentic leadership, and they are central to this special collection of papers.”

Link: <http://journals.sagepub.com/doi/full/10.1177/1523422317728731>

### **Industrial relations now: Where are we? Where to next?**

COOPER, Ray; TOWNSEND, Keith; *Journal of Industrial Relations*, Vol.59 (2) 2017 pp117-121 Sage Publications.

“It has been more than two decades since human resource management (HRM) was predicted to make our field of scholarship, industrial relations (IR), redundant. However, we see the discipline as being alive and well, with a productive overlap between HRM and IR as fields of both scholarship and practice with a focus on work itself, and relationships at work as well as the social, cultural and political elements that influence them. We are confident that the six articles presented in this special issue will stimulate debate as to where our discipline is now, where it has been and where it is heading. We thank our contributors for their contribution to revisiting and reassessment of scholarship in our field.”

Links: <http://journals.sagepub.com/doi/full/10.1177/0022185616678376>

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[lrc@roffeypark.com](mailto:lrc@roffeypark.com)

Telephone: 01293 854052