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This report is one of a series produced for faculty members. In each report we give a review of a topic within finance and management, offering both analysis of the relevant theory and a review of the practical application of appropriate management techniques. If you have any comments or suggestions for future topics, please contact dipak.vashi@icaew.com

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Contents

2 **MANAGING CHANGE - A TOPICAL CHALLENGE FOR UK COMPANIES**

Brexit, regulatory tightening, commercial upheaval and new technology - how can employers best support their workforce when change is in the air? Jo Faragher reports.

6 **HAS THE SILICON VALLEY REVOLUTION TRANSFORMED HR FOREVER?**

In the hands of the US tech giants, working patterns have been transformed, but will these changes stand the test of time? Katie Jacobs investigates.

11 **THE SIGNIFICANT IMPACT OF NEW LAWS ON EMPLOYERS**

Major developments have occurred recently in UK employment law. Beth Hale and Naomi Latham discuss.

15 **WHY MANAGING PEOPLE IS AN ART**

Throughout history, people have sold their labour to employers, but workers' expectations have risen and managers must engage, argues Morgen Witzel.

18 **HOW SCHNEIDER DEVELOPED WELLBEING**

The multinational energy management firm crowdsourced its workforce engagement programme with its 142,000 employees, as Eleanor Whitehouse reports.

21 **WHY EMPLOYEE ENGAGEMENT IS NOT JUST A 'NICE TO HAVE'**

Attracting the right talent and keeping people motivated are essential to business success, says Jonny Williamson.

23 **TEN TIPS TO CREATE AND MANAGE A HIGH-PERFORMANCE TEAM**

The blueprint for establishing a successful team is set out in guidance from recruitment firm Robert Half.

24 **PRESENTEEISM AND THE HIDDEN COSTS OF STAFF GLUED TO THEIR SEATS**

Smart thinking is required by managers to stop staff from working while sick or lingering, says Karen Higginbottom.

26 **DIFFICULT CONVERSATIONS - MAKE THEM EASY!**

How do you handle a tricky conversation in your workplace? Angus Farr explains.

27 **PREVIOUS SPECIAL REPORTS**

We summarise the themes covered in the last four reports.

This PDF version of the special report omits a further article - 'The nine worst ways to manage people', by Suzanne Lucas - due to copyright restrictions on digital publication. This article appears with full permission in the printed version of this report, distributed to all faculty members.

Foreword



DIPAK VASHI
is technical manager
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Managing people is one of the most important skills needed to successfully navigate your way to the top of the corporate ladder. However, the business world is awash with anecdotes, tales and all out catastrophic examples of bad management and stories of those simply excelling at their job technically climbing the ranks, when more is needed. Managing people is an art, not one which can be easily learned as well, and requires focus and dedication from business leaders to ensure employees are being trained to a high standard, so they can harness and unleash the ability of those they manage.

So is there an essential go-to guide for effective management? Well if anyone can come up with it, I'd put my money on recruitment experts Robert Half, who have attempted to distil this complicated topic into a ten top tips. This is a handy checklist for those wanting to extract more out of their teams.

The needs and demands of employees are ever-changing, with flexible hours, changing social norms and ways of working only adding to the challenges managers face in keeping everyone happy and productive. Page 6 looks at the lessons the expanding Tech sector in Silicon Valley can teach the rest of the world,

and whether these patterns will persist. But amongst all this change, make sure you are within the bounds of the law. Beth Hale and Naomi Latham give a comprehensive rundown of new employment legislation.

One of the most common gripes of employees is the way managers deal with difficult situations and conversations, with many avoiding them entirely. Although this is quite clearly wrong, dealing with tricky and sensitive situations is not easy, and you must be prepared in order to do the right thing by your team. Angus Farr points out some tools to help you make these conversations easy.

We hope our special report will help those in managerial positions, or those aspiring to get there. The carefully selected array of articles you are about to read aim to do so. As always, if there are any questions, comments or suggestions, do not hesitate to get in touch at dipak.vashi@icaew.com

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