



What We Need as HR in 2024

Why am I speaking about HR needs?

Personal experience of:

- >15 years in HR
- Being in Director level teams
- Led HR teams through change & to deliver for orgs
- Having my boundaries tested as HR leader

What is my background?

- FCIPD HR Director/ Chief People Officer - 10 years+
- ILM Level 7 Executive Coach with >400 hrs' experience with talented leaders
- 15 years+ track record of impactful bespoke development programmes

My insight & experience



Nicola Forbes-Taylor
FCIPD & Executive Coach



1. What we're dealing with
2. What are the pitfalls
3. Audit of strengths & energy for 2024
4. Managing Boundaries & Expectations
5. Top Tips: how to help yourself

Agenda





How we feel as HR coming into 2024

59%

more likely to feel overwhelmed or burnt out

25%

less likely to feel engaged



War in Ukraine



Israel-Hamas war live: Hamas 'rebuilding northern battalions' as Israel moves south Updated 2 minutes ago



'Never again': is Britain finally ready to return to the office?



The supply of remote jobs isn't high enough to meet the demand

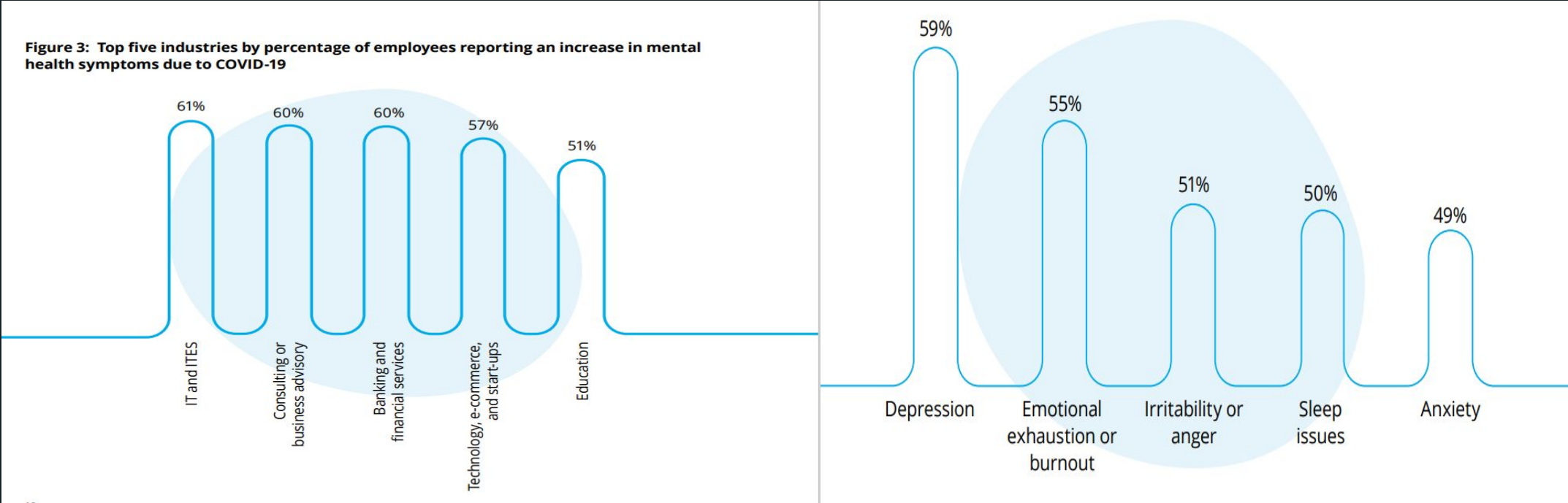
Despite the large volumes of candidates desiring remote work, more and more roles have been reverting to requiring more and more office attendance as 2023 has progressed.

According to our data, the general trend is that the more days a company requires its employees to come into the office, the less interested a candidate is, but the more jobs are available. For example, the number of jobs advertised by companies offering 1-2 days a week at home has remained stable across 2023, while the search demand from candidates for this kind of role has been declining; and the volume of searches for fully remote work remains high, but the number of jobs offering this has fallen across the year.

It's still essentially the case that the more days at home a company is able to offer its employees, the more candidates will be searching for jobs there. Whether it means fully remote or remote-first working, shouting about this part of a company's EVP is already crucial to a sustainable talent attraction strategy, and this is only going to continue to be the case as more companies impose more office time, setting companies with any level of remote offering apart from the crowd.

We're dealing with...

Figure 3: Top five industries by percentage of employees reporting an increase in mental health symptoms due to COVID-19



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Employees expecting more support from employers

Demand for mental health support in the workplace has never been stronger

Ever since the COVID-19 pandemic began, awareness of the importance of mental health in general has been growing across the world. In the first year of the pandemic alone, the global prevalence of anxiety and depression increased by +25%, with isolation, grief and fear for the future all playing their part.¹

While life has returned to some semblance of normality for most people over the past couple of years, the lingering impacts of such a deeply unsettling period that we all lived through – not to mention long-term physical health impacts for many, as well as living with the loss of loved ones – can't be overstated. Combine this with the hardship many have faced through the cost of living crisis in the UK, the threat of impending recession across the world, and brutal and tragic global conflicts being front-page news for most of the year, and it's no surprise that mental health is a still-growing priority.

For Mental Health Day 2023, Ipsos commissioned a global survey which found that while 76% of respondents say their mental health is equally as important as their physical health, just 34% of them feel that their country's health system treats them the same.² And with British workers in particular feeling more pessimistic than ever before about living standards, and experiencing record-high levels of negative emotions caused by their workplace, the responsibility of businesses to protect their employees' mental health has never felt so crucial.³

¹ <https://tinyurl.com/45v4ehv4> ² <https://tinyurl.com/m327rswd> ³ <https://tinyurl.com/bdf5k2p7>

flexa. THE FLEXIBLE WORKING REPORT '23-'24

oliva 

 ON WORKPLACE MENTAL HEALTH SUPPORT

Not all companies provide mental health support to their employees, and of those that do, not all companies will provide a service that can truly make a difference.



Dr. Sarah Bateup,
Chief Clinical Officer at Oliva



Post Office Horizon scandal

Former Post Office chief hands back CBE as Horizon scandal intensifies

Paula Vennells was CEO during crisis, with more than 100 potential victims coming forward since TV drama



NatWest Group

NatWest scraps £7.6m of Alison Rose's payout after Farage scandal

Move follows resignation of CEO over row linked to closure of former Ukip leader's bank accounts



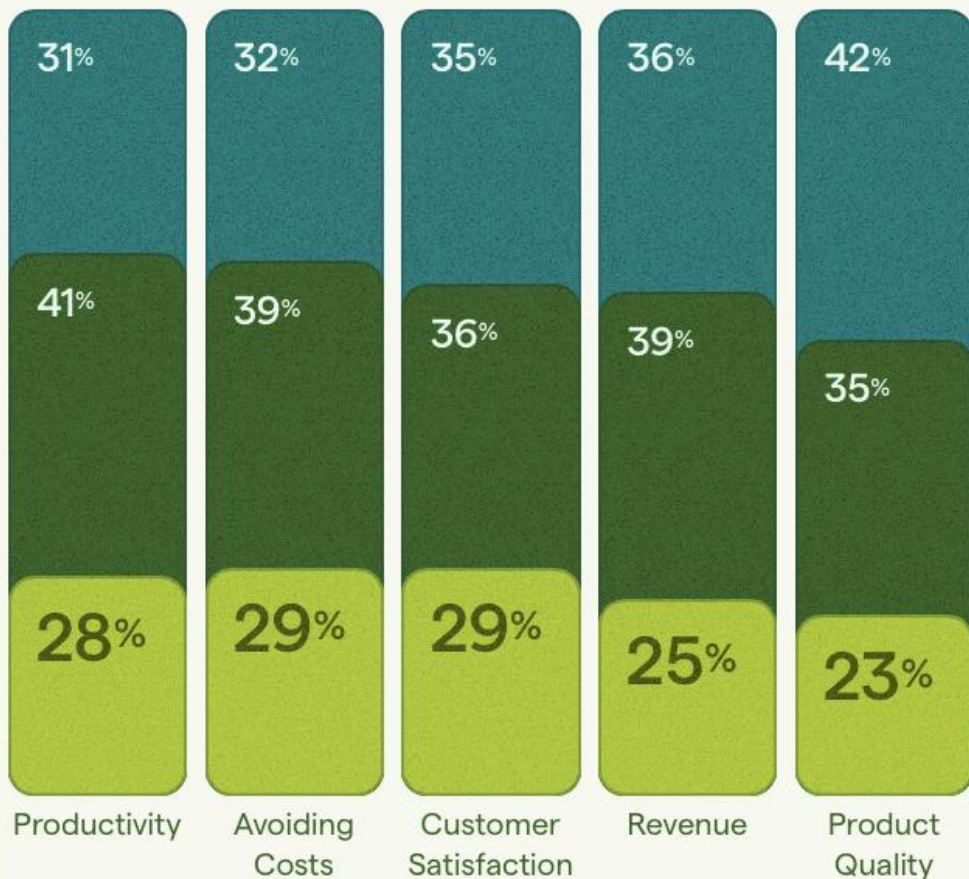
Confederation of British Industry (CBI)

CBI dismisses director general Tony Danker after conduct complaints

UK business lobby group says conduct 'fell short of that expected' of its leader

HOW CONFIDENT ARE YOU IN CONNECTING HR TO BUSINESS IMPACT?

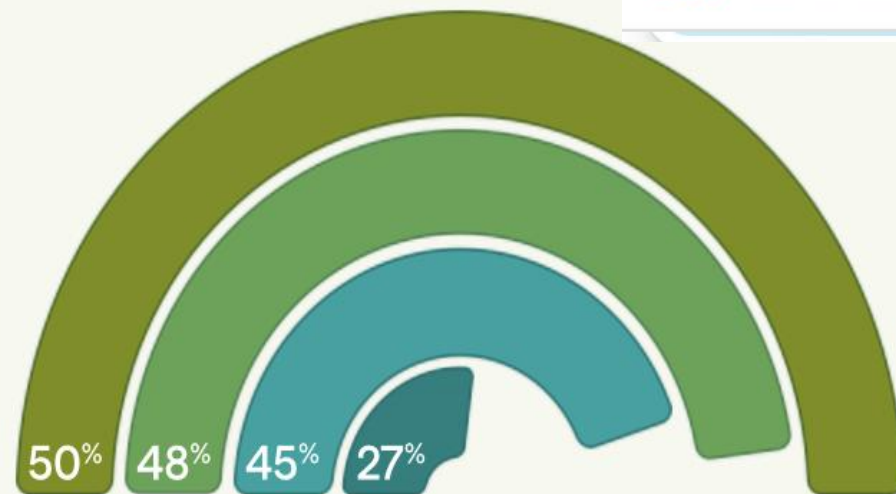
● Very confident ● Confident ● Not Confident



Only a quarter of HR leaders are "very confident" about their ability to connect HR and revenue when speaking with the C-suite.



EXECUTIVES ARE STRUGGLING TO SEE THE VALUE OF HR



HR Says Their C-Suites:

- Believe positive company culture leads directly to better business outcomes
- Take employee engagement survey data seriously
- Are committed to improving compensation transparency
- Recognize HR's impact on revenue growth

Saying yes

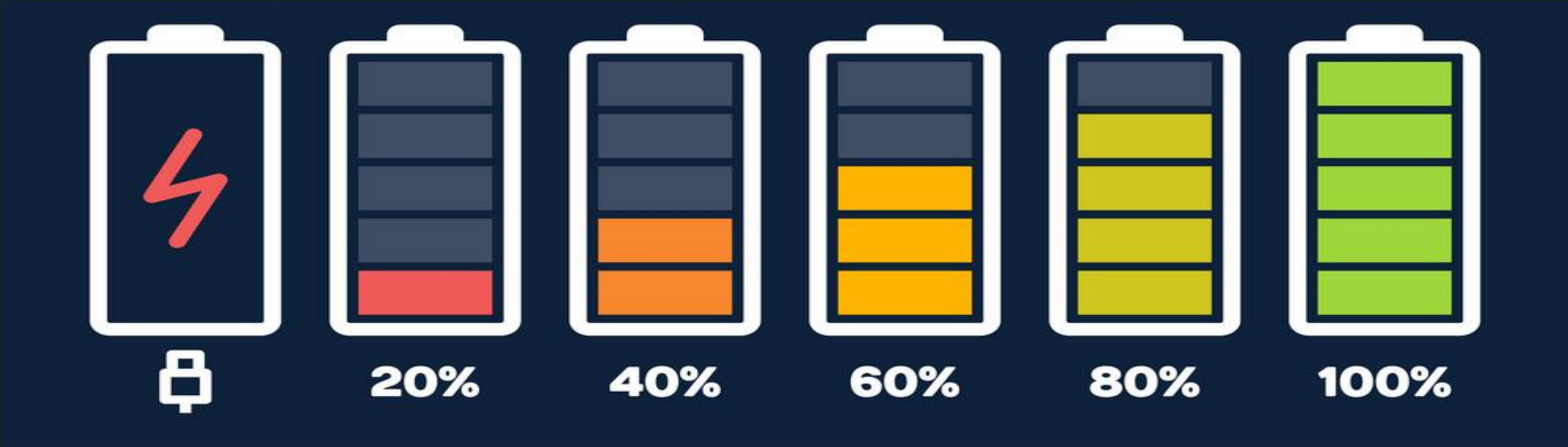
**Not
delivering for
the business**

**Not asking
for help**

**Losing sight
of priorities**

**Becoming
overwhelmed**





Burnt out	Running on next to empty	Constantly feeling under par.	Getting through. Replenish enough to keep going	Feeling buoyant	Feeling positively bouncy
Impossible to concentrate	Struggling to concentrate.	Can concentrate but find it draining	Concentration can wane but can be OK	Can concentrate & multi-task as well as plan future	Able to laser focus and context switch with ease
No energy. Need daytime naps	Sleepy & headaches	Struggle to get going in AM & flag late PM	When keeping to routine, sleep is enough	Sleep reserves= strong	Rest, restoration & sleep= prioritised

1. Where do you see your readiness for 2024?
 - a. Areas of strength
 - b. Areas of weakness
 - c. Impact of both on what is needed in 2024 in your org

2. What is your battery life?
 - a. What % and impact?

Reflection- 4 mins

Discuss your audit

- Areas of strength & needs for strengthening for 2024
- Energy levels
- 7 mins

With

1. Plenty of energy
2. Strong self-belief
3. Decision making
4. Control
5. Control of own risk exposure

Without

1. Drained of energy
2. Resentment of others
3. Shifting viewpoint and decision position
4. Giving up control
5. Risk exposure not of your choosing

Area	Strategic Planning	Recruitment	Globalisation & Relocation	Change Management	Performance Management	Training & Development	ER & Risk Management
Role of SLT/CEO	Finalise cohesive strategy Ensuring people focus	Oversee sustainability of org structure & headcount costs	Identifying strategic plans for business growth requiring relocation or growth in new geographies	Leading change programmes in line with legislation & to deliver business needs. Owns overall change.	Identify goals & milestones for business	Assigning budget for training & creating learning culture	Own employee risk. Overseeing issues to ensure management in line with risk levels
Role of manager	Translate strategy to operational plans	Identify needs for new recruits & own selection process. embedding in team. Own employee experience.	Support team member moves & play own part in moving to new geographies	Own local changes & participate in programmes to enable understanding	Motivating teams to deliver results for business. Addressing underperformance	Supporting individual & team skill knowledge & behaviour needs to get needs met	Owning and leading issue management processes eg disciplinary, grievance, PIP
Role of HR	Develop & own people strategy. Support cohesive approach cross org	Supporting effective employer brand & selection & onboarding processes. Own quality of process.	Facilitate relocation programmes; engaging experts as reqd. Owns experience?	Facilitating journeys of change; navigating risk & morale impacts	Supporting effective motivations & performance management practices	Facilitating learning. Owns budget & quality of training across org	Support capability in managers & leaders to address issues in line with legislation & risk appetite

No boundaries=

'Of course!'

Some boundaries=

'I'll come back to you on that.'

Clear boundaries=

'Not right now. Later this aft/ week.'

Firm boundaries=

'I don't feel comfortable with that. How about...?'

Strong boundaries=

'No. What we can do is....'

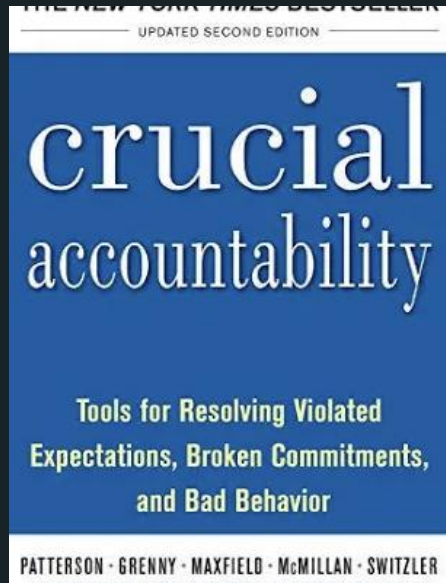
**Know & protect
your
boundaries**

**Manage your
energy levels**

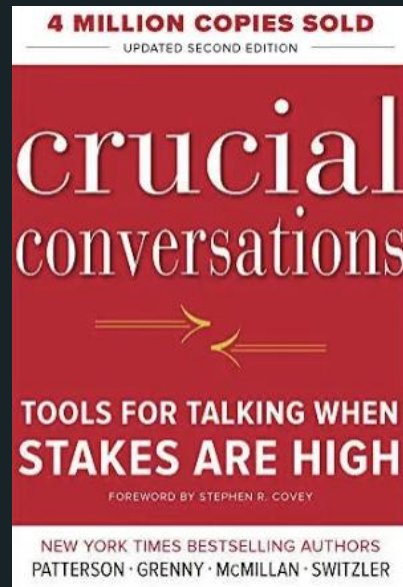
**Develop your
knowledge &
skills**

**Use specialists:
lawyers,
coaches & HR
consultants**

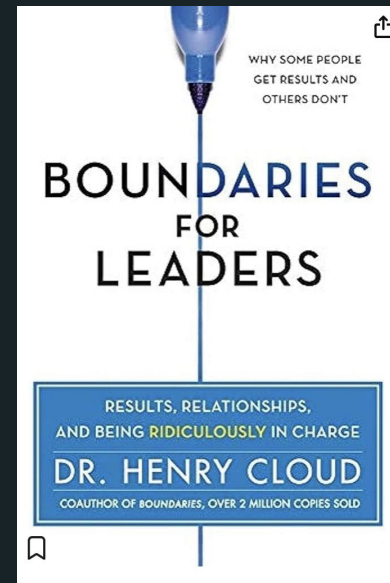
**Connect to
others- network**



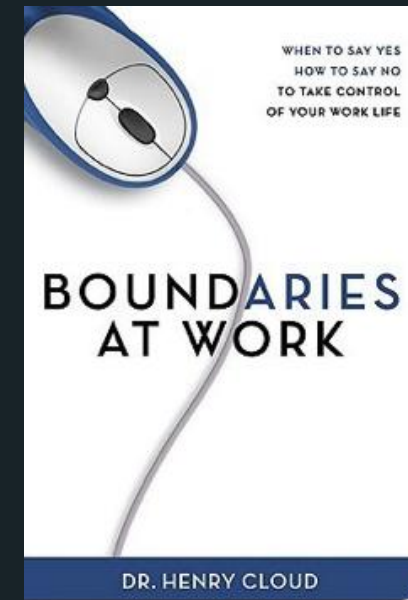
**Crucial
Accountability**
Patterson et al



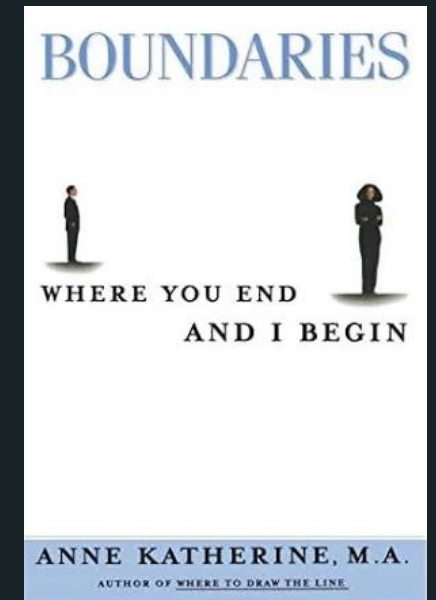
**Crucial
Conversations**
Patterson et al



**Boundaries for
Leaders**
Dr Henry Cloud



Boundaries At Work
Dr Henry Cloud



Boundaries
Anne Katherine



Further Resources

Harvard Business Review

A Guide to Setting Better Boundaries

by Joe Sanok
April 14, 2022



Psychology Today

CAREER

Why Boundaries at Work Are Essential

Healthy workplace boundaries protect wellbeing and life balance.

Posted December 21, 2022 | Reviewed by Vanessa Lancaster

Forbes

FORBES > LEADERSHIP > FORBESWOMEN

How To Set Stronger Boundaries At Work

Melody Wilding, LMSW
I help sensitive high-achievers thrive in the workplace.

Harvard Business Review Sign In

Creativity Under the Gun

by Teresa M. Amabile, Constance Noonan Hadley, and Steven J. Kramer

From the Magazine (August 2002)

strategy+business
a pwc publication

Topics Thought leaders The issue The podcast

Workforce / Summer 2022 / Issue 107

How healthy boundaries build trust in the workplace





Managing Boundaries
YouTube: MindTools



Boundaries
Brene Brown



Great Boundaries
Free You
Sarri Gilman



The Power of
Boundaries at Work
Woodrie Burich



Connect with me on LinkedIn!

www.nft.consulting
www.thealistlondon.co.uk

Upcoming talks

February

Wed 28th @1pm

Ashley Kate Recruitment: Developing Emotionally Intelligent Leadership as a HRD

Thurs 29th @9:30am

The A List London: Demystifying HR Budgets

March

Wed 13th @12pm

Element Law: Understanding the changing generational workforce

**FREE consultation for bespoke executive coaching or development for you.
Get strong in 2024!**

Questions



Strategy
Creation



Change
Management



The A List:
HR Leadership Programme



Coaching