



PRIFYSGOL CYMRU

Y Drindod Dewi Sant

UNIVERSITY OF WALES

Trinity Saint David

Programme: BA (Hons) Leadership and Management Skills for the Workplace

Module: Developing and Managing Individuals and Teams

Module code: LCLM5002 Contribution to

Module Leader: Nishi Ramsurrun

Doreen Nyaa Amundam

Assignment Title: Component 2- Individual

Name: Nelu Veletean (2414093)

A Report on Business Transformation Challenges and HR Responses: The Way to Develop and Manage Individuals and Teams

Introduction

With the fast pace of technology evolution, evolving workforce demands, and growing flexible working trends, root-and-branch change is occurring in the nature of the modern workplace. This has its own set of opportunities – but at the same time has posed numerous challenges to HR departments tasked with people and institutional efficiency in large cities including London and Birmingham in the UK. After being invited to join a company in the technology and services industry in London with the HR department, I quickly learned that more digital transformation and workload pressures, more miscommunication about the ‘remote’ working approach and an entirely new system of jobs, a rapid evolution of role duties and working roles, and more had piled on. This was obvious from a general manager's view, these were all beginning to hamper team collaboration, employee mood, and operations performance. It explains the nature of growing grievances, evaluates contemporary HR practices in dealing with grievances, and finally critiques key aspects whereby departmental managers can provide urgency and effectiveness with regard to practice implementation. Drawing on this conversation, supported by academic knowledge and real-life HR examples, the report demonstrates how people management processes can correlate and align with organizational transformation, providing recommendations for minimized disruption, improved employee experience, and greater organizational resilience in the midst of rapid change.

1. Business Transformation Facets, Digital Technology Trends, and Work Flexibility

UK companies are doing business transformation much more than before, and technology-dependent competitiveness has made organizations go through a review process on business operations. Business transformation involves basic organizational changes such as strategy, culture, technology, and processes. One of those issues that will probably trouble workers is digitalisation and technological change, followed closely by redesign of job functions, and lastly new job and flexible working arrangements.

1.1 Digitalisation and Technological transformation

Today, automation tools, cloud computing platforms, HR analytics and collaboration platforms are the next generation of digital transformation technologies. Although all of these digital platforms are about increasing efficiency and better-communicated systems, they do have the potential to be problematic for staff that may or may not be prepared or even threatened by automation. (We've recently implemented new project management system software as well as advanced data dashboards and AI-driven customer service tools.) Employees found an overwhelming rate at which such tools were put in place, and to a large extent they felt that there was little training that got instituted for them. In addition, human habits towards communication have changed under the impact of digitalization: Microsoft Teams and Slack are day to day tools people communicate over long distances. However, heavy use of digital media results in misunderstandings, information overload, loneliness and according to research evidence, a dependence on those methods of communication. This is in accordance with Eurofound (2022). All of these findings are expressed in staff complaints about misunderstandings, lack of clarity around expectations, deterioration of relationships.

1.2 Re-design of Jobs and Reframing of skill Profiles

Job design and new competency frameworks can be a result of technological innovation within organizations. In consequence, the growing automation of tasks places greater importance on analytical, digital and problem solving skills (CIPD, 2023). Workers at this organization were showing signs of "role creep," in which increasing amounts of responsibilities were added without corresponding workloads and support. This, in turn, compounded work stress, uncertainty of what was expected from them and lowered confidence. Younger workers' frustration at the absence of developmental prospects contrasted with anxiety in older workers, whether this be around shifting technologies or the threat it poses to job security. These sentiment-laden opinions will again reinforce worries that digital transformation is widening the chasm between generations related to confidence and flexibility.

1.3 Opportunities for flexible work arrangements

There were policies in the wake of the COVID-19 pandemic on hybrid and flexible working. Although being able to work flexibly can provide more autonomy, better work-life balance and well-being, it also introduces risk if managed poorly (Choudhury, 2020). The policy was to work at home three days a week. Eventually, several complaints emerged as to inconsistent managerial expectations, not being able to access information when working at home, and, last but not least, the uneven distribution of work by work location (remote or office). Flexibility bred "instances of availability creep," the urge to be always connected, always available. Staff reported that they received messages at all hours and that they could not unplug. Second, flexibility intensified job design inequities: Some jobs, such as administrative jobs or frontline customer jobs, provided less flexibility than others, and as such, created feelings of unfairness.

1.4 Cultural and Organisational Impact

The big drivers were very much cultural change. And yes, it can be said that both those digital and flexible transformations depend on a culture of openness, flexibility and trust. This hierarchical nature of the organisation does always appear to directly contradict with the new model of agile, cross-functional working. One key reason that was further fuelling the resistance and grievances was the lack of input into the decisions being made. The rapid pace of changes in technology, a demand for new skills, changed patterns of communication, and inconsistent management approaches – all contribute to the uncertainty and stress surrounding both digital transformation and flexible working. Human resource management will probably encounter some difficulties in implementing contemporary protocols that also match with a dynamic and technology-driven environment.

2. Analyzing Current HR Practices to Address These Trends

Modern human resource practices based on the problems of digitalisation and flexible working are formulated, which encompass the strategies for workforce planning, digital training and upskilling to the planning of performance management, employee engagement pathways and new wellbeing and support initiatives.

2.1 Strategic Workforce Planning and Skills Development

It is up to HR's workforce planning to make sure that a company has the right skill set to adapt to the technological changes. But contemporary HR takes constant learning and upskilling as a

driver of flexibility for the working workforce. Structuring digital skills training programs, mentoring schemes, and cross-functional learning also reduces anxiety and boosts employee confidence. It establishes tailored LMS and micro-learning pathways for personal development. According to CIPD (2023), organisations that invest in the promotion of digital skills experience greater happiness and productivity from the employee base. Therefore, some structured upskilling around these complaints could address these grievances with regard to not being prepared in relation to new technologies.

2.2 Redesigning performance management

For example, a digital transformation could be a move from yearly reviews to round after round and responsive performance management and not only an annual review — it might evolve into agile performance management. In this way, modern HR practices allow for frequent check-ins on goal settings in hybrid working and mutual performance to happen. This approach, as Aguinis (2019) states, is much clearer in the way that it eliminates ambiguity and aligns with the goals of the changed roles to create clarity to the organizational goals. Hybrid success must be measured in outcome rather than visibility. The result is that expectations on job changes and digital performance graphs might reduce feelings of inequality and encourage an overall consistency in performance.

2.3 Enhancement of the employee Voice and Engagement Mechanisms

Employee involvement is important in creating the changes. Nowadays, HR systems allow communication in a two-way way through digital employee voice sites, pulse surveys, and democratic decision-making settings. Boxall & Purcell, 2016 Employing technology brings this ability: HR can collect real-time data on employee sentiment, helping them to take timely action and avoid getting frustrated. Virtual town hall meetings, team-building activities and active participation processes involve organizations in decision-making for the implementation of technologies, creating a dissolution of resistance and trust.

2.4 Well-being and support mechanisms

Working on homework is also associated with an elevated risk of burnout and isolation. This should encompass wellbeing initiatives like Employee Assistance Programmes, mental-health first aiders, wellbeing webinars, and structuring workload reviews that HR could benefit from. At a more general level, there is empirical evidence that HR practices based on wellbeing are associated with improved performance and reduced labor turnover. Work-life boundary training also blocks availability creep as it teaches managers and workers to talk in healthy ways about digital communication.

2.5 Redesign on Flexible Working Policy

To reduce inconsistency, human resources needs to create clear policies of hybrid working that lay out expectations on things such as availability, task allocation, equipment distribution and communication. New paradigms of human resources management emphasize developing policies framed by equity, which means that flexibility and access should be equitably distributed across the job families. The hybrid-work model frameworks are being formalized, which minimizes confounding managers to be consistent of the policies.

2.6 Using HR Analytics and Data-Driven Decision-Making

Organizations may monitor their performance and well-being and turnover risk in real time, and capabilities and skills gaps. By applying this data-driven approach, HR function can monitor for issues before grievances are created. Having the data in HR (the basis of decision making on their part) has long been perceived to be key for organizations that are digitally transformed: they make them more transparent and more accurate. On balance, modern HR trends—such as workforce development and growth, HR performance, employee voice, wellness, flexibility and HR analytics, can prevent some of the pressures caused by technological and cultural change.

3. Critical Analysis of how managers can ensure immediate implementation

It is departmental managers at the leadership of implementing the HR practices, particularly in those regions that the quickening of the transformation needs to be hastened. Just about anything gets turned into genuine progress for better results depending on pace and delivery process. This capacity would be hindered if urgent adoption would be impacted due to multiple factors, which would influence this capacity so that speedy adoption was guaranteed: capability of leadership, effectiveness of communication, availability of resources, and alignment of culture.

3.1 Leadership Skills and Mindset

The new HR practices should be applied by managers who will have and promote adaptive leadership and should be exhibited by managers. The managers can demonstrate this shift in HR practice. Bass and Riggio 2006 also claim that transformational leadership behaviours such as inspiring shared vision among employees, supporting employee's growth and fostering innovation are necessary in organisational change. Even if the managers have great HR programs, they may resist the changes. However, even if the vast majority of the managers experienced that they were not well equipped to bring in new technologies or more updated performance management systems, the organizational level could be improved if it developed their leadership development programs with greater digital fluency, better change management, and people-oriented leadership.

3.2 Communicate Effectively and Transparently

Managers must explain the rationale for initiating the new HR practice by providing insight into the value the HR practice brings to the business and also the expectations of the new approach. Too often, an uncertain situation is fostered by insufficient information, leading to resistance to change. Regular team briefings by managers should be held, there should be chances for questions to be asked, and the messaging should be coherent across departments, for this kind of urgent change to take place in the most expedient manner possible. It lends support as well to Kotter's contention that clear communication accelerates the pace of the embrace of change. Managing in hybrid settings will require managers to learn both digital and physical communication skills. Without it, misunderstandings around readiness and unfair policy implementations are bound to continue.

3.3 Building Trust and Psychological Safety

Trust In the workplace changes likely involve an increase in employees' trust for their managers. Several studies of organizational behavior point out that psychological safety promotes a more open environment in which people speak up about problems, propose ways of getting better, and feel comfortable implementing changes. That is why it is crucial that managers guide

candid conversation, recognize the obstacles faced in making this happen, and demonstrate understanding. If workers fear penalties for sharing in the gaps of their skills or stress, the usage of HR practices like training or wellbeing support won't be effective as far.

3.4 Staff time and workload

Managers should ensure that human resources are allocated for training, adjusting to new systems and to help them work flexibly. Quickly rolling out without adequate resourcing, with all its stress, has the potential to increase the pressure on. Managers are going to want to decrease the likelihood of this happening by prioritizing the right things, delegating properly and working with HR so that those times of implementation can be planned off in a phased way if and when needed.

3.5 Monitoring, Feedback, and Accountability

Great managers track progress, seek feedback, and amend course. Managers must ask, whether through HR analytics or regular check-ins, whether employees are aware of what new behaviors are expected of them, whether work burden is distributed fairly, if grievances continue. Accountability mechanisms -- manager scorecards or KPIs, based on employee experience -- can foster urgency. This feeling of too much monitoring feels invasive, particularly in a remote environment. We have to find the right level of agency. The implementation of these programs is successful and fast through collaboration across departmental boundaries as discussed in Section 3.6. To prevent fragmented practices in the field, managers should engage with HR, IT and other departments for shared responsibilities for better alignment. This cross-departmental collaboration speeds up problem solving and encourages stability. In this view, departmental managers are key in the effort to translate the HR strategy into the actual experience of employees live day in and day out in their organizations. It is their behaviour as leaders, their communication, and building trust that will decide whether today's HR approaches are as urgently and effectively applied.

Conclusions and Recommendations

The majority of these complaints stem from the speed of technological change, differing skills and demands, and variability in flexible working arrangements. This has brought new kinds of stress to workers, coming via digitalisation, hybrid working, and job-role redesign, causing ambiguity, communication issues and equity and workload questions. A strong foundation for such challenges can be found in contemporary human resource practices. Workforce planning, digital-skills training, contemporary performance management, employee-voice mechanisms, wellbeing programmes and robust hybrid-working policies are among the measures that can all considerably reduce anxiety and enhance organisational resilience. But the timely and successful enactment of these practices relies predominantly on the ability of departmental managers to champion, communicate, and promote a psychologically safe culture.

Key Recommendations

Introduce a structured digital-skills model of learning integration, with micro modules and training and mentoring to build confidence in employees. Performance management: Rewrite performance management to be focused on ongoing feedback and the assessment of results, with hybrid work-related goals. Develop a hybrid-working policy that sets out communication expectations, availability of work, and the various roles for which flexibility is possible. Enhance

channels for employee voice: digital surveys, forums, and engagement in transformation decisions. Train departmental managers in leadership and change-management to support timely implementation. Enhance well-being programs through digital boundaries, mental-health services, and workload reviews. Use HR analytics to keep track of employee satisfaction levels, pick up on initial signs before they become major problems and make evidence-based decisions. When we take corrective measures, complaints will be reduced and employees more engaged, while we will also have a workforce prepared to make the leap to tomorrow's business environment in which they will flourish.

Reference List

A reference list will be provided for

Aguinis, H. (2019) *Performance Management for Dummies*. Wiley.

Allen, T., Golden, T. and Shockley, K. (2015) 'How effective is telecommuting? Assessing the status of our scientific findings', *Psychological Science in the Public Interest*, 16(2), pp. 40–68.

Bass, B. and Riggio, R. (2006) *Transformational Leadership*. 2nd edn. Psychology Press

Boxall, P. and Purcell, J. (2016) *Strategy and Human Resource Management*. 4th edn. Palgrave.

Choudhury, P. (2020) 'Our work-from-anywhere future', *Harvard Business Review*, November, pp. 1–10.

CIPD (2023) *People and Technology: Trends and Insights*. London: CIPD.

Edmondson, A. (2019) *The Fearless Organization*. Wiley.

Eurofound (2022) *Telework and ICT-based mobile work: Flexible working in the digital age*. Dublin: Eurofound

Kotter, J. (2012) *Leading Change*. Harvard Business School Press.

Marler, J. and Boudreau, J. (2017) 'An evidence-based review of HR analytics', *International Journal of Human Resource Management*, 28(1), pp. 3–26.

McKinsey. (2021) *The Future of Work after COVID-19*. New York, NY: McKinsey Global Institute.

Parker, S. (2023) 'Flexible working design: A framework for the future', *Journal of Management*, 49(4), pp. 1234–1250.

Parry, E. and Battista, V. (2019) 'The impact of emerging technologies on work: a review of the evidence', CIPD Working Paper, pp. 1–32.

Peccei, R., Van de Voorde, K. and Van Veldhoven, M. (2013) 'HRM, wellbeing and performance', in Paauwe, J. (ed.) *HRM and Performance*. Wiley.

Ulrich, D. et al. (2020) *Victory Through Organization*. McGraw-Hill.