

Ion Magureanu

Developing and Managing Individuals and Teams

LCLM5002

Report

Contents

1. Introduction	1
2. Factor contributing to the Grievances	2
2.1 Business Transformation Factors	2
2.2 Digital Technology Trends	2
2.3 Flexible Working Arrangements.....	2
3. Evaluation of contemporary HR practices to address these factors	3
3.1 HR Practices for Business Transformation	3
3.2 HR Practices for Digital Technology Trends.....	3
3.3 HR Practices for Flexible Working Arrangements	3
4. Critical evaluation of how managers can ensure fast implementation of these practices	4
5. Conclusion	4
6. Recommendations.....	5
7. Reference.....	5

1. Introduction

Starting my new HR role in a London-based company has been very exciting, especially because my background is in leadership and management. However, during my first month, I quickly realised the organisation was facing many employee grievances. I felt a bit overwhelmed, but at the same time, I understood that something inside the company was not working well. After speaking with my general manager, it became clear that the main issues were connected to the organisation's business transformation, new digital technology trends, and the expansion of flexible working arrangements. These changes are important for the company's growth, but they have also created stress and confusion for many employees.

The purpose of this report is to explain the specific factors causing these problems, evaluate contemporary HR practices that can help solve them, and critically examine how

departmental managers can make sure these practices are implemented quickly. The report will finish with clear conclusions and recommendations.

2. Factor contributing to the Grievances

2.1 Business Transformation Factors

The company is currently going through a major business transformation. According to the CIPD (2023), transformation normally involves restructuring teams, updating processes, and changing the organisational culture. In my first month, I noticed that many employees were confused about new job roles, reporting lines, and expectations. Some staff felt insecure because their tasks were changing without proper explanation. This caused anxieties, which later turned into grievances.

Another factor is the speed of change. Kotter (2012) explains that when change happens too quickly without enough communication, employees feel left behind. In our organisation, new systems and structures were introduced fast, but not everyone received full training. Some staff believed decisions were made “above their heads,” which reduced trust and made them feel ignored. This lack of consultation is a key reason why grievances have increased.

2.2 Digital Technology Trends

Digital technology is another strong factor affecting employees. The company is introducing automation, new HR systems, and productivity monitoring tools. While these tools are meant to improve efficiency, many employees feel stressed because they do not fully understand how to use them. The CIPD (2022) reports that digital skills gaps are common in organisations and can easily reduce confidence.

Some staff worry that technology might replace their jobs, especially with AI-based tools being introduced. This creates job insecurity, which often results in grievances. In addition, the fast introduction of digital platforms such as Microsoft Teams, workflow dashboards, and digital trackers has caused communication problems. Some employees prefer traditional methods and feel overwhelmed by too many digital tools.

There are also concerns about data privacy. According to ACAS (2023), employees must be told clearly how monitoring tools work and how data is stored. In our organisation, the information was shared, but not in a simple or friendly way, which caused confusion and suspicion.

2.3 Flexible Working Arrangements

Flexible working has become normal since the pandemic, but it brings challenges. Our company now has hybrid working, where some staff work from home while others stay in the office. This has caused communication gaps and misunderstandings. Some employees feel isolated at home, while others believe office workers get more opportunities. This is known as “proximity bias,” as noted by the CIPD (2023).

Another factor is inconsistency. Different managers apply flexible working rules differently. Some allow employees to work remotely more often, while others prefer staff in the office. This inconsistency leads to grievances because employees think the policies are unfair.

Finally, flexible working makes it harder to separate work from personal life. Some employees working from home said they felt pressure to respond to emails late at night. This work–life imbalance can lead to stress, burnout, and formal complaints.

3. Evaluation of contemporary HR practices to address these factors

3.1 HR Practices for Business Transformation

To reduce grievances linked to transformation, HR can use structured change management frameworks. Lewin’s Change Model (1951) recommends “unfreezing,” “changing,” and “refreezing.” This means HR should prepare employees before introducing new processes, then guide them through change, and finally stabilise new ways of working. This approach can reduce confusion and resistance.

Another practice is transparent communication. According to Kotter (2012), continuous communication is essential in keeping employees informed and engaged. HR can introduce town-hall meetings, weekly updates, Q&A sessions, and anonymous feedback tools. This creates psychological safety and reduces misinformation.

Upskilling and reskilling programmes are also necessary. The CIPD (2023) encourages continuous learning to help staff adapt to changing roles. Offering short workshops, digital learning modules, and coaching can give employees confidence to perform well in new structures.

3.2 HR Practices for Digital Technology Trends

To address digital stress, HR can introduce digital skills training for all staff. This makes employees feel supported and reduces fear of new technology. Another practice is creating “digital champions”—employees who have strong skills and can support others.

Ethical guidelines for AI and monitoring tools are also important. HR should clearly explain what data is collected, why, and how it will be used. ACAS (2023) stresses that transparency builds trust. HR should also provide training on cyber security and data protection, especially when sensitive information is involved.

Digital wellbeing policies can help employees use technology in a healthier way. For example, HR can encourage “no email after 6pm” rules or set “focus time” periods where staff can work without digital interruptions.

3.3 HR Practices for Flexible Working Arrangements

To solve issues around flexible working, HR must create a clear and fair hybrid working policy. This policy should explain expectations, eligibility, communication rules, and performance measures. CIPD (2022) guidance shows that structured hybrid policies reduce inequalities and confusion.

HR can also introduce training for managers on managing remote teams. Some managers struggle to supervise remote workers because they are used to traditional face-to-face leadership. Training can include topics such as trust-based management, inclusive communication, and virtual team building.

An equality and fairness audit can help HR identify any biases in flexible work allocation. This ensures every employee has equal access to opportunities, regardless of where they work.

4. Critical evaluation of how managers can ensure fast implementation of these practices

Departmental managers play a key role in making sure HR practices are implemented quickly. Firstly, managers need to act as role models. When managers use digital tools confidently and follow hybrid working policies themselves, employees are more likely to accept the changes. This idea comes from social learning theory (Bandura, 1997).

Managers should also communicate frequently. Kotter (2012) suggests that effective change leaders repeat messages often and use simple language. Managers should hold regular team meetings, check-ins, and one-to-one discussions. This allows them to listen to employee concerns early before they turn into formal grievances.

Another important responsibility is monitoring and data use. Managers can look at performance data, attendance patterns, digital tool usage, and feedback trends. This helps them understand which HR practices are working well and which need adjustment. However, managers must be careful not to rely only on data, because numbers do not show the full human experience.

Managers also need to collaborate closely with HR. They should alert HR early when they see signs of problems such as low morale, increased sick leave, or rising mistakes. Early intervention can prevent grievances.

Finally, managers must apply policies consistently. Inconsistent leadership is a major cause of complaints. ACAS (2023) stresses that fairness and consistency are key to reducing disputes. Managers must follow flexible working rules equally for all team members and avoid favouritism.

In summary, managers are essential for fast implementation because they connect HR policy with everyday employee experiences

5. Conclusion

The company is facing many grievances because of its rapid business transformation, introduction of new digital technologies, and uneven application of flexible working. These issues are common in modern organisations, but they require careful HR and managerial action. Contemporary HR practices such as clear communication, fair policies, digital skills training, and wellbeing support can reduce tensions and help staff feel valued. Departmental managers must take responsibility for applying these practices quickly and consistently. With

strong leadership and collaboration, the company can rebuild trust, reduce grievances, and create a healthier working environment.

6. Recommendations

To support the organisation during this difficult period of transformation, the first key recommendation is to introduce a more structured and simple communication plan. Employees need regular updates about changes, and these messages should be written in clear language so everyone understands what is happening. Weekly emails, short meetings, and opportunities for staff to ask questions can help reduce confusion and lower the number of grievances.

Another important recommendation is to offer digital skills training for all employees. Many staff feel worried about new technologies, and practical workshops or short online tutorials can help them feel more confident. Alongside this, the organisation should introduce a clear and consistent hybrid working policy, so employees do not feel treated differently depending on their department or manager. Consistency helps build trust.

Managers should also receive training in leading remote and hybrid teams. Some managers are still learning how to supervise staff who are not physically in the office, and this training will help them become more supportive and fair. In addition, the HR team should conduct quarterly audits to identify early warning signs, such as high stress levels or repeated complaints, so issues can be addressed before they escalate.

Finally, the organisation should strengthen employee voice by using surveys, suggestion boxes, and informal discussions. Creating a safe space for staff to express their concerns will support wellbeing and make the workplace more positive during this period of change.

7. Reference

ACAS (2023) *Using technology to manage people: Guidance for employers*. Available at: <https://www.acas.org.uk> (Accessed: 10 November 2025).

CIPD (2024) *Using technology responsibly: Guidance for people professionals*. Available at: <https://www.cipd.org/uk/knowledge/reports/employee-experiences/using-technology-responsibly> (Accessed: 10 November 2025).

CIPD (2020) *People Profession 2030: A collective view of future trends*. London: CIPD. Available at: https://www.cipd.org/globalassets/media/knowledge/knowledge-hub/reports/234people-profession-2030-report-compressed_tcm18-86095.pdf (Accessed: 10 November 2025).

Kotter, J.P. (2012) *Leading Change*. Boston: Harvard Business Review Press.

Lewin, K. (1951) *Field Theory in Social Science*. New York: Harper & Row