



Master of Business Administration

Human Capital Management- LCMB7023

Topic: Innovating New Working Practices and Breeding an Environment Where Talent May Grow

Student name: Harvishaben Devendra Dudhat

Student ID: 2607739

Lecturer's name: Eno Maycock (Birmingham)

Words: 2454

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TASK A: Designing Innovative Working Practices

1. Traditional Work Design versus Contemporary Innovative Working Practices

Traditionally, work design has been known to involve hierarchy, centralisation, role clarity and work standardisation. Although this type of structure ensures control, accountability and consistency, which are quite critical in healthcare technology, especially due to issues related to regulatory requirements and patient safety, over-reliance on hierarchy results in long decision-making processes and reduces employees' room for experimentation.

1.1 High-Involvement Work Systems (HIWS)

On the contrary, work design for contemporary innovative business practices stresses flexibility, employee involvement, teamwork and constant learning. This means High-Involvement Work Systems (HIWS) would be the most relevant concept for these types of organisations, as it ensures involvement of employees in decision-making by means of provision of information, empowerment, skills and contributions (Nguyen et al., 2024). However, employee involvement may not be enough without the necessary resources and support from managers. In addition, HIWS presents the idea, that substantial employee involvement lies in the ability, motivation and opportunity of employees to provide inputs in creating organisational decisions.

Within NHSX, clinical, technical and administrative employees possess different levels of knowledge that can be leveraged to be more innovative and provide improved digital healthcare services. However, it does not mean that the role cannot be inefficient in case the managers continue to make key decisions or the employees are scared of being accused when suggesting the previously unfamiliar ones. Therefore, open communication, positive feedback and availability of pertinent information should be supported to attain employee participation. However, the participation should work within definite frames as healthcare innovation should be accountable and it is necessary to ensure patient safety and adherence to data-protection standards.

1.2 High-Performance Work Systems (HPWS)

On the other hand, High-Performance Work Systems (HPWS) allow viewing matters from a broader perspective due to the integration of various HR activities like selective recruitment, training, performance management, employee involvement and rewards. The system can be helpful in improving the skills and motivation of employees, as well as the coordination of their activities with those of the organisation (Shi et al., 2024). In NHSX, an HPWS can link the recruitment of AI and healthcare technology specialists with continuous learning, performance management focused on innovation and career development. It is especially applicable to NHSX, where managers find it difficult to balance employee well-being

and high-performance standards.

This is especially applicable to NHSX since employees have to cope with complicated technological undertakings in addition to addressing the health care quality/safety standards. Due to it, the performance management is not only to analyze the project completion and productivity, but collaboration, knowledge sharing, employee development and responsible innovation. A combination of these steps would enable NHSX not to focus on the short-term output at the expense of the long-term sustainability, employee welfare and building of the long-term organisational strengths.

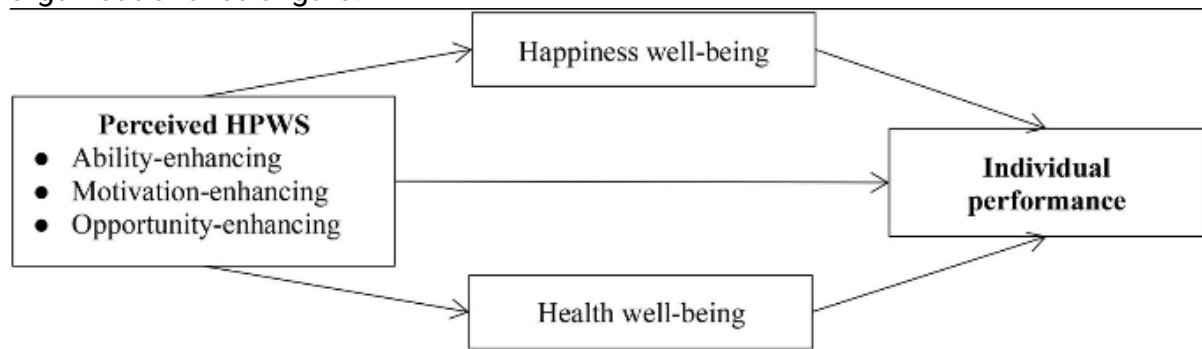


Figure 1: Well-being and performance of individual employee

(Source: Shi et al., 2024)

1.3 Agile Working

Agile working can also serve as a major solution. Unlike the functional approach, agile systems make use of multidisciplinary groups to accomplish pre-defined objectives iteratively. An agile approach can cut down decision-making time, encourage experimentation and prompt organisations to respond to changes in customer preferences and technology trends (Omonije, 2024). In the case of NHSX, such agile teams can comprise AI specialists, software developers, doctors, cybersecurity specialists, product managers and customers who can develop digital health solutions. Agile working can be characterised by proper accountability and coordination.

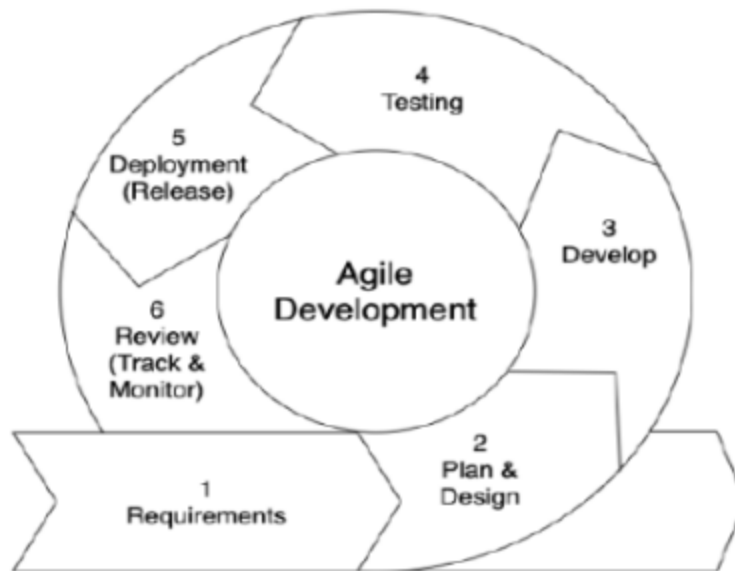


Figure 2: Agile method

(Source: Omonije, 2024)

At NHSX, marathon experimentation may be considered to enable teams to identify technical problems and adapt to changing healthcare needs prior to respective solutions being implemented on a larger scale. However, constant shifts in priorities of the project can induce some insecurity, additional workloads and a loss of accountability in case there is some confusion in responsibilities distribution. Agility therefore must entail organized review situations, quantifiable goals and transparent decision-making as opposed to unlimited flexibility. Such a balance would assist NHSX ignore innovation rapidly and inappropriately at the cost of reliable health care and appropriate clinical oversight.

2 Recommended Innovative Working Practices

2.1 Establish Cross-Functional Collaboration

NHSX will have to develop cross-functional teams that will include AI experts and software developers, along with clinical expertise and project managers. Knowledge can be shared through such teams; problems and healthcare technologies can be solved and developed. This style is similar to the High-Involvement Work Systems (HIWS) and Sociotechnical Systems Theory, where employee involvement is integrated with technical and clinical expertise (Waheed et al., 2025). It is able to enhance the quality of products, decrease the development time and contribute to the safety of patients.

2.2 Introduce Structured Hybrid and Flexible Working

NHSX should combine working remotely with planned face-to-face or virtual work.

An adjustable timetable and negotiated working hours would assist workers throughout the UK, India and the UAE. This strategy will be capable of improving the work-life balance, productivity and retention. However, managers should ensure equal access to information, career development and recognition for remote employees.

2.3 Increase Employee Autonomy and Encourage Experimentation

NHSX needs to give workers additional freedom to organise work, suggest and test new ideas and concepts within specific objectives. Innovation and learning can be facilitated by small-scale pilot projects and monthly innovation sessions. This helps to promote HIWS and High-Performance Work Systems (HPWS), enhancing participation and the development of skills (Saleem et al., 2023). It should have proper clinical, cybersecurity and data-protection measures.

2.4 Introduce Agile Project Teams

NHSX should establish agile teams which will work within a specified time to review the progress and provide feedback to the stakeholders. Sprinting and conducting team meetings will assist in identifying issues in the process early and making decisions quicker. In order to demonstrate this aspect, one of the developers can roll out a remote patient-monitoring program to clinical stakeholders, test it and expand its capabilities. Accountability, clinical safety and regulatory compliance need to be ensured by clear governance.

2.5 Strengthen Digital Collaboration and Knowledge Sharing

NHSX has to employ secure collaboration platforms, common project dashboards, and online knowledge repositories. With the assistance of such tools, sharing of information can be extended, documentation of decisions is reduced, and further duplication is minimised amongst international teams. Universal documentation standards and cybersecurity training should contribute to their effective use. Digital fatigue should also be avoided by minimising unnecessary meetings and notifications by managers (Pons and Mateu, 2024).

3. Expected Organisational Performance Benefits

Firstly, the cross-functional as well as the agile teams will be in a position to reduce the time used to make decisions by bringing the knowledge required for projects closer. Second, increased autonomy and employee participation may boost motivation and ownership and motivate employees to share their innovative ideas. Third, formalised hybrid work can retain the flexibility and rediscover the opportunities of teamwork and share knowledge. Fourth, continuous learning and engagement will be capable of enhancing the skills of the employees, which would assist NHSX to capitalise on the new AI and digital-health technologies. The structure can also help retain talent. Lack of career and learning opportunities is part of the reasons why NHSX is losing the top achievers. Projects with cross-functional teams could also provide employees with the chance to get acquainted

with other fields and mentorship; communities of practice and skill-development programmes could provide employees with more explicit development opportunities (Iosifidou, 2024). Flexible work schedules, realistic and manageable workloads, management and manager training, as well as regular wellbeing conversations can help relieve excessive work pressure.

TASK B: Breeding an Environment Where Talent May Grow

1. Critical Evaluation of Conditions for Talent Flourishing

The organisations also create an environment which develops talent by providing opportunities which foster talent development through learning, psychological support, career development and significant contribution through continuous learning. In the case of NexSpace Health Systems (NHSX), talent development is especially crucial since the fast progress in the field of artificial intelligence (AI) and digital healthcare presupposes constant changes in the skills of employees.

1.1 Learning Organisation Theory

The **Learning Organisation Theory**, as formulated by Senge, emphasises continuous learning, shared vision, team learning and systems thinking (Hrnjić, Ivaniš and Sutović, 2024). The following principles can be implemented by NHSX by means of knowledge-sharing sessions, digital learning platforms and cross-functional projects. Such practices can increase flexibility and prevent knowledge silos in international teams. However, the success of learning programs may be poor when there is insufficient time to enable employees to put into practice what they have learnt, and when the managers are not supportive of the implementation of new knowledge.

1.2 Growth mindset theory

Growth mindset theory by Dweck states that development capabilities come about through learning, feedback, and effort. NHSX will encourage the workers to perceive challenges and mistakes as a means of improving themselves rather than being criticised. This can enable imagination and power. However, the learning-by-doing philosophy should be within the framework of explicit clinical safety, information security and data-protection regulations (Prodyantatarsari et al., 2023).

1.3 Psychological safety

Psychological safety, as defined by Edmondson, is the ability to speak up, to ask questions, and to express ideas without fear of being scolded or chastised for their merits (Demus, 2025). This is a vital provision at NHSX because the employees must be able to challenge beliefs about AI systems and where a list of risks in respect to these systems would be made. Constructive disagreement should be embraced by the managers, and they should positively respond to employee suggestions. Accountability, however, is not supposed to be eliminated; due to

psychological safety, workers are expected to be responsible in their decisions.

1.4 Self-Determination Theory

According to **Self-Determination Theory**, autonomy, relatedness and competence are essential psychological needs (Olafsen, Marescaux and Kujanpää, 2025). NHSX can meet these requirements by offering employees the right degree of decision-making freedom, empowering them with skills training and improving interactions and relationships within international teams. These practices could enhance motivation and interest, but these have to be tempered with the organisational and regulatory needs.

2. Comprehensive Talent Growth Strategy for NHSX

2.1 Continuous Digital Learning

Training in AI, data analytics, cybersecurity, digital healthcare and project management should be organised by NHSX. The employees should be provided with online courses, workshops, practical assignments, and industry certifications. Guaranteed learning time would assist the employees in utilising new knowledge without causing too much extra work (Hamilton et al., 2023). This buttresses the idea of the learning organisation as proposed by Senge, and enhances the responsiveness of the organisation to technological change.

2.2 Mentoring, Coaching and Knowledge Sharing

NHSX must design mentorship programs in which they will pair senior staff members with people who want to acquire professional experience. Some of the skills in employees, which can be increased with the help of coaching sessions, are leadership, communication and problem-solving (Horvath, Wilder and Guthmiller, 2024). Cross-country communities of knowledge sharing might also be achieved whereby employees in the UK, India and UAE would have an opportunity to share knowledge. These programs are capable of strengthening teamwork, retention of organisational knowledge and succession planning.

2.3 Transparent Career Pathways and Internal Mobility

NHSX ought to put in place clear career pathways, including technical, managerial and specialist. The criteria for promotion must be in terms of skills, performance, collaboration and learning. Promotions and project opportunities within the organisation must be made public so that workers can take up new tasks without having to leave the organisation. Such a habit will aid in solving the problems of insufficient career development and boost the retention of competent staff.

2.4 Continuous Feedback and Recognition

NHSX should implement regular growth meetings, positive feedback messages and

performance objectives that they can achieve instead of relying on the annual appraisals. Managers ought to reward employees who possess innovativeness, teamwork, knowledge-sharing and continual enhancement. Recognition should also be fair and transparent as a way of enhancing motivation and motivating employees to work towards ensuring organisational success (Imran, Ghazwan and Firmansyah, 2025).

TASK C: Reflective Report

1. AI as a Strategic Tool in Human Resource Management

AI is starting to play a role as a decision-support system in Human Resource Management (HRM) (Aldino and Sujoko, 2025). It is able to streamline application screening for recruitment, workforce analytics with recommendations on skills gaps, and learning and improvement by proposing individualised training. Predictive analytics can also help HR specialists identify potential employee turnover and future workforce shortages. These applications can optimise effectiveness and ease the work of evidence-based decision-making and administration. Nonetheless, AI must aid and not overrule professional judgement. It may cause biased recruitment outcomes due to biased training data, and excessive reliance on automated recommendations may result in reduced human empathy and responsibility (Alsaif and Sabih Aksoy, 2023). HR professionals will also have to demonstrate respect towards the privacy of employees, authenticate AI-generated information, and be sincere and fair with decisions made. Therefore, technological efficiency, ethical responsibility and human understanding are going to be the only way that HR practice can be effective.

2. Reflective Analysis: Three Examples of AI Use

I employed AI to generate research ideas, structure information and come up with assignment structures. It facilitated my learning about intricate issues and determining the pertinent fields to explore in a more effective fashion. Nevertheless, I realised that AI-generated suggestions might be shallow or have incorrect points. This has taught me that it is good to do independent research which is perceptive and factual and which can be verified with plausible scholarly sources. I applied AI to the enhancement of grammar, sentence clarity and structure of scholarly writing. It helped me write more professionally and to structure the arguments in a rational way. However, overutilization of AI will murder my personal writing abilities and voice. I should thus include AI as a study aids and I need to make sure that the end product is based on my own interpretation and assessment. I used AI to compare alternatives and find alternative viewpoints and draft recommendations on organisational problems. It progressed me into a systematic way of thinking about what was possible. Nonetheless, AI recommendations might prevent a focus on the organisational background, mood of the workers and morale. This has consolidated information that I earlier learned in that good HR specialists must be able to strike a balance between the analytical tools and empathy, experience and rational decision-making.

3. Personal Capability Development Action Plan

Capability	Development action	Target
AI and HR analytics	Complete training in AI applications and workforce analytics.	Within 6 months
Critical thinking	Verify AI-generated information using reliable academic and professional sources.	Ongoing
Communication	Practise presentations, professional writing and active listening.	Within 6 months
Leadership	Participate in team projects and develop conflict-management skills.	Within 12 months
Continuous learning	Set quarterly learning goals and review progress.	Every 3 months

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