



Programme: Master of Business Administration

Module: Human Capital Management

Module code: LCMB7023

**Assignment Title: Assessment component 1:
Individual report**

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Submit date 15/10/2026

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Word count: 2645

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1.0 TASK A: Designing Innovative Working Practices

1.1 Evaluation of traditional work design versus contemporary innovative working practices

High-Performance Work Systems (HPWS)

At NHSX, the traditional work design is hierarchical, centrally managed and lacks involvement of employees which can limit innovation. High Performance Work Systems (HPWS) involve the recruitment, training, participation, performance management and reward of employees in order to strengthen organisational capability. In a 2025 meta-analysis, researchers analysed data from 56,868 businesses in 20 countries/regions and 232 samples to discover that HPWS was positively correlated with organisational performance (Jimoh et al., 2025). For NHSX, HPWS would enable on-going learning, employee engagement and performance improvement which would enable its employees to build the skill sets they need to grow, including in the areas of specialist AI, digital-health and collaborative capabilities.

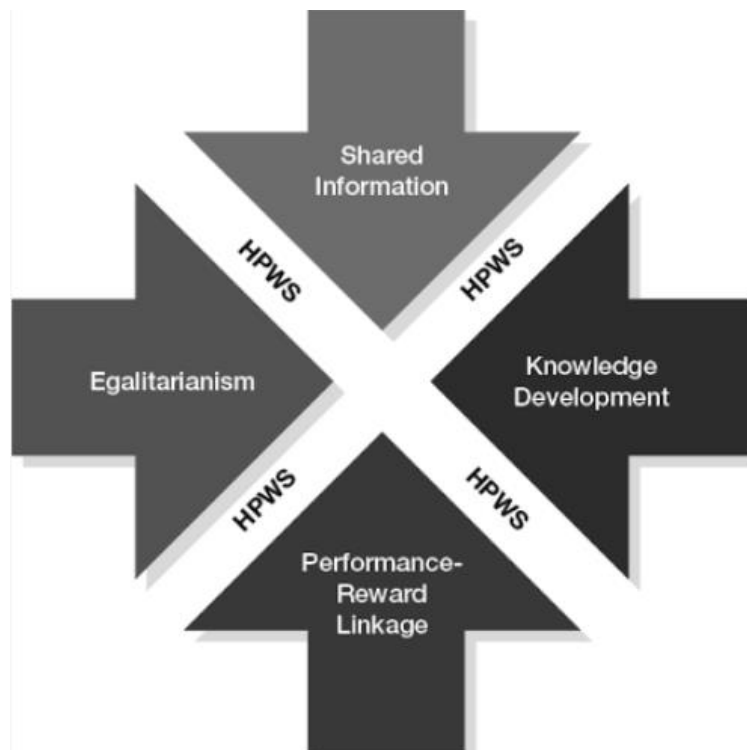


Fig 1: High-Performance Work Systems (HPWS)

Source: (Mkamwa, 2026)

HIWS

Employees' involvement in decisions and problem-solving can help enhance NHSX performance. More participation means employees have opportunities to share their knowledge and practical ideas, which enhances ownership, motivation and engagement. Engaging staff in decisions regarding digital health projects can also help identify issues earlier, and create more effective and innovative solutions for NHSX.

Agile Working

The traditional approach to work design depends typically on the hierarchical structure of departments, departmental processes being sequential and having several levels of managerial approval. Instead, Agile Working is characterised by flexible, cross-disciplinary teams, quick decision-making, short work cycles and regular feedback. Healthcare teams were able to create and test healthcare technologies at NHSX more quickly when they integrated AI specialists, software developers, clinicians, data analysts and product managers (Shan and Wang, 2024).

Hybrid Working Models

The traditional office-based models of work assume that workers need to collaborate in person, while Hybrid Working Models involve a combination of remote and office-based work (Fu et al., 2026). This could be especially relevant for NHSX since its team of roughly 600 employees are spread throughout the UK, India and UAE. The hybrid workplace market is set to increase from \$4.1 billion in 2022 to \$21.1 billion by 2032, growing at an 18.3% CAGR, with hybrid workplace models becoming increasingly vital to flexible and digitally connected organisations like NHSX (Alzeaideen and Qaqish, 2026).

Flexible Working

Flexible working can be used to help ensure employees' wellbeing, productivity and work-life balance when structured around job demands. NHSX can enhance satisfaction for employees by offering choice as to when and where appropriate tasks are carried out whilst still ensuring that there is an understanding of what is expected of them in terms of collaboration and performance (Poon et al., 2024).

Sociotechnical Systems Theory

Sociotechnical Systems Theory highlights the need for a synergy between technology and people in order to performance optimise. Therefore, while NHSX embraces the use of AI and digital-health technologies, it will require suitable adjustments to the role, skills, workflow and team structure of employees to ensure that technology is used to enhance effective human performance.

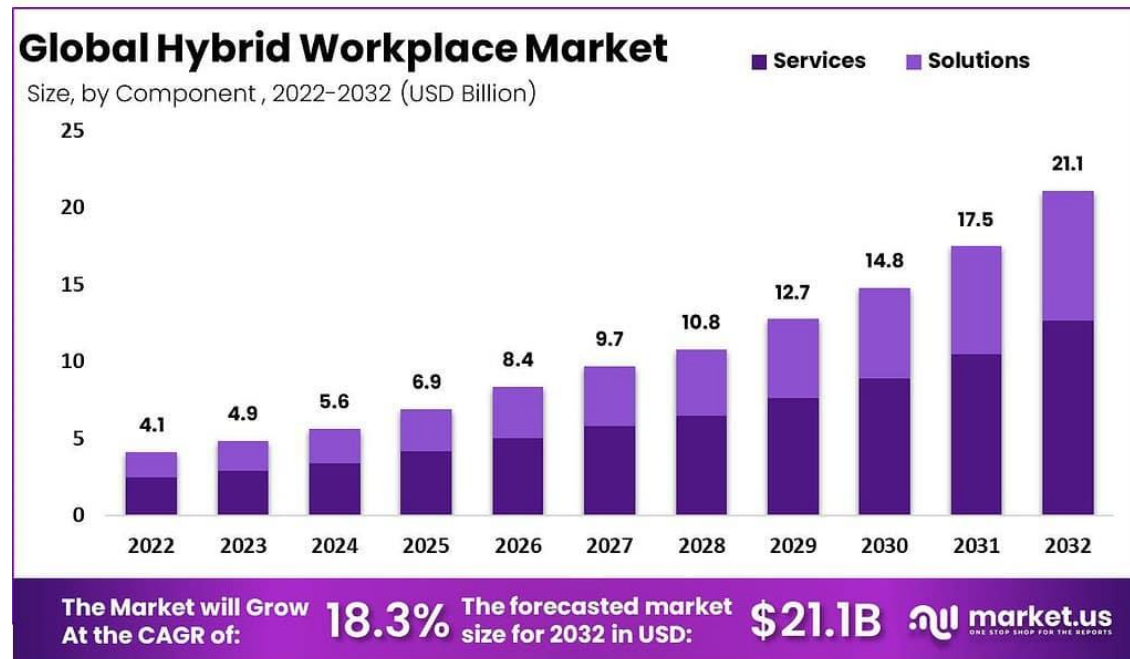


Fig 2: Hybrid Working Market

Source: (Market.us, 2024)

1.2 Recommend innovative working practices suitable for NexSpace Health Systems

Cross-functional Collaboration

NHSX needs to establish 6-8 member cross-functional teams, comprising AI engineers, clinicians, data analysts, cybersecurity experts and product managers. This can help to overcome departmental silos, solve problems more effectively and speed up digital-health innovation by leveraging a diverse range of expertise. Such teams can also help in boosting knowledge sharing and employee learning between locations with 600 employees in the UK, India and UAE (Singha and Singha, 2024).

Hybrid and Flexible Working

NHSX should adopt a hybrid and flexible working model giving employees more choice on how and when, where suitable, work is completed. NHSX can instead have a set-up based on roles, which would see employee's complete specific analytical, programming or administrative tasks from home, but then attend one or more specific collaborative sessions for work that needs to be done in a tightly-knit team (Pacher et al., 2025). The need for this approach is growing, as seen in the UK, where around 28% of working adults work in a hybrid model and around 34% of full-time employees work in a hybrid model (Lee et al., 2025).

Employee Autonomy

NHSX should enhance employees' autonomy by providing teams with more control in planning and delivery of work as well as providing clear accountability. Decision-rights matrices can help to clarify who is responsible for making operational and project decisions, and can help minimize delays due to too many managerial approvals. Small innovation budgets can allow staff to try new ideas, technologies and solutions without lengthy funding process. Moreover, protected discovery time would give employees opportunities to delve into new ideas and test out enhancements (Riza et al., 2025).

Agile Project Teams

NHSX must create agile project teams, rather than the long hierarchical decision making process, that will give smaller teams more power to quickly respond to new technological and customer needs. An agile team could contain 5–9 members, including a product manager, software developer, AI specialist, clinician, data analyst and user-experience specialist. Teams can go through short development cycles, two to four weeks in length (sprints), where they prioritize, brainstorm solutions, test prototypes and get feedback before moving forward to the next cycle (Haldar, 2024). This method would be especially useful for NHSX as they aim to transform their healthcare technologies using AI, which is an iterative process that demands experimentation and adaptation (George et al., 2024).

Digital Collaboration Technologies

NHSX needs to leverage digital collaboration technologies and enhance communication and knowledge sharing across its geographically spread workforce. Multidisciplinary teams can visualise tasks, track progress on projects and add ideas, all in real time, through shared digital boards and virtual whiteboards. Depending on the tool, it's possible to reduce reliance on meetings by using tools like recorded updates and shared documents, and enable employees in the UK, India and UAE to contribute across various working hours.

Way these Practices Improve Performance

Supporting employees' wellbeing, improving cross-border working and speeding up decision-making are just some of the ways in which innovative working practices can enhance the performance of NHSX as an organisation. Researchers looked at innovation data for more than 48,000 people at a large IT services organization in India, and found that when teams were not coordinated, a hybrid workplace can actually hurt the quality of ideas and innovation. Moreover, it is revealed that only 20% of employees around the world were involved in the workplace in 2025, highlighting the importance of enhancing employee involvement and motivation. NHSX should, therefore, bring on board agile project teams, allocated experimentation time and coordinated hybrid schedules (Meng et al., 2024). To ensure that the benefits of increased flexibility are measurable for the organisation, the following measures can be used to evaluate performance: project cycle time, number of deployments, employee engagement (eNPS), number of innovations produced, employee retention and clinical quality indicators.

2.0 TASK B: Breeding an Environment Where Talent May Grow

2.1 Way organisations create environments where talent flourishes

Learning Organisation (Senge)

The theory of Learning Organisation (Senge) states that the organisations are able to achieve sustainable performance by continually acquiring knowledge, questioning their beliefs, sharing learning and collectively improving. The five disciplines outlined in Senge are all of great relevance to NHSX, as the competitive edge will rely on developing the ability to learn quickly in the fields of AI, digital health, data analytics and clinical technologies (Sagar, 2024). NHSX's work in building a learning organisation (Senge) is imperative to continually develop their AI, digital-health and data capabilities as the global AI in healthcare market is expected to grow from \$24.1 billion in 2025 to \$91.85 billion by 2030 at a 30.2% CAGR. By 2024, the WHO Academy offered almost 200 courses in 12 languages and the trend of digital and lifelong learning is gaining momentum in healthcare workforce development (Shi et al., 2025). NHSX should thus create a NHSX Learning Ecosystem with AI-learning pathways, digital-health academies, peer-learning groups, mentoring and quarterly innovation challenges.

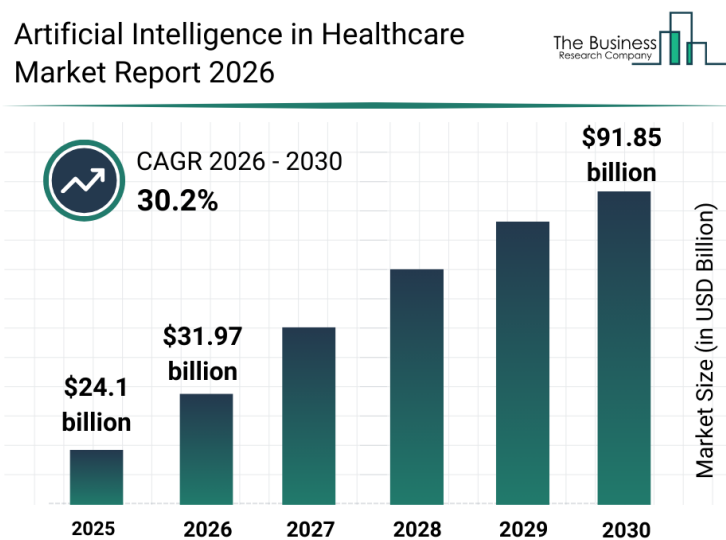


Fig 3: AI in healthcare market

Source: (The Business Research Company, 2026)

Psychological Safety (Edmondson)

Psychological Safety (Edmondson) is a workplace culture where employees can ask questions, offer challenges, admit mistakes, raise concerns without being ridiculed or punished. This is especially relevant for NHSX as AI health technologies have clinical, ethical, cybersecurity and patient safety considerations (Nurmala and Hermina, 2024). A culture that discourages employees from expressing their opinions about the work of senior executives may permit technical mistakes and incorrect assumptions to go unnoticed. Current health evidence highlights the issue, as over 760,000 NHS employees reported that they did not feel able to raise any concern they had with anyone at their organisation, with only 47.59% reporting that they felt their organisation would take action on the concern. Just 55.49% reported they had the confidence that their organisation would deal with issues relating to unsafe clinical practice (Panya and Petchsawang, 2025). These statistics illustrate the value of psychological safety as a performance problem, as well as a patient-safety problem — and not just an employee-relations problem. NHSX should roll out say something processes, learn and review processes without blame and team meetings that are inclusive, with space for all to ask questions, no matter who they are. Managers should be taught to react positively to errors by asking about learning from the error, but by not condemning the person in the first place (Leander, 2025).

Self-Determination Theory

The Self-Determination Theory is a theory that involves the three core psychological needs of autonomy, competence, and relatedness as determinants of employee motivation. The theory is particularly relevant to NHSX, given that it has a talent issue: they are not as creative as they could be, and they have limited career development opportunities, alongside employee concerns about high expectations for high performance. Staff members are more likely to show a sustained motivation if they have some control over what they do, if they have opportunities to build competence and positive relationships with other members of staff. Keeping workforce evidence up to date shows the value of autonomy. 89.73% of staff felt trusted to do their work and 73.22% often or always had opportunities to show initiative; but only 50.11% felt involved in decision making for changes to their work area and only 53.69% had the choice in how they performed their work (Oyeniran et

al., 2025). The numbers indicate that an absence of trust does not necessarily lead to substantive involvement in organizational decision making. NHSX should therefore provide greater autonomy for the employees in their decision making within clearly defined boundaries, giving them the freedom to choose ways of working, to try out solutions and to participate in strategic projects. Competence can be achieved by self-learning, qualifications, mentoring, and tasks in increasingly complex projects related to AI and healthcare. International mentoring relationships between employees in the UK and India and the UAE can help to build relatedness between them, avoiding geographical barriers from undermining organisational relationships (Coulson-Thomas, 2026).

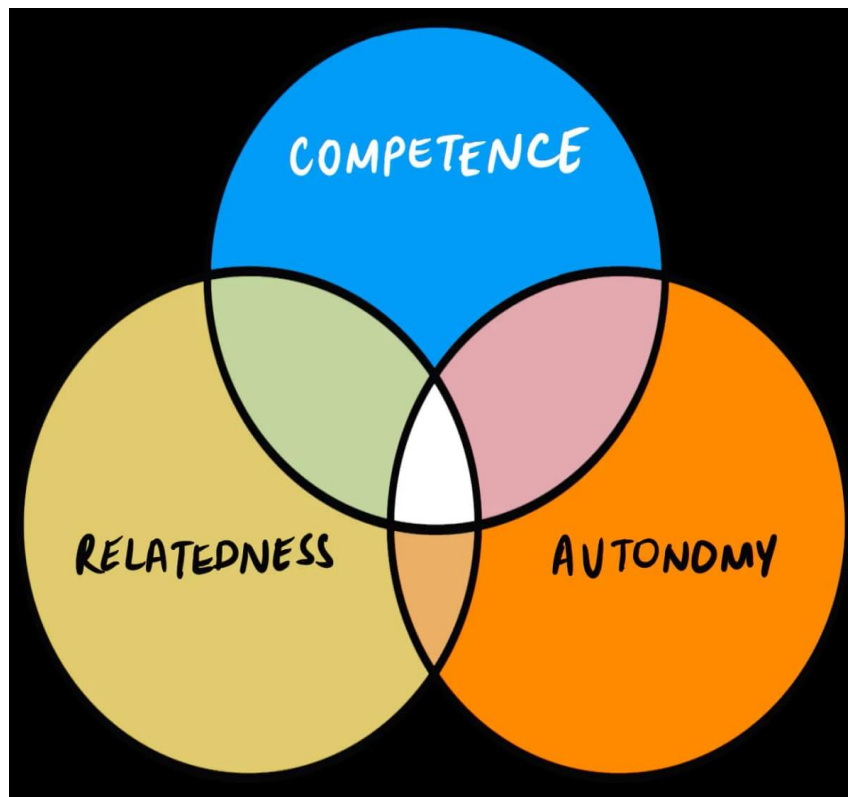


Fig 4: Self-Determination Theory

Source: (Kerins, 2021)

2.2 Comprehensive talent growth strategy for NexSpace Health Systems

NHSX “Grow, Innovate and Thrive” Talent Ecosystem

SafetoLearn Culture

NHSX should take the lead in using psychological-safety surveys, blameless reviews and failure forums and promote leaders to lead by example being open and learning from failures (Hill, 2025). This can assist staff to raise concerns and try something new without fear of commitment.

Learning & Capability Development

Technical and leadership skills should be built through stretch tasks, cross-functional projects and protected learning time, monthly, as part of the proposed NHSX Growth Academy. There are practical opportunities to apply these skills by the existing 6–8 member innovation squads.

Careers & Mobility

NHSX to implement dual career ladders for technical and managerial advancement with an internal talent marketplace and cross border workflows with the UK, India and UAE. This can help raise awareness about your job and attract and keep top talent (Emon and Ahmed, 2026).

Autonomy & Job Crafting

Annual conversations about job design, and the selection of job projects that support employees where they are and fit their development needs can increase employee ownership of their careers and work (Medase and Savin, 2024).



Fig 5: Talent Ecosystem

Source: (Patrick, 2026)

Relationships & Coaching

Knowledge sharing and continuous professional development can be reinforced through mentoring, reverse mentoring, manager-as-coach training and peer-learning circles, cross-functionally and across countries (Dong, 2024).

Wellbeing & Employee Experience

NHSX should identify, prevent and reduce overload and ensure effective working of employees through workload dashboards, right to disconnect approaches and ensuring they are given access to tools and opportunities. In summary, these interwoven practices can help enhance learning, career progression, engagement and retention, and develop a talent capability that is sustainable in NHSX (Liu et al., 2024).

3.0 TASK C: Reflective Report

3.1 AI as a Strategic Tool

Artificial Intelligence (AI) can enhance HRM capabilities by analysing employee data, pinpointing skill deficiencies, forecasting employee turnover, and aiding in workforce planning, recruitment and engagement analysis. It can also handle vast amounts of data rapidly, assisting HR professionals with making informed choices and spotting workforce trends. AI should be used as a tool to help make decisions, not to replace human judgment, however. The use of algorithms and limits on transparency, employee surveillance and GDPR Article 22 concerns are potential risks to fairness and trust. Hence, HR professionals need to critically assess AI-generated content, safeguard employee privacy, ensure transparency, and take into account each person's specific situation when making decisions related to people.

3.2 Reflective Analysis

Description: I have come across AI in three key domains: Academic research and report writing, Data Analysis, and the preparation of presentations. AI assisted me to define HR theories, structure thoughts, communicate analytical techniques and create presentation materials. But I have read and adjusted the outputs to make them relevant to my work.

Feelings: I thought that AI made me more efficient and confident with topics I did not know. I was also aware, however, that over-reliance might diminish my own critical thinking. This made me think twice about automatically taking in information generated by AI.

Evaluation: AI proved to be especially helpful in synthesizing theories, structuring arguments and proposing approaches to convey information. It also assisted with the analysis of the data, provided an explanation of the statistical method and assisted in developing concise presentation content. Unfortunately, it occasionally gave off generic ideas and, crucially, false or non-existent academic references, which made for a requirement for careful checking and academic integrity.

Analysis: These experiences demonstrated that although AI can improve research skills, analytical and communication skills, it is not a substitute for professional knowledge and judgment. The ability to think critically, understand the value of evaluating sources and being aware of ethical responsibilities are essential for the effective use of AI. I learned that simply knowing about these AI tools is not enough; I must also evaluate their outputs to make sure that they are accurate, relevant and ethical.

Conclusion: Overall, my productivity and confidence has been boosted, but my understanding of its limitations has also grown. As a future HR professional, I am required to be knowledgeable of AI and have human judgment, empathy and professional responsibility.

Action Plan: I'll keep building my expertise in the field of AI and data analysis by applying what I've learned and taking courses to further my research. I will check AI-generated content against reliable academic sources, including citations, ensure confidential information is not shared or disclosed, and will consider ethical implications when using AI-generated content in academic and/or professional works.

3.3 Personal Action Plan

Capability	Development Action	Target
AI & Data Literacy	Complete AI, HR analytics and data visualisation courses and apply learning through practical dashboards.	Within 6 months
Employment Law	Strengthen knowledge of employment law through professional reading and work towards CIPD Level 7.	Within 12 months
Change Leadership	Develop communication, decision-making and change-management skills through projects, mentoring and group activities.	Within 12 months
Critical Thinking	Practise critically evaluating AI outputs, evidence and recommendations before making HR decisions.	Ongoing
Professional Employability	Update my CV and LinkedIn profile and undertake relevant certifications, projects and practical experiences.	Within 12 months

Table 1: Action Plan

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