

RESEARCH UPDATE: June 2021

*General*

The post pandemic return to work can trigger 'reverse culture shock' as staff find their old routines and connections disrupted. Employers can help by providing flexibility about how and when staff return, and making time to build new structures for teams [reversecultureshock](#)

Organisations including Unilever and Intel are using emotion-detecting software in their hiring decisions. Whilst there is research to suggest there are universal expressions of emotion, this software ignores context and culture and can be highly inaccurate [emotionalunintelligent](#)

Vas Narasimhan shares his learnings from 3 years leading Novartis – that science's failures can eventually lead to success, that sharing our humanity with colleagues and partners deepens relationships, and clarifying our purpose enables us to be bold and resilient [Vaslearns](#)

The Economist questions whether craftsmanship can remake the organisation of work, prioritising a humanist approach to work and prioritising engagement over machine control. The Agile Manifesto claims to put people above processes – will it save the day? [iscrafttheanswer](#)

McKinsey suggests that your Covid exit strategy might need a boost. While it's still too unpredictable to totally reinvent your business, try adding a few mini 'strategy inserts' to fill the gaps, maintain creativity and keep momentum for change [strategyinserts](#)

Research from BCG suggests sustainability could be the new competitive advantage. They found that organisations that innovated their business model to address both current environmental changes and to pre-empt future change achieved the greatest impact [BCGsustainability](#)

Sometimes the question from a novice can stop us in our tracks and question how we see our work and the value we bring. It takes courage to ask the 'dumb' questions but this new perspective can be a way for newbies to add value from day 1 [valueafreshperspective](#)

CIPD Research finds that Employee health and wellbeing has risen higher up the agenda of senior leaders since the Covid -19 pandemic forced dramatic changes in worklife. There's recognition of weakening physical and mental health and a commitment to support staff better [wellbeing](#)

