

RESEARCH UPDATE: Aug 2021

General

Many large corporates are dealing with their hiring challenges by initiating 'returnship programs' for people who have opted out of the workforce for an extended period such as to raise children. This is a pool of smart, driven people who can deliver value fast [HBRreturnships](#)

Gartner research on the top priorities for HR leaders in 2021 finds them focused on skill building for execution, with an awareness that they need better insights on the types of skills and the pace of learning in-role. Also org design for the future of work [GartnerHRpriorities](#)

McKinsey research with CHROs find that their pursuit of data has been at the expense of relationships. They want to replace self-serve HR with genuine engagement to nurture talent, focus on and empower teams and to consider the 'new possible' for the post-covid era [McKnewpossible](#)

Research from Cambridge Judge Business School suggests that workplace failure and shame can be managed to generate creativity. If leaders create a learning environment in which mistakes are part of learning rather than failure, then creativity can flourish [Cambridgecreativity](#)

The economist reports on research on 10,000 employees at an Asian technology company which found that productivity dropped in the switch to working from home. Staff worked longer, but it was extra meetings which swallowed their time and didn't deliver [Economistproductivity](#)

Fascinating new research shows that multitasking makes people unhappy and anxious, but variety of work causes contentment and raises productivity. The key is to broaden skills and enable variety in longer stretches of time, while making space for focus day-to-day [varietywins](#)

Employers and employees are in danger of being too hasty in their return to work. Instead, they need to take an experimental approach to determine the optimal hybrid work structure. Otherwise, there will be more and more people leaving their jobs for greener pastures [McKhybrid](#)

