

Maximise your job attractiveness and potential labour pool

Redesign jobs to make them more attractive to candidates than other opportunities and embed diversity and inclusion strategies to attract talent from across society.

- Invest in workers' pay and conditions
- Improve the employee value proposition, including features that are attractive to your workforce demographic
- Embrace hybrid and remote working to access labour markets in other parts of the UK
- Ensure name-blind recruitment and progression processes, alongside competitive flexible working arrangements, to tap into all parts of the labour market
- Publish your firm's D&I information and work with specialist organisations to maximise diverse talent attraction
- Improve the brand image of the firm and broader sector, including through partnership

Lead and manage to boost productivity

Adopt leadership, management and people practices that retain, engage and develop all staff, unlocking a healthier, more motivated and productive workforce.

- Establish and communicate a strong company purpose that encourages motivation
- Embed a performance management approach that keeps staff accountable for goals that contribute to organisational success, while not being administratively onerous
- Set people management objectives for leaders and managers and put them on a par with commercial targets
- Ensure leaders and managers regularly communicate clear expectations around organisational priorities and know about staff workload and wellbeing
- Regularly recognise and reward staff to appreciate what the team does
- Keep track of staff's engagement levels, and establish ways they can provide feedback and ask questions

Adopt tech to optimise your people power

Take a strategic approach to adopting and diffusing technologies by...

- Ensure technology adoption is part of a wider transformation plan so that value is maximised across the business
- Invest in robust cyber security that protects customer data and company resources
- Utilise good practice advice and support on from established networks such as the CBI, Made Smarter and Be the Business
- Use of data to inform decisions about current tech challenges and future needs
- Prioritise staff communication during periods of change and focus on maintaining a strong company culture

Invest in skills needs

Step up investment in training at all levels to access the full benefit of new technology and better ways of working.

- Train and upskill your existing staff – especially in things like digital skills to make the most of automated processes
- Establish job mentoring and coaching networks among staff to improve retention
- Invest in leadership and management training and development, with a particular focus on people-management and leadership of hybrid teams
- Consider whether skill sets from industries undergoing structural change could be a good lateral fit for your business, and recruit accordingly