



Managing people
A B&M special
report
April 2019.

Why managing people is an art

Brexit, regulatory tightening, commercial upheaval and new technology - how can employers best support their workforce when change is in the air?

In the first article of the April special report on *Managing People*, Jo Faragher looks at the human aspect of change management, with interviews and case studies. Further topics covered in this 32-page report include:

- Has the Silicon Valley revolution transformed HR forever? In the hands of the US tech giants, working patterns have been transformed, but Katie Hopkins asks whether these changes will stand the test of time.
- Smart thinking is required by managers to stop staff from working while sick or lingering, argues Karen Higginbottom.
- Major developments have occurred recently in UK employment law. Beth Hale and Naomi Latham discuss the significant impact of these new laws on employers.



- The multinational energy management firm Schneider crowdsourced its workforce engagement programme with its 142,000 employees, as Eleanor Whitehouse reports.
- Employee engagement is not just a 'nice to have' - attracting the right talent and keeping people motivated are essential to business success, says Jonny Williamson.
- Recruitment firm Robert Half offers 10 tips to create and manage a high-performance team.
- How do you handle a tricky conversation in your workplace? Angus Farr explains how to make difficult conversations easy.

A quick guide to the best of faculty output in print and online







FAST FASHION - TALK OF THE CATWALK

Fast fashion presents a rare success story amid the UK's tricky retail climate. Lucy Douglas explores how retailers maintain profitability despite sustainability concerns. Exporters are contributing significantly to the UK's return to growth, according to figures from the Office for National Statistics (ONS). SMEs are demonstrating a bullish approach to export, regardless of Brexit concerns, and capitalising on the weaker pound. This article reflects the views of a range of exporters, who offer case studies and tips to other British companies.
Business & Management, April 2019



FJORDS AHEAD - UK vs NORWAY

What sort of a trading country could the UK become post-Brexit? In the first of a new fact-file series, we seek inspiration by looking at the economic status of other nations. First stop, Norway.

		
65m Population (2018)		5.3m Population (2017)
\$2.68trn GDP (2017)		\$396bn GDP (2017)
\$44,300 GDP per capita (2017)		\$74,814 GDP per capita (2017)
20% to 45% Income tax rate		27% to 50% Income tax rate

Business & Management, May 2019

COVER STORY

The plastic problem

Plastic pollution is rising to the top of the global agenda, but what's the alternative? Alison Coleman discusses how companies are adapting to survive.

Plastic has permeated virtually every aspect of modern life. Everything from clothing to the bags you use to carry shopping home incorporates this strong, lightweight and mouldable material. However, when Sir David Attenborough's *Blue Planet II* documentary series brought the shocking impact of plastic waste to light - exposing the floating mass of abandoned bottles, packaging, flotsam and jetsam in the Pacific Ocean, and the ingestion of plastic

fragments by ocean wildlife - it sparked a huge public response.

This, coupled with mainstream media attention and legislative actions by governments, is already influencing consumer behaviours. According to Paymentsense, 54% of small retailers have seen sales of plastic packaged goods fall over the past six months. From the medical profession to fast moving consumer goods (FMCG), there isn't a business that isn't touched by the heightened focus on plastic, its sustainability or its end-of-life waste management options. (See also 'The plastic solution', opposite.)



Business & Management
March 2019.

MARCH FINDING THE RIGHT FIT

The right non-executive directors can bring great value to board meetings, but the wrong ones can bog an organisation down in a quagmire of corporate governance, says Oliver Cummings.

BREXIT'S SUPPLY AND DEMAND CONUNDRUM

Henry Teitelbaum considers whether the UK is taking a joined-up approach to contingency planning.

WORD GAMES

It is easy to be misled by words, especially in the conversation around cryptocurrency. Matthew Leitch explains certain terms, helping you avoid expensive consequences.

BUILDING HIGH PERFORMANCE THROUGH EFFECTIVE LEADERSHIP

Nick Shepherd explains how effective leadership creates significant benefits for both the individual and the organisation they work for.

GONE IN SEVEN SECONDS

James Reed says that if a CV hasn't hooked its reader within seven seconds, it will get rejected. In this article he shares the secrets to an engaging, relevant job application.

RESTORING ORDER

Following a tumultuous 2018 for the Serious Fraud Office, Iskander Fernandez, a white-collar crime expert at commercial risk law firm BLM, addresses the agency's recent investigations and whether a change in leadership will steady the department's ship.

COVER STORY

How administration works

Business is easy - as long as your assets exceed any liabilities. But what happens when they don't? In the cover story of the April issue, Pádraig Floyd explores the unsettling subject of administration.

Administration is a word that strikes fear into business owners and employees alike. It signifies the end of a company, employment and all the associated hard work - even if that is not necessarily the reality. In 2018, company insolvencies rose to 17,439 and administrations increased by 11.2%. A business enters administration with the appointment of an

administrator as ordered either by a court, a qualifying floating charge holder (for example, a bank) or the company/directors. The administrator oversees the process, which is designed to save the business as a going concern. Once a business enters into administration, creditors need to be informed and alternatives pursued.

Administrators will want a swift resolution as they will become liable for operational costs, such as payroll and tax if a buyer is not found. While not every company can be saved, administration offers a structured environment that can help a business secure its future.



Business & Management
April 2019.

APRIL

SETTING CYBER STRATEGY

Neil Hare-Brown looks at the various ways boards should be empowering effective cyber risk management, including staff skills, awareness and cyber insurance, plus keeping up with the changes in hardware and software.

M&A AND THE CFO

Successful integration requires a careful examination of people, systems and data - just the sort of insight which FDs can bring to the table, reports Beth Ashmead Latham. To support any M&A, many finance functions will need advisers to help because the CFO has to carry on running the business while the process goes on.

THE PLASTIC SOLUTION

Alison Coleman speaks to a range of companies about new recycling technologies, and innovative eco-friendly products.

BETTER TOGETHER

As technology changes the workplace, so the relationship between marketing and finance needs to evolve for continued success. Chris Lawson explores ways to put this into action.

ONLINE MARKETING

An astounding 76% of business owners don't have a strategy for online marketing. Make sure you're in the 24% that do with this handy guide from Think Digital First's Warren Knight.



Business & Management
May 2019.

COVER STORY

Setting a course to agility

A business cannot become agile by adopting elements of its management philosophy here and there. Beth Ashmead Latham looks at the specific chain of activities that makes for a successful adoption of agility.

Much like going global and doing digital, it's fashionable to say your business is agile. Yet it's easy to devalue the term and lose sight of what it means. Agile brings together professionals from different functions to design, build and launch solutions together in one space and team with aligned priorities and schedules.

When applied well, early and frequent delivery and experimentation with agility can improve productivity and capture changes and uncertainties in weeks rather than months. For example, one of the biggest challenges for

finance directors when it comes to agile is annual budgeting - finance teams need to adapt budgets during the year. The article also looks at the practical examples of Sainsbury's and the fintech bank Tandem, who each applied an agile approach with success.

MAY

FINDING A HEALTHY BALANCE

When the balance between working and your personal life is out of kilter, your emotional and physical health can suffer. The Chartered Accountants Benevolent Association (CABA) explore some solutions.

CRACKING THE CODE

Financial models are vital tools in modern business, but are highly susceptible to being ruined by their creators' bad habits. In this article ICAEW decided to turn this situation around by developing a new code of practice. Advice includes how to define the model, structure it correctly, reduce errors, use the correct calculation techniques and whether judgement can be sought from the results.

THE SERIAL ENTREPRENEUR

Tom Miller always wanted to be an entrepreneur. Here Joy Persaud finds out how training as an ACA turned out to be the perfect ingredient for his success.

CONQUERING CHANGE

How do businesses rise to the challenge of change? Mark Kissack and M'Bayang Thiam share their insight on making company transformation a success.

OUR TOP SEVEN ARTICLES

These are the most popular articles on the faculty website since the start of the year. You can read them at icaew.com/bamtophits

1. 2018 salary guide (February).
2. Habits of the successful CFO (January).
3. Special report - Managing people (April).
4. How to balance work and personal lives (May).
5. The secrets to a successful CV (March).
6. The art of delegation (January).
7. Make your business agile (May).

SMARTER REPORTING

In September, the faculty will publish a special report on 'Smarter reporting', looking at the future of the annual report, presentation and writing skills, integrated reporting, investor relations and more. A further special report in December will look at 'Remote working'.

Faculty events and webinars 2019

Please visit icaew.com/bamevents for bookings

20-MINUTE LUNCH WEBINAR	19 June at 12:30 FREE for BAM members	How accountants can become digital leaders In this thought-provoking presentation, Warren Knight will demystify how your future online customer is 'thinking'. Warren will explain why every founder, business owner and entrepreneur can digitally transform their sales and marketing using a proven methodology.
ONE-HOUR WEBINAR	24 June at 10:00 FREE for BAM members	Economic update with Dr Stephen Davies For the last two years things have been fairly stable but the next year is unlikely to be so calm. We (may? will?) have formally exited the EU at that point and if so will have a better idea of the immediate effect of that and the prospects for the next two years.
ONE-HOUR WEBINAR	3 July at 10:00 FREE for BAM members	Dealing with difficult situations At times we all face having difficult conversations with people at work. This webinar will provide some simple and effective techniques to help you remain composed, in control and able to resolve these situations positively.
ONE-HOUR WEBINAR	8 July at 10:00 FREE for BAM members	New skills for accountants - an introduction to data science Businesses are increasingly using data to identify patterns, make predictions and automate decision making. In order to achieve these outcomes they turn to data science. But what exactly is data science and why should accountants care about it?
20-MINUTE LUNCH WEBINAR	10 July at 12:30 FREE for BAM members	Marketing for finance - Top tips and shortcuts This webinar gives you an opportunity to understand the rationale, thought process and language of your CMO. A guide to getting the most valuable answers from your marketing team and providing the best support.
ONE-HOUR WEBINAR	11 September at 10:00 FREE for BAM members	What does your gender pay gap tell you? In this webinar, Nigel Marriott, an independent statistician, will explain what your gender pay gap report tells you and what it doesn't tell you. He will also show two better ways of presenting your gender pay gap data, over and above the requirements.
ONE-HOUR WEBINAR	9 October at 10:00 FREE for BAM members	Conflict resolution The ideal solution is the one that works best for both parties and achieves an agreed, workable outcome. The aim of this webinar is to introduce you to practical conflict resolution techniques and strategies to help you effectively manage conflict when it arises.

“Taking time out for anything up to an hour is very worthwhile as we improve our skills in a very time efficient manner. Excellent!”

Feedback from participant

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If you have any questions on this briefing or any faculty matters, please contact:

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