

RESEARCH METHODS

Lecture Title:
Sharing Your Work and Making an Impact

Lecturer: Ms Mary Anne Puli

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**Masters in
Human Resources Management**

The Relationship Between Research and Practice

Where We're Going Today

- Understanding how research creates **practical and applied impact**
- Why impact matters for HRM professionals and organisations
- How to plan for impact **before, during** and **after** your project
- **Why This Matters**
- A good dissertation earns you a qualification — but it can also **shape real decisions**
- Research that is shared can influence organisational practice and professional thinking
- Your work becomes part of a wider conversation that others can build on



How Research Skills Support HR Practice

Practical Benefits for Students

- Ability to evaluate the quality of research
- Confidence to challenge weak or misleading claims
- Skills to analyse organisational data properly
- Understanding of context and unintended consequences
- Capacity to design HR policies that genuinely improve practice

A dissertation is training you to be a credible, thoughtful HR professional.



Students Should Be Aware That

- HR trends must be examined critically, not followed blindly
- Some trends are fads; others are meaningful innovations
- Evidence is essential for good HR decision-making
- Research skills help practitioners separate fashion from value
- HR's credibility depends on thoughtful, well-supported advice



Fads and fashions in HR

- A **fad** is a new idea or practice that becomes popular very quickly, usually because it sounds exciting or fashionable — but it often **does not last**.

In HRM

An **HR fad** is a trend that:

- Attracts attention because it feels new
- Is promoted with buzzwords
- Promises quick, easy results
- Spreads fast through conferences, social media or consultants
- But often **lacks strong evidence**
- And disappears once the excitement fades

HR Trends Are Everywhere

- Remote and hybrid working
- Four-day working week
- AI in recruitment
- HR analytics
- Wellbeing programmes
- Quiet quitting / quiet hiring
- DEI (Diversity, Equity and Inclusion) initiatives
- Employee experience platforms

Takeaway: HR is full of new ideas — but not all of them last.



How to Spot an HR Fad

Common Features of Fads

- Driven by **novelty** rather than evidence
- Based on **over-simple ideas**
- Promoted through **buzzwords**
- Linked to **hero leaders** or high-profile companies
- Promise **quick, universal results**
- Claimed to be widespread but used by **very few organisations**

Examples of Possible Fads

- “Quiet quitting” as a universal explanation for disengagement
- Trendy wellbeing perks (free yoga, nap pods) without evidence
- Personality-based hiring tools with weak validity

We should question ideas that sound too easy or too fashionable.



Evidence-Based HR

Why Evidence Matters

- HR decisions must be based on **trustworthy data**, not anecdotes
- Case studies alone can mislead (halo effect)
- What works in one organisation may not work in another
- Evidence helps HR avoid costly mistakes and improve outcomes

Examples of Evidence Needed

- Turnover data before and after an intervention
- Engagement survey results
- Exit interview themes
- Benchmarking across similar organisations

Evidence-based thinking is central to modern HRM.



What Evidence Should HR Practitioners Trust?

The Core Idea

HR practitioners should trust **multiple forms of evidence**, not just one source. Evidence-based HR means combining:

- Critical thinking
- The best available evidence
- Professional judgement
- Stakeholder perspectives

This increases the likelihood of making decisions that genuinely benefit people and organisations.



The Four Forms of Evidence

Adapted from: Anderson, V. & Fontinha, R. (2023).

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- **1. Research Evidence**

- Findings from published studies
- Peer-reviewed research
- Systematic reviews

Helps identify what is known, what works and what outcomes are likely

- **2. Organisational Evidence**

- Internal data (turnover, absence, performance)
- Surveys, exit interviews, HR metrics

Context-specific information about how things work in an organisation



- **3. Experiential Evidence**
- Professional judgement
- Practice-based knowledge

Insights from HR practitioners and managers

- **4. Stakeholder Evidence**
- Views, concerns and expectations of those affected
- Employees, managers, unions, customers

Helps ensure decisions are ethical and acceptable



Why One Source of Evidence Is Not Enough

- Single studies can be misleading
- Case studies may reflect the “halo effect”
- Organisational data may be incomplete
- Experience alone can be biased
- Stakeholder views may conflict

Robust HR decisions require combining all four forms of evidence.



Evidence-Based HR Is Not About Becoming an Academic

Evidence-based HR does **not** mean:

- HR practitioners must think like researchers
- Academics must behave like practitioners

It *does* mean:

- Asking good questions
- Searching systematically for evidence
- Evaluating trustworthiness
- Combining sources before deciding





Generating Impact from HR Research

Why Impact Matters

- CIPD emphasises **outcomes-driven** (measurable results) HR practice.
- HR professionals must understand the **context, value** and **risks** of their decisions.
- Research should lead to **tangible benefits**, not just a completed dissertation.
- Adapted from Anderson & Fontinha (2023)

The Problem: HR Research Often Stays Hidden

A Common Issue

- Many HR projects — especially student research — remain unseen
- Findings are often shared only with the researcher and a few colleagues
- This limits organisational learning and reduces the value of the work

Why This Happens

- Lack of confidence in sharing results
- Time pressures
- Uncertainty about how to communicate findings
- Fear of criticism or misinterpretation



Why Sharing Your Research Matters

Benefits for You

- Professional recognition
- Increased credibility and visibility
- Stronger CV and career prospects
- Opportunities to refine your thinking through feedback

Benefits for Organisations

- Recognition for participating in the research
- Access to insights that can improve practice
- Evidence to support decision-making



What “Impactful Research” Means

Impactful HR Research Produces:

- **Practical recommendations** that can be applied in real settings
- **Clear insights** into organisational problems
- **Evidence** that supports or challenges current HR practices
- **Opportunities for change**, innovation or improvement

Impact is not just about academic quality — it is about **usefulness**



How to Increase the Impact of Your Research

- **1. Communicate Clearly**
 - Use simple, accessible language
 - Tailor messages to different audiences
 - Provide short summaries and key points
- **2. Share Your Findings Widely**
 - Present to your organisation
 - Share with HR colleagues or networks
 - Offer a short-written report or infographic
- **3. Link Findings to Practice**
 - Explain how your results can be applied
 - Highlight risks, benefits and practical steps
 - Show how your evidence supports better decisions



Personal and Professional Growth

What You Gain by Sharing Your Research

- Confidence in presenting your ideas
- A stronger professional identity
- Opportunities for future projects
- A deeper understanding of how research influences practice

Your dissertation is not just an academic task — it is a **professional contribution**.



Opportunities for Impact in HR Research

- Impact does **not** only happen at the end of a project
- Pathways to impact can open **before, during** and **after** the research process



Why Impact Matters

CIPD Perspective

- CIPD emphasises **outcomes-driven** HR practice
- HR professionals must understand **context, value** and **risk**
- Research should lead to **real improvements** in workplaces

Remember

- Your project is not just an academic task — it can influence practice
- Impact increases the value and visibility of your work



Case Example: Joseph's Project

Joseph's Research Focus

- Bullying and harassment in a public sector organisation
- Particular attention to:
 - Black and Asian employees
 - Employees with disabilities
 - Cyber-bullying

Aim: Improve awareness, policy and workplace culture

Joseph's Goal

- To make a **real difference** for colleagues, managers, unions and the wider HR community.



Who Benefits from Impactful Research?

Potential Beneficiaries

- **Employees**
 - Safer, more inclusive working environment
- **Line managers & supervisors**
 - Clearer responsibilities and better guidance
- **Trade union representatives**
 - Stronger evidence to support members
- **HR professionals & trainers**
 - Insights for policy, training and development
- **The organisation**
 - Better culture, reduced risk, improved trust



How Joseph Involved Stakeholders

Engagement Strategies

- Included beneficiaries from the start
- Asked for help accessing data
- Shared updates through:
 - Internal newsletters
 - Union communications
 - Social media (appropriately)
- Encouraged feedback on early findings
- Built partnerships with key players

Impact grows when stakeholders feel **ownership** of the project.



What Students Should Learn from Joseph's Case

1. Impact Can Be Designed Early

- Don't wait until the end to think about impact
- Engage stakeholders during planning and data collection

2. Engagement Builds Credibility

- Two-way communication
- Listening, not just telling
- Co-design increases relevance and uptake

3. Evidence Alone Is Not Enough

- Change happens through relationships, influence, and communication
- Sharing progress keeps people interested and supportive



How to Build Impact Throughout Your Project

At the Beginning

- Identify potential beneficiaries
- Ask what they want from the project
- Build early relationships
- Clarify why your research matters

In the Middle

- Share interim findings
- Ask for feedback
- Adjust your approach if needed
- Keep communication open

At the End

- Present findings clearly
- Offer practical recommendations
- Provide summaries for different audiences
- Suggest next steps for practice

Communicating for Engagement and Impact

Why Communication Matters

- Impactful research depends on **how well you communicate**, not just what you discover.
- Different audiences need different styles of communication.
- Practitioners care about the “**so what?**” — not the academic detail.



Impact is Created through Engagement, Not Just Good Research

- People learn about HRM in many different ways — respect those differences.
- Practitioners want **clear, practical, relevant** messages.
- Academic detail is important for quality, but not for communication.
- To create impact, you must:
 - Listen
 - Tailor your message
 - Communicate early and often
 - Focus on usefulness



How Do We Learn About HRM?

Students learn HRM through:

- Work experience
- Conversations with colleagues
- Social media and websites
- CIPD events, conferences and workshops
- Practitioner books and reports
- Academic study (lectures, journals, textbooks)

HR knowledge comes from **many different routes**, not just academic sources.



What This Means for Your Research

Implications for Engaging Practitioners

- Practitioners rarely read academic articles.
- They prefer **practical, clear action-focused** information.
- They want to know:
 - What the findings mean for them
 - What actions they should take
 - How the research helps solve real problems

Your communication must match the needs and preferences of your audience.



Why Practitioners Engage (or Don't)

Practitioners Engage When:

- The message is simple and relevant
- The research addresses a real organisational issue
- They can see practical benefits
- They feel included in the process

Practitioners Disengage When:

- Communication is too academic
- The message is unclear or overly technical
- They cannot see the practical value



Communicating for Impact

What Students Should Do

- **1. Keep It Simple**
 - Use plain English
 - Avoid jargon and academic language
 - Focus on key messages
- **2. Highlight the “So What?”**
 - Why does this matter?
 - What should people do differently?
 - What are the risks or benefits?
- **3. Tailor to Your Audience**
 - Managers want actions
 - HR colleagues want implications
 - Employees want clarity and fairness



Choosing Ways to Share Your Research

Possible Channels

- Short summaries or infographics
 - Presentations to managers or HR teams
 - CIPD events or webinars
 - Internal newsletters or intranet posts
 - Social media (professionally and ethically)
 - Informal conversations with stakeholders
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- Select **three** channels that fit your context and audience.



Staying Up-to-Date

People learn in **many different ways**, so your communication must meet them where they are

How People Keep Informed

- Internal updates, newsletters, alerts
- Team briefings and knowledge-sharing events
- Professional conferences, workshops, CIPD branch meetings
- Social media (LinkedIn, YouTube, TikTok, WhatsApp, Reddit, etc.)
- Specialist reports, practitioner books, government publications
- Informal conversations with colleagues



What This Means for Your Research

Implications for Students

- You must choose communication channels that your audience already uses.
- Academic writing alone will not reach practitioners.
- To create impact, you need to think like a communicator, not just a researcher.



Challenges You May Face

- **1. Ethical Challenges**
 - Respect confidentiality and anonymity
 - Do not share data beyond what participants consented to
 - Seek permission if you want to share findings more widely
- **2. Communication Challenges**
 - Practitioners prefer **short, clear messages**
 - You may need to unlearn “long-winded” academic writing
 - You must be concise, relevant and purposeful



Writing for Impact: Key Questions (Day, 2008)

Before communicating your research, clarify:

- What did I investigate, and why?
- How far did I look, and why?
- What did I *not* examine, and why?
- What constraints shaped my work?

Then answer (in 20 words): “What do I want to say, and why should anyone care?”

This becomes the focus for all your communication.



Summarising Your Research for Non-Academic Audiences

- Write **one short paragraph** for each:
- **Findings:** What did you discover? Why does it matter?
- **Literature:** What does it say, and how did it shape your study?
- **Methodology:** What did you do, and why does it matter?
- **Analysis:** How did your analysis influence your findings?
- **Implications:** What should people do with your findings?

These paragraphs form the basis for:

- Social media posts
- Presentations
- Reports
- Infographics
- Conversations with stakeholders



Understanding Your Audience

Who Might Use Your Research?

- Policy makers
- Managers (specific roles, contexts, challenges)
- Union representatives
- Consultants
- Educators
- Organisations in particular sectors



How Your Findings Might Be Used

Types of Use

- **Instrumental use:** Direct, practical application
 - **Analytical/cognitive use:** Helps people understand an issue
 - **Confirmatory/substantial use:** Supports or challenges existing practice
-
- Different audiences use research in different ways — tailor your message accordingly.



Prevention vs Gain Outcomes

What Kind of Outcome Are You Aiming For?

- **Prevention-focused:**
 - Preventing racism
 - Reducing bullying
 - Avoiding risk
- **Gain-focused:**
 - Improving processes
 - Supporting new initiatives
 - Enhancing performance

State clearly whether your research helps prevent harm or promote improvement.



Channels of Communication

Where Impact Happens

- Presentations (internal, conferences, CIPD events)
 - Organisational reports
 - Social media
 - Newsletters or intranet posts
 - Informal conversations
 - Workshops or briefings
-
- Choose channels your audience already uses and trusts.



Presenting Your Research

Tips for Effective Presentations

- Keep content short and accessible
- Avoid academic jargon
- Focus on the big issues, not the detail
- Provide clear, practical action points
- Offer options, not one rigid solution
- Be explicit about costs, responsibilities and timescales



Writing Organisational Reports

What Organisations Expect

- A “manager in a hurry” summary
- Clear, practical recommendations
- Evidence-based action points
- Persuasive writing that shows benefits
- Options and contingencies

Organisational reports are not mini-dissertations — they must be concise and useful.





Choosing Social Media Platforms

Factors to Consider

- Who is your audience?
- What platforms do they use?
- What sector are you trying to influence?
- What are your communication goals?
- How much time can you commit?
- How each platform works (dialogue, micro-posts, visuals, blogs)

Benefits of Using Social Media

Why It Helps

- Increases visibility of your research
- Helps you reach new audiences
- Enables dialogue and feedback
- Allows you to follow others' work
- Helps generate new ideas
- One post can reach far more people than a presentation

Used well, social media is a powerful tool for research impact.



Ethical Considerations

Be Careful With:

- Confidentiality and anonymity
- Consent for sharing findings
- Organisational sensitivities
- Avoiding misuse of data
- Respecting boundaries of your research agreement

Never share anything beyond what participants agreed to.



Writing for Impact (Day, 2008)

- **Step 1: Clarify Your Message**
- Answer (in 20 words): “What do I want to say, and why should anyone care?”
- **Step 2: Summarise Your Research**
- Write one short paragraph each on:
 - Findings
 - Literature
 - Methodology
 - Analysis
 - Implications
- These become the basis for:
 - Social media posts
 - Presentations
 - Reports
 - Infographics



➔ Academic Conferences: A Route to Research Impact

Why Conferences Matter

- They allow you to share your research with academics and practitioners.
- They help you clarify your thinking through questions and feedback.
- They expand your professional network.
- They increase the visibility and impact of your work.

What Academic Conferences Are Like

- Held in person, online or hybrid.
- A “call for papers” is issued 9–12 months before the event.
- Researchers submit a paper; organisers decide whether to accept it.
- Presentations are usually 20 minutes with time for questions.
- Audiences are typically academics and researchers in similar fields.



How to Get Involved

Steps to Participate

- Ask your dissertation supervisor for suitable conference suggestions.
- Look at conference websites (e.g., CIPD Applied Research Conference, BAM, EMCC).
- Submit an abstract or short paper when the call for papers opens.
- If accepted, prepare a longer version for the conference proceedings.



Why Conferences Are Valuable for Students

Benefits

- Build confidence in presenting your work.
- Receive constructive feedback to improve your research.
- Meet people working on similar topics.
- Gain experience that strengthens your CV.
- Create opportunities for future collaboration or publication.



What a Conference Presentation Should Include

Typical Structure

- **Objectives**
- **Research purpose / problem / context**
- **Methods of enquiry**
- **Findings**
 - What you expected
 - What you actually found
- **Implications**
 - For practice
 - For further research
- **Final summary**
 - Sentence 1: The purpose
 - Sentence 2: Main points and methodology
 - Sentence 3: Main conclusions



Final Summary Sentences (The “3-Sentence Rule”)

How to End Your Presentation

- **Sentence 1 — Purpose:** “This study explored X in order to understand Y.”
- **Sentence 2 — Main Points:** “Using A and B methods, the research found C, D and E.”
- **Sentence 3 — Conclusions:** “These findings suggest F for HR practice and G for future research.”

A strong, concise ending helps your audience remember your key message.



Core Learning Points

- Academic conferences are a powerful way to share your research.
- They help you refine your ideas and build professional credibility.
- Presentations must be clear, structured and purposeful.
- The “3-sentence summary” is an excellent tool for impact.
- Conferences can open doors to publication, networking and future opportunities.



➔ Poster Presentations at Academic Conferences

What They Are

- A visual summary of your research on a large poster (usually A1: 60cmx 85cm).
- Used at academic or professional conferences.
- No formal spoken presentation required.
- You attend the session so viewers can ask questions and offer feedback.

(Adapted from Anderson & Fontinha (2023))



Why Poster Presentations Matter

Benefits for Students

- Less stressful than a full conference talk.
- Helps you communicate your research visually and concisely.
- Encourages informal conversations with interested researchers.
- Builds confidence and networking skills.
- A stepping stone towards future presentations or publications.



What a Poster Is (and Is Not)

A Poster *Is*:

- A **visual** presentation
- A **story** of your research
- A **summary** of key points
- A tool for **engagement** and discussion

A Poster *Is Not*:

- A reproduction of your dissertation
- A wall of text
- A place for long explanations
- A substitute for clear design



Tips for Effective Poster Design

1. Information

- Make your title and name **prominent and eye-catching**.
- The title should deliver the **punch line** — what your research is about.

2. Narrative

- Tell a clear story from **introduction → methods → findings → conclusion**.
- Ensure the flow is easy to follow.



Focus and Visuals

3. Focus on Major Points

- Don't try to include everything.
- Keep the word count low.
- Highlight only the essential messages.

4. Visuals

- Use graphs, tables, diagrams and images.
- Use boxes to emphasise key points.
- Visuals should support — not overwhelm — the message.



Layout and Design

5. White Space

- Avoid clutter.
- Remove unnecessary text and borders.
- White space helps the reader absorb information.

6. Colour

- Use colour sparingly for emphasis.
- Choose muted backgrounds.
- Avoid colour combinations that cause problems for colour-blind readers.



Layout, Labels and Fonts

7. Layout

- Follow natural reading patterns (top → bottom, left → right).
- Put the most important message at the **top centre**.
- Avoid too many arrows.

8. Labels

- Label diagrams clearly.
- Refer to visuals in the text.

9. Fonts

- Use clear fonts (Arial, Verdana, Georgia, Calibri).
- Title: **48 pt+**
- Body text: **24 pt+**
- Avoid using too many different fonts.



Tools for Creating Posters

Practical Options

- Microsoft PowerPoint
- Microsoft Word
- Specialist poster-design software (optional)
- Online tutorials (e.g., YouTube) for scaling to A1 size

You don't need specialist tools — clarity matters more than complexity.



What Students Should Take Away

- Core Learning Points
- Posters are a powerful, low-pressure way to share research.
- Good posters are **visual, concise and engaging**.
- Design choices matter as much as content.
- Posters help you network, receive feedback and build confidence.
- Clear storytelling and strong visuals increase impact.



To Create an Effective Research Poster

- Think visually
- Keep it simple
- Highlight the essentials
- Use colour and layout strategically
- Tell a clear story
- Make your title memorable
- Aim for clarity, not decoration



➔ Professional Journals as a Route to Impact

Why Professional Journals Matter

- They allow you to share your research with **practitioners**, not just academics.
- Articles are short, accessible and widely read.
- They help you influence **HR practice**, not only HR theory.
- They raise your professional profile.

(Adapted from Anderson & Fontinha (2023))



What Professional Journals Look For

Typical Requirements

- Feature articles of **up to 2,000 words**
- Clear, accessible writing (no academic jargon)
- Practical relevance for HR professionals
- A strong, engaging message
- Evidence-based insights that readers can apply



How to Approach an Editor

- **Send a Short Summary (max 500 words)**

Include:

- **Target readership**
- **Aims** of your contribution
- **Implications** of your findings
- **Treatment** (tone, style, approach)
- **Your contact details**

Covering Message

- State your name
- Provide the working title
- Briefly explain what the article is about
- Explain why this journal is the right outlet



What to Expect from the Process

Realities of Journal Submissions

- Editors may take **weeks or months** to reply
- Some may not respond at all
- If accepted, deadlines are usually **prompt**
- Once accepted, writing the article is **quick**

Articles often follow a structure similar to a conference presentation



Structure of a Professional Journal Article

A Clear, Practitioner-Friendly Format

- **Introduction:** Why this topic matters
- **Context:** The problem or issue
- **Methods:** What you did (briefly)
- **Findings:** What you discovered
- **Implications:** What readers should do
- **Conclusion:** The key message

Professional journals want **clarity, relevance and action-focused insights.**



Why Students Should Consider Publishing

Benefits

- Enhances your CV
- Builds your professional identity
- Helps you influence HR practice
- Allows you to share your findings with a wider audience
- Creates opportunities for networking and collaboration



To Publish Successfully

- Think about your audience
- Keep your writing simple and engaging
- Highlight the practical value of your findings
- Follow the journal's expectations
- Be patient — responses take time
- Use publication as a way to **extend the impact** of your research



Publishing in Peer-Reviewed Journals

Why Peer-Reviewed Journals Matter

- They are the **most rigorous** and respected form of publication.
- Articles are reviewed by **subject experts** before acceptance.
- They contribute to academic knowledge and influence HR research.
- They strengthen your professional and academic credibility.

(Adapted from Anderson & Fontinha (2023))

What Peer-Reviewed Journals Expect

High Standards of Quality

- Strong theoretical grounding
- Clear research questions
- Robust methodology
- Rigorous data analysis
- Well-argued implications for theory and practice
- Precise, academic writing style

Examples of journals: Human Resource Management Journal, Journal of Workplace Learning, European Journal of Training and Development, HRD International, Journal of Management Development.



Before You Submit

Essential Preparation

- Read the **author guidelines** on the journal's website.
- Review recently published papers to understand tone and structure.
- Check whether your work fits the journal's **scope** and **audience**.
- Discuss your plans with your **supervisor** or an experienced academic.

You must feel comfortable with the journal's expectations before submitting.



How It Works

- Submit your paper electronically via the journal's platform.
- The editor checks whether it is suitable for review.
- If suitable, the paper is sent to **expert reviewers** (double-blind).
- Reviewers evaluate quality, relevance and contribution.
- The editor decides whether to:
 - Accept
 - Request revisions
 - Reject
- This process usually takes **at least three months**.



The Reality of Peer Review

What Students Should Expect

- It is **rare** for a paper to be accepted without revisions.
- Most papers go through **multiple rounds** of revision.
- Final acceptance may take **a year or more**.
- Feedback can be challenging but is extremely valuable.

Takeaway: Peer review is demanding — but also rewarding.



Strategies for First-Time Authors

Helpful Approaches

- Publish first in a **non-refereed** section of a journal.
- Co-author with a more experienced academic (e.g., your supervisor).
- Start with a smaller, practitioner-focused outlet to build confidence.
- Use reviewer feedback to strengthen your academic writing skills.



What a Peer-Reviewed Paper Typically Includes

Core Structure

- **Introduction:** Why the topic matters
- **Literature review:** What is already known
- **Research questions**
- **Methodology:** How the study was conducted
- **Findings:** What you discovered
- **Discussion:** What the findings mean
- **Implications:** For theory and practice
- **Conclusion:** Contribution and future research



Why Students Should Consider Peer-Reviewed Publishing

Benefits

- Builds academic credibility
- Strengthens your research profile
- Helps you contribute to HR knowledge
- Opens opportunities for conferences, collaborations and future study
- Enhances employability in research-informed HR roles



Core Learning Points

- Peer-reviewed journals are the **highest level** of research dissemination.
- The process is slow, rigorous and often requires major revisions.
- Preparation is essential: read guidelines, study published papers, seek support.
- Collaboration with experienced academics can increase success.
- Publishing in peer-reviewed journals is challenging — but highly rewarding.



➡ Becoming an Impactful Practitioner-Researcher

Why This Matters

- HR practice and research are stronger when they work together.
- Research helps practitioners make better decisions.
- Practice helps researchers understand real organisational challenges.
- Together, they create meaningful, evidence-based change.



How Research Supports HR Practice

Research helps HR professionals to:

- Recognise tensions and challenge assumptions
- Identify alternative options and actions
- Understand issues more deeply
- Act quickly and reflectively
- Generate new knowledge and insights

Research doesn't give one "right answer" — it provides **better choices**.



Why There Is No 'One Right Way'

- HR problems are complex and context-dependent.
- Quick fixes and universal solutions rarely work.
- Research provides **multiple perspectives**, not prescriptions.
- Staying up-to-date with evidence helps practitioners make informed decisions.



How Practice Supports Research

Benefits for the Academic Community

- Practice generates new ideas and concepts.
- Real-world experimentation refines theory.
- New research agendas emerge from workplace challenges.
- Collaboration strengthens both scholarship and practice.

Example: The Covid-19 pandemic showed the value of research-engaged practice and practice-engaged scholarship.



Conditions for Strong Research–Practice Links

What Needs to Be Valued

- Evidence-based HR decision-making
- Evidence-informed research processes
- Clear, accessible communication of research
- Engagement between researchers and practitioners

Research must be understandable, timely and relevant.





The Practitioner-Researcher Mindset

Core Competences

- **Be critical and committed**
 - Question assumptions while supporting organisational improvement
- **Encourage research but recognise limits**
 - Aim high but work within organisational realities
- **Collaborate with stakeholders**
 - Build relationships and share perspectives
- **Take ownership**
 - Be proactive, flexible and context-aware
- **Value diverse expertise**
 - Use different methods and viewpoints
- **Build trust through ethics**
 - Protect confidentiality, respect positionality, act with integrity

Why Ethics Matter Even More Here

Ethical Demands on Practitioner-Researchers

- You are researching issues inside your own organisation
- Stakeholders may have conflicting interests
- Trust is essential for honest participation
- Your positionality influences how people respond
- Ethical practice protects both participants and your credibility



What Academics Must Also Do

For Better Research–Practice Integration

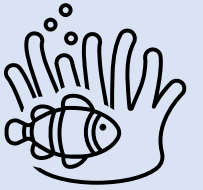
Academics need to:

- Value practice-led knowledge
- Translate findings into accessible language
- Support practitioner-researchers
- Build bridges between organisations and research communities

Impact requires effort from both sides.



The Role of Institutions and Professional Bodies



How Organisations Can Support Impact

- Build meaningful research–practice partnerships
- Create two-way information flows
- Use CIPD and other bodies to champion research
- Align research with sustainable business agendas
- Reward evidence-based practice

Practitioners alone cannot transform HR research — institutions must help.



Core Learning Points

- Practitioner-researchers create stronger, more credible HR practice.
- Research provides options, not prescriptions.
- Practice enriches research with real-world insight.
- Ethical, collaborative, evidence-based work builds trust and impact.
- Mixed-methods approaches are increasingly important.
- Impact requires support from academics, institutions and professional bodies.



To Become an Impactful Practitioner-Researcher

- Stay curious
- Question assumptions
- Engage with evidence
- Collaborate widely
- Communicate clearly
- Act ethically
- Embrace both research and practice

Your research is not just an academic exercise — it is a **professional tool** that can shape better HR decisions and better workplaces.



Good Luck!

