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Here's your personal copy of this week's [Workplace Effectiveness News](#) from [JBA](#).

In January 300 senior executives from world leading organisations convened in London to debate the challenges of CSR and Sustainability. The two-day event culminated in a workshop that explored pragmatic and immediate opportunities for reducing corporate CO2 emissions.

We've compiled the output of this workshop into a report, titled: - "Lifting the Veil on Business and the Environment". Far removed from the usual academic rhetoric commonly associated with environmental issues - this report is a direct distillation of the executive views on creating sustainable operations - and doing it today.

It's an exciting and ground-breaking report - bringing the workshop ideas to life through a fictitious 1,000 person company, which revealed an immediate 34% reduction in CO2 emissions. To put this into perspective, the UK target to 2010 is a 20% CO2 reduction!

Amongst the key findings from the workshop and our report were;

- To achieve enduring working practice change, all aspects of corporate life must be scrutinised.
- Offices and places of work are collectively responsible for ~50% of the UK's carbon emissions.
- There's mounting consumer disdain over the cynical way many business economists are manipulating their organisations' environmental footprint for their own self-serving needs.
- Our notional 1,000 person company could be exposed under the Climate Change Bill to annual fines and penalties exceeding £274,000

For your free copy of the "Lifting the Veil on Business and the Environment" report, drop samantha_thornton@jbassociates.uk.com a note or call us on +44 1491 628654

The JBA Team

Hot Topics - in association with Management-Issues

If you want to be a great manager, you need to do more than just lead your employees - although that obviously helps. As research by British employer accreditation body, Best Companies, argues, you need to be inspiring, too.

Best Companies has found employees in organisations that rate the highest for workplace engagement were much more likely to have a great deal of faith in the person leading it. And while this inspiration can come from the top echelons of management, being inspired by your immediate manager can prove just as powerful.

Meanwhile, as experts from UK-based ER Consultants pointed out, leaders who fail to inspire their teams or give energy to the people they are leading can act as draining influences, both on the business as a whole and on employee relationships.

[Read the full story on Management-Issues »](#)

Yet despite all the evidence underlining the importance of these people skills, a substantial body of opinion continues to insist that they are - at best - secondary considerations for business leaders.

Take, for example, the annual CEO study by PricewaterhouseCoopers, which argues that executives who want to get on in the business world should spend less time worrying about their people skills and more about getting the right technical, business, change management, and international expertise under their belts.

People skills, while a bonus, were not seen as an essential - despite the fact that fewer than half of CEOs globally felt their HR department could manage the people agenda adequately by itself.

But with neither the C-Suite or the HR department providing the sort of leadership people are crying out for, is it any wonder that so many organisations complain they're suffering from a crisis of (dis)engagement?

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With economic storm clouds getting darker by the day, U.S. CEOs are turning their attention to who will hold most powerful job of all - namely the identity of the next president. And what they want in the White House is someone who acts and thinks like a CEO.

According to a poll of nearly 600 business leaders by consultancy Development Dimensions, the new president needs to someone who

Other News, comment, and Views

[The Working Week](#)

Wayne talks to Deepika Bajaj, the founder and president of Invincibelle.com, about the changing role of women in the workplace. » more podcasts.

Thought Leaders

[Presentations that hit the spot](#)

It's a fact-of-life that almost every audience will contain people who simply do not take to the presenter. So to minimize this problem, you need to find out about the mindset and culture of each group before you meet them, says Janet Howd.

From the Blog

[Top tips for motivation](#) Everyone possesses motivation - but tapping into it can sometime be a challenge. Here's how to do it.

[The art of peaceful persuasion](#)

Bullying others into submission is no way to go about being a manager. What you need to learn is how to get people on your side with a bit of gentle persuasion.

More News

[Noticing the differences](#)

The amount of notice you have to give when you move jobs varies much more widely around the globe than you might have thought.

[Axes sharpened as recession bites](#)

Start being very afraid. There are clear signs that the credit crunch and general economic slowdown is starting to feed through into job cuts.

has the confidence to build and manage a strong team around them, the skills to make things happen and the courage to push through change against the odds.

Asked whether the next U.S. president should be more like the CEO of a major corporation, the answer was a resounding "yes", with nearly two-thirds wanting the U.S. to be run more like a business.

[Read the full story on Management-Issues »](#)

The Management Advice Clinic

Dealing with a bad-mouthing employee

How can a manager deal with a member of his team who was overheard telling a job candidate that he is hard to work with? Penny de Valk, Chief Executive of the Institute of Leadership and Management, has some advice.

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Have you ever wondered why it's so hard to persuade your boss to change his or her mind? Well psychologists have come up with an answer – and it's all to do with power.

According to a new study published in a recent issue of the Journal of Personality and Social Psychology, people in positions of power have confidence in what they are thinking – which makes them unlikely to change their position.

But put them in a situation where they don't feel as powerful and you will have a much better chance of getting them to consider new ideas.

[Read the full story on Management-Issues »](#)

Yet if most large organisations are anything to go by, one thing that is even more difficult to change is the tide of change itself. But such is the obsession with change that many managers end up drowning in a mass of conflicting "top of the in-tray" change projects, with the result that they never get to change anything at all.

Research by U.S. change leadership consultancy Pivotal Resources has concluded that the reason why many American businesses are so bad at effecting change is because managers have so many "priority" projects on the go at once they can't tell any more what's important and what's not.

[Read the full story on Management-Issues »](#)

Finally, as Myra White observed last week, emotions are catching. And just as people in an office can all be felled by the same flu, they can all catch the same emotion, creating either a positive temperature or a sub-zero one.

Workplaces are like the weather. They have emotional temperatures. There can be a positive high energy current circulating or a misty gloom where people are just trudging through their day, or an undercurrent of anger in which people get impatient and irritated with each other.

So for bosses it is particularly important to be a beacon of positive emotions. People key on their boss's moods. When a boss fails to keep the emotional temperature in the positive range, it can have a significant impact on performance.

[Read the full story on Management-Issues »](#)

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