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## CSR delivering financially sustainable growth

There's no question that these are probably the most extreme, financially constrained, and demanding business times any of us will ever experience. There is no precedent as to how to deal with the business turmoil facing each and every one of our organisations.

So, is there anything we can do? How can we ensure the survival of our organisations?

There's no magic wand, however a growing body of evidence suggests that corporations can do well by doing good. Well-known companies have already proven that they can differentiate their brands and reputations as well as their products and services if they take responsibility for the well-being of the societies and environments in which they operate. These companies are practicing Corporate Social Responsibility in a manner that generates significant returns to their businesses.

If you'd like to find out more, Sam Thornton ([samantha\\_thornton@jbassociates.uk.com](mailto:samantha_thornton@jbassociates.uk.com)) will happily provide you with details of our study and paper on "**Achieving Financially Sustainable Growth through CSR**".

### The JBA Team

## Hot Topics – in association with Management-Issues

### Staying ahead of the corporate 'curved-ball'...

Whether we try and avoid it or not, the fact is that we can't immunise ourselves from global events. And one lesson we all need to draw from the chaos that seems to be building daily is that nobody is immune from being laid off, downsized or restructured.

Which is why we make no apologies for having dusted off a piece Patricia Soldati wrote back in 2006 about how to stay ahead of those corporate curve-balls and be prepared for the worst. It's essential advice that is sadly even more relevant now than ever.

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

### Counting the little things...

On the other hand, perhaps it's time to echo Wayne Turmel's sentiments when he suggests that since big things (like the possibility of a global economic melt-down) are out of our control, we may as well focus on the little things that make a manager's life at work so complicated.

So rather than constantly hitting "refresh" on your news page and staring into the abyss, how about addressing some of the things that stop managers actually getting things done. Things like software fatigue, backroom betrayals, the workplace diaspora, and mission muddle or the theft of yogurt from the office refrigerator...

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### "Who guards the guards?"

He might have been writing almost 2,500 years ago, however there's considerable resonance with Plato's argument that the endless quest for pleasure and the material goods, which make these pleasures possible, affects the kind of leaders that democracies produce.

Plato warned that the most qualified leaders are unlikely to be chosen nor want to serve. Therefore, those leaders who do rise to the top are unlikely to be motivated by concern for the common good, but rather by self-interest, sentiments that appear all too accurate as far as Wall Street is concerned.

Something else Plato said is also worth bearing in mind in the light of current events: "Who guards the guards?"

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

### Is today's economic crisis a breakdown in relationship?

The real issue isn't just the economic breakdown that we're experiencing, it's the fact that the same systemic breakdown in relationships and erosion of trust that has undermined life on Wall Street is also undermining life on Main Street.

Why? Because the dynamic we have long known as a "relationship" is quickly disintegrating and being replaced by another dynamic

### Other News, comment, and Views

#### [The Working Week](#)

Wayne talks to Mr MOOF, aka James McCarthy, Microsoft UK's mobile working expert, about the psychology of remote working and why where and how you work is more about attitude rather than practical constraints.

#### Thought Leaders

#### [Women: an untapped talent](#)

Models of effective leadership are still based on men and the types of talents that they bring to such positions, says Myra White. What we need to do is to re-examine our ideas about what leadership is.

#### From the Blog

#### [How to find the right boss](#)

One of the most important things to think about when looking for a new job is how to find the right boss to work for.

#### More News

#### [Why it doesn't pay to pigeonhole Gen Y](#)

In many respects, today's 18-30 year olds are no different from previous generations, new research has argued.

#### [Now may not be the time to clamp down on exec pay](#)

Stamping down hard on executive pay could be exactly the opposite of what the U.S economy needs right now.

#### [Five ways to get remote working wrong](#)

The easily avoided mistakes that companies often make when setting up remote working programmes.

called a "connection" or "transaction". And as relationships erode, so too does trust and friendship, the definitive foundational elements that determines the sustainability of relationships. So where there is no emotional connection, there is no real friendship. No friendship, no trust. No trust, no honesty, no transparency.

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

### When times are tough – look after your talent

On a day-to-day basis, meanwhile, no organisation can escape the reality of the downturn even if they are not directly affected by it. The stress caused by everyone wondering what will happen next, a struggling (or collapsing, depending on where you are) housing market, question marks over retirement savings, sky-high fuel prices, credit problems and managing budgets – it all takes a significant toll on employees, draining their productivity and ability to focus.

Which is one reason why looking after your talent is so important in a downturn – not to mention the fact that getting the most out of the best and brightest can give an organisation a real competitive advantage.

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

### More from the Working Week

#### The games people play

Promoted into a new role, Mary has come up against a subordinate who has wasted no time in trying to make her look as bad as possible. The trouble is, she also sees to be a favourite of Mary's boss. So what can she do? Charles Helliwell has some forthright suggestions.

[Read more on Management-Issues »](#)

### Business world will be unrecognisable in 10 years

Thinking about what the business landscape will look like in a decade's time may seem like an impossible luxury at the moment, but a little crystal ball gazing now might do wonders for your competitiveness in the future as the business environment changes and evolves more quickly than ever.

According to UK think-tank *The Chartered Management Institute*, the business world will be unrecognisable in a decade, and only those businesses that have prepared and planned ahead properly will benefit.

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

### Managers – prepare yourselves for a new world

In a similar vein, research by consultancy KPMG argues that managers need to prepare themselves for a completely new, international management environment over the coming decades as the flow of skilled and unskilled labour between developing and developed economies increases.

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

### Where and when will you work in 10 years?

And one thing that is almost certain to change over the next decade is where and how many of us work. Because most managers, if asked, would probably say they still prefer to be able to see the team they are managing, the fact is that the days of insisting workers are physically present in the office look to be numbered, with the current sky-high fuel prices doing as much as anything else to put paid to the curse of "presenteeism" once and for all.

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

### Changing "business as usual"

So how do you cope with all this change? You might think that reading the latest management best-seller or self-improvement book would help you cope with what might lie around the corner, but as Dan Bobinski points out, if you simply read something, put it down and say "that was a good read," you may as well have read a novel.

Reading a book is one thing, he says. But, to incorporate what you've read into your life, you'll need to take it a step further and actually study the material. Which is something many of seem to have forgotten how to do. You know the scenario - senior managers attend a workshop on how to be great managers and they read all the accompanying workbooks, yet the work environment remains "business as usual".

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

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