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Smartworking – delivering hidden gains from existing assets

During these tumultuous and shocking economic times, the mantra for all organisations is cost pruning and delivering more, better and faster with less. With this challenge in mind, we've compiled an exhaustive report titled "**Smartworking**" that presents a consolidated view of making your existing assets work effectively.

Smartworking is our newly coined term that unifies the plethora of today's new work practices and philosophies into hard financial gains. This conclusive report articulates how office space, people, ICT, values, trust, and management culture interact to create scenarios for vast financial gain. Indeed, inside a 4-6 week period, our accompanying fixed-price precision methods and models are consistently delivering net present value gains exceeding £700K - £1.1M per 100 employees for countless clients.

"...our Smartworking methods and models are consistently delivering net present value gains exceeding £700K - £1.1M per 100 employees..."

If you would like to find out more about how **Smartworking** can deliver £millions in cost avoidance for you, just drop a note to Sam Thornton (samantha_thornton@jbassociates.uk.com) and we'll happily send you a personal copy of this compelling report.

For any forward-looking business, this is one opportunity that can't be missed from Santa's delivery.

The JBA Team

Hot Topics – in association with Management-Issues

Boosting staff engagement through thought...

We all know that engaged, committed staff are the most effective. But, is it possible to boost levels of staff motivation just by changing how people think about their work? A new Canadian study has suggested just that.

Research by the University of Alberta argues that encouraging employees to rethink their jobs and get back the sense of purpose that is so easily consumed by the day-to-day grind of meetings, projects and deadlines can significantly improve how they work.

In fact, employers that successfully encouraged their staff to find meaning and purpose in their work reported some startling changes – such as a 60 per cent improvement in attendance and a massive 75 per cent increase in staff retention.

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

Being strategic about job searching...

In the current climate, however, no amount of commitment and motivation can guarantee that you won't lose your job. So, it pays to be prepared for the worse. And as Myra White explains, when times are tough and jobs are scarce, it's vitally important to be strategic in how you look for a job.

Flooding the market with your resume and filling out online applications hoping someone will notice you is often an exercise in futility, she says, and can leave you feeling discouraged. To be successful, you need a strategy. And that means following the money and knowing how you can increase an employer's bottom line.

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

The perils of being last to abandon ship...

However, if your company is in trouble, don't just stick round waiting for the inevitable. A study by Indiana University's Kelley School of Business has found that executives at ailing firms would do better to heed the warning signs and leave quickly. In fact, executives who changed employers in the two years prior to a bankruptcy ended up suffering far fewer job consequences than their counterparts who stayed to the bitter end, the research found.

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

Paring back CEO pay for the better...

Bob Selden, meanwhile, turns his attention to the vexed question of CEO pay, something that has generated much talk recently but no concrete action.

Peter Drucker, the doyen of management philosophy and practice, once suggested to his students that CEO salaries should receive a maximum of 20 times the salary of the lowest paid worker. With the effects of the stratospheric compensation packages on Wall Street now all-too plain, Bob argues that Drucker was broadly right – and suggests how CEO compensation packages might be changed for the better.

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

Other News, comment, and Views

[The Working Week](#)

Employee ownership can be a tough proposition. But, if you have really want to empower employees and create a decentralised, network-based company that values input from everyone, it's a model that can deliver tremendous benefits.

[Thought Leaders](#)

[What happened to technology in financial management strategy?](#)

Since the very beginning of the IT Age, Wall Street boasted more technology and processing power than any other sector. So, asks Robert Heller, what happened to it? Why did it fail to stop the meltdown?

[Winning with web meetings](#)

Wayne Turmel explains the right way – and the wrong way – to save time and money with virtual meetings.

[More News](#)

[Pen pushing saps managers' productivity](#)

Vast swathes of the average manager's working day are spent on unproductive activities.

[Cutting costs, not slashing jobs](#)

Many companies are taking a more intelligent and nuanced approach to cutting their costs that they might have done in the past.

[Managers stick with poor performers](#)

Most managers would prefer to stick with someone they know, even if they are not pulling their weight, rather than hire a new face.

The Management Advice Clinic

An impossible position?

Kelly's CEO is a bullying, sociopathic micro-manager who makes life hell for everyone. With nobody to turn to for redress, is there any way she can end her suffering? The Boss Whisperer, Laura Crawshaw, has some frank advice.

[Read more on Management-Issues >](#)

Increasing regulation and bureaucracy doesn't deliver...

A different perspective on the crisis comes via a thought-provoking piece from Kevan Hall, who argues that calls for tighter financial regulation are wide of the mark.

As he points out, onerous regulatory regimes such as Sarbanes-Oxley did nothing to prevent the current financial crisis. And more bureaucracy won't prevent problems in future, because more bureaucracy simply means more box-ticking and greater central control.

Real control, he argues, is exercised fast and close to the action. We learned this in manufacturing quality control in the 1980s, and achieved huge improvements in product quality and cost as a result. Yet in management, we are heading in the opposite direction.

In complex environments, central control is ineffective. Why? Because central control is slow. If we wait until problems are escalated or uncovered by central controls then we are inevitably too late. The only truly effective regulatory environment is one that encourages fast, decentralized control, not an outdated, centralized, rules-based approach.

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

Would we be in this mess if women had been in charge?...

But would we be in the same financial mess we are in now if more women had been in charge? Because women are better suited to lead modern organisations and meet the challenges of an increasingly people-centred management environment, according to new research by management consultancy Hudson.

In the current downturn, however, even the most talented women will struggle to reach positions of influence because (mostly male) senior managers will increasingly promote those who exhibit more familiar "male" characteristics such as decisiveness, persuasiveness and leadership rather than female characteristics such as altruism and openness.

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

Cutting training is a false economy...

Another casualty of the downturn is staff training – often the first thing to get the chop when things start to get tough. But cutting training budgets could be a false economy. As a report from UK's Cranfield School of Management argues, organisations that invest in their staff will reap the rewards in terms of improved staff motivation and better retention rates, irrespective of the economic climate.

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

Shrinking travel budgets – a positive cost-cutting outcome...

But there's one area of cost-cutting that many might actually be welcomed by some. Business travel budgets are being squeezed hard, with many companies making major cutbacks and managers looking long and hard at whether they really need to travel. To make matters worse, the U.S National Business Travel Association also predicts that travel costs will rise by between five and eight per cent over the coming year, with the bulk of rises accounted for by spiralling airfares.

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

How much personal business is reasonable?...

Finally, Dan Bobinski asks a question that is particularly relevant in the run-up to the Christmas period. How much personal business at work is reasonable?

With research suggesting that the average worker spends approximately two hours each day taking care of personal matters, such phone calls, e-mail, personal shopping, and the like, Dan wonders why so much personal business is being done at work and what – if anything – we should do about it.

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

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