



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

Workplace of the Future report

??Where can you see the workplace investment insights of 1,100 forward-looking business leaders??

??Where can you gauge the financial impact of more than 1,000 corporate workplace strategies??

The answer is our new **"Workplace of the Future"** report, that's where. Drawn from annual interviews over the last six years with senior executives, we've analysed their workplace investments against organisational financial performance – and for the first time, we've created a direct correlation with increased effectiveness.

Viewing the emerging thinking and collective wisdom of so many forward-looking business leaders is fascinating – their enduring message is that the future workplace is a fundamentally optimistic, vibrant place that challenges habits and conventions. It inspires, motivates, and is capable of delivering unheard-of levels of productivity.

We hope that, in sharing this report, it's not seen as an end but rather as a catalyst for ongoing discussions about where business and organisations are heading.

For a personal copy of **"The Workplace of the Future"** report, just drop Sam Thornton (samantha_thornton@jbassociates.uk.com) and we'll get it straight to you.

The JBA Team

Hot Topics – in association with Management-Issues

Fostering innovation...

In a downturn or a recession, people attempt to do more with less. In doing so, they often manage to create solutions that didn't exist before. This makes the turbulent times we find ourselves in now the perfect conditions for fostering innovation.

The important thing, according to Max McKeown, is that most innovation happens because someone wants a better way of doing something that matters personally. So, far from being a formal process of research and development, most innovation is essentially a quick fix.

Not that quick fixes are a bad thing. Just like user innovations, they help create limitless variations of any product or service. By adjusting the details of a product to reflect new tastes and fashions, you can increase profit margins and follow the popularity curve of new trends – just the thing that could mean the difference between survival and extinction.

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

Building the 'trust' account...

In his famous book *"7 Habits of Highly Effective People"*, Steven Covey put forward the idea that trust is a hard-edged economic driver that can be deposited and withdrawn from one's emotional bank account. He suggested that it takes a long time to build up the trust balance by way of small deposits and this balance can be quickly depleted with just one over-hasty withdrawal.

As Bob Selden discusses in his latest column, this is particularly true in a recession. Which makes it all the more extraordinary when organisations take shortsighted decisions that erodes trust with staff, customers, suppliers or other key stakeholders?

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

Learning from thespians...

For anyone unfortunate enough to find themselves out of a job at the moment, Janet Howd points out that actors have a thing or two to teach us about maintaining standards of performance and self-worth during long periods of unemployment.

Actors are often out of work not because they are bad at their job, but because their world of work offers little security and virtually no continuity. But, no matter how much time has elapsed since they last trod the boards or faced a camera, they still need to turn up at an audition and prove that they have the ability to deliver the goods.

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

Other News, Comment, and Views

[The Working Week](#)

Joining Wayne is Dinah Bennett, director of the Centre for Entrepreneurial Learning at the UK's Durham Business School, to discuss *"the new normal"* – what the business environment might look like when we finally emerge from the recession.

[Thought Leaders](#)

[Trust-based workplaces](#)

As work itself becomes disparate, outsourced, and virtual, trust-based workplaces are essential. **John Blackwell** states that trust delivers much-needed cohesion and is key to recruiting/ retaining talent. But this means leaders need to learn humility, something that often doesn't come easily.

[The economy and our quality of life](#)

For millions of people, the current crisis will be a life-changing experience. So, Peter Vajda asks, how will we choose to face this?

[Office politics revisited](#)

Too many people spend their time complaining that life – particularly working life – is *"unfair"*. Instead, they need to learn how to play the game.

[More News](#)

[Change management: it's the people, stupid](#)

Why is it so many change management programmes run into the sand and end up changing, well, nothing?

[Time to get forecasting](#)

Accurate and relevant forecasting has been another victim of the credit crisis.

[Drowning under a flood of résumés](#)

Organisations are being deluged with applications for each and every vacancy. But this doesn't make their task any easier.

[The perils of talking too much](#)

Managers are often blamed for failing to communicate properly with their teams, but too much talk can be just as bad as being all buttoned up.

The Evolutionary Provocateur

Work and popular culture

Why does work get such a bad press in both popular and highbrow culture? From Dickens to Zola to the Who, work always seems to be displayed in a negative light, the 9-5 as the enemy of the free spirit. Listen as Wayne digs deeper with his guest this week, author Phil Whiteley.

[Listen to the conversation »](#)

Rethinking the role of large salaries...

Despite the financial meltdown, many organisations continue to claim that huge salaries and bonuses are essential to attracting and retaining talent. But Myra White argues that the evidence suggests otherwise. Not only are people not driven primarily by money, but the power of money can be deeply counter-productive. So why does the myth continue to exist? And isn't it about time organisations rethought their belief in the power of money?

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

Rethinking the role of manager competence...

Something else companies could start to rethink is how they assess the competence or otherwise of their managers. Because according to research by University of California at Berkeley, it is those who display traits of "high dominance" – in other words being assertive, forceful and self-assured – who tend to get noticed regardless of their actual abilities.

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

Deliberately reshuffle the team for performance...

Besides ensuring you have competent managers, another way to boost performance might be to deliberately shake up your teams by installing outsiders with a different take on the decision-making process.

Why? Because taking a team out of its comfort zone by introducing someone who is socially distinct will, in all likelihood, increase group discomfort, but it can also lead to better decision making and, ultimately, team performance, research by academics from Brigham Young University in Utah has suggested.

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

Sapping talent with old practices...

Yet sadly, many organisations are still not putting the talents of their workforce to their full use. New research by a UK think-tank suggests that many managers still have a myopic, patronising view of their workers that leads them to compartmentalise people by their job title and wrap them up in morale-sapping rules and regulations.

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

Perfectionism – the thief of all things healthy...

All of which brings us to some useful advice from Dan Bobinski if you happen to suffer from perfectionism. Perfectionism – as anyone who knows a perfectionist is all too aware – is not something to aspire to. It's a thief that consumes the healthy things inside us – a mental obstacle prevents forward progress. It causes mental stress, tension, and fatigue and contributes to an imbalanced life. So how can sufferers find a cure?

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

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