



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

Green shoots breakfast 'discussions'

Business leaders broadly accept that, once the economic recovery starts, the workplace rule book will not just be rewritten, it's going to be completely thrown out. At a time when it's essential to seek every opportunity for cost avoidance and productivity enhancement, it's never been harder to balance the conflicting demands of people, office space, technology, culture and performance.

To help organisations understand and reconcile these challenges, JBA have joined forces with Oxford based Ci to host a series of [90-minute 'discussions'](#) with some of the UK's top executives and reflect on our decade of experience of delivering tangible, high-performance workplaces.

Why not come and join us? These unique 'discussions' are being held from 8:30am to 10:30am on **16th, 17th, and 18th June 2009 at CityPoint, Ropemaker Street, London**. Not only will you have an opportunity to hear what others are doing to build agility, reduce fixed costs, and create an engaged, purposeful culture to mobilise talent, you'll also leave with the compelling "Workplace of the Future" report and an immediate action plan to apply what you've discovered.

As space is limited, just drop Sam Thornton (samantha_thornton@jbassociates.uk.com) or call us on 01491 628654 to reserve your place.

The JBA Team

Hot Topics – in association with Management-Issues

Recognising good leaders

There's been plenty of talk recently about bad leadership and the culpability of our political and business leaders in creating the current economic mess. But it's rare that we hear of examples where leaders get it right. So much so that it begs the question whether we're able to recognise good leadership when we see it.

Bob Selden thinks he has a classic example of this. Someone in a senior position who takes a "bottom up" approach, who is happy for others to take the limelight, who encourages his people to make decisions and delegates to key aides. Someone who regularly asks for others' opinions before giving his own and isn't afraid of sending staff members to meeting with his boss.

So why is the individual in question – who happens to be James L. Jones, President Obama's national security advisor – viewed with so much suspicion when much of his behaviour epitomises the sort of real leadership trumpeted by so many business gurus? [Read the full story on Management-Issues »](#)

Innovation - delivering benefits without costs

If we need to start thinking differently about what constitutes good leadership, we also need to do the same if we're going to become more effective innovators, argues Max McKeown. Max explains that successful innovation needs to deliver benefits without all of the costs. The aim is to have your cake and eat it. If innovation doesn't overcome some contradiction between conflicting objectives then its genius will not be obvious.

However, to come up with things that do this, you need to learn to think about alternatives to the obvious, refuse to accept that the first answer is the best, keep asking "why" and then ask "why not?" In other words, you need to learn creative problem solving, something which isn't a subject on many curriculums at college or university. [Read the full story on Management-Issues »](#)

Anger management

Anger management is another subject that we might do well to teach at school, particularly given the angry times we're living in.

As Peter Vajda points out, what many of us rarely understand is that while the stimulus for our anger may be external and it may be directed towards others, its origin lies within. Anger is an "inside job" - always. Only when we accept this and understand that anger is an energy can we start to deal with it effectively.

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

Other News and Views

[The Working Week](#)

The recession isn't just hitting people financially. It may also be taking a toll on their mental health. On the Working Week, Wayne discusses mental health in the workplace with Marie Apke, CEO of employee assistance company Bensinger Dupont & Associates.

[Thought Leaders](#)

[Never too early to distrust HR](#)

Wayne Turmel isn't normally one of those people who slams HR. Not this time, though...

[More News](#)

[Good looks, higher pay](#)

Good looks and a winning smile count for more than they ought to when it comes to deciding who should earn what.

[Women held back in the workplace at all levels](#)

Even in the best-intentioned organisations, women get less access to mentoring and fast-track development than men.

[Gen Y still think the world owes them a living](#)

If you thought the recession would curb the entitlement fantasies of Generation Y, you'd better think again.

[Hiding behind a wall of chat](#)

Is all that Web 2.0 stuff just another way of avoiding meaningful face-to-face contact?

The Working Week is 100!

[Beating a Bullying Boss](#)

For our 100th Working Week show, we tackle the issue that is the most common subject of questions sent to our advice clinic - the scourge of bullying bosses.

Join Wayne as he talks to Robert Mueller, a lawyer and author of "*A Survivor's Guide: How to Transcend the Illusion of the Interpersonal*". They discuss how big a problem bullying at work is and explore some controversial solutions.

[Listen to the conversation »](#)

Constant 'fire-fighting' from unreasonable demands

No one expects managers to be relaxed in the current environment. But as research published last month reminds us, under-pressure bosses who demand instant and unreasonable results not only risk a backlash, they are likely to see their employees' motivation, energy and endurance melt away, too.

Boston-based WFD Consulting warned that creating an environment where everyone is constantly fire-fighting or scrambling to stay afloat not only generates resentment and stress, it can also play havoc with how employees prioritise their work and mean that organisations are less able to respond effectively if problems really do arise.

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

The tight-rope between curbing costs and losing talent

Try to push people to do too much with too little, and even in tough times some will simply leave. The problem is, as The Conference Board point out in recent research, those who are most likely to find a new position are likely to be the same skilled, motivated, and creative top performers that organisations most need to hang onto if they hope to emerge from the recession with any chance of thriving.

In other words, organisations need to spend the next 8 to 12 months walking a tightrope between continuing to curb costs while ensuring they don't emerge blinking into the economic sunlight bereft of top talent.

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

Declining CEO succession rates

Not that there's much danger of this happening at the very top of organisations. The economic crisis has caused a decline in chief executive succession rates in Europe and the U.S, a new survey from management consulting firm Booz & Company has found, because CEOs have fewer places to go and boardrooms are reluctant to lose their most experienced leaders.

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

Preparing for economic recovery

But are these leaders doing the right things? According to Susan Bates, author of "*Motivate Like a CEO: Communicate Your Strategic Vision and Inspire People to Act*" and CEO of consultancy Bates Communications, even if the recovery is six months or more away, business leaders need to be better prepared for the recovery.

She recommended companies that are serious about putting in place the building blocks to make the most of the economic recovery needed to assess the motivational capabilities of their leaders and their ability to develop others, make managing the emotional side of their organisation a top priority.

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

Impressing the boss

Finally, Dan Bobinski has some timely tips for impressing your boss – something that makes good sense whether you're working toward a raise, a promotion, or your work ethic just won't let you do otherwise. And one of the quickest ways to do this, Dan says, is simply by making his or her life easier.

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

JBA Oxfordshire RG9 5LX United Kingdom Tel: +44 1491 628654 info@jbassociates.uk.com ©Copyright JBA 2008 – all rights reserved.

An Adobe Acrobat version of this newsletter is available at [Newsletter Archives](#)

You have received this message because you or one of your colleagues requested your subscription to our newsletter. If you've added your details by mistake, or it's been added for you and you don't wish to receive further newsletters from us, your details can be deleted by e-mailing [this link](#)