



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

"What workplace innovations are other organisations doing?" "What innovations are emerging?"

When discussing workplace innovation, the most frequent questions executives ask are; *"what are other organisations doing?"* and *"what innovations are emerging?"*

Well it's these very topics we continually probe in our [Workplace of the Future](#) study – exploring traditional and ground-breaking workplace innovations, and which are linked to heightened financial performance.

Our latest report reveals the three most prevalent models are; *"Enterprise"* (a one-size fits all model – 39% adoption), *"Cost Avoidance"* (continually realigning resources to avoid costs – 23% adoption), and *"Services Cloud"* (derived from open source technology and social networking logic – 18% adoption).

However, the *"Services Cloud"* model is today's fastest growing innovation, offering outstanding productivity and financial gains. To find out more, our report can be downloaded for free from www.jbassociates.uk.com/about/researchlib.php

The JBA Team

Hot Topics – in association with Management-Issues

Demystifying the cult of leadership

You've probably never heard of [Steve Radcliffe](#). Despite working with the CEOs of some of Europe's biggest companies, the UK-based leadership coach has avoided the media spotlight.

Now Radcliffe is on a mission. He wants to demystify the cult of leadership and encourage all of us to see ourselves as leaders. He wants to debunk the idea that leadership is elitist, complicated, or mysterious.

As he tells Des Dearlove in our latest *"management mentors"* interview, effective leadership really only involves three elements.

First, your leading always starts in the future with ideas of how you'd like things to be. You don't start with what you have. You start with what you want in the future. Second, you then engage people so they actively want to build that future with you. And third, you get on and make it happen; with them, you deliver.

So leading is always about Future – Engage – Deliver. However it is dressed up, this is what it always boils down to. And all of us can do it.

[Read the full article on M-I](#)

The "Era of Interdependence"

Of course, leadership isn't the only thing that affects our experience of the workplace – although it certainly plays a big part. As [John Blackwell](#) explains in an insightful look at the changing world of work, our working lives are made up of finely balanced interdependencies between people, space, technologies, culture, and management practices.

What's changed – and what characterises the so-called *"new normal"* – is that the current economic turmoil has brought about a unique combination of circumstances that are not merely altering the balance between these factors, they are completely shredding the workplace rule book.

According to John, we're entering the *"era of interdependence"*. A time when all business dimensions – HR, physical space, technologies, culture, and management practices – must work in harmony to deliver effective performance.

[Read the full article on M-I](#)

Style over substance leadership

But as [Max McKeown](#) explores in his latest missive, perhaps there's an aspect of leadership we're forgetting here.

It was Oscar Wilde who noted that *"in all important matters, style, not sincerity, is the essential"*. So just how big a role does style play in the substance of leadership? What happens when leaders do the right thing in the wrong way? How far is leadership really a smoke-and-mirrors game?

[Read the full article on M-I](#)

Regular columns & blogs

[The Working Week – It's all about reputation](#)

Wayne discusses corporate social responsibility (CSR) with [Athena Golinas](#), President of the AGW Idea Group, a Chicago-based marketing consultancy. So why is a marketing company so interested in CSR? The answer is all about reputation.

[What can a college degree do for you?](#)

To those who might question the value of a college degree, [Dan Bobinski](#) has a simple message. Go for it. If you still don't think it's worth it, perhaps a few figures might persuade you otherwise.

[The role of the environment in the new normal](#)

Making green management 'business as usual' is a key challenge facing every manager today, says [Ruth Spellman](#).

[Get profit-focused](#)

Do you know where your profits come from, asks [Andy Hanselman](#). Not just what's left at the end of the month, but who, how and what drives the profitability of your business?

[Business ideas, design and judgment](#)

For most aspects of life, judgment is crucial. But, says [Edward de Bono](#), it isn't always enough on its own.

Learning from the past to adapt to the new norm

In the second part of his article on the broken state of management, MillerCoors director and author of *The Death of Management*, [Jack Buffington](#), explains how companies can learn from the past to adapt to the new normal. But first, those who are running companies need to look in the mirror.

[Read the full article on M-I](#)

Heeding independent advice

And something else corporate leaders need to do more of is listening to independent advice says [Robert Heller](#). There are a whole raft of areas where sense dictates that the executives should step back a few paces. That obviously includes the key issues of remuneration, management committee decision processes, the presentation of plans for the future, corporate financial strategy and mergers and acquisitions.

Executives have to be guided to help themselves, he argues, to provide an informed audience that can help to repel the folly of insularity.

[Read the full article on M-I](#)

The Advice Clinic

[How do I act "more senior"?](#)

Jane keeps being told by her boss to act "more senior", yet when questioned as to what this means she receives simply a shrug. She asks what she can do to give the impression that she is more senior.

Other news

[Signs of hope for the US jobs market](#)

There are encouraging signs that the US jobs market is finally picking up as a new survey finds that more than half of employers are planning to hire full-time employees over the next year.

[Asian companies well set for the recovery](#)

Companies whose growth strategies did not depend on heavy borrowing are best set to thrive as the economy recovers, a new report suggests. And many of these are Indian or Chinese.

[Unlock manager strangle-hold to engage employees](#)

Employee engagement could be improved by cutting back on military-style management layers and improving workplace democracy, a Welsh academic claims.

Effective work lecture at Durham University

On the 22 October '09, Durham University is staging its auspicious [Corporate Forum](#). The event focuses on "*Creating a Fitter, Healthier, and More Effective Working Environment*" with John Blackwell keynoting alongside the Vice Chancellor of the University and the Dean of Durham Business School.

Space is limited but we'd love to see you there – drop Sam Thornton (samantha_thornton@jbassociates.uk.com) or call us on 01491 628654 to reserve your place.

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