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CSR workplace investments grow by 25%, recognition of the tangible economic gains

Business leaders are unanimous that the economic turbulence has only served to heighten expectations of corporate social responsibility (CSR) – the excesses of the few having focused minds on how vulnerable we all are!

Social responsibility is today's drumbeat for action – organisations simply can't duck a spiralling range of issues from child labour to recycling to conspicuous consumption and excess. Indeed, with more than [2 million advocacy groups](#) worldwide working toward ecological sustainability and social justice, 75% of organisations are reporting a dramatic increase in bodies monitoring their every step.

CSR interacts and influences every aspect of our workplaces – it's not just with staff, but prospective employees, customers, analysts, and every stakeholder that are passing critical judgement on the CSR performance of the workplace.

While there's grumbles about too much talk and not enough actual strategic action, business leaders fully appreciate the tangible economic gains in the workplace from CSR and are [increasing their CSR investments by 25%](#) - a faster by a long margin than all other workplace investments (source: ["Workplace of the Future"](#)).

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

What to do with abrasive and bullying managers

It's a sad truth that many organisations still house more than their fair share of abrasive and bullying managers who rely on intimidation to get short-term results. However, obedience does not mean engagement – and using intimidation to climb the corporate ladder won't deliver long-term benefits.

As Dan Bobinski explores in his latest column, *"Type A"* personalities seem to have a propensity towards this sort of behaviour and find it particularly tough to grasp the value of soft skills such as emotional intelligence, let alone the skills themselves. What's more, they're often highly resistant to changing their behaviour and boosting their interpersonal skills.

Yet crucially, people who motivate by fear must use increasing amounts of it to maintain or increase their effectiveness. Eventually, something eventually breaks – be it the manager, or the team.

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

Good customer service starts with good management

Aggressive, fear-based management isn't just something that blights the lives of those directly affected by it. It can have an impact on customers, too. Because as Bob Selden reminds us, good customer service starts with good management.

You can try whatever gimmicks you like to try to get staff to provide excellent customer service, he argues. However, unless managers treat their staff the way they want their staff to treat their customers - and until they understand what really motivates staff to go the extra mile - they'll never get good service results.

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

Are managers blind-sided by the tough economic situation?

There are times, though, when even the best managers are blind-sided by events. As Marcia Xenitelis spells out, restructuring and change – particularly in tough economic circumstances – can be just such a time.

The orthodox advice about how to communicate during periods of change or restructuring is to rely on line managers to let their teams know what is happening. The trouble is, this doesn't work. Whatever script you give managers, individuals will inevitably ask what's going to happen with their jobs - and the manager can only reply, *"I don't know, I don't even know what is going happen to me."* So far from communicating about change, all they are doing is adding to the atmosphere of fear.

In fact, the only person who really knows what is being planned is the CEO – which is why they, not their managers, are the key to communicating change, and why the CEO needs to play an integral personal role in any effective change strategy.

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

Regular columns & blogs

The Working Week - Get Onboard!

It's a staggering fact that 40 per cent of new hires leave – either voluntarily or not - during their first 18 months. But why? To find out, Wayne is joined by George Bradt, founder of executive onboarding consultancy, PrimeGenesis.

Better a diamond with a flaw, than a pebble without

Perfectionism is an illusion, says Peter Vajda, because failure is a catalyst that leads to improvement, growth, and greatness.

September Brainstorm

This is traditionally the time of the year to harvest what was planted earlier in the year. So if you've been having loads of ideas and maybe started some projects, this is a good time to take action, says Jurgen Wolff.

Other news

Taking risks with risk management

If there's one area that one would hope has benefitted from additional resources following the financial crisis, it is risk management. But according to a new report, it is suffering from the same squeeze as other functions – with potentially disastrous consequences.

If you want to clean up the mess, an outsider is best

Failed CEOs are often replaced by an insider seen to be "*a safe pair of hands*". However, new research suggests that it's better to bring in an outsider to clean up the mess.

Global jobs market shows signs of recovery

Will we start to see a real recovery the global jobs market in the last quarter of 2009? If the latest survey data is anything to go by, the answer depends very much on where you're located.

Integrity: the missing ingredient

It isn't enough for CEOs to show they can do the job. If they want to win the trust of those working for them and break the growing cycle of cynicism, they need to demonstrate real personal integrity, too.

Effective work forum 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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