



Date: 09/12/2009

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

The recent CBI report, titled "*The Shape of Business: The Next Ten Years*" is not only the perfect foil for JBA's recently launched "*Towards a New Mindset*" study, it precisely matches our mantra over the last decade. Here's the background...

CBI endorses JBA workplace mantra

At their annual conference, the Confederation of British Industry (CBI) launched a seminal report; "[The Shape of Business: The Next Ten Years](#)" that precisely echoes JBA's workplace mantra expressed over the last decade.

The report unequivocally states the financial crisis and subsequent recession have radically altered operating conditions, and businesses must respond to maintain competitiveness. Three of the report's four key messages are:

- **Workforce** – building on greater flexibility resulting from the recession, new more flexible work contracts must be sought,
- **Organisation and location** – as businesses continue to rationalise, new organisational structures must be created,
- **Governance and sustainability** – recognising that accountability is part of the new 'licence to operate'; organisations must integrate sustainability and ethics into their operational model.

Our econometric workplace modelling has helped 350 organisations create scenarios to address precisely these challenges. To find out more, just drop Sam Thornton a note at samantha_thornton@jbassociates.uk.com and we will send you a detailed overview.

"Towards a New Mindset"

– surveying the inexplicable resistance to new work practices

As part of our collaboration with Durham University studying attitudes to new work practices, and building on the CBI report, we're launching a [survey](#) to gain stronger insight into the often-inexplicable resistance to new work practices.

We would like to invite you to complete our [SURVEY](#) into workplace opinions and beliefs.

The survey is confidential and anonymous, however you can voluntarily let us know your details, and in return, we will provide you a free copy of the final report and accompanying toolkit. We would appreciate you circulating the survey amongst your colleagues – more contributors will strengthen the sample.

A précis of the study can be found on our [website](#), or you can drop Sam Thornton samantha_thornton@jbassociates.uk.com a note and we'll send details of the study, its objectives, deliverables, and timescales.

If, for any reason the links to our survey or the CBI report fail, then please use the following;

- 'Mindset' survey – <https://www.surveymonkey.com/s/3PTR6F8>
- CBI "Shape of Business" report – <http://www.jbassociates.uk.com/about/newsitem.php?newsID=39>

The JBA Team

News and Views – in association with Management-Issues

What actually is leadership?

If there's one subject that gets more attention than almost any other in the business press, it's that old chestnut, leadership. However much we talk about it, the fact remains that today's leaders seem to be getting worse instead of better.

John Roulet's slant on this is that we've forgotten what leadership really is. He takes the view that leadership is not about being inspiring or visionary. It's about work, not personality and it's about managing performance, not managing people.

It's a view that, not surprisingly, isn't universally shared, as the discussion that follows his piece makes clear.

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

"What' in it for you?"

Cindy Wahler identifies another problem with our conventional view on what makes a good leader. Our competitive business culture tends to reward people for finishing first. Yet one of the key skills for effective leadership, she argues, is the ability to influence others. And that starts with empathy – the ability to relate to someone else's perspective: not "what's in it for me", but "what's in it for you" – something that the competitive 'type A' personality finds hard to grasp.

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

Respect me because I say so

Dan Bobinski's leadership gripe is people who think they're worthy of respect just because they hold some positional authority. As he points out, how much respect do we give people who rely on the phrase "because I said so" to motivate us?

The problem, of course, is ego. When a person becomes convinced of his or her own superiority, then his or her ego becomes a dangerous detriment to an organisation's effectiveness, efficiency, and esprit de corps.

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

How does trust manifest itself?

All of which brings us to perhaps the most important element of leadership, namely trust. As Peter Ducker said, without trust, leaders have no followers. How is this trust developed? How is it manifested? What can organisations do to build more of it? Andy Atkins has some useful suggestions.

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

Management Advice Clinic

Got a problem at work? [Ask our experts](#)

[Blood is thicker than water](#)

Alison is a long-time employee of a family-owned company. But she has fallen foul of the owner's daughter, whose management style leaves much to be desired. Charles Helliwell spells out what her options are now.

Other news

[Entrepreneurs buck the economy](#)

Despite the economic turmoil, entrepreneurial activity in the US actually increased in 2008 compared to 2007, although new ventures tend to be smaller and the risks of failure greater.

[Moving beyond survival](#)

With new research highlighting a sharp decline in employee commitment – particularly among top performers – isn't it time organisations stopped cost cutting and lay-offs and started to plan for the future?

[Feelings of inadequacy fuel bullying](#)

In a new slant on the perennial problem of bullying bosses, US psychologists have found that managers who feel out of their depth in their roles are more likely to bully their subordinates.

Regular columns & blogs

[The Working Week - From micro-enterprise to multi-national](#)

What business lessons can we learn from a woman running a micro-enterprise in a West African village? As Wayne heard on the Working Week earlier this month, the answer is "plenty." Listen to his discussion with Mary Cantando and find out how the same lessons and best practices can apply to women anywhere, whether they are a C-suite executive or running a part-time business from home.

[Keeping top talent in a down economy](#)

How do organisations boost the performance of employees when times are so tough? Stuart Crainer hears from Sylvia Ann Hewlett that ignoring your best people leads to the evaporation of loyalty and trust as alienation and disengagement sets in.

[Ebenezer Scrooge and the zero sum myth](#)

Could it be that in Ebenezer Scrooge one can identify the genesis of the MBA, asks Philip Whiteley?

[Get lost!](#)

The upheaval that seems all around us doesn't have to make us feel hopeless. In fact, says Peter Vajda, the challenges we face can teach us a lot.

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