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Our "[Towards a New Mindset](#)" research collaboration with Durham University really seems to have fired the imagination of the business world.

To-date we've had thousands of contributions to the [survey](#), and much to our surprise, some 20 organisations have asked for a bespoke version of the survey for their internal use.

We've also been pleasantly amazed at the large numbers (~ 50%) of those completing the survey who're requesting a free copy of the report and accompanying Durham best management practice toolkit.

Clearly, the CBI's recent report, titled "[The Shape of Business](#)" has been instrumental in creating momentum for our study. The CBI described overcoming opposition to workplace change as today's \$64 million question for corporate competitiveness. Our study is exploring the often-inexplicable resistance to new work practices and coming up with answers.

As the [survey](#) will be live for another 2 weeks, there's still time for you and your colleagues to contribute – it takes just 20 minutes to complete and, whilst it's completely confidential, we're happy to provide you with a free copy of the study and the best practices toolkit.

If you'd like a précis of the study, its objectives, & deliverables, please drop Sam Thornton [samantha\\_thornton@jbassociates.uk.com](mailto:samantha_thornton@jbassociates.uk.com) a note

## **"Tomorrow's Global Talent: how will leading companies create value through people"**

Over recent months, we've been collaborating with Tomorrow's Company – a not-for-profit research firm that focuses on the future role of business – on a ground-breaking study into how companies are creating value through people.

The report, titled "[Tomorrow's Global Talent](#)" is being formally launched on the 23<sup>rd</sup> February at the BT Centre, London.

This study frames a new agenda for talent leadership, policy, and practice in the UK, and has been produced for the UK Government's Talent & Enterprise Taskforce. Amongst those speaking at the launch are;

- Lucy Parker, Chair, Talent & Enterprise Taskforce
- Stella Estevez, Global Head of Talent and Resourcing, National Grid
- Caroline Waters, Director People and Policy, BT

If you'd like more details of this report and/or would like to attend the launch, please drop Sam Thornton [samantha\\_thornton@jbassociates.uk.com](mailto:samantha_thornton@jbassociates.uk.com) a note and we'll get straight back to you.

**John Blackwell**

**The JBA Team**

## **Hot Topics – in association with Management-Issues**

### **Mobility tops workplace trends for 2010**

It's no exaggeration to say that most of us are glad to see the back of 2009 and are living in hope that 2010 proves to be an improvement. So, now the New Year's underway, let's look forward rather than back.

One thing that's certain is that the mobility of people, products, and services will all continue to accelerate during the second decade of the century. And with this, argues David Livermore, the era of the culturally ignorant manager will be numbered. But, what else might this mean in terms of workplace trends?

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

### **Why do we resist change?**

Peter Vajda kicks off the year with some timely advice about New Year's resolutions – something that most of us make and most of us fail to keep. One of the main reasons for this, Peter says, is that we're stuck in a victim mentality that blinds us to the reasons why we resist change and fail to follow through on our intentions. So, why not resolve to make 2010 different?

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

### **How do you cultivate a gratifying work environment?**

Something that we would all welcome is the opportunity to work in a gratifying and stimulating environment – one that brings out the best in us and our colleagues.

It's all very well wishing for this, but how do you actually cultivate such a work environment? According to James Kerr, the place to start is by building a creative workforce. And that, in turn, starts with understanding the consumer/producer dynamic and balancing of these apparent opposites.

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

### **Regular columns & blogs**

#### **[The Working Week – In 2010, become an employer of choice](#)**

What should your organisation's 2010 resolutions be? As Wayne hears from futurist, Joyce Gioia, President of The Herman Group, one key wish for 2010 ought to be to do more about becoming an employer of choice – something most companies claim they want to be, but rather fewer actually achieve.

#### **[Costas Markides: Innovating globally](#)**

Costas Markides of London Business School has spent over two decades studying business strategy and innovation. Recently, he has been focusing on the bigger picture of how people can address major social problems. He talks with Stuart Crainer about his latest projects.

#### **[Unwritten rules at the heart of conflict](#)**

Modern organisations are full of people from different backgrounds with different sets of unwritten rules. As Myra White explains, these rules lie at the heart of many workplace conflicts.

#### **[When someone chooses to suck](#)**

Why would somebody choose to do something other than help your team or project to be successful? The answer, says Wayne Turmel, is hardly ever that they want to sabotage things intentionally, but that they chose to do something else instead.

#### **[Your hiring practices say much about you](#)**

Merit ought to be the only reason for hiring or not hiring someone, says Dan Bobinski. If, as a company, you want to look good, you've got to be good. That starts with how you decide who to hire – and not substituting misguided notions of perceived fairness for true fairness.

## Profound changes to knowledge access

Another certainty for the next decade is that the way we access knowledge will continue to undergo profound change. While this will bring great benefits, Janet Howd is concerned that having so much information so readily to hand also threatens to undermine our ability to use our brains critically. Her resolution for 2010, then, is that we remember how to think.

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

### Management Mentors

Interviews with the world's leading management thinkers

#### [Managing the generation gap](#)

Tammy Erickson is an author and expert on organisations and the changing workforce and, in particular, the generational differences between workers today. She spoke to Des Dearlove about the best ways to unite generations into a productive workforce.

## Time to overhaul the tarnished MBA

Another area where we can expect to see change is executive education and particularly that most tarnished of qualifications, the MBA.

Les Worrall, Professor of Strategic Analysis at Coventry University, argues that academics pandered too much to the demands of businesses while universities milked the MBA as a cash-cow. As a result, business schools have been pretty ineffective in enhancing the productivity of organisations or in improving the quality of the people who lead them.

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

## Is Warren Buffett the world's best manager?

Perhaps we'd all be better off following Robert Heller's advice and look to Warren Buffett for some inspiration. Because, if Berkshire Hathaway is a strong candidate for the prize of World's Best Company, then Buffett is a front-runner for World's Best Manager. So, what's his secret – and why does he have so few imitators?

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

## Other news

### [Secrets of success in a recession](#)

While most companies have seen growth and profitability stagnate as the recession bites, a new survey has found that around one in 10 are bucking the trend and succeeding.

### [Business schools say it's not all about profit](#)

Stung by criticism that their curriculums are too narrowly focused on the gospel of shareholder value, new research suggests that business schools are rethinking what they teach.

### [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.

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