



Date: 01/03/2010

Dear sir,

### Ever wondered where your talent will come from?

Over recent months, we've been collaborating on a hugely ambitious programme that's examining the changing nature of demand and supply in the global labour market.

The programme aims to transform our understanding of how organisations can be far more effective in getting and keeping the talent they need to thrive. It has just delivered a major new report, titled "**Tomorrow's Global Talent**" that makes an utterly compelling read for any forward-looking executive.

The report states a new view of talent is needed – one based on a somewhat controversial view that talent is abundant. It explains that talent is abundant in the sense that it is not a rare quality, but diverse and multifaceted that everyone has to some degree and in some form. Taking this view means that there is a wider pool of talent for companies to work with, if they know how to unlock it

Supported by the UK Govt's Talent & Enterprise Taskforce, the report identifies that, to unlock talent, organisations must map the interdependencies across their workplaces – charting new opportunities for using facilities, technologies, fresh HR practices & organisational structures, to link social drivers and economic imperatives. It concludes that this is essential for uncovering talent in new places and new generations.

If you would like a personal copy of this report, please drop an e-mail to Sam Thornton [samantha\\_thornton@jbassociates.uk.com](mailto:samantha_thornton@jbassociates.uk.com)

**The JBA Team**

## Hot Topics – in association with Management-Issues

### Lessons from the Toyota recall

Poor old Toyota. For so long the global benchmark for manufacturing industry, the Japanese leviathan is rapidly becoming a business school case study for all the wrong reasons.

So how did "*the Toyota way*" go so wrong? How could a company renowned for its unrelenting expectations of quality find itself having to recall millions of faulty vehicles?

According to Professor Bill Fischer, the root cause of the problem is that while pursuing growth, Toyota neglected to pay attention to things that it already knew as an organisation. And in abandoning everything that it knew, it risked running into problems.

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

### Strategy is fantasy – action is real

As far as Max McKeown is concerned, Toyota is a classic example of an organisation that focussed too much on strategy at the expense of taking care of what was going on "on the ground".

Max argues that senior managers appear to have forgotten about the importance of the Japanese principle of "*gemba*" going to the place to understand the problem until too late. They also seem to have forgotten that in the real world, things often happen to mess up even the best strategic plans. [Read the full article on M-I](#)

### What have we learnt from performance management?

Learning lessons from our mistakes is a popular theme with Management-Issues regular columnists this month and not just where Toyota is concerned.

Bob Seldon asks what companies have learnt from the global economic crisis about getting the best out of their people, particularly in terms of performance management and performance-related pay. The answer, he concludes, varies widely. Some organisations are getting it right, while others (hello A.I.G) are resolutely stuck in the bad old days. [Read the full article on M-I](#)

### Ten lessons to learn from the crisis?

So what should the big banks learn from the crisis? Professor Paul Strelbel argues that there are ten key governance lessons that need to be absorbed and that the structure of bank boards and the behaviour of their directors must change if we are going to prevent similar disasters unfolding in the future. [Read the full article on M-I](#)

### Regular columns & blogs

#### [Marshall Goldsmith on Mojo](#)

How's your mojo today? If that's a question which leaves you baffled, you need to listen to this week's Working Week as Wayne talks to Marshall Goldsmith about his new book, "*Mojo: How to Get It, How to Keep It, and How to Get It Back When You Lose It!*"

#### [Lessons from the velvet hammer](#)

How can women survive and thrive in a male-dominated IT environment? JulieAnn Derby has some tips to beat the engrained sexism.

#### [If IT built cities](#)

Cisco is helping build a city in Korea. Wayne Turmel wonders what it would be like to live in a city built by your IT Department.

#### [Why was the wisdom of Peter Drucker ignored?](#)

The late Peter Drucker was the greatest management thinker of our times, says Robert Heller. But as the crisis shows, most business leaders ignored what he had to say.

## Management Advice Clinic

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

### **How do I earn respect?**

Simon has a new job managing a small team. Everyone is on board except one employee who is rude, disrespectful and seems determined to cause problems. Workplace psychologist Dr Rob Yeung has some timely advice to turn the situation around.

## RIP the 4P's

Traditional marketing theory has for years been based on a fundamental principle known as the 4Ps. But Andy Hanselman says it's time to forget about them. The original 4 Ps are Passe, Past it, kaPut and Pointless. Instead, he offers a new set of P's for the age of customer control. [Read the full article on M-I](#)

## Ten lessons to learn from the crisis?

Finally, Dan Bobinski muses on a question he is often asked: how do you make people listen? And the bottom line is, you can't. Why? Because people must choose to listen; you can't make them do it. But that's not to say there aren't things you can do that make listening an easier choice. [Read the full article on M-I](#)

## Other news

### **Keeping up appearances**

A new study has found that far from making real improvements in corporate governance, many CEOs actively try to hoodwink equity analysts about the composition and independence of their boards.

### **Business leaders need to build trust**

Business leaders in Europe and the US need to get to grips with the fact that a sceptical public now view trust and transparency as more important than the quality of a company's products and services.

### **CEOs think the worst is over**

CEOs the world over are confident that the worst of the recession has passed and that their businesses and their headcounts will grow during 2010. But what lessons have they learned from the crisis?

### **Good change management a key driver of success**

The ability to manage change effectively is one of the biggest factors determining whether an organisation delivers good financial and strategic performance, new research suggests.

### **Outstanding leaders put people first**

A people-centred approach to leadership, rather than a tough, controlling, target-driven style, is more effective and delivers better performance, new research from the UK suggests.

---

[JBA](#) Oxfordshire RG9 5LX United Kingdom Tel: +44 1491 628654 [info@jbassociates.uk.com](mailto:info@jbassociates.uk.com)

©Copyright JBA 2010 – 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](#)