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Dear colleague,

Working on Change: At a time of unprecedented change to the world of work, where will your future talent come from?

With the nature of work changing at a faster pace than at any previous time in history, we're frequently asked "*what the future of work will look like?*"

Our answer is simple – future of work is flat; the future of work is competitive; the future of work is on demand; and more importantly, the future of work is YOU.

An interesting parallel to the future of work can be drawn from the movie production world.

Just like in the film industry, corporate life now involves highly talented individuals with unique skills coming together to work on projects – when the project finishes, they go their own ways. They might work together again, but equally, they might not. The result is a new corporate mantra of virtual working and virtual teams – groups of individuals spanning time, location, and organisational boundaries to innovate, create, and inspire.

Find out more at [Management Issues](#) or if you'd like a personal copy of this fascinating article, just drop Sam Thornton a note at samantha_thornton@jbassociates.uk.com

The Global Community of Growth, Innovation and Leadership

John Blackwell is to address the "[Growth, Innovation, and Leadership Congress](#)" – a "must-attend" event for any organisation serious about improving its performance and competitiveness.

This powerful event brings together a global network of today's best thinkers, visionaries and thought leaders to deliver fresh perspectives, innovative ideas, and practical solutions that will assist you in staying ahead of the curve.

John will be joining a distinguished roster of growth leaders sharing their insights and best practices – a veritable who's who of today's premier growth companies and their leaders, each having candid discussions focused on rethinking and strengthening workplace strategies.

For anyone wishing to benefit from this wealth of experience in shaping effective work strategies, we've secured an impressive **25% discount**. If you'd like to secure your place at this exclusive event – being held at the Emirates Stadium, London on the 17th to 19th May – just drop Sam Thornton a note at samantha_thornton@jbassociates.uk.com

P.S. would you like our Future of Work presentation?

Lastly, if you would like a copy of our 'Pecha Kucha' style presentation on the Future of Work and the role of financial workplace modelling, please let Sam Thornton (samantha_thornton@jbassociates.uk.com) know and we'll send it by return.

The JBA Team

Hot Topics – in association with Management-Issues

Fish in a different pond

"If you always do what you've always done, you'll always get what you've always had." If you think about this statement for a moment, it makes a lot of sense, particularly if you're talking about improving your competitiveness or boosting your innovation efforts.

As Andy Hanselman explains this month, one way of spotting, generating, and developing new ideas is to get out of your comfort zone and do something different. Or, as he puts it, to fish in a different pond.

If you don't know what to visit, read, or see, Andy suggests you try asking others what they recommend. But don't simply ask people who are just like you. Find out from people you have less in common with. Read the [full article on M-I](#)

The power of questions

Just as many of us are creatures of habit, it's equally true that once we become adults, we no longer pepper the world with questions. So, Myra White wonders why it is that sixteen plus-years of formal education seems to rob us of our curiosity and desire to ask "why?"

When we don't ask questions, Myra argues, we remain wrapped in our personal assumptions about how the world works and what people are doing and thinking. The result is that we can make bad decisions and people can take advantage of us – something that became all too evident with the credit crisis of 2008. Read the [full article on M-I](#)

If you want to succeed, get used to failure

Fear of failure is another reason stopping many of us from leaving our comfort zone. But, as Max McKeown points out, failure isn't just commonplace, it is almost universal. After all, 99% of all species and organisations that exist will eventually disappear.

Once you accept this and understand that every innovation begins with a series of aberrations, you will be better placed to succeed now and in the future. Success is often proportionate to the number of intelligent experiments you are willing to try. Delivering products that customers love but cannot get anywhere else relies on working at the border – and so risking failure. Read the [full article on M-I](#)

Other news

[Welcome to the post-recession reality](#)

Forget career progression and job satisfaction. For a workforce battered by recession, the new reality is one of reduced expectations, increased anxiety and a desire for job security and stability above all else.

[CEOs increasingly upbeat](#)

Chief executives appear to be increasingly confident that they can begin moving out of survival mode and start priming their businesses for a return to growth.

[Brace yourself for a new war for talent](#)

With a gradual return to economic health, expect an explosive war for talent as employees become confident enough to turn their backs on wherever they have sheltered during the recession.

[The value of friendship](#)

If you want to encourage somebody to be more productive without having to pay them more, try getting them to work among close friends who are more industrious than they are.

[Bankers bonuses are a self-created myth](#)

Wall Street and the City of London will beg to differ, but a Dutch business school says that the need to hand out vast bonuses within the banking world is a "self-created myth".

[Don't forget your people](#)

Engagement and retention need to go back to the top of the agenda if organisations don't want to suffer a mass exodus of talent once confidence starts to return to the jobs' market.

Regular columns & blogs

[Marshall Goldsmith on Succession Planning](#)

We're heading back into the Working Week archives to air again some of the best interviews of the past couple of years. Here's a discussion with Marshall Goldsmith exploring why many business leaders find it so difficult to hand over the baton to their successor.

[Presenting work to best advantage](#)

There's no problem with Gen Y's work ethic, argues Janet Howd. The real problem is poor management.

[The power of forgiveness](#)

We rarely speak about forgiveness in an organisational or professional context. George Kohlrieser thinks that should change.

[Management upgraded](#)

Our obsession with leadership has seen management dismissed from the organisational stage. Mitch McCrimmon thinks this has been a disaster.

[The power of proactive thinking](#)

Every organisation should make room for some deliberate, formal, proactive thinking, says Edward de Bono.

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