



Dear colleague,

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A Mandate for Change

Political leaders are not the only ones who've been handed a mandate for change.

Business leaders everywhere have a unique opportunity to transform the way the world works.

Corporate life is being increasingly taxed by a series of wake-up calls – uncertain energy supplies, global climate change, and an all-consuming economic crisis to name but a few.

When confronted with such challenges, history dictates that leaders must innovate, and to do so, they must be willing to think and perceive in new ways, and break out of stodgy old patterns. Our **Mandate for Change** report debates the role of our workplaces, and considers this unique opportunity to overcome corporate inertia and dismantle barriers to transforming work.

Among the report's findings are that:

- Changing work practices delivers an **8-fold gain** compared to investing in smart building design or green IT initiatives,
- Organisations must decrease power use by **30-35 per cent** over the next five years or face the prospect of enforced power outages,
- Changing society attitudes - **77 per cent** would be willing to make significant lifestyle adjustment to prevent climate change. **86 per cent** would not work for an organisation that does not have a socially just policy.

Transformation has never been easy, but in this environment, it's going to be more possible than usual.

If you'd like a copy of this report, just drop Sam Thornton a note at samantha_thornton@jbassociates.uk.com or call us on +44 1491 628654

The JBA Team

Hot Topics – in association with Management-Issues

Summer vacation or a time to work?

The arrival of summer ought to mean looking forward to spending some quality time away from work. That might mean one, two or even (if you happen to be French) three weeks holiday. Alternatively, it might mean just a couple of days - or nothing at all.

But, as Peter Vajda spells out in no uncertain terms, the growing tendency for work to permeate all aspects of our lives brings with it a plethora of negative side effects.

Today's workplaces are full of growing numbers of disengaged, unproductive, underperforming, exhausted, unhappy, depressed, and electronically-addicted employees. Blurring work time and holiday time is one reason for this. Taking time out to rest and recharge is a non-negotiable "must" if we want to maintain a healthy mind, body, and spirit.

[Read the full article at MI](#)

Superman is a fictional character

That's a sentiment shared by Dan Bobinski, whose observation – based on 21 years of working with executives – is that most of them don't see the ripple effects of what stress does to them and their organisations, and fewer still know what to do when they recognise it.

Most execs are expected to have the attributes of Superman, Dan says, and too many of them seem to believe that that's just what they are. But, Superman is a fictional character. And it's just as fictional to ignore the fact that people who are fatigued and stressed tend to make bad decisions which lead to ineffective actions, which lead to frustration, which leads to bad attitudes, which leads to aggressive or passive-aggressive behaviour, despair, employee turnover ... the vortex just gets deeper and deeper.

So start to do something about it. Start by taking a holiday.

[Read the full article at MI](#)

Regular columns & blogs

[Managing brilliant people](#)

How do you create an environment in which brilliant people can flourish? And how do you manage these people, particularly when you're not likely to be as clever as they are?

That's a question we answer as Wayne Turmel revisits his conversation with Rob Goffee, Professor of Organisational Behaviour at London Business School.

[To become a natural presenter you must behave unnaturally](#)

Performing in public isn't natural, says Janet Howd. So the more extra-ordinarily different you feel as you start to get to grips with this physically demanding task, the better!

[The keys to strategic differentiation](#)

The only way that a business can grow in the long-term, says James Kerr, is to be a company of choice, an employer of choice and an investment of choice.

[The danger and pleasure in being yourself](#)

New columnist David Thompson wonders if you bring yourself to work every morning or whether the real you stays at home.

[Is your company playing follow the leader?](#)

Using benchmarking to follow the market leader will never make your company great, argues Myra White. That's because benchmarking is really just finding out what others are doing and copying it.

Old habits die hard, new habits die easy

Part of the problem here is that we tend to get stuck in patterns of habitual behaviour that quickly become very hard to break.

As Max McKeown points out, this can have its advantages – the useful thing about habits is they are efficient. Without them, you're constantly struggling to find an appropriate response to every situation no matter how many times you've experienced it. However, habits can also lead you to do things that aren't helpful or healthy or happy (like never taking a proper holiday) without thinking about why. So how do you change an old habit or create a new one?

[Read the full article at MI](#)

A cure for information overload

Bearing this in mind, a good place to start would be with getting to grips with the deluge of information that is inflicted on us every day. Because, as Ed Muzio explains, our capacity for handling information has not expanded commensurate with the information explosion. So, we need to focus more than ever on what's really important to us and learn how to say 'no' without saying 'no'.

[Read the full article at MI](#)

Management Advice Clinic – got a problem at work? Ask our experts

[Who should be the boss?](#)

Gina and a colleague work closely as equals. But as their company changes, their positions are not fitting well into the organisational charts. One needs to become the manager of the other. But which one? Charles Helliwell has a creative solution.

Strategy must not depend on denial

Denial of a rather different sort is the focus of Robert Heller's thinking this month as he examines the tendency for organisations to deny reality and avoid the painful facts that are staring them in the face. But as Toyota and others soon find out, reality is the cure for such self-delusion.

[Read the full article at MI](#)

Seven mistaken beliefs of modern marketing

And ignoring reality is something Andy Hanselman identifies as an issue for some marketers - namely those who continue to deny the impact of social media on marketing. In fact, he goes as far as to suggest that this is one factor that really separates successful marketers from those who are less successful.

[Read the full article at MI](#)

HR and the new normal

Finally, moving from marketing to HR, Andrea Adams argues that only by looking strategically at the people side of the business can organisations have any chance of delivering sustainable performance.

The old ways of improving performance and managing change no longer work, she argues, and business priorities need to encapsulate cultural and people priorities far more than they do at the moment. It's the inverted triangle – people drive value, which wins customers, which creates wealth. This in turn creates a sustainable organisation with the potential to deliver against more than one bottom line.

[Read the full article at MI](#)

Other news

[A Do group dynamics stifle innovation?](#)

Far from encouraging creative thinking, group dynamics, group brainstorming, and traditional corporate structures are the enemy of businesses trying to encourage innovation, new research suggests.

[Not measuring up](#)

Implementing and measuring effective human capital initiatives is a hallmark of top-performing organisations. But, only a quarter of companies have such initiatives in place and many more simply don't collect reliable information on crucial workforce issues.

[Business leaders focus on risk](#)

Given the fragile economy and continuing turbulence in the financial markets, it is no surprise that business leaders are more focused today than ever before on managing risk and uncertainty.

[Recession boosts new ways of working](#)

The recession has boosted the adoption of new ways of working as companies respond to pressure to reduce overheads such as travel and office costs and encourage their staff to work more flexibly.

JBA Oxfordshire RG9 5LX United Kingdom Tel: +44 1491 628654 info@jbassociates.uk.com

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