



Dear colleague,

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The case for workplace analytics – making informed decisions

Less than 1-in-5 business leaders use any form of analytics for understanding their future workplace needs

It seems that every day brings more blaring news headlines – be it teetering on the brink of economic Armageddon if the euro falls apart or yet another organisation announcing staff redundancies.

However, in the face of this spiralling uncertainty, what's often lost is the way organisations, large and small, are making decisions about their workplace. Our large-scale "[Unleashing creativity, flexibility, and speed](#)" study found that less than 1-in-7 business leaders use any form of analytics whatsoever for understanding their future workplace needs.

Lacking insight places an organisations ability to respond to uncertainty in jeopardy – they will struggle to justify which investments and innovations will deliver tomorrow's competitive performance.

We contend that workplace analytics are essential for driving cost control, staff productivity, and property rationalisation strategies. [Why not find out more about our proven analytics that deliver within 4-5 weeks...](#)

Clearing Olympic Hurdles – a white paper

For three months next year, London's population will double while it hosts the Olympics.

Coping with the risks and inevitable congestion* posed by this mega event brings the need for workplace analytics into sharp relief. What's clear is the Games are a huge catalyst for changing work practices ... for good.

Our new paper examines strategies and solutions that will help businesses conquer the herculean challenges and hurdles like a true Olympian.

[Click here for a free copy](#) of the white paper to learn:

- How the traffic logistics will strain business-as-usual
- Why businesses both inside and outside London are ill-prepared
- Which tools will help workers weather the storm
- Strategies for implementing solutions in time

* Don't take our word about the congestion, check out one of the [official 'hotspot' maps](#)

Planning for the Olympic risks – a half-day pragmatic masterclass

We invite you to a half-day masterclass in to understand and develop your Olympic workplace plan.

Central London, Wednesday 25th January 2012 [Click here to book a place](#)

With London's population set to double for three months next year, there's significant challenges and risks to your business:

- Will staff work effectively away from the office if they feel isolated?
- Will staff collaborate effortlessly if they and their colleagues are unfamiliar with new tools and processes?
- Is alternate meeting and office space available away from your main location, and will staff use it?

Given the inevitable disruption, it's essential to have a structured plan for changing work practices during the Games. During our masterclass, you will have the opportunity to strategically assess the impact of the Olympics to your organisation and work through solutions unique to your own operational needs.

By attending this masterclass you will:

- Understand the workforce challenges arising from the millions of attendees to the Olympics: impacting travel, meetings, and more,
- Determine how this will impact your daily business operations,
- Gain an appreciation of the technologies and innovations to mitigate your risks,
- Learn how to develop strategies and actions plans to counter the risks to your organisation,
- Assess the impact to your longer-term business planning,
- Share ideas with others facing the same challenge

Leading the masterclass is **John Blackwell**.

John is the world's foremost thought-leader in the rapidly changing nature of work.

Drawing on a 35-year board-level career with IBM and MCI, he implicitly understands that opportunities for workplace innovation and investment must continually balance the need to act quickly. He's a prolific author of more than 60 business titles, including: A Mandate for Change; Smartworking; Unleashing Creativity, Flexibility & Speed; Challenging Perceived Wisdom; Managing Uncertainty; Workplace of the Future

A Fellow of the Chartered Management Institute and a visiting fellow at three prestige universities, John is a regular TV commentator with appearances on BBC Breakfast, Newsnight, CNN, Radio 4, Sky News and others.

If you are a Managing Director, Senior Manager, Head of Property, Head of HR, or Head of IT from any size business, **you need to attend this event.**

The cost is just £195 + VAT if you book before the 31st December 2011 (usual price £295 + VAT). [Click here to book a place](#) Bring a colleague for just £150+VAT

The JBA Team



Hot Topics – in association with Management-Issues

Leadership, Management and the Eurozone crisis

Viewed from Australia, the Eurozone's slow-motion train wreck might be half a world away, but what it tells us about leadership (or the lack of it) has a universal resonance.

As **Bob Selden** observes, one side effect of the crisis is that the age-old question – the difference between leadership and management – has been thrown into sharp relief. In particular, he wonders whether the unelected technocrats now running Italy and Greece will be able to make the jump from being appointed managers to becoming recognised and respected as leaders.

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

Leadership and the nature of confidence

Stephen Archer is worried about leadership behaviour, too. It isn't just confidence in the economy that is eroding fast, he says. Business leaders are also losing their self-confidence, leading to a state of near-paralysis that is having a profoundly damaging impact on the wider economy.

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

Set up to fail? Nurturing high potentials

Perhaps part of the problem is the way that we choose our leaders. Just because someone is a high performer doesn't automatically mean that they will make a successful move into a leadership role. But that's what many organisations seem to think, says **Cindy Wahler**.

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

Are you a dreadful leader?

It isn't just indecisive leadership that causes problems in organisations. As **James Kerr** spells out, while bad leaders can take many forms, there are five primary types from which all 'bad leaders' are derived. Do you recognise any of them?

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

Are employees your greatest asset or biggest risk?

On the other hand, one sign of a well-run organisation is a positive attitude towards staff training. As **Mark A Smith** explains, while some firms see training as an expense, others realise it is an investment. And these latter companies are far more likely to say – and actually believe – that their employees are their most valued asset.

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

Workplace lessons from the wizard of Oz

Finally, if you're looking for some inspiration to help make your workplace a better place for everyone, **Dan Bobinski** has a rather left-field suggestion. Watch the Wizard of Oz.

Many lessons can be learned by considering the characters in the film, Dan says. Not least, you need to plan for Twisters, protect yourself against Wicked Witches and help out the Wizards. Then be like Dorothy – the ultimate team builder, whose "can-do" attitude is contagious, even in the face of enormous fears and obstacles.

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

Evolutionary Provocateur

[Business, Chinese-style](#)

As **Myra White** explains, the Chinese way of doing business takes time and patience. And perhaps that's no bad thing.

[Leading a team is about them, not you](#)

Influencing others and getting them onboard has very little to do with you and everything to do with them, says **Wayne Turmel**.

[Animated voice gives life to ideas](#)

It isn't just Apple devotees who are mourning Steve Jobs. As **Janet Howd** explains, he was also the wizard behind Pixar.

[China's long march to innovation success](#)

Can China become a leading global innovator? **Bill Fischer** explores the evidence.

[November brainstorm](#)

This month's creative solutions from **Jurgen Wolff**, starting with something we all know a lot about – making mistakes!

[Sandpaper: the secret tool of change](#)

Why is it so challenging to make lasting changes? Here's a perspective from **Peter Vajda**. See how it works for you.

Other news

The mistrust crisis

Almost three out of 10 employees actively distrust the senior leaders in their organisation, a new survey has found, with serious consequences for staff retention, employee well-being and organisational performance.

No second chances

Cash-strapped consumers are becoming increasingly discerning where and with whom they spend their money, with more than a third saying that they would walk away from a brand for good if it failed to deliver a good customer experience first time, every time.

Cuts that miss the mark

In an uncertain economic climate, many organisations have no choice but to embark on cost-cutting. But too often, these cuts are a knee-jerk reaction to immediate events that focus on the wrong areas and do more harm than good.

Leadership and dominance

In Western societies, strong leadership is often linked with the idea of the "alpha male", with generosity seen as a sign of weakness. So why do nice people get overlooked as leaders in favour of the dominant and power-seeking?

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