The Power of the Mind

Plus

Getting that Promotion
The Art of Saying No
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Welcome to this June issue of PA Enterprise. Last month we proudly announced the launch of the new DeskDemon Management Support Fellowship Award, with an event at London’s legendary Café de Paris. Over one hundred of you came along to mingle and network under the chandeliers, hear the guest speakers and see the Award officially unveiled. Thank you so much for your support – we hope you enjoyed the champagne! We look forward to receiving your nominations and hearing your stories over the coming months. The Award celebrates excellence, diversity and best practice in management support. In this rapidly changing world, who better to learn from than you, the outstanding professionals driving change forward every day.

This month we have a number of fantastic articles to equip you with the knowledge and awareness you need to stay one step ahead – and remain mentally and physically healthy at the same time. The Art of Saying No is a good reminder that you don’t have to take everything on, despite the fact that someone else has an agenda for you. In fact, saying “No” to unsuitable demands is empowering and vital for wellbeing. And, even better, the article gives the low down on various ways of saying No without actually saying the word!

Then we have Getting that Promotion: Tips to Raise Your Profile and Increase Your Visibility. Self-promotion – simply in terms of getting that deserved recognition for the work you do – isn’t something many of us are good at. Administrative professionals, especially, seem to undersell themselves, their achievements and abilities. This article seeks to help you put the record straight. The article The Power of the Mind also has some great insights in how to look at yourself and what you do afresh.

Is Your Workplace Suffering from Contagious Stress and Repetitive Strain Injury: Magnetic Therapy Treatments both look at two prevalent health issues in the modern workplace and how to address them. And finally, to ensure you do look after yourself with a bit of TLC, our recipe menu of mouth-watering spring rolls, sushi and salad is enough to make anyone forget about work for a bit!

If you have a moment, check out our new “Your Voice” element on the website, where you can communicate directly with your peers about the issues affecting you. We hope you enjoy this issue of PA Enterprise and the onset of the summer.
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Too many people do a good job but don’t let people know. When you get some positive written feedback from others be sure to keep it and circulate it to more senior people. If you get verbal feedback, ask for it to be put in writing. Don’t hide your light: let people know what a great job you have done.

You may be doing a good job, but is this really what matters to your boss? Talk to her and find out what she finds important, then make sure you are able to deliver. You want to exceed her expectations. Could you draft a report, find out about a topic or create or improve a system that will really make a difference?

Look Around You
Make it your business to find out more about the other departments and business units. Don’t have a silo mentality. Don’t just do your job, but look around and understand the bigger picture. Keep listening to background chat. You might hear about some upcoming changes in the organisation, the hidden agenda or the personal thoughts of the person at the top.

Also, read the financial press to see if any company details are being leaked to the press or to get a first sniff of an acquisition or merger. This sort of information can help you to sound more knowledgeable than others on a topic and you can use it to make a suggestion that ties in with the company direction. When you go for promotion people expect you to be doing a good job in your current role. What they also want is someone who can identify broader challenges.

Keep Your Boss Informed
Our bosses are not always aware of what we have done so keep a book with copies of the positive feedback received.
and details of what you have achieved through your job; this will really help at appraisal time. For most bosses, managing our careers is not their priority, so make it easy for them to provide a good write up by providing examples.

**The Impression You Give**
Look and sound like you should be doing a higher-level job. Wear good quality clothes, carry an expensive briefcase and use a decent pen. You should act like you are already in the role you aspire to, so also think about what newspaper you should read and the topics you discuss. Don’t brown nose but do look like you should be in the role you want.

**Begin to Think Like a Boss**
The boss doesn’t moan about the volume of work, or how they can’t wait for it to be the weekend. Instead they focus on what the customers need and the impact of external events on the company. Change your mindset so you think in a similar way. This could also help you work more effectively by focusing on what is important rather than wasting time.

**Get Clear on Your Strengths and Weaknesses**
Understand what you do really well and look for ways to use your strengths. Be aware of the areas that are more developmental and decide if you need to overcome these weaknesses or to find another way of dealing with them. For example, if your proofreading is poor, could someone else do it for you?

**Don’t Moan**
Too many people moan about their job and organisation. Don’t get sucked into agreeing. Before you know it, a conversation will include your name as someone who agrees that something is wrong when all you did was nod in agreement.

Denise Taylor is a chartered occupational psychologist, specialising in helping individuals achieve career satisfaction and take a systematic approach to their job search. Denise helps her clients through CV preparation, interview practice, increasing their profile and self-marketing techniques. Her website is http://www.amazingpeople.co.uk.
What exactly is “the art of saying No?”

Many of us just don’t like the idea of having to tell someone that we can’t do something. Or we feel obligated when a colleague asks a favour, or under pressure when someone senior needs something done.

There are even some work places where saying “No” is definitely frowned upon; in, say, the police force, it could be a sackable or disciplinary offence.

After having worked with people who make saying “No” either feel impossible or just not allowed, we at the Impact Factory created a body of work to address the problem. In some cases it is possible to say “No” without ever speaking the word.

The N Word

Of course, there are times when saying the N word is a necessity. But, in our experience, there is so much anxiety around the possible consequences of using it that people don’t say anything at all, agree to things they’d rather not, or get landed with work that isn’t theirs.

This isn’t good for anyone, but especially the person who swallows her resentment when she is “volunteered” for something she doesn’t want to do, or who quakes at the idea of having to be a bit tougher with a supplier or even someone she manages.

We felt so passionately about the issue that we even wrote a book that deals with it: The Nice Factor Book (Are You Too Nice For Your Own Good?).

The Appropriate Response

Impact Factory has been running programmes on the art of saying No for nearly seven years and we are often asked what the difference is between our work and assertiveness training. We believe the very term “assertiveness” is limiting. For instance, people say you should be assertive rather than aggressive, as if assertiveness is the only way to deal with a difficult situation. It isn’t. If you are being attacked or abused, then aggressively fighting back may well be an appropriate response. The key word here is “appropriate”.

So, yes, aggressiveness may be appropriate, assertiveness may be appropriate, but there’s a greater range of behavioural choice than these two types that may be equally appropriate. Before I discuss them, though, I want to talk about some of the things that happen to people when what they think and feel is different from what they do.
Many “unassertive” people recognise that their pattern of behaviour is to be nice or compliant for far longer than they really want to, until they reach the point of no longer being able to hold it in; then they explode nastily and inappropriately all over whoever happens to be around.

There are two ways that this “explosion” can occur. The first is that it is inappropriately expressed, and someone not involved, like a work colleague or secretary or even a bus conductor, becomes the recipient. The second is properly directed at the “offending party” but is out of all proportion to the probably small but nonetheless final-straw-event that unleashes it. There are also times when the rage happens inside the head and remains unexpressed. This too is an awful state of affairs.

### Not Nice, Not Nasty

This leaves people with the impression that there are only two behavioural options: nice or nasty. Instead, there is a whole range of behaviour between the two.

Assertiveness is often seen as a single form of behaviour: just say “No”, stand your ground, be a broken record – all quite difficult if you are truly unassertive, or – in our jargon – simply too nice for your own good. The concept of asserting yourself (getting your voice heard, being understood, being taken into account, getting your own way) needs to be broadened to include all forms of behaviour. It can include humour, submission, irresponsibility, manipulation, playfulness and aggressiveness, amongst others.

### Choose How to Behave

The key point here is that the behaviour is chosen. Until people are able to choose behaviour that’s free from the limiting effects of their fear of possible consequences they will not be able to act successfully, no matter how well they are taught to be assertive. They will still feel overwhelmed in difficult situations.

### Managing Feelings

It needs to be acknowledged that the strong feelings associated with changing behaviour are real and valid. Once people do that, these usually difficult feelings can be looked upon as a good thing, a sign that something new is happening. At this point people can start to “choose” to have these feelings rather than endure them or try to pretend they are not happening.

The idea of choice is very important. If people feel they have real choice about how they behave, they start to realise that it can be okay to put up with something they don’t like. They can choose it because they want to; it is to their advantage. They then avoid the disempowering tyranny of always having to assert themselves (which is almost as bad as feeling you always have to be compliant or nice).

Many of us think that in order to be assertive you need to ignore what you are feeling and just “stand your ground”. In fact, you ignore those feelings at your peril. Often the magnitude of our feelings is far out of proportion to what the situation warrants. We may well reflect a previous difficult event more accurately, but because that previous difficulty was so difficult it feels as though every similar situation will be the same.

It is only by beginning to experience and understand how crippling these feelings can be that we can start to do anything about changing our behaviour. Many people know what they could say and know what they could do. Most “unassertive” people have conversations in their heads about how to resolve a conflict they’re in; but, still, their mouths say, “Yes”, while their heads say, “No”. Knowing what to do or say is not the issue here.

Therefore, in looking at practising “the art of saying no”, it is wise to broaden the brief so that it isn’t about becoming more assertive, but that it’s about changing your behaviour to fit the circumstances.
Using charm, humour, the truth or even deliberate manipulation may very well get you what you want without having to attempt behaviour that may go against your personality. If you add a dash of fun or mischief, saying no becomes a doable prospect, rather than another mountain to climb.

Saying No
Here are some pointers of what could make it easier to say “No”:

- If you’re saying something serious, notice whether you smile or not. Smiling gives a mixed message and weakens the impact of what you’re saying.
- If someone comes over to your desk and you want to appear more in charge, stand up. This also works when you’re on the phone. Standing puts you on an even eye level and creates a psychological advantage.
- If someone sits down and starts talking to you about what they want, avoid body language of encouragement, such as nods and “Aha”s. Keep your body language as still as possible.
- Avoid asking questions that would indicate you’re interested (such as, “When do you need it by?” or “Does it really have to be done by this afternoon?”)
- It’s okay to interrupt! A favourite technique of the Impact Factory is to say something along the lines of, “I’m really sorry, I’m going to interrupt you.” Then use whatever tool fits the situation. If you let someone have their whole say without interrupting, they could get the impression you’re interested and willing. All the while they get no message to the contrary, they will think you’re on board with their plan (to get you to do what they want).
- Pre-empt one. As soon as you see someone bearing down on you (and your heart sinks because you know they’re going to ask for something) let him or her know: “Hi there! I know what you want. You’re going to ask me to finish the Henderson report. Wish I could help you out, but I just can’t.”
- Pre-empt two. Meetings are a great place to get landed with work you don’t want. You can see it coming. So to avoid the inevitable, pre-empt: “I need to let everyone know, right at the top, that I can’t fit anything else into my schedule for the next two weeks [or whatever].”

Any of these little tips can help you feel more confident and will support your new behaviour. If you’re someone who others know they can take advantage of – they may not even be doing it on purpose, you’re just an easy mark! – you need to indicate by what you do that things have changed!
An Analogy: Becoming Burglar Proof

Let’s say you’re a burglar. There’s a row of identical houses and you’re thinking of having a go at five of them. The first house has a Yale lock on the front door. The second house has a Yale and a Chubb lock on the front door. The third house has a Yale and a Chubb lock on the front door and bars on the window. The fourth house has a Yale and a Chubb lock on the front door, bars on the window and burglar alarm. The fifth house has a Yale and a Chubb lock on the front door, bars on the window, a burglar alarm and a Rottweiler.

Which would you burgle?

When you make it easy for other people, they will naturally keep coming back. By learning more effective ways of saying “No” you make it harder for others to expect you to do what they want without taking into account what’s going on for you. You become more burglar proof.

Changing Others by Changing Yourself

A lot of us wish that the person we are in conflict with, or feel intimidated by, would change. Then everything would be all right. We’ve all heard this from a colleague, friend, partner, and even said it ourselves: “If only he’d listen to me, then I wouldn’t be so frightened.” “If only she’d stop complaining about my work, I’d be much happier.”

“If only” puts the onus on the other person to change how and who they are and makes them responsible for how we feel. By using some of the tools outlined above, people can get a sense of being in charge of situations, rather than being victims of what other people want.

It does seem to be part of human nature to blame others when things go wrong in our lives, or when we’re feeling hard done by. If you take away the “if only” excuse you also take away the need to blame and make the other person wrong. It’s also rather wonderful to think that rather than waiting for someone else to change to make things all right, we all have the ability to take charge of most situations and make them all right for ourselves.

What also makes it easier is that we all just have to get better at the art of saying no; none of us has to change our whole personalities to create a more satisfying outcome!

Robin Chandlers runs the Impact Factory, a company providing assertiveness training. Their website is www.impactfactory.com.
DeskDemon proudly announces the launch of the 2007 Management Support Fellowship Award designed to celebrate excellence, diversity and best practice in management support.

This is the only UK award of its kind where you decide who will become the winner of a staggering £10,000 plus a host of other fantastic prizes. The Winner’s nominator will also receive £2,500.

http://www.deskdemon.com/pages/uk/awards2007/index
Emile Coué

Emile Coué was born in France in 1857 and died in 1926 at the age of 69. He originally trained as a pharmacist, graduating in 1826. Considered a brilliant student, Coué noticed that in certain instances he could improve the efficacy of a medicine simply by praising its effectiveness to the patient. He noticed that those patients to whom he praised the medicine had a marked improvement over those patients to whom he said nothing. This began Coué’s journey into the use of hypnosis and the power of the imagination and, along with his wife Nancy Lemorine, he went on to found the Nancy School of Hypnosis.

Sometimes called “the father of applied conditioning” or “the prophet of self-suggestion” (“autosuggestion”) Coué believed that the power of imagination could be used both for good and bad effect. His belief that a person could improve their life physically, mentally and spiritually by using the inner resource of imagination is both a teaching and practice that has been adopted by members of the caring professions (in particular hypnotherapists) with good effect.

A Balanced Outlook

Furthermore, Coué believed that both mental and physical illnesses were as a direct result of mistaken or distorted thinking, and that, by simply adjusting those thinking patterns to create a more balanced outlook, patients could improve their circumstances. Coué taught people this power of autosuggestion and one of his most famously adopted phrases is: “Day by day, in every way, I am getting better and better.”

The teachings of Emile Coué, the brilliant “father of applied conditioning”, are still relevant today.
The foundation stones of Coué’s teaching are thus:

1. Imagination is the principal force of the human being. Imagination is the language of the unconscious mind. Once the imagination is employed for the benefit of one’s psyche, there is no requirement for will power.

2. Imagination is more powerful than willpower. Everything that has been created by man began as a thought – imagination.

3. All thoughts continue until they have been discharged by action, or changed by other thoughts.

4. Whenever there is a conflict between the imagination and the will, it is always the imagination that will win.

5. When the will and the imagination are in alignment they do not simply add to one another, they multiply one another.

**Thought and Action**

What Coué’s discovery amounts to is that, firstly, thoughts tend to realise themselves; that when thoughts are dwelled upon, the mind tends to transform them into action: “whatever we think becomes true for us.” What you focus on is what you get. In other words, if you can get a person to think and believe that he or she is getting better, he or she will do so.

Secondly, Coué says that the imagination (the unconscious) always dominates the will. If we try to control our actions through the use of our will we shall fail, unless our will happens to be in agreement with our imagination. If we can control our thoughts – our imagination – then we can control our actions. Thus, we should always try to think that we will be healthy rather than ill, happy rather than sad, and successful rather than a failure.

The problem then is one of implanting the proper thoughts. Coué says that it is impossible for the mind to accept two thoughts at the same time, that when a person is thinking two contradictory thoughts they will not be accepted. If, however, a person dwells upon one thought only this thought will penetrate the unconscious and be acted upon.

The notion that thoughts determine our actions is of course not a new one, and was known before Emile Coué was born. Marcus Aurelius, one of the most successful Roman emperors, said that our lives are what our thoughts have made them. In more recent years conventional wisdom has been able to analyse and identify how this actually works.

**Self-talk**

Self-talk leads to self-image and belief systems – which promote performance and action. Coué discovered that we are made up of a conscious and an unconscious mind. While the conscious mind has an inaccurate memory and uses filters to reason and discriminate, the unconscious mind has an impeccable memory and records, without our knowledge, every detail of every event since our birth. Additionally, the unconscious accepts without question everything that we tell it. It can be
likened to a farmer’s field. Whatever we plant into it, it will return to us ten-fold. The unconscious, then, is a reflection of our imagination; it returns the value of our innermost thoughts and feelings.

It is often not until we become ill, or out of balance mentally or physically, that we begin to realise how our internal dialogue (self-talk) is fuelling a belief system that causes us to take unhealthy actions. Coué discovered that these belief systems could be adjusted and adapted to promote recovery and that once learned these skills could continue to foster physical and mental health – in many cases for life.

A Template for Change
He formulated a psychological standard – the forerunner of many popular therapies today – and in his teachings we learn hope that the imagination can be trained, adapted and adjusted. Coué even offered us a template for change, which has been used by many forward thinking organisations, as well as people who wish to improve their personal circumstances: Have clearly defined goals. Know what you are aiming for, especially if you feel confused or depressed. Have SMART targets (Specific, Measurable, Achievable, Realistic, Time Bound).

2. Do not allow yourself to fear change. Fear of change causes procrastination and inertia. Coué noted that, even when a person’s circumstances are far from pleasant, fear of change can prevent them from improving those circumstances.

3. Suggestions (autosuggestions) are more readily taken on board by the unconscious mind when the individual is relaxed. Practise breathing techniques to bring about relaxation.

4. Use visualisation to see yourself really there. Using sight, hearing, touch, taste and smell and by imagining as much detail as possible you are communicating in the clearest terms with your unconscious mind.

5. Treat visualisation as a discipline. Set aside time each day to review your goals, and as well as visualising them verbalise them. This increases their power.

6. Always use positive affirmations couched in the present. I am… (well, healthy, happy, energetic etc).

7. Say your affirmations of wellness every day – several times a day.

8. Remember, “Day by Day, in every way. I am getting better and better.”

Examples of Coué’s Law in Action
Have you ever tried not to scratch an itch? The more you try not to the more the itch torments you, until eventually
you just have to give in and scratch. Yet you might also have noticed that when something happens to take your attention away from it you forget about it completely. This is Coué’s Law in action.

Don’t Look Down
Just say, for instance, that a plank 30 cm wide was suspended by blocks just 30 cm off the floor. Next, imagine that you were asked to walk along that plank, without falling off. You can see that you would not have too much trouble doing that. But what if that same plank were suspended 3 metres in the air? How do you think you would fair then? Do you think you would wobble? Probably so. Yet what has changed?

The plank is still 30 cm wide, it’s just the plank is now further off the ground. This has introduced a conflicting thought into your mind, the possibility that you may fall. This was not a worry to you when the plank was just 30 cm off the ground, because the possibility of injury was remote. Yet at 3 metres falling may result in an injury. Therefore you become nervous. You will try to concentrate on not falling, and if you should get to the other end of the plank without falling off, you would have certainly wobbled a few times, and will be very relieved to be there. In the same way it is almost universally said that if you are climbing a ladder or working high up that you should not look down. Naturally the moment you look down, you would gain a perspective on how high up you really are, thus bringing the fear element into your conscious thoughts.

Repeated Sleepless Nights
Now let us take another example. Have you ever gone to bed at night, tired and wanting to sleep, yet the moment your head hits the pillow you find yourself wide awake, and the more you try to sleep the more sleep eludes you? Many people have learned from this experience that if they get out of bed (perhaps make a drink and read or listen to music) that on returning to bed they have been able to relax and fall asleep. However, other people have said that even the next night, when they are desperately tired and wanting to sleep, the moment their head hits the pillow they again find themselves wide-awake. For those people, not sleeping has become a cycle of behaviour, and the anxiety feeds upon itself thus reinforcing the law of reversed effort. When the sleep pattern is disrupted to this degree, interventions from hypnotherapy prove very effective.

Taking the Pressure out of Conception
There have been many occasions when couples trying to conceive have found that, the moment they stop trying to conceive, the woman becomes pregnant, in much the same way that couples who have given up on the idea of having a baby of their own and have adopted a child then discover that the mum’s pregnant within months of the adoption.

Stoking the Fires of Desire
Of course, the classic examples of Coué’s Law in action are part of the proverbial New Year’s resolutions. You may have said to yourself, “I won’t smoke any more” or “I will eat less chocolate” or “I will drink less alcohol” or “I will take more exercise and lose weight.” How long does it last? Most people have broken their resolutions before January is out. Why? Because every time you say to yourself “I won’t smoke” or “I won’t drink” you are inadvertently stoking the fires of desire. Coué’s Law comes into its own, and all you can think of is that next cigarette, bar of chocolate or glass of wine.

Remember, what you focus on is what you get. The more you focus on what you can’t have or can’t do the more conflict you are building in yourself. In order to succeed you must concentrate on what you do want. For example, you could say things like “Now that I am a non-smoker I feel more energetic” or “Every day now I see myself getting slimmer and slimmer.” Harness the infinite power of the mind, and the world is your oyster.

Jayne Z Williams is a college teacher in Shropshire and performance coach and trainer of healthy mental attitudes. Jayne runs a successful hypnotherapy practice in which she assists people with unwanted habits, fears and phobias. She also travels around Shropshire giving talks and seminars on the power of the mind and of harnessing the power of self-hypnosis. She can be contacted at www.telfordhypnotherapy.co.uk.
What Is RSI, Tendonitis and Carpal Tunnel Syndrome?

Repetitive Strain Injuries (RSI) occur through repeated physical movements doing damage to tendons, nerves, muscles and other soft body tissues. Occupations all have characteristic RSIs resulting from the typical tasks performed. The rise of computer use and flat, light-touch keyboards that permit high-speed typing have resulted in an epidemic of injuries of the hands, arms and shoulders. Mouse and trackball use is as much a cause, if not more so. The thousands of repeated keystrokes and long periods of clutching and dragging with the mouse slowly accumulate damage to the body.

The term Repetitive Strain Injury is not, in itself, a medical diagnosis. It is used to describe a number of named musculoskeletal conditions (such as Tenosynovitis, Cramp of the Hand, Tendonitis and so on) as well as “diffuse RSI” which is more difficult to define but which recent research attributes to nerve damage. These are almost always occupational in origin. “Repetitive Strain Injury” is a term similar to that of “sports injury” in that it tells more about how the injury was sustained than what the injury actually is. This condition refers to the tender swelling of tendons, the rope or cord-like structures that connect muscles to bones. When any group of tendons are overused, microscopic tears can result, leading to inflammation. Even a minor contraction in the muscle can then lead to further irritation.

Tendonitis

Tendonitis more commonly affects the hand, wrist, elbows and shoulders, although it may occur in any joint in the body. Other conditions may be linked to inflammation of the tendons, such as Tenosynovitis. Tendonitis results in pain and local tenderness. The thickening and scarring may prevent the affected fingers or limbs from going through their normal range of movements. The increase in pain and disability is usually gradual, unless the injury is the result of sudden strain (tearing) or a direct blow. The most common recognisable factor is overloading the tendon through repetitive physical activity. Certain sports may cause discomfort and at work it can occur from overuse of the keyboard, computer mouse or through routine assembly-line work.

Carpal Tunnel Syndrome

The carpal tunnel is a passageway in the wrist formed by the eight carpal (wrist) bones, which make up the floor and sides of the tunnel, and the transverse carpal ligament, a strong ligament stretching across the roof of the tunnel.

Inside the carpal tunnel are tendons that run down from the muscles in the forearm and work to flex your fingers and thumb. Also running through the tunnel is the median nerve, a cord about the size of a pencil, supplying information back to the brain about sensations you feel in your thumb, index, middle and (occasionally) ring fingers.

In carpal tunnel syndrome the median nerve gets
squeezed, often because the tendons become swollen and overfill the tunnel. The median nerve within the carpal tunnel is very sensitive to pressure and so there are many possible causes including arthritis, fluid retention and diabetes. If the problem comes on during the day it is important to look for a link to regular physical activities at work or home, for example: writing, typing, using a computer mouse, DIY, housework or knitting. Repeated flexion and extension of the wrist, as is common in various work activities, can cause inflammation that puts pressure on the nerve. Work factors that can contribute to the condition include insufficient breaks and awkward posture.

Magnetic Treatment
Tendonitis and carpal tunnel syndrome are injuries relating to the stress and overload of tendons and muscles. Although most people associate them with the hand, wrist and arm, RSI can occur anywhere in the body where there is a constant repetition of an action. These types of strain injuries are usually acute in nature rather than chronic and can be treated very successfully. The predominant aims of treatment are to reduce the inflammation surrounding the strained tendons, muscles and tissues plus renew the damaged soft tissue.

Whilst conventional treatments revolve around using painkillers, rest, splints and even, in the case of carpal tunnel syndrome, surgery, magnets will work to treat the inflammation causing the condition to continue. Typical magnetic therapy treatments for these conditions would be:

1. **RSI**: Wherever the RSI is located magnets must be placed directly over the strained area. Most commonly straps or wraps are used as they also provide an element of support as well as magnetic therapy. For example, RSI in the back would be treated with a back support. As RSI damage is usually limited to soft tissue, muscle and tendons, results can be seen quite quickly as the magnetic field will reduce the inflammation pressing upon the nerve endings within a few days in most cases.

2. **Tendonitis**: Predominantly in the arm, this can be treated with straps placed around the injury or by using high strength magnetic jewellery. If jewellery is used on the wrist and the injury is in the elbow or upper arm then the strength of the jewellery must be strong enough to allow the magnetic field to penetrate all the way to the injury. A magnetic field weakens as it moves away from the magnetic source and for this reason the jewellery should be at least 2,000 gauss / 200 m Tesla per magnet.

3. **Carpal tunnel syndrome**: This is always located in the wrist and is very easy to treat with a wrist support or a magnetic bracelet. As with all conditions the magnets must be worn day and night to be most beneficial. This is particularly important with carpal tunnel syndrome because most of the symptoms occur during the night time (these include pins and needles, cramp, numbness and swelling).

All three of these ailments are very painful and limit the mobility of the affected area, but they do not have an underlying disease process such as arthritis or osteoporosis. The damage occurs as a result of the sufferer’s daily tasks. This means that once the symptoms have been resolved the condition is in effect “cured”, in that it will not reappear until the repetition has again been performed a significant number of times to cause the condition to reappear. As a result, once the injury has been resolved, sufferers can go for long periods of time without any symptoms and, when symptoms do start to reoccur, the immediate application of magnets will resolve the pain very quickly.

Debbie Shimadry is qualified magnetic therapist and pain nurse specialist. She appears on several BBC radio stations as an expert guest on magnetic therapy and is also the managing director of leading magnetic therapy company worldofmagnets.co.uk. To find out more on how magnetic therapy can help you, visit www.magnetictherapyfacts.org.
Crispy Spring Rolls with Sweet Chilli Dip

Serves 6

Ingredients:

**Dip:**
- 100ml/½ cup rice vinegar
- 60ml/4 tbsp water
- 8 tbsp sugar
- 4 fresh red chillies, seeded and finely chopped

**Spring Rolls:**
- 15ml/1 tbsp vegetable oil
- 2 spring onions, finely shredded
- 1 tsp fresh root ginger, finely grated
- 50g carrot, finely shredded
- 50g mangetouts, shredded
- 50g/¼ cup fresh bean sprouts
- 25g young spinach leaves, finely chopped
- 1 tbsp fresh mint, finely chopped
- 30ml/2 tbsp soy sauce
- salt
- 24 spring roll wrappers, each 13cm square
- 1 egg white, lightly beaten
- 500ml sunflower oil

1. To make the dip, place the water and vinegar in a small saucepan along with the sugar. Heat gently whilst stirring continuously until the sugar dissolves, then boil rapidly until a light syrup is formed. Add in the chillies, stir and leave to cool down.

2. Heat a wok with the vegetable oil until very hot. Add the spring onions and ginger and stir-fry for 30 seconds. Add the carrot, mangetouts and bean sprouts and stir-fry for 5 minutes. Add the spinach, mint, salt and soy sauce and stir-fry for another 2-3 minutes. Leave to cool down.

3. Place one spring roll wrapper flat on a chopping board that is dusted with a bit of flour. Add a spoonful of the filling in the centre of the wrapper. Fold over the wrapper to encase the filling completely. Fold in each side and roll up tightly. Brush both ends of the spring roll with the beaten egg white to seal well. Repeat until all the wrappers are used.

4. Fill half the wok with sunflower oil and heat to 200°C. Deep fry the spring rolls in batches for 2-3 minutes until golden and crispy. Drain on paper towels. Serve hot, with the sweet chilli dipping sauce.
Rolled Sushi with Mixed Filling

Serves 6

Ingredients:
Sushi:
• 320g/1½ cups sushi rice
• 4 sheets nori seaweed, for rolling
• soy sauce, to serve
• gari (ginger pickles), to serve

Mixed Vinegar:
• 40ml/8 tsp rice vinegar
• 5 tsp white sugar
• ½ tsp sea salt

Filling:
• 4 large dried shiitake mushrooms
• 40ml/7½ tsp soy sauce
• 15ml/1 tbsp sake
• 1 tbsp sugar
• 1 small carrot, quartered lengthways
• ½ cucumber, quartered lengthways, seeds removed

1. Cook the rice in salted boiling water, drain well. Heat up the ingredients for the mixed vinegar until the sugar and salt dissolve. Leave the mixed vinegar to cool down, pour onto the hot cooked rice. Stir well with a spatula, fanning the rice constantly to give an attractive glaze to the rice. Cover with a damp cloth and leave to cool down. Do not refrigerate, as the rice will harden.

2. To make the filling, soak the mushrooms in 200ml/1 cup of water for 30 minutes; drain, reserving the soaking water. Remove the stems from the mushrooms. Pour the reserved soaking water into a saucepan and add the soy sauce, sake, sugar, carrot and mushrooms and simmer for 5 minutes. Remove the carrot and set aside. Continue cooking until all the liquid has evaporated, then thinly slice the mushrooms and set aside for the filling.

3. Place a bamboo mat (makisu) on a chopping board. Lay a sheet of nori with the shiny side facing down on the mat. Spread a quarter of the prepared rice over the nori, using your fingers to press it down evenly. Leave a 1cm space at the top and at the bottom. Place a quarter of each of the mushrooms, carrot and cucumber across the middle of the layer of rice.

4. Hold the nearest edge of the nori and the mat cautiously; roll up the nori using the mat as a guide to make a neat tube of rice with the filling ingredients in the middle. Roll tightly to ensure the rice grains stick together and to keep the filling in its place. Roll the sushi off the mat and make three more rolls in the same manner.

5. Using a wet sharp knife, cut each roll into eight pieces and stand them upright on a serving plate. Rinse the knife with cold water and wipe well between cuts to prevent the rice from sticking to the blade. Serve the sushi with soy sauce and gari.

Did You Know?
• There are over 40,000 varieties of rice
• It takes about 5,000 litres of water to produce one kilo of rice
Chinese Fruit Salad

Serves 8

Ingredients:
- 230g/1 cup caster sugar
- 600ml/2½ cups water
- thinly pared rind and juice of 2 limes
- 800g can lychees in syrup
- 2 eating apples, cored and sliced
- 4 bananas, chopped
- ½ sweet pineapple, chopped
- 2 ripe mangoes, stoned and sliced
- 2 kiwis, halved and sliced
- 2 tsp sesame seeds, toasted

1. Put the caster sugar in a small saucepan with the water, add in the lime rind. Heat gently until the sugar dissolves completely, increase the heat and boil gently for about 10 minutes. Remove the saucepan from the heat and allow to cool down.

2. Drain the lychees, use their juice along with the lime juice to pour into the cooled syrup. Place all the prepared fruit in a large bowl and pour over the syrup. Chill in the fridge for one hour. Sprinkle with the sesame seeds before serving.
Is Your Workplace Suffering from Contagious Stress?
By Graham Yemm

How many of you recognise this scenario? Your manager is promoted to a more senior role and experiences demands from all sides. He (he could just as easily be a she) becomes increasingly tired, works long hours and spends less time with his family. His overall energy drops, anxiety levels increase, sleep is disrupted and concentration and focus diminished. He no longer takes time to exercise, finds himself snatching meals of dubious quality and keeps himself going with constant fixes of coffee and Red Bull. Apart from the impact on him, what do you think are the effects on his family and the people who work for and with him?

Imagine what it is like working for him. How supportive is he as a manager? How clear is his direction and communication? Is he just seeing the errors and problems? Is his team and colleagues starting to feel stressed because of his behaviour?

What about someone working in a customer-facing role, who has had trouble getting to work, has pressures at home, and is experiencing a sudden increase in customer complaints and problems? The pressure gets to her and she starts to become irritable with colleagues, and then with customers. What will that do to the colleagues and the business? The colleagues may be understanding for a while, but the longer it goes on the greater the risk that they catch the disease! Communication and team support disappear and morale goes down. Suppose it gets worse and our person feels they cannot face it and so take some time off. Now who bears the brunt of this? Oh, and what happens with the customers? What would it be like to visit this workplace? Imagine what you would see, hear and feel.

Stress: Not an Isolated Issue

Stress rarely happens in isolation or to one individual (although it may feel that way!). When someone begins to get stressed there will be a ripple effect spreading out from him or her. Those closest feel the effect first. Whether it is the person at the top who cascades the problems down and through the organisation, a line-manager struggling to cope with his job (especially when promoted into it) or a person with loads of pressures in her non-work life – he or she is contagious! The spread will be insidious if nothing is done about it. It becomes a vicious spiral and creates more work for those still there to do it.

Internal and External Pressures

We all have pressures bearing in on us from all sides, possibly from our family, our friends, our colleagues – and ourselves! Juggling time and attention across these is a difficult challenge! What makes these pressures worse can be your own expectations of yourself and what you believe you should be doing. This could be concerned with demonstrating how capable and professional you are in...
your role. It could be because you feel you should be giving your family or friends more of your time and attention.

A consequence of this could be that you start to feel the pressure mounting and begin to react to things differently. Maybe you become less patient with some colleagues, the department that misses the deadline, or the people in your team who do not communicate in the right way for you. If you are not careful you may be the originator of the “virus” and before long it is spreading to those you interact with and they start to act in a stressed way!

Why does it matter? Stress is likely to lead to problems within the business. These will effect the bottom-line, directly or indirectly. The most obvious impact can be loss of business, maybe through poor service or poor quality. Your costs certainly rise, whether because of lower productivity or having to correct or rework mistakes. Then there is the “human cost” of low morale, probably leading to absences (eventually long-term) and resignations. This results in an increasing staff turnover, with all the ensuing costs and pitfalls.

Stress accounts for around forty percent of long-term absences – and can reduce performance by up to seventy percent! If it leads to a high staff turnover this compounds the situation, disrupting the business, increasing costs (direct and indirect) and reducing profitability. It is estimated that over 270,000 people are absent from work every day due to stress related issues! One in five report feeling extremely stressed at work. That’s five million people!

If you are an employer or a manager you need to pay attention to what is happening in your workplace regarding stress. It affects you, your people and performance. Stress is not an illness; it is a state and can be managed or changed. However, not doing so can result in someone becoming ill.

**Health and Safety**

The other reason for paying attention to this is that there is legislation around it. There is the duty of care and responsibility attached to managers as part of the Health and Safety legislation. This means undertaking risk assessments, creating a positive environment and managing work activity to reduce stress and pressure at work.

You can use these questions to get an immediate sense of where you are meeting HSE criteria and where issues may occur for your business:

- **The culture of your organisation:** How does it approach work-related stress?
- **Demands on people, such as workload and exposure to physical hazards:** Is work sensibly scheduled so that the workload levels are right?
- **Control over their work and the way they do it:** How much say do staff have?
- **Relationships:** How do you deal with issues such as bullying or harassment? (Remember, up to one in five report they have been bullied at work.)
Organisational change: How is it managed and communicated?

Understanding of role: Do individuals understand their role in the organisation? Does the organisation ensure that individuals do not have conflicting roles or challenges? (Is there a clear definition of roles?)

Support and training from peers and line managers for the person to be able to do the core functions of the job: Do you cater for individual needs and differences?

How well would your workplace score? Which areas could do with some attention? Remember, prevention is usually preferable to cure in most things. Pay attention to these factors and you can start to address stress early on, preventing it becoming a problem. This will reduce the chances of it spreading. If you can identify specific areas, or individuals, where stress seems to occur frequently, consider how you can “quarantine” them!

Look at your organisation, and yourself if necessary, and think about what you can do to vaccinate against stress. You do not want it becoming an epidemic – it is bad for business. Make time to avoid pressure turning to stress for you personally and you will be in a better position to look at those around you and spot the early warning signs and support the people who may be in danger of becoming the stress spreaders to stop them at source.

**Ask Yourself…**

To keep yourself in the right state to avoid becoming stressed or a stress spreader, learn to be reasonable with yourself and others. Keep things in perspective and set realistic standards and expectations for yourself. When things are building up ask yourself:

- What will this look like in a year when we look back on it? (Or three years or six months.) How important will it seem then?
- What will be the worst that might happen if I don’t…?
- What am I gaining by always thinking I have to be “Superman” or “Superwoman”? How often do I manage it?

Stress can be contagious, and when it is the negative form of stress it spreads quickly and no one enjoys it or benefits. Prevent it with your attitudes and behaviour towards yourself and others.

Graham Yemm is a founding partner of both Solutions 4 Training Ltd and Managing Pressure. During his years as a consultant he has worked with a number of major companies all over the world. Graham is a master practitioner of NLP and was involved with setting up and running “The Business Group”, which promotes uses of NLP in organisations. His website is www.managingpressure.com.
Can you find the numbers hiding in the numbers? This puzzle is like the well-known word search, but instead of finding words you’ve got to see if you can spot the twenty numbers listed below, all currently nestling in a bed of other numbers. Unfortunately they’re more difficult to spot than words – but that’s why it’s such a good challenge.

Solution:

500000
872534
091000
827356
827362
092111
921233
334044
987653
456783
941278
000900
433310
675611
234921
123456
234466
222444
242424
379222
1. Working Out: Getting Back in Shape
Achieving physical fitness takes dedication but, by beating procrastination and widening the concept of exercise, it’s possible to fit exercise into your life and become a happier, healthier person because of it.
http://www.deskdemon.com/pages/uk/lifestyle/gettingshape

2. A Simple Tip for Managing Office Politics
When you start a new job it is wise to learn the office politics of the new office. This article offers some simple tips to help set you in the right direction.
http://www.deskdemon.com/pages/uk/career/managingpolitics

3. Wise Words on Failure
Everybody has that feeling of failure at some point. But, as this article shows, self-belief and determination have helped some of the world’s greatest thinkers and leaders.
http://www.deskdemon.com/pages/uk/career/failure

4. Thought Stopping, Thought Distraction & Negative Self-Talk
Thought stopping is an excellent way to eliminate negative self-talk. This simple technique involves using a verbal or physical trigger to halt undesirable thinking.
http://www.deskdemon.com/pages/uk/career/thoughtstopping

5. Transform Your Office and Increase Your Energy
Your office environment has a huge impact on your performance. You can do a number of things to make it a place to aid productivity and quality of life, rather than sap your energy.
http://www.deskdemon.com/pages/uk/career/transformoffice

6. Writing Effective White Papers
The white paper is a great marketing tool for companies wishing to promote a new product or service. Find out how to write an effective white paper gets your company and product noticed.
http://www.deskdemon.com/pages/uk/services/writingwhitepapers