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Her Journey to Success

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Welcome to the September issue of PA Enterprise. We took a break over the summer and to refocus and revitalise PA Enterprise. In doing that, I am pleased to welcome Paul Ormond as our new publisher for PA Enterprise. Paul worked for OS magazine for years and we are pleased to have him bring his background and expertise to DeskDemon. Over the next few months we will be improving the magazine layout and design, features and adding some fun into the mix.

Now on to what is in PA Enterprise this month! Our cover features Tawnya Sutherland. Tawnya shares her story of hitting rock bottom and then building her own path as a Virtual Assistant to success. Tawnya is well known in her field as an expert and has helped many inspiring Virtual Assistants succeed in their business.

Mark your diary and don’t forget Jeans for Genes day on Friday, October 2nd. Jeans for Genes day is a one day fundraising event which invites millions of people to wear jeans and make a small donation to provide care and support for children and their families with genetic disorders.

Plus in this issue: check out Mark Spall’s feature Getting Your Message Across with Good Rapport where he explains the importance of rapport in business and gives you suggestions on how you can create good rapport with others. You have your boss and he has his/her boss, in fact virtually everyone has a boss of one type or another. In The Boss is Calling – Understanding the Psychology of Bossism Saneev Himachali discusses the various factors that affects the behaviour of a boss; the psychology involved in being a boss and how one can become a good boss. And, our final article for the September issue is Joanne Ireland’s helpful tips on How to Reduce Your Company’s Event Costs in Today’s Economy, is a must read.

As always, DeskDemon is looking for PAs, EAs and other office professionals who would like to contribute and pass on their skills and knowledge. If you’re up for it, just email me and I will place you in our database of writers and contributors for future issues. Once again, from everyone at DeskDemon we would like to thank you for comments, feedback and contributions. Feel free to send me an email on what topics you would like to see in the future.

Until next month!

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Thank Pink it’s Friday!
Liven up your Fridays this October and ease into the weekend early by organising a fun activity at home, school or in the workplace - as long as it’s pink and gives you that ‘Friday feeling’.

Breast Cancer Care is encouraging people nationwide to celebrate the most relaxed day of the working week throughout October, Breast Cancer Awareness Month, by getting ‘in the pink’ and taking part in the charity’s Pink Fridays fundraising campaign, to support the 46,000 people who are diagnosed with breast cancer every year in the UK.

Getting involved with Pink Fridays is easy to do and can include anything from a tea break with pink food and drinks, to a Pink Fridays karaoke night – an excellent night out for all the office and a great way to celebrate the end of the week – or asking colleagues to wear pink in exchange for a donation. And if you can’t do Friday, why not give a ‘blue’ Monday that Friday touch with a Pink Fridays fundraiser?

Breast Cancer Care’s Director of Fundraising and Marketing, Murray Lindo, said: “Pink Fridays gives you the perfect excuse to have some fun with colleagues, friends or family whilst raising vital funds to enable Breast Cancer Care to provide free information and support services to even more people who are living with breast cancer.”

Register now for a free Pink Fridays fundraising kit, full of party ideas and fundraising tips.

Visit www.pinkfridays.org.uk or call 0870 164 9422.

Fellowes’ Professional Series™ Heat & Soothe Back Support promotes improved posture

The Professional Series™ Heat & Soothe Back Support promotes improved posture by supporting the lumbar and providing lateral support to correct slouching. The innovative addition of a heating and cooling gel pack can further ease muscle aches and pains by reducing swelling and tension as well as offering great flexibility of support to suit individual needs. The gel lumbar pack can be heated by microwave or chilled in a fridge for easy, personal climate control.

Designed with a slim profile to suit today’s office chairs and with a soft touch fabric and modern look, the Heat & Soothe Back Support is ideal for any office and will provide personalised comfort and support to help alleviate discomfort and tension. For optimal support, consumers should also consider using the Heat & Soothe Back Support in conjunction with a foot support like the Professional Series™ Climate Control Foot Rest which helps to revitalise legs and feet and improve posture.

Visit http://www.fellowes.com

Speciality cleaning solutions

AF International has been developing speciality cleaning solutions for over 40 years and has always provided products which contain Biocide for antibacterial efficiency. The ultimate aim of AF has always been to provide a clean working environment, with the marketing of the brand aimed at telling consumers exactly this. Today consumers are thinking not only about things looking clean but the cleanliness and anti-bacterial effects left behind. When people are generally working longer hours, performing additional tasks and commonly spending more time at work, it makes sense to invest in products that really work hard to keep environments clean and free from germs.

Visit http://www.af-net.com

Oxford Papershow

Oxford Papershow, the innovative digital writing kit from Hamelin Paperbrands, has teamed up with comedian Phill Jupitus to help raise awareness and understanding of Oxford Papershow. Using a combination of Anoto technology and Bluetooth connectivity, Papershow allows users to make annotations, notes and drawings directly onto a screened or projected live document in real time. Papershow enlivens meetings, web conferences and even traditional pen and paper games. Phill delivered a humorous account of his life and experiences in the music industry through PowerPoint slides containing photographs, diagrams and graph axis that were annotated in real time using Papershow. The routine was filmed and edited into a short webcast which was in turn syndicated as video content to websites including Shortlist, FHM, The Sun and Metro.

For more information on this product visit the Papershow website, http://www.papershow.com
Genetic disorders affect 1 in 33 children born in the UK – that’s more than 20,000 each year. There are more than four thousand recognised genetic disorders and although, individually, they are rare, together they account for more than half of all childhood deaths.

Jeans for Genes is a one-day fundraising event which invites millions of people to wear jeans for the Day and to make a donation (£2 from adults, £1 from children). The annual fundraising event raises money for children and families affected by genetic disorders. This year Jeans for Genes Day 2009 is Friday 2nd October.

To mark the Jeans for Genes Day, the charity has launched a collection of limited edition t-shirts, umbrellas and bags, created in conjunction with the London College of Fashion and modelled by the charity’s celebrity supporters. The collection is available at www.jeansforgenes.com The money raised on the Jeans for Genes Day helps to provide care and support for children and their families, including day to day care, vital equipment, respite and information. It’s also invested in research into the causes of genetic conditions and the development of treatments and cures for conditions which can seriously affect children’s lives. 2009 is the event’s 14th year and the charity has raised more than £32million to date.

Fundraising packs are available FREE at www.jeansforgenes.com
Avery is giving you the once in a lifetime opportunity to ship yourself off to Kenya and go on an amazing Eco-Safari holiday. With ‘Shipping Out with BlockOut™’, every time you purchase an Avery BlockOut™ Label product you’ll be given a unique in-pack code. Simply log on to www.blockout.co.uk to redeem this code and enter the prize draw to win the holiday.

The grand prize is a trip to Kenya where you’ll also get to see some of the trees being planted as part of the Avery ‘Help Plant a 100,000 New Trees’ campaign. On safari, you’ll have the chance to visit a variety of stunning national parks and game reserves. What’s more, while you wait to see if you’re the lucky winner, there are lots of other monthly prizes to be won too – ranging from Eco Breaks at Countryside Manors and Farm Houses to Eco Activities such as rock climbing lessons, kayaking, bungee jumping and lots more besides.

Avery BlockOut™ Labels are the new environmentally-friendly labels designed to enable you to re-use large envelopes, parcel packaging or mailing tubes without compromising on a truly professional image. The labels’ unique material works to ensure that everything underneath remains completely hidden whilst their ‘Bright White’ feature ensures a truly professional result every time. Also, the labels are recyclable as part of paper waste and are FSC-certified, made with paper from well-managed forests. And, of course, re-using packaging not only benefits the environment but will save you money too!

With different sizes and a wide range of labels designed to work on a variety of packaging types, there’s a solution to suit you, whatever your shipping requirements.

So reward yourself for helping the environment and get ‘Shipping Out with BlockOut™.’

Plus Avery is giving away FREE sample packs to DeskDemon readers. Order yours today by clicking here http://www.deskdemon.com/pages/uk/avery/BlockOut
With just a few weeks until VILLAGE Hotels opens its latest development near junction 4 of the M42 in Shirley, Solihull, the countdown to launch has officially begun. Located off the Stratford Road on The Green Business Park, the newbuild flagship 28,000 sq ft hotel will open its doors on Monday 12th October, representing a £22 million investment, which has created over 100 jobs for the area.

The four-storey hotel’s modern look continues the new design blueprint of VILLAGE Hotels, which has recently been introduced as a result of a significant £60 million corporate strategy investment. This new-look combines contemporary style and comfort with first rate facilities to bring a new kind of hotel, where cutting-edge features meet every day affordability.

There are 6 meeting rooms of all shapes and sizes with state-of-the-art AV equipment and our conference café with tea, coffee and snacks on tap. Plus don’t forget that VILLAGE is one of the best equipped hotels you’ll find, so if dinner, drinks, or even a relaxing swim fit the bill, it’s all here.

The hotel will have 128-bedrooms all featuring the latest must-have technology such as video iPod docking stations and widescreen LCD TVs. In addition, the hotel will also include a 100-cover restaurant Verve Grill where diners can experience a buzzing restaurant, an extensive menu and can even cook their own steak at their table; a 70-cover Victory Pub & Kitchen which offers a traditional pub feel with pub prices, great food, live entertainment and TV screens showing live sports; and a Starbucks located in reception. Other key features include the Velocity Health & Fitness Club; plus a dedicated corporate meeting and events facility including six conference rooms for up to 250 delegates with free Wi-Fi throughout.

The Velocity Health & Fitness Club boasts 5,000 sq ft of state-of-the-art gym equipment plus a 20 metre pool with sauna, steam room, spa pool and hydrotherapy pool, three studios for group exercise classes, Metabolic Profile testing and a dynamic personal training zone, which features Technogym Omega – a first for the UK. The health and fitness club is currently open for viewing and sales tours and a 27ft sparkling Winnebago is currently touring around the Solihull area to raise awareness of the gym and its facilities.
Tawnya Sutherland
Her Journey to Success

By DeskDemon.com
This month we feature Tawnya Sutherland, Founder of the VA networking.com, an online social networking community for Virtual Assistants. Tawnya shares her story on how she started her own business and branched out to become a VA expert and mentor to inspiring entrepreneurs.

Hi Tawnya, Let’s start out with asking you how you started your career?

My story is a decathlon of perseverance and survival! I grew up in the small Canadian town of Bewdley, Ontario, where there were 500 people and everyone knew each other. I worked as a secretary for the Health Unit, but found it very frustrating to realise promotions were based on seniority, not quality of work. I then moved across country from Ontario all the way to Vancouver. Though tough while working, I went back to school and become a Certified Internet Marketing Specialist and Business Strategist.

When and how did you decide to go out on your own and start your own business?

It started out as sheer necessity. I was a newly single mother of 3 children and 5000 miles away from any family support. I started taking advantage of every opportunity to find any sort of administrative work that I could do at home, I worked part time as an on-call secretary for the school board, worked for neighbours looking over their business books and any other small administrative work I could do from home. I finally took a full time job as the VP of a computer service company where I worked directly with clients and did a wide variety of things including marketing, web design and customer service. One day, the president of the company just picked himself up and walked out the door and away from the business forever, leaving me without a being paid. When the company closed down I decided to help the company’s clients by finishing their projects up for them for free. This pleased them and through their word of mouth, paying clients started coming to me for work. At the time the term “Virtual Assistant” was new. People were making lucrative incomes using specific skills and doing it from their home. I decided to give the virtual world a try using administrative support and web design as my specialties.

What did you find the initial challenges of running your own business.

Time management was my biggest hurdle. Trying to manage family and business time plus still find a few minutes here and there to enjoy life itself was hard to manage in the beginning. Fact is though, this really wasn’t a hurdle after all, as these processes can all be learned via a good coach or organisation program.

Ok, you have a successful VA business but have achieved much more than that! Can you tell us a bit about some of your VA projects that are above and beyond your own business?

I love to teach others how to become a Virtual Assistant and I’ve developed
the VBSS (Virtual Business Startup System) in a box that helps anyone interested to become a Virtual Assistant in just 30 days. I've poured my heart and soul into this Virtual Assistant startup system. Everything I've created over the years, from actual business templates I use every day to factual knowledge and resources about virtual assistance that I share with Virtual Assistants worldwide on my speaking engagements, are part of the VBSS. I also am a VAmotivator and have many Virtual Assistants who I mentor regularly through my private mentoring and through my VAinsider Club. The VAinsider Club www.VAinsiders.com is an exclusive membership site for those VAs wishing to kick things up a notch in their business. I'm also currently working on a new program to educate clients how to outsource to a Virtual Assistant at www.ProactiveOutsourcing.com

Which are you most proud of and why?

VAnetworking.com. This is the largest FREE Social Network online today for Virtual Assistants to share, discuss, learn and promote at and this week we just surpassed 12,000 members. I started up this networking forum for those who didn't have it in their budget to connect with others of like mind. It inspires me to see so many new VAs coming on board and over the years watching them become successful in their business. It brings a smile to my face to be able to encourage and motivate entrepreneurs to start up their business and make it working from home.

It appears you have achieved a comfortable balance between work/personal life. I hear you have some interesting hobbies to keep you busy, would you mind sharing what keeps you busy when not working?

Well, I am learning to fly ultralights at www.KingGeorgeAviation.com which is our new flight school. It's really exciting and so off the beaten path of my extracurricular activities. I am very afraid of heights but find flying is much like playing a video game and you are looking at the computer monitor... sounds crazy but my stomach doesn't twist when I'm up and flying.

Also, my son is big into hockey so I spend the majority of my evenings at the arena freezing my toes off ;) I do tote along my laptop and catch up on my ebook reading now and then during his practices.

I also got a new puppy and you can see him on www.BichonBowwow.com. He reminds me often to get up from my computer and stretch to take him out for a quick whiz. He's been one of the best investments in my business as he pushes me to smell the roses now and then and move away from the computer.

You have achieved so much, what is in the future for you?

I love to travel. So I foresee me attending plenty of speaking engagements in the near future. I love to educate others about the Virtual Assistant business.

Finally, do you have any words of wisdom for admins/PAs who may want to move into the virtual assistant business?

My 3 P's of success: A passion and solid desire to reach the vision you have for you and your business. If you don't love what you do, you'll never do it to the point of success for you.

A persistence to never give up and keep pushing through your business plan no matter what obstacles stand in your way.

The Populace (networking) with likeminded people in the VA industry (ie Join our FREE networking forum at VAnetworking.com or DeskDemon.com) Anything you need to know about starting up a VA practice can be found at VAnetworking in the archives of 100,000+ posts from other aspiring and successful Virtual Assistants.
Delicious and stunning best describes the new range of Chocolate Bouquets from The Flower Stork. Each bouquet contains two dozen individually wrapped long stemmed chocolate flower buds of the finest Lindor Lindt truffles in irresistibly smooth white, milk, dark or dark chocolate with a raspberry filling.

The perfect gift whatever the occasion and adding the WOW factor to any celebration, they are sure to be a hit with staff and clients this Christmas.

The Flower Stork is the perfect partner for all your corporate gift giving needs. With an innovative and award winning gift range, UK next day delivery and Petals Loyalty Program they have a loyal corporate following.

The Flower Stork is offering 2 lucky PA Enterprise readers the chance to get a head start on their Christmas shopping with a delicious chocolate bouquet from their 2009 Christmas range.

For your chance of winning email your name, address and contact number and mention DeskDemon to competition@theflowerstork.com by 31st October 2009.

www.theflowerstork.com
I bet you have had times when you have walked into a shop and felt immediately welcome. I’m also pretty sure that you’ve had occasions where you’ve felt just the opposite. What was the difference? What happened in the place that created that welcome feeling within you?

Maybe the assistant noticed you entering and offered you a smile and said hello. They are telling you that you are welcome in their space both physically and mentally. Compare this with a shop where you were completely ignored until you went to pay for something. What message are you getting there?

**What is rapport?**

Rapport is the art of being ‘in tune’ with the people around you. Good rapport will enable you to let others know that you are interested in them, that you care about what they have to say and are keen to understand them. It sends them a message that there is common ground and creates a sense of consideration, respect and trust. Good rapport lies at the heart of your effective communication. It enables you to get people’s attention and for them to take onboard what you have to say. Good rapport comes from body language and how you say things through the tonality and rhythm of your voice. Together, body language and how you say your words make up 93% of your communication. What you say is only 7%!

Of course, when interacting with others our communication can be non-verbal using just our body language. How are you communicating right now?

I’m sure that you have experienced a situation where within a group of people one person makes a suggestion and you just know that others don’t agree – even if they remain silent. What tells you that they don’t agree?
and feel comfortable with the suggestion? Those of you who are in agreement will probably be sharing the same body language; they may be more animated in the discussion, and as such will be actively buying in to the idea. Those that disagree can do so without having to say or do a thing. Try it yourself - say something cheerful in a sad voice and see how it comes across, then switch it around and say something sad in an upbeat voice. What message are you receiving in each case?

What about when someone is talking to you and you are distracted by something else, maybe something you see? Does your voice respond in an interested manner, and does your body language bear this out?

Body language. How you hold and use your body makes up 55% of your communication. Use your body to match people’s body movements. There will be a certain pattern and rhythm to their movements that you can copy. It’s wise to pay attention to this even if you have good intentions for doing otherwise. You could easily be misinterpreted.

Mark Spall is a Coach and Leadership trainer and delivers his materials through a variety of innovative mediums. More on Mark can be found at http://www.markspall.co.uk. Mark is the founder of the Agile Leader Network (http://www.agile-leader.com), a knowledge base and support network for young people who wish to achieve their best in their careers and their businesses.
Ask on The Hub

Join in on topics from your peers around the world.
DeskDemon’s The Hub is a forum for networking with your peers. Share your thoughts, experiences, and advice worldwide.

Post a question or a thought or join in to comment or help others.

The Hub has a section for everyone.
Sound Off, Admins4Admins, Cafe Admin, Topical Climates, and The Humor Zone

Take a minute to visit The Hub at DeskDemon:
http://www.deskdemo.com/community/forums
We are currently living in difficult economic times. Organisations, we have all grown up with and thought of as invincible, appear to be struggling. The media constantly speculate on the next expected casualty and when a difficulty is confirmed they drive themselves into a reporting frenzy. Unless you live in a locked and darkened room with no contact with the outside world it is impossible not to be affected by the World’s economic down turn.

It is easy to lead your team, department or organisation when everything is going well but difficult times call for great leaders. Leaders who can engender a sense of certainty and possibility for their people will minimise stress and maximise creativity. Paradoxically we need our greatest sense of certainty and control when we feel under the greatest threat.

As with most things, creating a sense of certainty can be done well or badly. When done positively it offers everyone involved the opportunity to look for and find solutions. When it is done in a negative way, everyone is left with a false sense of security; it is the business version of holding on like grim death to a sinking ship.

Why is certainty so important? At its most basic level it is the need every one of us has to know that we are safe from threat, that we will have a roof over our head and food to eat. In modern times our job has come to represent these elements. Of course there are times when organisations have to thin their work force but even then the way it is done will make every difference to the way the person being made redundant feels about the situation and fundamentally how they feel about themselves.

Every one of us is motivated by different things. Certainty, uncertainty, significance, love and connection, learning and contribution are the different strands used in a model created by Tony Robbins. It is the balance between our need for certainty (routine, safety and control) and our need for uncertainty (variety, challenge, difference) which determine our ability to manage change. These also impact on our facility for managing stress when faced with circumstances which are out of our control.

Here are my top ten tips for managing change whilst minimising stress within your work force:

1) Be professionally honest. Your professional honesty and integrity are vital if organisations are to thrive. We have many lessons to learn from the difficulties many banks, politicians and organisations who have hit the news in recent months.

The rule of thumb is that you would be proud to see any of your words or actions reported in the national press. If you wouldn’t like to see yourself saying or doing something on the 6 o’clock news, think again.

2) Fairness. Fairness is cited as one of the most important attributes of great leaders. People will accommodate really difficult things when they feel they have been treated fairly.

Managing Change - Minimising Stress

By Gina Gardiner
Criteria for redeployment or redundancy must be transparent and fair and the way they are implemented must be open and administered even handedly.

3) Use skills of anticipation. Many issues facing businesses today could have been anticipated. Organisations often fail to plan for economic down times in times of plenty. Nurturing existing clients and maximising the opportunities to sell them other services is vital as when things are tough relationships and trust become as important as cost.

Anticipating and planning help smooth out demands and help organisations make the most cost effective use of people and resources.

4) Involve staff - ensure ownership should be in blue followed by. Many Leadership Teams fail to harness the creativity and experience of their team and in doing so miss out on the rich source of solutions their staff would offer. Creating an open culture of involvement has other benefits too. Where staff feel ownership they bring their commitment and enthusiasms to bear in their endeavours.

One of the greatest causes of stress cited by staff is that of feeling outside the loop, believing that they have no control or involvement in the decision making process. Involving staff in a structured meaningful way can minimise stress in even the most challenging circumstances.

5) Actively listen to staff and clients. One of the most important skills for any leader is the ability to listen. Creating opportunities to gather information, opinions, and ideas and to hear challenges is a powerful approach to leadership. The ultimate decision making is the job of the leader but actively listening gives a deeper understanding of the issues and ensures that staff feel valued and involved.

6) Use positive leadership language. The language we use had the potential to underpin success or build in failure. Seemingly simple differences like using “when” rather than “if” will make staff feel more certain. Framing requests in the positive rather than the negative actually programme the listener’s brains for success. “Don’t” is an ideal example. If I said “Don’t think of blue elephants”, your immediate response has to be to think about the elephants before the brain tries in vain not to think of them. It is always better to frame things in terms of exactly what you do want rather than what you don’t.

Understanding the use of language gives you a competitive advantage in motivating and influencing your staff and your clients. (To find out more email info@graduatesolutions.com)

7) Make the most of the talents available to you. People are your greatest resource; they are the life blood of your organisation. Identifying, developing their skills and expertise and valuing their contribution are vital for long term success.

How well do you know your staff? How often do you buy in expertise that you actually have on your staff already? How often do you use the strength of teams to develop creative solutions to your organisations challenges? Do you have a mechanism for identifying the individual and collective strengths of your staff? If you do identify their talents and use them have you a system of rewarding talent in place. How do you ensure those staff stay in house?

8) Manage waste effectively. Making the best use of resources includes how time is used. You can only use your time once, yet many organisations have a habit of wasting time on activities which have much to do with keeping everyone busy rather than being productive. Meetings are a prime example; all too often attendance at meeting after meetings does nothing to ensure staff meeting their targets but is designed to cover back and to stroke certain egos.

Look for duplication of effort or times when things are done because they have always been done rather than because they need to be done. In every organisation I have visited where we have looked at effective use of resources we have identified lots of ways to make better use of time and resources.

Planning across the year can often help make the most of quiet times and spread the load.

9) Think outside the box. If you always do what you have always done, you will always get what you have always got. Times of change and challenges necessitate different ideas and approaches. It is important not to throw the baby out with the bath water but we should take a lesson from history and learn the lessons that experience teaches.

Thinking outside the box comes much more easily when it is not done in isolation. Bouncing ideas off in a group where everyone is trusted and everyone has a vested interest in making things work is a great starting point.

10) Celebrate your success. In times of trouble it is even more important to recognise and celebrate each small success and at the same time to constantly ask the questions, “What can we learn from this? How can we make things EVEN better?”

www.graduatesolutions.co.uk
www.recoveringworkaholics.com

Gina Gardiner is one of the UK’s leading Leadership Coaches. Gina supports people at individual or organizational level to develop confidence, leadership and people skills. Gina is the author of two books “Kick Start Your Career” and “How YOU Can Manage Your Staff More Effectively and is also a Neuro Linguistic Master Practitioner and a qualified coach. To download her free management ecourse... http://graduatesolutions.co.uk
That day or evening when you were enjoying that party with your family and friends, you received a call on your mobile and the screen was showing, “Boss is calling”. What did you do? Did you answer the call or did you let it ring? Did you call back after a while or did you send a message to him to check if there is anything urgent? Your response and the way you might react on these situations will be based on the type of boss you have and your relation with him or her. Bosses cannot be good or bad. They just oscillate between being good and bad based on the type of boss they have. It’s like holding the one end of a rope in your hand and swinging in the air; you can see the effect in the whole rope till the very end of the other side. In the same way the behaviour of your boss swings between goodness and badness.

Believe it or not; accept it or not but in the corporate world, everyone has at least one person that he or she is accountable to or that he or she is reporting to until and unless the person is an owner of the company (in case of private limited company). In case of public limited company, the CEOs and the Managing Directors are answerable to the Board of Directors. Hence, always remember that even your boss is having a boss. No one has been spared. The way you are analysing your boss in the scale of good, bad or horrible, be sure that even your boss is analyzing his or her boss.

In this article, we are making an attempt to understand and discuss the factors that affects the behaviour of a boss; psychology involved and how one can become a good boss.

**Few facts about your BOSS**

Before we proceed with our discussion lets understand a few facts about your boss; this will help us to understand the psychology and behaviour of your boss.

1. Just like you, your boss is also a human being and he has own emotions, aspirations, fears, insecurity, issues and problems.

2. The basic motive for any individual to become a boss is to control. He wants to control and manipulate people under him in the way as his boss wants to control his behaviour and his movements.

3. Bosses can have any designation or position be it Captain, Team-Leader, Head, Manager, Vice-President, Director or CXO. The fact that he is on you and you are under him is good enough a proof to determine that he is your boss and you are his sub-ordinate.

4. Your boss is not only accountable and responsible for his performance, deliverables and targets but also that of yours.

5. Few of the roles of any bosses are to:
   - control;
   - direct;
   - make decisions (not only for self but for the whole team and take the responsibility);
   - manage (resources; time and people);
   - train (pass on his knowledge by way of training his subordinates);
   - lead (set examples and being a role-model);
   - coach (so as to improve and performances of his subordinates);
   - mentor (pass on his legacy and experiences to the younger generation).

Your boss plays (or at least expected to play) all these roles in the span of his
professional career and as he moves up in the hierarchy. However, many bosses in many companies are too content with their role of controlling, manipulating and influencing that they do not even think beyond it.

First time bosses

No one is a born boss. Yes, even at the school time you might have seen people who bully around; your class-representatives; school-captains etc but it is very different when you start at a corporate level. Doesn’t matter what you have done at the school or college level but in the corporate world you begin a new inning, which in many cases last for 30 or 40 years.

You begin your career and as you experience you new things and learn more about the dynamics of working in a corporate world, you also begin to curse your boss. You start thinking that your boss is an idiot who doesn’t know anything. You feel that he is bias; he doesn’t like you; he might harm your career and growth (which at times can be true also but not always). You keep on moving from one company to another in the search of a boss who thinks like you (not even thinking that had that person continued to think like you he would have stayed at your level and would not have reached the position where he has reached now).

...and then one day you get promoted as a team-leader. Just like a beggar who got lucky in the lottery draw of one billion dollars, not knowing what he should be doing with that money; now even you don’t know what you should be doing with your position. And then you remember all your bosses in the past and try to emulate their behaviours and processes. You also try to force your decisions on your subordinates. You begin to enjoy the sufferings of others. You feel proud and respected when see your subordinates working late in the night. You begin to treat your subordinates in a same way as your bosses in the past used to treat you.
First time bosses are the most horrible. They feel insecure. With the power that they have gained for the first time, they become arrogant. They begin to feel that they are the best manipulators and can do anything. They begin to dominate. In short, they begin to do everything that they used to hate at one point of time. Now, their thinking process changes and they begin to think that their subordinates

- are not hard-working
- don’t listen to them or respect them (no attention for detail and disobedient)
- in their absence talks badly about them
- are planning something against them
- are not as efficient as they are

**The process continues**

Welcome to the world of sandwich type of work-life!!! The promotion that you got in your last appraisal making you the team-leader after defeating three more contenders is just a beginning of this sandwich type of work-life. The sooner you grow-up, understand things and become matured, the better it will be for you and your growth. Going forward and as long as you will exist in this corporate world; you will always have one team under you and at least one boss above you.

In order to grow up in the hierarchy, you must always perform better than your subordinates and also push your boss up in the hierarchy, so that you can occupy his position. You must be a good boss for your team and a most reliable subordinate for your boss. It is not easy. Most of the bosses succumb here. It is at this position that you find that your boss is bad 8/10 times and not vice-versa.

**Positive and Negative Motivation**

We learn from our bosses, our peers and our counterparts in other companies. Same thing can motivate few people in a good way and some others in a negative way. Some people, when they see some bad habit or behaviour or work-style or management style in their bosses they emulate that style and practice it then when they reach at that level but there are also some other type of people who, when they see such a habit or behaviour of practice, promise to themselves that whenever they will reach at the level where their boss is, they will not do the same thing.

It is up to an individual to select or create his style and decide what type of boss he wants to be. No one can be 100% good or bad and there will always be shades of grey.

**My experiences and my bosses**

While I was preparing for this article, I just scanned through the internet and I found that there are tens of thousands of article about bad-bosses. The way it was presented, for a moment I felt that all bosses are bad and if all bosses are bad it means you are bad, I am bad and everybody around us is also bad because at some level we all are bosses or had been at that position once in our career.

In my career, I have worked under several bosses (five to be more accurate) and the goodness and badness in my bosses has varied from 9/10 times good to 8/10 times bad. But, all my bosses have at least one quality that I liked in them.

My first boss - my coach and mentor: He was not only my boss or manager but also my guide, coach and mentor. Fortunately for me, in spite of having so many levels in the department, I was reporting to my VP. It was a great combination of experience and energy (excuse me, what I said, energy?? In fact he was more energetic and in that regard can easily give competition to people half his age. Even at his age, he used to work from 8:30 AM to 9 PM. If I was impulsive then he was patient. Sometimes we used to think about the same thing, at the same time without anyone knowing about it. Not that we never had differences or he never scolded me but now I know that behind every such discussion that we had, the intention was not bad. He wanted me to learn new things and understand the dynamics of corporate world. He was very caring, though he might not have said so even one single time. I think the one reason we had such a cordial relation was our levels in the organizational hierarchy. Between us we had around 7-8 levels and I would have taken at least 15-20 years to reach his level; hence there was no competition between us. He was the type of boss who can never say that I know everything. He always followed that in every one of us there is always a scope to learn new things. He was always willing to learn new things.

My second boss - intelligent bully: I think my corporate honeymoon was over with my 1st boss. My second boss was a bully. He was just a terror to have around. If he is under pressure, you cannot even make a guess how he might behave in the office. In the office, most of the time we used to see him in the smoking zone or playing cards on his computer or chatting with his friends. It is not that he was not intelligent or knowledgeable but I think he was at a stage of his career where his philosophy was to take the things lightly and pass on the pressure and tensions to the subordinates.

My third boss - caring dumb: He was the type of boss who was very caring. Even if you call him in the middle of a night for some help, most likely he will come to bail you out. He was someone who can take you to parties; drink with you and get drunk. He was just a fun loving guy, someone we all like to have. But, when it comes to decision making, there will be no discussion, no debate, no brainstorming, just one way and that is his way. He used to get floored.
when people used to say good things about him, respect him and admire him. Later on we got to know that beneath his caring behaviour and nature he was actually hiding his dumb personality. He was having zero or minimum possible knowledge of the industry and the corporate world.

My fourth boss - lazy and fearful: One thing that I like about him is his patience. I don’t know why but he always used to think that the pressure of the whole company is on his shoulders. He used to think that everyone around him is competing with him. It used to take months for him to get one file move from one table to another. He was the one who can create rift between two people to get his way. I am still not able to understand why he was like this but I don’t think that he can ever be in a strategic leadership role.

My fifth and the present boss - an entrepreneur with heart and emotions: My professional life, it seems to have come full circle for me. My present boss is a younger version of my first boss. Between us there is a mutual respect and mutual admiration. Sometimes we also agree to disagree with each other but that is always a way to a healthy discussion. He is caring. He is one among those few bosses who knows what they are looking for. And most importantly, he is the reason for me to be here. Common thing between us is that we both love challenges and our mistakes, faults, errors and even blunders.

1) Be true to your team. For you to get respect from your team, it is important that you always be true to your team. Do not take any decision about the team by keeping your team in dark.

2) Accept your faults. Just the way we cannot learn everything, we cannot be expert in everything hence accept your mistakes, faults, errors and even blunders.

3) Subject matter expertise. It is very important to be master of your own domain. This will get you respect and admiration not only from your team-members but also from others in the company and industry.

4) Be matured and be constructive. You cannot become a good boss if you are working as an open-ended pipe. If there is a pressure or if you have tensions or things are not good between you and your boss, try to absorb that. You will not gain anything by passing that tension or pressure to your team. Be assertive rather that than being direct. But in case of appreciation and recognition, pass that directly to the team.

5) Be true to your team. For you to get respect from your team, it is important that you always be true to your team. Do not take any decision about the team by keeping your team in dark.

6) Get your team in confidence.

7) Always be ready for competition. Once you are at this level, you will be challenged by everyone around you, sometimes even from within the team, so be prepared for that. Do not try to diffuse the competition but be ready to take it head-on. At your level you need to prove again and again to your team that you are best suited for the role.

8) Walk the talk. Don’t just make plans and share your vision but also work towards getting the things done.

9) Take responsibility and accountability. Always take the responsibility and accountability of each of your team-members, their work and even their behaviour.

Conclusion

Having read so many articles and journals about bad bosses, I just thought that there is a need to share something which is unbiased and transparent. Bosses are not good or bad it is the way they react in certain situations or handle some other situations that makes them good or bad. Bosses are not God and they do make errors, mistakes and even blunders. The higher they are placed, the higher is their responsibility and accountability.

I hope this article will give an insight into the psychology involved in the behaviour of that person, whom you call as your boss and think at least twice before taking his calls after the office hours.

I am looking forward to have your feedback and comments.

Take very good care of yourself.

Sanjeev Himachali


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Tips on How to Reduce Your Company’s Event Costs in Today’s Economy

By Joanne Ireland

Over the past 20 years I have seen many up and down cycles in the event management market. Companies tend to think that as soon as the market turns down; it’s time to eliminate all events and meetings including tradeshows, incentive programs and customer events.

It’s actually just the opposite:

• The minute you “disappear” from the scene, your customer, prospects, and competition think that you’re in trouble financially.
• The tough times are when savvy companies, large and small can actually capture large chunks of market share. But whether good times or bad, we always work with our clients in a very budget conscience way - you don’t always have to spend large amounts of money to make a large impact.

Here are some simple steps to stay in the game in these economic times, while keeping a stern eye on your budget:

**Tradeshows:**

-Think “event”, not “booth”. I tell my clients there are tremendous opportunities to make an impact at a show, only part of this is the actual booth size, per se. Begin to think about downsizing your booth, and putting some of that savings into other investment areas at the show like show awards, newsletters, analyst & press meetings, an ancillary hotel suite for private customer & prospect briefings, a show-based dinner, etc. The sum of these activities will equate to a large impact, while not wasting a lot of booth real estate.

-Downsize your booth. If you generally go to a show with a 40x40 or 20x20 booth size, downsize it to a 10x20 or even 10x10. The cost savings are substantial including the cost of the actual floor space, savings from shipping a smaller booth (or renting one through show management), labour, equipment and staffing a smaller booth. But you’re still there and that’s what’s important. Take the savings & invest in a vast array of “show-related” elements.

-Send fewer people to staff the booth. Most companies send far too many people to “work” the booth during show hours. The reality is that you don’t need that many - most staff only work 3-4 hour booth duty schedules, and then are off for the remainder of the time. Everyone needs a break from the show floor, but not for hours at a time. Send the staff you need for the booth and expect them to work the show during the time the exhibit floor is open for viewing. Make sure the staff you send are clear on this concept and have a “booth manager” on-site to oversee the booth and your investment during the show.

**Customer Events:**

-Assess the value of the “Event”. In today’s business climate, many executives and customer representatives are not allowed to attend events that may be misconstrued as frivolous, a conflict of interest or in that in some way may...
influence buying decisions. Therefore, don’t spend your money on big ticket events such as sponsorships or tickets for major sporting events, or expect people will assume that the resort is a more costly expense, even if it isn’t. Think about your client perception here.

-Content is King. Clients are only willing to come to a meeting today if the meeting is content rich. Make it worth their time and don’t have them leave feeling that it was a waste of time. Spend the time internally to put together the information that your clients, customers or prospects are most interested in. If need be, bring in planning resources - for example - a strategist who could interview a sampling of clients to find out what they are most interested in. The knowledge that your clients leave with at the end of the meeting is what they will remember most - not the location or the expensive meals.

Incentive Programs:

-Location, Location, Location. It doesn’t have to be an exclusive island in the Caribbean, or a “jungle” experience in some remote location that happens to be a five-star resort, or the newest “hot” spot in Hawaii. It just has to be enough to say “thank you” for all of your hard work to your top team players. There are so many places to choose that won’t break the bank or give your customers or Board the impression that you are being frivolous. If you don’t have the internal resources to vet these choices out, hire someone who has the experience to help you. Choose a location that will be interesting to all attendees, will be travel-cost effective and has the necessary facilities, activities and staff to produce a nice, exciting and fun program for your “best-of-the-best”.

-Make decisions on the invitation list carefully. An incentive program is for your Top Team Players, whether they are your top income producers or your top contributors - NOT all of your Executives. Rewarding the Top Team Players does not necessarily mean that every executive has to be in attendance. They should be running the company. So, choose your attendee list carefully and thoughtfully - your Board might be watching.

The important thing to remember is you can, and in some case really must, continue to do business as usual and that means continuing a marketing strategy with events and meetings that has worked for you in the past. BUT, the biggest challenge now is to do them “differently” with the same effect. Producing and creating successful events and meetings with a big budget is easy. All you have to do now is find the right resources to help you do the same with a lower budget and a cost-conscience appearance in mind.

Joanne Ireland, a 20 year veteran of the meeting and event planning industry, is Founder and President of Ireland Presentations, http://www.irelandpresentations.com a meeting, conference and event planning company based in San Francisco. Joanne is one of San Francisco’s leading consultants in planning, coordination & management of conference, meetings & events. Her expertise is design, project standards/content, conceptualization & design of project strategy, and contract negotiations. Joanne and her team continue to produce successful events and meetings for a wide range of corporate and non-profit clients both large and small, domestically and abroad.
SUDOKU

Try your hand at this SuDoku puzzle. The name of the game is simply to insert numbers into the blank squares so that each row, column and 3-by-3 box contains the digits 1-9 just once. It’s quite difficult, but strangely addictive!
Our “Day in the Life of...” Series has been very popular with DeskDemon’s users and we would like to extend it! So, we would like to hear about you and your job and as a thank you we will give you £25 Marks & Spencer vouchers, on publication.

We know from our forum boards at the Hub that networking and support is important to you all. Hearing about each other’s work and offering advice and a helping hand can be invaluable. But not only that, it’s interesting to hear about the experience of others. It put things in perspective and offers us the chance to see how others got to where they are, overcoming challenges and what they think of their role. And what’s why our “Day in the life...” series is so fascinating.

We are looking for Pays, secretaries and Administrators from a wide range of sectors and form the smallest to the largest organisations, so get in touch if you would like to share your thoughts with us all.

If you would like to be featured on DeskDemon’s “Day in the life of...” series, please visit: www.desk demon.com/pages/uk/career/dayinthe lifeof2009