

# PA ENTERPRISE

DeskDemon's Magazine for Executive PAs, Office Managers and Secretaries

August 2011

- 
- **Horrible Bosses: how to handle them**
  - **Top 15 world's best 'rooftop' hotel bars**
  - **Seven Steps to a Drama-Free Office**
  - **It pays to be social - ignore networking at your peril!**
  - **Newly renovated: venue update**



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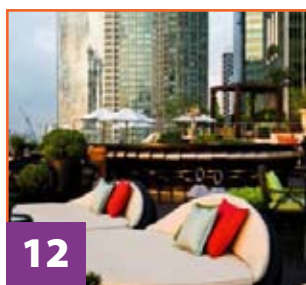
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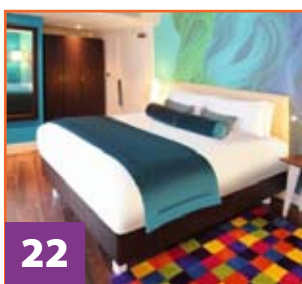
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## Pay and benefits more important than job satisfaction

**Employees relegate job satisfaction to second place behind pay and benefits as rising cost of living bites, says quarterly CIPD Employee Outlook survey**

A desire to 'increase pay and benefits' has become the number one reason why employees want to change jobs, overtaking 'improving job satisfaction' in the survey, as the economic downturn continues to erode people's standard of living.

The survey of 2,000 employees finds more than half of workers say their top reason for wanting to change job is to increase their salary and benefits, with improving job satisfaction cited second most commonly. This is a reversal from last year when 61% cited job satisfaction and 48% said improving pay and benefits.

Other findings that highlight increased financial pressure include:

- **36% of employees report their standard of living has worsened over the previous six months, compared to 29% saying this was the case in summer 2010**
- **Just 7% report an improvement in living standards, a fall from 10% a year ago**
- **Almost a fifth (18%) of employees say they run out of money at the end of the week or month either always or most of the time**
- **One in five (18%) say keeping up with bills and financial commitments is a constant struggle, while one in 10 (8%) are falling behind with bills or credit commitments**

Ben Willmott, senior public policy adviser, CIPD, said: "The survey shows the ongoing impact of the economic downturn in the workplace. Besides being more likely to want to leave for more pay elsewhere, workers with financial difficulties are also more likely to report being under stress at work and are typically less satisfied with their jobs. Prolonged exposure to stress is associated with absence from work, higher levels of accidents and higher incidence of mental ill health.

"It is in employers' interests to support employees in tough times by ensuring line managers have effective people management skills and by providing advice and support on debt management and financial planning."



## Workplace gender divide narrowing?

**But a fifth of HR directors do not believe women are professionally on par with men**

New research from leading recruitment specialist Robert Half, reveals that women are increasingly breaking through the 'glass ceiling' and have increasing employment opportunities, particularly in terms of career advancement and remuneration. However, it warns that barriers still remain.

Based on interviews with more than 180 HR Directors from companies across the UK, over three quarters of respondents do not believe that men have an advantage over women in the workplace, demonstrating that there is progress being made on the gender front.

Despite this optimism, a fifth of HR directors do not think that women are on par with men in the workplace, indicating that there may still be inconsistencies based on gender. Half of the respondents believe that family commitments are responsible for this imbalance and a significant number of HR directors consider lack of promotional opportunities and the desire to maintain a good work life balance the differentiating factors between men and women's professional development.

"While it is encouraging that nearly half of HR directors don't view men as having an advantageous position over women in the workplace, more needs to be done, said Phil Sheridan, managing director of Robert Half UK. "Companies should regularly review their succession and remuneration plans to ensure that women are treated fairly and equally, with policies to take into account their family and personal commitments"



## Stress-busting pomegranate juice goes on tap in UK offices

Workplace vending machines will help reduce executive stress levels

Pomegranate juice, which was recently found to reduce stress levels in busy executives, is to be made available in offices throughout the UK via vending machines.

The juice, supplied by West Country-based Pomegreat, will come in special vending machine 300ml pouches. These are mixed, filled and chilled while the customer waits, thanks to new energy-saving technology.

Research recently found that drinking pomegranate juice causes a measurable drop in stress hormone levels. It also led to a significant reduction in both systolic and diastolic blood pressure in all volunteers. Research Scientist, Dr Emad Al-Dujaili who led the study said: "On the basis of these findings there is a justified argument for busy workers to drink pomegranate juice to help alleviate chronic stress and maintain good health."

The new Pomegreat pouches are dispensed by vending machines from the Green Drinks Company, which have the lowest carbon footprint of any cold drinks vending machines in the world.

Recent research by the mental health charity Mind recently found that 41% of British employees describe themselves as currently stressed or very stressed in their jobs.



## 'Horrible Boss Syndrome' can have disastrous consequences for companies

A 'horrible boss' can have serious implications for an employee's morale as well as potentially disastrous consequences not only for staff turn-over, but also an organisation's profitability, warns recruitment specialist OfficeTeam.

The most obvious signs of a so-called 'horrible boss' are individuals who yell at staff, take credit for others' work and use offensive language in the workplace. Although these are signs of unprofessional managers, OfficeTeam warns that the most common blunders supervisors make are often far less obvious. But these mistakes can prove costly to the firm as the jobs market improves and the risk of staff turnover grows.

"Staff morale is extremely important for the future of any organisation, said Phil Booth, managing director for OfficeTeam's UK operations. "The statement 'people don't quit jobs they quit managers' has never been more true. Supervisors need to forge both working and social relationships with employees. By creating a good working relationship, staff are happier within their roles and will ultimately work harder."

**Turn to page 8 to read out feature on 'Horrible Boss' traits and how to cope with them!**

## Book a black cab with new unique app - GetTaxi

GetTaxi is a new app which aims to provide a safe, reliable and cost efficient booking service for black taxis in London.

GetTaxi allows Smartphone users (iPhone, Android, Blackberry and Nokia) to order a taxi at the tap of a button on their mobile device or via a web interface. The GetTaxi mobile app geographically locates the passenger via GPS and issues their request to the closest available taxis via GetTaxi's special driver units. Once the booking has been accepted by the driver, a confirmation notification is sent to the passenger containing the driver's photo, personal and vehicle details, estimated time of arrival and a GoogleMap showing their real-time progress to the pickup address.

On the ordering side, GetTaxi creates a dedicated profile page for each business with its very own GetTaxi button. A taxi will be dispatched to the business address whenever that button is clicked. The passenger or whoever booked the taxi, such as a PA or receptionist, can view the status of the taxi's arrival in real time. Businesses can upload their entire staff list, set permissions and rules for taxi usage, and GetTaxi will provide it's mobile app to all employees free of charge.





## Mint Hotel creates the 45-minute lunch hour

Mint Hotel, the city-centre hotel brand, is celebrating summer in novel style by launching a 45-minute express lunch, available from a mere £10 per person, across the group's City Café restaurants.

For that sizzling price guests can enjoy two-courses from the restaurant's Market Menu coupled with a drink, including any house wine, spirit and mixer, beer or soft drink – all of which the group pledges to serve within 45 minutes.

The £10 'Fresh this Summer' offer is available in City Café restaurants in Glasgow, Birmingham, Bristol, Leeds and Manchester. In London, the offer is priced at £10.95 at Mint Hotel Westminster and £12.50 at the new Mint Hotel Tower of London.

Guests choosing the 'Fresh this Summer' offer will also be handed a City Café loyalty card, entitling them to receive a complimentary two-course lunch, after five return visits to the restaurants – a great excuse to keep coming back. What's more, the loyalty card can be used through across all City Café restaurants in the Mint Hotel group, and lasts until 30 March 2012.

The lunch offers are available between 12–1 pm weekdays, and 12.30–3pm on Saturdays, with the promotion lasting until 3 September 2011.

## Mobile phones still not trusted for buying

DiscountVouchers.co.uk has conducted a survey which shows many UK shoppers still don't like using their mobile phones for buying goods.

The poll revealed that in excess of 70% of the country's consumers are still uncertain about the level of security around handheld devices – cash and cards remain more trusted.

Doug Scott, managing director of DiscountVouchers.co.uk, comments: "People definitely do not trust their phones as paying devices just yet, that much is clear – however they do need to be a bit more aware that the security levels are a lot safer and more trustworthy than they used to be."

## Vote for the world's most 'Responsible Celebrity'

Voting is now open for the INTERNATIONAL GREEN AWARDS™ inaugural Best Green International Celebrity Award. Nominees include the global eco-glitterati such as Sir Paul McCartney, Leonardo DiCaprio, Cameron Diaz, Helena Christensen, Sting, Gael Garcia Bernal, Angelique Kidjo, Rahul Bose, Don Cheadle to Brazilian supermodel Gisele Bündchen.

This award aims to recognise an international media figure who has consistently promoted the sustainability agenda globally. The competition is now open to a public vote at **www.greenawards.com**. This year's nominees are 15 well respected celebrities who have used their prominence to promote environmental and sustainable development issues and have become 'responsible celebrities'. The candidate with the most votes will be announced as the winner at a gala dinner on Thursday 25th November at the Natural History Museum, London. The winner will then be heralded as the 'greenest' media exemplar internationally.

Don't forget to make your vote count vote for the celebrity you respect the most by visiting **www.greenawards.com** before October.





## Pippa inspired frock to go on sale later this year

It's the bridesmaid's dress that had the world talking and now department store Debenhams has announced that it will be selling a limited edition version in stores later this year after being inundated by demands from customers.

So great is the anticipated demand that the retailer has taken the unusual step of creating a 'lady-in-waiting list' to allow customers to reserve the department store's homage to Pippa Middleton's iconic figure-hugging bridesmaid gown, which reportedly cost £20,000.

The great news is that the high street version will be a right royal bargain at just £170. And for fans of Pippa's style the retailer will also be selling a version of the emerald green evening gown that Kate's sister wore to the evening 'do'.

Russell Fish, Head of Occassionwear Design at Debenhams commented: "Like everyone we were glued to our tellies for the wedding and have been huge Kate and Pippa fans ever since. Now you can get the Middletons' look at High Street prices."

The slender ivory gown is a sleek, cowl neck number. With its button-back detail and elegant cap sleeves, it is the epitome of chic. An emerald green evening gown, with embellished neck detail and a full, floor length skirt perfect for dancing is the final gown which will hit Debenhams stores this autumn for £99.

To find out when the dresses are available; customers can send their details to [ladyinwaitinglist@debenhams.com](mailto:ladyinwaitinglist@debenhams.com).



## LOVE2SHOP launches in Ireland

Perfect for staff recognition schemes, sales incentives and customer loyalty

Love2reward has launched into the Irish marketplace with the new Euro Love2shop – high street gift voucher. The Love2shop Euro voucher can be spent at more than 20 stores across Ireland including Argos, Atlantic Homecare, Debenhams, Easons, Halfords, Heaton's, Homebase, House of Fraser, H.Samuel and Woodies DIY. A further 10 retail brands are expected to join the Euro voucher over the coming months. In the first year it is expected that corporate sales in Ireland will exceed €1.5m, and that consumer sales will reach €1m.

Available in €5 and €10, Love2shop is perfect for staff recognition schemes, sales incentives and customer loyalty. Recipients can spend and reward themselves with any product from twenty leading retailers across Ireland - so whether they aspire to fashion and beauty or gadgets, automotive and diy, ultimately the choice is theirs.

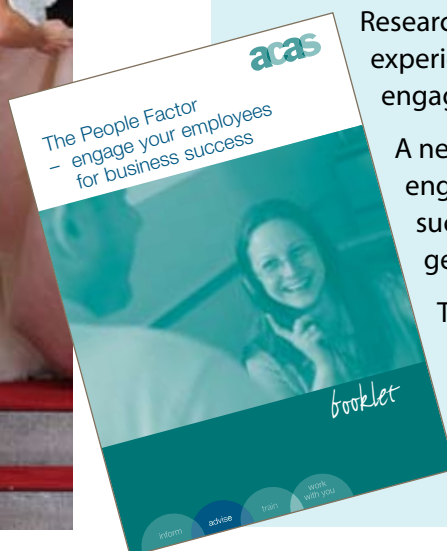
## People first - new guide from ACAS

An engaged workforce strengthens a business, can dramatically increase productivity and could increase an organisation's ability to weather difficult economic conditions.

Research also shows that organisations experience better attendance if they engage with their employees.

A new Acas guide - 'The People Factor: engage your employees for business success' - shows you how you can get the most out of your staff.

The guide is illustrated throughout with real case studies of companies who have managed to improve their performance by effective leadership and active employee involvement.



# The eight traits of Horrible Bosses and how to handle them

Following the success of US comedy 'Horrible Bosses', Gareth Chick, Director of UK business consultancy, Spring Partnerships, looks at what constitutes a 'horrible boss' and what employees can do to handle them.

According to Gareth, a horrible boss has eight distinct personality traits and there are four strategies that can help employees cope.

## **They believe in a 4th Law of Thermodynamics**

The three principle Laws of Thermodynamics explain how the physical universe works. Some physicists think there is a 4th 'Zeroth' Law, however, Horrible Bosses are certain a 4th law exists. It is the law that states that nothing happens unless they are physically there to witness it. The hard pressed employee may have been putting in 12 hour days, but if the Boss doesn't see it, it will count for nothing.

## **They are skilled and habitual liars**

Horrible Bosses lie. They have to, since they are continually constructing reasons (excuses) for why their results are so poor. Many times the lies are not blatant, since they could be caught out, so a typical example will be a massive generalisation, or when the Boss states a 'fact' that is in reality only

their opinion. If they are challenged, they will counter it with a well rehearsed and vigorous defence of the 'truth'. When coupled with their habit of 'conveniently' forgetting things (things they have said or committed to), this trait is almost impossible to navigate.

## **They belittle people**

It would be wrong to assume that Horrible Bosses are mere unconscious organisms thrashing through the day with no strategy in place. They are in fact capable of some very proactive behaviour. One of these is to motivate their employees with humour, personal favour and familiarity. This manifests in for example, hugely inappropriate use of sexual innuendo, sarcasm, devising nicknames etc. Since Toxic Bosses often have to recover situations when even they realise they have gone too far with their employees, they also tend to use inappropriate rewards as bribes or to salve their own conscience. They will even apologise but only if they fear that some 3rd party authority could be called in.

## **They actively promote 'Them and Us'**

'Them and Us' cultures are perhaps the most pernicious type within organisations. Horrible Bosses are great promoters of 'them and us', since it helps their cause in two ways. First of all it means they can 'divide and conquer' their subordinates – if their employees are fighting amongst themselves, then they can't notice how bad their Boss is. Secondly it means they can avoid accountability for real results such as sales and profits, since they have to 'waste' so much time because of their dysfunctional organisation - a fact which they infer to be the fault of their own superiors.

## **They vacillate**

One of the hardest things about working for a Horrible Boss is that they vacillate so much. One day they will passionately believe position X, and the next they will lambast an Employee for the utter stupidity of believing position X to be right. Horrible Bosses are often rather perversely trusted by their employees, but this is





only possible if their behaviour is relatively predictable. Truly Horrible Bosses are tough to endure since their vacillation makes it almost impossible for the Employee to take predict their response, thus any sort of proactive action is simply too risky.

### They sulk

Horrible Bosses are often just spoiled children. They are needy and self absorbed. When things don't go their way, when they don't get the recognition or praise they so clearly deserve, they sulk. Since Horrible Bosses can also hold a grudge with a superhuman intensity so it is best not to upset them. In fact their employees often are the ones to tell their Boss how brilliant they are and how the team simply could not do without their leadership and their ideas.

### They bully and manipulate

The Horrible Boss bullies people. This can be overt, in the form of swearing, shouting or generally being physically intimidating. The truly Horrible Boss knows how to bully under the radar – belittling, criticising and undermining their Employees. They are also skilled manipulators, knowing how to play on their Employees' fears and emotions of guilt.

### They disappear

T S Eliot plaintively cried "Macavity's not there" in his famous poem. Macavity the Mystery Cat defied Scotland Yard, because whenever they were about to catch him in the act, the cry would go up "Macavity's not there". The Horrible Boss has the supreme ability to disappear when problems arise – literally to go missing, returning with some plausible excuse (of which they have a never ending litany), incredulous

that the crisis arose, yet delighted that the world has proven once more that bad things happen when they are not around. Truly they are indispensable.

### The four strategies for handling Horrible Bosses

The greatest single remedy for employees is awareness – to know that it is not them. Horrible bosses are dangerous because they cause



employees to come to believe they are at fault, not their Boss. So being aware you do in fact work for a horrible boss is a massive relief and can in itself keep the employee in relatively good mental health.

### Coping

Anyone can handle being managed by a Horrible Boss for a short period of time. It is simply a matter of adopting, either individually or collectively, some coping mechanisms. This might include huge amounts of communication about activities, making sure the Boss gets the recognition, smiling inanely at their embarrassing humour, or covering for them when they go AWOL.

### Outliving

Whereas a coping strategy is by definition not trying to change the Boss, but merely survive and endure until something changes, a strategy of outliving the Boss is more proactive and is designed to contribute to bringing about the Boss's demise. This is more likely to

be a conspiratorial strategy with similarly beleaguered colleagues.

This strategy may include the covert fostering of relationships with 3rd parties, particularly the Horrible Boss's own superiors, and making sure that it is the employees who are recognised for any successes.

### Whistle Blowing

The scariest of all strategies is to be the one who exposes the Horrible Boss. A failed attempt at a coup will leave the employee in a worse position, where leaving is probably inevitable. Many employees, even if they have the personal strength and integrity to be a whistle-blower, refrain because they cannot see a good end result for the organisation or themselves. So why take the risk?

### Leaving

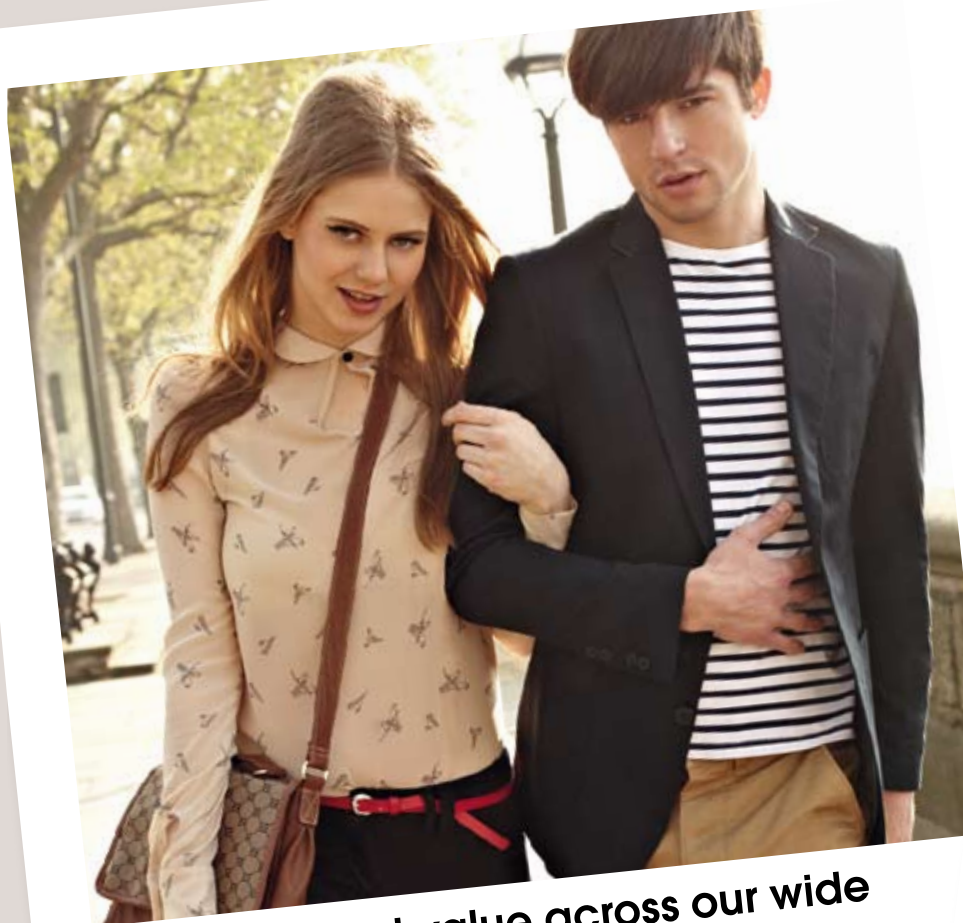
All the research shows that employees leave Bosses, not companies. Ultimately any employee has the choice of leaving, and often this is the only course of action that resolves an insidious situation. However, this is a very tough call for the employee to make. Firstly, they have to find themselves another job, and risk jumping out of the frying pan into the fire, and secondly, they have to deal with the anger and frustration of being made to leave a job and a company that they may love but for one Horrible Boss.

Of course, leaders can minimise the risk of Horrible Bosses existing at lower levels within their organisations by adopting some simple cultural values and behaviours. Interestingly Gareth would observe that the client businesses of Spring Partnerships have cultures whereby these characters simply cannot rise to positions of authority, let alone be able to survive without being found out and removed.



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# DEBENHAMS

# Top 15 world's best

Grass Roots' pick of watering holes around the globe with breath-taking views and scenery.

## 1 Felix, The Peninsula Hotel, Hong Kong

The view across Hong Kong harbour is one of the most breathtaking city views anywhere around the world. Located on the 28th floor of Hong Kong's most famous hotel, the Felix bar is unrivalled in terms of Hong Kong hotel bar views. Designed by Philippe Starck, The Felix is sleek and contemporary in style, with a relaxing ambiance and a show-stopping view. The bar really is picture postcard!

[www.peninsula.com](http://www.peninsula.com)

**What to drink:** Lychee Martini



a hammock marvelling at the sweeping views down 9th Avenue, Columbus Circle, Central Park and the nearby Hudson River.

[www.hudsonhotel.com](http://www.hudsonhotel.com)

**What to drink:**

A Bourbon cocktail is always a popular selection



## 3 The Standard, Downtown Los Angeles

One of our personal favourites is located on Flower Street, in downtown Los Angeles. There is always something magical about L.A. and downtown has a very eclectic mix of venues. The roof top bar is a chic 60s-style poolside lounge with sprawling sky scrapers



## 2 Sky Terrace and Private Park, Hudson Hotel, New York

Rooftop bars are all the rage in New York and there are plenty to choose from, but the Hudson in Midtown Manhattan is still the cream of the crop. The 100-capacity Sky Terrace on the 15th floor is a perfect New York setting, although it is only open on a seasonal basis. For a more relaxed drink, head for the tree-lined Sky Terrace (open to hotel guests or non-residents with a reservation). Patrons can chill in a lounge or swing in



# 'rooftop' hotel bars

all around. Being in L.A. there's a projector screening Hollywood classics on the wall of the next-door building and waterbeds to lie on by the pool while gazing at the glittering L.A. skyline.

[www.standardhotels.com/los-angeles](http://www.standardhotels.com/los-angeles)

**What to drink:** A classic Mojito.

## 4 Galvin at Windows, London Hilton on Park Lane, London



We did consider the roof garden at The Sanctum Soho Hotel but whilst it's a cosy and intimate lounge bar, its 5th floor rooftop location does limit the panoramic nature of views in comparison to Galvin at Windows, London Hilton on Park Lane. Located in trendy Mayfair and situated high up on the 28th floor, Galvin at Windows boasts not only tempting cocktails but some of the most spectacular views of London, including an eye into the Royal Gardens of Buckingham Palace.

[www.galvinatwindows.com](http://www.galvinatwindows.com)

**What to drink:** Ruinart, Rosé.

## 5 The Penthouse, ME Madrid Reina Victoria, Madrid

The Penthouse is awash with the Spanish capitals 'in crowd' every night of the week. It's quite simply the



place to see and be seen in Madrid. The tapas bars lining Santa Ana square below hum into the twee hours while from the rooftop vantage point, the local districts spread impressively across the horizon. Created by American nightlife impresarios Rande & Scott Gerber, this is the first and only European venture but is equally trendy, popular and successful as their US venues. A private lift whisks patrons up to the candlelit rooftop terrace on the 7th floor. Whilst going out late is the norm in Spain, don't leave your visit too late, or you're less likely to find a lounging space on the funky, smooth, white seating. That said, being vertical gives you the best views anyway.

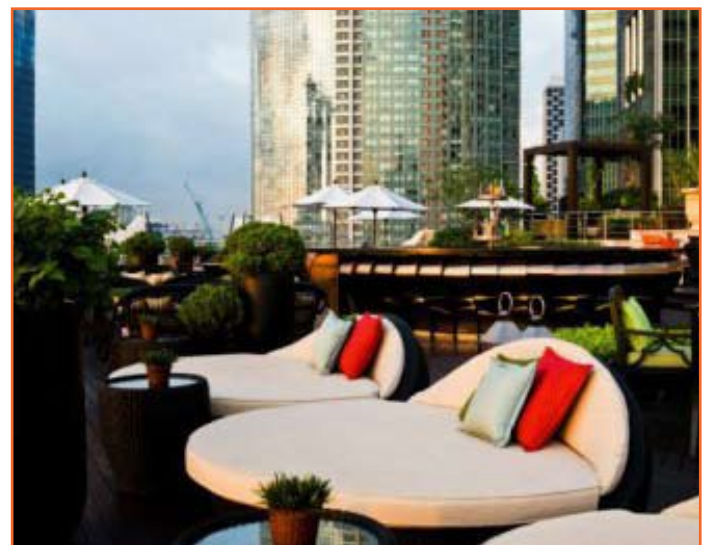
[www.mememadrid.com](http://www.mememadrid.com)

**What to drink:**

Classic Gin & Tonic with a fresh lime twist.

## 6 Lantern, Fullerton Bay Hotel, Singapore

The Marina Bay in Singapore is very well known as a glamorous setting and destination. However, the



Lantern at the Fullerton Bay Hotel has raised the stakes and is widely considered to be the best bar in Singapore. CNNGo

Singapore city editor Charlene Fang states: "Situated on the 5th floor of the Fullerton Bay Hotel, this open-air bar, designed by Andre Fu, has a jawdropping view of the CBD and nearby Marina Bay Sands. Flanked by a gorgeous 25-metre mosaic pool and tucked-away skyline facing whirlpools, the lantern-shape bar turns out potent concoctions which are deserving of their above-average price tag."

[www.fullertonbayhotel.com](http://www.fullertonbayhotel.com)

**What to drink:**

What other than a Singapore Sling cocktail?

## 7 Vue Bar, Hyatt on the Bund, Shanghai

There are some stunning hotel views in Shanghai, from the accommodation and restaurant of the JW Marriott



at Tomorrow Square to the historic Peace Hotel, but the Vue Bar simply has one of the best views of Shanghai. The view is breathtaking and is the only place where patrons can see both sides of the Bund through floor-to-ceiling windows from the 32nd and 33rd floors of Hyatt on the Bund. Although, the eye can wander to those bikinis on show in the Vue jacuzzi.

[www.shanghai.bund.hyatt.com](http://www.shanghai.bund.hyatt.com)

**What to drink:**

The Vue-tinis. Vodka, mango, lemon juice and Grand Marnier.

## 8 New York Bar, Park Hyatt, Tokyo

The 52nd floor bar of the Park Hyatt, New York, is famous for providing an elegant backdrop in the hit movie 'Lost in Translation', starring Scarlett Johansson. Patrons of the bar will find cool & sexy live jazz, a chilled ambiance and breathtaking views of west Shinjuku.

[www.tokyo.park.hyatt.com](http://www.tokyo.park.hyatt.com)

**What to drink:** A Suntory Yamazaki. A single malt aged 18 years. Nice!



## 9 Sky Bar, Lebua at State Tower, Bangkok

A visit to the Sky bar, on the 63rd floor of The Dome at State Tower in Bangkok is an experience and evening that feels truly out of this world. A circular, glowing neon bar counter draws the eye, but the ultramodern deck offers incredible views of the Bangkok lights and river.

[www.lebua.com](http://www.lebua.com)

**What to drink:**

A glass of vintage wine. The selection is vast.





## 10 Ghostbar, Palms Casino Resort, Las Vegas

Sacramento Kings owner George Maloof's Palms Casino Resort Ghostbar sits at the top of the 450-foot high Palms Casino Resort. Night spots come a close second to casinos in Vegas but this bar is a must see and offers dazzling 360-degree views of the Vegas skyline.

[www.n9negroup.com/~ghostbar/main](http://www.n9negroup.com/~ghostbar/main)

**What to drink:** Apple-tini.



[www.w-barcelona.com/eclipse-bar](http://www.w-barcelona.com/eclipse-bar)

**What to drink or eat:**

Watermelon Martini – they're seriously addictive.

## 12 O2 Lounge, Ritz Carlton, Moscow



A very light and airy bar, encased in a geometric glass dome, this rooftop spot is perfect for star gazing and afternoon chilling in a relaxed atmosphere, and – at the right time of year – swathes of sunshine. The interior design, blending steel, wenge wood and beige leather provides a modern and fresh feel to compliment the exhilarating views of the famous St. Basil's Cathedral, the Kremlin, the Spasskaya tower and Red Square.

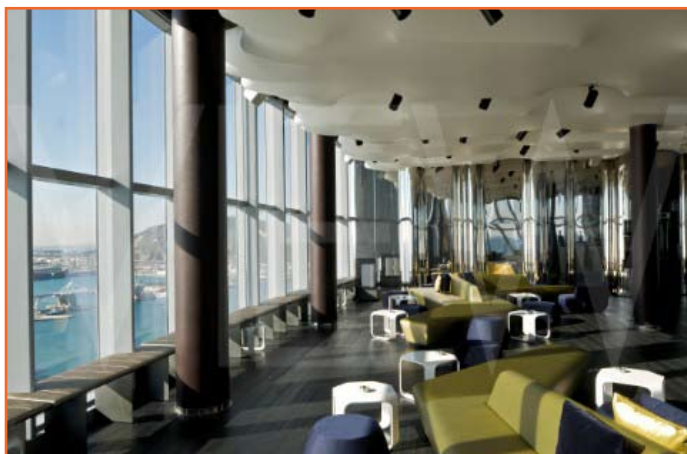
[www.ritzcarlton.com](http://www.ritzcarlton.com)

**What to drink:**

Spicy Kumquat Cooler. Ginger, kumquat, birch juice, lime juice, sugar, and caramel syrup.

## 13 Blu Bar on 36, Shangri-La Hotel in The Rocks, Sydney, Australia

Set on the 36th floor of the Shangri-La Hotel in The Rocks, the New York-inspired bar offers views of Darling



A place so hip that just being there cranks up the cool-scale ranking. This rooftop bar has been the new kid on the block for the last 12-months and is attracting Barcelona's young hip, trendy social elite. Incredible views across the Mediterranean to the east, the Barcelona shore-line stretching out to the north and the city to the west. The live DJ accompanied by vocalist is always a sure fire way to provide a little heat and vibe to the party, which often rocks on into the early hours of the morning.



Harbour, Sydney Harbour Bridge and the Opera House. A marble hallway entrance opens to two distinct chambers, a fluorescent blue bar and a lounge.

[www.shangrila.com](http://www.shangrila.com)

**What to drink:**

The Holy Amigo. A blend of Herradura tequila, Crème de Pêche and peach bitters.

## 14 Red2One, W Santiago, Santiago, Chile

The 2nd W bar to make our top 15 list! Red2One is Santiago's most exclusive bar. Designed by Chilean Sergio Echeverria and New Yorker Tony Chi, the space puts a modern twist on traditional Chilean decor. Pops of red are juxtaposed against clean white sofas and natural wood floors. The views of the snow-capped Andes are simply unrivalled.

[www.starwoodhotels.com](http://www.starwoodhotels.com)

**What to drink:** A virgin strawberry Mojito. Delicious!



## 15 Rooftop bar, La Purificadora, Puebla, Mexico

The epitome of cool and extraordinary is La Purificadora, a rooftop bar where patrons can watch guests swim through a glass-walled pool while sipping on cocktails. Mexico's most renowned architect Ricardo Legorreta, demonstrates an eye for detail in this modern purple space, complete with granite walls, glass-floored balconies and excellent use of angles to produce a very

geometric and aesthetically pleasing bar.

[www.lapurificadora.com](http://www.lapurificadora.com)

**What to drink:**

The bar's signature cocktail, a mixture of mandarin, pineapple and Curaçao.



Source: Taken from the Grass Roots 2011 Meetings Industry Report. View the report in full at [www.grassrootseventcom.uk.com/web/guest/meetings-industry-report](http://www.grassrootseventcom.uk.com/web/guest/meetings-industry-report)



Our new regular contributor



## STEPHEN BLACK

Talking about talking for you

### Stephen's networking tips

The American actor Jack Lord – Steve McGarrett in Hawaii Five-O – was asked by a journalist how he felt about the success of the show and his character, after three seasons, in 1971. He said that handling the success was easy – the real achievement was reaching that point, having been a largely unrecognised actor for over 20 years previously. He was 48 when he got the role, and it was his last shot at a leading part (this was 1967) before age relegated him to character actor status.

“My real success has been to survive,” he said. He also said, in the

succeed, no matter how long it takes

Persistence is so important in business – showbusiness or any other; I have run my own business for seven successful years, and throughout that time, I have got ALL my business through networking – breakfast meetings, mainly. If you know how to work them (more on that in future issues) they can be very effective.

#### Meantime, here are my top five networking tips:

- 1 Always arrive early**
- 2 Take plenty of business cards**
- 3 Talk to as many people as possible – people that you don't know**
- 4 Ask them about their business and listen to the answers**
- 5 Be the last to leave.**



One of the most effective tools you can have, though, is an effective database. These can be created very easily, by picking a market sector and researching them, calling them and asking for the name of the marketing manager, or whoever, and their direct dial and email address. You only have to speak to the ‘gatekeeper’ to do this, and do it 200 times and you have a marketing resource.

But you have to do it every six months; databases get out dated very quickly.

Next time, I will discuss handling cold calls – we all hate them, most people hate making them, but they are of value, and most businesses have to make them!

Stephen Black is a telemarketing professional, long established in the Oxford and London area. He is also a previously published freelance journalist, having written for the Daily Express and the Daily Mail, amongst others. His voice-over work includes NHS training films; his broadcast work includes BBC Radio Oxford, and he is also available for public speaking engagements.

Contact Stephen on 07866 204070 or visit [www.stephen-black.co.uk](http://www.stephen-black.co.uk)

same interview, that “if this show goes 5 years – and I think it will now – I will be in the position to be able to do anything I want for the rest of my life.”

The show ‘went’ 12 years. Lord never worked again and retired at 60 when the show finished in 1980, and when he died was worth \$40 million. The moral here being that if you persist, and are sure of your ability, you will

# 7 Steps to a Drama-Free Office

By Kaley Klemp and Jim Warner

If you work with other people (and who doesn't?) reflect on the last week and notice how much time you wasted in drama: the energy-draining behaviours or exchanges that keep you from what you really want to be doing. Think about all the infighting, water-cooler talk, meaningless meetings, turf wars, pouting, rants, and other behaviours that blocked positive, productive interactions in your organisation.

Now, think about how many creative projects you could have completed, or how much time you could have spent having fun with friends and family if you had that time and energy back.

By following these seven steps, you can shift yourself (and your team) away from drama to more enjoyable and productive tasks!

## Step 1: Get out of your own drama

One of the most difficult challenges for aspiring leaders is to “own their stuff”—to acknowledge their own responsibility for relationship shortcomings. So, before you can guide others, you must take inventory of both your interaction strengths (i.e., where you uplift relationships) and the ways you sabotage relationships. The strength inventory is usually easy. The sabotage inventory is more difficult. It requires the vulnerability and courage to seek others' candid observations and advice about your behaviour. To find out your own drama tendencies, you can use self-reflection, ask your colleagues, or take a drama-assessment (<http://www.dramafreeoffice.com/self-assessment-survey/>). You can only help others when you are curious yourself. Take a deep breath, get re-centered and get out of your own way.


## Step 2: Diagnose the type of drama in the other person

Once you are committed to



authenticity and curiosity yourself, you can determine what kind of drama the other person is displaying. There are four primary drama roles that emerge most frequently in office settings: the Complainer, the Controller, the Cynic and the Caretaker. You'll need to use different strategies for different personality types—there is no “one size fits all” antidote for drama. Notice the kind of person you're dealing with. Will they respond more to direct confrontation and setting





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boundaries (better for Controllers and Cynics), or to appreciation and encouragement (better for Caretakers and Complainers)? Know who you're dealing with and tailor your approach to maximize your chance for shifting their behaviour

### **Step 3:** **Assess the risk of** **confronting the other** **person**

Before meeting with drama-prone

colleagues, you must identify and evaluate the potential downsides of a confrontation. Without objectively assessing these risks, you might be tempted to either accept a dysfunctional relationship you could have salvaged or make a misstep you could have avoided. So, before launching into a direct conversation with your boss or a team member, consider the possible side effects (e.g., nothing happens, it gets worse, they abruptly leave) and whether you're willing to face them.

### **Step 4:** **Develop rapport with the** **drama-prone person**

It's important to establish rapport with the other person so he is best prepared to receive your message. Try opening with a blend of connection, appreciation, ground rules, and expectations. Your goal is to get the person's full attention and to set him up to be receptive to your ideas. People prefer to collaborate with those they know

and like, so this step is powerful in setting the tone for the rest of the conversation.

### Step 5: Have a direct conversation

While an entire article could be written about direct conversations, when confronting a person about their drama, stay dispassionate and state “the facts” clearly and concisely. Also present the meaning you derived from the facts (i.e., your perceptions), and any emotions you experience—usually some combination of fear, anger, guilt or embarrassment.

This next part is a little tougher. Share with the person how you contributed to the situation (why it’s your fault, too). Then, end with a specific request. Usually these conversations end with an agreement about what will happen next to make sure the drama ends.

While this may sound simple, each component outlined above is worth practicing and mastering so that the entire conversation flows smoothly. For instance, it’s very easy to mix facts and derived meaning. People often say, “The facts are, you are being difficult.” When, in fact, the level of cooperation or difficulty of an individual is derived meaning or perception. One person may consider challenging an idea as difficult behaviour and another might appreciate it as a commitment to improvement.

### Step 6: Get their commitment

The last step of the direct

conversation in Step 5 is your specific requests or expectations of the person. A commitment to realize these expectations without excuses, sarcasm, self-pity, or martyrdom is often difficult to obtain from drama-prone people. They’ll dance around the expectation or rephrase them in vague terms. These deflection or evasion tactics are a self-protection mechanism that helps the dramatic person avoid both change and accountability. Don’t get hooked. Reiterate both your specific expectations and your need for the drama-prone person’s commitment to meet them. If she continues to resist or deflect, be prepared to calmly lay out an ultimatum, including specific rewards for meeting objectives and consequences for missing objectives.

### Step 7: Validate and anchor their commitment and new behaviour

Praise the person for his positive behaviours during your meeting, and honor the commitments he made. Follow up with a short note or e-mail confirming and affirming the person’s commitments. Ideally, ask them to create a summary of your meeting that includes their specific agreements. People live up to what they write down.

Once you’ve done these seven steps, you have done the hard work. Now you can redirect your energy toward the collaborative, meaningful projects that you enjoy doing, and work in an office free from drama.

# It pays to b at your per

By Paul Yates

## Not Linked In? No profile Haven’t Tweeted Yet? Th you been during the last t

Business and Social Networking sites rule the waves and if you haven’t done so already then you have to jump on board. ‘Why do I need to be on Facebook or why do I need to Twitter or Tweet or whatever it is? It’s not like I’ve ever had to before.’ A common enough statement these days from the uninitiated. Or it’s: ‘I don’t have time to network, I’m in business, I’m not interested in making new friends’. Well, I’m sorry my friend, but if you want to take advantage of some of the cheapest forms of marketing your business then you have to find the time and after a while it becomes second nature, I can assure you. Take it from someone who not so long ago claimed ‘I’ll never be on Facebook. I don’t need to let everyone know what I’m doing every minute of the day. And, I don’t have time to join all these discussion groups and read all the infernal communications’. Yet I probably wouldn’t hesitate to play a round of golf with a prospective client or someone who can aid my business development - and a round of golf takes hours. Messaging or responding to messages takes minutes not hours I soon learned.

I started off business networking

Kaley Klemp and Jim Warner are the authors of *The Drama-Free Office: A Guide to Healthy Collaboration with Your Team, Coworkers, and Boss*. You can get a free sample of the book on Facebook, [www.facebook.com/KaleyKlemp](http://www.facebook.com/KaleyKlemp), follow them on twitter, @KaleyKlemp and read more about them at [www.DramaFreeOffice.com](http://www.DramaFreeOffice.com).



# Be social - ignore networking until!

Be on Facebook?  
When where on earth have  
twelve months?

happily enough moons ago and have generally benefited and thought it time well spent. A quick visit to **findnetworkingevents.com** helped me here and you can even sign up online for newsletter updates. I also registered with **thebusinessnetworkonline.com** - the folks here connect you to potential leads across the spectrum of the regional network of Chambers of Commerce. In the past I have also dipped my toe in the waters of BNI (Business Network International) but I hesitated (he who hesitates....) in joining my local branch and as their rules mean that they can only have one company (or person) per business type, I was beaten to it! Other people I know who have joined have said: 'Yeah, I know there's a cost but the returns have far outweighed the overhead'. Speak as you find and as with anything networking-wise you get out from it what you put in - reaping, as they say, what you sow.

A friend was amazed to learn that I wasn't on **LinkedIn** so within a short space of time I had become one of the million people a week and signed up as an individual and connected myself (in the world's

eyes) to my business and a link to my website. Inserting my CV saved time as the magic of computers dropped all the relevant information onto my profile. Note here that the only downside was that a couple of people I once worked with and never wanted to ever see or come across again popped up as 'potential friends'. I presume I came up on their profiles and as I (fortunately) haven't heard anything from either of them they harbour the same feelings as me.

**Facebook** came next, upon realisation that I could promote my latest enterprise and treat it from a business perspective. Since doing this I have begun to notice how many small businesses (especially retail/leisure/hospitality) have a page on Facebook instead of a website.

Lastly (and to be honest the one I'm still really getting to grips with) comes **Twitter** where I can, theoretically communicate with over 200 million users. The format is simple text like - Tweets that in a condensed format (as opposed to LinkedIn and Facebook) can give not only snapshots of what you personally are up to but what is happening in your business.

So, in conclusion, jump on the band wagon, join the millions upon millions of people who successfully utilise the social and business networking opportunities now available to all.

Paul Yates runs a business providing effective internet marketing UK and explains what is twitter for those new to social networking.  
[www.business-networking-techniques.com/effective-internet-marketing-uk.html](http://www.business-networking-techniques.com/effective-internet-marketing-uk.html)



# Newly renovated: venue update

## Friends House

Friends House conference centre in Euston is set to launch a brand new facility on 28th September 2011. Following an investment of £400k, the venue has converted the historic building's second floor into more energy efficient, sustainable, purpose built and highly flexible meeting space.

"These rooms have been built to service an increasing demand we are experiencing from businesses that want centrally located meeting space, but in an environment that will reflect their own responsibility towards the environment," comments, Paul Grey, Head of Hospitality Facilities, Friends House.

The second floor will consist of four suites, each named after notable Quakers and capable of accommodating 18 – 100 delegates. The new rooms will build on the existing 22 meeting spaces on the lower to first floor.

"As well as being state of the art and contemporary spaces, these rooms have been built in line with the values of Friends House," continues Paul. "Each has been designed with sustainability in mind; from eco paints, environmentally friendly insulation, to energy efficient lighting. It's important to us and our clients that these rooms contribute positively to the world through their day to day use."

**[www.friendshouse.co.uk](http://www.friendshouse.co.uk)**



## Lancaster London

The Lancaster London has spent £10m on a major refurbishment project to renovate its banqueting venues and install new commercial kitchens. The project, which is due for completion in early September, will transform the hotel's Nine Kings Suite and Westbourne Suite, which can host receptions for up to 3,000 people. Work also includes remodelling the entrance foyer and putting new carpets in the pre-function area. In Nine Kings Suite, 18 drop-glass chandeliers will be retained and refurbished and the room will feature colour changing elements and dimmable controls to create a modern and flexible system for any style of function.

**[www.lancasterlondon.com](http://www.lancasterlondon.com)**





## Seaton Hall

Historic Seaton Hall, near Whitby in Yorkshire, has converted adjoining courtyard buildings to create a homely venue for business meetings and events. The properties –which combined can sleep 21 delegates - boast wireless broadband, extra plug sockets and flat screen televisions making them suitable for intimate seminars and presentations. Larger groups can also make use of Seaton Hall's great hall and four additional bedrooms.

**[www.seatonhall.co.uk](http://www.seatonhall.co.uk)**



## Hotel Indigo Liverpool

Hotel Indigo Liverpool, a 151-bedroom boutique hotel, has opened in the heart of Liverpool's commercial district. Located on Chapel Street, the four-star hotel features a 130-seat Marco Pierre White Steakhouse Bar & Grill. Bedrooms are themed around the city's cotton trade history and include rainfall showers, media hub and LCD TV, complimentary mini-bar and free Wi-Fi. Opening rates start at £89 for bed and English breakfast.

**[www.hotelindigoliverpool.com](http://www.hotelindigoliverpool.com)**

## Royal Scots Club

The historic Royal Scots Club in Edinburgh has completed a £1.5m refurbishment and extension programme. The project included creation of a bar and lounge area, installation of a lift and the newly developed Princess Royal Suite, which can seat 200 people theatre style and 160 for dinner. The Royal Scots Club also has 23 individually designed en-suite bedrooms, some with scenic views to Fife or overlooking private gardens.

**[www.royalscotclub.com](http://www.royalscotclub.com)**

