

PA ENTERPRISE

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

February 2012



Business Travel – bring on the Experts

How to Delegate – Top Tips

Giving your Boss Constructive Criticism

Business Networking – Men v. Women

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final course,



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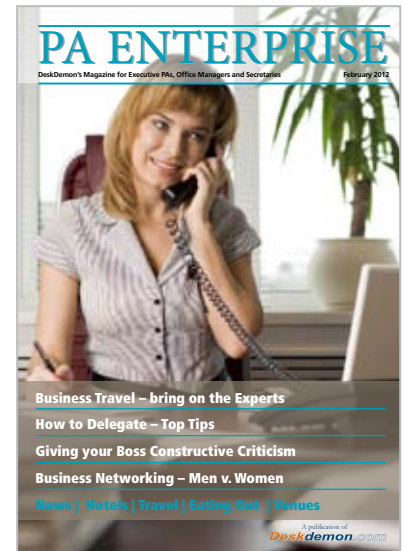


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Bored female workers take snacking to a new level

The average female office worker consumes a third of her daily calorie allowance – around 650 calories – on snacks such as chocolate, a survey has revealed.

Research shows the most popular snack food among women at work was chocolate, followed by fruit and then crisps. And this isn't due to hunger, it suggests, but simply down to boredom.

Nine out of ten female office workers - 87 per cent - confessed to snacking at their desks and listed the foods they ate during the average day. The total number of calories consumed was then added up and half of the women - 51 per cent - said they ate between 650 and 750 calories a day on just snacks.

This is around a third of the Government's recommendations of 2,000 calories-a-day for women.

A further two per cent of the female office workers polled said that they ate snacks throughout the working day adding up to 850 to 950 calories, according to the survey. However, nine per cent were better behaved and said they consumed 150 to 250 calories a day on snack food.

The women polled differed on their reasons for snacking, but most said it was simply down to boredom, while a tenth said it was to be sociable.

Popular snack foods included chocolate, the top choice of 41 per cent of women, followed by fruit and crisps. Almost two thirds of the women who took part in the study said that they snack more whilst in the office than they do when at home.

The survey, compiled by MyVoucherCodes.co.uk, was based on the opinions of 1,947 women who have a full-time job in an office environment.

Mark Pearson, chairman of MyVoucherCodes.co.uk, said: 'In an office environment, it can be very easy give in to snacking on the treats available and resisting them can be very difficult.'



Support for action on top pay

A survey conducted for the independent monitoring body the High Pay Centre found most people in Britain would like to see executive pay reduced, with many believing top bosses pay is unfair and unjustified.

Of those questioned just 7% of people think that a chief executive of a FTSE 100 company should be paid more than £1m per year, including all bonuses and pension contributions. Only 1% of people questioned felt that Britain's bosses were worth the £4m plus that represents the FTSE 100 CEO's current average annual reward.

Deborah Hargreaves, Director of the High Pay Centre, said:

"Top executive pay and the behaviour of business are issues at the heart of the current public debate about how we rebuild our economy. Our polling shows the public do not believe executives, even of the biggest companies should be awarded multi-million pound pay packages. It is time for boardrooms to wake up to what is fair and act now to rebuild public trust."

Long working day a shortcut to depression

Workers who spend long hours at the office are more than twice as likely to develop depression as those who do a standard day, according to a study.

British researchers found those who spend more than 11 hours a day – or 55 hours a week – at their desk faced a higher risk.

The most susceptible were women, younger people and those on a low pay grade with moderate alcohol consumption.

More than 2,000 Whitehall civil servants with various jobs, salaries and working hours were recruited in the early 1990s for the study of employees aged 35 to 55.

When they were followed up six years later, scientists at two London universities and colleagues in Finland found a 'robust association' between overtime and depression – even allowing for other factors such as unhealthy lifestyles, marital status and a degree of job stress.

Of those questioned for the Whitehall II study, 66 had experienced a 'major depressive episode' during the follow-up period, a rate of 3.1 per cent.

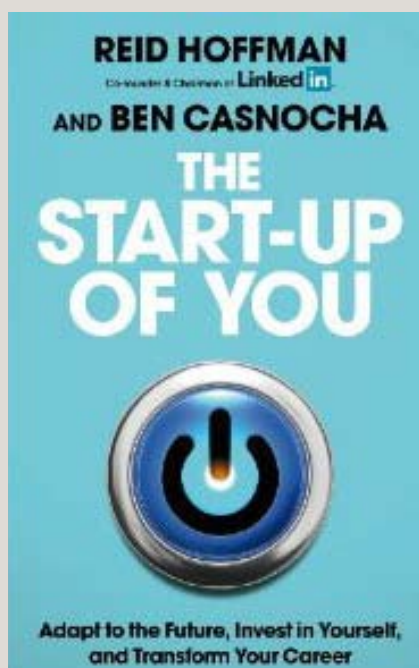
Those who worked 11 or more hours a day were two-and-a-half times as likely to have one than those who worked seven or eight hours.

The researchers said it seemed some who earned more could be 'buffered' from depression by having a job they

enjoyed, or higher levels of 'social support' such as staff who could do things for them.

But women in high-earning jobs were more likely to suffer depression, as they may have been more likely to have multiple responsibilities outside work, the researchers said.

Co-author Professor Stephen Stansfeld, of Queen Mary, University of London, said: 'People working very long hours may be working less efficiently, and need to be thinking about their health and stress it may be causing in their home life as well.'



Transform your career

How do you survive and thrive in this fiercely competitive economy? You need a whole new entrepreneurial mindset and skill set. Drawing on the best of Silicon Valley, **The Start-Up of You** helps you accelerate your career and take control of your future—no matter your profession. Co-authored by LinkedIn founder Reid Hoffman, this great little book will inspire you to treat your career like a business.

Sheryl Sandberg, Chief Operating Officer of Facebook, said about this book:

"Everyone, women and men alike, needs to think big to succeed. This is a practical book that shows you how to take control and build a career that will enable you to have real impact."

NEWS

New UK online service offers better hiring, less firing

Hiring an unsuitable candidate for a job is usually not only a costly and time-wasting exercise, it can also result in lower productivity, damaged customer relationships and a lot of stress – for employer, employee and other members of staff. Research indicates that replacing an employee can cost up to 150% of their annual salary.

Now, **Onetest Express**, an online pre-employment testing service that has proven highly successful in Australia, is being launched in the UK for businesses and other organisations looking to hire the best job candidates – quickly, efficiently and affordably.

Onetest is available to UK businesses of all sizes and across a range of sectors. Tests cost between £60 and £95 and employers using the service are not burdened with the overhead of accreditation and expensive training.

Candidates can be tested through a variety of psychometric assessments, including cognitive ability, behavioural profile, safety attitudes, reliability and integrity, and emotional intelligence. These are delivered through a simple and intuitive 'cloud' based system.

Onetest reports make it easy to identify the right



candidates. The individual candidate report displays their results for all assessments in a single document so that employers need not wade through piles of reports. A position report ranks all candidates for a position on their overall suitability for a role.

Candidates themselves also receive immediate feedback reports, which is important, as feedback can often be overlooked during the selection process. Without feedback, candidates can feel bemused at the whole process; by receiving feedback, they feel employers are taking them seriously, even if not selected. This improves the candidate experience and supports the employer's brand.

www.onetestexpress.co.uk

Pilot Fountain Pens in the Top 10

Pilot has two fountain pens in **The Ten Best Fountain Pens**, chosen by Samuel Muston for *The Independent* newspaper.

Positioned at 3 and 4, this is what he had to say about them:

Pilot Capless Carbonesque



Pilot's retractable nib scribbler was the first of its kind and has quite a following among the pen cognoscenti.

Pilot V Pen



Looking for a starter pen? Pilot's disposable number is incredibly child-friendly with a medium nib and an ink controller mechanism.

www.pilotpen.co.uk

IT disposal and recycling

If your office is cluttered with IT items you no longer need, there is a simple solution. Techlogic ensures that all electronic waste is properly disposed of, recycled and reused if possible.

Data destruction is also covered - highly sensitive data stored in the hard disk drives must be erased completely and safely, and this can be done on-site.

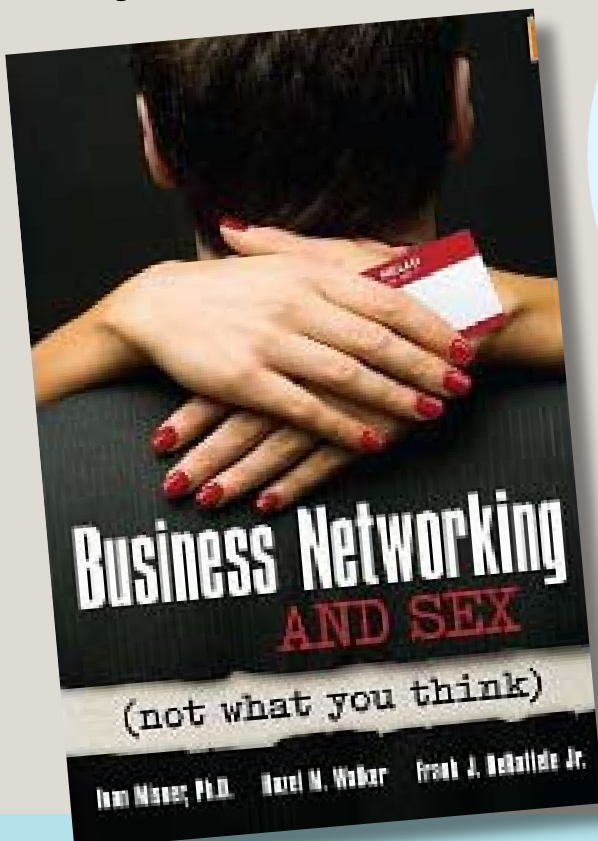
www.techlogic-uk.com

Men are from Mars and Women are from Venus... what happens when they meet on Earth to Talk Business?

It's no surprise that communicating with the opposite sex can be tricky. Hidden in the glitches are often misleading assumptions about each gender that beg for help. Finally, help is here.

Learn the secrets to accurately reading between the gender lines, and uncover a new edge for your business—the power to effectively talk business and successfully network with the opposite sex.

Did you know that February 6th-10th was **International Networking Week**? A week-long celebration of the important role that networking plays in the growth of business around the world. Dr. Ivan Misner has spearheaded the International Networking Week initiative since 2007 and this year he has launched his latest book – ***Business Networking and Sex: Not What You Think***.



This book gives a fascinating insight into understanding the similarities and differences between how men and women interact. The book is based on intensive research – over 12,000 business people across the world were surveyed over a four-year period.

As one of the book's authors, Hazel Walker, observes *"The problem is that men don't know how women think and women don't know how men think. By being on different pages of communication and thinking processes we end up losing sales, losing negotiations, not getting the promotion we wanted or just not forming a team as strong and as effective as it should be."*

Here are some of the points the book brings to light:

Men:

1. **Are transactional not relational**
2. **Network more often, but seem to be less satisfied with their results**
3. **Believe self-improvement comes from doing it on their own, not learning from others**
4. **Build credibility by stating their credentials, contacts and successes**

Women:

1. **Are all about the relationship not the transaction**
2. **Network less often, but network longer and are more satisfied with their results**
3. **Believe self-improvement comes from a variety of sources and doing it themselves is not one of them**
4. **Build credibility by getting to know another's character, family and personal issues**

It is extremely interesting to learn the specific ways men and women see things differently when it comes to relationship building and communication in the work environment...not to mention the non-work environment! If you are interested in improving your relationships, whether it be in your career or your personal life, pick up a copy of ***Business Networking and Sex***. What you learn is not only sure to surprise you, it may well revolutionise the way you interact with the opposite sex.

NEWS

Best Western launch first Payment Card to make business travel easier

Best Western has launched their first ever payment card for business travellers. The card is free to all UK businesses and is set to simplify business travel across the country.



The **Best Western Business Account** is also the first in the country to combine hotel accommodation with discounted train travel (up to 51%) making it even easier for businesses to book and pay without the need for time consuming expense claims, receipts and petty cash.

From today, account holders can use the payment card for hotels stays, room service, restaurant spend, bar bills, newspapers, phone calls, leisure activities such as golf and spa treatments, as well as other hotel expenses at any of the groups 278 British hotels – all with no fees. What's more, a full breakdown of all travel and hotel spend is available through an online centralised billing and reporting facility with regular email updates sent to the account holder.

Further benefits include up to six weeks interest free credit, VAT reporting and Best Western Rewards points for employees.

Wifi for London Underground before the Olympics

Transport for London is in the final stages of a tender process to appoint a provider of wifi internet access on the tube network, with up to 120 stations set to benefit from the service before the London 2012 Games.

The service will be available within stations and on platforms, but not within carriages between stations. The news follows the trial of wifi internet access at Charing Cross station.

Partnership brings meetings into 3D

Business presentations could now be presented in 3D following the agreement between De Vere Venues and Cineworld. The partnership will initially see three of Cineworld's cinemas – Cineworld at the O2, Cineworld Haymarket and Cineworld West India Quay – join the De Vere Venues Preferred Partner Programme, opening them up to a host of events from meetings, conferences and training to weddings.

This will not only create new opportunities for creativity and emersion for organisers of presentations, but also the addition of significant auditoria space in for up to 776 delegates.

Justin Skinner, VP, Marketing at Cineworld said: "We are very excited about our partnership with De Vere Venues because it marries our escapist cinema experience to a new and broad corporate customer audience. Corporate venue hire is a perfect fit for cinema as demand is usually 'off-peak'; weekdays before 5pm during term time. We

look forward to offering more people the opportunity to enjoy Cineworld's excellent conferencing facilities."



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New Location for Conference & Hospitality Show 2012

The **Conference & Hospitality Show 2012** will take place in a new location. In order to cope with increase in demand the 2012 show will take place at Leeds United Football Club and the date has been set for **Thursday April 26th.**

The bold move has been planned due to an increase in demand from exhibitors which include many of the UK's top Hotel brands, conference venues and suppliers to the Meetings and Events Industry.

Show Organiser, Emma Cartmell of Event Management 360, explains:

"As the only show of its type outside of London we have found increasing demand for exhibition space and are attracting more and more exhibitors from across the UK not just the North. We are delighted to be working with Leeds United Football Club: their new Centenary Pavilion means everything will now be under one roof. Features of the show that we know buyers love such as the seminar programme and Conference Leeds' Perfect Lunch will now be all in one handy location."

The Conference and Hospitality Show is a must attend event for anyone in the conference, events and hospitality industry. Showcasing a range of venues, event suppliers, activities and speakers, visitors can be sure to meet new potential suppliers and increase industry knowledge all under one roof – and all in one day.

distinguished chefs agreed to appear at the one day show to demonstrate to Meeting and Events Planners how to make their Event catering stand out from the crowd.

The three chefs: James Martin, Kenny Atkinson and Jaswant Mehra will be carrying out cookery demonstrations throughout the day and between them have an impressive track record.

Says Emma: "We are absolutely thrilled to have all three Chefs on board. They will certainly add flair and excitement to the day and each one is unique so will add something a little bit different. The Conference and Hospitality Show has a great day lined up with many new exhibitors and a fantastic seminar programme. Excuse the pun, but the Chefs' demonstrations really are the icing on the cake!"



Jaswant Mehra is the Chef de Partie for Radisson Blu in Leeds

Trio of top chefs

Celebrated chefs across the North of England are coming together for the first time to demonstrate their culinary skills at the Show. Three of the UK's most

Visitors to this years show can register to visit for free on www.conferenceandhospitalityshow.co.uk

HOTEL NEWS

Hilton London Olympia revamps bar and restaurant

The Hilton London Olympia has refurbished its restaurant and bar and renamed it **Society**.

The restaurant has been redecorated in black and cream with red lampshades, while the bar features a colour palette of chocolate brown, cyan and burnt orange with crushed velvet armchairs, wooden benches and chandeliers.

The eatery also features new menus by executive head chef Grant Ferguson. The bar now serves "classic bar foods with a twist", such as mini full English breakfast and an onion ring tower with Japanese panko breadcrumbs.

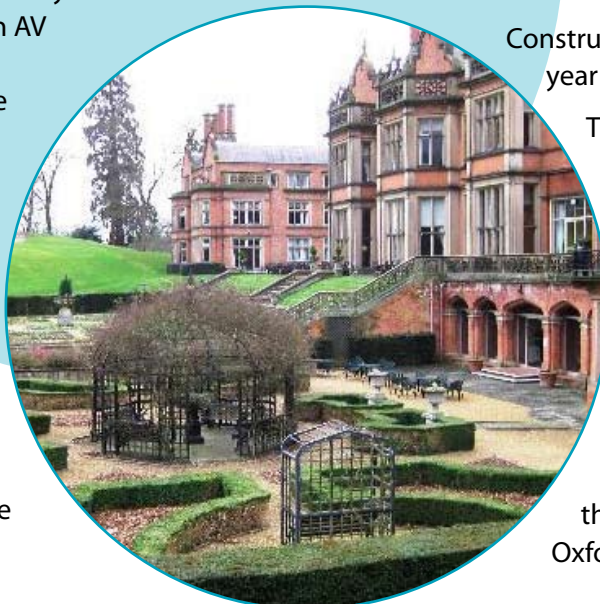
The restaurant offers comfort food such as steak and kidney pie with mash, and braised beef rump with root vegetables, using locally sourced ingredients.



Menzies Welcombe Hotel completes event space refurbishment

The **Menzies Welcombe Hotel Spa & Golf Club** near Stratford-upon-Avon has completed the second phase of its £2.2m refurbishment programme. The hotel's public rooms including the Trevelyan Restaurant, bar, lounge and function rooms have all been refurbished.

The Welcombe Suite, which has capacity for 200 theatre-style, has been restyled and fitted with modern AV equipment. The Oak Room, which has space for 20, has also been refurbished. General Manager Greg Fehler said: "We now look forward to completing the final phase of the programme, which will see the rest of the bedrooms refurbished by the beginning of the summer"



Melia gets Manchester hotel ahead

Melia Hotels International has been given permission to build a hotel in Manchester, the Inside Manchester Hotel.

Construction will begin in the second half of the year in the new First Street North development.

The 208-room, four star hotel will overlook a cultural centre with two theatres, five movie theatres, art galleries, restaurants and a new venue for outdoor performances.

Event capacities are yet to be confirmed, but there will be a public square equipped to host a variety of outdoor events and performances, together with a partially-covered arcade connecting through to Whitworth Street West and Oxford Road Station.

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52° North Bar & Kitchen to offer great British food and wine in Soho

A new restaurant has opened in London's West End, offering British food and wines. **52° North Bar & Kitchen** launched in Soho on 7 February, with the aim of creating an accessible restaurant and bar offering a quality-driven wine list and menus.

Spread over two floors, 52° North Bar & Kitchen includes a large ground-floor bar, lounge area with fireplace and communal tables while the lower ground floor will feature another bar and fireplace in a speakeasy-style environment.

Chocolate Heaven in Covent Garden

Luxury chocolatier Hotel Chocolat has opened a chocolate café called **Roast + Conch** in the heart of Seven Dials, Covent Garden. You can watch chocolates being made and enjoy a drink of chocolate or coffee in the Coffee Versus Cocoa Bar.

Cocoa lovers can also try out Roast & Conch's bespoke 'cacao cuisine' menu, offering a range of warm cocoa wraps and open salad sandwiches including duck confit with roasted cocoa nibs or goats' cheese with walnuts and dark chocolate. Those with a sweet tooth can indulge in sweet cocoa wraps with fillings like salted caramel and cocoa whipped cream.



Treat yourself to Italian fine dining - 20% off

Up to 29 February, **Artigiano**, **Il Convivio**, **Caravaggio** and **Taberna Etrusca**, four contemporary Italian restaurants, are offering 20 per cent off the total bill.

Artigiano in Belsize Park attracts many local celebrities who relish the light and tasty fish dishes on the menu, whilst **Il Convivio** in Ebury Street features dishes of Tuscan inspiration. Try Monkfish fillet wrapped in courgette and Parma ham, with a fennel and mint salad.

In the City, **Caravaggio** and **Taberna Etrusca**, ideal for the Square Mile's faster-paced business entertaining at lunch and for a more relaxed meal in the evening, offer the perfect post-festive menus with a choice of high quality meat and fish dishes cooked to order. Try Fillet of seabass with a citrus crust and basil spinach for a filling yet very light main course.

The offer is valid for up to four people and for a minimum of two courses from the a-la-carte menu, Monday to Friday, lunch and dinner, with the only exclusion of 14 February. Take advantage of this offer by going to **www.etruscarestaurants.com** – the voucher is right there on the home page ready to download, one click, no fuss.



Top Ten Tips for Effective Delegation

By David W Algeo

According to the old adage, "If you want something done right, do it yourself." On the other hand, "Don't spread yourself too thin." So what is a busy person to do? Clearly, you can't do everything yourself. There's not enough time in the day, week, month, or year. In order to relieve the stress of your ever-increasing workload, you decide to delegate. But delegation itself, if not done properly can actually add to the burdens of the delegator and increase the stress levels of the person being delegated to.

Consider the following guidelines when preparing to delegate:

1. Define the task you wish to delegate

It is important to be clear and specific so that everyone in the loop knows what to expect. Also make sure the particular task is something you are permitted to delegate.

2. Decide on the level of delegation

How much control and decision-making responsibility are you passing on? Base this decision on the scope of the task, the consequences of a failure to complete the task, and the skill and ability of the person to whom you are delegating.

3. Select the individual or team

Make sure to consider not just those within your own team, but also individuals from other teams, departments or businesses. They could be a more appropriate choice. Once you've made your selection, make sure they have time to take on the added responsibility. If not, is there some other duty they can drop in order to make room in their schedule? Don't just expect them to squeeze it in. This will add to their stress and you run the risk of achieving less than desirable results.

4. Assess capability

A key cause of stress is our perception of our ability to cope with the demands placed on us. Be clear in your expectations. Break the task into smaller chunks. Support and encourage. Coach and train. This may require a significant investment of time initially, but the potential payoff is a more fulfilled, motivated, capable and productive staff member to whom you can delegate with confidence in the future.

5. Explain why you are delegating the task

This can also take a bit more time at the outset, but again, it is worth it. Explaining why the task is valuable provides motivation for the team member. If they can see the value they are contributing, they're more likely to feel invested in the outcome. Also explain why you've chosen them. They will appreciate knowing some of the thought that went into your decision.

6. Identify the required results

First ask yourself if you are clear about the result you want. Then clearly articulate this to the others involved. If you yourself are not completely clear about the results you want, write it down. It will be a useful exercise in articulating what you expect and provide guidelines for you all to work to.

7. Discuss the required resources

Be clear about what people, equipment, locations and finances they will need to complete the task. And make sure they are all available.

8. Communicate deadlines

Agree to the project end date. If there are multiple stages to completion, identify the deadlines for each stage. Identify review dates along the way so you can ensure that the project is staying on track.

9. Support and communicate

Consider everyone who may be affected by this delegation, and make sure they all know where they fit in and what they're responsibilities to the project are. Don't leave this for the individual to sort out later. They might not have the authority or confidence to deal with this aspect of things.

10. Give feedback on results

Regular, supportive, and honest feedback is necessary to keep the process moving smoothly. If targets are being met, acknowledge it. If something needs to be changed, communicate it in a way that encourages the individual to reflect and learn. Take responsibility when things go wrong. Remember that you are the one who decided to delegate the task, so it is on you if things go wrong. But make sure to recognise that successful completion is largely due to the efforts of the individual who did the work.



One of the major reasons many people don't delegate is that they just aren't willing to let go of control. But this can lead to lots of added stress for you when you find yourself unable to complete all of the tasks at hand. It can also lead to resentment from your team, because they feel micromanaged or less than valued. If done properly, delegation can work for everyone. When you follow the guidelines, you end up with more tasks successfully completed, and your staff feels valuable, well-employed, and appreciated. And that, in the end, means less stress for everybody.

Dave Algeo, the Stress(ed) Guru, is all about making stress manageable and improving performance and wellbeing. Through learning, humour and interaction, the message is loud and clear... 'Stress can be managed to improve motivation, health and vitality leading to greater personal and professional success and life satisfaction.'

Whilst stress can be perceived as a negative force, it can be managed effectively using proven techniques and an individual approach.

Visit his website at <http://www.stressedguru.co.uk>

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Bring on the experts



Serena Sangari is PA to the Deputy CEO at SOCO International, a specialist oil and gas exploration and production company, headquartered in London. Serena tells us why she decided to bring a Corporate Traveller expert on board to look after SOCO's business travel needs.

Q: Tell us more about your role at SOCO; what is your day-to-day routine?

A: As PA to the deputy CEO I am responsible for all our office management and meetings management. We are a relatively small specialist company with 12 staff, half of whom travel on business regularly. I look after the travel arrangements for around six people.

Q: How often do you arrange travel for your company?

A: It depends on the time of year, how our business is flowing, and where we have operations starting up around the world. As I look after the bookings for any of our staff who need to travel, it is a

busy element of my job and I am in touch with my Corporate Traveller account manager by phone or email almost on a daily basis.

Q: What sort of destinations and type of travel do you usually book?

A: SOCO has business operations in Vietnam and Africa, particularly in the Republic of Congo (Brazzaville), the Democratic Republic of Congo (Kinshasa) and Angola. So I regularly need to book flights and accommodation to these destinations. Depending on the time of year, our staff will also travel to the USA, usually Los Angeles in December-January. They also travel to New York and Houston a couple of times a year. We also book ground transport in the USA in terms of train travel. Plus we have some domestic rail travel needs as SOCO has affiliates in Stockport in the UK, as well as in Scotland.

Q: How long have you been a client of Corporate Traveller - is this the first time you have used a specialist business travel agent?

A: We have been working with Corporate Traveller for three to four years. When I joined SOCO just over four

years ago, we used a different business travel agent, but I felt that we weren't getting anything special in terms of service. The previous agent didn't seem that interested in us. We spend around £250,000 per annum on business travel, so we weren't a big client and for that reason they didn't try to build a rapport with us.

Q: What made you choose to bring a Corporate Traveller expert on board?

A: I am from Australia originally and took this job with SOCO when I came to London four and half years ago. Back in Australia, I had heard of Flight Centre's specialist business travel division called Corporate Traveller. They had a reputation for giving great service, and as the current travel agent was so disinterested in us as a client, I thought we would try Corporate Traveller.

Q: What do you like about Corporate Traveller - what are the advantages of having your own personal account manager?

A: It doesn't matter how much you are spending on business travel each year, Corporate Traveller will give you the same level of personal service. We have our own personal account manager in the New Malden office, and he is always available to answer my calls and emails. He goes out of his way build

a close working relationship with us and to make SOCO feel valued as a client. Ease of access to our own account manager is a huge plus. Even if he is out of the office, he has a "buddy" who knows our account well and can follow anything up. There is always someone there to help.

The out-of-hours service is also an advantage. Knowing that any of our travellers can contact Corporate Traveller 24/7, if they need to change travel arrangements en route, is very reassuring.

Q: Can you give me an example of when your personal account manager has really helped you out and made a difference to your workload?

A: We had to charter a flight to Africa last year to take a group of 30 analysts on an investor trip. It was a really important trip for us as our operations in Africa were heating up and we needed to showcase our business interests to an influential group of individuals. It was the first time I had organised such a trip. Corporate Traveller was invaluable in helping me. They made all the arrangements to charter the flight, and I have to say it was the smoothest booking I have ever encountered in my life! It went like a dream. I have so much praise for my account manager – he really proved his expertise in handling such a complex trip.

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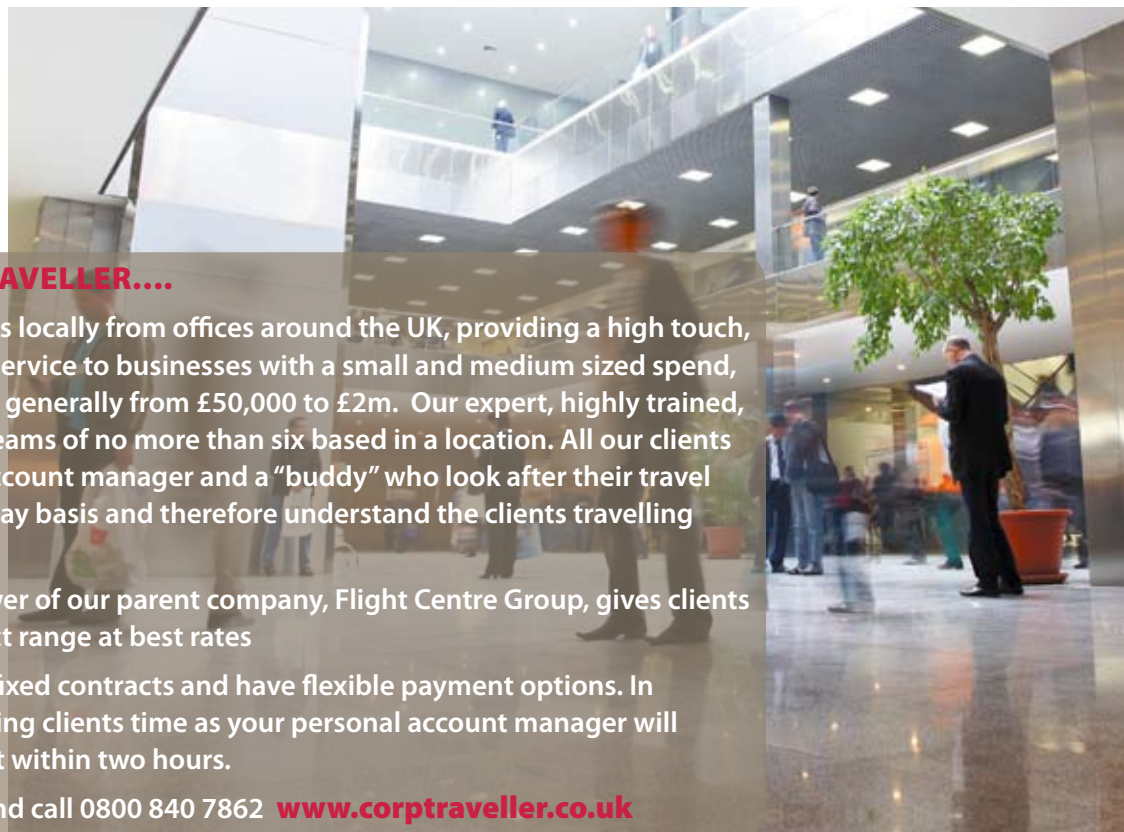
ABOUT CORPORATE TRAVELLER....

Corporate Traveller operates locally from offices around the UK, providing a high touch, personal, "one stop" travel service to businesses with a small and medium sized spend. Clients' travel spend ranges generally from £50,000 to £2m. Our expert, highly trained, consultants work in small teams of no more than six based in a location. All our clients have one local dedicated account manager and a "buddy" who look after their travel requirements on a day-to-day basis and therefore understand the clients travelling needs.

The global negotiating power of our parent company, Flight Centre Group, gives clients access to the widest product range at best rates

Clients are not locked into fixed contracts and have flexible payment options. In addition, we guarantee saving clients time as your personal account manager will turnaround a quote request within two hours.

Bring an expert on board and call 0800 840 7862 www.corptraveller.co.uk



TRAVEL NEWS

Virgin to invest £100m in Upper Class

Virgin Atlantic is investing £100 million in its business class product, Upper Class.

In a three-year roll-out starting this spring, the changes will include an enhanced seat, a futuristic bar, new 'fine dining' with customised menus, new crockery and enhanced service.

The new Upper Class cabin will be launched on Virgin Atlantic's new Airbus A330-300 aircraft, due for delivery later in the spring as part of a \$2.2bn aircraft investment programme.



BA to restart flights to Libya

British Airways is to relaunch flights between Heathrow and Tripoli in May, after over a year's hiatus following the outbreak of civil unrest in Libya.

BA said that "The return of services between Heathrow and Tripoli follows a thorough security review in conjunction with the UK Government and the Libyan authorities", with CEO Keith Williams adding that "Our flights to Tripoli have provided a vital economic link for many years, and it is good news for everyone that we can now restart operations".

The carrier cancelled flights between London and Tripoli in February 2011, following the outbreak of civil unrest in Libya. Bmi also dropped its service in the same week, having only just launched the route.

Qatar Airways unveils new lounge at Heathrow T4

The carrier says the lounge has been designed "to resemble a boutique hotel or private member's club rather than a conventional airport lounge", and features private shower facilities with heated floors and mirrors, free wifi throughout, "discreet power sockets at every seat", and a business centre with PCs and printers.

Qatar Airways says it has recruited employees from five-star hotels and restaurants to staff a "theatre-style Global Brasserie kitchen", as well as a delicatessen and martini bar.

The lounge is the carrier's first outside of Doha, and comes ahead of an increase in flights to London to five times-daily from March 25.



Non-stop to Taipei with KLM

From March 25 Dutch national airline KLM will fly daily non-stop between Europe and Taiwan, providing first rate connections for passengers starting and ending their journeys in London.

Right now KLM's Taipei flights stop at Bangkok en route. So this new and faster service with a B777-200ER will go some way to compensate passengers for CAL (China Airlines) withdrawal of twice weekly non-stop flights from the UK.

Ryanair to launch UK-Budapest routes

Low-cost carrier Ryanair will commence flights from Birmingham, Bristol and London Stansted to Budapest from March, as well as new routes from Dublin and Bologna to the Hungarian capital. The Stansted flights will operate four times-weekly from March 26.

There are currently no direct scheduled flights from either Bristol or Birmingham to Budapest. Wizzair serves London Luton, while Easyjet flies from both Luton and Gatwick, Malev operates from Gatwick, and BA flies from Heathrow. The Dublin-Budapest route is currently served by both Malev and Aer Lingus.

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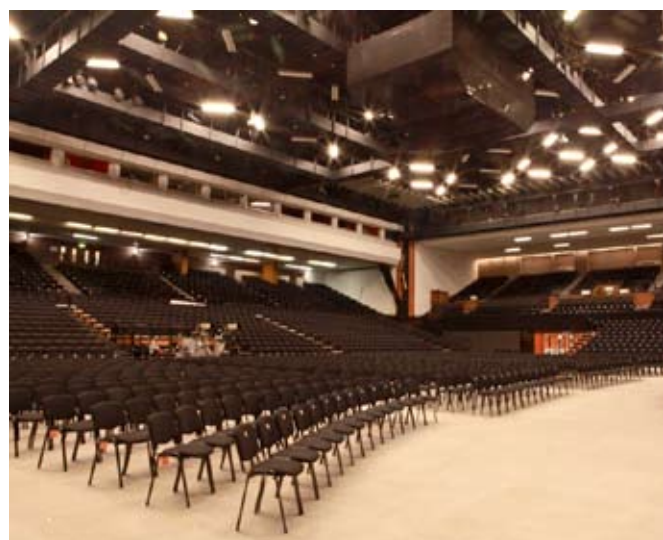
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VENUES



New look Brighton Centre will be on show at International Confex

Following a major £1 million refurbishment, **The Brighton Centre**, one of the largest, purpose-built conference and exhibition space in the South of England, will invite Confex visitors to take a special 3D virtual tour of the new, improved venue on the VisitBrighton Stand B610.

The renovation project, completed in January 2012, has significantly enhanced and extended facilities at The Brighton Centre. It has involved the creation of a larger entrance and reception area, with a new fully glazed front to the building and a completed re-designed third floor Restaurant, offering clear, panoramic views of the seafront. Other improvements include 4,000 comfortable, new seats in Auditorium 1, the refurbishment of Auditorium 2, better equipped and re-decorated meeting facilities and break out rooms throughout the Centre alongside new signage, furnishings and fittings which create a fresh and vibrant new look.

On Stand B610, the Centre team will present these improvements through a fully interactive 3D virtual tour. This will allow visitors to walk through the venue, explore all the recently refurbished areas and take in the dramatic results of this substantial investment for themselves.

VIP Hospitality at RHS Chelsea Flower Show

If you are looking for something special for your corporate calendar, the Chelsea Flower Show is an occasion not to be missed. Enjoy the finest hospitality at the most prestigious flower show in the world.

Experience the social whirl and glamour of this spectacular show together with first class cuisine and fine hospitality in the perfect surrounding of the show's specially created Hospitality Village.

This package gives you and your guests all day entry to the showground. The flower show is combined with hospitality in the RHS Official Hospitality Village which includes a champagne and canapé reception and a sumptuous three-course lunch, as well as a free bar throughout the day.

One of the highlights of the final day is the 4pm sell-off, when the public can purchase plants from the gardens and displays as they are dismantled.

Price for Saturday 26th May: Entry & VIP Hospitality - £265.00

www.charmingevents.co.uk



Hold your conference in Devon

Dartington Hall's unique qualities make it the perfect conference venue in Devon. The extensive grounds provide a glorious backdrop for excellent facilities and a range of comfortable, well-equipped rooms, housed in an inspiring variety of ancient and modern listed buildings.

- 12 first-class meeting rooms for 6 to 180 people
- 51 well-appointed bedrooms
- Superb multimedia equipment and internet connection in every room
- A dedicated suite for conference organisers
- Your personal conference team and full technical support
- Award-winning food served in private dining rooms or in our restaurant
- Choice of day delegate and 24-hour residential packages



Special Conferencing Offer

We have super deals for conferencing space booked to take place before 31st March 2012:

- Day delegate rate from just £30.00*
- 24 hour rate from just £99.00*

*This offer is available on new bookings only and subject to availability. Rates are based on a minimum of 10 delegates. Prices include VAT.

<http://www.dartington.org/meet>

Conference and training venue in Birmingham

etc.venues's Maple House is a dedicated, purpose-built conference and training venue in the centre of Birmingham, which recently received a BDRC VenueVerdict award for Gold Standard Venues in January 2012.



Maintaining etc.venues's quirky, clean and colourful aesthetic, Maple House is a centrally located, multi-award winning venue overlooking Old Square in Birmingham.

With convenient transport links, it's the perfect solution for an event held outside of London but within a bustling, commercial city elsewhere in the UK. Delegates at events held at Maple House are looked after by expert event staff and are treated to a three course, carefully designed lunch menu offering a range of dishes which are all designed to keep delegates alert and promote concentration and efficiency. Free-flow refreshment points are also located throughout the venue offering a

selection of teas, coffees, snacks and pastries.

www.etcvenues.co.uk/venues/maple-house

Featured Venues



The Old Swan & Minster Mill

Set in 65 acres of idyllic Cotswold countryside, the **Old Swan & Minster Mill**, a de Savary property is situated in the picturesque hamlet of Minster Lovell in West Oxfordshire.

Bedrooms

The Old Swan captures the charm of bygone years, throw in a good measure of modern convenience, add to it the laid back atmosphere of the gastro-pub inspired dining room and log fired bar and you'll feel like there's no place like it.

The adjoining Minster Mill has 46 funky modern rooms, smaller and without the history of the Old Swan but all with the familiar style and personal touches of the de Savary family. Here the delegate rooms are also available within a stone's throw from the Minster Mill meeting spaces.

Conferences

The four Mill meeting rooms can easily accommodate up to 60 delegates and are situated within the Cotswold stone buildings of the Mill. In addition to the free flow tea and coffee, complimentary WIFI, home baked cookies and cakes, the conference facilities are supported with a Host Manager to ensure that all training and meetings run smoothly.

24hr rate starts from £195 + vat and Day Delegate rates from £85 + vat

Dining

Dining is provided at the Old Swan in a series of cosy, flag stoned rooms with exposed beams and open fires. The food, fresh and locally sourced, is gastro-pub in style with the de Savarys setting the trends once again.

Activities

Teambuilding and other activities including fly-fishing on the River Windrush, tennis, boules, badminton and cycling are on offer. Horse-riding and golf are also available nearby. There are also a number of activities for children including a children's petting farm.

Besides its stunning setting, its great location means it's only a short drive from Oxford and London, perfect for a business trip or luxury leisure break.

www.oldswanandminstermill.com



Le Cercle

Le Cercle Lounge Restaurant

Le Cercle is a French chic venue located near Sloane Square in London. The Lounge and Restaurant is specialised in imaginative interpretations of traditional French cuisine in stylish and friendly surroundings. The grazing menu allows diners to taste a wider selection of dishes from the extensive choice offered.

Your event at Le Cercle

The dedicated and experienced team can help you to plan the most inexpensive to the most extravagant event depending entirely on the kind of day that will make it special to you.

Le Cercle is an ideal location for all type of events and offers bespoke packages available to suit all budgets

The following services can also be arranged: Florist, Band, Photographer, Videographer, DJ, on-site accommodation.

Complimentary menu tasting and recommended supplier details available on request.

Private Function Room and Booths

The private room can host up to 25 people. It has been rated as one of the best function room (10-30) in London by Square Meal. There are also semi-private booths for up to 6 people available for bookings.

www.lecercle.co.uk



CIGALON

If you are looking for a truly unique venue which will provide you with a personal service to ensure that your celebration is one to be remembered, then you need to look no further than Cigalon.

Housed in a magnificent former auction house on Chancery Lane, Cigalon has a green house glass-ceiling, double height dining room that makes it a unique setting for your event.

www.cigalon.co.uk

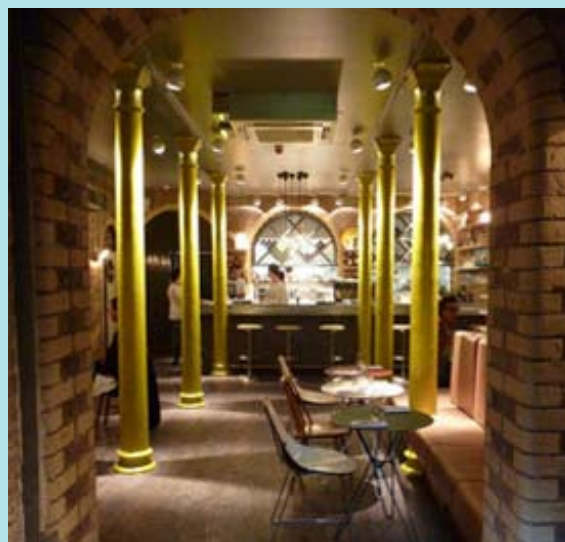
BARANIS

BARANIS takes advantage of the striking features of the grand vaulted cellar space it occupies with 'booths' built into the arches. It is a dramatic but also very discreet room. BARANIS is a late-licensed bar with disco facilities.

The following services can also be arranged: florist, band, photographer, videographer, DJ.

The most eye-catching feature of the bar is its indoor pétanque court (the UK's only indoor court) available for private hire.

www.baranis.co.uk



Tips On Providing Feedback To Your Boss or Manager

By Jappreet Sethi

Most employees would not even dream of giving their superiors feedback or suggestions. This unfortunate fact has a lot to do with insecurity and the misconception that those higher up in the corporate pecking order are, either by nature or by standing, infallible, unapproachable and not open to feedback from anyone lower down.

However, nobody is perfect at any point in their career. Bosses, managers and team leaders, like their employees, have areas where there is potential for improvement. Some of these areas, if not addressed, can impinge on the team's performance and therefore the department's or company's bottom line.

As such, a boss, manager or team leader may spend many years of his or her career unaware of these weaknesses and the impact they have on the team, workforce or business in general. This is especially true if nobody from the lower ranks offers any kind of inputs or suggestions. Paradoxically, the senior person would in most cases be very receptive and grateful for diplomatically worded feedback from his or her employees.

The following five tips are designed as guidelines for providing constructive feedback to your senior, without offending him or her and without compromising your own position.

1. Begin With What Is Already Working

The best way to ease your boss into a receptive frame of mind is to begin by stating the things he or she does well. You can offer overt appreciation on those fronts, thereby bringing down any possible ramparts of resistance. Flattery is a powerful tool, and it rarely fails. At the same time, make sure that you do not go overboard on praise. The idea is to leave your boss or manager feeling that your feedback has been fair as opposed to overly critical.

2. Know Your Boundaries

Your manager was promoted to his or her role by demonstrating the skills required to succeed in that role. For this reason, your feedback should focus more on aspects of the team or work assignments which you are qualified to discuss. It is not your place to criticise the team's strategic direction or long-term planning. These are areas which are best addressed by your manager's manager. Only raise these issues if you have very serious concerns, and can propose actionable solutions



3. Stay Non-Judgmental

While it can be difficult to provide an unbiased assessments of your manager's performance, you need to do all you can to convey the impression that you are offering unbiased feedback. The idea is to project your interest in improving the team's performance, not your superior's. Ensure that your feedback does not have any elements of a personal complaint - focus on facts, not emotions.

4. Give Concrete Examples

In order to provide a context for the points you raise, provide examples that support your feedback. For example, rather than saying "You have had great ideas," recount exactly how a particular idea saved the team time, money, etc. The use of facts will give your feedback greater weight.

5. Focus On The Future, Not The Past

Your manager will have made some mistakes along the way. Focusing on these mistakes, however, is not productive, as the past cannot be changed. It is more important to offer ideas and strategies that can make your team stronger in the future. Such feedback will be appreciated much more than a post-mortem of what has gone wrong, which your manager may also receive as criticism.

Jappreet Sethi has over a decade of experience across various facets of HR and holds a masters degree in Sociology. He is a certified black belt in Six sigma and has certifications in various psychometric instruments like MBTI, FIRO and CPI.

Jappreet has restructured a number of business processes to increase efficiency and reduce turnaround time. He brings strong project management and business partnering skills to the table. He is also extensively trained in group dynamics and leadership development using behavioral labs.

A boss with weaknesses needs positive feedback from employees