

PA ENTERPRISE

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

February 2017



Revealed – the science behind hugs

**Want to be successful?
You'll never do these 10 things again!**

Managing mental health in the workplace

Red flags that you won't get along with a potential boss

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Pulling a sickie?

Third of Brits suspect colleagues of faking illness to get out of work



A third admit that when a colleague rings in sick with a cold we suspect they are just faking it to get time off. Indeed, 17% imagine their co-worker is pulling a sickie because they actually have a hangover, according to the new research.

A further one in six say they think colleagues who take time off with a cold are 'just lazy', 10% suspect they are 'extending their weekend' and 7% secretly believe they are 'avoiding important work deadlines'.

The study by Rowse Honey found this leads to many exaggerating their symptoms. 15% of us admit we embellish in a bid to convince bosses we really are ill.

The research into how Britain copes with colds and flu found 36 days in every 12 months are typically spent fighting a cold. Perhaps guilty of burning the candle at both ends, 25 to 34 year olds appear to be the sickliest age group, catching on average 10 colds per year, well above the annual average of six.

Meanwhile, the research found Britain's offices are a hotbed of germs, with nearly half of us (44%) refusing to take time off work when we're under the weather and 8% convinced we have caught a cold from our boss.

The study may also debunk the myth of 'man flu', with women moaning 14 times a year more than men and suffering colds which typically last longer - seven days while the average man's is five.

Young adults are the most concerned about a cold affecting their standing on social media, as 7% of 18 to 24 year olds worry it means they do not look attractive enough to take a good selfie.

To combat the cold and flu season, thousands of Brits stock up on medicine, but 13% maintain they can't stand the taste of traditional cold and flu products.

Mind you, not everyone understands how colds get passed on, and between who. Absurdly, 2% of Brits believe they have caught a cold from their car or dog.

MOST ANNOYING THINGS ABOUT HAVING A COLD

- 1. Not being able to taste food - 45%**
- 2. Coughing in work meetings - 22%**
- 3. Not feeling attractive - 19%**
- 4. Not being able to socialise - 16%**
- 5. The taste of traditional cold and flu products - 13%**
- 6. Not being able to kiss my partner - 12%**
- 7. Not being able to go to the gym/exercise - 9%**
- 8. Not being able to go to work - 7%**
- 9. Not looking attractive enough to take a good selfie - 4%**
- 10. Not being able to go on a date - 3%**

Women's long work hours linked to alarming increases in cancer and heart disease

Women who put in long hours for the bulk of their careers may pay a steep price: life-threatening illnesses, including heart disease and cancer. Work weeks that averaged 60 hours or more over three decades appear to triple the risk of diabetes, cancer, heart trouble and arthritis for women, according to new research.

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Work weeks that averaged 60 hours or more over three decades appear to triple the risk of diabetes, cancer, heart trouble and arthritis for women, according to new research.

The risk begins to climb when women put in more than 40 hours and takes a decidedly bad turn above 50 hours, researchers found.

"Women -- especially women who have to juggle multiple roles -- feel the effects of intensive work experiences and that can set the table for a variety of illnesses and disability," said Allard Dembe, lead author of the study

"People don't think that much about how their early work experiences affect them down the road," he said. "Women in their 20s, 30s and 40s are setting themselves up for problems later in life."

Men with tough work schedules appeared to fare much better, found the researchers.

Women tend to take on the lion's share of family responsibility and may face more pressure and stress than men when they work long hours, previous research shows. On top of that, work for women may be less satisfying because of the need to balance work demands with family



obligations.

Employers and government regulators should be aware of the risks, especially to women who are required to regularly toil beyond a 40-hour work week, he said. Companies benefit in terms of quality of work and medical costs when their workers are healthier, Dembe said.

More scheduling flexibility and on-the-job health coaching, screening and support could go a long way toward reducing the chances employees become sick or die as a result of chronic conditions, he said.

Dentists call to end 'workplace cake culture'

Dentists have criticised "workplace cake culture", saying the sharing of sweet treats in the office is contributing to health problems.

The Faculty of Dental Surgery said eating cake and biscuits at work was fuelling obesity and poor oral health.

Tips to cut back on sugar included keeping it as a lunchtime treat and hiding snacks out of view.

Prof Nigel Hunt, dean of the faculty at the Royal College of Surgeons, said it may be a case of managers wanting to reward staff, colleagues wanting to celebrate or people bringing presents back from their holidays that sees sugary snacks going into the workplace.

But he said it was detrimental to employees' health and they should make a New Year's resolution to "combat cake culture" in 2017.

"While these sweet treats might be well meaning, they are also contributing to the current obesity epidemic and poor oral health," Prof Hunt added.

"We need a culture change in offices and other workplaces that encourages healthy eating and helps workers avoid caving in to sweet temptations such as cakes, sweets and biscuits."

Former Bake Off contestant, Christine Wallace, from the 2013 series, said: "I think this is yet another example of the 'nanny' state trying to shape our lives when it really isn't really necessary."

"Cakes that are bought into the workplace are usually for a birthday or some other special occasion and what do you do when there is an 'occasion' - you have cake..."

"It is all about moderation, having small instead of



large, not having too often and delighting in the huge enjoyment you get when you do."

The 2014 series winner Nancy Birtwhistle said banning cake was "not the solution" adding: "I firmly believe that snacking between meals, sugary drinks and junk food are at the root of our obesity and dental caries problem - not the occasional slice of celebratory cake."

The Faculty of Dental Surgery has released tips to cut down on sugar consumption in the workplace:

- Consider low-sugar alternatives
- Reduce portion sizes
- Avoid snacking and keep sugar as a lunchtime treat
- Keep a "sugar schedule" to limit sugar intake
- Think about where sweet treats are positioned - if they are nearby and visible, people may eat more

Having children carries big pay penalty, says think tank

Female workers continue to face a “rapid rise” in pay inequality when they get into their 30s and 40s, according to the Resolution Foundation.

Women born between 1981 and 2000 can expect to be paid 9% less than men when they hit their 30th birthday, it said. That compares with a 5% pay difference between men and women in their 20s.

As a result, having children carries a “sharp and long-lasting” pay penalty, the think-tank concluded. It said that over a lifetime, women can lose hundreds of thousands of pounds.

“Young women today face relatively little disadvantage in terms of their pay packets compared to what their parents’ and grandparents’ generation faced,” said Laura Gardiner, senior policy analyst at the Resolution Foundation.

“But while many millennial women haven’t experienced much of a pay gap yet, most probably will once they reach their 30s, when they start having children. What’s more this pay penalty is big and long-lasting, and remains for younger generations despite the progress in early careers.”

The gender pay gap once women reach their 30s has changed very little in a generation, the research showed. Last year the Institute for Fiscal Studies (IFS) published similar research, concluding that men in their 30s tend to see their wages increase, while women’s wages tend to plateau.

Jo Swinson, a former member of the coalition government and now director of Equal Power Consulting, says that sexism was still partly to blame.

“There is some occupational segregation, with more men going into science and engineering-type roles, but we also know there is discrimination at work.”

However, others say the problem is not related to gender discrimination, but is due to more women of child-bearing age working in part-time jobs than men. On average, part-time jobs carry lower pay rates than full-time jobs.

The Resolution Foundation is calling on policymakers and businesses to work harder to eliminate the pay gap altogether.

From April 2018, companies with more than 250 employees will be required to publish detailed information about the size of the pay gap within their workforces.



Revealed: The Science Behind Hugs

Hugging stimulates the production of oxytocin, a neurotransmitter that acts on the brain's emotional centre. It promotes feelings of contentment, and 3.2m Brits believe hugging relieves stress and helps them relax. Family hugs are the tops – with partners, sons/daughters and mum making the top five favourite huggers. As for animals - dogs are awarded title of 'most huggable' followed by cat, rabbits, horses and... elephants!

According to research, a hug lasting seven seconds or longer can work the magic of releasing the happiness hormone, perking us up from gloomy blues.

The BBC Worldwide commissioned a poll which shows that we would like an average of nearly six hugs a day, with those in the Midlands being the most huggable – demanding a whopping 12 hugs a day! Unfortunately we fall short, with Brits only getting an average of two hugs a day, and 33% not receiving any hugs at all.

So where are all the hugs going? Research shows that Brits may hug their partners the most (50%), however daughters (23%) and sons (19%) come a close second and third, showing that we are still hugging our children more than our female friends (17%) and our mums (13%). It would seem that family is oxytocin central – 37% believe their partners give the best hugs, followed by daughters (13%) and sons (10%). 35% of folk say they enjoy hugging as it shows affection and increases bonding, and many also



say it relaxes them, relieves stress and gives them a sense of belonging.

As a nation of pet lovers, 9% of Brits even believe that their cats and dogs give better hugs than their male friends and colleagues!

Dogs were deemed the most huggable pet (44%) with cats in second place (19%) and rabbits hopping into third (7%).

If you're single, fret not since female friends (9%) and mums (7%) are not too far behind in giving good hugs. Men, unfortunately lag behind in this category as well and lose the battle to pets again with dogs and cats found to give better hugs than male friends and colleagues.

You would think with a shortfall in hugs, we would take as many as we can get! Women think otherwise with stats revealing that 48% of women are more likely to avoid hugs than their male friends, and in total, 21.5m Brits have dodged a hug at some point in their life.



WHAT THE EXPERT THINKS...

Doctor of Happiness and Hugging Expert, Andy Cope, has plenty to say about the humble hug, "Hugging stimulates the production of oxytocin, a neurotransmitter that acts on the brain's emotional centre. It promotes feelings of contentment and reduces anxiety and stress as well as promoting feelings of devotion, trust and bonding. But there's more. A mum's touch even seems to mitigate pain – remember when you were a child and you fell down and grazed your knee? A loving hug made it all go away.

"There's research that indicates hugging releases hormones that are immunoregulatory and have a deep impact on the health of our immune systems. Hugging also releases dopamine, another wonderful chemical that can help stave off depression and, it's believed, even Parkinson's Disease. Dopamine changes how our bodies handle stress, both physical and social."

The top ten celebrities Brits would most like to hug:

1. Holly Willoughby
2. Adele
3. Michelle Obama
4. Amanda Holden
5. Ant & Dec
6. Cheryl
7. Kate Middleton
8. Taylor Swift
9. Will Smith
10. David Beckham

The top ten most memorable movie hugs of all time:

1. Titanic
2. Ghost
3. E.T
4. Harry Potter
5. Mrs Doubtfire
6. It's a Wonderful Life
7. Lion King
8. Frozen
9. 101 Dalmatians
10. Finding Nemo

Want to be successful? You'll never do these 10 things again!

Emora Limited have revealed the 10 things successful people will never do again and highlighted the changes that people will make if they want to be successful

Nottingham-based sales and marketing firm Emora Limited regularly host motivational meetings outlining what it takes to become successful.

In their most recent motivational meeting, Emora Limited discussed the 10 things that successful people will never repeat. These are;

1. "Return to what hasn't worked."

Regardless of the situation in question, if something has ended for a good reason, then it is something that should not be repeated. Doing the same thing and expecting different results from this situation will not lead to success.

2. "Do anything that requires them to be someone they are not."

In everything someone does, there will be one question always asked, 'why am I doing this?'. Usually, if the answer to this question is unclear, the tasks involved are not worth continuing.

3. "Try to change another person."

The realisation that someone cannot willingly change another person is an essential step to success. This change comes from motivation and inspiration, not forcing change. This awareness

will prevent the repetition of this fruitless task.

4. "Believe they can please everyone."

Taking the step of realising that not everyone can be satisfied, a person will then be able to purposefully and please only the right people.

5. "Choose short-term comfort over long-term benefit."

A defining factor between those who are successful and those who are not. Being able to hold out on the short-term benefits to stick with a long, painful journey to achieve the long-term benefit is crucial to success. Think of the bigger picture.

6. "Trust someone or something that appears flawless."

The attraction to something that looks incredible is something that everyone will have throughout life. However, the ability to realise that sometimes these things are too good to be true will be a useful skill for all budding entrepreneurs.

7. "Take their eyes off the big picture."

No single event is ever the entire picture. Being able to focus on the bigger picture is an essential



trait to anyone seeking success. It allows a person to perform better personally and professionally.

8. "Neglect to do due diligence."

The surface will never reveal all. It is only when someone enables themselves to look deeper and more honest, will they be able to find the actual reality of the matter.

9. "Fail to ask why they are where they find themselves."

Successful individuals will always ask themselves what part they

are playing in a situation, and even when they are the victim, they do not see themselves this way. Asking this question regularly allows for a continuous assessment of goals and achievements.

10. "Forget that their inner life determines their outer success."

Happiness and fulfilment are mainly based on the person they are inside, not the outer success. However, happiness and satisfaction are critical to the success of a person. Being happy and content with who they are as a person will allow for progression professionally.

Emora Limited's tips and advice are traits and habits that are more beneficial the earlier on in a person's career they are gained. Although it takes experience for such habits to be formed, the sales and marketing firm strongly believes that, instead of wasting time on things that do not work, those seeking real success should focus on the above.

Emora Limited provide solutions with an innovative and effective solution to brand awareness, brand loyalty and customer acquisition through the method of direct marketing. They provide campaign management and measurable results in order to allow the clients they work with to efficiently improve their overall customer base.

www.emoralimited.co.uk

Ultimate Social Media Guide to attract more followers

With 2.3 billion active social media users across various platforms, PR and Social Media specialists, Brandlective® recognises the massive business potential of social media and have shared their guide for attracting more followers

In a world full of ever growing online platforms and ways to communicate, to enhance these tools, it is essential that people know and understand how it is their profiles are performing. Social media analytics are a great way of understanding how individual profiles are performing and provide insight into how they can be enhanced to increase this activity and engagement. Brandlective®'s social media guide outlines how this can be done for four of the most commonly used platforms today.

1. Twitter

When viewing a Twitter profile as the owner of the account, on the right-hand side of the profile page there will be an analytics image. This graphic will show the number of impressions the profile has had over the last week, showing each day individually. By hovering over each day, the number of impressions for that particular day will appear below. This analytics box will also provide the option to view the week's most popular tweets, allowing the profile owner to understand what their followers enjoy, enabling them to produce more of this type of content.

2. Facebook

The majority of businesses today will have a Facebook page. Each and every business page will provide the page owner with the option to view

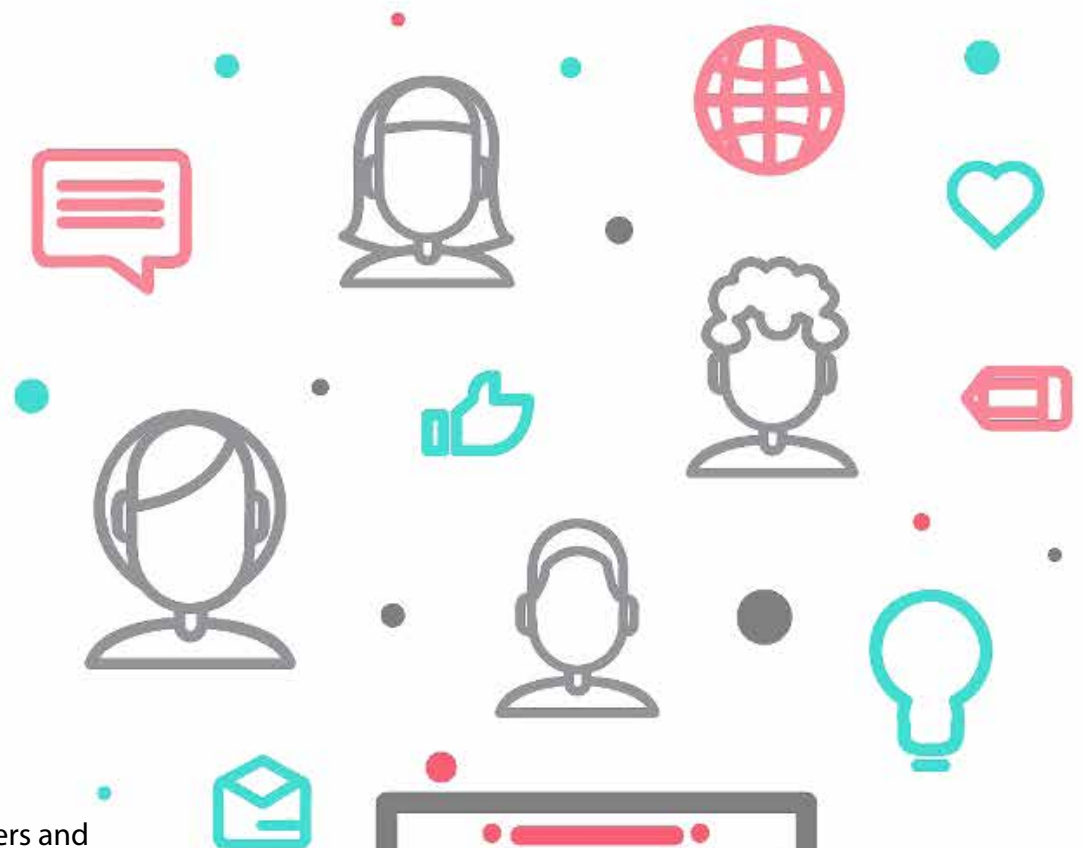
their 'Insights'. This will provide the page owner with information as to how the posts from the current week have performed compared to the previous week, as well as outlining engagement status and total page likes. This information will allow the business owner to tailor their posts to what people are enjoying and engaging with the most to increase page popularity.

3. Google+

Google+ provides businesses with a variety of different web benefits, such as SEO. Out of all the social media platforms, this provides users with the least amount of analytical information, but the information it does provide can still be used beneficially. When logged into the page, the users will be able to see how many people have '+1'd' their individual posts. A "+1" means that someone has recommended this article or post to their followers. The more people that share a post, the more successful the post will become, the key to enhancing this is to produce more content of this type.

4. Instagram

Instagram's analytics are something that every user engages with day in day out. The amount of likes and comments on a post determines its success. This is all the analytics that Instagram users need to enhance their profiles. Users should make a note of which type of post is more



successful with followers and which hashtags are most commonly used. Various web tools will allow users to discover which hashtags are more successful. Once reviewed, the key is to post more of what followers want to see to increase post reach.

Brandlective® is urging businesses to utilise social media platforms and the reach that is possible through these to increase engagement with the brand itself. Social media is an ever growing tool for businesses today, and by using these platforms to their advantage, businesses will be able to fulfil their ultimate purpose. The more people that find a business through social media, and can see what it is they do, the more people will be willing to buy into the brand itself.

Brandlective® is a London-based online marketing agency which specialises in increasing the online presence of all clients through methods such as social media marketing, SEO, Web Design and more. Brandlective® work with a variety of SME's looking to increase their market reach and brand loyalty. The firm is an advocate of utilising online tools to create an excellent online customer experience.

Managing mental health in the workplace:

Advice for employers and employees

The start of another work year will sit especially heavily for some. So how can managers respond to mental health issues in the workplace?

By Ann Arnold for Best Practice

Imagine a call centre employee, we'll call her Sasha. She's been "snapping" with her clients. Sasha's manager knows she has a mental health condition, and has been struggling lately with medication side effects.

A "workplace adjustment" is negotiated. Sasha will take a break from dealing with clients for two hours a day, and do admin work instead.

The manager assures Sasha this is a temporary arrangement, she is a valued employee, and the goal is to get her back into her original role as soon as she feels ready. They'll catch up in a fortnight to review her situation.

This is textbook: how a manager who is aware of mental health conditions, but not frightened of them, might respond.

A less skilled manager might say: "I'm not a counsellor. I'm not a psychiatrist. I can't deal with this."

Relax — you don't need to be those things, says Eliza Oakley, a lead facilitator with a programme called Mindful Employer, which delivers workplace training on mental health issues.

Managers need to build the confidence to ask employees how they are. There is no diagnosis required, no qualifications, just as there would not be with a broken limb.

Some advice for employers

DO: Observe employees' changes — lateness, mood, perhaps a dishevelled appearance, performance — and ask if everything is OK. Managers often fear that they are overstepping the mark. But there is nothing wrong with checking in with someone.

DON'T: Presume anything about the sort of answer you will get. It might take several conversations before an employee says "Well, actually ..." If there are performance issues, still always start with asking: "How are you?" A genuine concern, built up over time, is more likely to make an employee comfortable to disclose.

DO: Step in early and demonstrate you care. Don't wait until a behaviour change has affected the whole team. Early support is key.

DON'T: Make judgments about the person's response. The person might say their divorce is troubling them. They might say they are not feeling motivated. That requires support.

DO: Offer referral, without requiring the person to seek help. "I notice you're angry," an employer might say. "Are you OK? Can we help?" It's a manager's job to refer the person to help, but it's a soft referral, Ms Oakley says. It could just be a reminder that there is an employee assistance



programme for support on any issue. But managers should leave it up to the person to choose.

DON'T: Go quickly into performance management mode. Ms Oakley says the traditional approach to lateness, unfinished reports or absence is that "it's not acceptable; we need to get a performance management plan in place". But that should not be the starting point.

DO: Put mental health on meeting agendas, refer to it in e-newsletters, talk about it with occupational health and safety teams. Familiarity will reduce stigma.

DON'T: Lead a workplace culture where careless comments are tolerated. "If someone in a tea room says: 'Jim is away because he's depressed but he's really just a slacker', pull them up on it," says Ms Oakley. Ditto with the person who is feeling moody and jokes that they are having a bipolar day.

DO: If an employee says they have an illness, listen and ask: "What do you need?" Be aware that often disclosure is a huge step for the person to take. Assure them that they are a valued employee and that you will work together on the next steps. Be aware that some mental ill-health is a one-off, and for others it's ongoing but cyclical. It's only an issue, when it's an issue.

And some advice for employees

Prepare yourself before approaching your manager with your health concerns. You are only obligated to disclose if it is a safety issue at work, or you're unable to meet the requirements of the job.

Disclosing may be difficult. Prior to the conversation, organise someone to debrief with.

Communicate what you might need, whether it is, "I sometimes might need to take leave," or "I'll need Wednesday afternoons from 3:00pm for the next six weeks to see my specialist."

5 Red Flags that you won't get along with a potential boss

You're about halfway through your interview when the HR manager says, "At this point, I'd love to introduce you to the leader of the department you'd be working in if you filled this role."

By Kat Boogaard

"Great!" you think to yourself while waiting for your prospective new boss to enter the room, "I must be on the shortlist for this position!"

Suddenly, the department manager appears—strutting through the conference room door with flames all around him, a menacing grimace on his face, and two small horns sticking out from the top of his head.

Alright, let's face it—identifying a bad boss isn't always quite so obvious. But, that doesn't mean it's impossible. Keep your eyes peeled for these warning signs that you won't get along with your potential manager. If you see them? Well, proceed with caution.

1. You Don't Appreciate Her Sense of Humor

You pride yourself on your sarcasm. But, the person you're talking with? She doesn't seem to appreciate your dry delivery—in fact, you're not even sure she's picking up on it.

Or, maybe this situation goes the other way. Perhaps she keeps cracking jokes that you find offensive, totally inappropriate, or something as equally uncomfortable.

Either way, there's no denying that your senses of humor just aren't meshing well together. While this certainly isn't a deal breaker (you're not in the office to crack jokes, after all), the miscommunication that often results from two drastically different funny bones can lead to some tense relationships and hard feelings in the long run.

2. You Have Incompatible Working Styles

Admittedly, discerning someone's approach to work before you ever spend a full day in the office can be difficult. However, preferences do have a way of sneaking out during your interview conversations.

Perhaps you decided to ask about the leadership style at the company, and your future manager says he prefers to be super hands-on and involved every step of the way. But, that's totally different from the way you prefer to work. You just need to be armed with a few rough guidelines. From there, you prefer to crank something out and then gather feedback.

If it's becoming apparent that you two have totally different views of what a successful working



relationship looks like, you might want to be wary. Remember, trying to fit a square peg in a round hole only leads to problems.

3. You Hear Him Speak Negatively About His Team

You're discussing the open role and your goal is to find out more about the specific position and the department you'd be working in. But, he keeps

making small, backhanded comments about certain team members like, "Well, they're not the most creative bunch, but they get the job done."

In the office, you want your boss to be the biggest proponent of your work—in most cases, he should vouch for you whenever you need him.

But, if he's the one putting his own employees

Continued ►

down? Well, that cattiness, disrespect, and overall lack of enthusiasm can be toxic. So, ultimately, it's probably not a team you want to be a part of or a supervisor you want to work under.

4. You Can't Get a Word In

Considering you're the one being interviewed, you assumed you'd have to do a good chunk of the talking in order to show this potential manager what you're made of. But, to your surprise, you can't seem to get a word in edgewise—she just keeps rambling on and on about herself, her work, and her accomplishments.

Yes, you're interested to hear about her experience and learn from her expertise. However, you also want to know that you're teaming up with a boss who will actually hear and consider your thoughts and opinions—and how can that ever happen if she won't stop talking?

Sure, some people are just chattier than others. However, if this supervisor seems so self-absorbed that she'd rather hear herself talk than understand what you have to say, you might want to consider whether or not that's someone you'd really want to work with (ahem, and listen to).

5. You Have a Hunch

Do you know that feeling you get when you meet someone and there's something just off? You can't put your finger on it, but you recognise that you and this person just don't click—and you probably never will.

That's your intuition talking to you. And, while I wouldn't recommend basing every major career



decision off of a gut feeling, I do think there's a lot to be said for trusting your instincts. So, if you're getting that creeping sense that you and this boss would constantly clash, it's probably best to move on to something else.

You and your supervisor don't need to be best friends. There's no rulebook stating that you have to grab a beer after work and add each other on Facebook.

However, having at least a decent working relationship with your manager can be undoubtedly helpful in relieving some of your work stress and ensuring that you feel happy, fulfilled, and comfortable in the office.

While there's no surefire way to recognise a bad boss before you ever sit down on your first day, keeping your eyes peeled for these five red flags will help you be more keenly aware of what you should expect.

End the day like a successful entrepreneur

Leicester-based sales and marketing firm Evoque Innovations has revealed their top 3 tips for ending the day on a high note

Early mornings are something that most people today struggle with. It is often discussed that people should wake up early and ensure that they have good morning routines and allow themselves that extra time to plan their days. However important this is, Evoque Innovations asks, 'what about having productive evenings too?' Going to bed and ending the day happy is something that not only business owners and entrepreneurs should aim to do, but something

everyone should seek to achieve.

Studies conducted by Health Ambition revealed that waking up earlier in the morning allows people to increase their productivity. Managing Director of Evoque Innovations, Tom Gilday, wants to highlight that by ending the day on a positive note will allow the feeling of achievement and fulfilment knowing the day has been a productive one and will allow for the adaptation of a positive mind-set for the next working day. Not only does

Continued ►



it permit the sense of achievement, but will make the process of winding down and preparing for a good night's sleep a lot more efficient.

1. The Brain Dump

At the end of the day, the first thing that everyone should be doing is an exercise called the brain dump. This simply involves getting rid of those thoughts spiralling inside people's minds at the end of the day. People to contact, unfinished tasks, new tasks to start - get a piece of paper and write them all down. Get them out and on paper to tackle the following day. Empty the brain, clear the mind and relax, go home and enjoy the evening the best way possible.

2. Write Down the 3 Most Important Tasks

Most people will say to get a to-do list ready in the morning and to wake up early to do so. However, doing this means a loss of time that can be spent putting these tasks into action. Get the to-do list ready the night before. Once the brain dump is complete, take everything written down and put these into three important tasks to complete the following day. Prepare for the day to come with this list to wake up the next day and minimise the time wasted by tackling them all head on first thing in the morning.

3. Smooth Out the Path

The final, and one of the most crucial steps is to smooth out the path for the morning. Take that list of priority tasks and allow for 3 minutes per tasks and use this to prepare. If the top task is to complete a memo, then write down several key factors to include. This will mean that when it comes to tackling this task, the main topics or points will already be there, cutting down the time needed to think of ideas and start writing.

Evoque Innovations encourage all contractors to create structure throughout their day. Through motivational meetings in the morning and de-briefs in the evenings, the firm allows for those attending to realise the benefits that this structure can have to their working day, and will motivate them to increase productivity. Any successful or budding entrepreneur will value their time more than anything else as this is the key aspect of any successful business, time optimisation. The firm's suggested evening routine allows for this to become a reality.

