


PA ENTERPRISE

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

January 2010

- 
- ▶ **Make your office environmentally friendly**
 - ▶ **Carbon Footprinting for Beginners**
 - ▶ **Team Building: tips to make it successful and fun**
 - ▶ **Goal Setting Worksheet**

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A Quality Logic 2008 study compared Original HP LaserJet cartridges with remanufactured cartridges available in Europe for the HP LaserJet 2300 and HP LaserJet 4350 printers. HP cost calculation based on the average results of 2008 European QualityLogic Monochrome Toner Reliability Comparison Study. Calculation includes paper, cartridge replacement and labour for reprints. Assumes equal number of pages for external, internal and individual use. Labour rate from Mercer 2007/08 Global Pay Study. Assumes purchase price for HP cartridge is €131 and 42% lower purchase price for a remanufactured cartridge. Actual prices, costs and results may vary. For details: www.Qualitylogic.com/tonertest.pdf or at www.hp.com/uk/tonertest.

5 **Exhibition News**

7 **News**

The future for broadband;
Fairtrade Kitkat; must have
office accessories

8 **Venues**

Great new venues for
events and conferences;
new aparthotel opens in
Manchester

10 **Office News**

Virtual Britain; expenses
fiddling at work; VAT
questions answered;
workplace dos and don'ts

12 **Environment**

How to make your office
environmentally friendly

14 **Carbon Footprinting:** our beginner's guide

18 **Team Building**

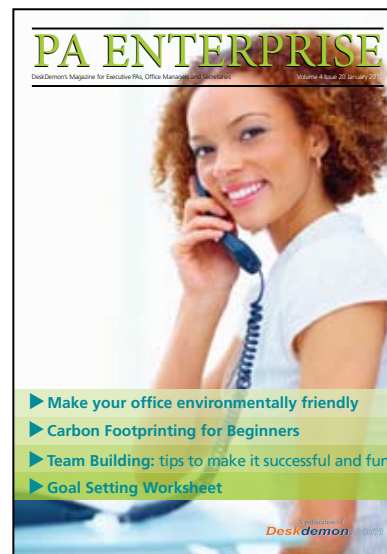
Tips to make this process
successful and enjoyable

20 **Treasure Maps**

An innovative way to 'map'
your future - and great fun

22 **Goal Setting Worksheet**

Step by step guide to help
you reach your goal



PA ENTERPRISE MAGAZINE

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WHY I LOVE MY BROTHER LABELLER

Diane Lofthouse
The Raft

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QL-570



Business Travel & Meetings Show 2010 a must for top travel buying

Do you book travel and meetings for your company? Do you find yourself using the same websites or travel agency because you're not sure where else to go? Would you like to know how to find a better deal and save yourself time and your company money? Then you need to visit the Business Travel & Meetings Show in London on 9-10 February 2010.

By taking just half a day out of the office, you can:

- Meet 200 world-leading suppliers, from airlines, train operators, rent-a-car and chauffer drive companies, to hotels and venues
- Negotiate better deals and save money
- Discover loyalty schemes which offer perks for you – collect points with Select Apartments, for example, that can be redeemed for days out, treats and top brand products
- Attend free seminar sessions designed specifically for PAs, secretaries and office managers

- Ask our industry experts for tips and guidance in the Advice Clinic on issues such as travel management, the environment, technology, and saving time and money.
- Enter exclusive PA-only competitions to win, among other things, a pair of tickets to Australia (Midas), a theatre break for two in London (hotelshop), a Scottish weekend break for two (Apex Hotels) and gorgeous designer luggage
- Network with peers and enjoy a free glass of Champagne in the exclusive British Airways lounge
- Pick up a fantastic goody bag full of freebies
- Return to the office armed with new skills and knowledge that will help you book travel and meetings more efficiently and boost you CV; and with a host of new product, money and time saving ideas that will impress your senior management team.

BTMS 2010 takes place on 9-10 February 2010 at Earls Court 2 in London. To register for a free pass and save £30, simply visit www.businesstravelshow.co.uk



International Confex

Confex brings together people who organise any kind of event with a colourful array of venues, destinations and event support services both in the UK and across the world.

International Confex 2010 will be held 23-25 February at Earls Court, London on Tuesday, with extended show times 10am-7pm, Wednesday and Thursday 10am-5pm. To register for free entry visit www.international-confex.com



Rhino mania comes to Confex

Visit Chester & Cheshire is set to stampede International Confex next February with a quarter size rhino replica.

In celebration of Rhino Mania, a ten week showcase of the county's heritage, architecture, regeneration and art, Visit Chester & Cheshire will display a smaller version of the 70 models which will line the streets of Chester next summer.

The Visit Chester & Cheshire rhino will incorporate unusual facts and figures about the destination, its venues and accessibility.

Buyers visiting the stand will have the opportunity to support vital conservation work by entering a prize draw to win a year's adoption of the 10 black Rhinoceroses at Chester Zoo. The adoption also includes a pair of tickets to visit the Zoo's rhino, along with a complimentary stay at Peckforton Castle.

Visit Chester & Cheshire can be found at stand B540 throughout International Confex, 23-25 February 2010 at Earls Court, London.



Surround yourself with inspiration...

New for 2010!

PA Day

Thursday will have additional content aimed specifically at PA's including:

- Dedicated seminars
- Secret's Out
- Goody bag
- Fashion Show
- Nirvana

exhibitions *training*
conventions and congresses
roadshows *parties*
experiential marketing

team building
charity events

promotional activity
awards

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Have a break, have a Fairtrade Kit Kat



Nestlé UK has announced that Kit Kat, one of the UK's favourite chocolate biscuits - will be certified Fairtrade in the UK and Ireland. This move follows the October launch of Nestlé's global Cocoa Plan which represents a £65 million investment over the next ten years in programmes to address the key economic, social and environmental issues facing cocoa farming communities.

The aim of The Cocoa Plan is to use Nestlé's agricultural and scientific know-how to improve the quality and yield of cocoa plants, offer farmer training and education and improve the social conditions for farmers and their communities.

Fairtrade certification of Kit Kat will facilitate long term direct commitments to cocoa co-operatives including additional payments for the farmers to invest in community or business development projects of their own choice, such as improving healthcare and schools.

The first Kit Kats to carry the FAIRTRADE Mark in the UK and Ireland will be the four-finger version from January 2010.



iPlayer and dongles nailed the noughties: but what's next for broadband?

Broadband experts **Broadbandgenie.co.uk** have named mobile broadband, faster fixed-line speeds and the BBC's iPlayer as the highlights of the last decade, with the keyword for the next one being 'convergence'.

Broadbandgenie.co.uk spoke to key decision makers at ISPs including Virgin Media and TalkTalk, as well as leading industry analysts, about an amazing 10 years on the internet.

Genie editor Chris Marling said: "It's mind-boggling to think BT introduced its broadband service in 2000, at just 0.5Mb. Less than a decade later, Virgin Media release a service 100 times faster! Something that started out as the ultimate nerdy technology is now a staple part of the British diet. But while the speed advances have been huge, it's how we use it that's really significant.

"While mobile broadband was also hugely important, I think software such as the iPlayer and Skype, as well as websites like Amazon, Wikipedia and Google, have brought the internet to the world. Their simplicity of use and reliability have hastened the almost universal reach of the web.

"But looking ahead, network and technological convergence will mean even better speeds and all kinds of cool gadgets and home technologies. Social networking and video conferencing through your television, as well as 3D and multi-angle TV, are now closer to reality than science fiction. Home entertainment, as well as the way we communicate, will continue to evolve at an incredible rate."

How did you survive without...

Having cold feet is one of those things that can nag away at the edge of your consciousness, distracting you slightly without you realising. Fingers are OK, they're busy clicking away on mice, or tapping away on keyboards, but those poor feet that get forgotten once they are slid under the desk, why should they have to suffer? Equip them with the USB Footwarmer and they won't need to!

Just what everyone in a drafty office, or with a propensity for suffering from cold feet needs.

The USB Footwarmer costs £14.95 and is available from **www.gadgets.co.uk**



The ultimate stress buster!

The latest craze from those bubbletastic Japanese - an electronic bubble packaging popping simulator! Possibly the strangest and yet most addictive invention ever to hit these shores, Poptastic allows you to pop bubbles for the rest of your life (or as long as the batteries last!) safe in the knowledge that no plastic has been harmed. TV supremo Jonathan Ross is said to be a huge fan.

Launched in Japan in September 2007 and sold an astounding 1 million pieces within 2

months of going on sale - that's over 16,500 units A DAY! What makes this crazy little gizmo even better and addictive is that every 100 'pops' a random noise occurs! Brilliant! Available online from **www.geniegadgets.com**

Unique Venues of London announce three new members

Unique Venues of London has taken on three new members, effective from January 2010. The Roundhouse, Royal Festival Hall and Laban will sit alongside other prestigious venues including Tower Bridge, St Paul's Cathedral and the Royal Albert Hall. Lisa Hatswell, Chairman of UVL, said: "It is always exciting to be able to provide event bookers and buyers an additional venue type and product offering, and we fully anticipate great interest in The Roundhouse, Royal Festival Hall and Laban."

The Roundhouse

The Roundhouse is one of London's leading performing arts venues and, as a charity it helps thousands of young people every year. With a range of spaces it's also a flexible and inspiring venue for launches, receptions, meetings, award ceremonies and gala dinners.



Royal Festival Hall, Southbank Centre

At the heart of one of the world's leading arts centres is the Royal Festival Hall which was built for the Festival of Britain in 1951. The first post-war building to receive Grade I listed status in 1988, the Hall reopened in June 2007 after a major two year multi-million pound refurbishment.

The Royal Festival Hall, with its riverside location, offers a variety of events spaces which can be combined with one of the venue's many performances of classical and contemporary music, ballet, contemporary dance, jazz and much more.



Laban

Ultra modern Laban is a world renowned centre of contemporary dance located a short walk from Maritime Greenwich in South East London. Designed by the architects of the Tate Modern and Beijing National Stadium, contemporary events spaces include a 300 seat theatre and 12 studios offering modern, creative settings for inspired events. The contemporary foyer space is ideal for receptions, while the landscaped grounds offer a stunning setting for outdoor functions.



Luxury Roomzzz Aparthotel is now open in Manchester

Roomzzz Manchester (formerly the Yang Sing Hotel), is located on Princess Street and opened its doors in December 2009. The aparthotel was once an old cotton warehouse, and features 48 luxurious, and comfortable air conditioned, en-suite apartments. Features include a high gloss white kitchen pod with integrated kitchen appliances, free Wi-Fi and local/national calls, an Apple Mac/i-mac mini computer to check and send your emails, plasma TV, hairdryer, safe, iron & ironing board.

Located within minutes of the financial quarter, Manchester Central, the Palace Theatre and adjacent to Manchester's famous China Town, the apartments are a 25 minute drive from Manchester International Airport and a few minutes' walk to the vibrant shopping areas and buzzing nightlife.

Accommodation rates are from £99.00 per apartment, and include a free "Grab and Go" breakfast which is available in reception and includes fresh fruit juices, tea or coffee, croissants and Danish pastries with an assortment of fresh fruit.

Or delivered to your room for an extra £19.95, you can enjoy cooking a hearty English breakfast at your leisure, Roomzzz luxury breakfast hamper consists of beef sausages, free range barn eggs, Heinz bake beans, extra virgin oil, Warburton's wholegrain loaf, Wilkins & Sons assorted jams and marmalade, butter, Dorset or Alpen Muesli, semi skimmed milk, fresh orange juice and a selection of fresh fruit.

For further information go to www.roomzzz.co.uk

Travelodge opens seven new hotels

A budget hotel chain is to open seven new hotels in the coming weeks, creating 150 jobs.

Travelodge said it will invest £22 million in the new sites in Newquay, Bournemouth, Liverpool, Edinburgh, Norwich, Macclesfield and Farnborough, Hampshire, adding a total of 575 rooms.

All the new staff will be hired from among local unemployed people, the firm said.

Chief executive Grant Hearn said: "Despite a tough year for the hotel market, we have continued to grow and offer opportunities nationwide.

"Our success in recruiting from the long-term unemployed is something that we are particularly proud of and are committed to continuing."

COULD YOUR WORKSPACE BE A WINNER ON THE DESK FACTOR?



Does your desk stand out from the crowd?

Do you think it has what it takes to win

The Desk Factor? Love it or hate it your faithful old desk puts up with a lot – the coffee stains, the lunch leftovers, the knocks of frustration. It's time you show it some love!

Avery is launching a fun and exciting new campaign to find workspaces that have 'The Desk Factor'. With the help of a lady known only as Desk Diva, they're on a mission to celebrate desks everywhere and are searching for desks with personality to take part.

If you think your workspace has The Desk Factor, use your phone to take a photo or make a short video of it and visit www.thedeskfactor.co.uk to find out how you can get involved.

Each week there'll be new categories to enter – distinct, stylish, or even just plain odd. There's something for every desk on **The Desk Factor** so let's start celebrating them in all their glory!

Disagree with everything Simon Cowell says each week? Well **The Desk Factor** is also your chance to become a judge. Desk Diva will be picking her favourites each week with the help of the public vote. Find her on **facebook**, send her a **tweet** or share your thoughts via **Flickr** or **Youtube** - just make sure you come back regularly to post your comments and check out all of the latest desks on display!



Go on, give your desk a little attention and work some fun in to your day!





Who's watching you?

Many employees are under the impression that their right to personal privacy extends to the workplace. These people may be surprised at just how widespread employee monitoring truly is. And when it comes to employee privacy, the innocent looking machine on your desk is the single greatest threat.

A survey from amanet.org indicates that 76% of employers monitor websites visited, 50% review computer files, and 55% store and review emails. The same article claims that about one quarter of companies have fired someone for improperly using the Internet.

The reality is that current laws do not prevent your employer from using various methods of employee monitoring - even without your knowledge. The general consensus is that the organization not only owns all of the equipment used to complete the work, but effectively the 8+ hours of time you spend there each day.

Virtual Britain

As government and business increasingly run operations over the internet, PeoplePerHour.com asks if the UK is moving towards an entirely virtual future.

In the pre-budget report, the Chancellor claimed that the government would save £360 million next year by running 'virtual court cases' in which trials will be conducted entirely online.

Similarly, according to findings from PeoplePerHour.com's ongoing Small Business Survey of its 45,000 users, the number of businesses cutting overheads by adopting virtual working practices is expected to increase significantly over the next decade. One of the key findings from this survey is that businesses can save an average of 23% of their total staff costs by employing remote ad hoc freelancers. In addition to savings on staff costs, virtual businesses cut out the other major cost entirely, office rental.

PeoplePerHour.com founder Xenios Thrasyvoulou sees the next decade being characterised by an increase in the levels of virtual interaction in all areas of British life.

"Everyone knows the government is looking to make savings wherever it can," says Thrasyvoulou. "Broadband

technology has made 'virtual court cases' a viable option and, no doubt, they will look at ways of applying this principle to other public sector services. School classes taught online may sound outlandish, but I don't think it's an unrealistic prospect given the potentially huge cost savings associated with this approach."

Recently, Price Waterhouse Cooper calculated that if the UK's ten million 'digitally excluded' (individuals who



haven't yet used the internet) made one transaction with government services every month, the annual cost saving to the tax payer would be £900 million.

"There's a huge economic incentive to 'go virtual' - both for the public and private sectors," says Thrasyvoulou. "It seems inevitable therefore that increasing numbers of services will be delivered online."

Expense fiddling at work halved because of expenses scandal

It appears that around 13% of expense-claiming employees bump up their expenses by up to 25%.

Public tolerance of expense fiddling in the workplace has halved since last year according to new research from GlobalExpense. In 2007 and 2008 almost a third of people said that exaggerating expense claims was acceptable some or all of the time, this year the figure has fallen to just 14 percent - good news for employers.

David Vine, managing director of GlobalExpense, said: "It's safe to assume that the MPs' expenses scandal has had a knock-on effect and that the British public no longer wants to be seen to condone this behavior in the workplace."

Three-quarters of people surveyed (75 percent) said they would not trust someone who fiddles their work expenses with other areas of business such as signing contracts with suppliers, putting together sales figures or making budget requests.

Yet despite the stronger stance against expense fiddling, 32 percent of people admit to meeting friends or colleagues for a social lunch or

drink, which was probably or likely to consequently be claimed as a business expense.

Valid reasons for fiddling expenses included:

- When an employer doesn't reimburse all of the costs incurred by the employee (71 percent)
- When an employer takes a long time to reimburse the employee (36 percent)
- When an employee's boss is taking advantage by making expensive claims (26 percent)
- When an employee feels they are not paid a fair salary (24 percent).

Your VAT questions answered

During 2009, the standard rate of VAT was 15%, and so 15% of the cost of most items you bought went back to the Government as tax. Now this rate has returned to 17.5%. But what will this mean to us in everyday terms? Here are a few questions answered.

If the rate was originally 17.5%, why did it go down, and why is it now going back up?

The rate went down at the end of 2008 to 15% to help stimulate the economy and encourage consumers to continue to make purchases. It was the lowest possible rate allowed by EU law but promised to only be a temporary measure to help consumers through a difficult period. Alastair Darling announced earlier in December that the rate will return to 17.5% to bring back more money into the Government to pay for the services which we use.

Why won't items like train tickets get more expensive?

There are certain items, regarded as

'essential supplies' by law for which VAT is not charged, such as food (but not meals in restaurants or takeaways), newspapers and stamps as well as train, bus and air travel. So, watch out for unscrupulous retailers demanding you buy now to 'beat the rise'! It can be worth checking online to see whether you're paying the right amount for items.

I bought clothes for a present before Christmas, but I can't change them until the New Year. Will I still get the same money back, or more because of the rate change?

You will get back the full refund for what you originally paid, even if items are now more expensive because of the rise. If you don't have a receipt, just like any other purchase, retailers will generally either exchange the item or offer a gift card, but that is up to the individual store.

I bought gift vouchers for £35.00 in November. Are they now worth less?

Your voucher will still be worth the face value on it, but because prices for most items are likely to go up with the rise on 1st January 2010, you'll get fewer

products for your money.

I heard the 15% rate stays in place for bars and nightclubs until 6am on the 1st January. Does that mean my drinks will be a lot cheaper until then?

To benefit from the extended rate of 15%, between 12am and 6am you would need to spend at least £200.00 to save yourself £5.00!

I've got a bill that says the VAT rate is 5%. Is this going to go up by 2.5% as well?

Certain goods, such as domestic fuel and power, energy saving materials, sanitary hygiene products, and children's car seats, have been classified by the Government as 'reduced-rate' items. The reduced-rate will stay at 5% in January 2010.

Is the VAT rate likely to change again?

The VAT rate is set by central Government, and the only other recent time it has been changed was in 1991. The VAT Consultancy predicts that we will see another rise by the end of 2010, probably to 20% but there has been no mention of this from Government as yet.

Workplace Don'ts

Often, it's a simple matter of using your common sense and behaving in a manner that shows courtesy and respect for others but there are numerous things that you should obviously not get involved with or encourage. Here's a list of some of the most commonly cited examples of behaviour that is often frowned upon and even not tolerated by most companies, regardless of type. Disregarding these, it can often, at best, make you unpopular or, at worst, might even get you the sack. Things you shouldn't do at work include:

- Engage in idle gossip about other colleagues or your boss or 'bad mouth' them
- Don't get involved in any banter which might have sexual or racial overtones
- Be modest and don't harp on about any of your previous achievements or be an attention seeker
- Don't try to court favour with your boss or immediate supervisors. Just doing your job in the best way you can is the most productive way of impressing those higher up the ladder than you



- Don't assume something is acceptable practice in either conversations you might have or actions you might consider taking. A good example of this is assuming that it's OK to leave your mobile phone on silent or vibrate, yet still respond to text messages, for example. Establish the position on that and other things you're not sure about first such as eating at your desk or work station, which is a good example where people often do the wrong thing.

Workplace Dos

There are a number of things that you should do if you want to be seen as a valuable member of the team and to be considered a valued colleague. These

can include:

- Being respectful and courteous towards others - even if you don't necessarily like a particular person
- Keep your voice at an acceptable level. A loud voice which is noticeable in a particular work environment can not only be counterproductive for others who are trying to get on with their work but can be extremely annoying too
- Offer to help others if there's anything you might be able to do to assist them and make their job easier if you've time to do so
- Dress appropriately and adopt a similar degree of formality/informality once you've established the acceptable 'code of conduct'
- Make sure you understand the rules surrounding e-mail etiquette and the use of your mobile phone
- Remember you're being paid to work so keep idle chit-chat and other things that may take your attention away from what you've been employed to do to a minimum.
- Stay positive and upbeat and...smile!

For indepth articles about workplace conduct, visit **www.worketiquette.co.uk**

TIME TO TURN OVER A NEW LEAF?

Green Office Week is back! Taking place in April 2010, Avery needs you to help spread the word and encourage your company to think and act green.

Raise your profile within your organisation and enhance your company's green credentials by becoming a Green Office Week Ambassador. It's a fantastic opportunity for you to encourage your company to try something new and make a difference in your workplace to help the environment.

You'll be sent a resource pack featuring lots of helpful, practical advice and tools to empower your office to grow greener. Tell Avery what you hope to achieve and during the week itself give them a daily update - take photos of you and your colleagues being eco-friendly, or perhaps write a short blog on the Green Office website. Avery will regularly send you fabulous goody bags to thank you for making UK office life greener.

To become a Green Office Week Ambassador, all you need to do is email **GOWAmbassador@footprint-comms.co.uk** with your name, company name, telephone number and a sentence or two explaining why you'd like to get involved. Successful Ambassadors will be selected in February so 'Good luck' to you all!

For more information about Green Office Week or Avery, please visit www.greenofficeweek.eu or www.avery.eu.



Books to help you 'green your office'

Helpful hints on becoming environmentally friendly in the office

More and more people are considering the environment at home, but research shows that people struggle to take green values with them when they head to the office. This guide is designed to empower you with the knowledge and ideas you need to make your office a greener, better place.

Download the guide from www.greenofficeweek.eu



Dedicated website for 'green' office advise

AGreenerOffice was formed to offer a unique reference point on how to create an energy efficient, green workplace.

The office presents the best opportunity for most people to make the biggest impact on the troubling effects of climate change. With businesses producing 40% of the UK's carbon emissions, there is an incredible scope for energy saving in the workplace.

AGreenerOffice has been devised by a team of experienced green thinkers to both encourage and inspire organisations and their employees into adopting greener work practices. Not only that but it also offers detailed advice and guidance on how best to go about it.

This comprehensive UK resource provides information on the many ways in which an organisation can become a more efficient energy consumer and sympathetic environmental presence.

From switching to green electricity and adopting green transport and purchasing policies to improving water and heating efficiency, and even generating your own energy, AGreenerOffice has a lot of good ideas that could make a big difference to the size of your office's carbon footprint.

The site also demonstrates how such greener working practices will not only benefit the environment but also the company's profile and bottom line. The overriding message is clear: a greener office benefits everyone, so get active and use AGreenerOffice as springboard for positive environmental action.

www.agreeneroffice.co.uk



GREENING YOUR OFFICE: from corporation to cupboard - an A-Z guide by Jon Clift and Amanda Cuthbert

Greening your office is packed with ideas for making your workplace eco-friendly, whether you are a one-man band or part of a global organisation. Reduce, reuse and recycle, and cut your budget and your carbon footprint in the process.

- recycle your office paper
- set up a car share scheme
- run a 'Switch Off' campaign
- change to environmentally-friendly cleaning materials
- stop using disposable cups

www.greenbooksguides.co.uk

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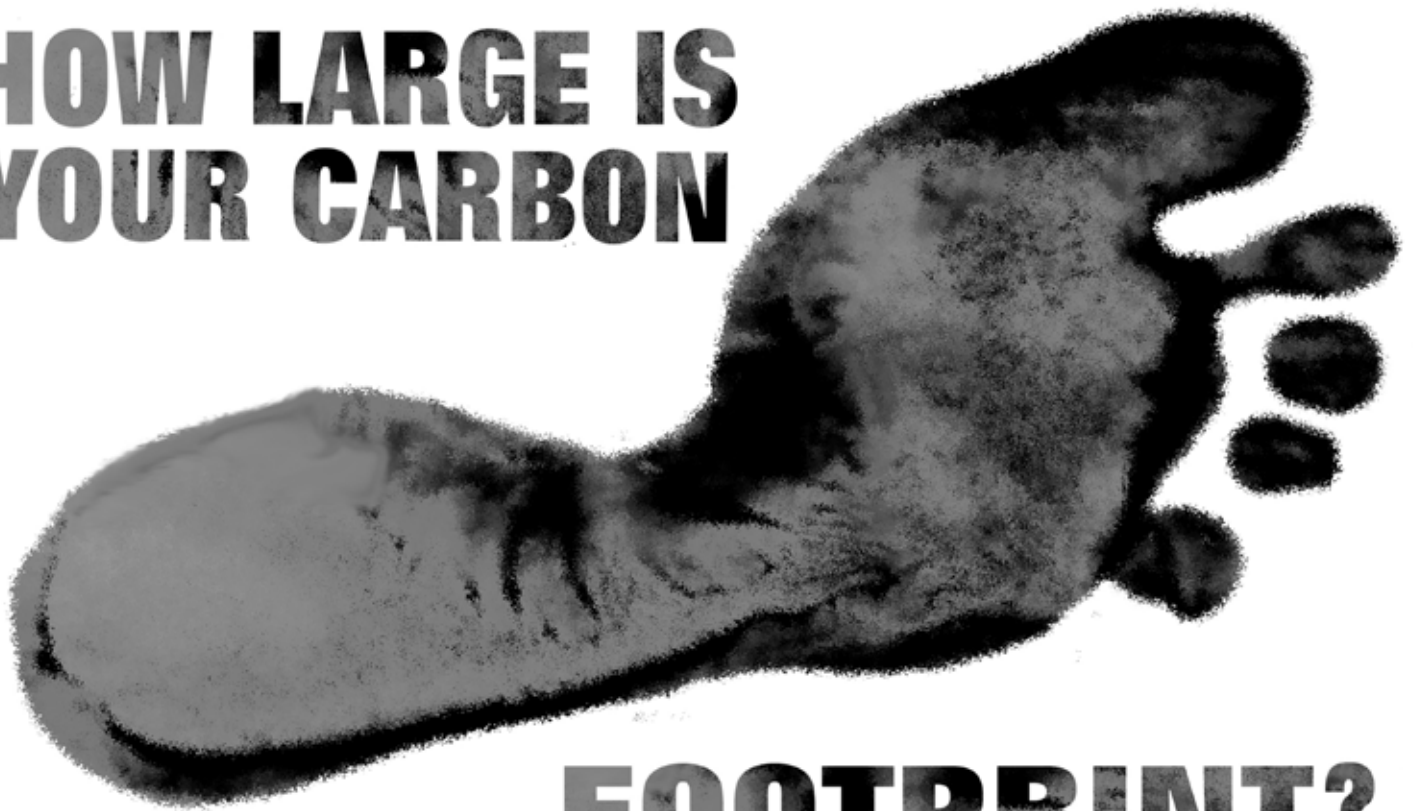
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SUPPLY

Carbon Footprinting for Beginners

**HOW LARGE IS
YOUR CARBON**



FOOTPRINT?

Before a business can attempt to reduce its carbon emissions, it is important to measure current emissions - the famous 'carbon footprint'. The main reasons for measuring a footprint are:

- To provide a baseline against which future emissions can be compared
- To identify 'hotspots' for action
- To identify obvious quick wins during the analysis
- To make a statement of intent to internal and external stakeholders that the company is serious about the climate change agenda.

Carbon footprinting measures the amount of greenhouse gas emissions (including Carbon Dioxide) produced by the things we do. From washing our hair, to riding in cars, we all leave a carbon footprint on the environment.

In total, the Carbon Trust estimates that the UK emits 648 million tonnes of carbon emissions every year. This is an average of 11 tonnes of carbon dioxide emissions annually for every man, woman and child in the UK.

Definition

A carbon footprint is the total amount of persistent Greenhouse Gas (GHG) associated with a person, an organisation, a country or a product.

Greenhouse Gases

The recognised 6 greenhouse gases are:

- Carbon Dioxide (CO₂)
- Methane (CH₄)
- Nitrous Oxide (N₂O)
- Hydrofluorocarbons (HFCs)
- Perfluorocarbons (PFCs)
- Sulphur Hexafluoride (SF₆)

These all have different global warming effects, so they tend to be expressed as kilogrammes or tonnes CO₂ equivalent using standard conversion factors. For example, 1kg methane is equivalent to 21kg CO₂. From now on I'll refer to all of these generically as "carbon emissions".

Scope of Carbon Footprints

There are three types of carbon emissions for organisations, and four a product:

1 Direct emissions from internal operations (eg carbon dioxide and nitrous oxide from vehicle use, carbon dioxide from gas fired heating systems);

2 Indirect emissions from electricity use (ie the carbon emissions from the power station)



3

Direct and indirect emissions from suppliers (and their suppliers) relating to the goods and services purchased; and for products

4

Emissions from the distribution, use and disposal of the product after it has been manufactured.

This is where footprinting gets complicated and controversial. Type 3 emissions are usually very significant (eg in the NHS they make up 60% of the footprint), yet many companies, including major supermarkets, simply ignore them, as does the UK Government and many personal carbon calculators on the Internet. For example, the UK's national emissions (types 1 & 2) are officially going down, but this is because we are offshoring our dirty industries (type 3) and our carbon footprint is actually going up. In my opinion, if you use the word 'footprint', you must include Type 3 emissions. This is easier said than done and will require a significant amount of data gathering - and much of that data will be held by other organisations, who may not be keen to reveal it.

Type 4 emissions are hard to calculate because predicting the lifecycle of a product is very difficult, but again it is important to include these emissions as they can often exceed the 'cradle to gate' emissions of types 1-3. For example, a compost company recently put a carbon label on their peat-based product with emission types 1-3, ignoring the fact that the type 4 emissions as the peat breaks down in use are 5 times as high as the rest put together.

Making Assumptions

The inclusion of indirect emissions from the entire supply chain raises one very difficult question - "Where do you stop?". If you start to list

the number of potential sources of greenhouse gases amongst your suppliers, their suppliers etc, you will soon realise that this is a very data intensive exercise. I recommend the following shortcuts to prevent the exercise becoming unmanageable:

- **80/20 Thinking: if the company consumes a large amount of energy-intensive material (eg Aluminium) and a tiny amount of low energy services (eg contractors who carry out an annual site audit), then it is reasonable to count the production of aluminium in and exclude the contractors.**
- **Use of published data: If suppliers already publish their carbon footprint then it is reasonable to use a pro rata amount of this. Data from a study on a similar organisation as long as it is documented.**

The golden rules of using such assumptions are:

- **Relevance: obviously the assumption must reflect the business or product - you can't ignore significant impacts in one part of your scope just because they lie outside the scope of footprints in other sectors.**
- **Consistency: the same assumption should be applied to all relevant elements of the footprint, not just where it suits best.**
- **Transparency: the source or logic behind each assumption should be documented and published.**
- **Conservativeness: when in doubt you should assume the footprint is larger rather than smaller.**

Expressing the results of the footprint

For products the carbon footprint is usually expressed in terms of a functional unit. A functional unit represents the amount of utility the product provides and allows different products to be compared. For example grams CO₂ per passenger kilometre is the standard measurement for passenger vehicles. This allows, say, a car to be compared with a train. The choice has to be sensible - I've seen a TV manufacturer use refresh rate as a functional unit, but a 100MHz TV does not give the same utility as two 50MHz TVs - there is still only one picture, only sharper.

For organisations, footprints are usually expressed per annum, but this can be affected by major changes to the organisation such as an acquisition or a round of redundancies. Therefore it is usually worthwhile expressing the footprint both as a gross annual figure and as a function of the output of the business (eg CO₂ equivalent per product).

Conclusion

While Carbon Footprinting is in vogue at the minute, calculating a proper carbon footprint is a considerable task. In summary, I recommend you:

- **Choose the scope to fit the exercise (1-3 for organisations, 1-4 for products).**
- **Use the 80/20 rule and published data to make the exercise easier.**
- **Document all assumptions and make sure they are robust.**
- **Express the results carefully to avoid misleading figures.**

Gareth Kane is the Director of www.terrainfirma.co.uk, a UK based environment and sustainability consultancy.



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 **PILOT**
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Top Tips
to make
**Team
Building**
enjoyable and
successful

By Kevin Woodward

Monday morning

The office is quiet, everyone sitting at their desks looking half asleep. A telephone rings, and rings, and rings. Eventually someone answers it. A couple of minutes later the prospect on the other end decides to deal with one of your competitors ...

Monday morning

Staff arrive early and the place is buzzing, most people are on their feet, waiting to get at the filing cabinet, discussing last weeks sales figures. A telephone rings. Within seconds it is answered with enthusiasm and a desire to close a sale. 15 minutes later the prospect has placed an order ...

OK, two contrasting offices. Which one would you prefer to be in? If you said the first, then stop reading, NOW! No manager worth their salt should even consider having an office like that. Not even just to be contrary in answer to my question. You see, with either attitude, you are a de-motivator. Office motivation must come from management. Whatever level. From senior managers down. Some people are natural managers but for most, it will take some effort.

Firstly, you need to have a positive approach to work. If your team see that you cannot be bothered, either with your work or with their efforts, then for sure you will have the first type of office.

Secondly, you need to work hard at team building. Mention the latter and you will find that most of your staff will groan. Why? Because the only team building that they know about is either a cold and wet weekend in the countryside, carrying out initiative tests and problem solving. That strikes despair into the heart of all but the most masochistic. Or alternatively, they associate the phrase team building with the



touchy-feely type of indoor activity that was devised in the 80s. That makes everyone other than the office proper and the office bicycle feel uncomfortable! These are both exclusive - in other words, whatever you choose, a large proportion of your team will be excluded from achieving anything positive.

So how do you get away from these stereotypes. There are still plenty of backwards looking companies offering the cold, wet and touchy-feely team building.

Avoid these, look for a fresh approach. Use corporate entertainment which will introduce the fun element; staff will not even notice that team building is happening. Treasure hunts or a themed activity day are events that can really work.

The treasure hunt is a great idea as it can be carried out by car or on foot. A good treasure hunt will be inclusive, i.e. engage and motivate even the most reluctant team member. The team building benefits are:

- **development of communication, planning and lateral thinking.**
- **your employees to get to know others in your organisation better.**
- **your employees to break down the barriers between departments.**
- **management interact with staff in a relaxed situation.**

One popular themed corporate event is based on the old BBC

'It's a Knockout' show. That would be ideal for use where staff are young, competitive and dynamic as it can be quite physical and inevitably will end up with participants getting very wet! An alternative to that is the medieval themed corporate event. This takes

staff through various medieval activities such as archery, pulling the reluctant boar to the kitchen, building a trebuchet, storming the castle, the Battle of Agincourt and finishes up with the jousting competition as the grand finale. As with the treasure hunt, it is great fun, inclusive and develops all of the skills that are essential for a functional and successful team.

If you have a company conference or prefer a hotel event, then something like a spy themed day works well. Teams need to complete a series of tasks throughout the day, working to a tight schedule. The tasks require lateral thinking, ingenuity, problem solving and good communication as delegates will crack safes, improvise disguises, identify spies seen on video footage, disarm bombs, set minefields, move containers of radioactive waste again, highly motivating and focusing on essential team skills.

So team building does not have to be uncomfortable; it can be memorable for all the right reasons - if you choose carefully. And one last piece of advice, don't bother with DIY team building, remember, the specialists do it every day and so your event will run much more smoothly.

Keep up to speed and organise your corporate entertainment team building now. Get smart, motivate your staff with a medieval corporate entertainment event. Either way it makes sense, team building by stealth!



I believe that we should at least have some idea of where we want to go in life and what we want to achieve, if we are to achieve anything at all. Depending on which personal development or motivational book you read, there are many different techniques for making plans and goal setting, but one of my favourites is making a treasure map.

By Yvonne Green

Making a treasure map is a fun, enjoyable thing to do and when we're setting goals it can help us to focus even more clearly on what we wish to achieve. After all, we need to be sure exactly what it is we are trying to achieve and we need to be specific for the Universe to act on your requests. You wouldn't send someone shopping for you without telling them what they're going for would you?

A treasure map is simply a drawing or a collage of the things you would like to see in your life. You can map many things together but it's best if you only work on one area of your life at a time. That way you won't confuse yourself. To begin your treasure map, take the biggest sheet of card you can find, or go to your local stationers and buy some poster board. You can draw or paint your map, or use magazines and cut out pictures of what

you want then stick them on your board. You could even put a photograph of yourself in to give it more meaning. Get out the colourful stickers and felt-tipped pens and make your treasure map as bright and colourful as you can. This will give it much more impact.

Save some space across the top so that when you've finished the artistic bit you can write an affirmation there. Try and make your affirmation positive, present tense and personal i.e. "I now have a beautiful new car which is easy to maintain". "My new home comes to me easily and effortlessly". "I am always relaxed and centred and have time for everything" or whatever. Then sign and date the bottom.

On the back of your treasure map, write a short paragraph saying how wonderful your life will be once you've achieved your goal. Again make it present tense. And give thanks for whatever it is you're affirming for too. That

way you're showing your faith in the Universe to provide it for you. For example, if you were affirming for a new home you could write "I give thanks for my wonderful new home which I can easily afford. It is in the perfect location for me..." Then go on to describe the rooms, how it will look from the outside etc..

Keep your treasure map safe once you've done it and refer to it often. You will find that the very act of making one helps you to be more positive and focused and it will be easier for you to achieve your goals.

If all this sounds too simplistic and child-like for you, I do encourage you to have a go and make your own anyway. Even if you're not the artistic type, you'd be surprised what you can come up with. And if you just create one and then put it away somewhere, you're more than likely to find when you come across it someday in the future that you have achieved/acquired everything on it!

A treasure map is simply a drawing or a collage of the things you would like to see in your life.

About the Author

Yvonne Green is an alternative therapist and workshop leader, who runs meditation groups and personal development workshops from her home in Beverley, East Yorkshire.

Goal Setting Worksheet



Do you have a big goal you're just not reaching? If so, you need a goal setting worksheet. But don't worry, you can build one yourself right now, simply by opening up your word processor and creating a box for each of the following segments.

By Daren Wride

Step 1

What is my goal? It must be specific, challenging and attainable.

Many people set but don't achieve their goals because the goals are simply too vague, too small or too big. For instance, "I'm going to get in shape this year" is a very poor goal. What do you mean by that? How will you know if you've arrived? A better goal statement is "I am going to lose 10 pounds,

be able to do 50 push-ups without a break, and run 3 miles in under 25 minutes by my next birthday." No wiggle room there! You will know if you've succeeded or failed. And, assuming the targets are also appropriately challenging or significant, you will have a strong goal statement.

Step 2

Why do I want to achieve this goal? What are the benefits I'm seeking.

This could be a very long list. Referring back to the fitness goal, you may want to look better at the beach, beat a friend in a race, improve your heart health or any number of other possibilities. The purpose of this step is to identify your deepest motivations, get them on paper, and refer to them as you progress towards your goal.

Step 3

What are the obstacles between me and my goal?

If there were no barriers, you'd be there already! So, why aren't you? Perhaps you have to eat out a lot due to your job, and it's hard to eat healthy meals away from home. Maybe you were pushed into a sedentary lifestyle due to an injury. Likely, your schedule is such that it is very difficult to find time for exercise. Write down every obstacle you can think of, big or small.

Step 4

What is the primary constraint, the one barrier which if removed would immediately move me toward my goal?

From all the barriers you identified in Step 3, pick the most significant one. This will help you prioritize how you go about reaching your goal.

Step 5

What sacrifices do I need to make to reach this goal?

Any substantial goal requires sacrifice. The more significant the goal, likely the more substantial the sacrifice. This is a reality check: Are you prepared to make the sacrifices necessary to reach your goal?

Step 6

What information or skills do I need if I am to achieve this goal?

Most big goals require us to grow personally in knowledge or skill. If you can figure out where the gaps

are from the outset, and begin to fill them, you will progress toward your goal very rapidly.

Step 7

Who can help me reach this goal?

This is a very important question, and your answer is also very important. An unachieved goal usually means we lack the self discipline to get there alone. So we need to lean on the discipline and accountability of another person. In some cases they might be partners who are moving toward a similar goal; in other cases they are mentors who are leading us and coaching us to go where they have already gone. Either way, this person is often the difference between success and failure in goal setting.

Step 8

What are all the steps I need to take to reach this goal?

I like to simply write these things out as they come to mind, with no real regard for order or priority. Just get every logical step down so you can see exactly what is required. This is another reality check stage, but it can also be quite encouraging since your large goal has been reduced to bite-sized chunks!

Step 9

What are the three primary steps I need to take to reach this goal?

At this point you simply synthesize all the points from the previous step into the three logical big steps that will get you to your destination. For instance, back to the fitness scenario, the steps might be to establish a better eating-out routine, to join a fitness club, and to work out three times a week.

Step 10

Which habits (daily, weekly, monthly) do I need to establish

to reach my goal?

Don't miss the power of this step! Every big goal requires new habits if we are to get there, a new routine in some small or great way, usually on the daily and weekly level. Our lives really are simply the sum total of our habits. We change our lives primarily by changing our habits.

Step 11

How committed am I to reaching this goal?

Now that you've thought it through quite thoroughly, how passionate are you about going there? You can describe it with words or simply rate yourself out of ten. If you are not significantly committed to reaching a goal, consider dropping it and developing one that fires you up, rather than feeling guilty for an extended period of time before quitting.

Step 12

What's one simple thing I can do right now, at least today, to move toward my goal?

It doesn't need to be a big thing, it just needs to be something. The sooner you take action, the sooner you will feel that sense of progress, and the sooner you will reach your destination.

So, there you have it, a goal setting template that you can use to make your own goal setting worksheet. Give this goal setting worksheet a try. It's been extremely helpful to me and I know you will find that it provides you with that extra little push towards achieving your goals and reaching your dreams.

Daren Wride writes and speaks on the topics of personal development and team dynamics.

He offers free downloads of a goal setting worksheet as described above at www.The-Life-Plan.com/Goal-Setting-Worksheet.htm

www.ThePowerOfaTeam.com