

## Are you a bully?

### Firm but fair

Being a boss isn't a popularity contest. You may need to give critical feedback at some point. Do not scold people severely with a dressing down; just make your point firmly without intimidating or frightening your employees.

### Take a deep breath

Don't shout every time you feel the temperature rising. Do your best to restrain yourself and take a step back.

### Communicate

Find time to sit down and communicate with your team or assistant, no matter how busy you are. Talking through the week's priorities over a coffee will reduce stress levels and any potential conflict when the going gets tough.

### Measure yourself

If you have a problem with one of your team then address it in the right manner. Do not talk about their shortcomings behind their back as this will undermine them and ultimately make them feel inferior and excluded. It might also make them a target for others.

### Keep a level playing field

While people deserve praise when they have done a good job, do this fairly. Letting 'favourites' develop is a dangerous game that can upset office politics and make people feel excluded.

### Don't be a mirror

If you don't like the way your boss treats you, don't act like them. Think about how you feel when someone treats you badly. Just because you've been managed badly, doesn't mean you should behave in the same way.

## Listen to ideas

If someone challenges you, take a moment to listen. Think about what they have to say, make a note and let them know how their idea may work next time.

## Don't leave people out

When you organise a get-together, make sure everyone is involved. Try and encourage everyone to attend if they can, and don't let anyone feel that they are being excluded or left out.