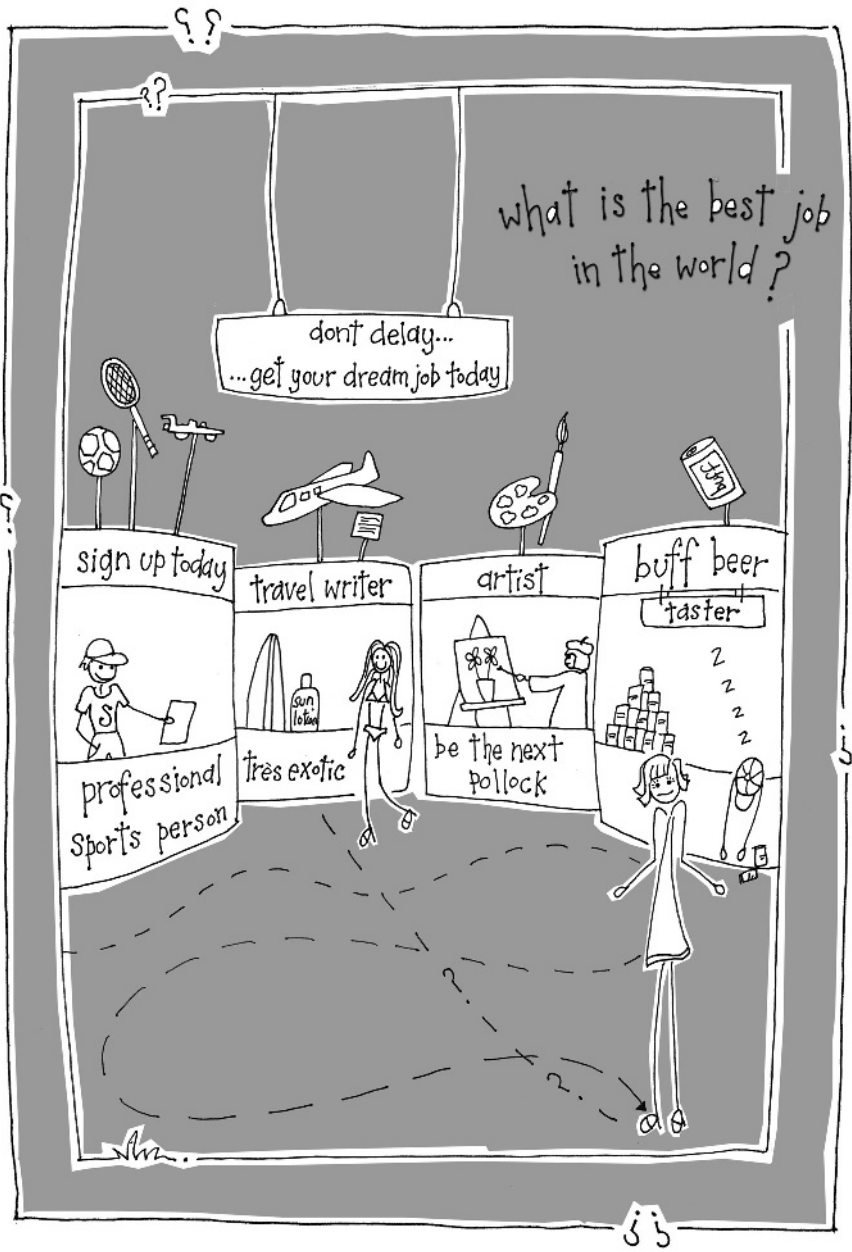
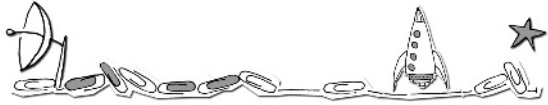


Section 1:

Learning the ropes

- What is the best job in the world?
- Is your business card up to scratch?
- Have you ever lied on your CV?
- How strong are your old school ties?
- What will you be asked at your interview?
- What are you worth in the job market?
- How reliable are first impressions?
- Why are manhole covers round?
- What is the world's most dangerous job?
- Are you in the wrong place or are you the wrong Guy?
- What makes an organisation a great place to work?
- Have you got staying power?
- Do you have network *nous*?
- Should you get a mentor?
- Are you afraid of your job?





2. What is the best job in the world?

Picking the best job in the world is very much a subjective task. If you are partial to a glass of Sauvignon Blanc with your lunch, a Gran Reserva Rioja with your evening meal and a sip of Château d'Yquem before bedtime then *you* may consider being a wine taster as the best job in the world.

Or perhaps you are the life and soul of the party, and can make anything you talk about sound funny. In that case, being a stand-up comedian may be your idea of the best job in the world.

However, regardless of the subjective nature of the task, we decided on the following 'best jobs in the world'.

3rd

For the anally retentive, obsessive compulsives amongst you, the people who like shiny, pristine surfaces, untouched and unmarked, we have the job for you. When the laughter and hollering has subsided and you can no longer hear the sound of steel cutting through ice, you can put order back into the world. Yes, you can become a Zamboni driver. Invented in 1949 by Frank J. Zamboni, who was born rather appropriately in Eureka, Utah, these are the little machines that glide over ice rinks resurfacing them.

2nd

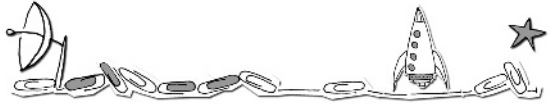
What better way to spend your time than by helping save the lives of others? It may take you up to 14 years to qualify as a brain surgeon, and you still won't receive the largest remuneration, but the job satisfaction of helping others will be immense.

1st

If you were brought up catching and throwing, kicking and hitting or running and jumping, then the life of a professional sports person may be the thing for you. The chance to be paid to be fit, travel around the world and enjoy your sport may be just what you are looking for. And if you are good enough to be one of the best in the world at a sport that receives a lot of media coverage, you might earn a lot of money too. The top earners in golf, motorsport, basketball, tennis and football all earn tens of millions of pounds each year. Then, when you retire, and if you are capable of stringing a few words together, you might get asked to talk about the sport you love as a TV pundit.

As you might expect, there is no shortage of surveys on the best job in the world, none of which (to our knowledge) feature Zamboni drivers. What is interesting is how childhood aspiration rarely meets reality. In a survey for Career builder.com and Walt Disney, conducted by Harris Interactive, 84 per cent of people polled were not in their dream job.

Not that surprising when you consider the lofty ambitions of those surveyed. Thirty-three per cent of administrative professionals wanted to be princesses and 22 per cent of manufacturing workers dreamed of being cowboys. Over half of doctors and lawyers, and 24 per cent of teachers, wanted to be the US President.



3. Is your business card up to scratch?

‘Look at that subtle off-white colouring, the tasteful thickness of it ... oh my God, it even has a watermark.’ Patrick Bateman, played by Christian Bale in the movie *American Psycho*, clearly suffered from, amongst other things, business card envy.

For people like Patrick Bateman, the look and feel of a business card is just as important as what is on it. Should the lettering of your name be embossed? Or perhaps the card should have a matt finish with spot UV high gloss details? The options are endless.

Of course you have decided on the content and set out your name, business, job title and contact details, but what else do you need to consider?

You could choose the quirky route and contact crazydollars.com, who will print your information on a ‘million dollar sizzle bill’; or perhaps your line of work calls for something a little more technologically advanced, and you may want a CD-Rom business card capable of storing videos clips, sound bites and information on all your products.

Once you have your new cards, the next decision is what to carry them in. After all, the eyes of your new contacts and potential business associates are on you as you pick out your card for them.

For £100 plus, a Swarovski crystal business cardholder studded with hundreds of pink crystals can be yours. Or if shiny bling is not your thing, maybe a Louis Vuitton monogrammed canvas cardholder with cross-grain leather lining. Or perhaps a sterling silver case from Tiffany & Co. is more your style.

Of course the whole point of having a business card is so that you can press it into the sweaty palm of a potential business associate. And, at this crucial moment, it is surprisingly easy to come unstuck. Some experts suggest that you should pass your card to someone once a business meeting has drawn to its conclusion. Others would say never offer your card until it is asked for.

In Oman, if you do offer your card to someone it should ideally have an Arabic translation on one side; likewise there should be a Russian translation when you are doing business in Russia.

In Japan, there is a specific way of exchanging business cards – a process called *meishi*. Business meetings cannot begin until *meishi* has been completed. Both hands should be used to present your card, which should be printed in both languages. Crucially, on receiving your counterpart's business card, it is important to make a show of examining it before placing it carefully on the table.

If, as in *American Psycho*, your business associate appears to be overly envious of your card, don't turn your back on them.



4. **Have you ever lied on your CV?**

Is your CV more a work of fiction than an accurate appraisal of your skills and experience? Perhaps you have deviated from the truth in the hope that it gives you an edge, or to hide something from a prospective employer. If that is the case, then you are not alone.

A survey conducted by recruitment site monster.co.uk revealed that 40 per cent of respondents had lied about the reasons they left their job, 18 per cent

about their current salary and 10 per cent about their qualifications. Only a third of people produce an entirely truthful CV.

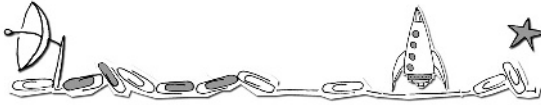
With the power of the internet, it has become increasingly easy for employers to check up on applicants, so not only may you find yourself out of your depth and in the wrong job but, if discovered, you run the risk of tarnishing your reputation. Don't think that just because that falsified CV has long since been banished to the bottom of the filing cabinet you will automatically be safe.

David Edmondson, Chief Executive of Radio Shack, the third-largest electronics retailer in America, claimed to have received a degree at the Pacific Coast Baptist Bible College in California. Twelve years later, the error was uncovered by a newspaper. Edmondson subsequently resigned from his job and the substantial salary that went with it.

Singapore-based executive Patrick Imbardelli was due to be appointed to the main board of InterContinental, when the company learned there was a discrepancy on his CV. He did not have a number of degrees he claimed to have completed, including an MBA. Despite 25 years' experience in the tourism industry, over six years' experience with the company, working as Managing Director for the Asia Pacific region, and having been named Asia Pacific Hotelier of the Year 2006, Imbardelli was left with little choice but to resign.

While resignation doesn't automatically ensue, discovery of CV discrepancies can do untold damage to reputations and careers. James Gulliver, the former head of the Argyll drinks group, claimed in his *Who's Who* entry to have graduated with an MBA from Harvard. It turned out to be a fiction – something that came to light during a £2.3 billion takeover battle between Guinness and Argyll for Scottish whisky group, Distiller's. Some considered the revelation and ensuing damage to Gulliver's credibility to have affected the company's chances of success – it lost out to Guinness.

Be warned, the CV police are watching.



5. How strong are your old school ties?

The ‘old school tie effect’ refers to the social and economic benefits of attending the ‘right’ school or university. Historically, the class system within the UK has reinforced its stranglehold, but is the knot slipping for the old school tie?

Apparently not. In 2006, the Sutton Trust reported that more than half of Britain’s most influential journalists came from the seven per cent of the population who attended the elite educational facilities, as did seven out of ten barristers. Taking a look at politics, a third of MPs, in the highest positions, come from the elite institutions. In fact, since 1945, seven out of twelve prime ministers have been Oxford graduates; only three – Winston Churchill, James Callaghan and John Major – didn’t have a degree (and Gordon Brown went to Edinburgh University).

John Major even tried to use an ‘old school tie’ jibe against the better-educated Tony Blair during the 1996 general election. In an attempt to portray himself as the decent ordinary man who had risen to the top, he played the class card against Blair by coining the phrase ‘New Labour, Old School Tie’. Three terms of office later, Mr Blair left Number 10 Downing Street and few people referred to his educational background (or, indeed, his tie).

Of course, actually wearing an old school tie is probably not going to make that much of a difference. If your interviewer went to the same school as you, he will have seen it on your CV long before you make it into the room. Some decisions and assumptions about your character are made before you arrive.

Today, a far more overt way to leverage your old school network is on the internet, by using networking websites such as Facebook. Launched by Harvard graduate Mark Zuckerberg in February 2004, the Facebook site had profiles from 85 per cent of all college students in the US within 18 months. By its third year, Facebook had 25 million users worldwide. Although anybody can now join, at first people could only register if they belonged to a supported school, college or company. With its Ivy League roots, Facebook has proved a useful social networking tool for many. In the UK, it is proving especially popular with the ‘old school tie’ universities.



6. What will you be asked at your interview?

Your alarm clock didn't go off because you hadn't set it properly, you had to run for the bus, stand up all the way and run to your interview. As you burst through the door, you notice how badly your shirt is sticking to your back and remember that, in your panic this morning, you forgot to put on any deodorant. And that's when you really start to sweat, as interviews can be nerve-wracking experiences.

An ABC News viewer told of a situation she found herself in during one interview.

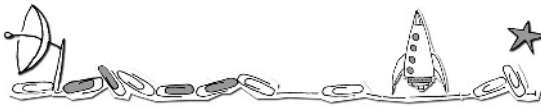
'I was deposited in a room with the four folks who were to conduct the interview. The first person pulled out a list of questions and asked me a dozen or so. I answered them all without any trouble while the four of them listened intently. Then the second interviewer pulled out her list and asked the *exact same questions*, word for word. At first I thought it was a joke, but she kept asking. What was I to do? I answered them all again. Then the third person, and the fourth, asked the identical questions yet again. Maybe they were trying to judge my consistency, but it was a very uncomfortable interview and a strange way to treat a prospective employee.'

Interviews come in all shapes and sizes, but the well-prepared candidate is usually able to cope. There are a whole host of websites giving lists of possible interview questions which, as a rough guide, fall into five groups: about yourself; about your old job; about the new job; about the future; and then left field, surreal ones.

Handle the tough ones well – such as: ‘How do you handle stress and pressure?’; ‘What are your weaknesses and how do you work to overcome them?’; ‘What was your greatest achievement and how did you accomplish it?’; ‘Are you overqualified for this job?’ – and the rest should be easy.

Of course, once you have sat through an interview, you may decide that the job isn’t quite right for you. When the BBC asked for people to write in with their interview stories, they received the following:

‘I had a job interview in which the interviewer asked me to “name three things you are not”. Having quickly formed the conclusion throughout the interview that the company wasn’t for me, the only reply I could think of was ... “Interested in this”.’



7. What are you worth in the job market?

The inclination is to answer: whatever market forces determine. The truth is not that simple, though.

To begin with, there are various government interventions that interfere with market forces. In the UK the minimum wage, set at £5.35 in 2006, means that – in theory – no worker should be paid less than that sum per hour.

Global economics and market forces do mean, however, that wages for similar activities vary widely from one country to the next. So in the UK, a newly qualified nurse might expect to earn about £19,000, while in India they would earn a starting salary of less than £1500 a year. Similarly, software developers in the UK are paid about £20,000 as graduates, but in India their starting salary is substantially lower at around £2000.

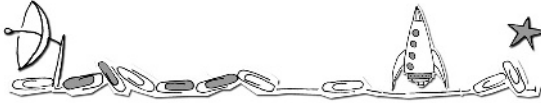
Anecdotal reports suggest that an influx of people from new EU member countries in recent years has maintained a downward pressure on wages in many sectors (for example, the construction sector).

At the other end of the pay scale to the minimum wage, CEO salaries continue their inexorable rise to stratospheric levels. According to statistics from the US Congressional Budget Office, between 1978 and 2005 CEO pay increased 35-fold to nearly 262 times the average worker's pay. Other research puts the ratio in the 400-times-average-earnings bracket. Average salaries at the top of the corporate hierarchy in the top 500 US companies are \$10.9 million, and in the UK FTSE 100 close to £3 million.

And there is little indication that such salary increases depend solely on performance; in many cases, CEOs appear to benefit even if there is average performance or worse. The argument in support of such substantial salaries is that companies have to pay 'the going rate' to get the appropriate level of talent. Interestingly, though, while organisations are happy to outsource jobs to take advantage of labour cost differentials, there doesn't seem to be much of a move to outsource the CEO role in the same way. In 2005, for example, the average compensation of a CEO in Germany was something like a third of that of a CEO of a similar-sized company in the US. So why aren't US companies rushing to hire German CEOs?

For the average Joe, finding out your worth in the job market has never been easier. Forget scouring the job ads for positions similar to your own – it usually says 'salary on application' anyway. Just surf the internet and look for specialist

salary comparison websites like salary.com or salaryexpert.com, or job websites like, totaljobs.com or monster (.com and .co.uk). Be warned though: it can make depressing reading.



8. How reliable are first impressions?

‘You never get a second chance to make a good first impression.’ How many times have you heard that before? The reality, however, while a little less quotable, is a lot scarier.

In the early 1990s, Harvard University psychologist Nalini Ambady conducted an experiment into the nonverbal aspects of teaching. The idea was to get people to judge the effectiveness of teaching fellows by viewing minute-long video clips of the teachers with the sound off. The problem was, she only had ten-second clips with the teachers on their own in the frame – thus eliminating bias via the reactions of students in the background. Ambady went ahead anyway.

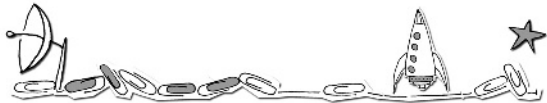
From a ‘first impressions’ perspective, the results were alarming. Despite the brief ten-second clip, the observers had no problem rating the teaching fellows on a fifteen-item checklist. The same applied with a five-second clip, and a two-second clip. If that wasn’t bad enough, Ambady asked students to evaluate the same teachers after a semester spent in the same room observing the teaching fellows at close quarters. The results of the video observers and the students showed a high correlation: the verdicts on the teaching staff were virtually the same. Two seconds or several months? It makes no odds.

As for the mix of how we make an impression, 55 per cent comes through body language, 38 per cent from the tone, speed and inflection of our voice and only 7 per cent from what we're actually saying.

Fortunately, there is other research that suggests you might have up to four minutes to make an impression. In which case we suggest, other than giving some thought to the challenge, two things to focus on:

Try to remember people's names. We can all improve our memories. Dave Thomas, a fireman from Halifax, decided on a whim to improve his rather average memory. Two years later he was said to have one of the most powerful memories in the world, accomplishing feats such as memorising a shuffled pack of cards in 90 seconds and reciting 22,500 digits of the number π . Although there is no need for you to take it that far!

Maintain steady eye contact. Steady eye contact shows that you are confident and alert to others around you. That's why expert advice has it that, should you ever come face to face with a mountain lion, you should give the animal the opportunity to move on, slowly backing away, but maintaining eye contact. Note, however, that unlike humans and mountain lions, brown bears don't like this as much; if you happen upon a brown bear, keep an eye on them, but avoid direct eye contact.



9. Why are manhole covers round?

You may think that the days of surreal interview questions have passed; a fad that disappeared along with excessively large shoulder pads and mobile

phones that still had to be hardwired to the dashboard of your car. Well think again.

Some universities are famous for their obscure questioning. Oxford and Cambridge universities still occasionally verge on the eccentric when it comes to interviewing prospective graduates. 'If I painted a picture on the side of your house, who would own it?' Exactly.

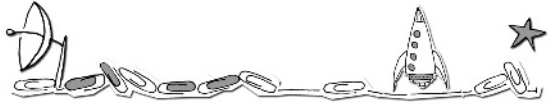
The point of such questions is to give an insight into how an interviewee forms opinions and constructs an argument about things they have never considered. That's why Cambridge University suggest that over-rehearsing for such questions is a bad idea. They prefer the more spontaneous answers.

It is the same with job interviews. Many companies are equally fond of the bizarre line of questioning, for the same reasons.

In the midst of an interview, you might be asked one of these:

- Why are manhole covers round?
- How do you make M&Ms?
- Is a Jaffa cake a cake or a biscuit?
- How many cans of cat food are sold in America every day?
- If you could be an animal other than a human being, what would you be and why?
- If a spaceship landed outside right now, would you get in it and where would you ask it to take you?

If you are, remember to take the question calmly. You could, of course, decide to get your own back, by asking a surreal question in return when the interviewer delivers that interview standard: 'Have you anything you would like to ask me?'



10. What is the world's most dangerous job?

If you have to work – and most of us do – surely it is a good idea to do a safe job: one where you can hope to return home at night with all your bones intact, where you don't spend the day in anxious anticipation, other than fear of the occasional amble-by from the boss.

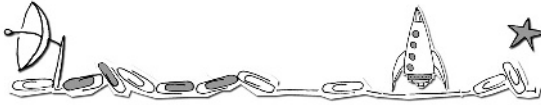
Yet some prefer risk and adventure, working on the edge. For those with an as-yet-unrequited love of danger, forget the relative safety of insurance, banking and other harmless staples of the career officer's suggestions list, and instead consider a few of the following.

There are a lot of dangerous jobs. Lumberjacks have the occasional tree fall on them; aircraft pilots, particularly the light aircraft kind, if unlucky may suffer from 'controlled flight into terrain' (that's flying into the side of a mountain, to the layman); structural iron and steel workers; bomb squad technicians; deep sea divers ... all fairly hazardous.

For sheer unrequited danger, however, nothing beats the lure of the sea and commercial fishing. Imagine: the vastness of the oceans, the moody skies, the freedom of working outdoors, the salty air, the camaraderie of the boat. Try to forget that you are hundreds of miles from anywhere, in stormy seas, working seven-day weeks, 40 out of every 50 hours, in freezing temperatures, when often the ice is so thick on the boat that it can capsize it.

The general consensus, backed up by US and UK statistics, is that the fishing industry is the most dangerous industry in the world to work in.

Just remember that, next time you stub your toe on the office furniture.



11. Are you in the wrong place or are you the wrong Guy?

Bob Watts is a prosthetist. Not just any kind of prosthetist, but a very good one indeed. He makes artificial limbs for everyone from war veterans to athletes, from toddlers to celebrities such as Heather Mills-McCartney. Did he always want to be doing such worthy work? Not really – it was all a bit of an accident.

As a young man, Bob Watts was in the market for a new job. Having tried a couple of different things he was browsing the job section of the newspaper, looking for an interesting challenge, when he spotted an advert looking for people to make ‘artificial arms’.

‘That’s interesting,’ he thought. ‘I like children; making toy guns for them could be good fun.’

While the multibillion toy industry has marched on without Bob, he has become one of the world’s leading authorities on the manufacture of artificial arms *and* legs.

Sometimes it’s the interviewer who gets it wrong. In 2006, a producer for BBC News 24 went down to collect an IT expert due to appear on the show to comment on the Apple v Apple court case.

Guy Goma, a graduate from the Congo, was subsequently taken from the reception area at the BBC studios and straight onto the set for News 24, wired for sound and sat down in the seat to be interviewed live in front of a global TV

audience. Unfortunately for Goma, he wasn't an IT expert; he was there for a job interview.

The presenter, Karen Bowerman, asked three questions, which Goma assumed were part of the interview. It made great television for the viewers, but was not so much fun for Goma, who afterwards said that his appearance was 'very brief and very stressful'. Goma didn't get the job, either.

The mix-up happened when the producer went to pick up Guy Kewney, the editor of ewswireless.net, who was later discovered still waiting to be called to the studio. Unfortunately, the producer had not only gone to the wrong reception area, but had also picked up the wrong Guy.



12. What makes an organisation a great place to work?

Is your organisation a great place to work? Do you get out of bed most mornings looking forward to the day ahead? Or are you filled with dread? If it's the latter, photocopy this page and give it to your boss.

If a company's employees are one of its most important assets (something companies are fond of telling us) then it makes sense to ensure that those employees enjoy turning up for work. It is a little worrying then that, in global consulting firm BlessingWhite's 2006 Employee Engagement Report, while 69 per cent of employees were proud of their organisation, only 18 per cent were fully engaged in their work.

Fortunately for the disengaged masses, some people have been busy researching exactly what organisations need to do to keep their employees ‘engaged’.

Employee engagement – a comparatively new HR buzzword – means the level to which people are involved with their organisation. An employee who is engaged in the workplace is willing to go that extra mile, put in more hours, work harder and do what it takes to make the company a success.

Disengaged employees, on the other hand, are not really interested in the success of the company: they work to get through the day, take the money and go home. They don’t buy into the values of the company, and are probably job hunting.

There are various rankings of organisations based on employee engagement. Workplace engagement specialist, Best Companies, who compile the UK ‘Best Companies to Work For’ list for *The Sunday Times*, has surveyed 250,000 people in the UK workforce, in over 1000 different organisations, and produced a list of eight factors with the most bearing on employee engagement.

The top three are:

- *leadership* – how people feel about the head of their organisation, the senior management team and organisational values;
- *well-being* – stress, pressure, the balance between work and home life and the impact of these factors on personal health and performance; and
- *management* – whether people feel supported, trusted and cared for by their immediate manager.

The other factors are: team relationships; the connection between the individual and the organisation; whether a person believes there are opportunities for personal growth; whether employees believe they are getting a fair deal on pay and benefits compared to similar organisations; and how much employees believe the organisation is giving back to society (and the motives for doing so).

A great place to work for, it seems, is not about the occasional balloon trip, day out at the races, champagne breakfast or office party. It is about delivering on those important engagement factors. Not that we are knocking balloon trips or office parties.



13. Have you got staying power?

You may feel that you are destined for greatness, but somehow you have lost your way. Don't worry: your first step on the career journey is probably not going to be your dream job. There are plenty of people who have carved out a successful business career after a few false starts.

Michael Dell, founder and chairman of Dell Computers, washed dishes in a Chinese restaurant, earning \$2.30 an hour; Bill Gates was a congressional page at the Washington state Capitol; Michael Eisner, former CEO of Walt Disney, was a camp counsellor paid \$100 (slightly less than the \$1 million salary he would earn later in his career); and finally, Madeleine Albright, US Secretary of State from 1997 to 2001, worked in Jocelyn's Department Store in Denver, selling bras.

Others who have steered an erratic course to corporate stardom include Thomas J. Watson, founder of IBM. Watson's first job was as a bookkeeper. He then drove a horse and cart around his neighbourhood selling pianos and sewing machines to farmers.

Hugh Hefner left university and joined the Chicago Cartoon Company in 1949 as an assistant personnel manager. The following year, he took a job as an advertising copywriter for a department store. Then, in his third job in as many

years, he began working for *Esquire* magazine as promotion copywriter. It wasn't until *Esquire* announced plans to move to New York that Hefner decided to stay in Chicago and start his own magazine – *Playboy*.

Some people do hit the career jackpot first time out, though. Take a couple of Stanford University students who managed to do just that. From their makeshift research lab – the college dormitory – they developed a new internet search engine and called it BackRub. Then decided to pursue their new business idea rather than college, and changed the name of their idea to ... Google. The duo: Larry Page and Sergey Brin.



14. Do you have network *nous*?

Knowledge of finance, marketing, operations, logistics, IT and various other business disciplines may play an important part in carving out a successful business career, but don't underestimate the power of networking. Throughout history, business leaders have built empires and fashioned careers through the careful cultivation of contacts.

Take the example of Lord Beaverbrook, one of the 20th century's most successful media magnates. In 1910, Lord Beaverbrook arrived in England from Canada as plain William Maxwell Aitken, a successful businessman looking to make his way in a new country. Using his formidable networking skills, Aitken became a Member of Parliament the year he arrived. Within a short time, his network of contacts included three future Prime Ministers in Lloyd George, Andrew Bonar Law and Winston Churchill. He became Lord Beaverbrook in 1917.

In more modern times, Scott McNealy, the founder of tech giant Sun Microsystems, engaged in some high-profile networking when he challenged Jack Welch, General Electric's legendary former CEO, to a round of golf. McNealy lost, but so impressed Welch that he received a place on the GE board.

Despite its importance, however, many people find it difficult to get to grips with networking. But as Mary Spillane, author of *Branding Yourself: How to Look, Sound and Behave Your Way to Success*, notes: 'There are people who think it is just getting involved in politics, showing off, schmoozing, a hard sell, but it is anything but that. Networking is about building relationships, because that is what business is about.'

Spillane believes that networking is a skill that can be taught and improved, and, although there is no substitute for practice, Spillane offers, some pointers.

Watch out for bad attitudes, she advises. Don't appear to be out for a hard sell, or just interested in what you want. Tune into the interests and needs of others. Help others before you ask for their help. Don't hand out business cards when no one has asked for them. Don't stick with your own friends when you are in a networking environment. Learn how to do small talk.



15. Should you get a mentor?

David Pottruck, co-CEO of Charles Schwab & Co., has one. Sir John Browne, former CEO of BP, has had several. Call them CEO coaches, call them mentors, call them what you like. Having someone who is on your side, who understands the world you work in and who has your career's best interests at heart, can make a big difference.

If it's good enough for them, it should be good enough for you. Depending on the kind of relationship you are looking for, and your potential mentor is willing to enter into, a mentor can take on a variety of roles.

A 'counsellor' mentor can help with personal problems. They can advise on the struggle to maintain a work-life balance, and on ethical issues like maintaining personal integrity and values.

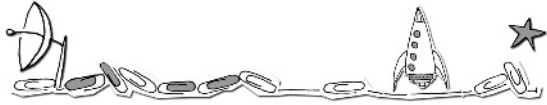
A 'coaching' mentor keeps you going when you have trouble motivating yourself. Plus they help you develop skills and techniques to fulfil your goals. They can suggest appropriate strategies for completing tasks as well as providing critical feedback.

Finally, a 'supporter' mentor can be particularly useful for risk-averse people, challenging you to better yourself. With the help of supportive mentoring, providing unconditional support and encouragement, you can take more risks and push yourself beyond your normal boundaries.

How do you actually find your mentor? Quite often you won't need to: they will find you. Failing this, however, it is up to you to identify and approach potential mentors. Talk to your friends and family: they will help you get a better idea of what you are looking for, but may also know someone suitable. Your company may also run a formal mentoring programme so it is worth asking the HR department.

You will need to find someone who is capable of non-judgemental listening and you will have to be open, honest and willing to learn. If you can't do this, you won't be an attractive person to mentor. Both of you will need to be committed to the relationship and find it mutually rewarding.

As Benjamin Disraeli once said: 'The greatest good you can do for another is not just to share your riches, but to reveal to him his own.'



16. Are you afraid of your job?

Panic attacks in the office? Overcome by dizziness and nausea at the thought of putting in a 9-to-5? Reduced to a shaking jelly of a person by the prospect of some hard graft? Help is at hand. You may be suffering from a legitimate medical condition – ergophobia.

Ergophobia, is not fear of ergs, but, as those of you who can speak Greek will have gathered, fear of work. No, we are not making this up, nor are we making light of the condition. This is not fear of backstabbing colleagues, vending machine coffee or leaky biro; this is full-on, medical-condition-grade fear of work. The kind of fear that, as you might imagine, ruins people's lives.

Some experts believe that phobias are the result of mental conditioning in response to certain situations, and that individuals can be desensitised and cured of their phobias by controlled exposure to the trigger of the phobic response.

With this in mind, for the purposes of sensitisation, we suggest the following occupations:

- For cheimaphobia*: Worker, Ben & Jerry's spiral hardener conveyor at the Waterbury ice cream factory in Vermont, US. It chills 13,000 pints of ice cream an hour: without the fans off, it's -35; with them on it's -55.
- For linonophobia: Curator, world's largest ball of twine (rolled by a single man) exhibit, Darwin, Minnesota, USA.
- For venustraphobia: Model agency booker, fashion photographer or Miss World judge.

- For batophobia: Mongkok street sweeper, Hong Kong.
- For gamophobia: Wedding official, Little White Wedding Chapel, Las Vegas, Nevada, US (Performed 700 wedding ceremonies on 7/7/2007. Otherwise 100 a day).

[*fear of: cold; string; beautiful women; tall buildings; marriage.]