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Dec/Jan 2014

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ANNIVERSARY

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Canada Post International  
Publications Mail  
(Canadian Distribution)  
Agreement Number  
40784513

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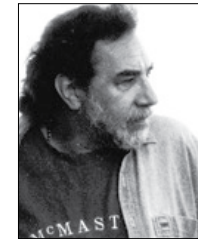
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## FROM THE PUBLISHERS

Welcome to the December 2013/January 2014 edition of Forum Magazine!

Zeina Homes' respect for tradition pays as much attention to building relationships as they do to building homes; it's a family tradition that remains very much a family business. The latest development in Dundas boasting country sized lots close to scenic waterfalls and trails ensure home design in harmony with nature.

Hicks Partners recently announced the move to their new office at 295 Robinson Street in Oakville. The newly renovated building was given the distinctive Hicks Partners touch and interiors and exteriors are now synonymous with this formidable architectural firm. The Open House on Thursday, November 21st, saw many clients and associates!

If London is calling you...why not visit K West, a contemporary boutique hotel in stylish west London. Or Hotel Verta, it has become London's most exclusive 'hidden gem', the intimate ambience and the very modern facilities offers a timeless combination of old-world glamour and classic modernity.

The holidays are just around the corner and of course once again another wonderful year is coming to an end, take time to enjoy the holidays and create magnificent memories with family and friends. A special thank you to all the incredible companies and individuals who contribute to Forum Magazine; our warmest wishes for the happiest and healthiest holiday season.

From our family to yours, Merry Christmas and a very Happy New Year!

Sean & Ana Patrick

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# ZEINA HOMES

## A Long Tradition of Excellence

by John Reynolds & Alexandra Oleiche



Architectural Design by The Hicks Partnership

Photos by Scarfone Photography

*Across a wide range of designs, the exterior and interior details of a Zeina home express unique taste and lifestyle.*

residents enjoy more than pride of ownership – they enjoy the fulfilment of residing among other homes of equal elegance, style and quality.

Across a wide range of designs, the exterior and interior details of a Zeina-built home express the homeowner's unique taste and lifestyle. This attention to individual preferences has become a hallmark of Zeina, and it represents their approach to guaranteeing customer satisfaction. Unlike many custom homebuilders, Zeina invites its customers to view their home at early stages of construction, before the completion of electrical wiring and the installation of heating and air conditioning systems. These viewings enable customers to reflect on their needs and perhaps modify their original decisions at a time when changes can be accommodated at little or no cost. In fact, this one aspect alone has generated deep gratitude on the part of Zeina customers because it demonstrates that the primary goal is to meet the needs of the proud owner rather than those of the builder.

Perhaps more than any other single quality, this customer-centred approach is responsible for the remarkable growth record of Zeina Homes over the years – a record achieved without the use of extensive advertising and promotion. As many as fifty percent of Zeina-built custom home sales are the result of satisfied clients eager to share their experience with friends and family who, in turn, insist on Zeina quality for their own custom homes.

Tradition, of course, must always respect the power of new ideas and the inevitability of changing times. Materials and techniques continue to evolve in the homebuilding industry, and many offer benefits such as longer maintenance-free life and, in the case of

Of all the elements most valued when it comes to creating a custom home – an “abode for the ages” – perhaps none exceeds a sense of tradition. Tradition means respect for tried-and-true values... the power of experience gained over years of achievement... and a deep-seated sense

of integrity when dealing with customers. It's impossible to name a custom home-building firm that respects tradition more and incorporates it into more aspects of their profession than Zeina Homes. Their sense of tradition was created from three generations of homebuilders who achieved

international success and recognition by paying as much attention to building relationships as they do to building houses. It's a family value – and Zeina Homes remains very much a family business.

The relationships created by this family business extend two ways. One

way is toward the customers who rely on Zeina to convert their dreams into reality. The other way is toward the gifted tradespeople who are dedicated to their craft and to creating total satisfaction among Zeina customers.

Through more than 50 years, Zeina Homes has built unique

homes representing the pinnacle of craftsmanship in every detail. And while a lot of uncompromising quality is hidden within the structure of each Zeina home, just as much is visible in the exquisite detailing in the homes on display at Zeina Homes' Paradise Meadows, located in the Hamilton region; creating a community where





heating and cooling systems, impressive energy-saving performance. How do Zeina Homes maintain their tradition in the face of constant change? By blending their time-proven methods with new techniques and materials only after ensuring that every new approach

meets their own high standards.

Company tradition is also flexible enough to handle the all-important aspect of training future tradespeople. For more than 15 years, Zeina Homes has participated in co-op educational

efforts designed to support the development of building tradespeople and technologists through the Ontario Youth Apprenticeship Program (OYAP). This program enables students to actively explore careers, acquire work experience in skilled trades, earn high school credits and chart future pathways. Under the supervision of Zeina principals, students at St. Thomas More CSS are provided with the opportunity to acquaint themselves with carpentry and other trades.

Similarly, Zeina supervisors work on-site with students in the Architectural Technology programs at Mohawk College. Their involvement provide essential experience, enabling students to deal with practicalities in a manner that textbook studies or a classroom environment alone could not possibly provide.

These activities go beyond a concern for a large number of well-trained and qualified people to be available in the future. They also help ensure that the exceptional quality standards set by





Photos by Scarfone Photography



The Hamilton Home Builders' Association added to the award collection with their 2012 Award of Distinction for the Community of the Year, recognizing the achievement with Paradise Meadows Phase Two; one of Zeina Homes largest community of homes.

Zeina will become more widely appreciated and adhered-to. One way to guarantee a respect for quality tomorrow is to insist on it being delivered today. That's the long-term policy of Zeina Homes.

All of this activity and dedication, of course, must justify itself first through customer satisfaction – and it does. It also manages to attract attention and admiration from the homebuilding industry generally. Zeina Homes won a 2012 Award of Distinction for Best Custom Homes as a result of its Signature Collection “The Enclave,” consisting of five homes in South Oakville. Zeina Homes exceeded all expectations with the award winning home nestled alongside Lakeshore Road in Oakville’s prestigious south end just steps to Appleby College and an easy walk to





all amenities of historic downtown Oakville. The Enclave community of five homes are of exceptional design with splendid detail and a passion for quality. Simply stunning, the two storey loft foyer features a hand crafted stairway. The east/west exposure offers a deluge of natural light and opens up into an open concept floor plan with superb craftsmanship and subtle design features that make the home unique and inviting; and all bedrooms have their own luxurious ensuites and private terraces overlooking the back garden.

Other developments currently on hand include Dundas with estate homes in Greenville, perched on top of the Niagara Escarpment, generous country sized lots close to the Bruce Trail, rail trail and scenic waterfalls ensure that home design are in harmony with nature.

Zeina Homes takes as much pride in these accomplishments as you might expect, but their business deals as much with people as with houses. That's why the ultimate measure of their success is not the plaques on their office wall, but the smiles on the faces of every new owner. Visit a Zeina development in Oakville, Hamilton or Dundas and you'll see what we mean.



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# Create More Time To Do More Of What You Love!

by Kirstin O'Donovan

We all want to have more time, more time to do what we want to and be with those we love. This means, having time to do the things you love in life, to do the things you want to and not only the things you need to, which is the key to feeling fulfilled. It is certainly not easy though, and for most, having more time will always remain the elusive dream.

What you do with your time and how you use your time directly influences the results you are experiencing in life at the moment. We all have 24 hours in a day, yet, some individuals seem to achieve way more than others, why is that? The difference lies in the way you manage your time and also, in the way you think about time.

Do you know your time thieves? Are you aware of the things you do that steal your time? Most of us are blind to our habits, most likely because they are on automatic, so it is not always obvious to ourselves how we manage our time. If you are not controlling and managing your time, you are a slave to it. Most

What do you want  
the rest of your life  
to look like?  
Take that first step now!

people are clueless as to how they are managing their time.

When I was in school, there definitely weren't any classes for time management 101, but I wish there was, it is an essential skill. Time management is not only about learning how to plan effectively and implement structure and processes, but also about developing productive behavior habits and thinking differently about time. What would it be like to be less stressed and overwhelmed and to feel more empowered and productive? Does that sound good? Then read further and learn how you can start to improve your time management skills...



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## 1. Deeper awareness of your current situation

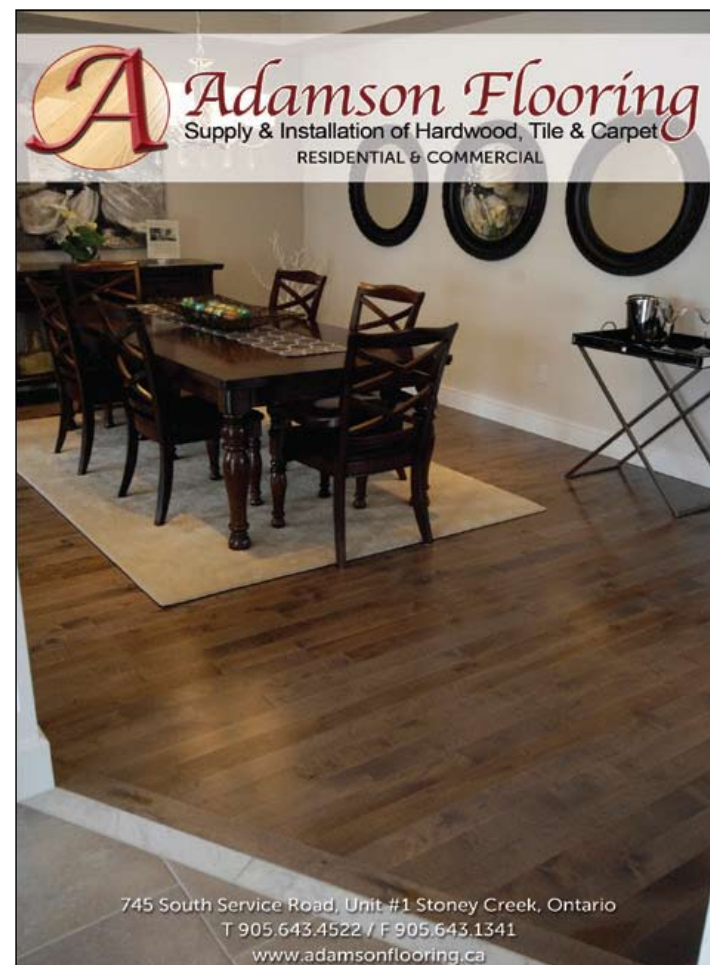
For change to occur, first you need awareness. It is not nice to have to identify the negatives, but it is an important step. What is it costing you to stay the way you are? What is the effect of the stress, disorganization or overwhelm you might feel in your life? Think about the sleepless nights, the anxiety, the headaches, etc; the ways in which you are negatively affected. Get really clear on that.

## 2. Looking ahead

Now that you are clear on how your current behavior/skills influence your life, I want you to imagine what it would be like if you didn't have these problems anymore? How good would you feel to have more time, feel less stressed and more organized? Imagine ending the day feeling satisfied and fulfilled because not only did you do what you needed to, but also what you wanted to. If the difference between how you feel in step 1 and step 2 are huge, then I am sure you can imagine how much your life will transform if you improve this aspect of your life.

## 3. Where do you need to improve?

The next step is to gain awareness of how you are currently spending your time and identify your time thieves. Here are some questions to help you get started:



- Do you plan your day, week or month ahead?
- Do you work on tasks that only seem important and urgent?
- Do your emails, phone calls, internet and colleagues disrupt you often throughout the day?
- How often do you procrastinate with tasks?
- How do you make decisions and decide what to work on?

Using a time log is a great way to get the most accurate information on how you spend your time.

## 4. What do you do next?

Here is where you identify those time thieves and look for ways to improve how you manage your time. Think about the areas that you are wasting time and how you can make them better. What do you need to spend less time on or more time on? What needs to change?

## 5. Commit to achieving new results

Once you are clear on what areas you need to focus on, commit to implementing a plan and take on one new habit at a time. Perhaps you want to first master planning, and then prioritizing, and then working effectively with your To Do Lists, whatever it is, it must be put into a plan, just like a goal. Your plan will have action steps, rewards, measurables, perceived obstacles and plans to overcome them, etc

## 6. Develop a mindset to support you

Finally for change to be effective, you not only need to take different action but also, a different perspective. Why? Because the one that you have has given you the results you have now. A time management mindset includes but is not limited to:

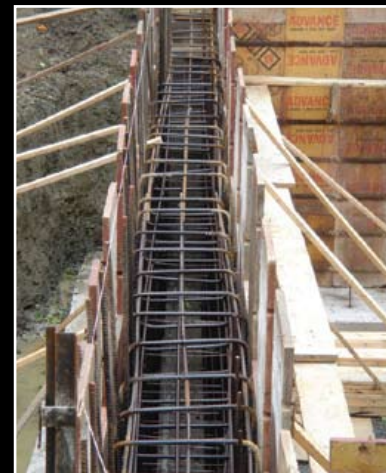
Understanding how much control you have

Challenging the excuses you give yourself, because they are on automatic. Said in another way, don't let your limiting thoughts dictate your actions; choose what you want to think or how you want to see the situation.

You are responsible for your results, you are not a victim and you were not born disorganized.

So what are you waiting for? If you want more time, you don't have to look further than where you are. You have the power, you make the decisions and you can create the life you want, or more of it. There is nothing good about feeling disempowered or to feel like a slave to time. You only have one life, you don't get to come back and do it again, what do you want the rest of your life to look like? Take that first step now!

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# How to Master your Fears

by Kirstin O'Donovan

## Part 1

We have all felt the suffocating influence that fear can have on us and I'm sure we all agree that it can leave you feeling completely trapped with nowhere to run and escape. Fear isn't something we experience a couple of times, fear shows up in our lives in many different ways and times of our lives, it controls, limits, and even ruins many lives. So, what can we do about it? Firstly, let's start by looking at basic fear.

### WHAT IS FEAR ACTUALLY?

The truth is that fear is simply a survival signal; it is something that serves us positively and keeps us safe. Fear has kept us alive all these years and continues to do so. When we fear something that is life threatening and something that is dangerous for us, our body reacts by producing adrenaline and what happens and the way we react after that depends on our past, it is different for everyone.

There are three ways that we normally react to fear, when we fear something, our bodies go into fight, flight or freeze. You will either stay in that situation, fight to survive and defend yourself or you might flight, run away as fast as possible from the perceived danger. Then there are those who freeze, who get frozen with fear. What is important to understand is that fear is essential, imagine if we didn't fear dangerous situations and people, we probably wouldn't survive very long would we.

### REAL OR IMAGINED?

Over the years, fear became related with situations that actually don't put us in harm but they might be so scary that our bodies feel we are in danger. Fear can be real or imagined. There are over 1000 different phobias and the list keeps growing over the years recorded. Many people really suffer from phobias and it influences lives to a really large extent.

You see, your body doesn't know the difference between a real or an imagined fear, so when you have fears like a fear of flying, heights, spiders, whatever your fear, your body reacts the same way as if it were real. This is why you have individuals who react to fears on a real physical level, increased heart rate, sweaty palms; your body responds on a real physical level because it doesn't know the difference as I said before.

### SO WHAT DOES ALL OF THIS MEAN?

The point is that you will never be truly fearless, that should



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not be the objective, being fearless is not realistic; at every stage in our lives we are going to have different fears. Fear is normal and something that will come up in our lives, simple, it is neither good nor bad. If we let fear hold us back and undermine our results then it is bad, we should rather aim to use these feelings to identify and become aware of what is happening at a deeper level, which is what it actually needed to be dealt with.

Don't let your fears hold you back, now that you understand that fear can feel very real when it is imagined, don't let it limit you. Our thoughts lead to feelings and if you are feeling fear, sometimes, a change in perspective can make a once very scary situation become completely different.

The only limits in life are the ones that you put for yourself. If you have a fear and you let it limit your life that is your decision and choice, we always have a choice.

What would your life be like if you mastered your fears? What would you do that you wouldn't dare to do now? Look out for part 2 where I'll share some great techniques and tips on how you can overcome your fears effectively!

## Part 2

What are your biggest fears in life, those that are stopping you from moving forward? What would it mean to you if you knew how to successfully overcome those fears? In my previous article, we looked at what fear is, the difference between real and imagined fear and what that means for you. What I am going to do today is show you how you can overcome your fears, now that you understand that your fears don't need to hold you back.

Everyone feels fear but there is a difference, successful people don't let fear hold them back while unsuccessful people do. What do you choose? The first step is to confront your fears and commit to taking the necessary steps to overcome them. Use fear as an opportunity for growth and you will see how quickly your fears will start to diminish in that area.

### 1. CHANGE YOUR WIRING

This is the wiring between neurons in your brain and this makes you who you are, the way you think and behave. Imagine you are told that you have to take a business trip and you absolutely hate flying. What are your immediate thoughts when you are told you need to do something you fear? Do your thoughts support you? A non supportive thought would be 'Oh no, I'm going to die, I have to avoid this at all costs...' followed by a lot of panic and most likely, an accelerated heart beat.

On the other hand, a supportive thought would be 'ok, I don't like flying but I know it is all in my mind, it is very safe ...I will use this as an opportunity to overcome flying, everything will be ok' and so on...can you see the differ-



ence? If your wiring is not supporting you, you need to change it.

We are now only learning about our minds and the influence of our thoughts, just how powerful and impactful they are in our lives. It is not easy to change your wiring but to say that changing limiting thoughts will transform your life, is an understatement.

### 2. DEEPER UNDERSTANDING

Most of the time we only think about the worst that can happen and we focus on the worst as if it will be our reality. An essential exercise to do when you fear something is gain a deeper understanding around the fear. What normally happens is we don't actually go as far as understanding the impact of the 'worst that can happen'.

When you fear something, ask yourself, what is the ultimate worst that can happen, then consider, if that does happen, what does that mean?

You will most likely find that the worst is not actually the worst, you will still survive. Next, think about all the positive consequences? Once you are able to look at it from those two perspectives and weigh your options, you will most likely find that 99% of the time, the best far outweighs the worst, and the worst is not so bad at all.

*continued on page 24*

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roofing products, cedar shingles and specialty roof materials including simulated slate, plus decorative accent roofing in metal and copper for specific areas such as bay windows, raised eyebrows and cupolas. An in-house sheet metal fabrication shop offers extensive storage capacity and



warehouse personnel make certain that hard working crews have the products they need to meet production demands.

The foundation of RobDel Roofing is their people. They have assembled an extensive team that is unique in the roofing industry. Initially the sales team will guide you and your customers through the increasingly wide array of available products. Their production experience spans decades and guarantees a quality installation.

Just as a home requires a solid foundation to endure, RobDel Roofing Inc., has been built on a platform of integrity, quality and hard work. In an age of impermanence, RobDel Roofing remains steadfast in their quest to provide clients with premium quality and long lasting installations.

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When we feeling fearful, we are not in the right frame of mind to put the situation in perspective, but that is the key, it is actually because the situation is not in perspective, that it is so scary!

3. VISUALIZING

This is such a powerful technique because if you do not know or you can't imagine how something will be, it will most likely feel a little scary. It is the fear of the unknown.

Think about a new event that you are attending, you might be feeling a little anxious or apprehensive because you have no clue how it will be, who will be there, etc but if you had an idea in your mind before, you probably wouldn't feel so anxious. It is the same thing with your fears, if you are able to visualize the outcome you want, you will feel more confident than fearing the outcome you don't want.

You might not realize, but when you are focused on the worst outcome, you might have an image connected to that and that is visualizing. If you can imagine it, you can create it. In fact, your life as it is now is mainly the outcome of what you've visualized in the past.

4. TALKING

Another great way to deal with fears is to talk about it, talk to your friends, your family, and colleagues, anyone who

will listen. When we talk about our feelings, we gain a deeper understanding by verbalizing them, we feel better because we are getting our emotions out, releasing them. When talking about your fears, you might also find that the other person has once had the same fears and can give you great advice.

Talking allows you to open your mind, become aware and deal with your emotions more effectively, it helps you to understand how you really feel.

Those are some simple ways you can start to work towards your fear. Your fears essentially drive your beliefs, your habits and behaviour, in other words, your results.

Are you getting the results you want in life? If not, why? Are your fears playing a key role, are they driving your behaviour and controlling you?

Fear really shouldn't be something that is avoided at all costs but rather an opportunity for growth. You are going to feel fear at different stages in your life, but you must move forward in spite of fear, realize that you are bigger than your fear, not smaller!

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Hicks Partners are proud to announce the move to their new office at 295 Robinson Street in Oakville. The building purchased by Hicks and a partner was originally built in the late 80's and Hicks has developed a vision which saw the exterior of the building reclad with a laminated wood skin which updated the building. The addition of a glazed atrium element that extends above the roof line announces the new presence of the building.

The interior spaces have been renovated and restored and a new contemporary studio space developed over two floors along with a roof terrace for staff use. The offices are ready to expand in staff and flexible to accommodate an additional 10 staff from the present complement of 27. Hicks Partners remains very busy in the Custom Estate Home design business as well as very active in the Private Club sector.

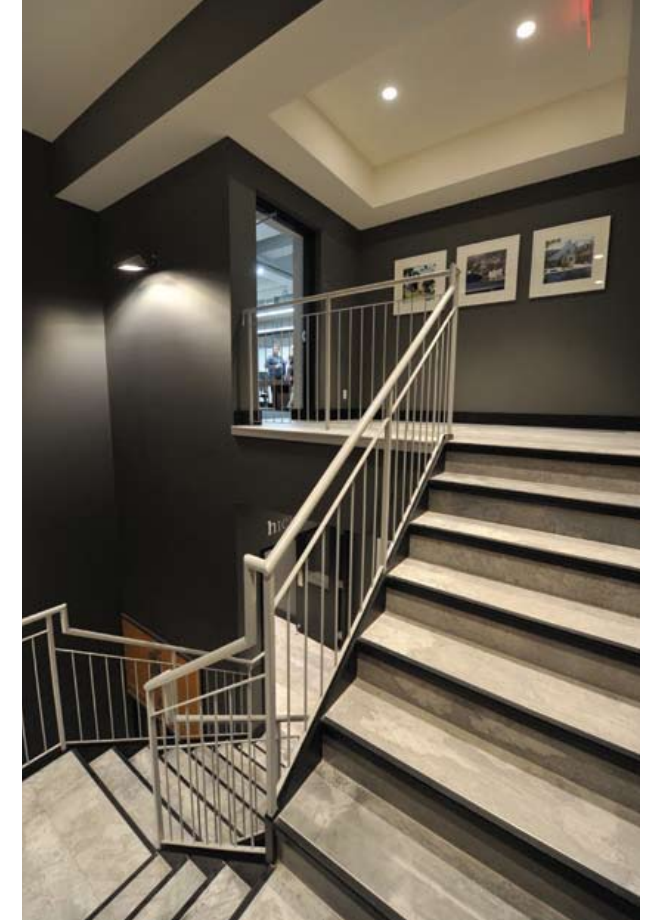
With its collective of top architects, builders and interior designers, Hicks Partners are changing the face of Oakville. Their works also branch across Canada and into the states and remain poised to grow and accommodate the increasing demands of their clients.



Partners, William Hicks, Ian McLaren, Elroy van Groll and Vince Pezzano



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Photos by Scarfone Photography



# What if Your Dream Home was destroyed while being Built?

Bob and Tammy Wilson have spent the last year planning and watching their 5000 square foot, two story luxury dream home being built. Two weeks before this couple is supposed to move into their new home, a tornado rips through their town and destroys their \$3,000,000 home.

When a home is under construction what type of policy do you need and who is responsible for purchasing the insurance to protect it?

What does the policy cover? How much insurance coverage should be put on the home?

Let's get down to business and explore how to protect a home while it's under construction.

## What is a Builders Risk Insurance Policy?

First of all in order to properly protect a home under construction you need to purchase a builders risk insurance policy. A builders risk insurance policy, sometimes referred to as a "course of construction policy", is a special type of insurance policy which protects homes while they are under construction. This policy will protect the building materials, fixtures and appliances that are intended to become integral part of the structure.

## Who should purchase it?

This policy can either be purchased by you through your insurance broker

or by the general contractor. The construction contract may stipulate who obtains the policy.

Many contractors may be able to negotiate better terms and rates based on their insurance history and knowledge of the construction industry. Additionally some contractors carry building risk policies that automatically insure any project that they work on. Accordingly this could allow them to add a future project under their policy at a rate that may be lower than could otherwise be obtained for a separate project specific policy. Make sure if you are building a new home you have the conversation with your builder to determine who is insuring it.

## What does it cover?

A builder's risk policy will cover against losses like fire, vandalism, lightning, wind, theft, explosion, hail, vehicle impact, etc. Some of the things it does not cover are things like earthquakes, floods, employee theft, sewer backup, and the cost of making good faulty or improper workmanship or design. This coverage is purchased for the construction period only and needs to be put in place before the contractor starts digging the foundation.

## How much coverage should you carry on your builders risk?

You should carry an amount of coverage to adequately cover the full value of the project in its finished state. When determining the finished value the following factors should be taken into account in order to assess what constitutes the proper "full value" amount to ensure adequate coverage.

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- The possibility of increased repair costs based on timing.
  - Inflation or economic situations such as wage increases.
  - Any potential demolition and debris removal costs necessary for proper repair such as tearing down a weakened portion of the structure before rebuilding.
  - The value of any labour, equipment or material that formed part of the project but was not covered under the contract price such as volunteered work or donated materials or anything supplied directly by the owner to defray the original contract price.
  - Any consultant costs such as architectural, engineering and project management fees, which are not usually part of the direct contract cost. Such fees may increase because of extra work required by any of these consultants after a loss.
  - The cost of temporary facilities such as barricades, hoardings, formwork and other site structures that will not be re-used and will have to be re-supplied.
  - Any construction soft costs including insurance premiums and legal fees.
  - The possibility of increased costs due to by-law or zoning changes that may occur after the start of the project.
- In the above case, as disappointing as it was for the Wilson's to loose their home, the builder did have a builder's risk policy in place to protect the home and had \$1,600,000 of coverage on it to cover the debris removal and any escalating costs.
- Six months after the tornado the Wilson's finally moved into their dream home.

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You should carry an adequate amount of insurance coverage to cover the full value of the project in its finished state.



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# Motivation Magic

by Wally Bock

Motivation sometimes seems a lot like magic. Some people can do it. Other people can't. Your boss tells you that you need to "motivate your people," but doesn't tell you how.

The Merriam-Webster dictionary defines "motivate" as "to give someone a motive." It goes on to define "motive" as something that causes a person to act. In business you're told to "motivate" the people who work for you. In police work, we're told, you solve a crime by figuring out the motive.

**I've got the motive, which is money, and the body, which is dead!**

In the movie, In the Heat of the Night, Police Chief Bill Gillespie is sure he knows who committed the murder that Detective Tibbs was originally arrested for. After all, Chief Gillespie has figured out the motive, or so he thinks.

But he was wrong. You'll be wrong, too, if you think you can figure out people's motivations. You can only guess at motivation.

You can observe behaviour, what people say and do. You can observe performance. Since that's all you can observe, that's all you can manage.

Don't worry about the horse being blind. Just load the wagon

When John Madden was the coach of the Oakland Raiders his players sometimes challenged him when he asked them to do something. Rather than explain in detail, Madden would just reply: "Don't worry about the horse being blind, just load the wagon."

In other words, don't worry about the things you can't control. Spend your time on the things you can control.

You can't get inside someone else's head and make him or her want to do something. You can't control another person's behaviour.

But you can control your own behaviour. And you can use your behaviour to influence the choices that other people make and the actions other people take.

Tell your people what you want. Then make sure they understand.

Do things that support what you say. We call this "walking your talk."

It's simple. If you pay attention to productivity numbers, so will the people who work for you. If you comment on people's appearance, they will pay attention to appearance.

It can work the other way, too. If you pay attention to how neatly reports are formatted instead of paying attention to the content, your people will catch on. If they have to make a choice they'll spend their time and effort on making reports look good, rather than beefing up content.

In the end, managing is all about behaviour. But it's not about misbehaviour.

**Ain't misbehavin'.**

I was a bright, active, talkative child in a world where children were expected to sit still and be quiet. Consequently, I was in trouble a lot when I was in school.

Time after time my teachers would call my mother and ask her to come down to school because I was "misbehaving." When they used that word, it was a certainty like night following day that they would get one of mom's favourite lectures.

Mom would turn her mom look on Miss Smith or Mrs. Sally or Mr. Schnabel. "There is no such thing as 'misbehaviour,'" she would say. "There is only behaviour."

"You are calling what my son does 'misbehaviour' because he's not doing what you want him to do. But he's got a reason. Now let's see if we can figure out what we can do so he'll want to do what you think he should do."

If more bosses had listened to my mom, more workers would be productive and happy. That's because people do things for their reasons, not yours. Your job is to figure out how to make their reasons work for you.

You can't control their reasons or choices, but you can control the consequences of their behaviour. As one of my trainees once put it: "The just should be rewarded and the unjust punished in accordance with their deeds." There are two kinds of consequences, positive and negative.

If at first they don't succeed, praise, praise again.

Praise is the most common and easiest to deliver positive consequence. Recognition, awards, promotions and special privileges are also positive consequences.

Use praise to encourage. Encourage them to try new or uncomfortable things by praising their efforts. Encourage them to continue doing good things by praising their work. There are simple rules for praise.

Praise specific actions or performance that you want to encourage. Don't praise people just to praise them.

Deliver praise inconsistently. Don't praise every good thing or your praise loses its power. But most managers are nowhere close to praising too much. They don't praise enough.

That's why there's one more rule. You should look for opportunities to praise that meet the criteria above.

Stop in the name of love.

A reprimand or correction is a negative consequence. So are formal punishment and discipline.

You use negative consequences like reprimand to get people to stop behaviour or performance that you don't want. Be specific about the behaviour or performance you want to change. Many times you will get best results with a mix of negative consequence for unacceptable behaviour and praise for efforts to change.

Negative consequences of all kinds should be delivered consistently. If you promise that it will happen, make sure you keep your promise.

Be wary, though. Remember Mark Twain's Hot Stove Rule. Twain noted that a cat who sits on a hot stove will not sit on a hot stove again. But he won't sit on a cold stove either.

If you use negative consequences too much or exclusively, your people will stop the behaviour you want to stop. But they'll also stop trying.

**Wouldn't it be magic?**

The science fiction writer, Arthur C. Clarke said that "Any sufficiently advanced technology is indistinguishable from magic." In other words, if you can't figure out how it's done, it will look like magic to you.

If you use your behaviour to influence the behaviour of the people who work for you, it will look like magic to others. "Wow," they'll say, "That manager sure is a motivator."

*Wally Bock helps organizations improve productivity and morale, as well as deal with the challenges of massive Boomer retirements. He is the author of Performance Talk. He also coaches individual managers, and is a popular speaker at meetings and conferences.*

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# How to Change Emotions when you Need it Most

by Kirstin O'Donovan

Do you ever wonder why your mood can suddenly change when you hear an old favorite song, and then change as quickly as it did when you see a long queue in a bank? This is a process that goes on around and within us all the time, whether we are aware of it or not, called Anchoring.

Anchoring is a common term used in Neuro-Linguistic Programming and it is a tool that is used very successfully to achieve goals in areas such as sports and business and you can even use it to improve your productivity. This is what happens when your memory recalls or changes it states when it associates with other stimulus (that what it is anchored

to), in such a way that the perception of the stimulus (the anchor) leads by reflex to the anchored response occurring. In simpler terms, anchoring is like association for your subconscious mind. When you revisit an old school or a place with powerful memories, this triggers something "other stimulus" and your perception/feeling upon revisiting the old school will depend on the anchor, if it is positive or negative. Another example is the smell of your mothers cooking, which brings back memories of a happy carefree childhood. This is a positive anchor.

How does this affect you?

Anchors can bring about a negative or positive experience and the good news is that anchors can be formed and reinforced by repeated stimuli. They are even more important when we study phobias, as they can be a very powerful anchor in our lives. So we can use them to discover negative associations as well as creating positive ones.

Negative anchors, for instance, if you are having a disagreement or an intense unpleasant experience with a colleague, from then on for example, whenever you see the person's face, you immediately feel angry inside. This can lead to harbored negative feelings, breakdown in communication and relationship development, beliefs develop that are not true, etc etc So you can see how your negative anchors not only don't help you but they hinder your success.

Positive anchors are when you feel pleasure when you think of an activity, for example listening to an old love song or maybe flicking through an old photo album – this could stir pleasant memories and some of the feelings associated with them.

Wouldn't it be great to bring upon a feeling of calmness and surety when needed? You use anchors to produce the state of mind or mood you need for a given situation. You can enter an interview calm and relaxed or you can use it to turn on the enthusiasm you need to do a task, to create motivation when needed to assist you in accomplishing more.

Basically to anchor you need to associate a strong mental or emotional state with an obvious stimulus (touch, word, sight) when a person is most likely to connect the state and the stimulus. It's highly advisable for repetition of the stimulus as this will re-associate and restore the mental and emotional state.

For example, one might sing the national anthem, create certain feelings in our body, and look at the flag. Over time by just looking at the flag, you can automatically trigger those feelings.

When setting an anchor, it would be best to ensure that it is specific – if it is not, the subject will not begin to sensitize to it.

Irregular – Have a break between each repeat, to avoid desensitization.

Anchored to a unique, specific and prompt reaction – otherwise the anchor will fail to elicit and reinforce any one single response due to many different reactions being associated to the trigger.

There are many different forms of anchors we could use from verbal phrases, physical touches or sensations to certain sights and sounds, or even internally, such as words one says to oneself, or memories and emotional states.

Examples could be using different objects, a flower; pendant, etc. Landscapes can be used as anchors for being calm and relaxed.

You can use your internal voice

You can use physical touches like touching yourself on the hand, making a circle with a second finger and the thumb for example.

How you dress can even be your anchor to feeling good. Now you need to establish an anchor and then activate it

Establishing an anchor means producing the stimuli (the anchor) when the resourceful state is experienced so that the resourceful state is pared to the anchor.

In the example below, we will use touching the knuckle of the left hand when the resourceful state is experienced to pair the two events.

1) First think of a situation where you would like to feel positive and name the feeling that would be most useful, e.g powerful, calm, confident, motivated, etc

2) Think of a specific time in the past when you felt this feeling. Think back to experiences you had.

3) As you feel the feeling, make it stronger, getting stronger and stronger, clench your fist, press your thumb and finger together and touch your knuckle. This is your anchor. Hold it for a couple of seconds and release.

4) Repeat steps 1-3 three to five times. You can revisit the same positive experience or another one with equally strong, positive feelings. Intensify the feelings each time.

5) Break concentration and think about something else for a moment.

6) Now "activate your anchor" with your fist or by touching your knuckle or wherever else you set the anchor.

7) By triggering the physical anchor, you will automatically experience feelings you have linked to it. How do you feel about the situation now?

If you cannot recall a situation where you had the resource you want to anchor, you can get the resource by imagining yourself in a situation where you had that resource. Anchors can last for years. Many are created naturally, but you can create anchors intentionally to bring positive feelings in whenever you need them.

They are a way of creating a good feeling whenever you need to feel positive or energized. Get creative and improve your time-management skills, become more productive by creating emotions of high energy and focus throughout your day.

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## NEW 'S' MODELS SHARPEN THE SPORTING EDGE OF THE CONTINENTAL GT RANGE



V8 S models are complemented by a range of chassis enhancements which deliver greater agility and a more involving driving experience without compromising the Continental's legendary ride comfort.

Careful recalibration of the Continuous Damping Control (CDC) system ensures minimal degradation in ride comfort despite the gains in handling performance.

The Electronic Stability Control is also optimised for the GT V8 S. The retuned system allows increased wheel slip at higher speeds with engine torque reinstated more quickly after a system intervention. This provides the spirited driver more opportunity to exploit the full potential of the uprated chassis and increased power.

Shared with all Continental models, the all-wheel drive system employs an advanced Torsen differential and a 40:60 rear-biased power split. This ensures the delivery of safe yet dynamic handling in all road conditions.



### Distinctive sporting design cues

While the elegant coachwork of the Continental GT is inspired by iconic Bentleys of the past, its modern, sculpted design, with crisp, highly defined feature lines, is formed using advanced body construction techniques, achieving class-leading standards of quality and body integrity.

For the new 'S models, the design of the Continental takes a more dramatic direction and its enhanced road presence is clear before a wheel is turned. The lowered suspension provides a more sleek and purposeful stance, complemented by unique, lower-body styling including a sharp front splitter, discrete side sills and subtle rear diffuser finished in Beluga gloss. The black gloss radiator grille with single chrome

The appeal of the world's most stylish, luxury grand tourer is enhanced with the introduction of the new, sporting Continental GT V8 S. Available as both a coupe and convertible, the new GT V8 S models bring added excitement to the Continental range with lowered and retuned sports suspension, sharper steering, dramatic 'S' signature styling cues and a distinctive soundtrack from the uprated V8 engine.

These two new models expand the Continental family and provide an even more engaging driving experience from Bentley's already renowned 4-litre twin-turbo V8 powertrain.

This impressive combination of power, performance and economy is the result of an array of advanced technologies employed in the design of the Bentley V8 engine. Variable displacement, in which four of the eight cylinders shut down when cruising, reduces fuel consumption without any loss of refinement. When more power is

required, the engine switches back automatically and seamlessly to the full eight cylinders.

The high-technology V8 engine also features high pressure direct injection, low friction bearings, advanced thermal management, energy recuperation via the electrical charging system and innovative turbocharger packaging for greater efficiency.

The V8 engine's variable displacement system presented a unique challenge for Bentley exhaust engineers. When cruising on a light throttle in 4-cylinder mode, the exhaust system is tuned for refinement while maintaining a distinctive V8 sound. However, under acceleration the character of the system changes dramatically as the twin turbocharged Bentley V8 transforms into an emotive growl.

A more agile, responsive and involving driving experience

The power and performance of the GT





divider bar and 'figure of eight' exhaust tail pipes instantly signify the powerful V8 engine.

The signature 20-inch wheels are unique to the 'S' models with an open-spoke design that reveals distinctive, red-painted brake calipers. Subtle 'V8 S' badges are applied to each front fender, and as with the other members of the Continental V8 family, the famous Bentley Wings badges feature a red centre.

Hand-crafted contemporary luxury

The cabin of the Continental GT is renowned for its supreme luxury with soft-touch leathers, wood veneers, polished metals and deep-pile carpeting, hand-crafted in Bentley's unrivalled workshops at the factory in Crewe, England.

The cabin of the 'S' models presents a thoroughly modern interpretation of Bentley luxury in which colour and tone offer further appeal to the senses.

Available with a range of striking duotone interiors, customers may also select from the full range of seventeen hide colours. The GT V8 S coupe also features a unique contrast centre-stripe for the hide-trimmed roof lining, matched to the colour of the main hide. Contrast stitching throughout, including to the steering wheel, is also available as an option.



Knurled chrome detailing to the gear-shift lever and ventilation controls provide a perfect contrast to the Piano Black veneers which are sanded and lacquered up to 18 times to produce a truly flawless finish. Discreet 'V8 S' badges are displayed on each sill tread plate.

As with all Continental models, the 'S' models include advanced infotainment technology as standard, including an 8-inch touchscreen which displays the car's navigation, audio and telephone systems as well as the ride and comfort settings for the air suspension, all complemented by a 30GB on-board hard drive.







# London Calling...

to Show its  
Marvelous Modern  
Structures

by Emilia Florek-Guerrero

London has been a major settlement throughout history for over two millennia that in modern times is leading the world into a fascinating future. Whether one focuses on the renowned sights such as Westminster Abbey, the perpendicular gothic style of the famous Palace of Westminster and who can't forget the iconic Big Ben, there is always something to discover in this immense city.

London is a world of its own that many people from across the world take the journey to visit and for some to declare London their new place of residence.

The possibilities are endless as London is world-renowned in numerous industries and is one of the leading centers of the arts, fashion and culture. For those who want to blend all these experiences into one, there are two unique places in London that have redefined the way one can spend time in this incredible city.





# K West Hotel and Spa

The K West Hotel and Spa is a boutique hotel where architectural ideas are pushed beyond their boundaries. The façade of the hotel showcases an array of floor-to-ceiling windows with delicate curtains that leaves the imagination wondering what awaits through the doors of the K West Hotel.

With a spa, a lounge room, a restaurant and bar, a fitness center and numerous rooms, guests can rest assured that their experience in London will be an unforgettable one. In every room, one can expect all the modern amenities that guarantee a home-like setting. The more exclusive rooms feature limestone tiling that along with a clever design and modern furniture, a relaxing atmosphere is created.

The K West allows for an intricate opportunity to conduct business and events in meeting rooms equipped with the latest technology and plentiful space.



# Hotel Verta

The Hotel Verta is located on the River Thames, this gem of a hotel simply surpasses all expectations leaving guests truly mesmerized. The best way to define the Hotel Verta is by classifying it as a clash of thoughts from different eras by combining old-world glamour with classic modernity.

The décor features an artisan, contemporary feel with historical nuances. Guests will be satisfied according to what they would like to experience.

Some rooms have a view of the River Thames presenting a window into a natural wonder, where as others have views of the magic that is London, opening a portal to different time periods ranging from London's foundation to the future that it awaits. Timeless furniture designs cater to those who want the comfort of being in their home and for those who want to transcend into another world with exclusive decorations.





In order to take advantage and have the possibility to admire London's iconic landscape, the Hotel Verta is the place to stay.







Epoque Hotels is a collection of worldwide avant-garde, trendy-chic, and luxury-classic boutique hotels based in over 100 destinations. With its 350 hotels in its portfolio, divided in two lines: Avantgarde Line and Epoque Classic, it is rapidly establishing itself as the leading reference in the segment of boutique hotels. Headquartered in Miami, the Company has also sales offices in Italy, UK, China and Malaysia.

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