

## Should executives on holiday turn off their BlackBerrys?

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### THE PROBLEM

**Should you stay in touch with the office while you are on holiday? In the era of 24-hour business, many executives take a summer break but stay in touch with the office while away. Is this a good idea? Would it be better to have a period of being out of touch?**

### THE ADVICE



#### The CEO: Sir Martin Sorrell

This may sound a little harsh, but we should definitely keep in touch with the office. Our clients' businesses are 24/7 and do not stop for holidays – whenever they are. One of the great and different things about our business is that we operate effectively on Christmas day, Rosh Hashanah and Ramadan, for example.

Opportunities, challenges and crises do not wait for our return. You can always organise time on holiday to deal with the priorities and still be with your family – and there are always the weekends.

#### The writer is chief executive of WPP



#### The work expert: Tatiana Quadrello

We all need holidays to recharge our energy levels and executives are no exception. Keeping the balance between work and life is critical.

The compulsion to engage with technology even when on holiday is difficult to resist. But taking real time off from work creates the mental space to think up new ideas and be creative. Executives are not just business leaders, they are also model leaders; the way they live their working lives will shape the culture within their organisations. This is why they need to become the change they want to see.

#### The writer is a senior researcher at The Work Foundation



#### The psychologist: Oliver James

By never switching off from work, executives are liable to shorten their lifespans. A high proportion of senior executives are incapable of switching off. They are "Type A" personalities, aggressively involved in an incessant struggle to achieve more and more in less and less time.

Such people are usually infected with what I call "affluenza" – placing too high a value on money, possessions, appearance and fame.

It is a matter of life and death for them to have a proper holiday.

#### The writer is a clinical psychologist and the author of 'Affluenza'



#### The work-life expert: Mireille Guiliano

Work-life balance means mastering your on-off switch. No two people are the same but if you are having trouble turning off, I recommend three steps. Only check in briefly with the office at a specific time each day or every other day, and avoid weekends. Remember that sending or answering a message is a sign that you are ready to work. Let people know you are on vacation and have them contact one company person. Let that person be the one to wake you from your reverie if there is an "emergency" call.



But what's so important that it can't wait? Switch to the off position and relax – even if it is hard work.

**The writer is author of 'Women, Work & the Art of Savoir Faire'**

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