



APPOINTMENTS

MAKING OPPORTUNITIES KNOCK ON YOUR DOOR

How and when to empower people

Employee involvement is creating an environment in which people have an impact on decisions and actions that affect their jobs. Employee involvement is not the goal nor is it a tool, as practiced in many organizations. Rather, it is a management and leadership philosophy about how people are most enabled to contribute to continuous improvement and the ongoing success of their work organization.

My bias, from working with people for 35+ years, is to involve people as much as possible in all aspects of work decisions and planning. This involvement increases ownership and commitment, retains

your best employees, and fosters an environment in which people choose to be motivated and contributing. It is also important for team building.

How to involve employees in decisionmaking and continuous improvement activities is the strategic aspect of involvement and can include such methods as suggestion systems, manufacturing cells, work teams, continuous improvement meetings, Kaizen (continuous improvement) events, corrective action processes and periodic discussions with the supervisor.

Intrinsic to most employee involvement processes is training in team effectiveness, communication, and problem solving; development of reward and recognition systems; and fre-

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quently, the sharing of gains made through employee involvement efforts.

Employee Involvement Model

For people and organizations that desire a model to apply, the best I have discovered was developed from



work by Tannenbaum and Schmidt (1958) and Sadler (1970). They provide a continuum for leadership and involvement that includes an increasing role for employees and a decreasing role for supervisors in the decision process. The continuum includes this progression. Tell: the

supervisor makes the decision and announces it to staff. The supervisor provides complete direction. Tell is useful when communicating about safety issues, government regulations and for decisions that neither require nor ask for employee input.

Sell: the supervisor makes the decision and then attempts to gain commitment from staff by "selling"

the positive aspects of the decision. Sell is useful when employee commitment is needed, but the decision is not open to employee influence.

Consult: the supervisor invites input into a decision while retaining authority to make the final decision herself. The key to a successful consultation is to inform employees, on the front end of the discussion, that their input is needed, but that the supervisor is retaining the authority to make the final decision. This is the level of involvement that can create employee dissatisfaction most readily when this is not clear to the people providing input.

Join: the supervisor invites employees to make the decision with the supervisor. The supervisor considers his voice equal in the decision process. The key to a successful join is when the supervisor truly builds consensus around a decision and is willing to keep his/her influence equal to that of the others providing input.

-humanresources.about.com



VACANCIES

Vacancies exist in our Company for the following Posts for immediate recruitment:

1. Receptionist (Minimum 2 Years experience)
2. General Clerks (School Leavers preferred)

Minimum Requirements:

- G.C.E. (O/L) (Commerce Stream preferred)
- Knowledge of all 3 languages
- Computer Literacy
- Neat Handwriting

Please forward your application with CV and names of 2 non-related referees within 7 days to: The Manager, Administration, P.O. Box 2129, Colombo.



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- Age between 18 - 28
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- Good education background
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- Friendly and outgoing personality

E - mail your detailed CV to : anj@3rdwaveconsulting.com

16/7B, De Fonseka Place, Colombo 05.
Tel: +(94) 11 2559748 / + (94) 11 4999964
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Australian College of Business and Technology

Kandy College Vacancies

ACBT offers both undergraduate and postgraduate programs in business and Information technology and is also one of the only two IELTS examination centers in the country, working in association with the Edith Cowan University. Recently ACBT has merged with the global super-power in Education Navitas Ltd, Australia.

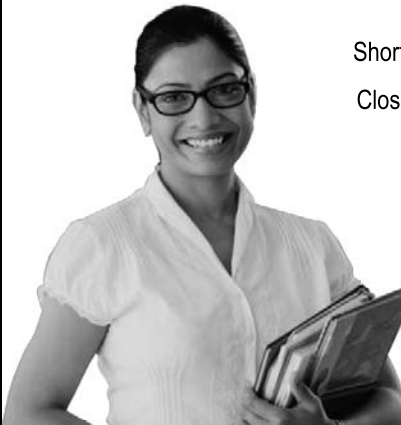
IELTS LECTURERS

ACBT opened its Kandy College on 28 February 2009. We are looking for suitably qualified and experienced individuals to join our IELTS lecturing team at the Kandy College.

Successful applicants will need:

- A degree with English as a subject or a qualification which can be demonstrated to be equivalent of a degree.
- A recognised qualification English teaching qualification – TESOL or CELTA.
- A minimum of 2 years teaching experience in English language programs.

Applications together with supporting documentation should be posted or emailed to the Courses Manager, at kandy@acbt.lk



Short listed applicants will be interviewed in Kandy.

Closing date for applications 23 March 2009.

ACBT KANDY COLLEGE

3A, Mahamaya Mawatha, Kandy.

Telephone: 081-2205800, 081- 2205858
Web: www.acbt.net



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- * Advance knowledge of analysis techniques (price volume matrix, quote analysis, project management business cases, etc.)
- * Strong interpersonal, oral and written communication skills to conduct daily activities.

Please send in your application within 7 days of this advertisement to:

The Country Manager
IBM World Trade Corporation
No. 48, Nawam Mawatha, Colombo 2.



Talent for Innovation

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VACANCIES

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Email: lilanthi@fentons.com

HR Executive,
350, Union Place, Colombo 02.

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