

ST APPOINTMENTS

MAKING OPPORTUNITIES KNOCK ON YOUR DOOR

What managers want to know - Motivation and solving office conflicts

THE CONSCIENTIOUS and well-meaning owner of a small business cannot seem to get his work force motivated, despite a good benefits package and pleasant working environment. "I am coming to the conclusion that it doesn't pay to be nice to people," he says. "Maybe if I fired a few of them I'd get better results."

The supervisor of a 100-employee division of a large company says his employees are demoralized; he wants to know ways to increase their motivation.

An office manager is stunned to find out that two of her best employees told another supervisor she did not like them. "They are both top performers, and I can never remember being dissatisfied with them in any way," she says. "What's happening?"

These managers are discovering that managing means managing people. In the course of consulting and column writing I have found the two major problem areas for managers are how to motivate and how to reduce conflict.

Take the owner who is contemplating firing some of his employees. It is not that he is doing something wrong by giving them a handsome benefits package and good working conditions. He is just not doing enough. If you are in his situation you should ask yourself these questions: Do your employees participate in decision making? Do they have promotion opportunities? Do they think you have made promises you have not fulfilled? Do you reward them for initiative and superior performance?

People will work for money, but except in extreme circumstances, they resist working for money alone. They also want recognition, security and opportunity. There is, accordingly, a simple solution for the supervisor of those 100 demoralized employees: Tell them "thank you."

It is human nature to like praise and to be motivated to work for it. I often tell my clients, "Do you want to make \$1,000 in five minutes? Go and give an employee a word of praise. His work rate will increase, his motivational level will rise, and he will pass along his good mood to others."

And you must be aware that all the good work and good feeling you build up can be destroyed in ways you little expect. Take the supervisor who was amazed to find out that her two best employees thought she disliked them.

It can happen like this: The manager is worried about a procurement problem. Frank, the employee, passes the manager in the corridor and greets her with a smile. The manager, engrossed in her problem, looks up briefly and mumbles a reply. Frank's mood drops. He wonders why she is angry with him, what he did, whether he is doing a good job.

The next day, the procurement problem takes a turn for the worse. Frank tries again. This time the manager does not even respond. Frank's worst fears are confirmed. And the manager does not even realize it.

Why does this happen? Employees are constantly gauging their job security and their employer's satisfaction with their performance by the expression they see on the manager's face.

OFFICE CONFLICT at its worst is caused by a deliberate troublemaker. Here is a typical case:

"I work with a manager who constantly criticizes me and the other managers. He likes to show my boss how knowledgeable he is and how he is the only guy who can 'get anything done around here.' The boss laps it up, and the two of them have lengthy conferences discussing all the employees. This guy is bent on climbing to the top over our bodies. What should we do?"



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These professional conflict makers create morale problems, credibility problems and eventual productivity problems. They can be cunning and vicious, but they flourish only where the boss is a willing participant.

Professional conflict makers devote so much of their energies to criticizing others' performances that their own tasks are neglected. You can find subtle ways of pointing that out to their superiors.

Worth noting is that professional conflict makers rarely confine their volleys to employees. Their highly critical appraisals usually include disparaging

remarks about the boss and his management style. At the appropriate time, you might wish to share with your boss your concerns about the damage being done to the boss' own image in the eyes of the employees. By the way, bring along a witness or two. It will enhance your credibility. Keep your remarks dispassionate, and your boss will see the light.

A high level of employee motivation can make a company grow and flourish. Human conflict can reduce productivity and increase turnover. Business owners would be well advised to regularly monitor both. For a business they can spell life or death. findarticles.com

Careers with Uni Walkers (Pvt) Ltd

Uni Walkers (Pvt) Ltd, a fully owned subsidiary of the Softlogic Group is looking for dynamic, young individuals who value professionalism and integrity, to fill the following vacancies.

MANAGER SERVICES -ENGINEERING DIVISION- OFFICE AUTOMATION

Job Profile

- Monitor and supervise day to day operations of the team in order to achieve the Set Targets.
- To motivate and guide the team members to achieve their Individual Targets.
- To be responsible for daily/weekly and monthly reports.
- Monitor and facilitate the operation of regional support staff.

Personal Profile

- Should be a person with a Degree in Management or Technical Field from a recognized University/Institution.
- Prior Experience in Customer Care/ Service Marketing and Training Skills will be an added advantage
- Should be below 40 years of age.

Skills Profile

- Should have Leadership and Managerial skills to manage the staff and the installation and routine services workshop.
- The right candidate should possess a good command of English, both Oral and written.
- Experience in IT/Document product industry will be an added advantage.
- Possesses good presentation/ interpersonal skills and having confidence in handling customer relations independently.

ASST. MANAGER /SENIOR EXECUTIVE SPARE PARTS - MOTOR DIVISION

Job Profile

- Managing the inventory and Store.
- Planning and execution of imports and local purchases.
- Liaise with overseas and local suppliers.
- Preparation of reports on inventory on a timely manner.
- Ensure the efficient and profitable operations of the spare parts department.

Personal Profile

- Should have previous experience in inventory control systems.
- Qualifications in store management.
- Knowledge in motor spares will be an added advantage.

A competitive remuneration package is on offer based on individual competence and skills and a good career growth prospect is available for the selected candidate. For those who are interested in an exciting career, please apply within 07 days of this advertisement. Please state the post applied for on the top left corner of the envelope.



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INSTITUTE FOR HEALTH POLICY



IHP is a regional centre of excellence for health policy research. We work both in Sri Lanka and internationally in over a dozen countries. In Sri Lanka, we work closely with the Ministry of Health, other ministries and donor partners. Internationally, we work regularly with partners such as WHO, World Bank, ADB, OECD and GTZ, and with leading universities, such as Harvard, Oxford and LSE.

Following recent major grant awards to the Institute from AusAID and IDRC, we are currently expanding our work on health equity and health financing in the Asia-Pacific region, and also in Sri Lanka, working through two regional networks that we lead. As we do so, we are keen to recruit new staff interested in pursuing a career in our core areas of health policy and economics, health metrics, and social protection. We provide a flexible work environment, excellent working conditions, and an opportunity to contribute towards influencing health policy both locally and globally.

If you have a good Bachelor's or Master's degree in relevant fields, and are interested in pursuing post-graduate study and a career in the areas of health and social policy, we provide unique opportunities for professional and career development.

We invite applications for these current vacancies:

Research Assistants

Expected to support senior staff with quantitative and/or qualitative research. Applicants should be numerate, have good communication skills, and have a first class/upper-second degree in economics, statistics, demography, health sciences or related fields. Prior experience with statistical analysis is of particular interest.

Salary range: Rs 40-45,000/month starting

Ref: IHP/HR/0907

Research Associates

Expected to manage projects and junior staff with minimal supervision, be able to communicate and write well, and to be motivated in pursuing a research career. We are especially interested in candidates with post-graduate training in research methods, and in relevant fields such as economics, statistics, or health sciences.

Salary range: Rs 60-100,000/month

Ref: IHP/HR/0908

Research Fellows

Research Fellows are senior professionals, typically with a masters or doctoral research degree, who develop and lead discrete studies and research activities. Substantial professional or research exposure in the health field preferred, and prior international experience particularly welcome.

Compensation: Competitive and flexible.

Ref: IHP/HR/0909

Medical graduates interested in pursuing a career in health services research are welcome to apply. The organization is committed to promoting equality of opportunity, and does not discriminate on the basis of ethnicity, gender or age. The compensation package includes all statutory benefits, medical and life insurance, and support for career training.

Please submit a resume with two non-related referees within 10 days of this advertisement, quoting the reference number on both cover letter and envelope, to:

Human Resources, Institute for Health Policy, 72 Park Street, Colombo 2 or email to jobs@ihp.lk

www.ihp.lk



SRI LANKA AIR FORCE OFFICER VACANCIES

Applications are invited for Male Commissioned Officers in the Electronics Engineering Branch in the Regular Force of the Sri Lanka Air Force.

PROFESSIONAL QUALIFICATIONS

- BSc Degree in Electronics & Telecommunication Engineering or NDT in Electronics & Telecommunication Engineering or Higher National Diploma in Engineering (Electronics Stream) or Diploma in Technology (Electronics / Telecommunication Engineering) from Open University of Sri Lanka or National Diploma in Engineering Science (Electronics / Telecommunication Stream) or equivalent qualifications or

- Should have completed the academic studies in Electronics and Telecommunication Engineering or Computer Engineering at a University recognized by the UGC. (Should have obtained the Transcript from the respective university which confirms the successful completion of degree programme and awaiting for convocation)

OTHER ENTRY REQUIREMENTS

- Nationality : Must be a citizen of Sri Lanka.
- Civil Status : Married and Unmarried
- Age : Not more than 30 years as at 20 July 2009
- Height : 5' 5" and above
- Chest : Minimum 32"
- Weight : BMI $\frac{\text{Weight(Kg)}}{\text{Height (m)}^2} < 25$
- Visual Colour Standard: CP2
- Visual Acuity : Left eye 6/6 and right eye 6/6 (With or without spectacles)

- Selected candidates will be commissioned in the rank of Flying Officer or Flight Lieutenant in keeping with their qualifications and experience.

- Gross pay between Rs. 28,300/- and Rs. 32,200/- with fringe benefits covering food, accommodation, transport, uniforms and medical facilities. (Allowances for married individuals approximately Rs. 14,000/- per month)

SPECIMEN APPLICATION

- Full name (As per National Identity Card)
- Branch applied
- Post applied
- Permanent address
- Nearest Police Station to permanent address
- Present postal address
- Date of birth
- Height
- Telephone number
- Professional qualifications
- Work experiences (Organization, duration & job description)
- Achievements in sports / extra curricular activities
- Details of previous service in the Armed Forces if any
- Other achievements of note

I hereby certify and declare that the details furnished above are true and correct to the best of my knowledge.

Date.....
Signature of Applicant

* For further details see Government Gazette Number 1605 of 05 June 2009.

* The envelop should be marked "APPLICATION FOR COMMISSIONED OFFICER IN THE ELECTRONICS ENGINEERING BRANCH" on the top left corner. Applications should be forwarded under registered cover to reach "CHIEF RECRUITING OFFICER, SRI LANKA AIR FORCE, EKALA, KOTUGODA" on or before 1200 noon on 12 June 2009.