



APPOINTMENTS

MAKING OPPORTUNITIES KNOCK ON YOUR DOOR

Leading from the front

There are many different power bases that a leader can develop and use.

These include problematic ones such as the power of position, the power to give rewards, the power to punish and the power to control information. While these types of power do have some strength, they put the person being led in an unhealthy position of weakness, and can leave leaders using these power bases looking autocratic and out of touch.

More than this, society has changed hugely over the last 50 years. Citizens are individually more powerful, and employees are more able to shift jobs. Few of us enjoy having power exerted over us, and many will do what they can to undermine people who use these sorts of power.

However there are three types of positive power that effective leaders use: charismatic power, expert power and referent power.

This article teaches you how to build expert power.

Expert power is essential because as a leader, your team looks to you for direction and guidance. Team members need to believe in your ability to set a worthwhile direction, give sound guidance and coordinate a good result.

If your team perceives you as a true expert, they will be much more receptive when



you try to exercise influence tactics such as rational persuasion and inspirational appeal.

What's more, if members of your team see you as an expert, you will find it much easier to guide them in such a way as to create high motivation.

If team members respect your expertise, they'll know that you can show them how to work effectively.

If members of your team trust your judgment, they'll trust you to guide their good efforts in such a way that

you'll make the most of their hard work; and

If they can see your expertise, team members are more likely to believe that you have the wisdom to direct their efforts towards a goal that is genuinely worthwhile. Taken together, if your team sees you as an expert, you will find it much easier to motivate team members to perform at their best.

So how do you build expert power?

But just being an expert isn't enough, it is also necessary for your team members to recognize your expertise and see you to be a credible source of information and advice. Gary

Use of rational persuasion should not be seen as a form of one-way communication from the leader to subordinates. Effective leaders listen carefully to the concerns and uncertainties of their team members, and make sure that they address these in making a persuasive appeal.



A. Yukl, in his book "Leadership Organizations," details some steps to build expert power. A summary of these steps follows:

Promote an image of expertise: Since perceived expertise in many occupations is associated with a person's education and experience, a leader should - in a low key way -

make sure that subordinates, peers, and superiors are aware of his or her formal education, relevant work experience, and significant accomplishments.

One common tactic to make this information known is to display diplomas, licenses, awards, and other evidence of expertise in a prominent location in one's office - after all, if you've worked hard to gain

knowledge, it's fair that you get credit for it. Another tactic is to make subtle references to prior education or experience (for example, "When I was chief engineer at GE, we had a problem similar to this one"). Beware, however, this tactic can easily be overdone.

Keep informed: Expert power is exercised through rational persuasion and demonstration of expertise. Rational persuasion depends on a firm grasp of up-to-date facts. It is therefore essential for a leader to keep well-informed of developments within the team, within the organization, and in the outside world.

Recognize subordinate concerns: Use of rational persuasion should not be seen as a form of one-way communication from the leader to subordinates. Effective leaders listen carefully to the concerns and uncertainties of their team members, and make sure that they address these in making a persuasive appeal.

Avoid threatening the self-esteem of subordinates: Expert power is based on a knowledge differential between leader and team members. Unfortunately, the very existence of such a differential can cause problems if the leader is not careful about the way he exercises expert power.

Team members can dislike

unfavorable status comparisons where the gap is very large and obvious. They are likely to be upset by a leader who acts in a superior way, and arrogantly flaunts his greater expertise.

In the process of presenting rational arguments, some leaders lecture their team members in a condescending manner and convey the impression that the other team members are "ignorant." Guard against this - it can make you look very arrogant.

Act confidently and decisively in a crisis: In a crisis or emergency subordinates prefer a "take charge" leader who appears to know how to direct the group in coping with the problem. In this kind of situation, subordinates tend to associate confident, firm leadership with expert knowledge. Even if the leader is not sure of the best way to deal with a crisis, to express doubts or appear confused risks the loss of influence over subordinates.

Maintain credibility: Once established, one's image of expertise should be carefully protected. The leader should avoid making careless comments about subjects on which he or she is poorly informed, and should avoid being associated with projects with a low likelihood of success.

-mindtools.com

Do you HAVE what it takes?

An active, intelligent problem solver with strong analytical skills along with the ability to think clearly and independently!

An individual who has a proven track record of designing and delivering complex software systems.



JAVA – Architect / Tech Lead

Eurocenter DDC Ltd is a software engineering company of international repute, with offices in Colombo, Sri Lanka and Oslo Norway, we are a Microsoft Gold partner specialized in Software Product Engineering and Software Consulting Services. Our Processes conform to ISO 9001:2008 and CMMI standards. A BOI approved company operating since 2000, serving the European market place.

We are currently seeking to fill a Java Architect / Tech Lead position for enterprise products. You should be an active, intelligent problem solver with strong analytical skills along with the ability to think clearly and independently. You must be a high caliber individual competent and well experienced in JEE technologies. You will lead a strong and dynamic team, building state of the art enterprise solutions catering the world market and will be required to interact with European customers, and should be willing to travel overseas at short notice.

Job Requirements:

- BSc/MSc degree in software engineering or equivalent.
- 5 years of extensive hands on experience in JEE application development, preferably professionally certified.
- Thorough knowledge in enterprise development using Spring, EJB, GWT stack.
- Experienced in Oracle database and WebLogic server.
- Experience in various enterprise integration methods, software protocols, algorithms and design patterns.
- Excellent research and troubleshooting skills.
- Excellent communication (written and verbal) and interpersonal skills.
- Exposure to SCRUM based processes is advantageous.

An attractive remuneration package not less than Rs. 200,000 per month along with other perks and benefits awaits the right candidate. If you are confident that you are the ideal candidate for this position, email your resume with two non-related referees, stating "Java – Architect / Tech Lead" in the subject line within 10 days of this advertisement to careers@eurocenter.lk. Only shortlisted candidates will be notified.

EUROCENTER DDC
SOFTWARE ENGINEERING COMPANY
www.eurocenterddc.com

Microsoft
GOLD CERTIFIED
Partner



Do you HAVE what it takes?

An active, intelligent problem solver with strong analytical skills along with the ability to think clearly and independently!

PHP – Architect / Tech Lead

Eurocenter DDC Ltd is a software engineering company of international repute, with offices in Colombo, Sri Lanka and Oslo Norway, we are a Microsoft Gold partner specialized in Software Product Engineering and Software Consulting Services. Our Processes conform to ISO 9001:2008 and CMMI standards. A BOI approved company operating since 2000, serving the European market place.

We are currently seeking to fill a PHP Architect / Tech Lead role and he / she should be an active, intelligent problem solver with strong analytical skills along with the ability to think clearly and independently. You must be a high caliber individual competent in PHP related solution design. You will lead a strong and dynamic team, building state of the art portal solutions catering to the European market and will be required to interact with European customers, and should be willing to travel overseas at short notice.

Job Requirements:

- 5-10 years exposure in a PHP/MySQL web development.
- Experience in Development of CMS.
- Experience in Flex, Air, Ajax, GWT, Google APIs.
- Experience in dynamic portal development and mobile integrations.
- Exposure to publishing domain will be an added advantage.
- Excellent communication skills, both written and verbal.
- BSc in Computer Science/Engineering.

An attractive remuneration package not less than Rs. 200,000 per month along with other perks and benefits awaits the right candidate. If you are confident that you are the ideal candidate for this position, email your resume with two non-related referees, stating "PHP – Architect / Tech Lead" in the subject line within 10 days of this advertisement to careers@eurocenter.lk. Only shortlisted candidates will be notified.

EUROCENTER DDC
SOFTWARE ENGINEERING COMPANY
www.eurocenterddc.com

Microsoft
GOLD CERTIFIED
Partner