

MIGRATE TO AUSTRALIA AND CANADA

Australia and Canada Immigration Policy Changes Sparked



Who can apply for Australia?

Hospital and Clinic Managers, MOH, Supervisors of Rural Hospitals, Self Employed GPs and other GPs, Director of Pharmacy, Construction Managers, Accountants, Aircraft Engineers, Architects, Town Planners, QS, Engineers (Any), Agriculture Specialists, IT professionals. (Age limit is 45)

Many more occupations to be hosted by 1st week of September

Who can Apply for Canada?

Business, Finance, Administration and Advertising Managers with Degree or Diploma level qualifications.

Doctors, Dentists, Social Workers, Hoteliers, Agriculture Specialists, Biologists, Plant Scientists, Poultry and Research Officers, Wildlife specialists and Zoologists (Age limit is 49)

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(Opposite "The Finance House" and near "Pinnacle" Building) Tel : 0112-590231, 0112-507677
Fax : 0112-507677 E-mail : info@cdclanka.lk Web : www.cdclanka.lk

BRANCH OFFICE- CHENNAI-INDIA - Skilled Migration Centre (Pvt) Ltd
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SKILLS ADVERTISING

the SUNDAY TIMES

EMPLOYMENT TIMES

MAKING OPPORTUNITIES KNOCK ON YOUR DOOR

Leading from ...

Contd. from pg 01

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 A. Yukl, in his book "Leadership in 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.

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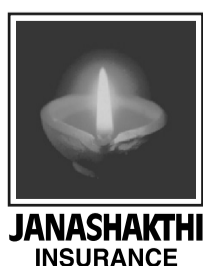
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No. 137B, Rajagiriya Road, Rajagiriya.
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ADN 1251