

# EMPLOYMENT TIMES

Sunday October 24, 2010

MAKING OPPORTUNITIES KNOCK ON YOUR DOOR

## Motivation and

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?"

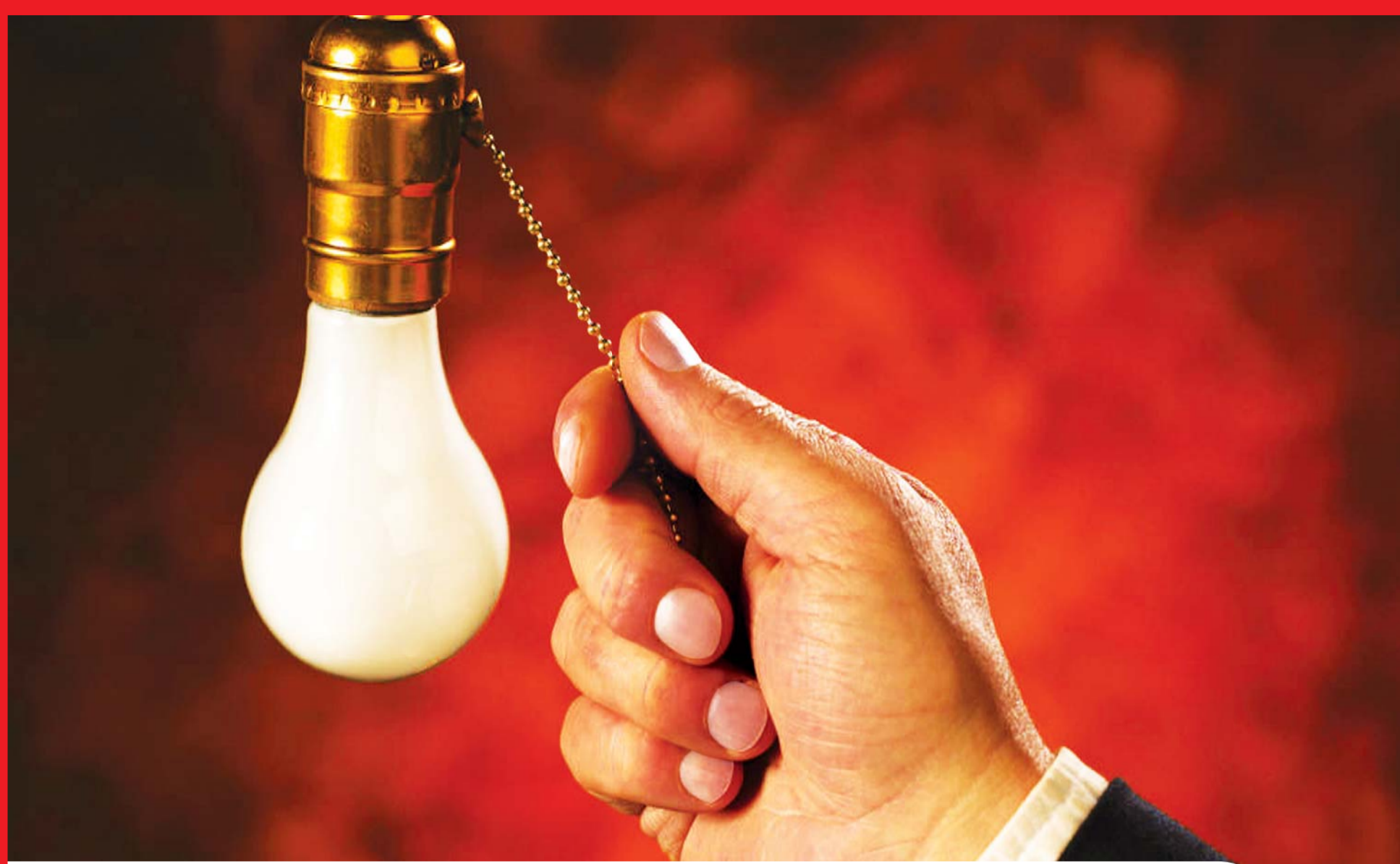
These professional conflict makers create morale problems, credibility problems and eventual productivity problems. They can be cunning and vicious, but they flourish only where the boss is a willing participant.

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.

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The applicants should be enthusiastic & self motivated individuals who have the ability to be a strong team player.

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The selected candidate will be responsible for the finance, administration and documentation functions, including preparation of monthly accounts compliance reports, MIS and settlements.

The ideal candidate should be aged below 35 years, have the ability to work in an automated environment and possess strong communication and interpersonal skills. The selected candidate should be a fully qualified Accountant in ICASL/CIMA/ACCA and/or a graduate in Finance/Management/Business Studies or having similar professional qualification.

He /she should have a minimum of 5 years experience including 3 years in a stock broking company, preferably with a good grasp of Oracle Financials.

### DOCUMENTATION EXECUTIVE

The key duties and responsibilities of this position are to ensure proper documentation, processing of applications, updating the system and follow up to ensure a smooth flow of documentation between customers, investment advisers and the CDS.

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The candidates should be below 30 years of age, have the ability to work in an automated environment and possess strong communication, interpersonal and analytical skills. The selected candidates should be full/part qualified Accountants in ICASL/CIMA/ACCA and/or a graduate in Finance/Management/Business Studies or having similar professional qualification.

Selected candidates should have minimum 3 years experience including 1-2 years in a stock broking company, preferably with a good grasp of Oracle Financials.

**If you believe you are the right candidate for any of the above posts, send your resume along with the contact details of two non-related referees to reach us on or before the 1st of November 2010 to the address given. Please mark the post applied for on the left hand corner of the envelope. Canvassing in any form will be a disqualification. Candidates may also apply online at [www.topjobs.lk/lolc](http://www.topjobs.lk/lolc) or e-mail the CV to [careers@lankaorix.com](mailto:careers@lankaorix.com)**

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