KNOCK

Get Set, Ready and then... What?

"There are people who have the best idea to make them very successful and they are ready to take the action but waiting without taking the first step. The sad thing about these people is that most of them will die without acting on their plans and realizing their dreams. They didn't take the action needed because they were not sure of the outcome or no one has assured them that they will succeed. But how would you know whether you will succeed or not unless you do it? 'Action' is the difference between winners and losers and success and failure." These inspirational words came from Mr. Craig Valentine who was in Sri Lanka few weeks back. Craig was the 1999 World Champion of Public Speaking. More than 350 people were glued into an inspirational secession and all the credit should go to the organizers. I very much agree with his wisdom and have seen so many people with high potential to achieve success and greatness, but still living mediocre lives.

I recently received a telephone call came from a person called Manoj. He told me that he has been working in a particular government department for nearly ten years but his passion has always been to work in the tourism industry. He said 'I get paid well and my job is secure. But I don't have job satisfaction.





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My dream job is to become a chef and one day to run my own restaurant". "It's great that you know what makes you happy. Have you done any background research about entering the tourism industry?" I asked. In liant song that your life was reply he said "yes I have made some inquiries with the hotel school and there will be a new intake of students very soon. I think this is the best time to get into the hotel and tourism sector in Sri Lanka". I was happy about his readiness but was curious at the same time. So I asked, "Manoj, you got all the information you need and your timing is perfect. So what is stopping you from taking action?" That is when he asked me a question that has no simple answer. He asked "I know this is the right time and the right thing to do. But I am still hesitant to leave my current job. Can I get a guarantee that I will succeed?"

answer - there is an answer to this question.

tainties either. The most certain opposite, your mind will find a thing about our future is the way to do it. Belief releases creuncertainty of it. That is why ative power and energy and disour lives are very interesting. belief puts breaks on. Whenever we take up a challenge or do something that we haven't good at writing and have found done before - we follow our the best plot for a story but still instincts. In other words - we 'listen to our hearts! For the trained and there are people who are so and skilled 'listener', their 'heart' good at visualizing and creating is the best compass that guides Sometimes making you uncom- and assure them of their sucfortable with your current situation may be the method your risk and follow the set path given time to change and move on".

Live a "Regret-Proof' Life

In Robin Sharma's book, The Leader Who Had no Title, he says there are ten human regrets. The first one is 'you reach your last day with the brilmeant to sing still silent with your last day without ever having experienced the natural power that inhabits you to do great work and achieve great things'. The ninth human regret according to Robin Sharma is that 'you reach your last day and be awaken to the fact that you never realized your absolute best that you were built to become'. All of this is very much applicanessed dreams and hopes.

Although there is no simple selves. But as you would know, desire. either you can have excuses or you can have results but you can-Be Guided by Your Inner not have both. When you believe something is impossible, your No guarantees were given to mind will find a way to prove you us at birth. There were no cer- why. But when you believe the

There are people who are very waiting to start the first page; new inventions but have been their decisions and directions. waiting for someone else to come cess. If you decide not to take a 'heart' has chosen to say -"it is the to you by the society, please remember there are millions like you. But the world would only remember the ones who dare to take the risk to be different.

Create a Happy Ending

You go to a movie theater very well knowing that the characters and the storyline are prerecorded and are fictional. At the end of you'. Second regret is 'you reach the movie, you will either be satisfied or disappointed. If you are unhappy about the ending, you cannot do any changes to the plot because you have no control over a prerecorded movie. Some of us think of our lives as something that is beyond our control - like a predetermined movie plot. BUT IT IS NOT! In the movie of your nor touched the special genius life, you are responsible for the writing of the script. You get to select your main and supporting ble to the situations of unhar- characters and you are the decision maker and the director. So, People who are all set to go, but it is your responsibility to take who don't have the guts to take the right action at the right the next step (action) have moment and direct your life to enough excuses to defend them- create the ending you wish and

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Employee Engagement and positive work

Kansas State University research has found support for the view that employees who are engaged in their work, including higher levels of vigor, dedication and absorption in daily activities, also have better moods and are more satisfied at

The research was presented by Clive Fullagar, professor of psychology, Satoris Culbertson, assistant professor of psychology, and Maura Mills, graduate student in psychology, Manhattan, at this year's Society for Industrial and Organizational Psychology annual conference in New Orleans. Satoris Culbertson said:

"Our research indicated that individuals who were engaged in positive experiences at work and who shared those experiences with significant others perceived themselves as better able to deal with issues at home, became better companions and became more effective overall in the home environment."

The study followed 67 extension agents over two weeks to determine the relationship between daily work engagement and work-to-family facilitation. The participants completed two surveys each day - one at the end of the working day and the other before going to bed for the night. They also undertook a separate survey at the start of the two-week period and another at the end. According to Satoris Culbertson, stress at work and stress at home interact in both directions. The results suggest that engagement is significantly related to daily mood, and that mood also positively correlates with work-family facilitation. Both work engagement and work-to-family facilitation vary considerably from one day to the next.

"Just because an employee might not be invigorated or dedicated to his or her work on a Monday doesn't mean he or she won't be engaged on Tuesday or vice versa," said Culbertson. "Additionally, one's work can facilitate things at home to a different extent depending on the



day and what has happened on that particular day."

Stressing that engagement refers to positive work involvement rather than more negative forms of job involvement like workaholism and work addiction, which have different effects on home lives Culbertson said:

"Work addicts, or workaholics, have been shown to experience higher levels of work-family conflict. On the contrary, our study showed that higher levels of engagement were related to higher levels of work-family facilitation rather than conflict." She believes that organizations can build on these findings and intervene in the workplace arguing that it is important for organizations to help employees balance work and personal lives.

"Practically, our results indicate that engagement is controlled by situational factors that are manageable by the organization," Culbertson added. "Generating high levels of engagement among workers has a positive impact on the work-family interface."

The meaning of employee engagement

William H. Macey and Benjamin Schneider of the Valtera consultancy firm wrote an article published in Industrial and Organizational Psychology* in 2008 in which they discussed the meaning of 'employee engagement'. They noted its increasing popularity among HR consultants and the relatively

recent interest in the notion among academics. However, they also considered that the notion, although compelling on the surface, was unclear in its

Macey and Schneider considered that employee engagement refers to positive feelings held by employees about their jobs and also the motivation and effort they put into work. Engagement leads to positive employee behaviors that lead to organizational success.

According to Macey and Schneider, engagement should not be confused with satisfaction or commitment. They identify two components of employee engagement:

- feelings of engagement (focus and enthusiasm),
- engagement behavior (proactivity and persist-

So, they distinguish between engagement and satisfaction: ■ engagement connotes

energy and not satiation satisfaction connotes satiation and contentment but not energy

They argued that employees come to work ready to be engaged but organizations need to create the conditions that will release that energy.

They believe that employees will feel and act engaged when managers create the right conditions that allow them to do so. The essential condition for feeling engaged, they contended, is fair treatment leading to a feeling of trust which, in turn, allows them to feel safe to be engaged.

According to Macey and Schneider:

"Our framework places an emphasis on the management of human resources in ways that respect the energy people bring to the work place, and it puts the responsibility on management to create the conditions for employee engagement. Management is responsible for creating the conditions at work that will facilitate employee engagement."

Reduction of stress may result in more effective and efficient performances

When Managers are full of pressure in their work when organizations are developing and expanding their business as to enhance the managers from their full of pressure of work they allocate their work at some extent to others. Some authorities can be allocated to subordinates and this will ease the pressures on senior management. The reduction of stress may result in more effective and efficient performances by top managers Just as Centralization is functional for new enterprises, so decentralization may be useful for a growing or diversifying organization because new products or different markets may present a variety of problems which are better coped with by the decentralization of authority levels.

Decentralization Advantages

Any business organization target is to develop its business and to be in number one position. So that the organization HR would dedicate efficiently. And the pressure and the work load might be so massive and complicated. Decentralization strategy would enhance the managers mentally at least to a certain extent. Then it might support the managers to look at the potential chances in developing the organization business development very peacefully without any hesitation. Managers could get much convenience in concentrating on business operations and business development.

Prospective training

Application of decentralization strategy would be an effective kind of training for up coming managers. It is a type of Displaying leadership qualities. Normally a good leader quality is to train future as well as subsidiary leaders. Every time we may not able to depend on one thing or one personnel. Applying decentralizing strategy would motivate the potential relevant personnel for tomorrow managers. In a way it is a kind of system where the organization culture would practice a system of giving chances for others too a platform of improving their capabilities and confidence in discharging their duties Efficiently. Once when this mechanism is practiced mainly the cost benefits and the production cost would be controlled by the organization.

Decision Making

Decentralized decision making avoids the delay involved in having to refer problems to higher authority so swift decision Can be

Initiative

Initiative Is encouraged in that people who are given responsibilities have to solve problems and make decisions for themselves. By allowing staff at lower levels of the organizations to make decisions that their jobs become more stimulating. When we break down an organization into various parts and levels and give them authority. It is easier to assess how well these levels and parts are performing.

When decisions are taken by those who have an intimate knowledge of a particular work situation are well acquainted With the sorts of problems that can arise the decisions made are more likely to be acceptable to the workers in that situation. When decision making is allocated to lower levels in an organization employees learn the problems which are encountered when making decisions and are these prepared for promotions. Wider allocation of authority improves morale and workers fell they are being involved in the organizations.

The very important factor here is the decentralization strategic application enhances the organizational HR to have an understanding mutually each others professional capacities and the respect regards and confidence on the jobs too could be cultivated. his is an effective strategy not only for organizations but also for our day today domestic culture even. The younger Generation should be more responsible to develop their dedication for the betterment of the society and the country they should be



Ranjan Saheed

mentally as well as physically rehearsed and cultivate responsibilities of work in their day to day lives. Most of the parents today in our country they have a practice of safeguarding and defending their children rather than giving them responsibilities authorities and powers at least at their capacity level even. They do all the day to day work of their children in their day today Routine rather than giving them the powers and responsibilities to get their work done by themselves.

Application of decentralization strategy on younger generation would be very effective to established strengthening Condition moral base as to empower and enable their personality in taking challenges in day to day lives. Decentralization strategy application would enhance to cultivate leadership thinking such as persuading decisions making taking over challenges Identifying problems and solving problems etc.

Disadvantages of decentralization

When authority is allocated to lower level of an organization there is a tendency for top management for top management To lose touch with various parts of organization. A decentralized organization needs more talented management because more people are taking management decisions. Decentralization requires lower levels of an organization to take an authority which they

may feel to be properly the work of top management.

Top management feel their importance by allocating authority downwards. Factors influencing centralizing and decentralizing the decisions on where to strike a balance between centralization and decentralization in a given organization will depend on a number of factors. It is crucially important that an organization selects the optimum equilibrium point because research shows link between organizational structure and performance.

Importance of the decisions

I. What determines the importance of a decision will vary from one organization to another but in every organization there is an area of decisions making that is seem as vital to its well being. This key area of decision making is usually reserved for the top people and only the less important decisions are allocated to lower levels. Normally importance is cost. Eg. How much would it cost the organization if an unwise decisions were made? High potential cost decisions are not usually allocated downwards.

Size of the organization

An organization grow size they tend to make greater use of delegation. The proprietor of a small company may takes all the major decisions himself. However as the company grows he has to delegate authority because he Just does not have the time to make considered decisions on every issues. In large organizations we find different types of decisions being taken at different levels of authority; these range from high potential cost decisions taken by the top people to less important decisions taken by middle and lower levels of control.

Willingness Of top people delegate

The amount of decentralization is an organization will also depend on the willingness of senior people to allocate

authority to those below them. Some top management are autocratic and wish to give all the others themselves. They believe in right control over their subordinates on the other hand. Some high level managements are democratic and believe in spreading decisions making an widely as possible throughout the organi-

Willingness of a employees to accept responsibility

Not only does authority have to be allocated by those above but it also has to be accepted by those below if decentralized decisions making is to come into being. This calls for a spirit of co-operation within the organization.

Availability of management talent

It is not enough for employees to be willing to takes decisions. The management also should be efficient in decentralizing decisions making at employees level. They should be well versed in developing the marketing strategy to get the employees co-operation.

VI. Rate of growth

Where organizations are growing rapidly we are likely to find decentralization and rapid promotions through the levels of management. In a growing organization new divisions departments and levels of management spring up and the existing top management becomes overloaded with decisions making problems. However they are likely to allocate authority downwards.

VII. Domestic application.

When we looked at our day today lives specially our domestic functions the above factors affections would be as similar as where the organizations have been effected every house there is an area of decisions making that is seen As important to its well being. The key areas of decisions making is usually allocated for parents, guardians and so on. Only the less important decisions are allocated to eldest children level. Normally high potential decisions are not usually allo-

cated downwards. VIII. Small Family

Small families may take all the major decisions by the top people. When the number of Children grows parents have to delegate authority because they just don't have time to make considerable decisions on every issues. Father who is abroad this situation might become very difficult. In big families there might be different types of decisions being taken at different levels of authorities

IX. Authority allocation.

The amount of decentralization in a house will also depend on the interest of the elderly members to allocate authority to those below them. Some elderly members are autocratic and wish to give all the others themselves. They believe to be tough and control the others. Some elderly members are democratic and respecting the others.

Co-operation

The members of a family specially below rankers have to be accepted decentralized decisions making is to come in operation. the elderly members in the family should be much more talented in feeding the below rankers with necessary development. Parents also must be capable of using their management talents for making use the system of decentralizing in making decisions among their children .an organization or a family would be systematized if they apply the decentralized strategy very efficiently. This writer is a Chartered Marketer and Management Consultant/ Senior Lecturer at Aquinas University College, Colombo-09.