

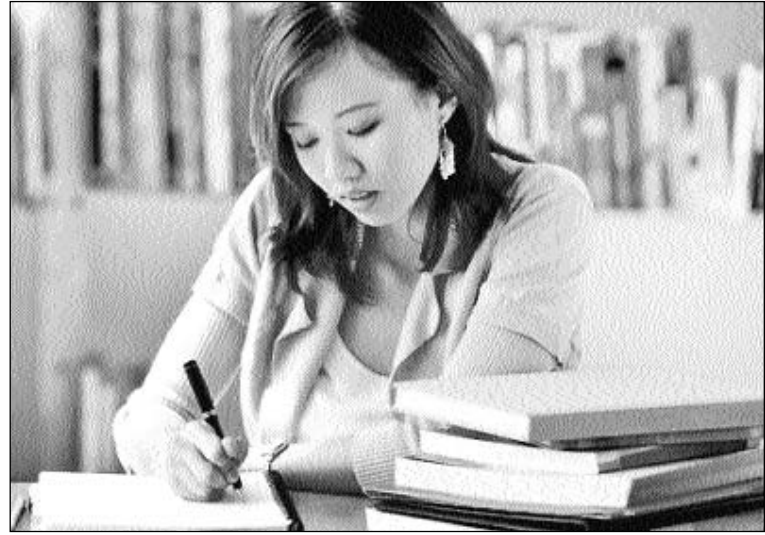
ST SUNDAY TIMES APPOINTMENTS

MAKING OPPORTUNITIES KNOCK ON YOUR DOOR

Good employees require good managers

When an employee quits, many times they don't quit the company -- they quit their manager. I validated this fact in a survey which showed in 46% of the cases the main reason people quit their employer was because of their first-line supervisor; a painful statistic when you consider how difficult and expensive it is to find and train good people. To make matters worse, businesses are stupid to do nothing about it. In my mind, it is an honor as well as an important responsibility to become a manager.

When I use the word, "manager," I am not necessarily referring to a job title, but talking about the "role" of managing people. A manager's job is not easy.



The demands are difficult. Many bosses are doing the jobs of two or more people.

Employees expect more; some are plain difficult to work with. Many businesses do a poor job selecting and training managers. It goes without saying those that do a good job selecting and developing their managers will enjoy higher productivity and lower employee turnover. However, most often the employer is at fault for not giving them the tools, training, and support to succeed.

Spaghetti Management Syndrome

Just because a person shows potential or has a degree does not mean they will be good at managing others. Many are skilled technicians, but unfortunately are clueless on the art and science of managing people.

Some businesses practice what I call "spaghetti management." They pick a bunch of people, promote them to managers, then throw them on a wall like spaghetti, and see what sticks. This is not the fault of the individual manager, but the employer's. Without training and support most new managers will fail. This is one of the main reasons people today run like the plague to avoid becoming supervisors and managers.

Sure, some managers are tyrants and no amount of training is going to change them. But at least good businesses recognize their mistakes and provide additional training, or find the errant manager a job somewhere else.

Good businesses place people skills as a vital part of their performance management system. For example, Synovus Financial has been listed in the "Top 100 Best Places to Work" for several years. They have a commandment that says, "A manager's most important role is to serve, grow, and inspire his or her people-with no exception." This requirement had a positive impact on the bottom line. Not only did their employee turnover rate drop, but also their market capitalization grew from \$2.2 billion to \$8 billion in four years.

Good Leaders Show They Care

I went into the Army after college to learn how to be a good leader. My first boss was a great mentor and teacher. He was an experienced veteran and a former Special Forces medic in Vietnam. He was the type of person who always put the needs of others before his own interests.

As the lowest ranking member of my battalion, I had to pull duty on the worst day of the year -- New Years Eve. I worked all

day and then I was up all night. You can imagine what mischief 500 soldiers can get in. Finally, Saturday morning arrived and I could not wait to go home. The phone rang; it was Joe, my boss. He wanted to know if I had made any plans for lunch. He and his wife had prepared something and he wanted to bring it over to me. Today, I don't remember what the food was, but it was a meal I will never forget.

That one small act of kindness crystallized in my mind what leadership was about -- caring for those you lead. That act taught me more about leadership than all the degrees and diplomas hanging on my wall.

Here are a few suggestions to consider in your management development program:

- Establish key competencies your managers should possess and demonstrate.
- Have company executives share their expectations with your managers.
- Consider using a 360-degree evaluation on top management.
- Hold managers accountable and responsible for retention.
- Have HR train managers on reward and recognition.
- Provide the support and tools to help managers do their job well.
- Start measuring turnover and apply the cost to the bottom line.
- Conduct post exit interviews to discover the real reason employee's quit.
- Complete an individual retention profile on every employee.
- Conduct an employee satisfaction survey at least once a year.

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Access VACANCIES

Access Telecom Technologies (Pvt) Ltd.

"Access Telecom Technologies (Pvt) Ltd., is a leading Telecommunication Equipment provider who is catering to the requirements of mobile operators and fixed line operators directly or through their equipment suppliers/principals, needs the following personnel :

We are looking for dynamic, outgoing, self motivated and results driven young individuals with pleasant personality and very good communication skills in English and Sinhala."

Sales & Marketing Division

Position 1: Sales Executive (Male)

Requirements:

- Candidates should be A/L qualified with 1 year experience in sales
- Part qualification on CIM & SLIM would be an added advantage
- Should be computer literate
- Age below 28 yrs

Position 2 : Sales Engineer -Civil Works (Male)

Requirements:

- NDT (Civil) qualified with minimum two years experience
- Excellent presentation skills
- Should be computer literate
- Should be able to prepare and present reports independently.

Position 3 : Sales Administration Executive (Male / Female)

Requirements:

- Minimum of 2 years experience in an Administrative post in the field of logistics.
- Age below 25 years

IP & VAS Division

Position 7 : Senior Systems Engineer

Knowledge and Skills - Essentially should have a good working knowledge on UNIX (preferably Solaris) and some programming experience. Knowledge and experience in SNMP and Network Management Systems (NMS) will be an added qualification. Should have a good understanding of Networking, TCP/IP and Telecommunication applications.

Requirements :

- Degree in Electronics Engineering/ Computer Science/Engineering or IT, or equivalent
- Additional qualifications such as CCNA, RHCE, SCSA will have an added advantage
- 4 years experience in System Administration or Programming in a UNIX environment

Position 8 : Systems Engineer

Knowledge and Skills - Essentially should have a good working knowledge on UNIX (preferably Solaris) and some programming experience. Knowledge and experience in SNMP and Network Management Systems (NMS) will be an added qualification. Should have a basic understanding of Networking and TCP/IP.

Requirements :

- Degree in Electronics Engineering/ Computer Science/Engineering or IT, or equivalent
- Additional qualifications such as CCNA, RHCE, SCSA will have an added advantage
- 2 years experience in System Administration or Programming in a UNIX environment

Position 4 : Translator / Coordinator Chinese / English) (Male / Female)

Main Duties of the Job Holder:

To coordinate communications with Principals / Clients. Translate / Interpret at discussions / conferences particularly phraseology, technical terms & legal terms. Independently communicate with Principals.

Requirements:

- Candidates should be O/L qualified
- Should be computer literate
- Knowledge of Japanese & Korean would be definitely an added advantage.
- Salary negotiable

Accounts Division

Position 5 : Accounts Executive (Male / Female)

Requirements:

- CIMA or ICASI part qualified with 2 years working experience
- Able to perform duties with minimum supervision
- Age below 25 years

Position 6 : Stores Executive

Requirements:

- Should possess formal training on Storekeeping/Stores Management
- Minimum of 2 years experience
- Knowledge of Inventory control
- Should be computer literate
- Age below 30 years

Position 9 - Sales Engineer (IP, Data & VAS)

Job Description - Promoting and Marketing Value Added Services (VAS) Products to Telecom Operators, prepare tenders and proposals, Liaison with customers and principals.

The Person - Self motivated individual with a technical background and excellent communication and marketing skills with knowledge and qualifications in Telecommunications and/or Information Technology. A considerable technical knowledge and a keen interest in Marketing is a prerequisite. Should be creative and results oriented.

Qualifications - Preferably a degree in Electronics and Telecommunication Engineering or IT, or a diploma from a reputed institution (NDT, NDES, HNDE, City and Guilds or equivalent). CCNA/CCNP/MCSE will be considered an added qualification.

Experience - 2-3 years experience in Implementing, supporting or marketing VAS or IT related products for the telecom sector

If you can meet the above requirements, send your resume with copies of your certificates & testimonials along with the names, addresses & contact numbers of two non-related referees to the following address within 10 days of this advertisement.

- Post applied should be clearly stated.
- Attractive remuneration package will be available for right candidate.
- Canvassing will be definite disqualification.

The Manager Human Resources
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