



APPOINTMENTS

MAKING OPPORTUNITIES KNOCK ON YOUR DOOR

KINDEN CORPORATIONUpper Kotmale Hydro Power Project
Lot-5 Transmission Line**JOB VACANCIES****1. Civil Engineer - Number of Posts: 01**

♦ 7 years experience of Overhead Transmission Line, Bachelor Degree, Light Vehicle Driver's License.

2. Site Supervisor - Number of Posts: 02

♦ A couple of years experience of Overhead Transmission Line, Light Vehicle Driver's License.

3. Administrator - Number of Posts: 01

♦ 7 years experience of office operation, general affairs, dealing with bank transactions, government authorities, employment issues, and multiple coordination work.

4. Accountant - Number of Posts: 01

♦ 7 years experience of book keeping, tax returns, coordination work with certified public accountants.

5. Safety Officer - Number of Posts: 01

♦ 5 years experience, Light Vehicle Driver's License.

6. Driver - Number of Posts: 02

♦ 10 years driving experience with Light Vehicle Driver's License, should be able to communicate in English.

7. Japanese Food Cook - Number of Posts: 01

♦ Experience of cooking any Japanese food, should be able to communicate in English.

Place of work for posts 1 thru 6 - Niyangamdora, Kotmale
Place of work of post 7 - Gampola

Application should contain complete Bio-Data including names and addresses of two non-related referees and educational, professional qualifications, work experience with dates and place of work with copies of the following certificates.

- (1) Birth Certificate
- (2) Highest Educational Qualification
- (3) Certificates on any experience

Duration for all above posts: 22 months, with possible extension, if required.

Application received without the copies of relevant certificates will be rejected.

The darker side of goal setting: Why goal setting fails

Why don't most people set and achieve personal goals, career goals and business goals? Goal setting is a positive, powerful practice when it ignites enthusiasm and provides clear direction. When practiced poorly, however, goal setting also has a serious downside which can undermine your success. Poor goal setting makes people cynical, wastes their time and fosters confusion about where to concentrate actions and energy. How does such a potentially successful practice as goal setting, go wrong, so often? If you've read my work for a length of time, you know that I am a proponent of setting goals and measuring your progress in achieving them. A recent exchange with William Hamilton, President of TechSmith Corporation, and several other executive managers (who wish to remain anonymous) reminded me that goal setting, executed poorly, thoughtlessly, or for the wrong reasons, can have a significant negative impact on both people and your organization's business plan. Avoid these five misuses of a potentially positive, powerful practice: goal setting for personal goals, career goals and business goals.

Just Do It: The Art of Intimidation

Organizations often fail to achieve goals and strategic planning targets that are set top down, by executives who lack crucial information and are out of touch with staff challenges.

The goals are unrealistic and they fail to consider organization resources and capabilities. Staff members don't believe that the rewards they will receive for goal accomplishment will equal the energy they invest to achieve them. Frequently, managers are intimidated when they fear job loss for failure. A former Siebel Systems executive says, "My favourite goal setting story of all time was how Siebel set sales goals for its District Managers: everyone's quota was \$3.5 million. There's no more thought that needed to go into it, no discussion - just do it or you're fired! So the District Manager calling on Citibank had the same quota as the District Manager calling on the States of Louisiana, Mississippi and Alabama. Guess which guy got fired?" I also remember how I used to spend the last day of every sales quarter at Siebel performing unnatural acts to close business and save my job. At the end of the year, I had to work until 10:00 p.m. on the last day of the sales quarter (while we had company over at home) to get one last deal closed. This deal saved my job. I was one of two state and local district managers that avoided the axe two weeks later."

Goals Intended to Impress, Not Guide Efforts

William Hamilton says, "During the roaring, crazy days of the dot.com nineties, using goals to impress was common place, although organiza-

tions also utilized this technique long before the Internet arrived. In this process, management creates goals based on the desire to impress or mislead outside groups."

According to Hamilton, this process is, "also used to avoid serious analysis of the company and the marketplace. At the end of the time period, these goals can then be used by senior management to pass the buck and the blame for the failure to meet the goals.

"To internal staff members, who were often unconvinced and unmoved by the unrealistic, 'show goals,' senior management's actions produced serious morale and competency-questioning issues. To staff members who bought into the euphoria, failure to achieve the goals was a deadly downward spiral."

In an effort to meet the current period's goals, the long-term viability of the organization is put at risk. Hamilton gives these examples of negative actions people take to meet unrealistic goals. "They:

Focus development efforts on the next sale.

Offer deep discounts on products to move future sales into the current period.

Push expenses into the future, rather than accounting for them when incurred.

Use expensive promotions that actually generate less in sales than they cost.

Fail to carefully develop long term strategic efforts, when 'strategic' means the payoff is not within the next goal time period."

A former IBM manager illustrates this point with this story. "One ridiculous process was the way IBM used to set sales quotas. In the later years



Goal Setting Becomes About the Plan, Not the Execution

Hamilton says a potential serious downside occurs when "the ratio of energy, time and creativity that goes into creating the goal outstrips (and comes out of the hide) of actually managing the product."

In one small manufacturing company, a management group decided to use gantt charts to track goal accomplishment. After starting with a huge investment of time in making the charts for all of their goals, the management group soon abandoned the charting. When questioned later, they affirmed that the charting was taking too much of the time they needed to accomplish the goals. But, they had awesome charts while they were keeping them up.

Another example of this is when an organization spends time and energy to develop a comprehensive business plan, and then the plan sits in a drawer. While the act of making the plan was important, the follow-up is the critical piece. Regular review and follow-up make a plan live - and serve.

Too Many Goals Make Nothing a



certificates will be rejected, Application should be sent to the address below on or before 08th October, 2009.
 The post applied for should be marked on the top left hand corner of the envelope.

Address To:
 Mr. J. Munehira
 Kinden Corporation
 C/o Hocho Corporation
 Level 12, DHPL Bldg,
 No. 42, Nawam Mawatha,
 Colombo 02.



set sales quotas. In the later years there, when the company was showing very slow growth, you could count on a 25-30 percent increase in quota. It didn't matter that most IT (Information Technology) budgets were stagnant, so the quota process was demoralizing in a big way. The way to make dollars there, was to find a job where they weren't sure how to set the quota - some kind of new area - and clean up and move on. Some people specialized in this sort of behavior."

Too Many Goals Make Nothing a Priority

In my work with small and mid-sized manufacturing companies, I often find that people wear so many hats, they are overwhelmed with the sheer number of goals they are expected to meet. I once facilitated a strategic planning session during which people analyzed and established priorities. They moved non-priority items to a "B" list and believed they had successfully created an "A" list of the most important, achievable goals.

You can imagine my consternation when, at the end of the session, the senior manager looked at the list of goals on the "B" list and said, "These are all givens. We have to accomplish these anyway."

People with too many goals experience these issues.

They never feel as if they have accomplished a complete task.

It is difficult to tie their goal accomplishment to a reward and recognition system that recognizes their accomplishments.

They don't know what is most important to accomplish next.

They fall prey to the "check it off the list" syndrome in which they check tasks off their list before the actions have been integrated by the organization.

Goal setting is a positive, powerful, business practice when it tells your staff where you are going. Effective goal setting also demonstrates what success will look like during the journey and upon arrival. When practiced poorly, however, goal setting can negatively impact your organization in all the ways described, and more. humanresources.about.com

SECRETARY TO THE MD



RICHARDSON is a leading company in the field of electrical transmission and distribution and has been providing cutting edge technology to the power sector for several decades in Sri Lanka. We represent world renowned companies such as Trench- Germany, Sediver- France, Siemens-Germany, Moeller- Germany, Furse- UK and Telergon -Spain.

Executive Secretary

We are on the look out for a smart young lady between 28 -37 years possessing excellent PR skills and able to work independently. The ideal candidate should be attention to detail, willing to grow, adaptable to change and work with minimum supervision.

Qualifications & Experience:

1. Should possess a Diploma in Secretarial Practice.
2. Proficiency in MS Word, Excel and Power Point is essential.
3. Minimum 5 years experience at a senior capacity in a large organization.
4. Excellent verbal and written communication skills in both Sinhala and English.
5. Able to manage the MD's diary, arrange Meetings, taking and transcribing minutes and makins travel arrangements.
6. Knowledge of short hand would be an added advantage.
7. Good passes at the GCE (A/L) or Minimum O/L with Distinction in English.

If this position interests you, please forward your comprehensive CV together with a covering letter outlining your long-term career objective and explaining why you feel this position would suit you, with contact details of two non-related referees to reach us within 07 days of this advertisement.

Candidates who have responded to our advert on 27th Sept '09 need not re-apply

Human Resource Manager

RICHARDSON

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