



APPOINTMENTS

MAKING OPPORTUNITIES KNOCK ON YOUR DOOR

Winning expert power and leading from the front

There are many different power bases that a leader can develop and use.

These include problematic ones such as the power of position, the power to give rewards, the power to punish and the power to control information. While these types of power do have some strength, they put the person being led in an unhealthy position of weakness, and can leave leaders using these power bases looking autocratic and out of touch.

More than this, society has changed hugely over the last 50 years. Citizens are individually more powerful, and employees are more able to shift jobs. Few of us enjoy having power exerted over us, and many will do what they can to

undermine people who use these sorts of power.

However there are three types of positive power that effective leaders use: charismatic power, expert power and referent power.

This article teaches you how to build expert power. Expert power is essential because as a leader, your team looks to you for direction and guidance. Team members need to believe in your ability to set a worthwhile direction, give sound guidance and co-ordinate a good result.

If your team perceives you as a true expert, they will be much more receptive when you try to exercise influence tactics such as rational persuasion and inspirational appeal.



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.

JOB OPPORTUNITIES

Vacancies available for experienced and qualified individuals to fill the following positions in a Social Services Organization that focuses on promoting children education and welfare in rural areas.

Qualifications and Experience.

- Demonstrate ability to draft concise, analytical and high - quality project proposals, reports in English
- Experience in using office software packages (MS- Word, Excel, PPT)
- Previous experience in social service / NGO's and ability to prepare concept papers and Budgets & Proposals.
- Age below 60 Years

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Our client is a well reputed foreign BPO Company looking for "Call Centre Operators" with the following qualifications:-

- a) G.C.E.(O/L)
- b) Excellent command of the English Language is a must
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- e) Salary - Between Rs. 15,000/- to 25,000/- + Target Incentives and Spot Incentives etc

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- Dinner will be provided free of charge

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We are a Leading Tea Exporting Company, catering to a Multinational Clientele, around the Globe, and are in search for young, vibrant talented and career conscious personality for the under mentioned positions.

ASST - MANAGER QUALITY ASSURANCE :- A strong, committed, self disciplined and self motivated individual who has the ability to lead the Q/C department and achieve high quality standards through continuous improvement. Should possess excellent analytical and organizational skills, implementing & maintain ISO, HACCP & food safety standards. The candidate should possess a degree in the relevant field with a minimum of 5 years experience in Tea / Food industry.

QUALITY CONTROL EXECUTIVE :- Degree Holder with minimum 2 years experience in a similar industry with ISO, HACCP procedures and handling documentation,.

ASST - SHIPPING MANAGER :- Self motivated individual who has the ability to lead the Shipping department, maintaining timely deliveries, demurrage free handling. Possess minimum of 5 years experience in the IMPORT & EXPORT field. Understanding of IMPORTS & EXPORTS, Letter of Credits & knowledge of TIEP 1 & 4 procedures. Handling general/ BCI / Bond / Air Cargo imports & exports will be an added advantage.

SHIPPING ASSISTANT :- Candidates should be GCE A/L qualified, possess minimum of 3 years experience in a similar capacity computer literate, experience in Import / export procedures, TIEP 1 & TIEP 4, TIEP Cancellation, and have a fair knowledge of Export Letters of Credits & Export Documentation. Candidates should be able to co-ordinate shipments and handle what work, logistics and pre-post shipment documentation right up to its final stage.

DOCUMENTATION CLERK :- Must have 1-2 years experience working with IMPORT & EXPORT documentation, with computer literate Word & Excel, framing entries etc.

TRAINEE PRODUCTION SUPERVISORS :- We are looking for young dynamic School Leavers to be trained as Production Supervisors, in all areas of the company's production operations for a period of 6 (Six) months before being appointed to as Production Supervisors.

DRIVER for MANAGING DIRECTOR :- Must have minimum of 5 years accident free Luxury Vehicles driving experience, maintaining the vehicles in excellent condition and knowledge of English is an added advantage.

Please forward your complete resume, including your contact telephone number, expected salary together with names and address of two non-related referees to reach us within 7 days of this advertisement.

Human Resources Manager,
Anverally & Sons (Pvt) Ltd.
No 8, Jawatte Road, COLOMBO - 05.
Fax: 2555598, Email: hr@anverally.com & fc@anverally.com

A challenging future starts right here

Our client, operates in competitive global markets and is part of a large organization renowned for its financial stability and dynamism. They are fast developing and rapidly expanding their business activities in several challenging markets. The portfolio includes mature as well as nascent businesses with product and service offerings for multiple industries.

With its plans for expansion, the company requires the services of a proven and natural leader with entrepreneurial flair and strong customer focus to provide leadership to the sales and marketing function of their IT/ITES businesses which have a global customer base and delivery centres in South Asia.

Head of Global Sales and Marketing - IT Services -

The Job

- Developing and implementation of robust strategic marketing plans in line with business objectives and company vision.
- Direct responsibility for building the corporate brand image & its sustainability and planning & implementation of regular marketing activities & targeted sales campaigns.
- Evaluating and recommending appropriate global acquisitions which will complement the current portfolio whilst managing and growing existing relationships with key clients worldwide.
- Devising new offerings by integrating available skills and resources,
- Leading the sales and marketing team, co-ordinating all related activities required to identify, win and retain opportunities in the target markets and pro-actively managing the sales pipeline.

A technology degree with a business Master's would be the desired academic background of the ideal candidate. A thorough understanding of technology and a successful track record of several years in a similar role including exposure to cross border B to B marketing and negotiation of high value deals is essential. As the job would require extensive international travel, Citizenship/ Residency status of a Western country would be an added advantage, since it would ease visa processing.

An "out of the box" thinker with an analytical mind and the ability to build good personal relationship with customers, strong leadership and communication skills to guide and motivate a team of professionals, a combination of absolute drive and commitment to make an immediate and positive contribution to the dynamic and progressive management team, a team player with the flexibility to be hands on and operate strategically would best suit this role.

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We thank all applicants for their interest. Only short-listed candidates will be notified.