

the SUNDAY TIMES  
**EMPLOYMENT TIMES**

MAKING OPPORTUNITIES KNOCK ON YOUR DOOR

# Motivating Top Talent

Two recent reports offer guidance on motivating and developing talented employees in the current global economic downturn.

## Motivating And Retaining Top Talent

A report from OnPoint Consulting identifies strategies for motivating and retaining top talent in the current economic climate when the emphasis on bonus payments is no longer possible or appropriate. Previous research has found that earnings and benefits have a 2 per cent impact on job satisfaction and engagement compared to 70 per cent provided by job quality and workplace support.



The report suggests the following survival strategies:

- **Create a sense of purpose** - Engagement and retention improves when people understand how they connect to the "Big Picture" and how they make a difference.
- **Provide meaningful work** - Allowing people to do what they do best and make a significant contribution is key to engagement and retention.
- **Solicit ideas** - Involvement in decisions gives people a sense of control in uncertain times, shows them their opinions matter, and improves decision acceptance.
- **Let people know where they stand** - Setting tough but realistic goals is motivating even in a tough environment.
- **Enhance trust and communication** - Trust is built when leaders improve credibility by being candid, demonstrate reliability by ensuring their actions are consistent with business objectives and values, and are accessible.

Rick Lepsinger, president of OnPoint Consulting commented:

Feeling connected to the people you work with also helps create a sense of purpose.... Providing opportunities to learn and grow is icing on the cake.... Clear goals are only part of the equation. People need regular feedback so they know when they are on track and recognition when they achieve key milestones....The more people feel you are focused on them, rather than on yourself, the more they trust you."

## Employee Goals and Talent Development

A report from SumTotal® Systems Inc., a global provider of talent development solutions, argues that implementing effective, universally-accepted goal setting for employees, coupled with a system for managing and tracking these processes can enable HR managers to make a significant contribution to improved organizational performance.

Richard Oyen, director of HR and talent development said:

"With the current economic forecast, it is now more important than ever to make sure employees' goals reflect the organization's overall goals to ensure everyone is working toward the same mission. By helping to set organizational alignment, HR departments have the ability to impact their company like never before and create significant productivity improvements."

The report offers the following guidelines for the involvement of HR in employee goal setting:

1. **Know the goals** - HR should be involved when senior managers plan annual goals to be aware of underlying issues and challenges.
  2. **Get buy-in** - The executive team should support HR's efforts to align goals and help communicate the importance of the program.
  3. **Cascade goals** - Once goals are set at the top of the organization, they should work their way down to all employees.
  4. **Ensure consistency** - As goals are established further down the organization, HR can assist by creating standards and monitoring consistency.
  5. **Hold everyone accountable** - Managers should ensure goals are measurable with specific deadlines and then hold employees accountable.
  6. **Reinforce through development** - Ensure that employees have skills and tools to achieve established goals using development plans monitored by HR.
  7. **Work the gaps** - Managers can work with employees individually. HR should identify gaps in organizational provision and address issues proactively with the Learning team.
  8. **Encourage year-long communication** - Initial goals may be agreed but paid no further attention. Sending reminders to update goals is one way for HR to encourage a culture of frequent manager/employee communication.
  9. **Monitor compliance** - Managers should monitor progress and completion of employee goals HR should review overall process and report to executives and department heads.
- **Measure twice, cut once** - Goals should be a major component of a company's annual performance appraisal where employees are measured and held accountable.

## VACANCY FOR STORE KEEPER

Koolair (Pvt) Ltd., wishes to recruit a Store Keeper for immediate employment.

The Ideal candidate should have a minimum of 2 years experience in dealing with Engineering Equipment, Computer Literate and capable of handling Purchasing, Invoicing, Petty Cash and Maintaining of Stores related records.

Should you meet with the above requirements, please forward your C.V. along with contact details of two non-related referees to the address given below within seven days of the advertisement.



The General Manager  
Koolair (Pvt) Ltd.  
220, High Level Road,  
Kirulapone, Colombo 06.  
E-Mail: [powerreal@isplanka.lk](mailto:powerreal@isplanka.lk)



K & D Holdings is one of the fastest growing Business Promotion & Credit Management Company well reputed in the Country with diverse Multinational Corporate and FMCG company client base. We are looking for smart, dynamic, self motivated & results oriented go getters to join our corporate team of business professionals to market credit cards for a leading Multinational Bank.

## Business Development Manager (Male/ Female)

Successful candidates should have a good educational background with 3-5 years sales experience in managing sales teams, preferably in the financial field

## Business Development Officer (Male/ Female)

Applicants should be 18-35 years. & have a good educational background, fluent in both Sinhala and English (Tamil would be an added advantage), smart, well groomed, self motivated & hard working. Dynamic personality, friendly, people oriented with good selling skills

## Experience in the following fields will be an added qualification:

Insurance, Credit cards, Leasing, Loans, Fixed Deposits etc

Send your CV with two non-related referees to reach us within 10 days of this advertisement. Please mention post applied for on Top Left Hand Corner of the envelope.

## Director Operations

K & D Holdings (Pvt) Ltd  
29/2, Shanel Building, Visaka Road, Colombo 04  
Contact No: 011 2 503368  
Email: [c.card@kanddmgt.com](mailto:c.card@kanddmgt.com)



**HNB**  
Your Partner In Progress

HNB's history, which began in 1888 as Hatton Bank, is rich in tradition and more importantly, is a statement of the Bank's total commitment to service. HNB, is a premier private sector commercial bank and its indisputable strength and stability is complemented by a growing asset base of over Rs. 280 Billion, together with a Customer Centre network of 187 spread across the length and breadth of Sri Lanka. The in-built innovation which keeps adding to the portfolio of beneficent services made HNB the first-ever Sri Lankan bank to garner the prestigious 'Best Retail Bank in Sri Lanka' Award, presented by the Asian Banker magazine, in 2008, 2009 and again in 2010 together with Euromoney's Award: The Best Bank in Sri Lanka for 2009.

HNB's versatility, which includes the ability to change, has kept it abreast of advancement – technological and otherwise – in the financial industry. We now need a dynamic, dedicated young person, with the precise qualifications and experience to take on the responsibilities of this significant position.

# Assistant Manager Audit

## Key Responsibilities

### The Job Entails:

- Carrying out risk based internal audits for the Bank's wide network of branches.
- Engaging in tests to carry out conformity checks with recent developments in pronouncements such as IFRS, CBSL, Directions, BASEL II etc.
- Implementing the latest internal audit methodology in achieving audit and corporate objectives of the Bank.
- Mentoring, training and developing subordinates in line with the continuous professional development programme of the Bank.

### AGE : Below 35 Years

### Qualifications

- Full membership of the Institute of Chartered Accountants of Sri Lanka or Chartered Institute of Management Accountants [UK] OR Associate Certified Chartered Accountants [UK] or any other equivalent accounting body.
- Preference will be given to those holding qualifications in Internal Audit such as CIA [Certified Internal Auditor] or who have enrolled for certification.

### Experience

- A minimum of three years experience in a reputed organization in a similar capacity.

### Skills

- The ability to work under pressure to meet deadlines.
- An excellent flair for leadership.
- An aptitude for strong oral and written communication.

### Salary and Benefits

- An attractive remuneration package is on offer to the right candidate.

Candidates who meet the above-mentioned criteria may submit their details together with names of two non-related referees within 10 days of this advertisement. All applications should be strictly routed via [www.hnb.net](http://www.hnb.net) selecting "Careers at HNB" and using the prescribed format provided.