

# EMPLOYMENT TIMES

MAKING OPPORTUNITIES KNOCK ON YOUR DOOR

Sunday March 20, 2011

All managers will have to deal with difficult employees during their careers. First, there will always be difficult employees. Second, it's your job as the manager to deal with them. If you don't deal the problem, it will only get worse.

#### Why Are Difficult Employees Like That?

Difficult employees are that way simply because it is a behavior that has worked for them in the past. They may not know any other behavior or they may choose this behavior when they think it will be most effective. You will be successful

## Dealing with difficult employees

in dealing with difficult employees only to the extent that you can make these undesirable behaviors no longer effective for them. In many ways, it's like dealing with children. If every time a child screams, its parents give it candy, what will the child do when it wants candy? It will scream, of course.

The same is true for the employee who "blows up" whenever anyone

disagrees with him. When he does that people stop disagreeing with him and he thinks he has won.

#### How Can A Manager Deal With Difficult Employees

##### Evaluate

It is important when dealing with difficult employees to act quickly. Often you will need to act almost immediately to neutralize a danger-

ous situation. However, it is always appropriate to think before you act. Clearly if an employee comes to work with a gun, you will need to act more quickly than when someone complains that another employee is always taking credit for her work. In either case, take the appropriate amount of time to evaluate the situation before you act. You don't want to make it worse.

Recognize that most employees can be "difficult" from time to time. This can be caused by stress on the job or away from it. Some employees are difficult more often than others. It is not always your least-productive employees who are difficult. So take a moment to evaluate each situation for the unique situation it is.

#### Do your homework

Always act on facts. Don't base your actions on gossip or rumor. The person spreading the gossip is a difficult employee in their own way. If you have not seen the inappropriate behavior yourself, look into it. Ask the people reportedly involved. Collect all the facts you can before you act.

Don't use the fact that you haven't seen the inappropriate behavior as an excuse to delay doing something. It is important to act promptly.

Make sure you aren't part of the problem. It will be much more difficult to remain calm and impartial in confronting the difficult behavior if you are partly responsible. If that's the case, be sure you acknowledge your role in it, at least to yourself.

#### Develop a plan

You're a manager. You know the value of planning. This situation is no different. You need to plan the timing of the confrontation. You need to select a quiet, private place where you won't be interrupted. You need to decide whether you need to have others, like an HR representative, present in the meeting. Plan the confrontation and then make it happen.

When you have prepared, it is time to act. You do not need to act impulsively, but you must act quickly. The longer an inappropriate behavior is allowed to continue, the harder it will be to change it or stop it.

#### Confront the problem

Don't put it off. It may not be pleasant, but it's an important part of your job. It will not "fix itself". It can only get worse. You have planned this confrontation. Now you need to execute.

#### Deal with the behavior, not the person

Your goal is to develop a solution, not to "win". Focus on the inappropriate behavior; don't attack the person.

Use "I" statements like "I need everybody on the team here on time so we can meet our goals" rather than "you" statements like "you are always late".

Don't assume the inappropriate behavior is caused by negative intent. It may be from fear, confusion, lack of motivation, personal problems, etc.

Give the other person a chance to develop a solution to the problem. They are more likely to "own" the solution if they are at least partially responsible for developing it.

#### Try to draw out the reasons behind the behavior

As you talk with the difficult employee, actively listen to what they say. Stay calm and stay positive, but remain impartial and non-judgmental. Ask leading questions that can't be answered in one or two words. Don't interrupt.

When you do respond to the difficult employee, remain calm. Summarize back to them what they just said, "so what I understand you are saying is", so they know you are actually listening to them.

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## INVITATION FOR CIVIL ENGINEERING PROFESSIONALS TO JOIN SRI LANKA NAVY

SECURE YOUR FUTURE - BE PART OF A DYNAMIC TEAM

AN OPPORTUNITY FOR PROFESSIONALS (MALE/FEMALE), TO SERVE IN THE

REGULAR /VOLUNTEER FORCE OF THE SRI LANKA NAVY AS COMMISSIONED OFFICERS

POST	RANK	AGE	QUALIFICATIONS
<b>PROJECT MANAGER</b>	Lieutenant Commander (Volunteer)	Below 35 years	(1) Chartered Civil Engineer of Institution of Engineers, Sri Lanka.
<b>SITE ENGINEER</b>	Lieutenant (Regular/Volunteer)	Below 32 years	(1) Bsc Eng Degree in Civil Engineering from a recognized University in Sri Lanka. OR (2) Successful completion on Part I & II (Old syllabus) or Part I, II & III (New Syllabus) of examination in Civil Engineering conducted by the Institution of Engineers, Sri Lanka. OR (3) Equivalent qualifications recognized by Institution of Engineers, Sri Lanka.
<b>ASST SITE ENGINEER</b>	Sub Lieutenant (Regular/Volunteer)	Below 30 years	(1) Successful completion on Part I & II and awaiting results of Part III final examination in Bsc (Civil Eng) degree from a recognized university in Sri Lanka. OR (2) Successful completion on Part I (Old syllabus) and awaiting results of Part II or Successful completion of Part I, II (New Syllabus) and awaiting results of final Part III examination in Civil Engineering conducted by the Institution of Engineers, Sri Lanka. OR (3) National Diploma in Technology in Civil Engineering conducted by the University of Moratuwa with post qualification experience of 03 years as Asst. Engineer.
<b>SENIOR ARCHITECT</b>	Lieutenant Commander (Volunteer)	Below 35 years	(1) Chartered Architect of Sri Lanka Institution of Architects.
<b>ARCHITECT</b>	Lieutenant (Regular/Volunteer)	Below 32 years	(1) Bsc in Built Environment degree and MSc (Architect) MSc (Town & Country Planning /MSc (Landscaping) conducted by University of Moratuwa. OR (2) B/Arh degree conducted by University of Moratuwa. OR (3) Successful completion of Part I & II of professional examinations conducted by Sri Lanka Institution of Architects.
<b>QUANTITY SURVEYOR</b>	Lieutenant (Regular/Volunteer)	Below 32 years	(1) Bsc in Quantity Surveying conducted by University of Moratuwa. OR (2) Graduate member of Institute of Quantity Surveyors in Sri Lanka. OR (3) Technical member of Institute of Quantity Surveyors in Sri Lanka and One year post qualification experience in relevant field.
<b>ASST. QUANTITY SURVEYOR</b>	Sub Lieutenant (Regular/Volunteer)	Below 30 years	(1) Successful completion on Part I, II and III in Quantity Surveying Course conducted by institute of Quantity Surveyors in Sri Lanka. OR (2) Technical member of Institute of Quantity Surveyors in Sri Lanka OR (3) Those who are awaiting results of final examination of Bsc in Quantity Surveying conducted by University Of Moratuwa.
<b>LAND SURVEYOR</b>	Lieutenant (Regular/Volunteer)	Below 32 years	(1) Bsc in Surveying conducted by University of Sabaragamuwa. OR (2) Bsc in Surveying conducted by Institute of Surveying & Mapping at Diyathalawa. OR (3) Diploma of Surveying (Advanced Level) Conducted by Institute of Surveying & Mapping and 5 years of Experience in Department of Survey.

#### 1 ELIGIBILITY

- Citizen of Sri Lanka
- Minimum

Height Regular - (Male 5'6", Female 5'3") / Volunteer - (Male - 5'5", Female 5'2")  
Weight Male - 115lbs, Female - 90lbs  
Chest Male - 32"

- Visual Accuracy 6/6
- Colour vision STD II

#### 2 FREE FACILITIES

- Meals
- Accommodation
- Uniform
- Medical
- Traveling

#### 3 PAY AND ALLOWANCES

- Will be accordance with the Navy pay Code Inclusive of the following allowances.

- Rent
- Incentive
- Ration
- Batman
- Disturbance
- Qualification

#### Gross pay Approximately

Lieutenant Commander	Rs. 50000.00
Lieutenant	Rs. 46000.00
Sub Lieutenant	Rs. 42000.00

#### 4 NOTE

- Physical standards may be waived at the discretion of the Commander of the Navy.
- Should pass physical efficiency test.
- The upper age limit will not be applicable for those who serving in the Government Departments.

#### 5 SPECIMEN APPLICATION

- Full Name
- Post Applied
- Force Applied
- Postal address, email address and Telephone numbers
- Gender
- Date of Birth
- Age(As at closing date) dd...mm...yy....
- Height ..... Chest.....Weight.....
- Marital Status
- Electorate & Number
- National ID Number
- Nearest Police Station
- School attended
- Educational Qualifications
- Sport achievements
- Extra curricular activities
- Professional Qualifications
- Previous employment if any and reason for termination
- Present Employment with address and telephone number of employer
- Previous service in armed force if any

I here by certify that the details furnished above are true and correct.

Date : .....

Signature of Applicant

Application should be sent by registered post together with certified copies of followings.

- Birth Certificate
- Educational Certificate
- School Leaving Certificate
- Two Character Certificates Obtained within 06 months prior to the closing date
- Grama Niladhari Certificate
- Certificate of Extra Curricular Activities
- Certificate of Professional Qualifications
- Sports Certificates
- Certificates of Experience

**6. Please contact following numbers for any clarification - 0114632243, 0114632248**

Closing Date : 04th April 2011



## SRI LANKA NAVY

Application to be address to  
Senior Staff Officer (Recruitment)  
Navy Headquarters P:O Box 593 Colombo.  
Tel. No 0114632222

web : [www.navy.lk](http://www.navy.lk)