



APPOINTMENTS

MAKING OPPORTUNITIES KNOCK ON YOUR DOOR

What managers want to know - Motivation and solving office conflicts

THE CONSCIENTIOUS and well-meaning owner of a small business cannot seem to get his work force motivated, despite a good benefits package and pleasant working environment. "I am coming to the conclusion that it doesn't pay to be nice to people," he says. "Maybe if I fired a few of them I'd get better results."

The supervisor of a 100-employees division of a large company says his employees are demoralized; he wants to know ways to increase their motivation.

An office manager is stunned to

find out that two of her best employees told another supervisor she did not like them. "They are both top performers, and I can never remember being dissatisfied with them in any way," she says. "What's happening?"

These managers are discovering that managing means managing people. In the course of consulting and column writing I have found the two major problem areas for managers are how to motivate and how to reduce conflict.

Take the owner who is contemplating

firing some of his employees. It is not that he is doing something wrong by giving them a handsome benefits package and good working conditions. He is just not doing enough. If you are in his situation you should ask yourself these questions: Do your employees participate in decision making? Do they have promotion opportunities? Do they think you have made promises you have not fulfilled? Do you reward them for initiative and superior performance?

People will work for money, but except in extreme circumstances,

they resist working for money alone. They also want recognition, security and opportunity. There is, accordingly, a simple solution for the supervisor of those 100 demoralized employees: Tell them "thank you."

It is human nature to like praise and to be motivated to work for it. I often tell my clients, "Do you want to make \$1,000 in five minutes? Go and give an employee a word of praise. His work rate will increase, his motivational level will rise, and he will pass along his good mood to others."

And you must be aware that all the good work and good feeling you build up can be destroyed in ways you little expect. Take the supervisor who was amazed to find out that her two best employees thought she disliked them.

It can happen like this: The manager is worried about a procurement problem. Frank, the employee, passes the manager in the corridor and greets her with a smile. The manager, engrossed in her problem, looks up briefly and mumbles a reply. Frank's mood drops. He wonders why she is angry with him, what he did, whether he is doing a good job.

The next day, the procurement problem takes a turn for the worse. Frank tries again. This time the manager does not even respond. Frank's worst fears are confirmed. And the manager does not even realize it.

Why does this happen? Employees are constantly gauging their job security and their employer's satisfaction with their performance by



the expression they see on the manager's face.

OFFICE CONFLICT at its worst is caused by a deliberate troublemaker. Here is a typical case:

"I work with a manager who constantly criticizes me and the other managers. He likes to show my boss how knowledgeable he is and how he is the only guy who can 'get anything done around here.' The boss laps it up, and the two of them have lengthy conferences discussing all the employees. This guy is bent on climbing to the top over our bodies. What should we do?"

These professional conflict makers create morale problems, credibility problems and eventual productivity problems. They can be cunning and vicious, but they flourish only where the boss is a willing participant.

Professional conflict makers devote so much of their energies to criticizing others' performances

that their own tasks are neglected. You can find subtle ways of pointing that out to their superiors.

Worth noting is that professional conflict makers rarely confine their volleys to employees. Their highly critical appraisals usually include disparaging remarks about the boss and his management style. At the appropriate time, you might wish to share with your boss your concerns about the damage being done to the boss' own image in the eyes of the employees. By the way, bring along a witness or two. It will enhance your credibility. Keep your remarks dispassionate, and your boss will see the light.

A high level of employee motivation can make a company grow and flourish. Human conflict can reduce productivity and increase turnover. Business owners would be well advised to regularly monitor both. For a business they can spell life or death. - findarticles.com

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SUCCESS IS A JOURNEY....
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Group Human Resource Manager

HELA Clothing Pvt Ltd

304, Graceland Building, Negombo Road, Peliyagoda. Website: www.helaclothing.com

How to find jobs in office work

Step1

Create a resume and have it ready for when you begin to make contacts. Be sure to include all of the office machines you can run. For some employers, knowing that you can and have sent a fax will make a difference. Also be sure to include any computer applications you can run, especially important are spreadsheets and word processing programs. Print out a copy of the resume to have on hand when you're making your calls

Step2

Pick up a local newspaper and carefully look through the employment section of the classifieds. While newspapers advertising is down right now, many local businesses will advertise with the local newspaper before they advertise online. When looking at newspaper



advertisements be sure to follow the directions in the ads. If it says "no calls," don't call.

Step3

Go on-line and check your local Employment Security Commission for listings. Most of the time getting in contact with employers who list their jobs with Employment Security Commission can only be

done through the commission, so be prepared to either go to the commission or spend time on the phone to get in touch with them, so they can get you in touch with an interested employer. While you're on-line check Web sites such as Monster.com or CareerFinder.com.

Step4

Sit down with the phone book and start making cold calls. Begin by asking for the office manager. Once you've reached he/she ask if they have any positions open. Most office managers, whether they have an opening or not, will ask you to send your resume. Even if they say they don't have any positions open send the resume. They may know that someone is going to leave soon, or if your resume is impressive enough they may make a position for you. - .ehow.com

Team building and delegation

How and when to empower people

Employee involvement is creating an environment in which people have an impact on decisions and actions that affect their jobs. Employee involvement is not the goal nor is it a tool, as practiced in many organizations. Rather, it is a management and leadership philosophy about how people are most enabled to contribute to continuous improvement and the ongoing success of their work organization.

My bias, from working with people for 35+ years, is to involve people as much as possible in all aspects of work decisions and planning. This involvement increases ownership and commitment, retains your best employees, and fosters an environment in which people choose to be motivated and contributing. It is also important for team building.

How to involve employees in decisionmaking and continuous improvement activities is the strategic aspect of involvement and can include such methods as suggestion systems, manufacturing cells, work teams, continuous improvement meetings, Kaizen (continuous improvement) events, corrective action processes and periodic discussions with the supervisor.

Intrinsic to most employee involvement processes is training in team effectiveness, communication, and problem solving; the develop-



ment of reward and recognition systems; and frequently, the sharing of gains made through employee involvement efforts.

Employee Involvement Model
For people and organizations that desire a model to apply, the best I have discovered was developed from work by Tannenbaum and Schmidt (1958) and Sadler (1970). They provide a continuum for leadership and involvement that includes an increasing role for employees and a decreasing role for supervisors in the decision process. The continuum includes this progression.

Tell: the supervisor makes the decision and announces it to staff. The supervisor provides complete direction. Tell is useful when com-

municating about safety issues, government regulations and for decisions that neither require nor ask for employee input.

Sell: the supervisor makes the decision and then attempts to gain commitment from staff by "selling" the positive aspects of the decision. Sell is useful when employee commitment is needed, but the decision is not open to employee influence.

Consult: the supervisor invites input into a decision while retaining authority to make the final decision herself. The key to a successful consultation is to inform employees, on the front end of the discussion, that their input is needed, but that the supervisor is retaining the authority to make the final decision. This is the level of involvement that can create employee dissatisfaction most readily when this is not clear to the people providing input.

Join: the supervisor invites employees to make the decision with the supervisor. The supervisor considers his voice equal in the decision process. The key to a successful join is when the supervisor truly builds consensus around a decision and is willing to keep her influence equal to that of the others providing input.

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