SUNDAY TIMES MAKING OPPORTUNITIES KNOCK ON YOUR Team building and delegation

How and when to empower people

mployee 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.

processes is training in team effectiveness, communication, and problem solving; the development of reward and recognition systems; and frequently, the sharing of gains made through employee involvement efforts. **Employee Involvement Model**

APPOINTMENTS

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



DOOR

Intrinsic to most employee involvement progression.

at any

Reg

ment plays a



We are looking for a young individual (preferably a female) below 25 years of age who has left school to assist in our day to day work in the Organization. The ideal candidate should have a fair knowledge of English Language and should be a computer literate.

If you have what it takes to make a significant contribution to our company please e-mail your curriculum vitae to wasana@australianmigrationcentre.com on or before 10 February 2009.

Contact : Wasana - 011-2818833/32 (Call between 3.00pm - 5.00pm) Manager, 5/6, Railway Avenue, Nugegoda

VACANCIES A school academic FOR excellence **TEACHERS** Hejaaz **International School**

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Creating an environment for innovation in the office

The environment the goals if not paid I of the office couappropriate attenpled with other cru-tion.

A normal workcial factors acts as a ing individual determining factor spends at least eight in the overall thinking process and to ten hours a day in the office, not eventual reactions of your workforce including the travel time. They pass the specified time. rest of the time

engaged in the The overall environother daily chores of life. If you add fundamental role in shaping the outonto this the travel comes of events and time

can result in desiraccounting for able circumstances the increasing trafor deviations from fic in cities, and the

VACANCY

PRODUCT DISTIBUTION / MARKETING MANAGER

A well established print media organization in Colombo seeks to recruit a high caliber, dynamic self motivated individual to fill the above vacancy.

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to

day. Now

wherein you are

spending the chunk

of your day at a

time spent in dressing for the office or preparing for the

day, zontal structhe time dedicated ture to the toward the greatest extent office could possible increase instead of various layers. twelve to fifteen hours

enjoy. The environment is stuffed and managing office politics is more crucial than any other part of the day's work. Such occurrences only have a

negative impact and do not leave a place for a positive attitude towards the regular day to day

> All organizations irrespective of size or nature of work performed face this

problem in different

consider a situation forms. The environment tends to demoralize even the most creative workplace you don't ers. High perform-

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ers subside without any impelling force to gear up and strive towards new avenues. The only option that

remains is looking for a new job. This challenge has been continually haunting Human

Resource managers, who, considering the stiff competition, are always facing enormous problems in hiring the right candidate. Complemented to this are the huge

training costs. What is the right solution? The solution is to



that allows people to experiment and effectively utilizess the requisite space and resources is the

requirements. Some

methods to achieve

such an open envi-

below.

perfect remedy. Employees must be internally motivated to research and perform the required extra duties in addition to their daily work

ronment are listed ronment and exist-

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ing culture.

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tive reward system. The worthy must be honored.

Do not be afraid experiments. They are the road to innovations.

Promote a horizontal structure to the greatest extent possible instead of various layers.

Impart individuality. Recognition is an effective motivation tool.

Organize cultural activities.

Eliminate unhealthy competition among the team members or employees in the same department.

Various organizations are taking extreme steps like promoting relationships in the work place and creating small team open configuraoffice tion. However, the exact requirements can be decided only upon understanding the work envi-



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Vacancy Announcement CAM (Comite d'Aide Medicale) in Sri Lanka is recruiting for its project in Batticaloa District a

Medical Doctor

CAM is French based Non Governmental Organization focusing on Primary Health Care, Mental Health and Environmental Health. CAM has been active in Sri Lanka since 2005.

CAM's mission is to support communities affected by conflict, natural disasters and epidemics. CAM develops its programs in partnership with local communities and prioritizes the strengthening of local community capacity. The goal of CAM's work is to support communities to move

Main duties and responsibilities:

from crisis to development

- Manage the Primary Health Care mobile clinic in Batticaloa District.
- Supervise, provide support and training of clinical staff.
- Back up the initial diagnostic, treatment and ensure an effective referral system.
- Closely collaborate with governmental bodies, international organizations and non-governmental organizations involved in the sector of health and nutrition.
- Participate to the weekly reporting, medical statistics report.

Requirements:

A medical doctor registered with the proper licensing body of Sri Lanka, At least 1 year of clinical practice preferably in Primary Health Care, Strong management skills and experience in team management, Fluent in Tamil, Sinhala and English, Computer literacy (Word and Excel are essential), Rigorous and well organized, Good communication and interpersonal skills, motivated, diligent.

> Send CV + cover letter by e-mail before Sunday 22 January 2009 to: cam.sl.application@gmail.com

recora

Preferred age group is 35 - 45 years. Those living in Colombo and its immediate environs will be given preference.

The compensation package is attractive and negotiable.

Send your CV with names and contact numbers of two non-related referees with the post marked on left hand corner of the envelope to reach us within 10 days of this advertisement.

> **Human Resources Manager** P.O. Box 160, Colombo.

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