



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-employee 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, credi-

bility 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.

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How to get the Most Out of Your Database

Imagine how much simpler your life would be if you had all your business contacts together in one place. One click of your mouse would reveal how effective your latest marketing campaign has been. Know at a glance which of your products/services is the most profitable.

Your custom-designed database will put this information right at your fingertips. I'd like to share with you my tips for ensuring that your database gives you the business information you need, when you need it!

What is a database?

A database is a collection of information relating to a particular topic kept



together in one place, for you to access whenever you need. You can use a database to simplify your:

MARKETING CAMPAIGN-set up a database to plan your marketing campaign; track results of your marketing campaign; or analyse trends in your marketing campaign.

CLIENT & CONTACT MANAGEMENT-set up a database to keep track of your clients and contacts; analyse your business-which products/services are the most profitable; or see which clients are buying which product/service.

FINANCIAL MANAGEMENT-set up a database to keep track of your spending; manage your invoices to clients; or monitor overdue invoices.

MEMBERSHIP ORGANISATIONS-set up a database to keep track of members; send out membership renewal letters; or monitor subscriptions.

Your list for database uses will likely be much longer-just brainstorm a list of all the places where consolidated information would make your life easier!

The secret's in the planning. You want to get the most out of your database, right? Then make sure to plan it right from the start.

Before you go running off to set up your database you need to ask yourself these important questions:

- What do you want to use your database for?
- What data do you want to keep track of?
- Who will be collecting the data?
- How much data is there to collect-50 records or 500 records?
- Who will be doing the updates?
- What reports do you want your database to generate?

You may find it easiest to map this out on a piece of paper first. Work out how your database is going to fit together. How will each category relate to the others?

Get the maximum use out of your database

By now, you've invested a lot of time in your database plans, design, and set-up. Don't miss this important step: getting the most out of your creation.

First, you'll want to make the database as easy to use as possible. Create one-click touches to produce the information you need. Set up shortcuts so you can create the most important reports quickly. And make sure you really consider the easiest way to enter new data.

By applying this advice in your own database, yours will be easy to use AND have the maximum use value to you.



Goals make you more challenging, and expand your growth and help to keep you focused

Always have some goals that are easy to reach. Simple goals and short-term goals will motivate you as you achieve them and keep you headed toward larger goals.

Make yourself stretch with long-term goals. Long-term goals are usually two years or longer. These goals set the stage for your plan of success. They challenge you, expand your growth and help to keep you focused.

Share your goals with affirmations. Speaking your goals out loud in the form of affirmations will not only help to feed your own sub-conscious mind, it will also allow others to support your efforts too. You are more likely to achieve your goals if your friends, business associates and family know about them. Only share your goals with people who encourage your growth and success and avoid negative forces.

It always amazes me how many goals I achieve by sharing them with others. My friends, family, business associates and even my audience attendees help me to stay on track and keep me moving toward my goals with continuous positive encouragement.

If you have a tendency to disappoint yourself before disappointing others, you may not feel comfortable sharing your goals. Yet, most people who don't share their goals often don't really believe that they can accomplish them. This negative self-doubt feeds your sub-conscious mind and begins to sabotage your results. To avoid this, move away from any negative self-talk and start sharing more often.

Prioritize, yet be flexible. It is best to decide which goals are most important for you to achieve. Date your goals accordingly in the areas that will reap you the largest return on your investment of time and money. Ask yourself, is this task moving me toward my goals faster or holding me back from reaching my peak potential?

Be open and flexible to changes around you. Due to unforeseen circumstances, you may need to adjust the due date of your goal or reevaluate and cancel it altogether. Often, the goals that receive the most attention are most likely the goals that will change frequently too.

Understand why you want to achieve your goal. Why do you really want to achieve your long-term goal? What will it do for you or how will it change your life?

Clarify the root of why you want to achieve your goals. Is it to earn respect from others or to create a better lifestyle for your family? Will your goal have a profound impact on your life or others?

Don't let your ego get in the way of setting big goals.

Honest evaluation of why you want to achieve your goals will bring valuable insight and newly discovered personal development. The more you understand why you want something, the more motivated you will be to keep working at accomplishing your goals.

Don't give up. You will get discouraged from time to time and may even start to doubt yourself. That is just human nature. You will also get busy, side-tracked, and may have a tendency to procrastinate. But don't stop! Keep moving toward your goals - one step at a time.

The reason many people do not set goals is the fear of failure. Yet the only true failure is to not attempt to try new things and to set new goals. If you don't try, you'll never reap the rewards. If you try and only partly succeed, you still are a success, and you will have achieved more than you've got right now. Get to work on your goals for this year! Once you accomplish them you will discover more confidence and feel more empowered. That is your special gift to yourself. -sideroad.com

MINISTRY OF CONSTRUCTION & ENGINEERING SERVICES

STATE ENGINEERING CORPORATION OF SRI LANKA

VACANCY

We are one of the largest in the country with over 47 years experience in the field of Civil, Mechanical and Electrical Engineering and Consultancy handling mega projects, with a work force of over 2300 and around 80 Engineering and Technically qualified personnel is in the look out for high caliber Financial and Management Professional to steer the Finance Division.

1. Post : **Deputy General Manager (Finance)**

Qualifications : Associate Membership of ICA - Sri Lanka or CIMA-U.K. or ACCA - U.K. and 14 years work Experience as an Accountant including 08 years at Senior Management level.

Salary : Rs. 41,745/- 15 x 1110 - 58,245/- on permanent basis. In addition, the prevailing cost of living allowance is paid.

However, appointment can be considered on contract basis for a higher salary and official transport facilities to the right candidate.

Personal attributes : * He/she should be a dynamic person with great initiative, vision, Motivation, leadership ability and business acumen.

* Candidates should possess a high level of interpersonal relationship skills to bring together a team and work towards the corporate goals and objectives.

* Candidates should also be able to negotiate with Government Institutions and Banks, and a maximize the productive utilization of Funds.

Age limit : Below 45 years. But this age limit is not applicable to the employees of Government Departments, Corporations and Statutory Boards.

10% of the employee's salary shall be contributed to E.P.F. and the S.E.C. will make a monthly contribution of 12% to the EPF and 3% to the ETF.

Please send your application with copies of certificates and names of two non-related referees to reach the undersigned on or before 23rd April 2009.

Eng. B.V.S.K. de Silva
Chairman
STATE ENGINEERING CORPORATION OF SRI LANKA
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PELWATTE SUGAR INDUSTRIES LIMITED

Pelwatte Sugar Industries Limited, Sri Lanka's largest Agro based industry, including a Distillery, Dairy Project and Feed Mill & Milk Processing unit at Buttala in the Monergala District, invites applications for the following vacant position.

LEGAL OFFICER

- ❖ Should be an Attorney-at-Law with at least 05 years of active practice with a sound knowledge and ability to handle Labour Tribunal cases, Industrial Court cases, matters relating to Labour disputes before the Labour Department and all legal matters relating to company employees and farmers etc.
- ❖ In addition to above functions, he will appear in all Court cases (Primary Courts, District Courts, Magistrate Courts, High Court) on behalf of the Company including preparation of related documentation and will operate from his residence at Pelwatte site.
- ❖ Should be below 45 years of age.
- ❖ Experience as a Legal officer in a recognized large Institution would be an added qualification.

Housing will be provided in the Company premises and an attractive employment package is offered to the selected candidate.

Interested applicants should forward their detailed CV including their current salary together with the contact details of two non-related referees to reach us within 10 days of this advertisement.

General Manager - (Human Resources)
Pelwatte Sugar Industries Limited,
Private Mail Bag, Buttala.