



APPOINTMENTS

MAKING OPPORTUNITIES KNOCK ON YOUR DOOR



Leading from the front

There are many different power bases that a leader can develop and use.

These include problematic ones such as the power of position, the power to give rewards, the power to punish and the power to control information. While these types of power do have some strength, they put the person being led in an unhealthy position of weakness, and can leave leaders using these power bases looking autocratic and out of touch.

More than this, society has changed hugely over the last 50 years. Citizens are individually more powerful, and employees are more able to shift jobs. Few of us enjoy having power exerted over us, and many will do what they can to undermine people who use these sorts of power.

However there are three types of positive power that effective leaders use: charismatic power, expert power and referent power.

This article teaches you how to build expert power.

Expert power is essential because as a leader, your team looks to you for direction and guidance. Team members need to believe in your ability to set a worthwhile direction, give sound guidance and coordinate a good result.

If your team perceives you as a true expert, they will be much more receptive when you try to exercise

Female Accounts Executive

The candidate should be:

- Conscientious
- Reliable
- Trustworthy
- Methodical
- Self Motivated

Fluency in English an advantage

Please apply:

Kandygs, 25 Neelammahara Road, Maharagama,
Tel: 2850929 / 2848629 during office hours
Email: kandygs@slt.net.lk

COUNTRY DIRECTOR, SRI LANKA

Population Services Lanka (PSL) is a results-orientated social business and non-profit organization, which uses modern management and marketing techniques to provide Family Planning, Reproductive and Sexual Health Care and allied services. PSL's goal is to meet the needs of underserved individuals and dramatically improve access to and use of Family Planning and other Reproductive Health Services in Sri Lanka.

The Country Director is responsible for the successful and sustainable development of PSL. S/he ensures the attainment of PSL's goal and objectives and provides leadership to the team to develop, implement and expand the programme efficiently and effectively whilst maximizing the impact on the Sexual and Reproductive Health of the Population of Sri Lanka.

The Country Director will provide professional, high-quality and effective strategic leadership in the continued development of PSL. Strong management experience with significant programme/project management skills, energy, persistence and drive are essential for this role. The successful candidate will have demonstrable experience in team management and leadership and will be experienced in both government and donor relations.

This post attracts a competitive compensation package.

Based in Colombo, with some travel in and out of Sri Lanka, we are offering you the opportunity to take your career to the next level, whilst putting your skills to use assisting us to achieve our Mission of 'Children by Choice, not Chance'.

Closing Date: 20th March 2010

Please apply to;

**The Executive Director
Population Services Lanka
155, Kirula Road
Colombo 5**



At DAI, it's the people who make the difference

DAI is an international consulting firm based in the Washington D.C. area, which specializes in providing social and economic development solutions to governments, communities, and businesses worldwide. Founded in 1970, DAI has worked in over 150 developing and transition countries, providing comprehensive development solutions in areas including crisis mitigation and stability operations, democratic governance and public sector management, agriculture and agribusiness, private sector development and financial services, natural resources management, and energy and climate change. DAI currently employs over 2,500 employees in 67 countries around the world. Our clients include international development agencies, multilateral lending institutions, global corporations, and host country governments. DAI is an Equal Employment Opportunity and Affirmative Action employer.

will be much more receptive when you try to exercise influence tactics such as rational persuasion and inspirational appeal.

What's more, if members of your team see you as an expert, you will find it much easier to guide them in such a way as to create high motivation:

If team members respect your expertise, they'll know that you can show them how to work effectively;

If members of your team trust your judgment, they'll trust you to guide their good efforts in such a way that you'll make the most of their hard work; and

If they can see your expertise, team members are more likely to believe that you have the wisdom to direct their efforts towards a goal that is genuinely worthwhile.

Taken together, if your team sees you as an expert, you will find it much easier to motivate team members to perform at their best.

So how do you build expert power?

But just being an expert isn't enough, it is also necessary for your team members to recognize your expertise and see you to be a credible source of information and advice. Gary A. Yukl, in his book "Leadership in Organizations," details some steps to build expert power. A summary of these steps follows:

Promote an image of expertise: Since perceived expertise in many occupations is associated with a person's education and experience, a leader should - in a low key way - make sure that subordinates, peers, and superiors are aware of his or her formal education, relevant work experience, and significant accomplishments.

One common tactic to make this information known is to display diplomas, licenses, awards, and other evidence of expertise in a prominent location in one's office - after all, if you've worked hard to gain knowledge, it's fair that you get credit for it. Another tactic is to make subtle references to prior education or experience (for example, "When I was chief engineer at GE, we had a problem similar to this one"). Beware, however, this tactic can easily be overdone.

Keep informed: Expert power is exercised through rational persuasion and demonstration of expertise. Rational persuasion depends on a firm grasp of up-to-date information therefore essential for a leader to keep well-informed of developments within the team, within the organization, and in the outside world.

Recognize subordinate concerns: Use of rational persuasion should not be seen as a form of one-way communication from the leader to subordinates. Effective leaders listen carefully to the concerns and uncertainties of their team members, and make sure that they address these in making a persuasive appeal. Avoid threatening the self-esteem of subordinates: Expert power is based on a knowledge differential between leader and team members. Unfortunately, the very existence of such a differential can cause problems if the leader is not careful about the way he exercises expert power.

Team members can dislike unfavorable status comparisons where the gap is very large and obvious. They are likely to be upset by a leader who acts in a superior way, and arrogantly flaunts his greater expertise.

In the process of presenting rational arguments, some leaders lecture their team members in a condescending manner and convey the impression that the other team members are "ignorant."

and Affirmative Action employer.

DAI is currently implementing USAID's Reintegration and Stabilization in the East (RISE) project, which is committed to supporting economic and social stability in the East by providing support to vulnerable communities, reintegrating at-risk youth, and improving public confidence that core issues are being addressed. In anticipation of an upcoming project expansion, DAI is seeking candidates to serve a number of roles.

All applicants should subscribe to a team-oriented professional approach, be hard-working, and accustomed to a fast-paced professional work environment. Offices locations are Batticaloa, Colombo, and a Regional Office (location to be determined).

Colombo Office

- Information Officer
- Grants Database/IT Specialist
- Project Accountant
- Executive Program Assistant

Batticaloa Office

- Infrastructure Officer (construction-related)
- Technical Officer (construction-related)
- Project Accountant
- Procurement/Logistics Specialist
- Driver

Regional Office

- Program Development Officers
- Grants Managers
- Procurement/Logistics Specialists
- Project Accountant
- Executive Program Assistant
- Drivers

Minimum Qualifications - For All Positions

- Regional experience required, as well as experience working with international firms
- Fluency in spoken English is required
- English writing skills preferred
- Minimum of **three** years previous work experience in related field
- Experience working on international development assistance projects (USAID-funded project experience a plus)
- Excellent communication skills, enthusiasm for learning, and eagerness to make a difference and work as part of a team

Qualifications - Program Development Officers, Grants Managers, and Information Officer

- Advanced degree preferable
- Regional experience required, as well as experience working with international organizations
- Fluency in written and spoken English is required
- Ability to work independently
- Advanced writing skills required
- Minimum of **five** years previous experience on international development assistance projects
- Demonstrated project management, leadership, and technical skills (USAID-funded project experience a plus)
- Ability to build and maintain strong relationships with senior government officials, donor representatives, and community leaders
- Excellent communication skills and ability to facilitate dialogue across multiple sectors

Interested candidates should send a resume, cover letter, and 3-5 references to srilanka@dai.com. Please include in the subject line the position for which you are applying and the location preferred. No phone inquiries will be accepted. Only short-listed, qualified candidates will be contacted.

Email - poplanka@sltnet.lk



Are you **READY** to win every battle?

The Hirdaramani Group of Companies is one of the leader's in the Sri Lankan apparel industry and are a one-stop manufacturing hub, offering the best in customer service through innovation, leadership and excellence to the most reputed international labels. We are looking for competent, dynamic and result-oriented professionals who will be able to fill the below mentioned positions at our factory located in Kahathuduwa

■ STORES MANAGER

- Degree / Diploma in Supply and Material Management
- 5 years experience in a similar capacity

■ STORES EXECUTIVE

- Certificate in Supply and Material Management
- 3 years experience in a similar capacity
- Adequate knowledge in inventory control

■ MERCHANDISER

- Diploma in Marketing / Merchandising or Diploma in Clothing Manufacturing or part qualifications in CIM
- 3 years experience in a similar capacity

■ WORK STUDY EXECUTIVE

- Certificate or Diploma from CITI/ GIMI
- 3 years experience in a similar capacity

The ideal candidate for each of the above mentioned positions must be a good team player, should have good communication skills, a result oriented person and should have the ability to work under minimal supervision.

Please forward your resume with names of two non-related referees to careers@hirdaramani.com or mail your CV to HR Manager, Hirdaramani Industries (Private) Limited, No 279, Horana Road, Kahathuduwa, Tel no: 0773 602689 / 0114 219626 with in 14 days of this advertisement.



...the difference is our **PEOPLE!**
www.hirdaramani.com