

EMPLOYMENT TIMES

MAKING OPPORTUNITIES KNOCK ON YOUR DOOR

Sunday November 14, 2010

Motivation and solving of 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.

"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?"

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 perform-



ance 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.

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SRI LANKA AIR FORCE OFFICER VACANCIES



Applications are invited for Male / Female Commissioned Officers in the Electronics Engineering, Logistics and Air Field Construction Branches in the Regular / Volunteer Force of the Sri Lanka Air Force.

PROFESSIONAL QUALIFICATIONS

ELECTRONICS ENGINEERING BRANCH

Electronics Engineering Officers - Male (Regular)

* BSc Degree in Electronics & Telecommunication Engineering or NDT in Electronics & Telecommunication Engineering or HNDE (Electronics Stream) or Diploma in Technology (Electronics & Telecommunication Engineering) from Open University of Sri Lanka or NDES (Electronics / Telecommunication Stream) or equivalent qualification.

Network Administrators / Software Developers - Male (Regular)

* A four (04) year Bsc Degree in IT / Computer Science / Computer Engineering with a minimum of one year working experience or a three (03) year Bsc Degree in Computer Science / Computer Science as a subject with a minimum of two years working experience or a three (03) year IT related BSc Degree / BSc Degree with Computer Science as a subject or Higher National Diploma or equivalent from a Government recognized Institution and a minimum of one year working experience or NIBM Diploma or equivalent qualification and a minimum of two years working experience in network management for **Network Administrators** / and a minimum of two years working experience with one year working experience in the development of application software for **Software Developers**.

* All BSc qualifications should be from Universities recognized by the University Grants Commission of Sri Lanka.

* Experience is required in Network Management for **Network Administrators** and development of application software using ASP.NET and C#.NET for **Software Developers**.

* Preference will be given to those with CCNA, MCSE, an in depth knowledge of Microsoft / Linux Server, experience in MS Exchange Server for **Network Administrators** and Professional qualifications such as MCAD, etc. and experience in .NET Framework, ASP.NET/C#/Visual Studio and knowledge in MS SQL Server 2005 or 2008 for **Software Developers**.

* All candidates are required to sit for a written and a practical test.

LOGISTICS BRANCH

Mess Managers - Male (Regular)

* Diploma in Hotel Management or completion of all 4 levels of fulltime basic courses in hospitality industry training, from a recognized local / foreign institute with minimum of 2 years experience in Star Class Hotels in Food and Beverages Departments in executive capacity.

AIR FIELD CONSTRUCTION BRANCH

Civil Engineering Officer - Male (Regular)

* BSc in Civil Engineering or equivalent qualifications.
* NDT/NDES/HNDE in Civil Engineering or equivalent qualifications.

Mechanical Engineering Officer - Male (Regular)

* BSc in Mechanical Engineering or equivalent qualifications.
* NDT/NDES/HNDE in Mechanical Engineering or equivalent qualifications.

Electrical Engineering Officer - Male (Regular)

* BSc in Electrical Engineering or equivalent qualifications.
* NDT/NDES/HNDE in Electrical Engineering or equivalent qualifications.

Architect - Male / Female (Regular / Volunteer)

* Architect with Chartered qualification.
* BSc (BE) with MSc in Architecture or B/Arch conducted by the University of Moratuwa.

Quantity Surveyor - Male / Female (Regular / Volunteer)

* BSc in Quantity Surveying conducted by the University of Moratuwa or Graduate member of the Institute of Quantity Surveyors in Sri Lanka or Technical member of the Institute of Quantity Surveyor in Sri Lanka and one year post qualification experience in the relevant field.

OTHER ENTRY REQUIREMENTS

Nationality : Must be a citizen of Sri Lanka
Civil Status : Married / Unmarried
Gender : Male / Female (As applicable)
Age : Not more than 30 years as at 31st December 2010
Height : Male - 5' 5" and above
Female - 5' 4" and above
Chest : Minimum 32" (Male)
Vision Colour Standard : CP2
Visual Acuity : Left eye 6/6 and right eye 6/6 (With or without spectacles)

* Any candidate who may have special qualifications may at the discretion of the Commander of the Air Force be considered, even though he / she may not have the requisite height, provided he / she possesses the requisite professional qualifications.

* Approximate gross pay including allowances for Pilot Officer Rs. 29,325/-, Flying Officer Rs.33,160/-, Flight Lieutenant Rs. 37,030/- and Squadron Leader Rs.39,610/-. Food, accommodation, uniforms, transport and medical facilities are provided free. For married individuals, an allowance of approximately Rs. 14,500/- is paid in lieu of food and accommodation.

* The selected candidates will be commissioned in the Regular or Volunteer Force of the Sri Lanka Air Force in the rank of **Pilot Officer, Flying Officer, Flight Lieutenant or Squadron Leader** in keeping with his / her qualifications and experience.

SPECIMEN APPLICATION

* Full name (As per National Identity Card)
* Branch applied
* Post applied
* Permanent address
* Nearest Police Station to permanent address
* Present postal address
* Date of birth
* Height
* Telephone number
* Professional qualifications
* Work experiences (Organization, duration & job description)
* Achievements in sports / extra curricular activities
* Details of previous service in the Armed Forces if any
* Other achievements of note

I hereby certify and declare that the details furnished above are true and correct to the best of my knowledge.

Date.....

.....
Signature of Applicant

* For further details see Government Gazette Number 1682 of 26 November 2010 and www.documents.gov.lk

* The envelop should be marked "APPLICATION FOR COMMISSION IN THE BRANCH" on the top left corner. Applications should be forwarded under registered cover to reach "CHIEF RECRUITING OFFICER, SRI LANKA AIR FORCE, EKALA, KOTUGODA" on or before 1200 noon on **03 December 2010**.

Web site : <http://www.airforce.lk>

Learn effectively ...

Contend on p1
Active - Reflective: Allow both experiential learning and time for evaluation and analysis.

Sequential - Global: Provide detail in a structured way, as well as the big picture.

Key Points
Learning styles and preferences vary for each of us and in different situations.

By understanding this, and developing the skills that help you learn in a variety of ways, you make the most of your learning potential. And because you're better able to learn and gather information, you'll make better decisions and choose better courses of action.

And by understanding that other people can have quite different learning preferences, you can learn to communicate your message effectively in a way that many more people can understand. This is fundamentally important, particularly if you're a professional for whom communication is an important part of your job.

Take time to identify how you prefer to learn and then force yourself to break out of your comfort zone. Once you start learning in new ways you'll be amazed at how much more you catch and how much easier it is to assimilate information and make sense of what is going on.

