

COMMUNIQUE

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Recipe For Good Management: Allow Employees To Take Initiatives

What makes a good manager? There are all sorts of definitions about management that attempt to describe what a manager does. Some of my favourites include "being paid to make the difficult decisions," and "protecting one's people from the rest of the organisation." Yet I believe a better definition might be found in focusing on what a manager does NOT do. For example, a good manager does not solve employees' problems for them, he or she does not ask his or her employees to do things he or she would not do himself or herself, and he or she does not take credit for their ideas or work.

One of the best descriptions of a good manager, however, can be found in observing "what happens when he or she is not around." It is easy to manage when you are right there working with employees. You can directly state your expectations and what you would like done and your employees can ask questions and once they are clear, do what was asked of them. Chances are if you are looking over their shoulder they will take extra pains to act with a sense of urgency and to see that the job is done right.

A more significant test of how well you manage, however, looks at what happens when you are NOT present. Do employees keep focused and energised to do their best work possible? Does the work still get done in a timely, efficient manner? Are employees creative in overcoming problems and challenges as they arise? Are customers treated as if the business depends upon them? Such behaviours do not occur by chance, but are a direct reflection of the way employees are managed. Management is not about doing all the work yourself or telling people everything they should do. It is about getting your team to make decisions for themselves and consider new angles.

To encourage employees to exercise initiative in their jobs and to take risks without fear of retribution, you may want to reward people who are willing to buck the system, practice a little entrepreneurship, who are willing to stand the heat for an idea they really believe in. This award should be given out, even to a maintenance worker who has devised a way to perform midweek cleaning on a piece of machinery without losing running time.


Employees should be encouraged to develop and implement new products. Professional staff members should be given the nod by management for ideas to build their own businesses within the company. Those who are successful in their efforts should be given promotions and pay raises. There is no penalty for those who are not successful. Employees are motivated by

the opportunity to see their ideas come to fruition, and a large portion of the company's sales should come from products introduced through this programme.

How do you get an employee to take initiative? The answer may stem more from what you do not do as a manager, than what you do. If you want employees to take responsibility, you have to treat them responsibly. If you want employees to act like they are in charge, you have to let them be in charge-even when you are around.

Employees should be able to use their best judgment to act on their best intentions because they should be encouraged and supported in doing so. Employees should know that even if they make a mistake, no matter what, they will always have the support of their manager. With this, employees will provide superior service everyday. A company does not have to have a formal incentive programme for those employees who take initiatives but they should give on-the-spot rewards for employees who truly go above and beyond the call of duty.

If you correct, criticise and ridicule employees when they do something wrong, sure they likely would not make that mistake again. But in the process you stifle the employee's willingness to take risks and initiative to try something new and untested, and to learn from the attempt so as to be able to do it even better the next time. Instead, you diminish the employee's pride, self-esteem, and interest in being their best. What is the cost to the organisation? More than you could imagine.

The secret to getting employees to take initiative when you are not around is to let them take initiative when you are around. The best managers thus manage the least. They let employees find the best way to get their work done and actively support them in the process. It is always the employee's decision as to if they are going to do their best work. You cannot force their decision to be their best, but you can encourage it, support them in the process, and thank them when they get the results you desired. 

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Blue Chip Candidates

In an increasing complex business environment, competition for high calibre human resource has never been so intense. The need to adapt and change behaviours and attitudes is a fact of life for today's organisations. Thus, to assist you in exploring alternatives, we took the initiative to improve your ability to recruit potential human resource by furnishing you with extracts of the following candidates' profiles shortlisted from our Database.

These profiles have been prepared in good faith, summarised from details provided by the candidates and is supplied in the strictest confidence. All introduction of candidates are subject to our Terms of Business available from our office.

RETAIL DEVELOPMENT DIRECTOR (REF. NO. 687)

Has a Bachelor of Business Administration degree in Marketing and Retail Management as well as an MBA in Retail Management with 11 years experience in the sphere of retail management and operations across South East Asia and the United States of America. Also has solid experience in operations and merchandising in the fashion apparel industry. Successfully repositioned the men's department for one of the leading departmental store in the United States of America and has attended and participated in various overseas buying trips. Also has experience in providing retail management and consultancy services for clients across South East Asia and has successfully developed a 5 years retail outlets and commercial blue print; standard operating procedures for outlets throughout the region; a comprehensive retail management plan for client's 12 outlets throughout Malaysia and creative briefs and brand imagery. Has hands-on promotions experience, that is from conceptualising right through to implementation, events directions and budgeting. Other experience include developing and leading customer service programmes for complex's customer services personnel and complex's retailers' floor staff which won the Raven Fox Travel Retail Industry Award for Best Customer Service in 2002.

EXECUTIVE (LIFE UNDERWRITING & NEW BUSINESS) (REF. NO. 685)

Has a Bachelor of Science degree in Chemistry with 3 years experience in the life insurance industry where both technical and management exposure are gained. Successfully performed roles as a medical underwriter for life and MRTA, a system analyst, customer support for underwriting and new business trainer for the agency force. Has strong foundation in life and MRTA underwriting as well as a multi-tasking role in new business customer support. Experience in working independently to handle complex underwriting enquiries from the agency leaders, customer service and clients, therefore given an opportunity to underwrite from a wider perspective when underwriting decision is put to question. Has ability to work together with the underwriting team to standardise, improve and strengthen the guidelines to maintain the competitiveness of the underwriting decision in the industry.

UNDERWRITER (LIABILITY) (REF. NO. 684)

Possesses ACII and AMII professional qualifications with 18 years experience in the general insurance industry. Has experience in underwriting, claims and administration with core expertise in vetting personal accident and other general classes proposals. Successfully underwrote risks in general liability relating to public, products and comprehensive general liability above branches' authority and capacity; directors and officers' insurance, that is analysing financial position as well as rating and terms recommendation for regional office approval; professional indemnity, namely lawyers' and engineers' PIs, etc. Has diverse experience in underwriting corporate accounts, special risks and general classes. *SM*

Overview of Salaries in Malaysia

Salaries noted in our survey are only indicative of the general market rate and may differ with the size and location of the company. Allowances, commissions, incentive payments, stock options and other benefits are not included.

Information Technology

Analyst Programmer

Min. 3 years experience in IT with a diploma / degree in Computer Science or equivalent. Responsible for the design of programmes in accordance to requirements; prepare diagrams, tables & flowcharts showing the sequence of operations; coding the instructions in required programming languages as well as perform testing and debugging. Also responsible for documentation.

RM 2,500 - 3,000

Database Administrator

Min. 5 years experience in IT with a diploma / degree in Computer Science or equivalent. Responsible for database performance tuning, capacity planning, backup and recovery as well as day-to-day database housekeeping. Also assist in reviewing database design and set up servers / development databases for customisation and testing. Assist in coding of stored procedures, functions and database triggers.

RM 4,500 - 5,000

IT / MIS Executive

Min. 5 years experience in IT with a diploma / degree in Computer Science or equivalent. Responsible for helpdesk duties such as handling calls, troubleshooting PC problems, etc. Also provides support for LAN / WAN and assist in setting up IT facilities. Other responsibilities include providing technical support for system hardware, software, operating system, database, application related problems, etc. Monitor and support the company's IT networks system including backups and security controls. *SM*

RM 2,300 - 3,600

To know us is to know you...

Please complete the form in full. Tick where appropriate.

I Company Details

Name of Company: _____

Address: _____

State: _____ Postal Code: _____

Company Tel: _____ Company Fax: _____

Website: _____

- Type of Industry:
- | | |
|--|---|
| <input type="radio"/> Manufacturing | <input type="radio"/> Hotels & Tourism |
| <input type="radio"/> Transportation / Utilities | <input type="radio"/> Property Development / Construction |
| <input type="radio"/> Financial Services | <input type="radio"/> Information Technology |
| <input type="radio"/> Insurance | <input type="radio"/> Government Services |
| <input type="radio"/> Trading / Retail | <input type="radio"/> Others (please specify) _____ |

II Company Representatives

| | |
|--|--|
| Your Particulars Name: Job Title: Email: Tel (DID): | Head of Accounting / Finance Name: Job Title: Email: Tel (DID): |
| Head of Human Resource Name: Job Title: Email: Tel (DID): | Head of Administration Name: Job Title: Email: Tel (DID): |

III Your Requirements

- I would like to find out more about PM Resources Sdn Bhd. Please contact me.
- Please send me more information about PM Resources Sdn Bhd and its services.
- There are no immediate needs in my company but I would like to continue to receive this newsletter.
- Please unsubscribe me from your mailing list.

Please fax completed form to (603) 2713 6869