

How Does An Organisation Change?

Most of us have a mental image of how an organisation changes over time. For many of us it is a dated scenario in which top management emerges from a closed door meeting with a new direction for the organisation, which they announce to employees and which rolls down the organisation like a waterfall with every person falling into line to adhere to the new marching orders.

I suppose an organisation changed like this somewhere, someplace, at some time. Maybe. More likely today, organisational change starts with one person in the organisation trying something different and getting a better result for their efforts. Based on that person's initial success, the behaviour is repeated and soon other employees notice and emulate the behaviour so that a "critical mass" is established. At some point a type of quantum leap occurs in which you might go from 40% to 80% of employees embracing the new behaviour and approach. Then there will always be a small percentage of employees that refuse to change just on principle that you cannot force them to change.


Such is the way with employee recognition. Most organisations offer some kind of formalised employee recognition programmes that more often than not, are not particularly motivating to employees. What has been done is stale and incentives are often provided to employees for just being a part of the organisation, not particularly for what they have achieved. Far from being an exciting place to work in which employees are eager to have an impact on a daily basis, the organisation becomes a place of entitlement in which employees increasingly expect more from the organisation and its management.

If you want everyone in the organisation to embrace recognition, then give them permission to try new things they find fresh, meaningful and fun. Do not expect to do recognition perfectly from the start. It would much prefer that organisations get started with doing something differently, build on that success and then try even more. To attempt to design a perfect recognition programme

that you roll out three years from now is crazy. No matter what you do, chances are in 12 weeks it will need to be re-evaluated and modified to keep it effective and exciting to those you are trying to impact.

To move the topic of recognition from being an event, a programme or a single activity to being part of the organisation's culture requires making recognition a part of everyone's job one step at a time. Start with those individuals who are excited about the chance to try some new things.

Create a recognition task force made up of volunteers, trying to represent all departments and levels of the organisation. Most companies focus on what they cannot do rather than on what they can do. Many companies involved in change often give too much attention to constraints and obstacles and those minority of "naysayers", trying to convince them that the change is worthwhile, not that difficult to make, and so forth.

This is a mistake. It is far more effective for energies to be focused on those individuals who are excited about the change, and looking to the future to create a better place to work. Run with their energy! Encourage and support those that share the same vision and excitement and the desired change will happen faster. Then later after you have some success and momentum you can take on the "naysayers" and confront them with your need to have them come on board with the new change. 

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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.


SENIOR MANAGER (INSURANCE SERVICES / MEDICAL & PRODUCT DEVELOPMENT) (REF. NO. 662)

Has a Post Basic Certificate in Otolaryngology & Oncology and a Diploma in General Nursing as well as a Fellowship Life Office Management, FLMI and ICA with 10 years experience where 4 years was in nursing and 6 years in the insurance industry. Successfully developed and launched Second Medical Opinion Services in a manage care company via leading insurers and completed the product development of Global Health Plan in Asia for a leading international insurance company . Also conducted insurers and service providers tie up for the benefits of Global Health Plan. Other achievements include successfully identified and stop loss of business in medical insurance department through claims analysis and re-established a profitable medical insurance portfolio which formed 25% of the company's business plan. Also developed and launched Super Juvenile Personal Accident insurance plan which pay Payor Benefit, first of its kind in Malaysia and successfully established a system to extract life database for the cross selling of Juvenile PA. Has also identified and trained 20 agents to fill key positions throughout Malaysia for worksite marketing. Other experiences include developing the PC based claims reporting format for branch operations and conducted training on life and health claims as well as evaluated and recommended the use of 'over counter' minor claims settlement system.

TAX DIRECTOR (INDIVIDUAL TAX SERVICES) (REF. NO.646)

Has a degree in Management majoring in Finance and Accounting with 15 years experience in the tax advisory and compliance functions where 7 years were gained in the corporate tax division with experience covering a range of industries including manufacturing, banking, plantation, construction and leasing. Has also been involved in tax advisory work, that is tax planning and tax audits for clients ranging from small to multinational companies. Other experiences include conducting seminars / workshops on leasing and equipment financing to the Equipment Leasing Association of Malaysia (ELAM). Also has experience in restructuring remuneration package for expatriates with the view of maximising tax savings, advising on corporate and individual compliance in stock options plan, setting up retirement benefit schemes for employees and conducting tax seminars to various organisations. Also provides immigration consultancy services as well as assisting expatriates in processing work permits and liaising with the Malaysian Immigration Department.

MANAGER (PRODUCTION & MATERIALS PLANNING / LOGISTICS) (REF. NO. 645)

Has a degree in Communications with 11 years experience in the warehousing, logistics, materials and production planning functions with core expertise in raw materials and finished goods warehousing, dangerous goods warehousing and handling, logistics, purchasing of raw materials, government and customers relations as well as looking into company scrap, waste and sludge. Successfully achieved monthly stock holding of 1.2 months and achieved less than 1% variance on mid year and year end stock take. Was also instrumental in the company's cost savings of RM 170K and in obtaining the explosive license from Bukit Aman Police / Home Ministry. Was also successful in achieving a cost savings of RM 200K via negotiation and change of supplier, and managed to redeem RM 120K of raw material duties paid to Customs. Other achievements include cost savings of RM 650K via negotiation and change of supplier and the redemption of RM 500K of raw material duties paid to Customs. 

What's New...

UNFAIR TREATMENT ON THE RISE

The competition for jobs, brought on by the recession and fuelled by an overall climate of uncertainty, has made the job interview process a breeding ground for unprofessional treatment by hiring managers.

What you are seeing are people who are panicked, and they are acting the way human beings do in the worst of times, which is badly. Most managers do understand that they have candidates' hopes and dreams in their hands, it is not maliciousness, but the extreme uncertainty of these times.

A survey conducted recently found that eighty percent of respondents had experienced at least one "bad" interview and in most cases during the past one to six years.

Experiences included:

- Interviewers telling interviewees that another candidate had been selected, but that the firm required that they conduct interviews nonetheless.
- Interviewers asking questions that are discriminatory. These include probes of candidates' plans for conceiving children, religious beliefs, and political views.
- Interviewers providing no resolution regarding a job search and ignoring candidates' attempts to follow up, even after multiple interviews with the company.

Eighty four percent of the respondents who experienced a bad interview said it negatively coloured their perception of the company. Perhaps more importantly, eighty nine percent told at least one colleague or friend about the experience, while thirty percent told as many as a half dozen others.

We frequently say things we do not really mean or cannot back up, and that happens in interviews too. Insincere candidate treatment is sometimes cultural. Especially now, when there are so many good candidates looking for work, Human Resource managers do not want to lose a person they may eventually want to hire, but it is cruel to treat candidates that way.

Based on our own experiences, we established policy to provide every interviewed applicant with a specific date by which they will be notified whether they will be offered a job. *SM*



"Good news, Mr. Hawkins. Companies have laid off too much deadwood, and now there's a shortage."

Self Improvement Tips

CONFIDENCE

Having confidence means you believe in yourself, you trust your own judgment and resourcefulness. In his many books on self-esteem, Dr. Nathaniel Branden defines self esteem as the sum of self confidence and self respect. For him, self confidence is knowing that you have the wherewithal to function reasonably well in the world.

You feel competent to make choices, competent to satisfy your needs, to chart the course for your life. Having confidence in specific situations, such as in gaining influence with someone, would flow from a general self-confidence about your ability to meet life's challenges.

A person who exhibits confidence appreciates a sincere compliment and does not brush it off. A confident person is comfortable giving, and receiving compliments. He or she is also able to handle criticism if it comes his or her way because he or she basically likes himself or herself and knows that a single negative incident would not change that.

Confidence in yourself gets built up over time. You can fake confidence, and you may need to at first, but real self confidence comes from a history of small victories and accomplishments that add up to a sense that you can handle yourself well in most every situation. Suggestion is for you to take an inventory of the major accomplishments you have achieved over the past few years. Then remind yourself of the minor ones too. What about the computer course you have completed? Have you built anything that is still standing? What about your children whom you are raising? That is an accomplishment! Do not be modest. Tell the truth about how hard you have worked, what sacrifices you have made. If you cannot think of any, then begin by congratulating yourself for living as long as you have. Sheer survival is an accomplishment these days! Seriously, it pays to take the time to know your strengths and appreciate them. What is unique about you? What skills do you bring to an organisation or project that you can count on?

Remember:

Confidence is a fundamental trait for flexibility. It is hard to be flexible when you are fearful, or easily intimidated. Confidence is indispensable if you want to engage someone's attention. 