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IN LIFE, there are two choices you must grapple with, and that is whether you succeed or fail.

For some, success comes later on after much perseverance and hard work.

For others, they learn to move on when the decisions they make are not working well and they have to pursue other alternatives.

Empowerment recognises that nobody knows a job better than the person doing it and that most people want to be involved and take pride in their work.

Empowerment is an extremely effective tool for developing both the people and the organisations that they work for. It is a vital element of the business environment.

Knowing your customer, improving service delivery, continuous innovation, increased productivity and gaining competitive advantage – none of this is possible unless organisations find new ways to empower their employees.

Although it will benefit organisations, the question most people will ask is: "What's in it for me?"

So how much will you get out of it? What does empowerment really mean to you? What can managers do to empower the people they work with?

What empowerment is

Empowering people encourages them to become more involved in their decisions and the activities that affect their jobs.

It means giving them the opportunity to unleash their creative talents to show that they can come up with good ideas and, more importantly, to empower them to put these ideas into practice.

The concept of empowerment involves the following steps:

- Encourage people to play a more

Empower your staff

Effective empowerment is vital for developing both your employees and organisation

- active role in their work;
- Involve them in taking responsibility for improving the way that things are done; and
- Enable them to make more and bigger decisions without having to refer to someone more senior in the organisation.

Why it is necessary

Empowerment is necessary to transform the way you work with people in the organisation, and there are two reasons for this.

One, the external environment has changed.

Two, people themselves have changed in their personalities over a period of time.

The external environment has changed so rapidly that intense competition abounds all around.

All businesses are, to a greater or lesser extent, influenced and affected by the competitive environment.

New competition from overseas represents a substantial threat, while many businesses set their sights on exploiting opportunities in the global market.

Organisations need empowered people to help them fight off these competitive threats.

Offer training

Organisations can develop and offer training programmes on people



To encourage your staff to play an active role in their work, make an effort to ask for their opinions and listen actively to what they say.

skills that train employees on the job.

People are more empowered by development that occurs on the job than they would be by going

for courses. It is because they will learn more quickly and effectively if what they are doing is practical and relevant.

As a manager in your organisation,

you may decide that all employees will need some form of training to meet identified needs and expectations.

You will find that developing people in the workplace is useful because:

- It is not only cheap and relevant but also easy to organise; and
- Involvement is crucial for all employees.

Lead by example

If you want your peers to do what they say they will do, you will have to prove yourself to be reliable.

If you want to be innovative, you will have to be prepared to take risks.

If you want others to make an extra effort, you will have to push yourself harder.

If you want them to be open, you will have to be honest and sincere with yourself first.

These are all the traits of empowerment, and managers need to delegate the responsibilities to their employees to accomplish it. What a better way of proving it when you are given the opportunity to lead by example!

Listen and question

Make a conscientious effort to listen to what the other person is telling you and to understand what he is trying to say. Empowered people are aware of the significance of lis-

tening and questioning.

If you make a point of asking people what they think and of actively listening to what they say, you will help make them feel that they can contribute something of value to their work and business.

Sell your ideas

People love challenges, and part of the empowerment process involves unleashing their creativity.

Once that creativeness has taken shape, they sell their ideas to people to generate more wealth and income for the organisation.

To unlock this potential, managers must be willing to empower their employees to reach greater creative heights. Leaders and managers should heed the call to make empowerment a way of life for every employee.

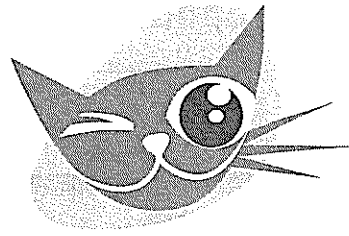
Article by Jeffrey Williams, a consultant

He is a speaker and an education success coach and specialises in personal development, persuasion, people skills and customer service.

Learn more about this topic at the Influencing, Persuasion And Empowering Skills workshop organised by ST701 on Aug 26. To register, log on to jobs.st701.com. ST701 members enjoy special prices (membership is free). Sign up by today for special early bird prices.

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HAVE you wondered why some people seem to get along better with others? Have you ever wanted to be able to command the respect of the people around you and communicate better as a leader?

What can be more important in your life than to possess effective persuasive and influencing skills?

Living in an increasingly information-dense society, we are constantly being bombarded by persuasive messages.

We see advertisements every day and everywhere — from the newspapers, magazines, television and radio — all trying to persuade us to buy a particular brand of product. Salesmen are constantly approaching us in an attempt to sell their products.

It is your ability to persuade and influence people that will determine your success in life.

By becoming a persuasive communicator, you are more likely to get your desired new job, obtain promotions, make better business deals and sell more products. You can improve your community when you persuade people to support your proposals and ideas.

We are all born sales professionals. Since the day you were born, you were already equipped with the ability to “sell” because when you were hungry, you simply communicated your needs and sought attention by crying!

Everyone, regardless of his profession, is a salesman in a certain way. Thus your ability to persuade others and sell effectively in your life is an asset that you must possess.

In persuading or influencing someone to embrace what you are selling, you can achieve this objective through three different means — ethos, pathos and logos:

1 Ethos

This is the aspect of persuasion that deals with credibility. Since everything counts in the area of personal credibility, everything that you do or don't do either adds to or takes away from your credibility and

Be a master of persuasion

To influence people effectively, just remember three Greek words



It is easier to win people's respect if you have their best interests at heart and know your subject well.

your capability to influence someone.

People tend to believe in people whom they admire or respect. If the communicator is trustworthy, has his listener's best interests at heart, knows his subject well and practises what he preaches, he is likely to be persuasive.

Integrity is very important. For instance, a public speaker who practises ethos must be able to portray himself as a master or an expert in the topic or subject that he is going to present on.

It is crucial for the audience to recognise him as the appropriate person to deliver the expected value.

Author Ralph Waldo Emerson once said: “What you are shouting so loudly in my ears I cannot hear what you say!” Thus ethos is very important in the areas of persuasion.

2 Pathos

This is the area of persuasion that deals with emotions.

It has been demonstrated time and again the great influence that emotion has over logic on a person when it comes to making a buying decision.

For example, most people never buy a sports car based on logic. Instead, it is their emotions that tend to get the better of them.

In modern selling and marketing, pathos is the ability to communicate with the deep, subconscious needs of a customer. Human beings are largely emotional, in that in everything that we do and say, our decisions are determined by our emotions.

Therefore, to have a great influence on others, you need to be able to connect with whatever causes them to feel strongly.

When you are attempting to study and understand the perceptual position of another person, you are practising empathy.

Empathy is powerful since you are able to feel better how a person feels and truly understand what

he needs and desires.

By learning to match the needs and wants of the people around you, you tend to stand a greater chance of influencing and selling anything to them.

3 Logos

This is the part of persuasion that deals with logic or reason. When applying logos in enhancing your persuasive power, logic is used to back up a claim. Engaging logos as your persuasion tool involves getting someone else into a thinking mode.

Since people are constantly trying to make good sense of most decisions that they make in their lives, it is also important for you to work on the logos appeal when trying to influence them.

In essence, you have just learnt that there are three means of influencing and persuading others — the ethos, pathos and logos of motivating someone. When you learn how to integrate and incorporate all of these three elements, you become a master of persuasion.

Contributed by Jacky Lim, a consultant

He is a sales and marketing professional and a trainer in the areas of motivation, salesmanship, negotiation, persuasion and people skills.

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