



Human Synergy

Human synergy relates to interacting humans. For example, if person A alone is too short to reach an apple on a tree and person B is too short as well. Once person B sits on the shoulders of person A, they are more than tall enough to reach the apple. In this example, the product of their synergy would be one apple. Another case would be two politicians. If each is able to gather one million votes on their own, but together they were able to appeal to 2.5 million voters, their synergy would have produced 500,000 more votes than had they each worked independently. Synergy usually arises when two persons with different complementary skills cooperate. The fundamental example is cooperation of men and women in a couple. In business, cooperation of people with organizational and technical skills happens very often. In general, the most common reason why people cooperate is that it brings a synergy. On the other hand, people tend to specialize just to be able to form groups with high synergy.

WHATS INSIDE:

CARTOONS	Articles
QUOTES	Innovative Ways to Reward Employees
STORY	Motivation and Better Work Place
Last Reward	Become a Better Listener
Think beyond the obvious	Interviewing Tips
	You can be a Successful Manager

QUOTES

"Even a correct decision is wrong when it was taken too late."

Lee Iacocca, Father of the Ford Mustang and CEO of Chrysler

"The definition of insanity is to keep doing the same things and expecting a different result."

Stephen Covey, Author - "7 Habits of Highly Successful People"

"An organization's ability to learn, and translate that learning into action rapidly, is the ultimate competitive advantage."

Jack Welch, General Electric

"I believe the real difference between success and failure in an organization can be very often traced to the question of how well the organization brings out the great energies and talents of its people"

Thomas J. Watson [A business and its beliefs (1963)]

"Slowness to change usually means fear of the new."

Philip Crosby, Quality Guru

"Don't measure yourself by what you have accomplished, but by what you should have accomplished with your ability."

John Wooden, Basketball Coach, UCLA

"Creativity is thinking up new things. Innovation is doing new things."

Theodore Levitt

Positive Thinking Story - Think Beyond the Obvious

Everyone I know think the above answer is the best answer, but there is no one thinks of this answer first. Is that because we never want to give up any advantage that we hold in our hands (the car)? Sometimes, we would gain more if we were able to give up our stubbornness, limitations, and advantages. Think beyond the obvious.

Positive Thinking Story - **Think Beyond the Obvious**

A big company was hiring new staff, the question of the written exam was:

You are driving a car on one big storm night, you are passing a station, there are three people who are waiting for the bus; one old lady who is dying, one doctor who saved your life before, one man/woman who is someone you have been dreaming to be with. You can only take one passenger, which one you will choose?

Please explain.

Normal reason:

Old lady is going to die, you should save her first, however, old people always end up dying anyway, you should take the doctor, because the doctor saved my life before, this is the perfect chance to pay him back. At the same time, some people believe that you can always pay the doctor back in the future, but you may never be able to find the perfect lover once you pass this chance.

The Final Result:

Within the two hundred candidates, the one who has been hired did not explain his answer, he simply stated that "Give the car key to the doctor, let the doctor take the old lady to the hospital and I stay to wait for the bus with the lady of my dream!"

Everyone I know think the above answer is the best answer, but there is no one thinks of this answer first. Is that because we never want to give up any advantage that we hold in our hands (the car)? Sometimes, we would gain more if we were able to give up our stubbornness, limitations, and advantages. Think beyond the obvious.

Public Recognition/ Social Rewards

The supervisor can invite employees for a special celebration, and recognize them in front of their colleagues and spouses. The Head Office based top managements can work in the assembly line with the workers for couple of hours in a year which will provide the indication that we care for them. The supervisor may pay for the tutoring of an employee's child.

Fun Celebrations

Go for watching a cricket/football match with the whole team. You can give employees a casual dress day; have a surprise picnic for your employees outside the office. You may issue a Laugh-A-Day Challenge to your staff. Ask everyone to bring a joke or cartoon on that day. You can designate days when anyone who makes a negative comment forks over a small sum of money – 100/200 Taka – and use the money to start a fun committee fund. You may give employees ten-minute "joy breaks" during which they can do something fun (Listen to a comedy tape, look at cartoons), and create a Joy break Committee to plan occasional group activities. You can have a party for no reason at all; designate a bulletin board as a place for employees to post favorite jokes, cartoons, etc. Everyone can be given an opportunity to arrive an hour late or leave an hour early one day a week. Create an ABCD (Above and beyond the call of duty) Award for employees who exceed the requirements of their jobs. Give them a polo shirt emblazoned with "ABCD" award. Never take anything too seriously. Keep reminding yourself, "This isn't brain surgery" (Unless of course, it is brain surgery). Top management can work together to shoot a movie. Famous scenes from movies such as RAIDERS OF THE LOST ARK are filmed using team members in the roles of the actor and actresses. The project serves as a team-building experience. Later on the completed movies can be shown to all employees at a company meeting. Managers may fine individuals who come late to company meetings and pass the money out to the people who arrive on time.

Charity/ Social Responsibility

When company executives get involved in charity work, it sends the message that the leaders are invested in their community, that there's more to life than making a profit and that they care about their employees having balanced lives. The manager can give department a day off to work in a homeless shelter or help clean up a local park. The organization may make a donation in the name of an employee to the charity of his or her choice.

Ground Rules for rewards:

The award must be of such high quality that it reflects positively on the company image; it must be something everyone wants, preferably a state-of-the-art item that's on its way up in the consumer buying chain; it must carry a high perceived value in relation to cost; while awarding, give the person a choice among several rewards.

Top Incentive Travel Destinations:

The most popular travel destinations are: Hawaii; Caribbean Islands; California; Florida; Mexico; Nevada; Arizona; New York; Canada; Bermuda; Puerto Rico, Chicago.

If you want to read more about how to reward employees innovatively, please log in to
<http://cpanel.aci-bd.com>

YOU CAN Be a Successful Manager

Tarik Hasan; Sr. Executive, HR.

Can you identify your leadership style?

You should adopt a style that you are comfortable with to lead you to future success. There are many different leadership styles, but one trait is prevalent in every successful leader - the ability to bring people together to accomplish a task! This can be done by:

- Involving employees in decision making
- Encouraging two-way communication
- Sharing power
- Being flexible

Developing employee commitment and building a resource base of peers, former managers and previous managers of your new organization are very important. The more extensive your network, the easier it will be to handle the new challenges that accompany your efforts with time management, delegation, communication and motivation.

Are you in charge of a motivated workplace?

If you take time to focus on your employees and their environment you will create and sustain a cohesive, enthusiastic team which produces at or above the level expected by top management. To build a solid, productive workforce you should take the employees you have and train them to be highly competent.

Doing a good job of training and coaching is the most practical way to have successful and productive employees. If you keep your employees' interests, priorities and goals in mind when you organize tasks, you will achieve your intended goals and also build a stronger team.

Do you set achievable goals?

Goal setting gives direction to the work of an individual employee as well as to a department and organization by:

- Providing a stimulus for articulating what the individual wants to achieve and what the organization expects from the individual.
- Getting people to discuss activities and action rather than personality characteristics.
- Forcing management and employees to plan for the future.
- This process allows an organization to check on the attainment of both its short-term and long-term objectives.

Are you communicating clearly with your employees?

Successful communication is a complex and difficult process. A broad development of awareness, understanding and hard won new habits is required in order to gradually improve your skills of effective communication. A good communicator always:

- Exchanges ideas, feelings and values
- Uses appropriate language, tone, pitch and volume
- Gives relevant information
- Uses non-verbal signals to emphasize and support messages
- Solicits feedback
- Conveys understanding

The end result is to get things done with minimal or no problems so that you, the organization and the employee will all be satisfied.

Are you familiar with the problem solving process and your own decision making style?

Solving problems and making decisions are challenges managers encounter daily. Effective problem solving and decision making depends on using a method rather than relying on luck. Whether the problem is new or recurring, a systematic approach will have these stages:

- Identify and clarify the problem
- Seek out the causes of the problem
- Solicit a variety of potential solutions
- Select an alternative
- Plan to implement the solution
- Use the solution and evaluate the results

You can use this system by yourself or with a group. While working alone may seem more efficient, there are benefits to involving others in the problem solving and decision making process: you can get a greater variety of perspectives, use the group dynamic to generate creative ideas, and gain a greater commitment to solving the problem from everyone involved.

Are you overwhelmed by insurmountable projects, endless paperwork and constant interruptions?

Instead of thinking about how you can manage, create and save time, think more about ways to utilize it. Once you have accomplished this, you may invest in time what you value. To help you do this, keep in mind some of the principles of time management:

- Time management needs to be simple, organized and efficient so that it is effective.
- Understand what you are doing and create a plan.
- Ask SMART questions (Specific, Measurable, Attainable, Realistic and Time based).
- As a new manager, you will soon realize that you can not accomplish all of your tasks by yourself, you must learn to delegate.

Consequently, now is the time to assess - are you an effective delegator?

Delegation is a challenging skill for all managers to master because it involves effective communication, motivation, goal setting and leadership. Three essential components to successful delegation are:

- Proper assignment of duties
- Granting authority to perform
- Creating a climate of responsibility

Unless all three are achieved, the delegation process will not be effective.

Successful leaders build high performing and profitable organizations through the use of three key elements: knowledge, experience and insight. By developing your management skills you will realize enormous benefits in increased productivity, decreased stress and increased confidence. Your employees will also receive and feel these same benefits, and you may find employee grievances and turnover decrease. Training is the key. By striving for awareness of your employees and your work environment, and with appropriate management development and skills training, you too can be a successful leader.

Become a Better Listener

Sheema Abed Rahman



Active listening is a vital part of good communication. To listen effectively you should **CARE** for those you're listening to:

C - concentrate - focus on the speaker

A - acknowledge - through body language - nod your head occasionally or say uh-huh

R - respond - ask questions for clarification and interest

E - empathize - share in their emotions and feelings. Validate your partner

How can listening skills be improved?



- Listen carefully so that you will be able to understand, comprehend, and evaluate. Careful listening will require a conscious effort on your part. You must be aware of the verbal and nonverbal messages (reading between the lines).
- Be mentally and physically prepared to listen. Put other thoughts out of your mind. Your attention will be diverted from listening if you try to think of answers in advance.
- You can't hear if YOU do all the talking. Don't talk too much.
- Think about the topic in advance, if possible. Be prepared to listen.
- Listen with empathy. See the situation from the other's point of view. Try to put yourself in their shoes.
- Be courteous; don't interrupt. Take notes if you worry about forgetting a particular point.
- Avoid stereotyping individuals by making assumptions about how you expect them to act. This will bias your listening.
- Listen to how something is said. Be alert for what is left unsaid.
- Make certain everyone involved gets an opportunity to voice their opinions. Don't let one person dominate the conversation.
- Face those you are talking with, lean slightly forward, and make eye contact. Use body to show your interest, concern.



by: Pravat Ghose

Last Reward

An ancient story,
Re-written and modified

There was an ancient famous city named **Srawasti**. Whole city was made of wooden incomparable structures. Arjasen was the famous contractor of that time under whom a

group of artists used to work and played a role to create that wonderful city. Under him Nal, a carpenter, used to work. Nal was famous for his workmanship.

Nal worked under Arjasen for long 37 years. During his career he created the best structures of Srawasti. Then he thought, “It is enough, I am tired and I should give up.” He went to his master, Arjasen, and said, “Master, I am tired. Please allow me to retire.”

Arjasen felt very sorry. He knew – such an artist is rarely born. But he agreed and requested him to do a last work for him. Nal, though not interested, agreed to comply with his master’s last request.

Master requested him to build a house using all of his creativity. But this was the first time, Nal did something reluctantly and with negligence; and ofcourse, finished it at the earliest of his career.

Then one of the most unexpected incidents on earth happened. Master gave the keys of the house to Nal and said, “This house is yours; a token of gift from me.”

Nal lost all of his words and tears and repentance clouded his whole soul.

Moral: Never do anything with negligence even at the last moment, as nobody knows – what reward is waiting for him.



Motivation and better work place

Golam Kibria, HR Executive

One of the major issues faced by human resources departments and specialists is the issue of employee motivation. But how, exactly, is motivation supposed to be instilled in the work force?

There is an old saying, “You can take a horse to the water but you cannot force it to drink; it will drink only if it’s thirsty”-so with people. They will do what they want to do or otherwise motivated to do. Are they born with the self-motivation or drive? Yes and no. If no, they can be motivated, for motivation is a skill which can and must be learnt. This is essential for any business to survive and succeed.


Naturally, higher pay is never frowned upon. There is not a person in the world that couldn’t use more money. Between bills, children, higher education, and personal desires, among many other reasons, money is a factor that can never be ignored. But, money should not be the ONLY tool used from the toolbox of motivation. There are many other choices for motivational increase.

One important thing about motivating employees is that managers, supervisors and coworkers are the most important drivers or players in motivating employees. But in most cases they think this is the undertaking of the top management or HR Department and they either ignore or overlook their very important role in motivating their colleagues, supervisors and subordinates. Here in this article I have discussed some less costly but very effective ways that a person can use to motivate his coworker, subordinate and supervisor and make a better working environment.

- √ *Employee contribution:* If an employee is regularly able to contribute thoughts, ideas, and suggestions to problems at hand or regular work activities, that is a feeling of accomplishment which goes a long way. It makes an employee feel as though he or she is important and, hence, their motivation is elevated.
- √ *Recognition:* If all an employee hears is the things he or she does wrong, the opposite effect of motivation will occur. Of course, an employee is going to do things wrong, at times. But, they will inevitably do things right, as well. Let your coworkers and subordinates know when this happens, always.
- √ *Respect of peers and colleagues:* If an employee feels he or she has the respect of his or her peers and colleagues, this is another motivation booster. Stifle negative comments in the



workplace. Do not allow employees to talk down to one another and/or “drag each other through the mud”.

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- ✓ *Keep employee informed:* Keeping an employee “in the loop” is something else that is important to motivation. When an employee feels he or she is not up-to-date with what is occurring in the company or their department, that is a message to the employee that says, “You are not important.” Keep information flowing to your colleagues; let them know what the company is doing and the direction it is taking.
 - ✓ *Stay flexible:* Make an absolute effort to ensure your colleagues are not tied up in red tape. If an employee is not able to solve problems with a degree of flexibility because there are too many company rules hampering common sense progress, an employee feels nothing but frustration.
 - ✓ *Avoid constant check-in with higher-ups:* Constant check-in with higher-ups when working on a project undermines an employee’s confidence and willingness to think for themselves. Give your subordinates some degree of limberness.
 - ✓ *Endow with sufficient resources:* Make sure sufficient resources are available for an employee’s use. Motivation cannot thrive if an employee is constantly faced with having inadequate resources to do the job.
 - ✓ *Create a fun and stimulating work place:* Let your colleagues address each other on a first name basis or have a “casual dress day”. Encourage your subordinates and coworkers to create a work environment that is as comfortable as possible and not so office-like. This will only promote creativity and, in the long run, increase motivation.
 - ✓ *Make sure you communicate:* Communicate with your colleagues. Find out what interests them and what doesn’t. Speaking with them frequently shows that you care about them in more ways than simply wanting them to keep up with productivity. This will increase an employee’s motivation as well.

All in all, make sure that money isn’t the only thing you can offer an employee to increase his or her motivation. If it is, then as soon as the money is better somewhere else, your employee’s motivation will definitely increase...working for the other company. So as a supervisor, coworker and subordinate play your very important role in making ACI an employer of choice.

Interviewing Tips

Survey Result : Interviewer Behavior Can Turn Away Job Candidates



Two-thirds of job seekers say the interviewer sways their decision to accept a position, according to a survey conducted by Monster and consulting firm Development Dimensions International. Among the number of interviewer behaviors that job seekers say adversely affect their willingness to work for a company:

- Acting as if he or she has no time to talk to the applicant, 70 percent.
- Withholding information about the position, 57 percent.
- Turning the interview into a cross-examination, 51 percent.
- Arriving late for the interview, 48 percent.
- Appearing unprepared, 47 percent.
- Asking questions unrelated to job skills, 43 percent.

The survey findings included responses from 3,725 job seekers as well as 628 staffing directors and 1,250 hiring managers.

Source: http://www.shrm.org/hrnews_published/articles/CMS_016163.asp#P-8_0

How To Interview Candidates: Preparation & Interviewing Tips

Interviewing has been called an art, and there's no doubt that it calls for insight and creativity. But it's also a science, requiring process, methods, and consistency to produce truly accurate and effective results. Look at it this way: Your art will flourish within the sound framework of a systematic, scientific approach.

Define your objectives before you start

Even if you think you're an expert interviewer, a "seat-of-the-pants" approach can backfire. Take the time to clearly define what you are looking for before you begin recruiting.

- Describe the position's duties and the technical knowledge and skills required to do the job.
- Identify success factors: How did previous top performers in this job behave?
- Establish performance expectations: What do you expect this person to accomplish?



Select your questions in advance

Don't rely on a job description and a candidate's resume to structure the interview. You'll get much better information if you carefully pre-select questions that allow you to evaluate whether a candidate has those skills and behaviors you've identified as essential for the job.

You might include some or all of these types of questions:

1. Icebreakers: As their name implies, icebreakers are used to build rapport and set candidates at ease before beginning the formal interview. Examples:

- *Did you have any trouble finding our office?*
- *Before we start, would you like a cup of coffee or glass of ice water?*
- *Tell me about yourself.*

2. Traditional Questions: With these, you can gather general information about a candidate and their skills and experience. Because these questions are asked often, many candidates will have prepared answers to them, so they can be used to help candidates feel at ease in the early stages of an interview. Examples:

- *What are your greatest strengths?*
- *What is your experience with [competency, skill, function, etc.]?*
- *Why do you want to work for us?*

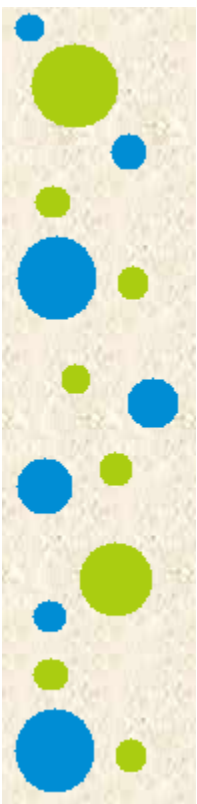
3. Situational Questions: Ask candidates what they would do in a specific situation relevant to the job at hand. These questions can help you understand a candidate's thought process. Examples:

- *How would you deal with an irate customer?*
- *If we were to hire you, what is the first thing you would do?*
- *How do you deal with stress on the job?*

4. Behavior-Based Questions: These require candidates to share a specific example from their past experience. Each complete answer from a candidate should be in the form of a SAR response—the complete Situation, Action, and Result. If a candidate skips any of these three elements, prompt them to fill in the blanks. Examples:

- *Tell me about a crisis you could have prevented. Did you do anything differently after the crisis had passed?*
- *Tell me how you resolve crises by deploying your team members. Give me a specific example.*
- *Crises usually require us to act quickly. In retrospect, how would you have handled a recent crisis differently, if you had been given more time to think before acting?*

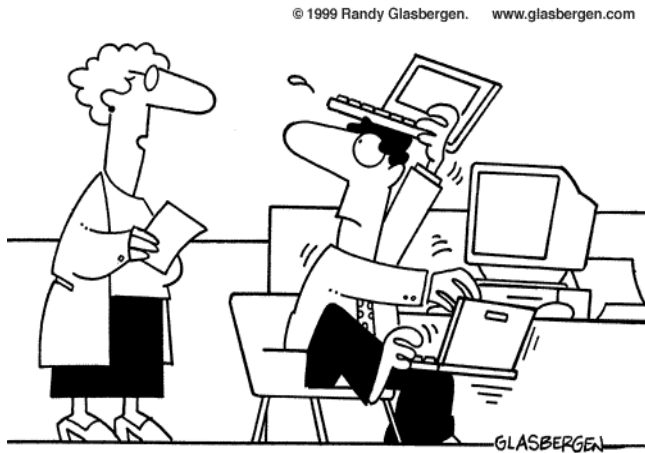
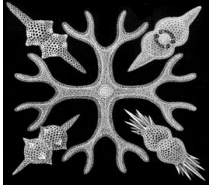
5. Culture-Fit Questions: These will help you select candidates who are motivated and suited to perform well in the unique environment of your organization. Examples:

- *What gave you the greatest feeling of achievement in your last job? Why was this so satisfying?*
 - *Why did you choose this type of work?*
 - *What motivates you to work hard? Give me some examples.*
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Build an interview team

Whenever possible, have more than one person interview candidates; you'll gain a balanced perspective and be more likely to have a fair hiring process. In addition to the reporting manager and a Human Resources representative, think about including some of the people who will be working with the new hire.

Source: Internet



"I'm sending you to a seminar to help you work harder and be more productive."



The speed of the boss
is the speed of
the team

