

# The Strategic Role of the Simple Job Description

## *A Continuous Improvement Approach*

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***“The best corporate strategy can fail at implementation without a human capital strategy supporting it”***

### ***1980's – Compensation Dept***

- ***So generic they were useless***
- ***Used to establish top of the range salary***
- ***Then, used for job banding***

### ***Never saw the light of day***

- ***Managers didn't see them***
- ***Employees didn't see them***
- ***Became exclusively an HR function***

# Workforce 2020

## The Looming Talent Crisis

### Technology Dilemma – An Example



## CEO Challenges

- **IT Leadership Is Critical**
  - Leading in a **VUCA World**
    - **Volatility, Uncertainty, Complexity & Ambiguity**
  - Dilemma of leading in a technical / knowledge environment
- **IT Human Capital Is Important**
  - **Only 28%** of CEO say IT Leaders and Employees have skills for Workforce 2020
  - **60%** of IT employees fear becoming or know they are becoming obsolete
  - Underinvestment in IT people – 15 years



*“The best corporate strategy can fail at implementation without a human capital strategy supporting it”*

## ***When Human Capital & Business Strategy Align:***

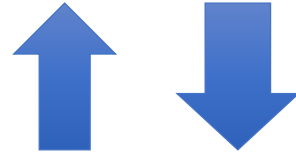
- **Growth Acceleration**
- **Organizational Agility – ability to adapt**
- **Business Resiliency**
- **Peak Performance Against the Benchmark**

# Reality Check



- All organizations are:
    - Growing, sustaining or dying
    - Organizations are changing faster than before
    - Job are changing faster than ever before
    - Jobs are evolving faster than ever before
    - Organizational structures are shifting and changing faster than before
- BUT**
- Organization Charts remain static
  - Job Descriptions remain static, not relevant or don't exist

*Rate of Change*



*Skills - 2.5 years*

## *Questions*

*Would you rehire your current team of people?*

Evaluate your organization's ability to:

- **Innovate & execute strategy** with competitive speed
- Deploy human capital, **on demand**, with **agility & resiliency**
- Evaluate people through the lens of **value creation**

*What is the risk / cost of not investing in human capital?*

Business consequences **compromise** your:

- **Strategic goals & competitive advantage**
- **ROI**
- Organizational **agility & resiliency**

## Part 5 - Human Capital Assessment A New Model to Consider



- **Progressive, future focused and continual**
- **Lives** in the **business units** where work gets done
- Is **dynamic, developmental, upskilling and prevents obsolescence**
- Can tolerate and strives for **more winners**
- Can **forecast human capital capacity**
- **Aligns with growth and productivity**

# Organizational Diagnostic

*A disciplined business approach to Strategic Human Capital Planning*

**OrgFit ©**

## 3-Filter Assessment

**Filter 1 - Role Clarity and Benchmark**

**Filter 2 - Competency Assessment**

**Filter 3 - People Style**



# OrgFit© - Is the Organization Fit for Purpose

## OrgFit©

**Strategy**

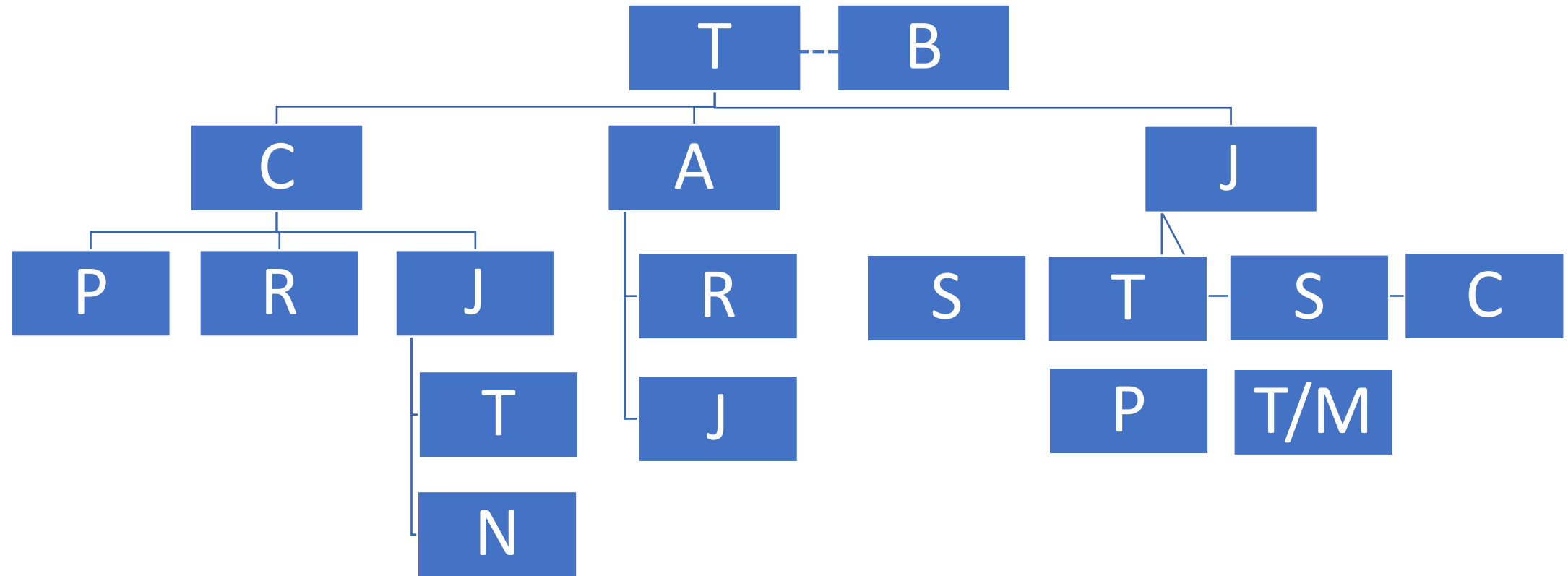


**Organization**  
***Fit for Purpose***

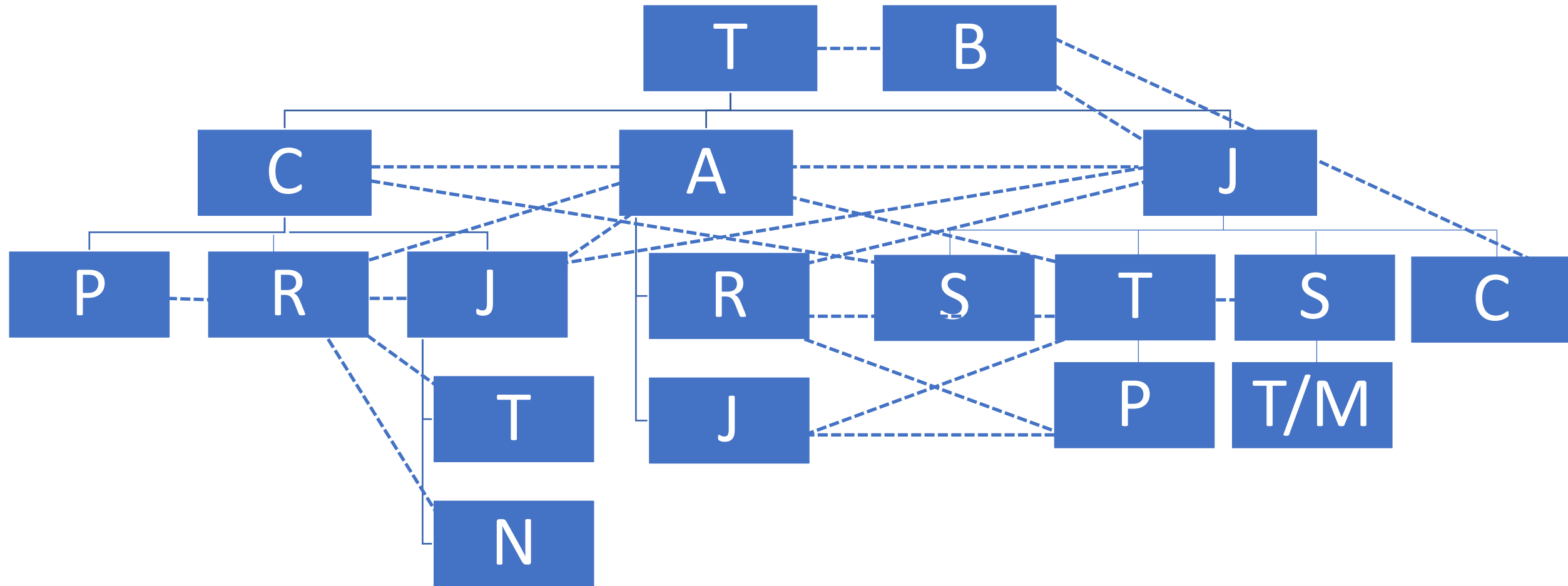
**Role Clarity**  
**Competencies**  
**Assessments**  
**Plans**



# Organization Chart



# Organigram©





## RoleFit© - The Benchmark

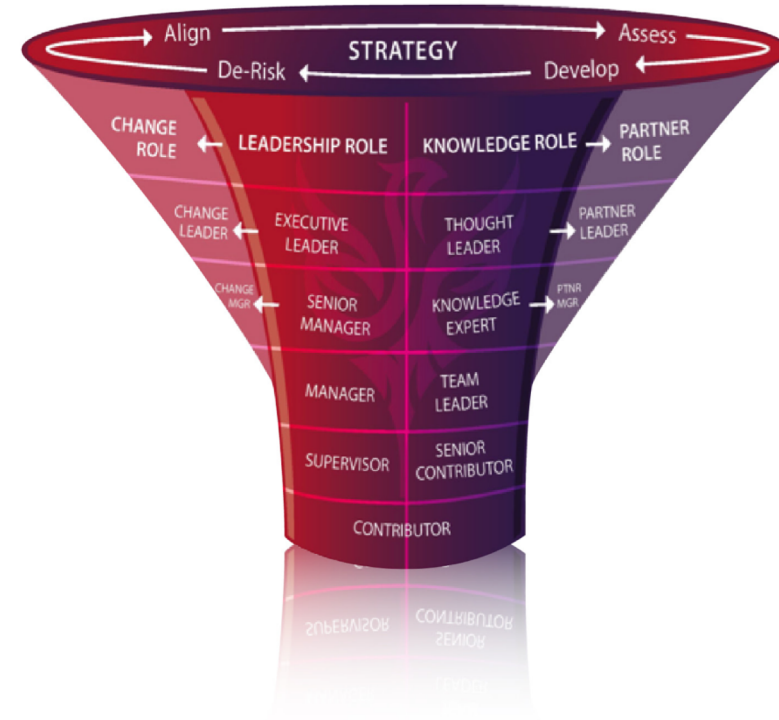


# The Challenge - Evolving Roles

## Old Version of Roles



## New Version of Roles

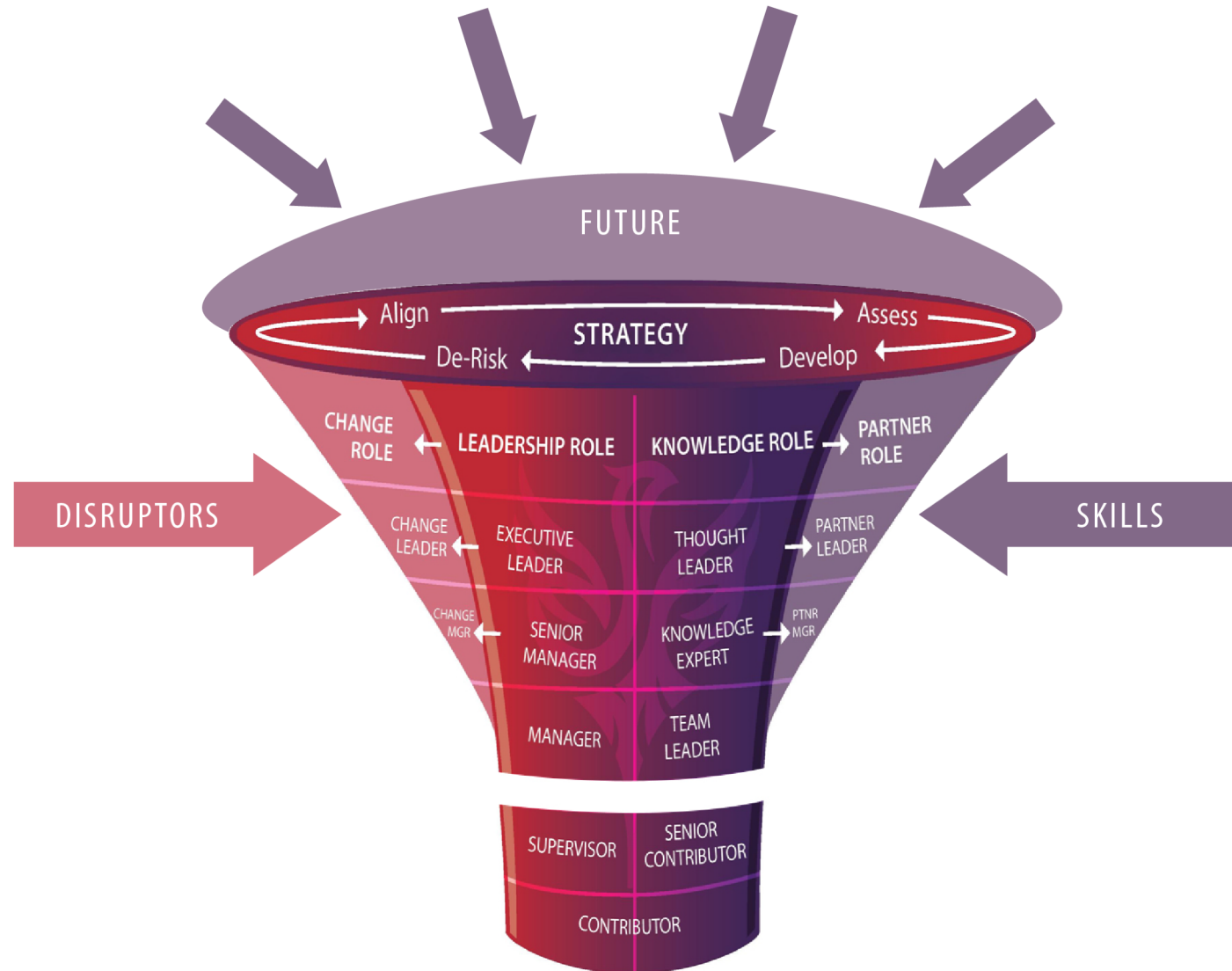


# Change and Evolving Organizational Roles

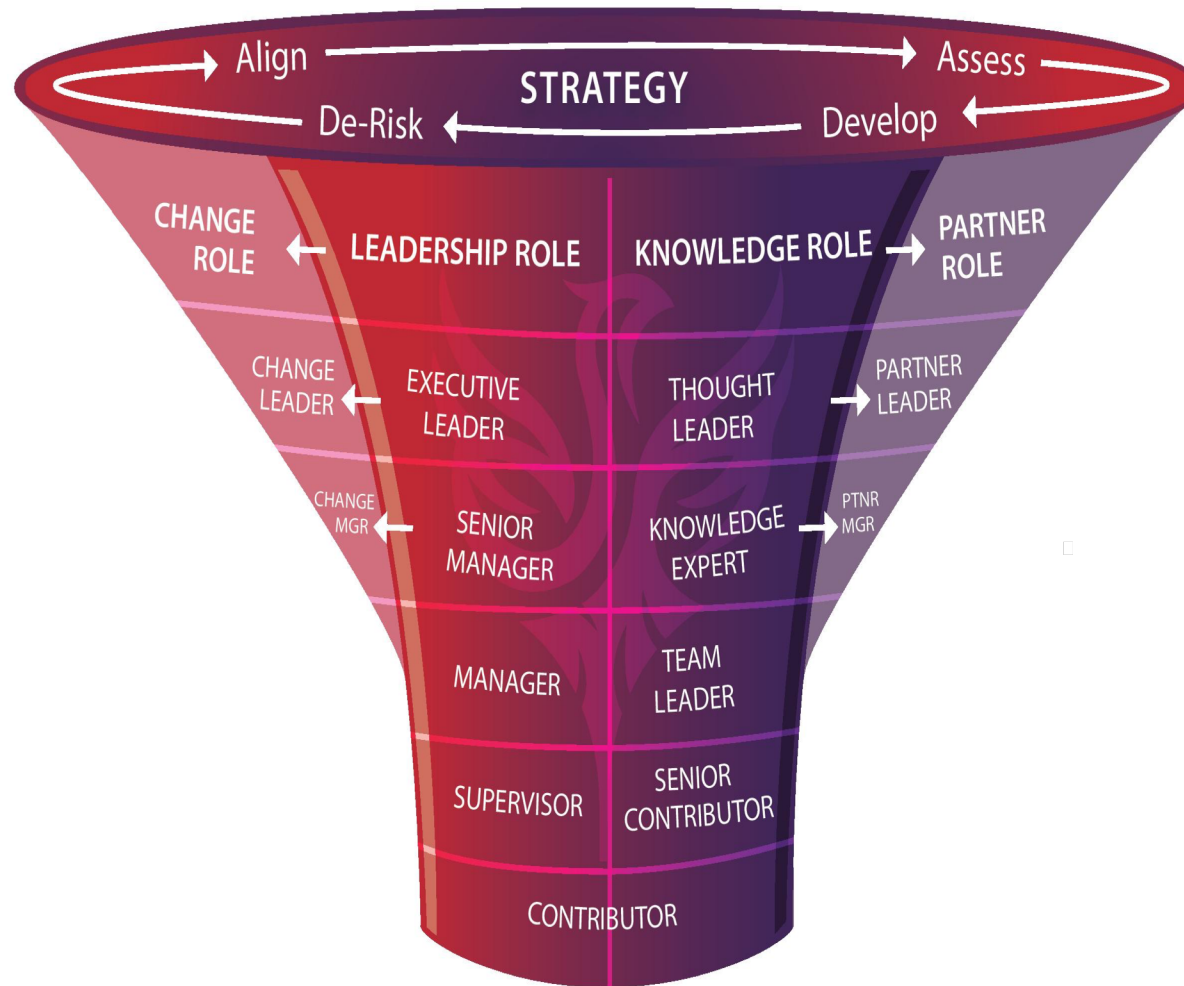
## Rethinking the Organization



# Phoenix Strategic Performance Evolving Organizational Roles



# New Skills Change and Evolving Organizational Roles Rethinking the Organization



## Skills Aligned to Strategy

- **Business Acumen**
- **Critical Thinking & Problem Solving**
- **Communication Across the Matrix Organization**
- **Multifunctional Team-based Innovation**
- **Transformative VUCA Leadership**

## Elements of the Job Description

It should describe the job – everything about it

- Summary of the Job – (a real, current one)
- Reporting Relationship (hierarchy)
- Critical Organizational Interactions ( the dynamic matrix organization)
- Routine Work
- Non-Routine Work
- Competencies
  - Hard Skills
  - Soft Skills
- Knowledge and Business Skills
- Date to Review This Job Description

# Reality Check - Workforce 2020

## The Looming Technology Talent Crisis



### Recent Technology Case – Sr. Leaders

**ONLY 32%** of current leadership had the required **future-focused skills to compete**

- Against a combined Technology and Leadership Benchmark
  - **Leadership competencies scored at the 2-3 level**
  - **Technology competencies at the 3-5 level**
  - **Routine and Non-Routine Competency Assessment**
    - **A new dimension to evaluate work and change**
    - **Routine – 3-5 level - Trend – Static**
    - **Non-Routine – 2-3 level – Trend – Static**

**Look to your left, look to your right.  
Only one of you have the right skills!**

# Reality Check - Workforce 2020

## The Looming Technology Talent Crisis



**How did this happen?**

**What went wrong?**

- **We let our organizations get stale in the name of 'busyness'**
- **We didn't think organization and structure was important**



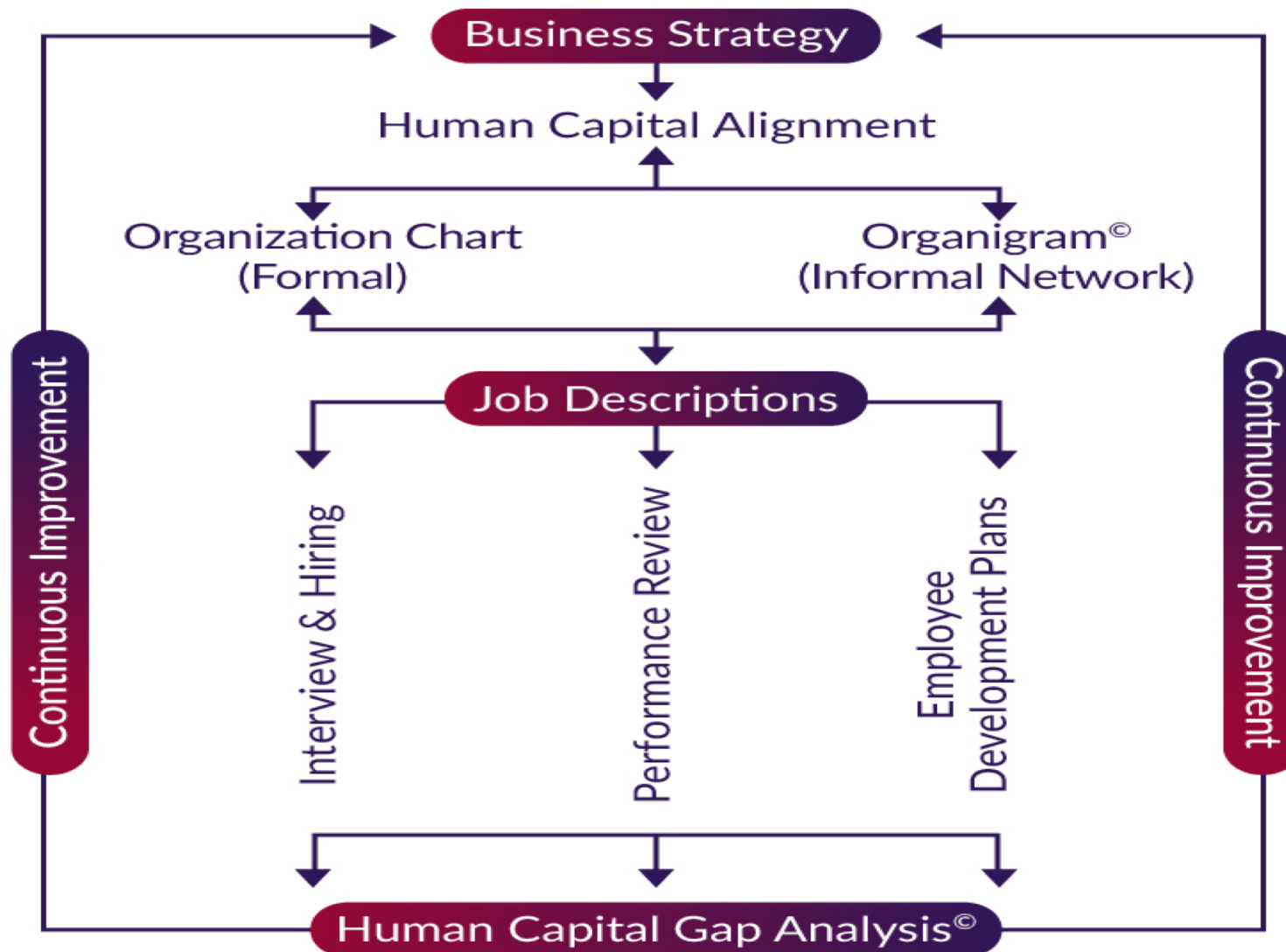
## Reality Check - Workforce 2020



- It time to rethink organizational structure and job descriptions a new way
- In the name of Continuous Improvement

# HUMAN ASSET MANAGEMENT STRATEGY<sup>©</sup>

## Continuous Improvement Loop



## Job Description - Sample



- **Essential Duties and Responsibilities** include the following.

### Internal Standards

- Solid working knowledge of AS9100 and ISO-9000 requirements. Must ensure the organization is in constant compliance with AS9100 and ISO-9000 requirements.
- Ability to interpret specifications, blueprints, and manufacturing outlines. Must also be able to use inspection tools required to verify parts to meet customer requirements.
- The quality manager is responsible for ensuring that current quality system policies and procedures are maintained in accordance with company and customer quality requirements.
- The quality manager is responsible for assessing current practices and then **proactively** establishing /implementing new requirements, as needed.
- The quality manager is responsible for ensuring a continuous improvement process throughout the total organization to embed and ensure a total quality culture at.
- Ensure the company is properly prepared for internal, external, and/or customer audits.

## Job Description – For Hiring



- **Essential Duties and Responsibilities** include the following.

### Internal Standards

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## Job Description for Performance Review

- **Essential Duties and Responsibilities** include the following.

### Internal Standards

- **3** - Solid working knowledge of AS9100 and ISO-9000 requirements.
- **2B** - Must ensure the organization is in constant compliance with AS9100 and ISO-9000 requirements.
- **2A** - Ability to interpret specifications, blueprints, and manufacturing outlines.
- **2B** - Must also be able to use inspection tools required to verify parts to meet customer requirements.
- **2B** - The quality manager is responsible for ensuring that current quality system policies and procedures are maintained in accordance with company and customer quality requirements.
- **2B** - The quality manager is responsible for assessing current practices and then proactively establishing /implementing new requirements, as needed.
- **2B** - The quality manager is responsible for ensuring a continuous improvement process throughout the total organization to embed and ensure a total quality culture at.
- **3** - Ensure the company is properly prepared for internal, external, and/or customer audits.

# Job Description for Development Plan



- **Essential Duties and Responsibilities** include the following.

## Internal Standards

- **3** - Solid working knowledge of AS9100 and ISO-9000 requirements.
  - **2B** - Must ensure the organization is in constant compliance with AS9100 and ISO-9000 requirements.
    - Action / Timeframe
  - **2A** - Ability to interpret specifications, blueprints, and manufacturing outlines.
    - Action / Timeframe
  - **2B** - Must also be able to use inspection tools required to verify parts to meet customer requirements.\ul>  - Action / Timeframe
- **2B** -The quality manager is responsible for ensuring that current quality system policies and procedures are maintained in accordance with company and customer quality requirements.
  - Action / Timeframe
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Where does this take us?  
Monetize Human Capital



## **Human Asset Management Strategy (HAMS)**

### **Part 1 – Assess Where You Are?**

- **Roles to Strategy**
- **Competencies to Benchmarks**
- **Continual Assessment Process to Strategy**
  - Routine and Non Routine
  - Trending: Positive, Neutral, Negative
- **PeopleFit© – Team Dynamic & Org Requirement**

### **Part 2 – Analyze, Plan and Implement**

- **Organizational Impact and Risk Analysis**
- **Human Capital Planning and Development**
- **Culture of Relevance**

# Organizational Challenges

## Human Capital Costs & Risk Impact Analysis



- **Identify – *who's current, trending & static and who's not!***
- **Identify the cost structure & the real cost of your people by productivity percentages against 100%. Example: \$100,000 - base salary**
  - (50,000) - producing at 50%***
  - \$ 50,000 - cost drain***
  - Multiply across the organization.***
- **Identify the risk, cost and productivity drain:**
  - When top producers leave and under producers stay
  - When negative organizational agility and resiliency impact the business



## **Risk Management - Anticipate through the lens of value creation**

- **Accelerate growth, productivity & profitability**
- **Sustain peak performance**
- **Track and forecast human capital**
- **Seize competitive market opportunities**
- **Create an organizationally agile workforce**
  - **Strategically aligned**
  - **Robust & resilient**
  - **Deployable on demand**



## Questions?

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