

JOB MODEL FOR EXECUTIVE STAFF

INTRODUCTION

This job model includes:

- a summary of the main responsibilities
- a detailed description of the main responsibilities, showing key tasks and
- performance outcomes/measures
- the core competencies identified as most important for effectiveness in this job, with descriptions of specific behaviors contributing to effectiveness

Note that the core competencies for this job were selected from the larger set of 34 “building block” core competencies for jobs at _____. The selected set of core

competencies provides a focus for performance management and development for people in the job. The selected set does not include all the skills and competencies that are important in this job.

SUMMARY OF MAIN RESPONSIBILITIES

1. Responsibility for the Financial Performance of the Business
2. Managing Change for Organizational Improvement
3. Management of a Function (Including Managing a Cost Base)
4. Planning: Both Medium Term (1-2 years) and Long-Term Strategic
5. Performance Management
6. Communicating Upward and Downward

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DETAILED DESCRIPTION OF MAIN RESPONSIBILITIES

1. Responsibility for the Financial Performance of the Business

Main Tasks

- Establishing a Budget
- Controlling Costs
- Exceeding the Budget
- Achieving Sales Goals
- Achieving Growth
- Achieving Income Goals
- Recommending and Justifying Investment

Performance Outcomes and Measures

- Income Targets
- Return on Capital Employed
- Cost Control Numbers
- Rate of Growth of the Business

2. Managing Change for Organizational Improvement

Main Tasks

- Identifying opportunities for improvement
- Leading the process of redesigning structures, systems, and processes by which work is accomplished
- Sponsoring and championing experimentation with new approaches
- Educating people about the need for organizational change and about what the changes will mean for them

Performance Outcome Measures

- Specific, detailed plans for organizational change within the function
- Implementation of organizational changes within the function
- Improvements in quantitative performance measures (e.g., reduced costs, waste, cycle time; increased productivity, sales) due to organizational improvements
- Employee understanding of and support for organizational change

3. Management of a Function (Including Managing a Cost Base)

Main Tasks

- Preparing a Budget
- Identifying Tasks Within the Function
- Setting Goals, Targets, and Objectives
- Anticipating, Responding to, and Managing Change
- Establishing Measurements of Performance
- Staffing with the Right People
- Organizing the Function
- Communicating Within and Across the Function

Performance Outcomes and Measures

- Meeting Goals and Targets—Both Financial and Non-Financial
- Continuously Improvement
- Function's Goals Align with the Business
- Provision of Opportunities for People
- Satisfaction and Morale of Employees
- Reputation of the Function

4. Planning: Both Medium Term (1-2 years) and Long-Term Strategic

Main Tasks

- Preparing Growth Plans
- Preparing Financial Plans
- Preparing Capital Allocation Plans
- Identifying an Overall Strategic Thrust
- Assessing the Market, Competition, Customers, Technology, Labor Force, and Suppliers; Scanning the Environment
- Identify What We Are Good At - Our Advantage
- Identify How to Match Resources with Objectives
- Identify Short-Term Options
- Understand Whether the Strategy and Goals are Aligned with the Corporation's

Performance Outcomes and Measures

- Goals are Met
- Articulated Strategy and Plan
- Management is Not Surprised
- Always Ahead of the Competition
- Proactive instead of reactive

5. Performance Management

Main Tasks

- Assessing People's Potential
- Identifying and Providing Opportunities for Development
- Assessing People's Strengths and Deficiencies
- Coaching
- Providing Honest Feedback on Performance
- Delegating
- Removing Non-Performers

Performance Outcomes and Measures

- A Pool of People to Select from for Next Jobs
- Direct Reports are Promoted
- Executive Staff Person is Promoted
- Unit's Reputation is Enhanced (Its People are Sought Out)
- Fewer Performance Issues

6. Communicating Upward and Downward: Strategy, Resources and Performance Against Objectives

Main Tasks

- Communicating downward: policy, procedures, direction, and the spirit of the business
- Understanding the big picture and strategy
- Establishing lines of communication—through employees
- Understanding how one's own organization fits in
- Stating broad policies and procedures for consistency, but not so narrowly as to inhibit
- Monitoring compliance: ensuring that policies and procedures are understood
- Selling what one is communicating
- Developing policies and procedures that work
- Communicating frequently
- Getting people to change the way they do things
- Communicating upward: strategy, resources needed, and performance against objectives
- Identifying what would be well received by upper management
- Holding one-to-one sessions with upper management
- Giving presentations to upper management
- Simplifying complex information so that it can be easily understood by senior management
- Putting the message in terms that senior management can relate to
- Educating senior management about the business

Performance Outcomes and Measures

- A focused organization
- More satisfied employees
- Everyone understands the direction and where they fit
- Better, quicker decisions made at lower levels
- An empowered workforce
- Achievement and maintenance of ISO certification
- Unit is more likely to achieve its goals
- Unit obtains the resources needed to accomplish its goals

7. Satisfying External and Internal Customers

Main Tasks

- Finding out what customers want
- Getting feedback directly
- Interpreting indirect feedback
- Instilling a customer service attitudes in employees
- Translating customer requirements into our terminology
- Identifying who our customers are especially the ones we don't interact with directly
- Soliciting feedback from customers
- Reaching agreement with customers about what satisfaction is

Performance Outcomes and Measures

- We are the preferred supplier
- Customer satisfaction
- Internal customers use us
- Repeat business

8. Ensuring Compliance with the Law

Main Tasks

- Ensuring compliance with laws and regulations (e.g., EEOC, restraint of trade)
- Setting up systems and reporting mechanisms to ensure compliance
- Monitoring compliance performance
- Sustaining the ethics and values of the organization

Performance Outcomes and Measures

- Amount and cost of litigation
- Company's reputation in the business world

COMPETENCIES IDENTIFIED AS MOST IMPORTANT FOR THIS JOB

Note: The number in parentheses following each competency title is its number in the list of 34 competencies in our Competency Dictionary and in the Resource Guide.

A. Competencies Common to All Jobs

1. Fostering Teamwork (#3)

Definition: As a team member, the ability and desire to work cooperatively with others on a team; as a team leader, Interest, skill, and success in getting groups to learn to work together cooperatively.

Behaviors for Team Members:

- a) Listens and responds constructively to other team members' ideas
- b) Offers support for others' ideas and proposals
- c) Is open with other team members about his/her concerns
- d) Expresses disagreement constructively (e.g., by emphasizing points of agreement, suggesting alternatives that may be acceptable to the group)
- e) Reinforces team members for their contributions
- f) Gives honest and constructive feedback to other team members
- g) Provides assistance to others when they need it
- h) Works for solutions that all team members can support
- i) Shares his/her expertise with others
- j) Seeks opportunities to work on teams as a means to develop experience and knowledge
- k) Provides assistance, information, or other support to others, to build or maintain relationships with them
- l) Is a source of ideas for accomplishing team goals

Behaviors for Team Leaders:

- a) Provides opportunities for people to learn to work together as a team
- b) Enlists the active participation of everyone
- c) Promotes cooperation with other work units
- d) Ensures that all team members are treated fairly
- e) Provides direction for the team and feedback on progress to goals
- f) Represents the team to management and is responsible for aligning the team goals to business objectives
- g) Recognizes and encourages the behaviors that contribute to teamwork

- h) Sponsors the development of teams
- i) Pulls together a team comprised of the right combination of people to achieve a particular result.

2. Fostering New Ways (#25)

Definition: Demonstrating support for innovation and for organizational changes needed to improve the organization's effectiveness; supporting, initiating, sponsoring, and implementing organizational change; helping others to successfully manage organizational change

Employee Behaviors:

- a) Personally develops a new method or approach
- b) Proposes new approaches, methods, or technologies
- c) Develops better, faster, or less expensive ways to do things

Manager/Leader Behaviors

- a) Works cooperatively with others to produce innovative solutions
- b) Takes the lead in setting new business directions, partnerships, policies or procedures
- c) Seizes opportunities to influence the future direction of an organizational unit or the overall business
- d) Helps people to develop a clear understanding of what they will need to do differently, as a result of changes in the organization
- e) Implements or supports various change management activities (e.g., communications, education, team development, coaching)
- f) Establishes structures and processes to plan and manage the orderly implementation of change
- g) Helps individuals and groups manage the anxiety associated with significant change
- h) Facilitates groups or teams through the problem solving and creative thinking processes leading to the development and implementation of new approaches, systems, structures and methods

3. Managing Performance (#7)

Definition: Taking responsibility for one's own or one's employees' performance, by setting clear goals and expectations, tracking progress against the goals, ensuring feedback, and addressing performance problems and issues promptly.

Behaviors for Employees:

- a) With his/her manager, sets specific, measurable goals that are realistic but challenging, with dates for accomplishment
- b) With his/her manager, clarifies expectations about what will be done and how

- c) Enlists his/her manager's support in obtaining the information, resources, and training needed to accomplish his/her work effectively
- d) Promptly notifies his/her manager about any problems that affect his/her ability to accomplish planned goals
- e) Seeks performance feedback from his/her manager and from others with whom he/she interacts on the job
- f) Prepares a personal development plan with specific goals and a timeline for their accomplishment
- g) Takes significant action to develop skills needed for effectiveness in current or future job

Behaviors for Managers:

- a) Ensures that employees have clear goals and responsibilities
- b) Works with employees to set and communicate performance standards that are specific and measurable
- c) Supports employees in their efforts to achieve job goals (e.g., by providing resources, removing obstacles, acting as a buffer)
- d) Keeps informed about employees' progress and performance through both formal methods (e.g., status reports) and informal methods (e.g., management by walking around)
- e) Provides specific performance feedback, both positive and corrective, as soon as possible after an event
- f) Deals firmly and promptly with performance problems; lets people know what is expected of them and when
- g) Fully implements the Performance Management goals in a timely way
- h) Relates performance achievement to rewards and recognition

4. Results Orientation (#26)

Definition: Focusing on the desired end result of one's own or one's unit's work; setting challenging goals, focusing effort on the goals, and meeting or exceeding them

- a) Develops challenging but achievable goals
- b) Develops clear goals for meetings and projects
- c) Maintains commitment to goals, in the face of obstacles and frustrations
- d) Finds or creates ways to measure performance against goals
- e) Exerts unusual effort over time, to achieve a goal or result
- f) Has a strong sense of urgency about solving problems and getting work done
- g) Consistently meets or exceeds the goals set

5. Influencing Others (#4)

Definition: The ability to gain others' support for ideas, proposals, projects, and solutions

- a) Presents arguments that address others' most important concerns and issues and looks for win-win solutions
- b) Involves others in a process or decision, to ensure their support
- c) Offers trade-offs or exchanges, to gain commitment
- d) Identifies and proposes solutions that benefit all parties involved in a situation
- e) Enlists experts or third parties to influence others
- f) Develops other indirect strategies to influence others
- g) Knows when to escalate critical issues to own or others' management, if own efforts to enlist support have not succeeded
- h) Structures situations (e.g., the setting, persons present, sequence of events) to create a desired impact and to maximize the chances of a favorable outcome
- i) Works to make a particular impression on others
- j) Identifies and targets influence efforts at the real decision makers and those who can influence them
- k) Seeks out and builds relationships with others who can provide information, intelligence, career support, potential business, and other forms of help
- l) Takes a personal interest in others (e.g., by asking about their concerns, interests, family, friends, hobbies), to develop relationships
- m) Accurately anticipates the implications of events or decisions for various stakeholders in the organization and plans strategy accordingly

B. Additional Core Competencies for This Job

6. Establishing Focus (#1)

Definition: The ability to develop and communicate goals in support of the business's mission

- a) Acts to align own unit's goals with the strategic direction of the business
- b) Ensures that people in the unit understand how their work relates to the business's mission.
- c) Ensures that everyone understands and identifies with the unit's mission
- d) Ensures that the unit develops goals and a plan to help fulfill the business's mission

7. Decisiveness (#28)

Definition: Willingness to make difficult decisions in a timely manner

- a) Is willing to make decisions in difficult or ambiguous situations, when time is critical
- b) Takes charge of a group when it is necessary to facilitate change, overcome an impasse, face issues, or ensure that decisions are made
- c) Makes tough decisions (e.g., closing a facility, reducing staff, accepting or rejecting a high-stakes deal)
- d) Consistently makes the best business decision in a timely manner

8. Empowering Others (#4)

Definition: Conveying confidence in employees' ability to be successful, especially at challenging new tasks; delegating significant responsibility and authority; allowing employees freedom to decide how they will accomplish their goals and resolve issues.

- a) Gives people latitude to make decisions in their own sphere of work
- b) Is able to let others make decisions and take charge
- c) Encourages individuals and groups to set their own goals, consistent with business goals
- d) Expresses confidence in the ability of others to be successful
- e) Pushes decision making down to the lowest appropriate level
- f) Encourages groups to resolve problems on their own; avoids prescribing a solution
- g) Provides feedback on how the empowered individual is progressing

9. Strategic Thinking (#21)

Definition: Analyzing our competitive position by considering the market and industry trends, our existing and potential customers, and our strengths and weaknesses as compared to competitors.

- a) Understands the organization's strengths and weaknesses as compared to competitors
- b) Understands industry and market trends affecting the organization's competitiveness
- c) Has an in-depth understanding of competitive products and services within the marketplace
- d) Develops and proposes a long-term (3-5 year) strategy for the organization, based on an analysis of the industry and marketplace and the organization's current and potential capabilities as compared to competitors.

10. Entrepreneurial Orientation (#24)

Definition: A tendency to look for and seize profitable business opportunities; willingness to take calculated risks to achieve business goals.

- a) Notices and seizes profitable business opportunities
- b) Keeps abreast of business, industry and market information that may reveal business opportunities.
- c) Demonstrates willingness to take calculated risks to achieve business goals.
- d) Proposes innovative business deals to potential customers, suppliers, and business partners
- e) Encourages and supports entrepreneurial behavior in others

11. Persuasive Communication (#12)

Definition: The ability to plan and deliver oral and written communications that are impactful and persuasive with their intended audiences.

- a) Identifies and presents information or data that will have a strong effect on others
- b) Selects language and examples tailored to the level and experience of the audience
- c) Selects stories, analogies, or examples to illustrate a point
- d) Creates graphics, overheads, or slides that display information clearly and with high impact
- e) Presents several different arguments in support of a position

12. Customer Orientation (#16)

Definition: Demonstrated concern for satisfying one's external and/or internal customers.

- a) Lives the business mission: to be the preferred supplier through total customer satisfaction
- b) Quickly and effectively solves customer problems
- c) Talks to customers (internal or external) to find out what they want and how satisfied they are with what they are getting
- d) Shows flexibility in working with customers to meet their needs
- e) Finds ways to measure and track customer satisfaction
- f) Makes it easy for customers to do business with us

13. Flexibility (#34)

Definition: Openness to different and New Ways of doing things; willingness to modify one's preferred way of doing things.

- a) Is able to see the merits of perspectives other than his/her own
- b) Demonstrates openness to new organizational structures, procedures, and technology
- c) Switches to a different strategy when an initially selected one is unsuccessful
- d) Demonstrates willingness to modify a strongly held position in the face of contrary evidence

