



Dispense with job descriptions and watch your people soar

By Ian Berry

The problem I see with most job descriptions is that they list tasks and say very little about relationships or value delivery which is what every role in your business must be about. And often down the bottom of the form are the words "and anything else as directed."

Dispense with job descriptions and watch your people soar.

Replace your job descriptions with role clarity statements.

Every person in your business has a role to deliver value to other people. Value that they demand, desire, and feel that they deserve.

"Your customer is whoever gets your work next." said the great Japanese management thinker Kaoru Ishikawa.

With your people document who their customers are (relationships) and what value must be delivered to each person.

Recently I helped a client of mine to dispense with job descriptions and replace them with role clarity statements.



Below are the headings we used. In conjunction with Performance Possibility Plans, where personal and business goals for the next 90 days and how they will be achieved are documented, role clarity statements enable conversations about performance to be elevated and lead to greater accountability.

In the space of a few weeks greater value is being delivered by everyone, meaning happier employees and happier external customers.

What would you and your employees write under these headings?

- **Business Purpose**
- **Role Purpose**
- **Key Accountabilities and Responsibilities**
- **Key Performance**
- **Measures (Lead measures)**
- **Key Relationships of the role and the value that must be delivered to each person**
- **Key outcomes of role (Lag measures)**
- **Required levels of commitment (will) and competency (skill)**
- **Key gifts (talents) required and that need to be enhanced**

All of the above can be outlined on two sides of an A4 page.

Your people don't have jobs. They have relationships with other people where value delivery is paramount to the enjoyment of the relationships and the success of your business.

Be the difference you want to see in the world.

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About the Author

This article was written by Ian Berry, author of *Changing What's Normal* and creator of the *Enhancing Their Gifts System* and is republished here with permission. Ian Berry is an international business speaker with unique expertise in why doing good is good for business. The author of two books and a contributing author to three more, Ian holds the CSP (Certified Professional Speaker) designation, the highest level available to professional speakers internationally. He is also a Fellow of the Australian Institute of Management.

Ian Berry's career as a strategic advisor and professional speaker began in 1990 and followed a highly successful career in financial services. His unique presentation packages and strategic advice challenge the mind, stir the heart, and inspire you to feel, think, be, and do like you never have before. Ian is regarded by many as Australia's most engaging and inspiring business speaker.

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