

➤ How to Lead a Comprehensive Job Analysis



Why is it important to bring the right people on board? They'll get up to speed faster, contribute more, and stay longer—giving you the ultimate competitive advantage.

Doing business in today's rapidly changing world is challenging. Quick shifts in strategy happen frequently and transforming and driving innovation is a must if your business is going to make it. Meeting these business challenges requires people in the right role, with the right skills to take your business into the future. But how can you be sure you have the right talent?

It all starts with your strategy for finding the best people. But your people strategy is already lacking if it's not connected to your company's business strategy. And vice versa—your business strategy can't be fully executed if the right people, with the right skills aren't in place to do it.

Whatever the challenge—growth, innovation, transformation—companies need an effective way to make this critical connection. They need to understand what it takes for their people to succeed and align their talent management systems—hiring, development, etc.

Successfully executing your business strategy starts with a comprehensive view of what it takes to be successful in a job, function, or level, and then integrating that description into all of your talent management systems.

Having the right people in the right roles

So how can you ensure you have the right leaders in key roles?

Building Success ProfilesSM is the most effective way to connect business strategy and people capabilities. They're fundamentally different from other approaches (such as competency modeling) because they look beyond mere competencies to create both a way for business people to talk about managing talent, and a way for talent managers to understand what the business needs.

Success ProfilingSM has emerged as a critical best practice over several decades. And presently, savvy organizations are not only

identifying competencies but are going a step further by developing a full Success ProfileSM.

Success Profiles holistically capture the requirements of job success—what knowledge, experience, competencies, and personal attributes are critical to drive business strategy in a job, job level, or function.

These Profiles define what enables individual, group and eventually business success—or conversely, contributes to failure if lacking. Accuracy in defining success along with comprehensive coverage of the four components in the model are the cornerstone of an effective business-based, talent management system.



How Success Profiles work

How does this link between business strategy and people requirements work?

Consider a company facing growth. To meet current and future challenges, this company determined that “Driving New Product Innovation” will be a critical factor or business driver for achieving growth.

So to create Success Profiles that align talent management systems with business strategies, it was critical to define what people in each job or level need to do effectively to bring new offerings to market. For example, each level within the organization has different responsibilities to contribute to success:

Senior Leaders. When the driving business need is product innovation, our research shows that Change Leadership, Selling the Vision, and Empowerment/Delegation are critical competencies for senior leaders to possess when facing this challenge. Some examples of what this will actually look like that come to mind: senior leaders at a car company charge their staff to double the fleet’s fuel efficiency within a decade; to launch a product that supports an emerging technology or trend; or introduce an entirely new product that develops a market that didn’t previously exist.

Entry- and Mid-level Leaders. Frontline leaders and managers play a large role in implementing a change that requires increased innovation. Past competency profiling efforts demonstrate that Facilitating Change, Coaching, and Customer Focus are critical competencies for these leaders to successfully implement this required change.

These leaders are the executors when it comes to innovation. They’re taking big ideas from senior leaders and making them real. They’re also motivating their teams to support the effort. And in tough economies, they’ll be vital in deciding which innovations are well-timed, using their thorough knowledge of the organization’s customer base.

Frontline Associates. Individual contributors also play a critical role. Research shows that competencies and personal attributes such as Adaptability, Initiating Action, and Continuous Improvement contribute to successful innovation at this level of the organization.

Frontline associates play a key role in innovation as well. Often, these hands-on workers are the ones who see flaws in a plan or a product that weren’t obvious when the idea was conceptualized. When frontline associates are innovative, they infuse change and improvement to the overall process. They tackle tough problems and improve the end result.

Motivational fit for “Driving New Product Innovation” is similar at all three levels. When innovation is the business driver, associates should be excited by change rather than comfortable with the status quo. Innovators like to problem solve, and value the chance to be in on something new.

Location fit is another kind of motivational fit that can’t be overlooked. How well, for example, would an engineer adapt to an isolated desert environment that goes along with a job testing explosive devices? He may love the work, but can he find satisfaction with the compromises he must make to do it?

Many companies realize that it’s not enough to simply state the business driver for a job or level. In order for an aspirational business driver to be more than ‘words on the company poster,’ the business drivers must link to critical people capabilities. The people capabilities (or Success Profiles) shape the talent management systems to hire, train, evaluate, and promote people at each level.

In the following sections of this guide, we’ll show how to build accurate Success Profiles and share best practices.

Success Profile Management: A How-To Guide

Success Profile management has four steps:

1. Understand the business strategy.
2. Make a plan for building Success Profiles.
3. Collect data.
4. Build, confirm, and document a profile.

1. Understand the business strategy.

Success Profiles are most transformative when they start with the end in mind. That is, they account for your current and future business needs. Effective talent management requires that your business goals and strategies drive the quality and quantity of the talent you need. Define what it will take for your organization to succeed globally over the next 3-5 years.

Ask: Do we have enough leaders with the right capabilities to tackle these challenges? If not, how can we identify those with the greatest potential and accelerate their development?

Then ask: What will be the measurable indicators of talent growth? A well-known management axiom is that “you can’t manage what you can’t measure.” Keeping the end in mind is the most central tenet to great talent management.

2. Make a plan for building Success Profiles.

The process to identify the Success Profile for a job or job family level starts with planning. Those leading the process (known as analysts) seek to understand the business environment, strategies, and objectives associated with the jobs or roles being analyzed. From this understanding, the analyst can identify potential knowledge, skills, motivations, and competencies that will enable people to be successful.

Analysts examine current competency models and determine their relevancy to the people requirements for the target positions or levels. This ensures the Success Profiles process is completed as efficiently as possible without wasting time gathering redundant information.

Then, consider the implementation strategy—the technology and HR processes that will be impacted by the new Success Profiles. This will ensure you carefully adapt these supporting systems and processes to the new Success Profiles.

A good plan identifies who needs to buy in to the process and should have input into the models themselves—including stakeholders, line and HR managers, and incumbents. Communicating the business reasons for the Success Profiles ensures buy-in of the deliverables and the expected impact on existing systems and processes.

3. Collect data.

After planning, the data collection phase begins. There are three common sources of information:

- People doing the job
- People managing those who do the job
- Visionaries and senior leaders who can speak to the business strategies/drivers

Each of these three sources contributes a valuable perspective. Successful incumbents detail the challenges someone new to the role will face.

Managers offer a different perspective. They are best able to share examples of various ways in which current incumbents are exceptional or sub-standard in addressing the challenges of the target job/level.

Visionaries offer critical additional insights. These leaders have information about the direction of the business that will influence what it will take to be successful in the future, which may not be known by incumbents or their managers.

4. Build, Confirm, and Document a Profile.

After collecting information, the analyst integrates insights from these three sources and drafts a tentative Profile. This Profile should be reviewed and confirmed by visionary leaders, especially when substantial changes in business or people requirements are prevalent.

In other situations, managers complete a questionnaire where they are asked to help with rating and ranking specific elements of the Success Profile. The end product includes clearly defined competencies, as well as the specific knowledge, experience, and personal attributes, such as motivation to collaborate with others or to assume leadership responsibilities.

Best Practices for Success Profiles

So how can you get the most out of your investment in identifying, applying, and managing Success Profiles? Several proven best practices will enable your organization to be more effective.

Integrate Talent Programs Around a Common Success Profile

Too often, different competency models are developed for different processes and programs. As a result, there's no common framework to assess, develop, and appraise people. Competencies, or more holistic Success Profiles, are a powerful tool that should link and create synergies among these HR processes.

Common Success Profile frameworks allow people to better understand what's expected of them from a behavioral point of view as they progress through the organization. This results in consistent, reliable application of your Profiles.

If a candidate for promotion is assessed on his or her ability to develop others, but subsequent leadership development programs address decision making and budgeting, how can an incumbent determine what is important? HR processes need not be identical, but they should be complementary.

Use Models That Can Be Quickly Updated

Change is constant. It must be easy to reprioritize the elements in your Success Profiles, or introduce new ones that are needed to drive future success. Organizations can't afford to conduct elaborate studies with lengthy data collection activities that take months—if not years—to build or update a model. Those who've taken this approach often find out that once their model is ready to be launched, the business situation has changed and their Profiles are irrelevant.

In an ideal world, every time a company does business planning or changes the strategic direction, they should re-examine executive and leader competencies. They should determine whether competencies, knowledge, experience, or personal attributes need to be added, deleted, or moved up or down in importance in order to drive business success. Flexibility is essential to ensure the goals set for the Success Profiling project are realized.

Some companies have a process champion, who is charged with keeping the models up to date and well communicated. Having an effective technology-enabled Success Profiling process is the best way to ensure flexibility and make rapid updates to your Profiles.

Ensure Sustainability

Here are some ways to ensure your Success Profile is sustainable and has maximum impact:

- 1. Communication.** Have senior leaders address the business case and create buy-in for the Success Profiles.
- 2. Accountability.** Clearly define roles in developing and using the model, and establish accountabilities for all key stakeholders, starting with the CEO.
- 3. Skill.** Training may be necessary to help people understand how to interpret and use Profiles in various HR processes.
- 4. Alignment.** As we've already discussed, common competencies across HR processes create synergies that drive efficiency and better results.
- 5. Measurement.** Provide clear lead and lag measures on the outcomes associated with using competencies. Better quality hires and reduced time to contribution are common metrics for hiring systems, and better application of skills is common for training programs.

The Business Impact of Success Profiling

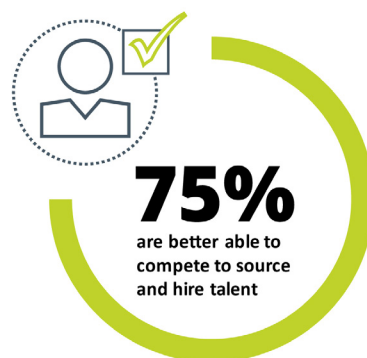
According to DDI research, companies that use competencies are more likely to rate their staffing processes as effective, when it comes to filling key positions quickly and effectively.

The majority of organizations who thoroughly define Success Profiles (75 percent), say they are better able to compete to source and hire the talent required, compared to 32 percent of organizations who don't build Profiles.

DDI's research also shows that organizations that identify Success Profiles are 4.8 times more likely to rate themselves in the top 10 percent of their competitors based on the quality of their leadership talent.

While the above demonstrates the impact Success Profiles can have upon implementation, take care to identify and track the metrics in your organization that are aligned to your leaders' business. By measuring the impact in terms that relate directly to their business, HR professionals can make more informed decisions regarding future enhancements to talent strategies.

Additionally, you will be well on your way to ensuring you have the critical buy-in from the senior leaders in your organization. Without senior leadership's buy-in, it is unlikely you'll achieve complete success with your talent management initiatives.



About DDI

DDI is a global leadership consulting firm that helps organizations hire, promote and develop exceptional leaders. From first-time managers to C-suite executives, DDI is by leaders' sides, supporting them in every critical moment of leadership. Built on five decades of research and experience in the science of leadership, DDI's evidence-based assessment and development solutions enable millions of leaders around the world to succeed, propelling their organizations to new heights. For more information, visit ddiworld.com.



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