**Turnover & Job Design**

Jobs atrophy over time so a job’s focus becomes diffused. Time gets wasted on unimportant things because roles and responsibilities are not updated for new business demands. in a growing company, jobs often expand beyond their incumbent’s capability. The growing gap between what the job requires and what talent can execute obviously diminishes performance, but it also effects moral. People become afraid to make a mistake that will reveal they are over their heads, and become cautious. Cognitive attachment slip. They become disengaged. Eventually they become discouraged and leave. Job design prevents this. in3‘s job design methodology:

1. Identifies what the internal or external customer expects
2. Identifies how to measure what they expect
3. Identifies when they expect it to be delivered.

Job Design simplifies a job into a 1-page profile. It simplifies responsibilities into roles which create a sense of purpose. It reduces wasted time and concentrates efforts on expected impact. Defined and weighted job roles aid employees and their managers in determining what the customer wants and how to achieve it. Clear, quantifiable metrics allow informed managers to guide projects to completion. Employees know what to expect, and managers know how to evaluate.

***Identify & close the gaps***

The **in3’** framework and tools ensure that people:

**Are Accountable:**

* creates job profiles to identify responsibilities & prioritize roles (accountability areas)
* provides software to set, measure and reward goals
* identifies the linkage between job design and other org. issues

**Are Capable:**

* sets organization and job capability standards
* provides software to identify talent gaps, generate structured behavioral interview guides to identify candidate talent depth, and set training goals to close gaps
* maps capability at a macro, not granular, level to facilitate management practices

**Problems We Solve**

1. **Sales**
2. **Performance**
3. **Turnover**
4. **Selection**
5. **Change: M&A Integration, Troubled Initiatives, Brand Experience, Enterprise Transformation**

**Projects We Do**

1. **Culture Change**
2. ***Job Design***
3. **Talent Requirements**
4. **Training: Framework, Methodology, Software**

**Client Example:**



**To highlight the importance of updating job roles and responsibilities to fit the customer, and show an example of job profiling, top leaders of a global industrial gas producer were asked to describe a job that was experiencing terrible turnover. They chose a sales job—the Retail Outlet Manager. They were asked to describe everything for which the job was responsible and responsibilities were listed on a flipchart. Then they were asked, for which of the responsibilities would the job incumbent not get fired or severely reprimanded, if they failed to perform them. After deleting a number of responsibilities from the list, related responsibilities were grouped into accountability areas, or Roles. The executives were shocked to discover that the Retail Outlet Manager’s most important role was inventory control, not sales. They were putting sales people into inventory control jobs and experienced 70% turnover because of it. There was an audible gasp as the executives understood why they had the severe turnover problem.**

**Jobs evolve and people have to fit the real job, not the imagined one. In the beginning, the job’s primary customer was the VP of Sales and the retail customer. But now, with hundreds of stores across the globe, the VP of Logistics was the job’s primary customer, and he wanted to know inventory levels. Job responsibilities, goals and measures had to be modified and re-weighted to reflect the job’s new primary customer.**