Designing High Performance Jobs


Idea in Essence

¶ A job not designed for high performance cannot generate high performance.
¶ Spans have to be changed and tweaked over a period of time.
¶ Business potential has to be realized.

Do you wonder, "Have I put the wrong people in critical jobs?" Compelling product, exciting vision, clear strategy too need systemic implementation – and this is simple: change the resources people control and change the results for which they are accountable.

Here is an action-oriented framework that shows how to design jobs for high performance. Just see to it that each employee’s supply of organizational resources equals her demand for them, a balance that applies across every function, every business unit, across entire company.

Manage four spans by narrowing/ widen ing them:
- The Span of Control: defined as the range of resources – not only people but also assets and infrastructure for which the manager has decision rights; include resources whose performance accountability is with the manager.
- The Span of Accountability: defined as the range of trade-offs affecting the measures used to evaluate a manager’s achievements; use financial and non-financial measures.
- The Span of Influence: corresponds to width that the manager needs to cast in collecting data, probing for new information, attempts to influence work of others.
- The Span of Support: defined as the quantum of help an individual can expect from people in other organizational units.

IdeAction

¶ Align the Four Spans – bring equilibrium.
¶ Create entrepreneurial gap by holding the manager accountable for more than she controls.