

Why

To give people the opportunity to grow and to find the optimal fit between people's strengths and the roles they fill.

What

An overview of how people perceive the different roles they fill and how different combinations of tasks could become possible to get optimal fits in terms of effectiveness and job satisfaction.

How

For example: people rate their roles based on 3 dimensions:

- Are the roles I fill draining or fulfilling?
- Are they a good match for my talents?
- Are my current skills and knowledge helpful or limiting in my current roles?

The results are visible for everyone on the intranet.

This gives an overview of how people perceive their current roles in relation to their ambition, potential and current skills. This can be used to review roles and to allocate/re-allocate tasks and projects.

Frame the activity in such a way as to not create false expectations. Doing this exercise is a great way to encourage and help people to reflect on their own roles and talents. It could also lead to a shift in tasks but of course this is difficult to guarantee. However, having this discussion can also enrich the talks you have with your co-workers.

When

When you want to create ownership and energy by giving people the opportunity to reflect on their own goals and making it possible to switch roles where feasible.

Possible workshop exercise

Ask everyone to define their job according to a set of roles they perform and get them to rank these roles according to the dimensions mentioned above. Experiment with what kinds of discussions can be generated when you talk about the ratings.

Critical success factors

The right framing; don't create false expectations. However, make use of the information gathered whenever you can to enrich people's roles or help them develop. Not making use of it at all renders the exercise pointless.