

Max Potential's

Ideal Role **Key Behaviour Indicators (KBIs)**

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Max Potential's Ideal Role KBIs

Getting a good fit between job holder strengths and job demands is the secret to good job performance and satisfaction.

You were asked to complete your Job Assessor Questionnaire based on scoring each statement pair according to which of the two actions you would prefer to do in your 'ideal job'. The purpose was to describe what focus and what behaviour (actions) your ideal job would require.

In this report you will see the focus and specific actions that you said would give you the most job satisfaction. You can use this information to compare to job descriptions and their KBIs to see which would be a good fit and which might be a stretch too far in a direction you might not enjoy.

The Job Assessor Questionnaire process is based on an extensive body of research into the range of things people do in the management of their jobs. It identifies those specific actions that **accelerate** performance (shown in **blue**), that **sustain** performance (shown in **green**).

In any job you can do things that:

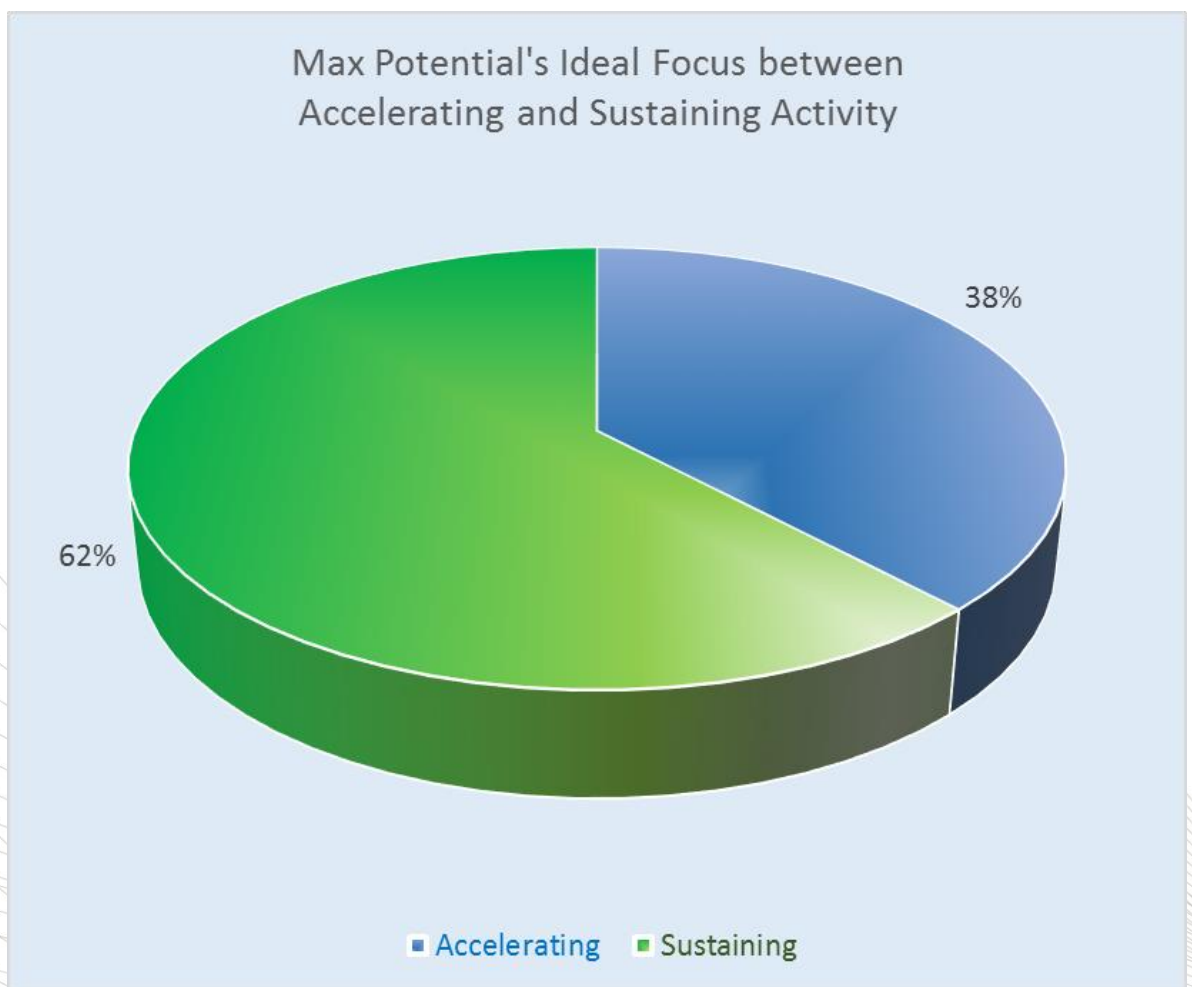
- **Accelerate** performance – these are actions that move things forward, create talent depth, integrate activities and outputs, and improve overall effectiveness. They are centred on vision, change, and improving effectiveness.

Or

- **Sustain** performance – these are actions that are aimed at making things run smoothly, ensuring plans are implemented, progress is tracked, targets are achieved, and quality is maintained. They are centred on implementation, consistency, attention to detail, and improving efficiency.

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This chart shows the balance between **Accelerating** and **Sustaining** activity that your ideal job would require.



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Some additional information:

The ways in which individuals **accelerate** or **sustain** performance reflects their focus on getting results by dint of personal action and activity, through people, or through the application of system, structure and procedure . Once again, the choice of how to do it is a function of the job, the people involved, the associated time lines, and so on. One can either **accelerate** or **sustain** performance through a focus on:

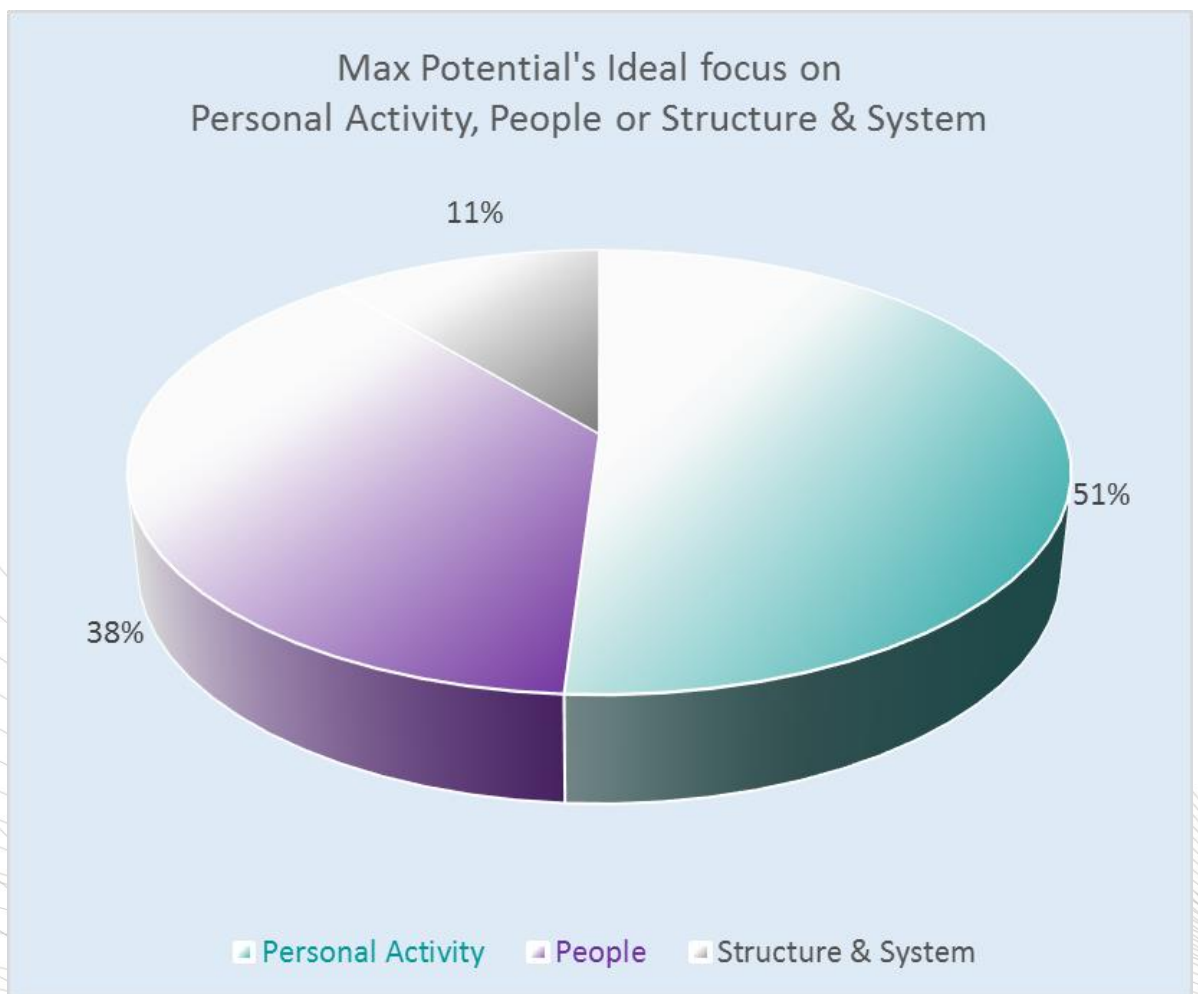
- **Personal Activity** – achieving results through personal drive, energy, action, and initiative, and by setting the example and standard of performance, setting challenging goals and objectives and monitoring and tracking them closely
- **People** – achieving results through influencing the actions of others and getting them committed to common goals, by delegating responsibility and authority to people, by building teams, and by supporting learning, growth and development.
- **Structure & System** – achieving results through the creation and application of structure and organization, through the implementation of systems, processes and procedures, through analysis, and by focusing on integration and coordination of activities and outputs.

The table below summarizes this linkage:

Focus / Performance Result	Personal activity	People	Structure & System
Accelerating	Initiative, example, challenge	Delegation, team building	Integration, coordination, structure
Sustaining	Objectives, tracking performance	Support, help, development	System, process, analysis

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This chart shows the focus on Personal Activity, People or Structure & System that your ideal job would require.



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More specifically, performance can be accelerated or sustained in different ways.

You can **Accelerate** performance by:

- Taking initiative, setting an example, and setting and accepting challenges
- Creating and developing teams and giving responsibility to people
- Coordinating and integrating the activities and outputs of people, establishing organization and structure and taking a longer-term view of the business

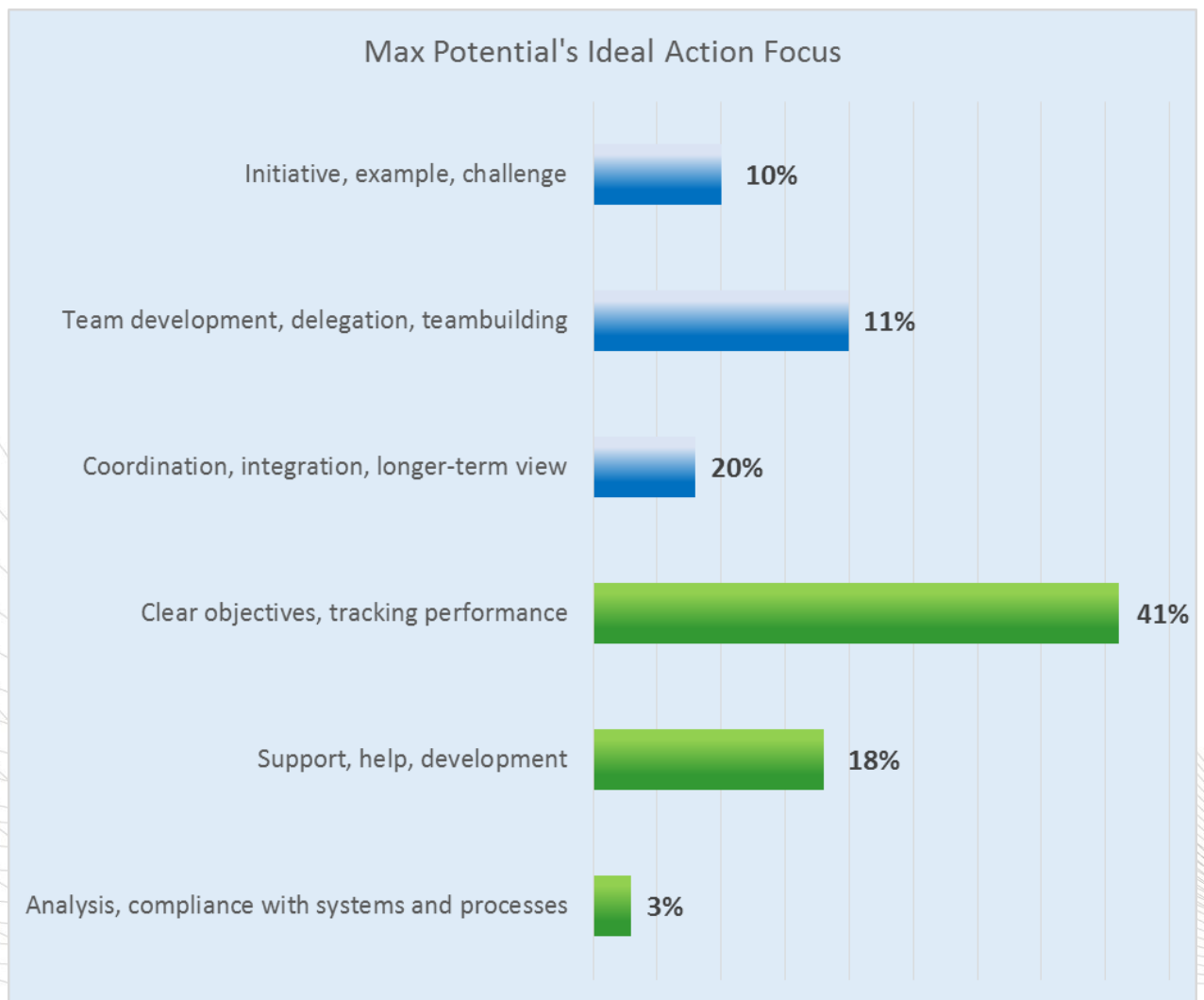
And you can **Sustain** performance by :

- Setting clear goals and objectives and tracking performance against them
- Providing support for people and helping them grow and develop in their jobs
- Analyzing decisions and situations and ensuring that systems, processes and procedures are followed

For more details on both these descriptions, please see the Appendix at the end of this profile.

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The following chart shows you more specifically how your ideal job would require you to demonstrate performance **accelerating** or **sustaining** behaviour.



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Research shows that a small number of actions drives 80% or more of results in a job. Focusing on these actions is therefore central to the effective management of the job in question.

The following are the specific **accelerating** and **sustaining** actions on which your ideal job would require you to focus:

- ❑ Show open appreciation to people for their accomplishments
- ❑ Require quality output from everyone
- ❑ Set clear priorities and stick with them
- ❑ Only deliver work that is acceptable to the recipient
- ❑ Focus action on the top priorities

- ❑ Try to exceed performance expectations
- ❑ Establish clarity about objectives
- ❑ Focus energy and attention on making a significant difference
- ❑ Stand accountable for team performance
- ❑ Cultivate a range of contacts throughout the company

- ❑ Stress the importance of attention to detail
- ❑ Always meet commitments
- ❑ Ensure that high priority issues are resolved satisfactorily
- ❑ Make people feel part of a team
- ❑ Try to make people's jobs interesting

- ❑ Support people when they make honest mistakes
- ❑ Make people feel good about their achievements
- ❑ Keep information up to date
- ❑ Only accept best effort and results
- ❑ Respond to requests rapidly and thoroughly

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APPENDIX

Here are some capsule descriptions of the various approaches to [accelerating](#), [sustaining](#) performance, plus some examples of the specific actions that characterise them:

1. Taking initiative, setting an example, and setting and accepting challenges:

This behaviour attempts to get people to work toward doing things better, to strive to be the best, to search for constant improvement, and to engage the competition. It does this by setting the example, by being a role model, by communicating a vision, and by maintaining constant touch with as many people as possible who need to be influenced to achieve an objective. It highlights actions and uses all available means of communication to make sure that these actions are visible to everyone. It focuses on a constant pursuit of challenging goals and targets.

Because it is action based it attempts to affect change through the application of personal energy and drive. It has a lot to do with leading by example. It's an out-front, up-front style that deals with issues head on. It strives to develop strong commitment from people. It aims to get people excited and enthused. It tries to create a buzz.

The following are some examples of this type of behaviour:

- [Setting an example by getting change started](#)
- [Facing up to and dealing with demanding situations](#)
- [Stating arguments persuasively](#)
- [Focusing action on the top priorities](#)
- [Challenging people to achieve more](#)
- [Taking the lead in initiating ideas and actions](#)

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2. Creating and developing teams and giving responsibility to people:

This behaviour focuses on getting superior results by building effective teams and giving people responsibility and authority to deliver superior results. It attempts to release the energy and commitment of individuals and groups to rise to the challenges of their work.

People who exhibit this behaviour delegate as much responsibility as possible. And once the responsibility has been delegated it is not interfered with. If the individual has made every effort, failure is accepted, but if this isn't the case it is not tolerated. The expectation is that once an individual or group accepts responsibility for doing something they will do their very best to ensure it is done.

The behaviour involves assessing the motivation and capabilities of people and trying to match them up with jobs that fit them best. Performance results from people being able to do what the job requires. Much of the behaviour is centred on enabling people to become the best they can be.

Along with giving people stretching responsibilities this also means giving them clear performance feedback – both positive and negative. The behaviour also focuses on making sure people get recognition for actions, that they get credit for their achievements and that they get adequately rewarded.

The following are some examples of this type of behaviour:

- Standing accountable for team performance
- Giving and accepting open and frank feedback
- Reviewing past performance to see what can be learned from it
- Showing open appreciation to people for their accomplishments
- Getting people to focus on how they can make their best contribution
- Seeking out ideas and suggestions from people

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3. Coordinating and integrating the activities and outputs of people, and taking a longer-term view of business:

This behaviour focuses on coordinating and integrating people's activities and outputs. The objective is to get people to see how their work fits with others' and to overcome the boundaries that exist between what people in different parts of the organisation are doing. The hoped for result is a smooth flow of work and a seamless fabric of output.

Cascading objectives vertically is relatively easy; coordinating them horizontally across teams, departments and divisions is far more difficult. This behaviour seeks to establish common purpose across a business unit, be it a team, a group, a department, division or whatever. It moves people from constant fire fighting to managing by exception. It takes a longer-term, strategic view of things. The challenge it addresses is best described by a quote from the legendary baseball manager, Casey Stengel: "It's easy to get the players; it's getting them to play together that's the hard part."

The following are some examples of this type of behaviour:

- Creating a shared commitment to what has to be done
- Making sure that procedures are helpful rather than obstructive
- Making sure the right people are consulted and involved in key decisions
- Encouraging people to find ways to be more effective
- Assessing the future implications of decisions
- Keeping focused on the big issues facing the business

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4. Setting clear goals and objectives and monitoring performance against them:

This behaviour focuses on setting and achieving clear and specific objectives and closely tracking results against them. It's a hands-on style of management. The behaviour focuses on making sure no details are overlooked and ensuring that what gets started gets finished, on time, every time, and on budget. It sits at the heart of effective performance management, working with observable, measurable data and providing rapid feedback of information. It aims to make sure that situations are addressed immediately, that they are brought to a successful conclusion and that things are not left half-done. It breaks down policy and strategy into manageable objectives and tasks.

The following are some examples of this type of behaviour:

- Stressing the importance of attention to detail
- Giving people frequent performance feedback
- Reviewing and clarifying people's objectives with them
- Making sure jobs get finished
- Setting clear priorities and sticking with them
- Separating broad policy goals into manageable objectives

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5. Providing support for people and helping them grow and develop in their jobs

This behaviour centres on giving support to people, assisting them, giving them a feeling of belonging, training and developing them, and making sure they are treated properly. It often manifests itself as helping people deal with problems and pressures at work. It attempts to build a sense of “family”, with all its connotations of mutual support, care, and consideration.

The behaviour tries to make sure people are treated fairly and with dignity. It also focuses on aiding people in resolving arguments and disputes and can be seen in things like arbitrating conflict, trying to shift the focus from areas of disagreement to areas of agreement, and generally attempting to help people deal with issues that sap time and energy and block performance.

It attempts to make work interesting for people, to attempt to get people doing the things they enjoy and which give them most satisfaction. It tries to involve people in discussions and encourages them to contribute and be a part of things, and to gain a feeling of involvement and ownership.

The following are some examples of this type of behaviour:

- Making people feel part of a team
- Working for a win-win resolution to conflicts
- Supporting people when they make honest mistakes
- Encouraging contributions from everyone
- Helping people realise what they are capable of achieving
- Making sure people don't fail because of lack of appropriate resources

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6. Analyzing decisions and situations, and ensuring that systems, processes and procedures are followed:

This behaviour focuses on implementing, and ensuring compliance with systems, processes and procedures. It is centred around making sure that things are done in an accepted manner. The behaviour also has a side which is analytical – assessing risk, working out processes and procedures, and putting proposals to the test of logic.

In terms of compliance it relies on precedent and accepted practice. In terms of analysis it requires hard data for proposed decisions. It tends to be critical in roles such as financial controller or safety officer, where things have to be done according to prescribed parameters, systems, methods and procedures.

The following are some examples of this type of behaviour:

- Requiring clear plans for proposed actions
- Dismissing proposals that are not logically thought through
- Regularly assessing and adjusting plans in line with changing realities
- Making sure people are aware of current standard procedures
- Providing people with processes that help them work more efficiently
- Simplifying complex problems