

Matching Tasks with Talent

"During the late 1960s, Frederick Herzberg and others began to explore ways to make jobs that were generally not very enjoyable into ones that were. Their solution was a straightforward one--change the job. More specifically, enrich the job by adding activities that are more enjoyable. One of the reasons leaders have achieved dramatic improvements in productivity through sociotechnical approaches, quality initiatives, and team structures is that each of these strategies has enriched the tasks employees perform. When jobs are made inherently more interesting and challenging, using more of people's talents and abilities, intrinsic motivation increases dramatically."

The Balancing Act; Kerry Patterson, Joseph Grenny, Ron McMillan & Al Switzler

A. Overview.

Beyond the basic understanding of RGB at the individual or organizational level lies an advanced insight that has a direct bearing on capacity. In a perfect organization, an individual's tasks and RGB predisposition would be perfectly matched. Yet in most organizations this is not the case.

Personnel departments are normally in no position to shuffle people around to optimize capacity, and the task of matching the right person with the right job is left undone. Supervisors are fearful that if they try to find a better match between one of their people and the right job, that these actions will be misunderstood. Rarely do they see it as their job in any event. They are right. Between the personnel department and first line of supervision there is often a void that can only be filled by organization development (OD) practitioners. Because OD crosses boundaries in client organizations, it becomes the perfect catalyst to find conditions where capacity is below acceptable levels and make recommendations to correct these conditions.

Finding low capacity conditions is a routine function of collecting diagnostic information across an organization on a regular basis. Under normal conditions, there is a loss of capacity at the Band C (refer to Smart Tailoring Banding) and below levels. Other warning signs may come during interviews or surface within narrative comments. Low capacity may also come as a result of incongruent relationships that cause a mismatch condition. A highly Red dominant person who must work closely and continuously with a strong Blue or Green may go over an acceptable threshold if some release isn't programmed into the job satisfaction equation. Often, an astute practitioner can detect difficulty when comparing the RGB Profiles of people who work closely together.

Once detected, the practitioner must formulate alternative solutions and begin to explore potential avenues to achieve improved results with the lowest possible disruption to work flow and career potential. There are four possible alternative solutions: shift people to a more RGB compatible job balance, shift RGB Profile to be more compatible with job

task requirements, shift tasks between people to provide a more optimal performance level across a work group, or add adjunct tasks that can create a desirable catalytic performance outcome.

If shifts are made of any kind, it is important that the practitioner monitor results carefully until the most viable solution is implemented and stabilized. Unnecessary adjustments in tasks and relationships between coworkers may disrupt capacity more than an original adverse condition if caution isn't exercised. Bands D and E (refer to Smart Tailoring Banding) actions must take remediation priority.

In summary, there are four sequential elements in the application of RGB Technology at an advanced level: detection, formulation of alternative solutions, implementation, and follow-through. In some cases the practitioner may be able to work with one or two individuals to bring about an acceptable solution. In more complex situations, several people may have to make adjustments to arrive at the best possible solution.

B. Typing Tasks – Matching Talent

Once the “right” people have been hired, front-line supervisors and HR professionals continue to be challenged with team assignment, collateral duties, and network development. The continuing task of balancing the job a person was hired for, and the myriad of tasks that get added on to the job seems never-ending. Both employers and employees are confused by the nature of “real work” in today’s complex working environments. The use of RGB technology explores the range of possibilities and the core solutions to optimize capacity for employers and employees. See Attachment 1 for specific instructions as to Task Typing.

C. Identifying the Mismatch.

If the Red, Green, and Blue scores are within a few points of each other, the match between predisposed talent and job requirements is high. If the gap is large, the possibility that shifting task conditions could improve job performance is highly likely. The total mismatch is the sum of the difference between each color. Over time a significant mismatch is likely to cause loss of performance capacity. See Attachment 2 for specific instruction on completing Matching Tasks and Talent RGB Task Analysis.

D. Remediative Strategy.

Once a Task Analysis has been completed, it will point to one of two potential remediative strategies depending upon the degree of compatibility required or desired. See Attachment 3 for specific guidance. There are two primary ways to close an RGB gap between Talent and Task:

1. Adjust the Tasks. In some cases, members of a work group or team can renegotiate tasks to better match talent with job requirements. This is an ideal condition. In other cases, a task reduction/increase may be required to achieve an improved overall balance. Often, the parallel organization (additional team duties) is an ideal avenue within which to make these adjustments.

2. Shift the Predisposition. In many cases it is desirable to shift the emphasis of one's predisposition. Over the years, people who have changed job responsibilities have also shifted their natural predisposition for task performance. This is best accomplished slowly - over months, small increments at a time. The idea is to offer challenges that cause the individual to "stretch" into new tasks until an optimum shift is completed. The individual would try new tasks until a new and improved balance between tasks and talent is achieved.

E. General Red-Task Preferences.

At the conclusion of a three-day RGB Forum we asked participants to make a list of the forty tasks that might be most common to employees with a specific Red, Green, or Blue predisposition. The following lists were generated. Separately each item was scored to establish a starting point Task Analysis. The following are the Red Tasks identified:

1. 45-20-35 Read documents for clarifying guidance.
2. 40-40-20 Research facts that illustrate a "correct" course of action.
3. 35-35-30 Use computer software applications.
4. 45-35-20 Develop a detailed work plan.
5. 40-35-20 Coordinate transportation to synchronize an itinerary.
6. 45-35-20 Organize employee activities to optimize output.
7. 40-30-30 Attend re-certification activities to hone skills.
8. 45-45-10 Keep members of a work group on track.
9. 45-30-25 Organize individual workspace.
10. 40-40-20 Schedule work tasks.
11. 45-35-20 Set up database files.
12. 45-35-20 Perform data entry.
13. 45-35-20 Print files to a consistent format.
14. 45-35-20 Proofread documents/plans to find errors or inconsistencies.
15. 40-40-20 Establish a filing system so that retrieval is efficient.
16. 45-35-20 Operate office equipment.
17. 45-20-35 Prepare financial reports.
18. 40-40-20 Perform quality control functions.
19. 45-30-25 Assemble publications according to a specific standard.
20. 40-35-25 Maintain mailing list.
21. 45-35-20 Repair equipment.
22. 45-20-35 Analyze budgets.
23. 40-40-20 Complete written performance evaluation.
24. 45-20-35 Order supplies.

25. 45-20-35 Inventory supplies.
26. 45-20-35 Maintain furniture/equipment inventory.
27. 40-35-25 Maintain personnel files.
28. 45-20-35 Complete supply requisitions.
29. 40-40-20 Coordinate travel arrangements.
30. 45-35-20 Process expense reports.
31. 45-30-25 Document expenses.
32. 35-35-30 Design forms.
33. 40-30-30 Complete standardized forms.
34. 40-35-20 Check travel itinerary.
35. 40-35-25 Manage facility.
36. 45-35-20 Inspect property.
37. 45-30-25 Prepare office floor plans.
38. 45-30-25 Prepare procedure manuals.
39. 45-30-25 Maintain client list.
40. 40-40-20 Clarify administrative support requirements.

F. General Green-Task Preferences.

At the conclusion of a three-day RGB Forum we asked participants to make a list of the forty tasks that might be most common to employees with a specific Red, Green, or Blue predisposition. The following lists were generated. Separately each item was scored to establish a starting point Task Analysis. The following are the Green Tasks identified:

1. 40-40-20 Negotiate work schedules.
2. 35-45-20 Protect individual confidentiality.
3. 20-45-35 Design user-friendly adaptations for technology.
4. 35-40-25 Arbitrate and settle disputes.
5. 20-40-40 Facilitate meetings.
6. 35-35-30 Consider contributions of all employees.
7. 30-35-35 Conduct interviews.
8. 40-40-20 Meet customer expectations.
9. 20-45-35 Orchestrate role clarity among key players.
10. 25-45-30 Cultivate new market innovations.
11. 20-45-35 Formulate marketing strategies.
12. 30-40-30 Coach employees.
13. 20-45-35 Develop networks.
14. 25-40-35 Handle customer complaints.
15. 25-45-30 Establish connections with new clients.
16. 25-40-35 Connect differing ideas.
17. 30-40-30 Encourage use of employee benefits.
18. 40-40-20 Update team activities.
19. 20-45-35 Coordinate office social activities.
20. 20-45-35 Maintain relationships with outside organizations.
21. 20-40-40 Hold informal meetings.

22. 30-45-25 Establish informal networks to transfer information.
23. 30-40-30 Conduct performance counseling.
24. 20-40-40 Be the liaison among work groups.
25. 30-40-30 Identify customer needs.
26. 35-40-25 Conduct new employee orientations.
27. 30-40-30 Establish and participate in an employee recognition program.
28. 25-40-35 Ensure processes/procedures are equitable across work groups.
29. 40-40-20 Research target audience.
30. 25-45-30 Develop sales presentations.
31. 35-40-25 Negotiate contracts.
32. 35-35-30 Expedite special requests.
33. 20-40-40 Enlist volunteers for new tasks.
34. 35-40-25 Adapt requirements to changing needs.
35. 30-45-25 Conduct sales presentations.
36. 20-45-35 Facilitate ice-breaker exercises during meetings.
37. 30-35-35 Advocate individual ideas for inclusion in group plans.
38. 20-40-40 Solicit discussion of ideas.
39. 35-45-20 Build consensus.
40. 20-45-35 Establish rapport among groups in conflict.

G. General Blue-Task Preferences.

At the conclusion of a three-day RGB Forum we asked participants to make a list of the forty tasks that might be most common to employees with a specific Red, Green, or Blue predisposition. The following lists were generated. Separately each item was scored to establish a starting point Task Analysis. The following are the Blue Tasks identified:

1. 35-20-45 Develop long-range plans.
2. 20-35-45 Establish organizational vision.
3. 20-40-40 Establish parameters for organization expansion.
4. 25-35-40 Write articles for publication.
5. 20-40-40 Balance multiple tasks.
6. 20-40-40 Evaluate professional development possibilities for personnel.
7. 30-35-35 Direct establishment of committees for special projects.
8. 35-30-35 Demonstrate organizational values.
9. 40-20-40 Estimate scope of projects on organization.
10. 20-40-40 Identify key customer resources.
11. 30-25-45 Develop general project design.
12. 20-35-45 Identify key players for projects.
13. 25-35-40 Recognize performance of outstanding employees.
14. 20-35-45 Determine general direction for organization.
15. 35-20-45 Formulate organizational priorities.
16. 35-30-35 Evaluate resource requirements for organization.
17. 25-30-45 Determine methods to measure customer outcomes.
18. 35-20-45 Initiate programs with action-oriented directions.

19. 30-30-40 Decide which alternatives best meet the organization's mission.
20. 20-35-45 Stimulate development of new ideas.
21. 20-40-40 Recruit prospective employees.
22. 30-35-35 Establish reporting relationships.
23. 35-20-45 Delegate responsibility and authority.
24. 35-20-45 Develop models to accomplish work.
25. 20-40-40 Mentor employees regarding career progression opportunities.
26. 20-40-40 Provide motivational opportunities for employees.
27. 25-35-40 Provide general guidance for meeting agendas.
28. 20-35-45 Communicate "big picture" to members of organization.
29. 35-20-45 Forecast market conditions.
30. 20-40-40 Encourage continuous learning.
31. 25-30-45 Sponsor new programs.
32. 20-35-45 Create atmosphere of openness.
33. 20-40-40 Present programs at professional conferences.
34. 20-40-40 Interact with key decision-makers in outside organizations.
35. 40-20-40 Simplify complex systems.
36. 20-40-40 Adapt leadership style to situational requirements.
37. 20-35-45 Innovate new processes as organizational needs change.
38. 40-20-40 Articulate organizational values.
39. 25-35-40 Create organizational framework.
40. 20-35-45 Identify intangible connections among different parts of systems.

G. *CapacityWare*TM Software Assistance.

Two direct software options are available to assist with MTT-RGB applications.

1. RGB Graphic Compatibility Profile. *CapacityWare*TM will graphically display both the Individual RGB Profile and the Task Analysis Profile with the calculated compatibility score. See the *CapacityWare*TM Manual, Tab 6, Displaying Results.

2. RGB Process-Task Definition and Assignment. *CapacityWare*TM will enable the user to assign MTT Scored Tasks to individuals in such a way that an equivalent of a Position Description or Task List is created. See the *CapacityWare*TM Manual, Tab 1, Processes, for more information.

¹ Balancing Act, The; Kerry Patterson, Joseph Grenny, Ron McMillan & Al Switzler: Thomson Executive Press; Copyright 1996.

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www.LTODI.com - June 2006 - (757) 591-0807 - "predisposition" - 6-154-2070 - RGB Manual, Tab 3.