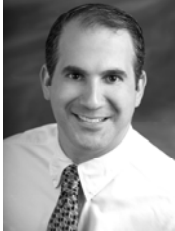


**DAVID
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Commentary



Right roles, right people will spell success

With today's innovative work force, the days of simply paying people for 40 hours of work is rare. Employees require an understanding of their organization's processes.

However, telling them how to do their job is no comparison to involving them in your strategy. You need a "people" plan.

A people plan involves identifying and defining roles, and matching qualified people to these roles. Organizations can recruit and hire the most talented people; however, if they are assigned the wrong roles, chances for success are limited.

In the book "Good to Great," Jim Collins wrote, "The good-to-great leaders began the transformation by first getting the right people on the bus (and the wrong people off the bus) and then figured out where to drive it." While important, the people on the bus must first be in the right roles.

Roles should be classified based on their importance related to strategic impact on your company. This includes:

■ **"A" roles:** These highly strategic roles are difficult to fill. Variation in the quality of job performance is very high, meaning one individual can perform this job very well, another poorly. These roles are not all leadership, chief executive officer roles. Because the "greeter" at organizations interacts with many people, this may also be an "A" role.

■ **"B" roles:** These help maintain value. They offer support for the "A" roles and often act as department supervisors or project managers.

■ **"C" roles:** While there are often good employees in "C" roles, these roles offer a standardized process inhibiting people from excelling. Like a production line, there is little variation on how well one person compares to others.

After determining A, B and C roles, identify the right people for these roles.

■ **"A" people:** These superstars are the highest performing and the best fit for your corporate culture. "A" people belong in "A" roles.

■ **"B" people:** The B's are a fit with your culture, yet they may lag slightly in performance. Because of their positive culture fit, they may be inclined to be engaged and can be trained to become A people.

■ **"C" people:** C's rate high on performance and lower on culture. While B's rate lower on performance than C's, the reality is C's lack of cultural fit may lead to their exit, as culture is difficult to be taught.

Remember, the right people in your organization implement your strategy. Without determining the right roles, the entire process is futile. Once completed, find and develop the right people, and then rely on them to execute your strategy. People plan benefits include:

■ Alignment between employees, departments and corporate strategy.

■ Increased awareness of roles and responsibilities.

■ Greater efficiencies, leading to higher employee productivity, producing better customer service.

■ This equates to complete customer satisfaction and loyalty, resulting in maximized profitability.

Performance of your people is vital to organizational success. Next, you'll learn how to ask, listen and learn about people performance. David Yeghajian is president and owner of Unique Business Solutions, a strategic business advising company. He can be reached at david@unique-solutionsinc.com, or (920) 434-1062.