

JOB DESIGN INTERVIEW PROTOCOL¹

Please interview your partner(s) using the questions in this worksheet. As you conduct the interview, take the perspective of the organization for which your partner works. Your job is to re-design your partner’s job to enable and incentivize the kind of performance that generates maximum value for the organization.

1. Please list the responsibilities that should be assigned to you job have if you are to make the most positive impact possible on accomplishing your organization’s strategy?

2. For each of your job responsibilities, what steps must you take and what steps must other people take for that responsibility to be completed well?

3. Please list the steps for your responsibilities in the left column of the table below, and then for each step, identify the relationships, systems, resources, knowledge, skills, and attributes needed to perform well on each of those steps.

Steps	Relationships	Systems/ Resources	Knowledge	Skills	Attributes

4. What measures should your organization use to evaluate your performance in your job in order to maximize your impact on the strategic performance of your organization?
 - Some measures will focus on your work alone, while others may focus on what you accomplish in collaboration with other people. Please be clear about which measures track your performance, and which measures track group or organizational performance.

¹ This document was written by Ryan Quinn, for classroom use. The goals of this document include becoming aware of issues, identifying the benefits and drawbacks of taking different approaches, assessing their impact on outcome(s), and learning ways of addressing practical circumstances.

Also, identify any measures that managers should use, if any, to track way in which you go about performing your responsibilities, or any measures of education, training, or tenure that should be used.

5. Which of the measures listed above should influence your compensation so as to motivate you to work in a way that will make the most positive contribution possible to the strategy of the organization, and how should they influence your compensation?

6. Research suggests that the following characteristics, when designed into a job, tend to increase the motivation, performance, and satisfaction of the people performing the work. Please rate, on a scale of 0-10, where 0 is low and 10 is high, how well each of these characteristics describes your job as it is currently designed.

_____ *Skill variety* – The number of different skills you use to complete the various tasks you perform on the job. More skills tend to be associated with higher interest in the work and more learning opportunities.

- How should the organization re-design your job to improve the skill variety in your work?

_____ *Task identity* – The degree to which you get to see work completed – to be involved from the beginning to the end. Task identity provides workers with a sense of closure and accomplishment.

- How should the organization re-design your job to improve the task identity in your work?

_____ *Task Significance* – The degree to which a person’s work affect the strategy of the organization or affects other people. The clearer a person is about the impact of their work, the more meaningful the work tends to be.

- How should the organization re-design your job to improve the task significance in your work?

_____ *Autonomy* – The amount of freedom people have in scheduling and structuring their work. Higher autonomy tends to be associated with higher intrinsic motivation to do the work.

- How should the organization re-design your job to improve the autonomy in your work?

_____ *Feedback* – The degree to which a person can tell how well they are doing at their work while they are doing their work. Feedback decreases uncertainty and increases a person’s sense of control and accomplishment.

- How should the organization re-design your job to improve the feedback in your work?