

## RISE

### Assessing the Structure and Dynamics of One's Job

Four factors must be aligned for us to be successful in our job. Two of these factors (Intentionality and Support) relate to the supplies (resources) needed for us to be able to effectively engage in the work we are expected to engage. Two of the other factors (Enablement and Responsibility) relate to the demands being made from outside our job. We typically have substantial control (internal locus of control) with regard to two of the four elements (Intentionality and Enablement), but have very little direct control (external locus of control) with regard to the other two elements (Responsibility and Support).

#### Responsibility [External Locus of Control] [Demand Element]

We are likely to be more challenged if the expectations of others in the organization are higher (though higher expectations often come with greater authority over and access to organizational resources).

*Accountability (Formal Expectations):* The designated and assigned outcomes regarding our job

*Hope (Informal Expectations):* The often unacknowledged, but shared, expectations regarding the outcomes of our job – if highly successful

#### Intentionality [Internal Locus of Control] [Supply Element]

We are more likely to be successful in our job if we gain access to substantial resources in the organization that directly relate to our specific job (though with more substantial resources come increased expectations).

*Control (Formal Intentionality):* The resources which we “own” or have been officially assigned to and provided for this project.

*Patronage (Informal Intentionality):* The resources to which we have access that are officially “owned” by or assigned to others in the organization..

### Enabling [Internal Locus of Control] [Demand Element]

We are likely to gain much more support in an organization (yet also increase expectations) if our work holds the potential of influencing the work of other members of the organization.

*Assisting (Tangible Enablement):* The direct ways in which we can benefit others in the organization through our work and, more specifically, contribute to their success in the organization.

*Encouragement (Intangible Enablement):* The indirect ways in which we can be a champion or ever-present “colleague” to others in the organization.

### Supported [External Locus of Control] [Supply Element]

True and enduring support in an organization comes not just from connecting with and receiving tangible or intangible support from other people, another project, another initiative or another agency in the organization. It comes from a triangulation wherein both you and the other entity link positively with a third entity (a shared mission, a shared vision, a shared commitment to and capacity to enable a more general and critical project in the organization). A triangulated structure is always stronger (able to withstand powerful external forces) than a structure with only two anchor points (or two sets of anchor points: a four-sided structure).

*Investment (Tangible Support):* The unwavering and specific contributions of resources from elsewhere in the organization to you and your work.

*Encouragement (Intangible Support):* The sustained and honest best wishes of others in the organization for your success in your current job.

## **Analysis of Job Design**

When analyzing the design of your job within its environment, the first step is to set (or negotiate) the amount of intentionality (authority) (both formal and informal) to reflect the resources allocated to you in this job. Next, determine (negotiate) a specific level of entrepreneurial behavior and creative tension for you by increasing or decreasing your appropriate amount of responsibility and enablement. Finally, adjust (request) the appropriate amount of support to ensure that you will get the informal help you need.

Two of the factors concern the *supply* of resources the organization provides you to do your job. The intentionality factor relates to the level of direct control you over other people, assets, and information as well as the resources you expect to receive (but do not directly control). The factor of support is its “softer” counterpart, reflecting the supply of resources in the form of help from people in the organization.

The other two factors – responsibility (hard) and enablement (soft) – determine your legitimate *demand* for organizational resources. The level of your responsibility (accountability), as defined by the organization, directly affects the level of pressure you are likely to experience regarding trade-offs. That pressure in turn drives your need for organizational resources. Your level of enablement, as determined by the structure of your job and the broader system in which your job is embedded, also reflects the extent to which you need resources.

For you to operate at maximum efficiency and effectiveness, the supply of resources for your job must equal the demand. In other words, amount of intentionality (both formal and informal) plus amount of support (both tangible and intangible) must equal amount of responsibility (both formal and informal) plus amount of enablement (both tangible and intangible).

### **Building a Job Design Matrix**

In using the RISE matrix to determine amount of intentionality, responsibility, enablement and support, one can engage in the review of the four factors and most appropriate amounts of each factor needed to attain efficiency and effectiveness.

**Step One:** Complete the accompanying Job/Environment Questionnaire. Calculate the sum of two scores for each factor (for example, add the control score to the patronage score to determine the total intentionality score).

**Step Two:** Print out the Job/Environment Chart. Place a mark on each of the four lines (identifying the four factors) corresponding to your summary score for each factor.

**Step Three:** Draw a line between the Intentionality mark and the Support mark [forming the supply of resources line]. Draw a second line between the Responsibility mark and Enablement mark [forming the demand for resources line].

**Step Four:** If the two lines intersect, forming an “X,” then demand equals support (at least roughly) and your job is properly designed for sustained high quality performance. If the lines do not cross, then the factors are misaligned. If resources (intentionality plus support) are insufficient for the task at hand, ongoing job implementation will fail [ineffectiveness]. If resources are excessive, underutilization of assets and poor job performance can be predicted [inefficiency]. We offer two exemplars of a job analysis – one being a well-designed job (aligned factors) and the other being a job that is not well designed (misaligned factors)

### **Some Points to Consider about Job Design**

*A crisis of resources* is most likely to occur when those who oversee jobs spend too much time thinking about intentionality (control), enablement (influence) and responsibility (accountability), and not enough time thinking about support.

*A crisis of control* is likely to occur in highly decentralized organizations where separate business units are created to be close to customers. Supply of resources (intentionality plus support) exceeds one’s ability to effectively monitor job trade-offs (responsibility) and to ensure coordination of knowledge sharing among members of the organization (enablement).

*A crisis of red tape* can occur in any organization where powerful staff groups overseeing key internal processes, such as strategic planning and resource allocation, design performance management systems that are too complex for the organization. Responsibility (accountability) and enablement (influence) are very high, but resources are insufficient and misdirected. The demand for resources exceeds supply.