



TenStep Supplemental Paper

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Translate Life Interest

Managers, especially those in the HR department, have a cumbersome job of retaining their star performers. Often they are clueless as to why the star is leaving the firm, and with it a handsome pay package and benefits. The truth is that the employee too is usually clueless about his dissatisfaction - all he knows is he is unhappy with the job. This is where job sculpting can come to the manager's aid by helping to identify the life interests of the employee.

How to identify a "life interest"?

Here are a few tips on how to identify life interests and motivate employees.

Technical: These employees are intrigued by the inner workings of things. They have a 'let's take this apart and solve it' mind-set. They like to know how the clock works, because technology excites them. They enjoy tinkering with gadgets and improving them. Technical people's core business functions can involve planning and analyzing production and operating systems and redesigning business processes. They do not necessarily need to be engineers. Even an accountant with a passion for computers can be a technical person.

Quantitative: These people do not just love numbers - they excel in them. Mathematics is their passion. They are natural with numbers and have a potential for quantitative analysis. Cash-flow analysis, forecasting future performance of an investment, figuring out the debt/equity structure, determining optimal production scheduling and accounting can be their core functions. A marketing manager with a compulsion to analyze the customer research data is a quantitative person.

Concept: These people enjoy thinking and talking about abstract ideas. They like developing a workable theory from a minute concept. They have a keen interest in strategy. Building business models and analysis of competition within a particular market are the business core functions they would enjoy. A customer service executive with innovative marketing strategies can be a concept person.

Creative: Creativity is their forte as they enjoy the unknowns and making something out of nothing. They thrive on newness and relish making something original. They have a totally unconventional outlook and established things do not interest them. They can find new product development and advertising interesting. A financial analyst with a creative mind is a good example.

Counseling: They love counseling and mentoring people. They enjoy guiding people toward a better performance. They are drawn to work where they can help others grow and improve. They love the feeling of being needed. A brand manager who makes it a point to meet his employees on a one-to-one basis to review their performance is definitely a counseling person.



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Managing: They have the uncontrollable desire to motivate, organize and direct people, and thus are good at managing people and relationships. They enjoy dealing with people on a day-to-day basis. They concentrate more on working with and through people to accomplish goals. They often find happiness in line management and sales positions.

Top: Ultimate decision making appeals to them. They find satisfaction being in charge of things. A person with this life interest wants to be a project or team leader or even the CEO of a company.

Talking: They have a passion for effective communication and believe in influencing through language and ideas. Their writing and talking skills are persuasive. They enjoy thinking about their audience and the best way to address them. The ideal core business function for such people is public relations or advertising.

Outcome

Translate your employees' life interests into their current job and thus motivate them. This is a helpful tool for employer retention.