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### **No More Jobs!**

Now is the right time to review the concepts that have been governing our organizations for centuries. One such concept is that of the 'job'. Organizations are realizing that work demarcated by 'jobs', as opposed to a 'field of work', is an inefficient way of working. Though attempts have been made to cut jobs with measures like Just-In-Time workforce and self-directed teams, the very concept of 'job' was never challenged till the concept of 'dejobbing' entered the arena.

#### **What's that?**

The definition of jobs as boxes in an organization chart with regular duties, hours, and salaries has been replaced with a unit of work to be done, something that has a beginning and end with definite results.

Dejobbing involves a workplace where there are no notions of job description, definition or specification. The narrow classification of job roles is disappearing and this is being replaced with loosely defined requirements of job profiles. A perceptible change is that work is now being reorganized and packaged differently.

#### **Why's that?**

This change is happening because work separated by watertight brackets called 'jobs' leads to rigidity, which decreases efficiency and inhibits change. This change is most discernible in industries where time and place are insignificant to work and alternative work options common.

Nevertheless, this new concept creates several issues that need to be tackled by the HR. The current models employed for recruitment and selection, training and development, performance appraisal, leadership and motivation, and compensation management must be reviewed in the light of dejobbed workplaces.

#### **How's that?**

Each aspect of traditional HR must be dealt differently with the appearance of dejobbing on the scene. This is how:

##### ***Recruitment and selection***

The new recruiting requirements are:

- Desire, meaning that the candidate should be inclined to doing the work
- Ability, referring to being good at the work assigned
- Temperament, referring to the candidate fitting into the organizational culture
- Assets are the required resources for the work

At this initial stage when an employee is inducted into the organization, the right employee must be selected, even if there is no existing job role. In the new job



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environment there are no specific job requirements, and instead broad definitions of work roles. The emphasis is now directed at selecting the best candidate, defining the candidate's personality and then creating jobs according to the personality type.

### ***Training and development***

The dejobbed work environment coupled with a rapidly changing technology calls for teaching ways to learn, rather than just to teach. With information getting outdated in hours, there is a rising need to develop employees' initiative towards self-development.

This new environment calls for the trainers to provide training not only to its employees but also their business partners—suppliers and customers too. The scope of training also needs to move towards training for behavior, knowledge, and attitude, and not solely jobs.

### ***Performance appraisal***

Performance appraisal becomes difficult in a dejobbed situation as cross-functional and cross-national mobility increases. Traditional jobs make it easier to define each employee's contribution and appraise it likewise. With employees performing different work roles having different standards, appraisal becomes tricky. Two methods useful in this scenario are

- 360-degree appraisal system is the best model to use in a dejobbed environment. It allows an evaluation by the superiors, subordinates, colleagues, customers, suppliers and by self. This gives a clearer picture of one's performance as distributed work calls for fulfilling diverse responsibilities across several work roles.
- Balanced score card is a tool allowing evaluation based on financial and non-financial criteria. Factors, such as 'customer satisfaction', 'internal operations' and 'employee growth & learning' are considered, which are important aspects of a dejobbed workplace.

### ***Leadership and motivation***

HRDs also need a new stance when it comes to motivation. With the boundaries of typical job roles diminishing and traditional full time workers on the decline, it is essential to consider aspects of bonuses or training to the 'unconventional' employees. The scope of the HR is now widening and includes all the workers employed on contract or temporary basis.

Further, people must be motivated to see beyond their job descriptions. This would lead them to recognize and truly optimize their strengths. Change must be encouraged and employees motivated view it positively. After all, a dejobbed situation is about continuous change.

### ***Compensation management***

With work roles changing with every project and several such projects happening in a month, HR may find it difficult to pay structured salaries. The fixed component of the pay declines in varying work conditions.



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Moreover, following a system of team compensation and not having set standards leads to employee dissatisfaction. Such issues require careful handling and pose one of the greatest challenges to HR.

Now what?

No doubt, dejobbing is here to stay. It provides HR a unique opportunity to break free from the narrow 'functional outlook' to the broader 'business process outlook', disseminate knowledge with ease and build a learning organization.

It also forces employees into a high stress area caused by unpredictable events and situations and rapidly changing relationships and work profiles.

All this requires a dynamic HR team to develop and continually motivate the organization's human resources. It includes proper training to help overcome new roles in the organization and building team comradeship to help getting over the stress of dejobbing. Most importantly it aims, 'to equip people with the emotional and structural strength to cope with this change'.