

SPOT ON™ Success Profile Framework

By Kim Seeling Smith, CEO Ignite Global

Traditional job descriptions are outdated and ineffective.

Managers hate to write them and typically relegate this task to HR. This is a big mistake since who knows better what is required from a role than the person managing this role?

They are typically poorly written — consisting of a laundry list of tasks or duties and responsibilities that are overly prescriptive and leave little room for process improvement or innovation.

Traditional job descriptions are also boring, which limits your ability to attract the right person into the role.

They are also very difficult to use for employee accountability and performance, because they lack specificity and tangible, measurable outcomes.

The SPOT ON™ Success Profile framework shatters this outdated, ineffective paradigm and replaces it with four components that can be folded into any existing framework, process or system.

But don't take our word for it — listen to what our clients have said!

"In 25 years of owning the business I have never seen the caliber of candidates we are attracting now. Additionally, managing with the SPOT ON™ has been extremely effective because of the clarity over expectations."

Mark Hunter, CEO, Hunter Express

"We've successfully used the SPOT ON™ Success Profile Framework in conjunction with the 5 FOCUSED Conversations to completely replace our annual performance reviews. No one liked our old system and it was very time consuming for both managers and staff."

Not only did this achieve our goal of eliminating performance reviews, we immediately noticed a reduction in re-work after implementing this program, which has a direct impact to our bottom line."

Even our most skeptical of managers has come to embrace this."

Robert Shelton CPA, CTA
Managing Director, DFK Everalls

Video Testimonial from
Leela Cosgrove
CEO of The 8 Percent



YouTube

The SPOT ON Success Profile™ Framework



Purpose

You begin to develop the SPOT ON™ framework with Purpose. As Simon Sinek says, people don't buy what you do — they buy **why** you do what you do.

There are two components to company purpose; the purpose of the organization and the purpose of the role.

Purpose of The Organization

Not only does this tell the reader what the organization does, it also ties the organization to a larger vision and connects it directly to the customer or community.

Examples

Sigma Aerospace (*Aircraft Maintenance Organization*)

We keep people alive by providing world class, stress free MRO services to private and commercial operators.

Our passion for aviation allows our customers and our employees to pursue their passions.

Strategic Anarchy (*Sales and marketing consulting and events company*)

Strategic Anarchy is a sales and marketing consulting and events company that's dedicated to helping outstanding small businesses and artists (the people we call The 8 Percent) to grow their businesses in order to create a positive force for good and change on the planet.

We believe that entrepreneurs, not governments, change the world. And we change the world by assisting them to get their products and messages out to a wider audience.

Hunter Express (*Shipping and logistics company*)

Hunter Express is a world class (no...really...we mean what we say) shipping and logistics company intent on shaking up a tired, boring, commodity driven industry. The old model of doing business has changed in our fast paced, consumer driven world.

The partnership between buyer and seller is more critical than ever. We believe that the shipper is an indispensable link between the two and the secret weapon for any business seeking a competitive edge.

Purpose of The Role

Every role within the organization has a unique purpose. If it doesn't, you should seriously be asking yourself if that role should exist.

Brisbane Marketing - People and Culture Advisor

As the People and Culture advisor, your main role is to have your finger on the pulse of the people who are the life blood of our organization - our team members. We will know you are successful in this role when our managers spend more of their time productively than fighting fires or refereeing employee disputes.

You will be responsible for putting (the right) bums in (the right) seats, dotting the i's and crossing the t's (to keep the auditors happy with our compliance), holding hands (when needed) and letting them fly free (when ready).

Ignite Global - Business Manager

As the Business Manager you are responsible for creating (and keeping) order from the chaos that is inherent to a young, dynamic, high growth company operating at the leading edge of what we do, stretching boundaries and challenging pre-conceived ideas.

You will own all 'behind the scenes' details, projects and logistics, allowing Ignite's Director/CEO, Kim Seeling Smith, and all facilitators and consultants to spend their time and attention serving our clients and accomplishing our mission.

Strategic Anarchy - Digital Content Producer

Content is Strategic Anarchy's life-blood. Content is how we inspire the marketplace, position ourselves as experts, develop prospects into clients and create a real and meaningful dent in the world.

As the Digital Content Producer, you'll create and curate content across Strategic Anarchy's suite of media properties, including websites and social media.

Organizational Alignment

Getting the right culture fit is a key element in the hiring process. But what comprises culture? Most hiring managers struggle with answering this question.

After years of observing several hundred companies, we've determined that culture fit, or what we like to call Organizational Alignment, is comprised of two things:

- **Values** — and the behaviors that embody those values
- **Work behaviors** — or the behaviors that allow people to work well within the organization and the individual team.

Examples of Values / Behaviors that Embody Those Values

Sigma Aerospace

- **World Class**...those are the two words that best describe us. We employ the best of the best. We hire not only on skills and experience, but on attitude and aptitude as well. We constantly look for the best, leading edge and innovative solutions to serve our customer.
- **100% Safe**...We look out for each other and for our clients. Everything we do is done to keep ourselves, our co-workers and our customers 100% safe.
- **YFIYFI (You fudge it you fix it)**...We don't play the blame game. Mistakes happen, bad decisions are made — that's normal and, at times, encouraged and expected in a world class organization. But we expect you to own up to your mistakes and bad decisions and we expect you to fix the problem immediately, either by yourself or with the help of your team and / or manager.
- **We (respectfully) tell the truth**...to our customers, ourselves and each other — all the time. Working in an environment with open, honest and transparent communication can be daunting at times, but for people who are committed to doing their best and growing the most, it's also welcome and appreciated. We expect this from everyone on the team.
- **We work together**...We like each other (at least most of the time). We get along, work as a team and collaborate. There are no silos, no prima-donnas and no Lone Rangers.

There are also...

- **No jerks**...Being a jerk is the fastest way to earn a walk out the door.

- **Love your work...**we have a culture where people love what they do and look forward to coming in to work every day. We actively work with you during monthly, structured one-on-one conversations that will help you to discover and achieve all of your personal and professional goals, do the things you're good at (and love to do), and inspire you to want to go the extra mile — for yourself, the team and the customer.

Atlassian Software

Atlassian is a highly regarded and highly recognized software company that has punched way above its weight, since its inception.

Atlassian's values can be found [here](#).

Targets

Every employee wants to know what they will be expected to achieve and how their success will be measured. Similarly, every manager needs an objective set of measurable results to hold their direct reports accountable for achievement.

Success Profiles designed around measurable targets, goals or KPIs are much more effective than the old laundry list of duties and responsibilities that tend to be narrow and restrictive.

- Duties and responsibilities also lend themselves to micro-management (which the younger generations will not tolerate).
- Targets give the manager and employee a clear idea of what outcomes they will be responsible for achieving and allow the person you hire into this role to use the very strengths you hired them for in the best way they know how to use them to get the job done.
- Finally, the measurements set the benchmark and very specifically tell the employee how their success will be measured. They also allow the manager to easily identify when people are or are not successful in their role.

Examples

Strategic Anarchy - Digital Content Producer

You and Strategic Anarchy will know you are successful in your role when generated and curated content adheres to the Editorial Calendar and results in:

- Growing our business through X leads / month from website traffic
- Inspiring our community. This will be measured by X% of engagement (measured monthly through Google Analytics).
- Creating raving fans which will be measured by our Net Promoter Score

Blueberry Diapers - General Manager

- Our mission is to help our customers feel confident in our ability to correctly deliver their order within 1 – 2 business days. Your role will be to ensure this happens at least 98% of the time.
- Our customers love the fact that our designs are unique and of the highest quality. This means that colors are consistent and there are few, if any, irregularities in the pattern. Your role is to manage the on-site fabric printing operation to ensure these objectives are met and that the resources are used efficiently. This means that there will be 10% or less wastage in the production runs and that all production schedules, set with production manager, are met.
- You are responsible for ensuring that there is enough stock to meet customer demands at all times. This means that you will make sure that there is sufficient inventory based on the forecasts that are calculated from past sales. You will also facilitate limited production runs when inventory falls short. You are also responsible for ensuring that all new releases are launched on budget and on schedule.

Hunter Express - Sales Executive

- All sales people within Hunter are responsible for generating a minimum of 10 times their annual salary. These are broken down into 90 day targets and you are held accountable for reaching these numbers each and every quarter.
- When you join our team we rely on your being able to use the strengths and competencies that you bring to the table to reach your numbers. However, over time we have discovered that most people reach these numbers by:
 - Signing 3 new customers per week, which is typically generated through
 - 15 conversations per week with qualified leads, which comes from developing and managing the appropriate pipeline of unqualified leads.

Strengths (Attributes for Success)

Just because someone has experience in a similar role or has had specific responsibilities before does not mean they were any good at that job. To ensure success, it is imperative that the manager defines and articulates those attributes or strengths that an individual needs to successfully accomplish the above outcomes.

Examples

Blueberry Diapers - General Manager

To be successful in this role you will need to:

- Be able to inspire and lead a team.
- Influence team members and vendors to take a course of action they may not want to initially take.
- Be detail oriented in order to manage costs, production and operations.
- Manage multiple projects/ goals at the same time.
- Have a naturally high standard and an innate drive to achieve excellence in everything you do.
- Be tech savvy. Our website and shipping systems are highly technical and you will need to be able to manipulate and operate them regularly.
- Be a quick learner. In a small, dynamic and fast paced business like ours, there are always new ideas to explore and implement, and new things to try. You cannot be afraid to explore and learn. You will also be responsible for identifying improvements where needed.
- Have a strong work ethic. Although we don't expect you to work over 40 hours, we do work hard to deliver on our promises to our customers and to work effectively with our vendors.

Hunter Express - Sales Executive

- Desire to be the best at whatever you do
- Bold, tenacious and determined
- Curious and creative problem solver
- Persuasive and charismatic influencer
- Great rapport builder
- Analytical and strategic thinker
- Ability to consistently achieve results
- Don't take yourself too seriously

Ignite Global - Business Manager

- **A true desire to serve.** By handling all behind the scenes details you will allow our facilitators and consultants to exclusively focus on our clients' needs and Ignite Global's mission. This role is every bit as important as the person working directly with our clients to deliver on that mission. A true desire to serve encompasses much more than simply executing the above KPIs. Rather, it includes anticipating what the facilitator, consultant or client needs at any given time to get the job done and done well.
- **Persistence.** There will be many road blocks that occur when working for a high growth company in a dynamic industry. You will need persistence and a "where there is a will there is a way" attitude to accomplish your KPIs and to meet client and facilitator / consultant needs. You will constantly have to follow up with people (both internally and externally) and ensure that all projects are managed to completion.
- **Ability to figure things out.** Small businesses must keep abreast of the latest technologies and trends to constantly keep ahead of their competition to source leads, develop prospects and deliver services. We are constantly trying new things, which means you will be asked repeatedly to 'figure out how it works and whether we should use it'.
- **Ability to prioritize and stick to task.** Like most entrepreneurs, Kim spends most of her time running around with her hair on fire. She is constantly generating new ideas and different ways of doing things. Additionally, clients change and priorities are constantly shifting in our environment. We need someone who can keep their eye on the big picture and help us to create order from chaos. You will be asked to question and challenge Kim's thinking in order to prioritize and deliver well and on time.

- **Ability to get things done.** Projects will start, stop and become delayed. It will be your role to ensure that they are accomplished on time in the face of this.
- **An Eye for Detail.** You will be THE person in the company that will make sure that all 'Is are dotted and Ts are crossed'.
- **Passion.** We are a company that's passionate about making a difference and we need you to share that passion.
- **A great sense of humor.** One of our mottoes is, "Life is too short for a job / career that you don't absolutely love!" and that includes your own. We like to laugh and promise that while we might laugh with you, we will never laugh at you.

CASE STUDY: Lactalis American Group Turns Around Poor Performer by Aligning Him with His Purpose



CHALLENGE: Lactalis American Group's Idaho operation hired Ignite Global to help them increase employee engagement and reduce employee turnover.

- The company produces mozzarella cheese within three plants on one site.
- Unbeknownst to us, one of the supervisors for the Sanitation team (the team responsible for dis-assembling the cheese manufacturing equipment, sanitizing it and putting it back together) was having a real issue with one of his employees.
- Tom (not his real name) was 19 years old and was consistently late, had a bad attitude and was written up almost every day for his uniform not being compliant and his area failing inspections.
- His supervisor, Emmet, had put him on a 30 day performance plan and was expecting to fire him after that 30 days.

SOLUTION: The engagement between Ignite Global and Lactalis was a year-long, multi-part process which began with revising the company job descriptions to make them simpler, more effective for performance management and to align the employee with the purpose of the role and the purpose of the overall company mission and strategy.

Emmet revised the Sanitation team's job description as follows:

"Sanitation is of primary concern to food production. If we don't maintain properly cleaned and sanitized equipment people could get sick — or die. As the Sanitation Specialist you are responsible for helping to keep our customers healthy by preventing bacterial contamination of our product and ensuring we consistently produce a quality product.

All equipment in your area of responsibility will be cleaned and sanitized after each production run in accordance with (cite policy, regulation or SOP)."

RESULT: Emmet introduced the newly revised success profiles to his team in their weekly Tool Box meeting.

Tom read the revised job description, looked up and, according to Emmet said, "I didn't know I was responsible for THAT!"

From that day on Tom came started his shift on time, with a compliant uniform and a good attitude. He began to take pride in his work and his area started to pass inspections.

Emmet removed Tom from the 30-day performance plan and he still worked for the company when Ignite Global's contract expired a year later.

How We Can Help

Creating a SPOT ON™ Success Profile is not hard.

Unlearning what you think you know about writing job descriptions, understanding the benefits of using this framework and helping the manager to take responsibility for creating Success Profiles themselves — instead of relegating them to HR — can be extraordinarily frustrating and time consuming.

Ignite Global has been helping organizations (as well as individual HR Practitioners and line managers) embrace this new way of thinking and has been training them on this methodology for five years to great success (see testimonials).

We can help your organization as well in a 3-hour live or virtual training session. This training is also available on video, but we find the live or virtual training to be much more impactful as it gives the managers the opportunity to create a success profile live and to have their success profile peer reviewed by another participant, which increases the level of competency for both.

Contact us today for more information: Info@IgniteGlobal.com

About Ignite Global



We help future focused organization build and retain the workforce they need to thrive in the Decade of Disruption - what many are calling the period from now to 2030.

COVID-19 will hopefully be the most significant disruption of this decade, but the futurists, demographers and economists will tell you it certainly won't be the last.

In order to not only survive - but to thrive - organizations need 6 things:

1. A compelling, customer/community oriented purpose with a strong set of values that are used in hiring, accountability and decision making.
2. Collaborative leadership capable of making smart decisions with incomplete information and being able to pivot quickly and effectively when those decisions are proven to be incorrect (and some will).
3. Open, honest, transparent communication built on a foundation of mutual trust and respect.
4. A simple framework used to set and hold people accountable for great performance.
5. Managers who prioritize their team over their 'day job'. Who form deep relationships with staff, studying and meeting their needs (or managing their expectations when they do not).
6. The willingness to re-imagine old school practices and processes that simply no longer work.

We help you accomplish the above through:

- Our Future/Now of Work Gap Analysis
- Strategic planning and facilitation with C Suites or Boards of Directors
- Our 3 signature programs:
 - The SPOT On Success Profile™: THE KEY to help you hire well the first time and hold staff accountable for great performance.
 - The SPOT On Hiring System™: A step by step framework, training and customizable forms and other assets o help you plan, prepare and conduct an effective and efficient hiring process.
 - Mind Reading for Managers: 5 FOCUSed Conversations for Greater Employee Engagement and Productivity™: A monthly 1:1 conversational structure with a 8 year track record of increasing employee engagement and retention.

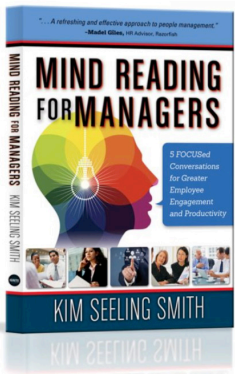
About Kim Seeling Smith



Kim Seeling Smith is the CEO of Ignite Global and a leading NOW Work expert (because the Future of Work arrived on Friday the 13th of March 2020 when COVID-19 thrust us into a new reality more quickly than anyone had predicted).

Kim is a regular commentator for The Today Show, Forbes, CNBC Online, the Australian Financial Review, the Sydney Morning Herald and many other print and radio media outlets. Kim is the author of *Mind Reading for Managers: 5 FOCUSed Conversations for Greater Employee Engagement and Productivity* and has been recognised by Richard Branson's 100% Human at Work Initiative for the innovative, yet practical work Ignite Global does to help businesses solve the very complex challenges around the Now of Work.

Kim is also an avid master SCUBA diver who cares deeply about the world's oceans. Her time spent under water helps reinforce her understanding of global connectivity and the importance of corporate sustainability.

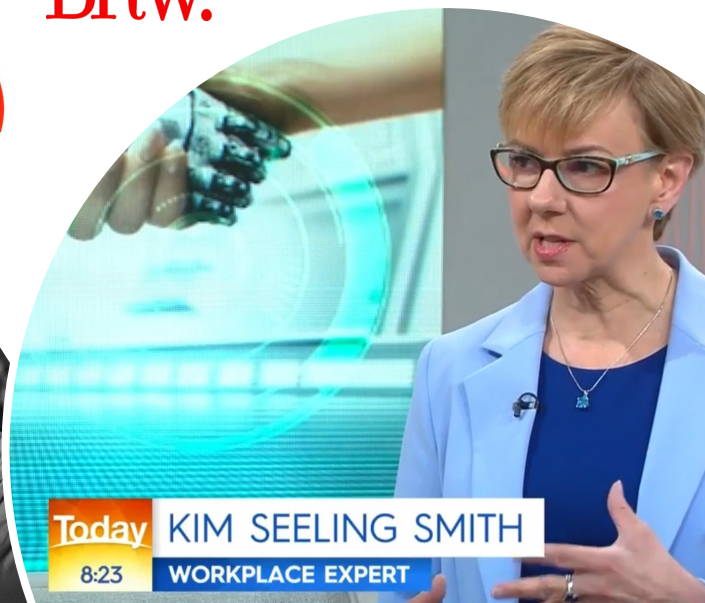


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