



Tool 9

Defining Role Profiles



Quick guide

Define critical role profiles in charge of key alignment tasks between units.

Purpose

Define on the level of the individual role how the organization actually works.

Approach

Define for critical roles which carry out key alignment tasks:

- Job title
- Unit
- Reporting relationships
- Goals and objectives
- Major accountabilities and activities
- Alignment needs
- Competencies, experience and skill required
- Performance indicators

Output

Key role descriptions at critical interfaces of the organization

Examples

- Role profile of a country general manager
- Role profiles of a product development manager and the product marketing manager



Common issues ...

... and how to deal with them

Role profiles end up containing too much detail

Focus on the most essential elements of the job role

Role profiles are perceived as abstract descriptions

Make it concrete: give examples how the role is actually performed. Imagine episodes, meetings, and activities that show how success for the role would look like