

WHAT IS SUCCESSFUL ROLE BENCHMARKING?



Successful role benchmarking
is fundamentally an exercise in alignment...
aligning the right person with the right job.

ROLE TITLE:.....

The process used to create a Role Benchmark is in four stages:

Stage 1. Understanding and identifying precisely what the role requires you (the role holder) to do if performance excellence is to be achieved - see A, B and C below. (Part 1)

Stage 2. Identifying the key behavioural preferences required by You (the role holder) for performance excellence in the role. (Part 2)

Stage 3. Identifying the specific work aptitudes required by you (the role holder) for performance excellence in the role. (Part 3)

Stage 4. Identifying the specific core traits required by you (the role holder) for performance excellence in the role. (Part 4)

Having completed the four stages set out in this worksheet, please review all your choices and, if necessary, make any final adjustments. When you have completed the review and you are satisfied that your choices are correct, please email a copy to Tiffaany@pbma.com.au

The three questions below are for you to record your views of what behaviours and aptitudes are critical for performance excellence in the role. The accuracy of the benchmark is entirely dependent on a thorough understanding of the role. When completing this document, you may find it advantageous to consult others who may have relevant knowledge of the role. Once completed, this information should be used to form the basis for Stages 2, 3 and 4.

Part 1

A What are the 5 'activities' that you must do to achieve performance excellence in your role?

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B What are the key performance indicators for your role? How is your performance measured?

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C What key interactions are required between you (the role holder) and others? For what purpose?

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THE BENCHMARKING BEHAVIOURAL DIMENSIONS

Please remember that dimensions selected for the **top three rankings** in a benchmark may involve the role-holder over-doing the relevant behaviours if the individual is stressed or in conflict.

INNOVATING	This role requires the role holder to generate lots of new ideas and demonstrate a high level of original thinking and creativity, as well as looking for new, original and untried ways of doing things. Success depends on taking a radical and imaginative approach to situations and having the freedom to work in an unstructured environment in which attention to detail and/or meeting deadlines are relatively unimportant. Occasionally, may at times, especially under pressure, react negatively to criticism, show poor attention to detail and disregard rules.
INITIATING	This role requires the role holder pro-actively to approach and talk enthusiastically to customers and to communicate ideas and information effectively to a wide range of people. Success depends on being able to create positive relationships with strangers and being lively, enthusiastic, upbeat and persuasive. The role involves considerable variety and face-to-face interaction with others. Occasionally, may at times, especially under pressure, make decisions based on popularity and fail to complete tasks.
SUPPORTING	This role requires the role holder to be comfortable handling routine or repetitive work at a steady pace and to deliver reliable, consistent performance as well as the creation of harmonious relationships. Success depends on being able to defuse tensions and to be diplomatic, supportive, empathetic and understanding, and without a need to take tough decisions or to meet tight deadlines. Occasionally, may at times, especially under pressure, be very sensitive and dislike making difficult decisions or dealing with conflict.
CO-ORDINATING	This role requires the role holder actively to enable others to participate in the decision making process and to be calm under pressure, as well as steering, or helping to steer, people from different backgrounds, roles or hierarchical positions towards some common goal. Success depends on taking a consultative approach, plus the ability to keep an open mind, seek consensus and develop or make good use of others' skills. Occasionally, may at times, especially under pressure, be slow-moving and over-reliant on the views of others when making decisions.
FOCUSING	This role requires the role holder to be a robust, win-lose negotiator, to take tough and potentially unpopular decisions and to be aggressively single-minded in pursuit of demanding objectives or deadlines. Success depends on having a strong sense of urgency and on being a strong-willed individualist who can be forceful, forthright, and aggressively competitive in the pursuit of goals. Occasionally, may at times, especially under pressure, be forceful, argumentative, blunt speaking and quick to anger.
DELIVERING	This role requires the role holder to work effectively under pressure to achieve demanding targets and to be good at turning ideas into practical action, as well as being ambitious, independent and single-minded in the pursuit of results. Success depends on taking a self sufficient, structured and practical approach to work, as well as being able to juggle multiple tasks and deliver consistent high performance in a fast-paced environment. Occasionally, may at times, especially under pressure, be demanding, inflexible in changing plans and competitive for status.
FINISHING	This role requires the role holder to work alone, or with a minimum of supervision, to handle large quantities of data for prolonged periods and follow strict policies and procedures to the letter. Success depends on being conscientious, precise and methodical in delivering consistent, high quality work on time and without error, and without the need to have lots of face-to-face contact with strangers. Occasionally, may at times, especially under pressure, prefer to work alone and find it difficult to establish rapport with strangers.
EVALUATING	This role requires the role holder to make sound judgements unaffected by emotion by using shrewd judgement and the ability to interpret complex information and difficult concepts. Success depends on being astute, analytical, logical, vigilant and questioning, and a on a willingness to consider a wide range of options carefully before reaching a decision. Occasionally, may at times, especially under pressure, appear cynical, negative and be unreceptive to new ideas.

BEHAVIOURAL PREFERENCES - SELECTION SHEET

Please read carefully each of the eight behaviours listed in the 'Benchmarking Behavioural Dimensions' sheet and then **rank** each of them, in terms of their importance for the relevant role or role, by following the steps exactly in the order set out below.

When you have completed the 'ranking' process, please **rate** each of the behaviours on a scale of '8-1' as follows:

Enter the 'rating' in the relevant **orange** box. You may use a 'rating' more than once.

8	Critically important	7	Very important	6	Important	5	Useful, but not important
4	Neutral - Neither important nor unimportant	3	Rarely important	2	Unimportant	1	Potentially counter productive

FOLLOW THE STEPS IN NUMERICAL ORDER	Step 1	RANKING 1st -8th 1st	From all the eight behaviours, choose the single most important behaviour for achieving excellent performance in the role and enter the name in the box below. <input type="text"/>	RATING 8-1 <input type="text"/>
	Step 2	RANKING 1st -8th 2nd	Next, from the remaining seven behaviours, choose the second or next most important behaviour for achieving excellent performance in the role and enter the behaviour name in the box below. <input type="text"/>	RATING 8-1 <input type="text"/>
	Step 5	RANKING 1st -8th 3rd	Of the four remaining behaviours, choose the one which would be very important for achieving excellence in the role and enter the behaviour name in the box below. <input type="text"/>	RATING 8-1 <input type="text"/>
	Step 7	RANKING 1st -8th 4th	Of the remaining two behaviours, choose the one that would be most beneficial to the role holder in carrying out the role and enter the behaviour name in the box below. <input type="text"/>	RATING 8-1 <input type="text"/>
	Step 8	RANKING 1st -8th 5th	Finally, enter the name of the last remaining behaviour in the box below. <input type="text"/>	RATING 8-1 <input type="text"/>
	Step 6	RANKING 1st -8th 6th	Of the three remaining behaviours, choose the one which would be least beneficial to the role holder. <input type="text"/>	RATING 8-1 <input type="text"/>
	Step 4	RANKING 1st -8th 7th	From the remaining five behaviours, choose the behaviour next most likely to undermine, or detract from, excellent performance in the role and enter the behaviour name in the box below. <input type="text"/>	RATING 8-1 <input type="text"/>
	Step 3	RANKING 1st -8th 8th	From the remaining six behaviours, choose the behaviour that is most likely to undermine, or detract from, excellent performance in the role and enter the behaviour name in the box below. <input type="text"/>	RATING 8-1 <input type="text"/>

WORK APTITUDES



Practical and mechanical

Enjoy hands-on activities and prefer a work environment that not only fosters practical and mechanical competence, but also provides work that produces tangible results e.g. constructing or repairing things. Have an aptitude for working with tools, instruments or machinery, and prefer working on tasks



Investigative and analytical

Enjoy investigating things and solving complex problems. Prefers, or is comfortable to work alone, analysing data or formulating plans or strategies rather than taking part in activities that involve leading, selling, or persuading others. Have an interest in the realities of the physical world, but, on balance, prefers thinking over doing. Ideally, should not be required to participate frequently in social situations involving strangers.



Creative and artistic

Enjoy creative work in the areas of music, writing, graphic design, performance and art, and prefers to be in environments which offer freedom from strict operating procedures and structured activities. Be comfortable working alone and have the opportunity for personal expression, particularly involving sensitive or emotional topics. Have the opportunity to receive attention and praise for own artistic and creative achievements.



Social and empathetic

Enjoy dealing with people and to form close interpersonal relationships with others. Be concerned about human welfare, and be motivated by work that helps to overcome interpersonal problems, or mediate disputes. Have good social and inter-personal skills, such as those required for teaching, coaching and solving social problems. Be unassertive and willing to put the needs of other people first.



Competitive and entrepreneurial

Enjoy, influencing, persuading or motivating others and place high value on status, power, money, and material possessions. Be competitive and ambitious, and thrive on taking risks and making decisions. Take a spontaneous approach to challenges and enjoy work activities that have to do with starting up and carrying out projects, especially business ventures.



Orderly and efficient

Enjoy being methodical, logical, orderly and efficient and following clearly defined procedures that keep things running smoothly. Prefers structure and order to ambiguity, and enjoy working with the paper and/or computer based aspects of a business such as accounting, record keeping, and data processing. Be comfortable working in situations and on tasks in which personal responsibilities are clearly defined.



Logical & mathematical

Enjoy analysing and reasoning with numbers and concentrating on complex data, even for long periods of time. Have a high level of comfort with mathematical calculations and methods, and demonstrate strong numerical ability and accuracy. Be adept at using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.



Outgoing and expressive

Enjoy interacting with a wide range of people, and openly expressing own feelings and opinions. Have high self-esteem and a positive and enthusiastic approach to life, and be adept at establishing rapport quickly with strangers. Be self-confident and talkative, and naturally outgoing and persuasive. Enjoy variety and the opportunity to entertain people or to influence or persuade them to follow courses of action.

WORK APTITUDES - SELECTION SHEET

Please read carefully each of the eight work aptitudes listed in the 'Work Aptitudes' sheet and then **rank** each of them, in terms of their importance for the relevant role or role.

When you have completed the 'ranking' process, please **rate** each of the work aptitudes on a scale of '8-1' as follows:

Enter the 'rating' in the relevant **orange** box. You may use a 'rating' more than once.

8	Critically important	7	Very important	6	Important	5	Useful, but not important
4	Neutral - Neither important nor unimportant	3	Rarely important	2	Unimportant	1	Potentially counter productive

FOLLOW THE STEPS IN NUMERICAL ORDER	Step 1	RANKING 1st -8th 1st	From all the eight aptitudes listed, choose the most important one for achieving excellent performance in the role being benchmarked. Enter the name of that work aptitude in the box below. <input type="text"/>	RATING 8-1 <input type="text"/>
	Step 2	RANKING 1st -8th 2nd	From the seven remaining aptitudes listed, choose the most important one for achieving excellent performance in the role being benchmarked. Enter the name of that work aptitude in the box below. <input type="text"/>	RATING 8-1 <input type="text"/>
	Step 5	RANKING 1st -8th 3rd	From the remaining 4 work aptitudes choose the one that would be most beneficial to achieve performance excellence in the role. Enter that work aptitude below. <input type="text"/>	RATING 8-1 <input type="text"/>
	Step 7	RANKING 1st -8th 4th	From the remaining 2 work aptitudes which would be more beneficial to the role. <input type="text"/>	RATING 8-1 <input type="text"/>
	Step 8	RANKING 1st -8th 5th	Finally, enter the name of the last remaining work aptitude in the box below. <input type="text"/>	RATING 8-1 <input type="text"/>
	Step 6	RANKING 1st -8th 6th	From the remaining 3 work aptitudes, choose the one that would be least beneficial to the role. <input type="text"/>	RATING 8-1 <input type="text"/>
	Step 4	RANKING 1st -8th 7th	From the remaining 5 work aptitudes choose the one that would next most likely undermine or detract from achieving performance excellence in the role being benchmarked. Enter that work aptitude below. <input type="text"/>	RATING 8-1 <input type="text"/>
	Step 3	RANKING 1st -8th 8th	From the remaining 6 work aptitudes choose the one that would mostly undermine or detract from achieving performance excellence in the role being benchmarked. Enter that work aptitude below. <input type="text"/>	RATING 8-1 <input type="text"/>

CORE TRAITS - SELECTION SHEET

RELATIONSHIP MANAGEMENT	Effectively understanding and managing relationships with others and making them feel involved and motivated in order to achieve consensus and results, including the ability to handle difficult individuals or groups of people with diplomacy and tact.
EMOTIONAL STABILITY	Responding to stressful situations in a calm, stable and rational way and being resistant to stress, by being aware of own feelings and emotions and have the ability to avoid becoming taken over by them.
DECISIVENESS	The ability to arrive at clear decisions and drive their implementation when presented with incomplete or ambiguous information, using both rational and 'emotional or intuitive perceptions of key issues and implications.
SELF-MOTIVATION	Showing the drive, energy, self-confidence and self-belief to achieve clear results and make an impact and, also to balance short and long-term goals with an ability to pursue demanding goals in the face of rejection or questioning.
CONSCIENTIOUSNESS	Being dependable, consistent, thorough, persevering and highly disciplined when in pursuit of goals, and the ability to accept personal responsibility and accountability for own actions and decisions.
FLEXIBILITY	Willing to adapt what they are doing to entertain new and challenging experiences, to look for new ways of doing things and to think and act in nonconforming ways associated with creativity and imagination.

CORE TRAITS - SELECTION SHEET

Please read carefully each of the six 'Core Traits' listed below then **rank** each of them, in strict order of preference, in terms of their importance for the relevant role or role.

A 'ranking' of '1st' would indicate that the trait is 'critical for excellent performance' in the role, whereas a ranking of '6th' would indicate that it is 'least important' or 'potentially counterproductive' in the role. It is important that you rank all six traits, but rank **you may use a ranking only once**.

You may use a 'rating' more than once.

Now, please **rate** each of the 'Core Traits' on a scale of '6-1' as follows:

6	Very important	5	Important	4	Useful, but not important
3	Neutral - Neither important nor unimportant	2	Rarely important	1	Unimportant

FOLLOW THE STEPS IN NUMERICAL ORDER	Step 1	RANKING 1st -8th 1st	From all the six core traits listed, choose the most important one for achieving excellent performance in the role being benchmarked. Enter the name of that core trait in the box below. <input type="text"/>	RATING 6-1 <input type="text"/>
	Step 2	RANKING 1st -8th 2nd	From the five core traits listed, choose the most important one for achieving excellent performance in the role being benchmarked. Enter the name of that core trait in the box below. <input type="text"/>	RATING 6-1 <input type="text"/>
	Step 5	RANKING 1st -8th 3rd	From the remaining 2 core traits which would be more beneficial to the role being benchmarked. Enter the name of that core trait in the box below. <input type="text"/>	RATING 6-1 <input type="text"/>
	Step 6	RANKING 1st -8th 4th	Finally, enter the name of the last remaining core trait in the box below. <input type="text"/>	RATING 6-1 <input type="text"/>
	Step 4	RANKING 1st -8th 5th	From the remaining three core traits choose the one that is next likely to undermine or detract from the role being benchmarked. Enter the name of that core trait in the box below. <input type="text"/>	RATING 6-1 <input type="text"/>
	Step 3	RANKING 1st -8th 6th	Of the remaining four core traits choose the one which would most likely undermine or detract from the role. Enter the name of that core trait in the box below. <input type="text"/>	RATING 6-1 <input type="text"/>