

# Designing Jobs / Roles for Good Work and Increased Productivity



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to save much more off the Regular Price!

**Virtual Training**

**30 September 2020**

## LEARN HOW TO

- Use job design as a key enabler for business success and competitive advantage
- Conduct effective job design as part of organisation or process design or to inform job evaluation etc.
- Review the range of factors that need to be considered to ensure people have the opportunity to engage in good work
- Take the opportunity to consider changes in the world of work and how job design is being impacted by new technologies and employment models etc.
- Design jobs to meet the needs of job holders as well as being able to implement the tasks required by the business
- Use job design tools to help your organisation prepare for the future rather than simply meet business objectives today

## ABOUT YOUR COURSE TRAINER

### Jon Ingham

*Executive Consultant, Strategic Dynamics Consultancy Services based in the UK*



- Assumed the roles of Head of HR, HR Director and Consultant in large organisations such as Ernst & Young and Accenture
- Served as Professor in Strategic Management, HR and Change Management at the American Institute of Business and Economics (Moscow, Russia) and Cotrugli Business School (Zagreb, Croatia)
- Recognised as the #1 Top Global Online Influencer in Talent Management, 2010, the 7th Most Influential HR Thinker in the UK, 2013 and a top global HR tech influencer, 2019
- Led major organizational restructuring and HR transformation programmes eg at Diageo
- Helped develop client's organization development methodologies and trained HR business partners in their use eg at Lloyds Banking Group
- Author of the books 'Strategic Human Capital Management: Creating Value through People' (2006) and 'The Social Organization' (2017), contributor to the book 'The Talent Management' Handbook' (2015), and writer of over 20 articles published in various well-respected HR journals

## PAST TESTIMONIALS OF THE COURSE TRAINER

*"Jon is a very experienced trainer who gave us lots of insights and real-life practical examples. What we are doing now made complete sense to me."*

**– HR Business Partner, Discovery Networks Asia Pacific**

*"This course offered excellent content with an extremely knowledgeable and experienced trainer."*

**– Head of Reward, IKEA**

## COMPANIES THAT HAVE BENEFITED FROM JON'S EXPERTISE

- Astro Group
- AXA
- BASF
- Celcom Axiata
- CIMB Bank
- Coca Cola
- Discovery Networks Asia Pacific
- DHL
- GlaxoSmithKline
- IKEA
- Khazanah Nasional Berhad
- Malaysia Airports Holdings Berhad
- MasterCard
- Maxis
- Maybank
- National Heritage Board Singapore
- PETRONAS
- S P Setia
- Samsung Asia
- SingHealth Polyclinics Singapore
- Standard & Poor's
- The Walt Disney Company

## WHY YOU SHOULD ATTEND

Jobs are the traditional unit of work in most organisations, although these are developing into both broader roles and more discreet tasks, linked to particular skills. These provide the way that organisations get work done. Jobs, roles and tasks are therefore a key part of how the companies improve productivity and their ongoing performance.

Jobs are also changing quickly, with the rapid implementation of digital technologies and associated ways of working. Jobs may not disappear to the extent that has often been predicted but they will certainly change. It is important that these changes are planned proactively and that they are not just left to being the consequence of digital disruption.

And jobs are also vitally important to job holders and are still the main basis of the way people experience their work, and whether they will be engaged. It is therefore a major concern that, according to the World Economic Forum, a growing number of people think their jobs are useless. We need jobs which will allow people to use their intrinsic motivation rather than relying on extrinsic manipulation.

Job design used to be a key part of HR but other than at executive levels has received less attention over recent years. However, the need to improve productivity and low levels of engagement together with new opportunities for using digital technologies, and other factors, are all leading to more focus in this area.

It is now clear that having an effectively designed job which meets the needs of individual employees as well as the employer is a key factor in raising engagement and increasing productivity. Making jobs suitably compelling requires providing them with a range of design factors including an appropriate level of autonomy and the opportunity to find meaning.

Attend this training session to consider these factors and how they might be applied to develop jobs, engagement and productivity within your own organisation.

The course now also contains specific focus on job design during and beyond the coronavirus pandemic crisis, for example, by providing greater flexibility in broader roles and how jobs are performed, through flexible working, etc.

## WHO SHOULD ATTEND

- Chief human resource officer
- President or vice-president of HR
- HR director, manager or executive
- Head of employer branding, employee experience, employee engagement, etc
- Marketing professional concerned with in employee performance
- Head of talent acquisition or talent management, etc
- Communication manager, brand manager, recruitment marketing manager, etc
- HR business partner, or HR professional, wanting to contribute more broadly to employer branding and its delivery
- Business leader, with responsibility for attracting and engaging people in your own business.

All other professionals / business stakeholders involved in innovating HR and management approaches, processes and systems.

TIME	AGENDA
10.00am	<p><b>Reinventing Jobs to Improve Productivity</b></p> <p>Welcome and introductions</p> <p>Despite all the innovations in organisational management over recent years, roles and jobs are still the main tool organisations use to get work done. Work quality and productivity is therefore heavily dependent on the nature of these jobs. But jobs are often not designed terribly effectively. This session will review how jobs can be developed from an organisation's processes.</p> <ul style="list-style-type: none"> <li>• The roots of job design based in functional specialisation and other options for building jobs and roles</li> <li>• The importance of placing job design within a broader context of organisation, team, process and workplace design as well as linking to workforce management</li> <li>• How job design is informed by and does itself inform organisation design</li> <li>• Cascading processes into job / role design to build jobs and project based / flow to work roles etc which will deliver business objectives</li> <li>• Supporting jobs with clear skill or competency requirements and with appropriate physical and digital workplaces and ways of working</li> <li>• Identifying job responsibilities through RACI / RAPID analysis</li> </ul> <p><b>15 minutes break included</b></p>
11.15am	<p><b>Re-orienting Jobs towards Good Work</b></p> <p>This session will consider these factors and how they might be applied to develop jobs, engagement and productivity within participants' organisations. Good work meets the needs of a business but does so by providing meaningful and compelling work, jobs and organisation to employees. As jobs become even more focused on knowledge, service and teaming, etc, and as organisations become more committed to the employee experience, good work is becoming a more important basis for job design.</p> <ul style="list-style-type: none"> <li>• The socio-technical approach to job design and links to employee experience</li> <li>• Meeting needs for safety, health, wellbeing and engagement</li> <li>• The roles of relatedness, autonomy, mastery and purpose in intrinsic motivation</li> <li>• Research on the perceived lack of meaning in many of today's jobs</li> <li>• Developing new social contracts for privileged and precarious segments of the workforce</li> <li>• Responding to diversity across generations, national cultures and other attributes as well as the broader changes in people's expectations, including by providing the opportunity to personalise the employee experience</li> <li>• Opportunities for flexible working and self management etc</li> <li>• Designing the manager role to ensure good management and increased levels of trust</li> <li>• Making a business case for progressive management and design of the organization</li> </ul>
12.15am	<p><b>Lunch break</b></p>
1.00pm	<p><b>Designing Roles and Jobs</b></p> <p>This session will provide the main tools and techniques to design jobs within an ever more complex environment, with an increasingly broad range of ways of working, and in order to provide appropriate levels of both flexibility and security depending upon people's as well as the organisation's needs</p> <ul style="list-style-type: none"> <li>• Opportunities for job specialisation or enlargement, simplification or extension, enrichment and rotation etc.</li> <li>• Job design techniques include repertory grid, critical incidents, etc</li> <li>• The shift from jobs to roles, and onto tasks and skills</li> <li>• New approaches in job design eg job crafting and sculpting to build greater employee engagement</li> <li>• Designing manager jobs to ensure good management and increased levels of trust</li> <li>• Conducting role and job analysis, including through new workforce analytical tools, and links to job evaluation</li> <li>• Balancing consistency and flexibility in job and role titles</li> <li>• Linking with job evaluation</li> </ul> <p><b>15 minutes break included</b></p>

2.15pm

## Reviewing Potential Job Changes in the 4th Industrial Revolution

The digital age is accelerating the rate at which organisations are changing, with new business models, and therefore new in demand jobs. Companies are also tapping new sources of talent and organising new workers and traditional employees in more innovative ways. All of these changes impact the jobs we need to provide, and increasingly frequently, how we tap people's time and skills without employing them in a traditional job at all.

- The changing nature of jobs including new in-demand jobs, team and group working, the growing contingent workforce and self-management / organisation
- Reviewing changes in roles and jobs with more use of AI and automation, including the augmentation of employees through the use of new workforce technologies
- New measurement and analysis tools and approaches, eg use of sociometres
- Case studies and examples of potential future job changes

**Activity: Reviewing job changes in participants' organisations given digital technologies, new workforce categories and new ways of organising**

**15 minutes break included**

3.30pm

## Providing Better Opportunities for Progression

Given all of the change in business and organisations, careers are changing even more rapidly than are individual jobs. Yet the direction of travel is clear, and is towards greater individual ownership, supported by the use of technology, and also the use of differentiated approaches across different segments of staff.

- Linking and supporting progression between good jobs through effective but flexible career management, providing alternatives to the 'tour of duty'
- Navigating organisations as a lattice rather than a ladder
- Technological support for career management include internal talent markets
- Creating dual career structures and other approaches to support good management and avoid 'accidental managers'
- Enabling people to develop transferrable skills and recognising the soft skills they have developed outside of work
- Helping employees understand their career drivers and what good work looks like for them
- The role of mentoring in supporting career development

**Conclusions and action planning**

4.30pm

**End of training**

## REGISTER NOW

<b>Designing Jobs / Roles for Good Work and Increased Productivity</b>	
<b>Format</b>	Virtual training
<b>Dates</b>	30 September 2020
<b>Price Per Person</b>	<p><b>Early Bird:</b>  <b>USD 399</b>                      (on or before 28 Aug)</p> <p><b>Regular Price:</b>  <b>USD 499</b>                      (from 29 Aug onwards)</p>
<b>Contact Person for Registration and Group Discounts</b>	<p><b>Hemalatha Siranjeevi</b>                      Project Manager                      Tel: +65 6423 0329                      Email: <a href="mailto:hemalathas@humanresourcesonline.net">hemalathas@humanresourcesonline.net</a></p> <p><b>Adrian Ray</b>                      Project Manager                      Tel: +65 6423 0329                      Email: <a href="mailto:adrianr@humanresourcesonline.net">adrianr@humanresourcesonline.net</a></p>
<b>Amendment / Cancellation Policy</b>	<ol style="list-style-type: none"> <li>1. All bookings are final.</li> <li>2. Should you be unable to attend, a substitute delegate is welcome at no extra charge.</li> <li>3. HR Masterclass Series cannot provide any refunds for cancellations.</li> <li>4. HR Masterclass Series reserves the rights to alter the programme without notice, including the substitution, amendment or cancellation of trainers and/or topics.</li> <li>5. HR Masterclass Series is not responsible for any loss or damage as a result of a substitution, alteration, postponement or cancellation of the event.</li> </ol>

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As the training division of *Human Resources*, HR Masterclass Series takes a proactive role in organising a regional series of public and in-house training courses across Asia. Together with our conferences and awards shows, these courses form part of a complete suite of events specifically tailored for senior HR professionals.

Courses are conducted in a personalised and interactive workshop setting with practical case studies and exercises from our expert trainer. Delegates will take away global best practices, fresh ideas and customised solutions for implementation back in their organisations.

**HR Masterclass Series is committed to being a trusted learning partner of HR practitioners throughout Asia.**

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