

Rx

Conveying Role Value

A session from the Rx CD System

rev. 3-06

Conveying Role Value:

The capacity to communicate and promote the value and importance of one's role

Why is this skill important?

Conveying Role Value is the ability to convey to another the value and importance that a given role carries with it. This is NOT a measurement of a person's ability to understand a role's value, but to COMMUNICATE that value to another or a group of others.

People who have strongly developed skills in Conveying Role Value are able to effectively instill in their employees a belief that what they are doing has value. They are able to paint a clear picture of how and why each person's role is important – to themselves, to the company, and to others.

People who aren't as skilled at Conveying Role Value may have two problems: either they don't appreciate the value in a role adequately, or they may not have the ability to communicate ideas or concepts to others effectively.

Have you ever tried to convince someone of something that YOU didn't believe was true? Wasn't it difficult? Conveying Role Value requires that you don't fall into either of the traps mentioned above. You must have a clear UNDERSTANDING of your employees' roles and APPRECIATE the roles they need to play. But you also need to COMMUNICATE your understanding and appreciation of their roles to them . . . regularly.

Conveying Role Value is a practice that must be used frequently, especially in the following situations:

1. when interviewing a prospective employee
2. when training a new employee
3. when evaluating current employees
4. when employees have successes
5. when employees have failures
6. when employees are dissatisfied
7. when employees are satisfied
8. and the list goes on.

As a manager or team leader, it is absolutely part of your responsibility to ensure that your employees or team members believe that you value them and value the efforts they are making. The only ways to do that effectively are to understand the role your employees need to play, to communicate that role with enthusiasm, to follow up and encourage your employees to achieve success in their roles, and – last but not least - to believe in the importance each person's position has within your organization.

What are skills associated with Conveying Role Value?

Someone who has mastered skills associated with Conveying Role Value:

- Has excellent empathetic, interpersonal, and leadership skills;
- Understands and values the unique position individual roles play within his or her company or organization;
- Is able to communicate the importance of individual roles to employees or team members;
- Has a strong belief in the ability of each employee to contribute positively to organizational success;
- Aligns priorities and responsibilities with corporate mandates and missions.

How do you develop your own skills in Conveying Role Value?

- Set an example for enthusiasm and commitment to your OWN role.
- Understand the position description for each position that reports to you. If it doesn't make sense, see what you can do to improve it.
- Hire people based on how well their values and expectations match up with the values and expectations of the role you are hoping to fill.
- Be aware of the unique attributes each person brings to the role they are in. Even if you have 150 customer service representatives with the same job description, each person has some unique talents or skills to offer.
- Set clear expectations for your employees or team members – TELL them what it takes to be successful in their positions.
- ASK for feedback and "buy-in" from your employees. Let them ask difficult questions about their roles, and help them understand their positions better.
- Believe in your employees 100%.
- SHOW your employees that what they do is valuable – try to recognize specific accomplishments or activities that add particular value.
- Applaud successes and correct failures. Relate disciplinary or corrective action to specific requirements of the role an individual is in.
- Encourage people to take responsibility for their success within a given role.
- Be available to your employees or team members for feedback or assistance.
- Think carefully about how each role is important to your company, your customers, and yourself. Communicate those ideas to your employees.
- Practice regular, open communication. When you learn of changes that will affect your employees, talk about them.

- Align your assignments and expectations with corporate mandates and missions. Help people understand how their roles contribute to specific mandates.
- Allow employees or team members to voice opposition, but see what you can do to constructively resolve the negative feelings.
- Encourage people to work with their strengths – make a point of matching assignments up with strengths.

Conveying Role Value

Activities

Activity 1: Key Roles and Benefits

For EACH position that reports to you, define the following:

1. Why is this role important to your company?
2. Why is this role important to your customers?
3. Why is this role important to you?
4. Why do you think this role is important for the individual employee who fills the position?

Make a point of sharing your observations and ideas with each employee.

Activity 2: Individual Contributions

For each employee you have, or each team member who reports to you, list three things he or she ADDS to the position he or she is in. Think about how he or she goes above and beyond the role set for him or her – what special attributes does he or she contribute.

Activity 3: Your Own Role Confidence

Take a look at your own job description, recent performance reviews, and organizational charts for your company.

- What is unique about your own role?
- Why is it important for you to show up every day and do your best?
- Do you feel committed to your job? Why or why not?
- Do you show your enthusiasm about your job? Why or why not?
- What skills or attitudes do you bring to your role that are UNIQUE?

Activity 4: Think!

1. Can you think of a time when you didn't understand or appreciate the job you were in?
 - What made it difficult to appreciate?
 - Were you given clear expectations?
 - Did the position require you to do something that was against your principles or outside of your value system?

- Did you have a forum for giving feedback?
 - Did you feel that other people valued the job you were doing?
2. Describe an employee or team member who seems dissatisfied with his or her job.
- Did you hire him or her?
 - Have you explained the role he/she is in and expressed what you value about it?
 - Does the individual understand how he/she is uniquely qualified for the position?
 - Does he/she support organizational missions?
 - Is he/she being asked to do things that don't match up with his/her personality or value system?
 - What can you do to try to help the person value his/her role more?