

# Job Clarity Tool

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Get clear about the purpose of your role

*A resource from IML ANZ's Intentional Leadership™: Foundations program*



# Build productivity from purpose

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## **Are you paid to do someone else's work?**

When was the last time you looked at your position description? It is gathering dust in your desk drawer?

Many people are doing tasks that are not aligned to the purpose of their role, and importantly, are different to those that their manager thinks are important.

This may be contributing to why you are busy but not achieving what matters most. Use this resource to find clarity on the purpose of your role and target your effort on those things that make you productive, not just busy.

Our interactive job clarification resource forms part of our module on time management in IML ANZ's Intentional Leadership™: Foundations Program.



## Step 1

# Unpack the purpose of your role

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Let's start by defining the purpose of your role. This will provide clarity on whether you are spending time on activities, tasks and projects that are aligned to the purpose of your role and the expectations of your manager.

### 1. What is the overall purpose of my role?

In one sentence, describe the purpose of your role.

*e.g. The purpose of my role is to lead a team of Call Centre staff members so that they meet their financial and behavioural KPI's and create a great experience for our customers.*



To help you answer this question, think about the following:

- How would you describe why your job exists?
- How would the business be impacted if your role did not exist?
- If the CEO gave you 5 minutes to justify why your role needs to stay and not be outsourced – what would you say?

## 2. What are the key areas that I need to focus on?

Identify 4 to 6 key areas and work out how much of your time you spend doing each of these – give them a percentage out of 100%.

|   | Focus area  | Time spent (%) |
|---|---|----------------|
|   | <i>e.g. coaching and mentoring my staff members</i> | <i>20%</i>     |
| 1 |   |                |
| 2 |   |                |
| 3 |   |                |
| 4 |   |                |
| 5 |   |                |
| 6 |   |                |



To help you answer this question, think about the following:

- Instead of a list of duties, responsibilities, or activities you might find in your position description, think about the key areas you focus your time on. E.g. training, recruiting, budgeting, business development, etc..
- What are the key activities within each area listed above? As you list these out, ask yourself: Why am I doing this? Is this the best use of my time? Should this be delegated to someone else?

# Gain alignment with your manager

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Once you have completed your current focus areas, it's time to get on the same page as your manager - this is critical to success in your role!

## 1. Understanding expectations

Using the next page of this resource, ask your manager to complete the same questions you just answered, focusing on the expectations of your role. Don't share your answers at this stage.

## 2. Clarification and negotiation

Book some time in with your manager to run through how you both answered the questions. While reviewing these, you may find there are some key differences. This gives you an opportunity to have a robust conversation to discuss areas you disagree on and why.



While having this discussion, it's important to remember:

- Always respectfully debate the validity of any of these areas by asking how they align to your teams objectives and the overall business objectives.
- If your role has now evolved to incorporate additional responsibilities discuss what level of priority these areas now have in relation to your existing responsibilities.



# Job expectation clarification sheet

*For the manager*

## What is the overall purpose of your team member's role?

In one sentence, describe what their role achieves for your organisation.



## What are the key areas that they are expected to focus on?

Identify 4 to 6 key areas and work out how much time they should spend doing each of these – give them a percentage out of 100%.

|   | Focus area  | Time spent (%) |
|---|---|----------------|
|   | <i>e.g. coaching and mentoring my staff members</i> | <i>20%</i>     |
| 1 |   |                |
| 2 |   |                |
| 3 |   |                |
| 4 |   |                |
| 5 |   |                |
| 6 |   |                |

## Step 3

# Putting it together

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Now that you've clarified the purpose of your role with your manager, it's important to write down your agreed role purpose and focus areas as a roadmap to success in your role.

By defining the purpose of the role and focusing on tasks aligned with that purpose, you can streamline decision-making around how to spend your time productively. Productivity isn't just measured by output volume but by being effective at achieving defined outcomes. Having clarity around why you do what you do is essential for determining how best to be productive at work.

### **What is the overall purpose of my role?**

In one sentence, describe what your role achieves for your organisation.



## What are the key areas that I need to focus on?

Identify 4 to 6 key areas and work out how much of your time you spend doing each of these – give them a percentage out of 100%.

|   | Focus area | Time spent (%) |
|---|------------|----------------|
| 1 |            |                |
| 2 |            |                |
| 3 |            |                |
| 4 |            |                |
| 5 |            |                |
| 6 |            |                |





## Found this resource helpful?

Our job clarity tool was developed by our team of leadership experts who also design and facilitate IML ANZ's suite of renowned development programs. Together, we work to transform professionals like you into lifelong Intentional Leaders™.

Find out more about our Intentional Leadership™: Foundations program.



## We are here to help!

Have a question about our programs?  
Want to explore tailored in-house  
opportunities? Interested in other  
learning and development offerings?  
Get in touch!

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