the unicorn buster

a simple approach to work design

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A simple approach to work design

This quick & practical work design tool will help you break down the work that needs to be done & turn it into well-designed gigs & jobs. It'll save you looking for something that doesn't exist. Unlike mermaids who totally exist. These are the four speedy steps.

01   List the work that needs be done

02   Ponder a few simple work design factors

03   Bucket it together in sensible way

04   Select your talent model/s

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01 List the work that needs to be done

Capture why you need extra hands & identify the key deliverables, activities or milestone outcomes. There's no need to get into tooooo much detail but do what feels right. Break down the work and pop it on physical or digital post-it notes.

Purpose: ie what is the business outcome that you are after?

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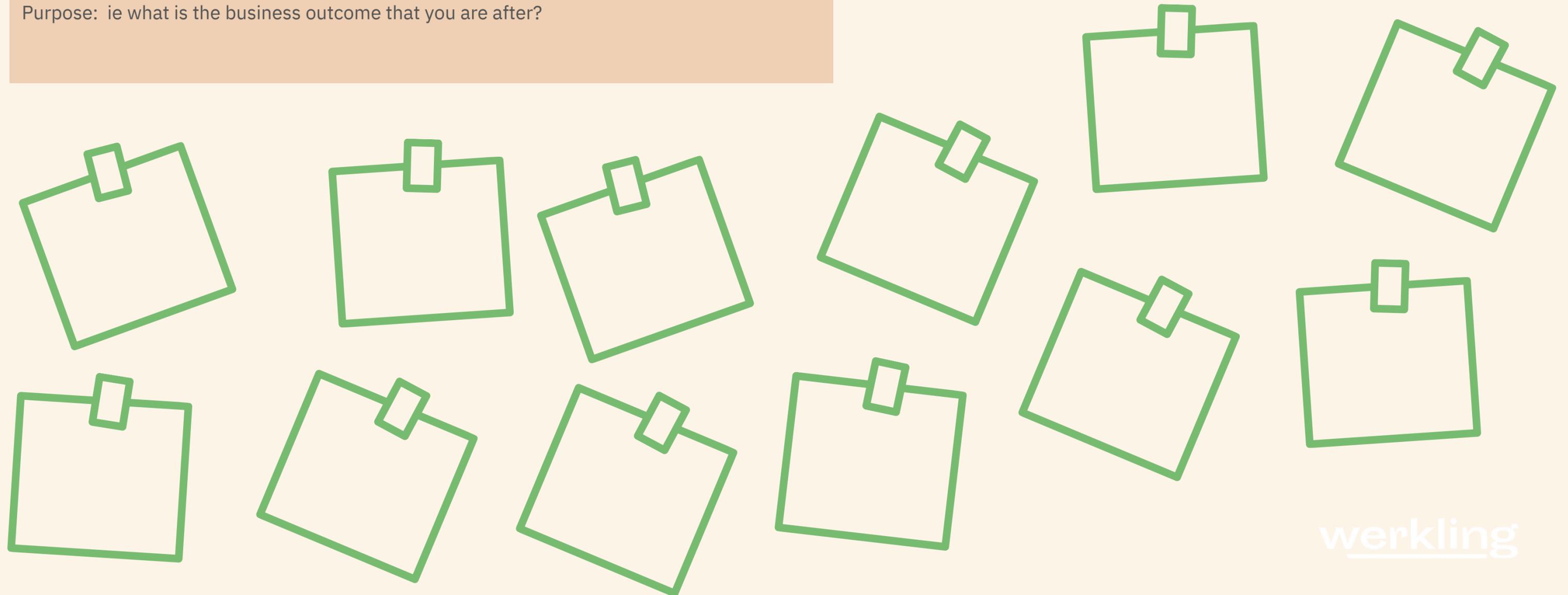
02 Ponder a few work design factors

This is the bit that often gets missed! Take a moment to reflect on the complexity & timing around the work to be done & think creatively about how you can best design & resource it. This will help you nab the best talent & get the greatest bang for buck!

Complexity

The level of capability required for the activity.

Less complex

- More operational or administrative outcomes
- With little instruction, most people could work it out
- Activity focused on the short term
- E.g Post social media content & execute plan
- E.g. Document workshop outcomes

More complex

- A more strategic outcome that enables the mission
- A significant amount of experience & expertise needed
- Delivers a longer term outcome or benefit
- E,g. Develop go-to-market strategy
- E.g. Design & advise on new operating model

Frequency

How often the activity is needed.

All the time

- Activities are performed on a daily basis
- Is a core function of the organisation with a steady workflow
- Required on an ongoing basis for foreseeable future
- E.g. Respond to customer queries
- E.g. Write monthly reports

Some of the time

- Activities are required occasionally
- Needs will change over time or at certain point in project
- There are more busy and less busy times
- E.g. Create customer response scripts
- E.g. Assess impacts for large scale change program

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03 Bucket it together in sensible way

Grab those post-it notes from before & start to think about the complexity & frequency of each activity. If you don't have the subject matter expertise, reach out to your network or book in a free Gig Ready consult at werkling.com for support.
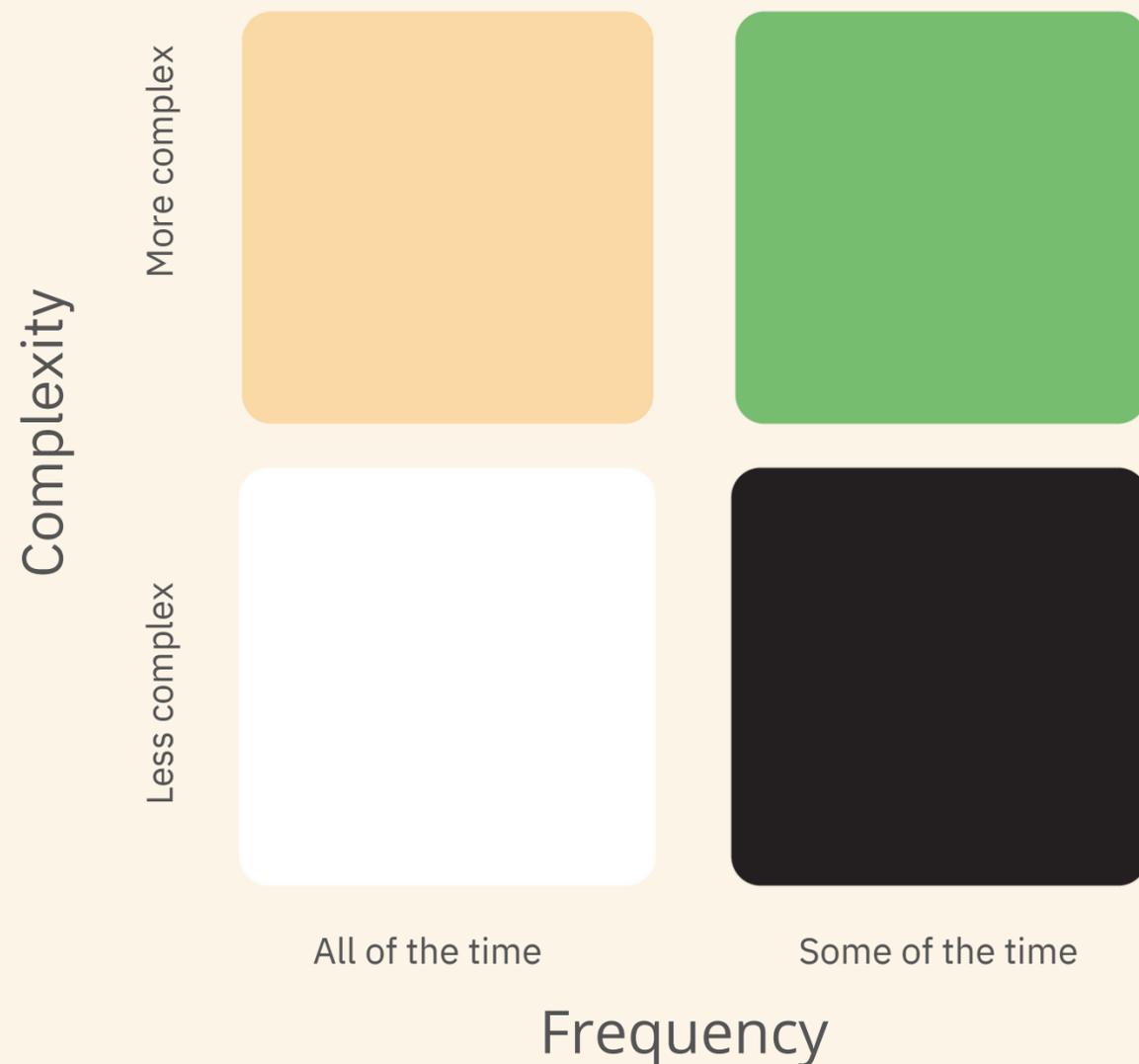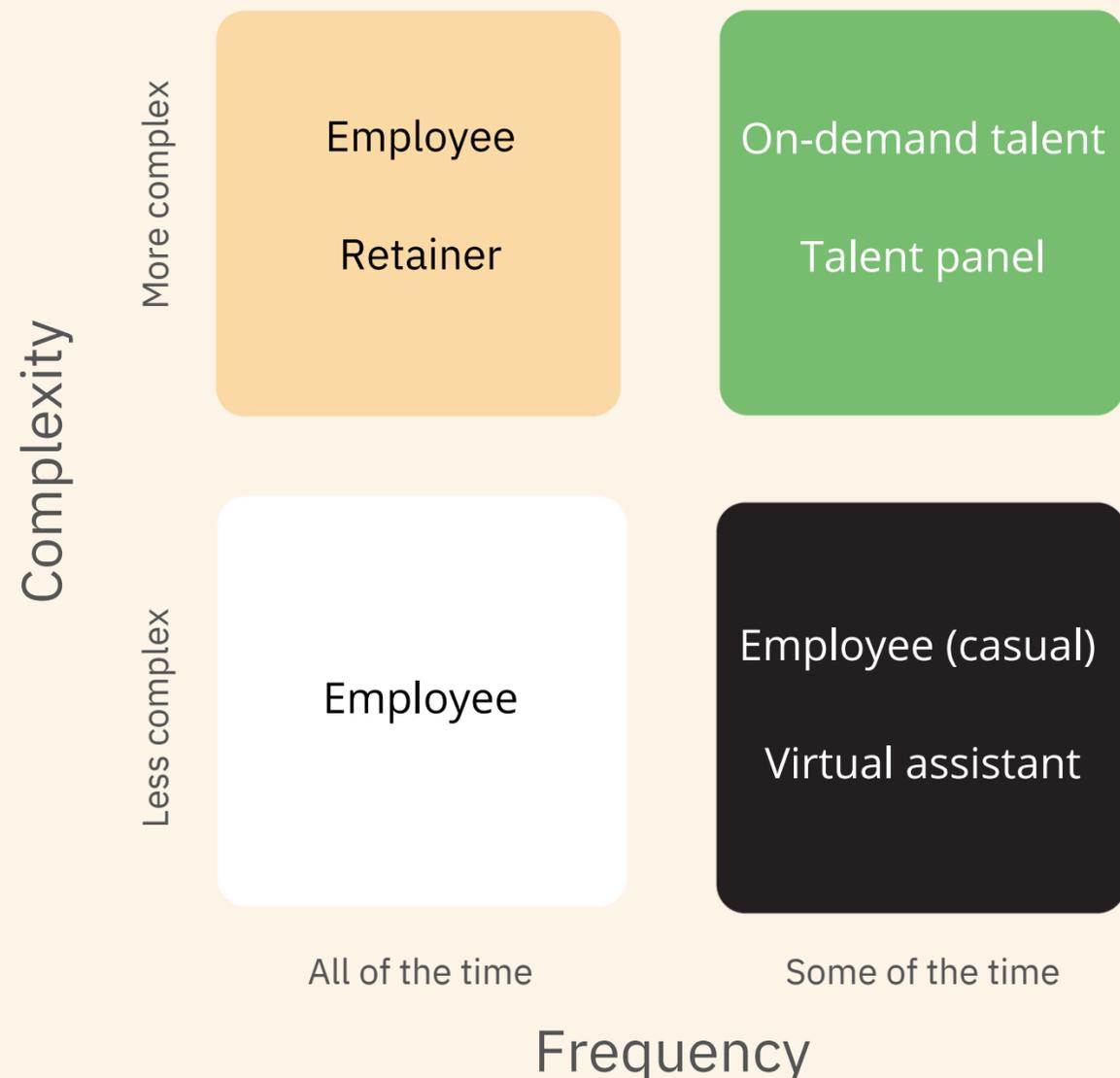
As you work through this exercise, consider:

- Are there different areas of specialisation or different skill sets required for different activities?

- Is it likely that the one person could do it all?

- It is likely that someone would want to do it all?

- How might the complexity & frequency inform how you access the right capability level at the right time?

Complexity

More complex

Less complex

All of the time

Some of the time

Frequency

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04 Select your talent model/s

Ok, so now you're feeling a little clever. You have assessed the work against complexity and frequency, and have even started to ponder the type of capabilities you need. Let's take a look at the different talent models that might be a good fit.

Complexity

More complex

Employee Retainer	On-demand talent Talent panel
Employee	Employee (casual) Virtual assistant

Less complex

All of the time   Some of the time

Frequency

Top tips

- Where there is a large variation of complexity, avoid 'bucketing' the work into the one job as you will pay for a level of expertise that is not always needed.

- Consider different combinations like having on-demand talent for specialist capability to complement your internal generalist capability

- Once you've designed the work & selected the talent model/s, list the areas of strength or expertise required to deliver the activity & meet the business need. Think about the background, experience & qualities of people who "do it well".

Quick definitions

Employee: Talent working in a traditional employment relationship (full time or part time) in a permanent, fixed term or casual basis

On-demand talent: Freelancers, independent consultants & professional gig talent who work on-demand. They may charge an hourly/daily rate or per agreed deliverable.

Talent panel: A selection of hand picked on-demand talent that are regularly tapped into.

Retainer: On-demand talent who have a retained arrangement with an organisation for services they provided on a ongoing basis.

Virtual assistant: Administrative & other support that are provided remotely, may be based in Australia or (often) internationally

To explore your on-demand talent strategy, talk all things work design OR to be matched to the very best peer-recommended talent,
visit www.werkling.com

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