

PEOPLE MODEL

STEP 1: CHOOSE AN EMPLOYEE

In order to create a picture that allows you to compare the value of the work done by your employees, you first need to create a model for each individual person. Choose a pool of employees and begin with one.

STEP 2: LIST OUT EMPLOYEE RESPONSIBILITIES

Your employee model is going to take the form of a grid or a matrix. The horizontal axis is the same timeline that you've worked with in both your money and metrics model.

Each of the processes on your timeline is carried out by people performing a variety of job functions and tasks. This is the information that will go on your vertical axis. In the top left square of the grid provided in this kit, write the name of your employee. In each box below write one of the employee's responsibilities.

STEP 3: PLOT OUT WHERE PROCESSES AND JOBS MEET

For your chosen employee, draw the outline of a rectangle at the intersection of each process and job function or task.

STEP 4: PLUG IN MONEY AND METRIC FINDINGS

Since the goal of this model is to calculate the value of your employee's work based on quality v. quantity, the next step is plugging in information that tells you how much your employee costs and how well they are performing. For each job function or task, plug in the colored gear the person received on the money model and the colored line they received on the metrics model. If you don't have the information, calculate it now (For instructions go back to Business Visualization: How It Works: Units 3 and 4.)

STEP 5: CALCULATE VALUE

With all of your money and metrics data in the grid, you can now calculate value. To do this, weight each item relative to importance (for a total of 100%), multiply each weight by the number of its color (green=1, yellow=2, red=3) and then take the sum. Write the resultant number in each box.

STEP 6: COLOR CODE YOUR RECTANGLES

Fill in each box on the grid with a colored rectangle corresponding to the number value calculated in step 5. Ones are green rectangles. Twos are yellow rectangles. Threes are red rectangles. [You can find colored rectangles for this purpose below]

STEP 6: REPEAT

Go back and create a grid for each of your employees following the steps outlined.

(optional) STEP 7: ASSESS OVERALL VALUE

To combine all of your colored rectangles into one, weight each of the job functions and/or tasks that your employee performs, multiply by the color weight and add the numbers together. At the process level roll the values together the same way. Weight the importance of the work the employee does at each process, multiply by the color weight and add together. You will end up with a single colored rectangle representing the value of that individual's work.

(optional) STEP 8: ADD MOTION

Chart your employee information at select periods. Put all of the resulting pictures together into a movie or a flip book. Either will animate your picture, showing you how and where value is changing—or not changing over time.

