

## Which Jobs Make the Most Difference?

An A position is defined primarily by its impact on strategy and by the range in the performance level of the people in the position. From these two characteristics flow a number of other attributes that distinguish A positions from B and C jobs.			
	<b>A Position (Strategic)</b>	<b>B Position (Support)</b>	<b>C Position (Surplus)</b>
<b>DEFINING CHARACTERISTICS</b>	<p>Has a direct strategic impact</p> <p>AND</p> <p>Exhibits high performance variability among those in the position, representing upside potential</p>	<p>Has an indirect strategic impact by supporting strategic positions and minimizes download risk by providing a foundation for strategic efforts.</p> <p>OR</p> <p>Has a potential strategic impact, but exhibits little performance variability among those in the position</p>	<p>May be required for the firm to function but has little strategic impact</p>
<b>Scope of authority</b>	Autonomous decision making	Specific processes or procedures typically must be followed	Little discretion in work
<b>Primary determinant of compensation</b>	Performance	Job level	Market price
<b>Effect on value creation</b>	Creates value by substantially enhancing revenue or reducing costs	Supports value-creating positions	Has little positive economic impact
<b>Consequences of mistakes</b>	May be very costly, but missed revenue opportunities are a greater loss to the firm	May be very costly and can destroy value	Not necessarily costly
<b>Consequences of hiring wrong person</b>	Significant expense in terms of lost training investment and revenue opportunities	Fairly easily remedied through hiring of replacement	Easily remedied through hiring of replacement

Excerpted from “The Strategic Logic of Workforce Management.” Authors: Huselid, Beatty, & Becker. *Harvard Business Review*, December 2005.