



# **Developmental Task Quotient™**

**General Version**

**Maximizing current job satisfaction and positively impacting individual productivity**

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## INTRODUCTION

Behavioral research suggests that the most effective people are those who understand themselves, both their strengths and weaknesses, so they can develop strategies to meet the demands of their environment.

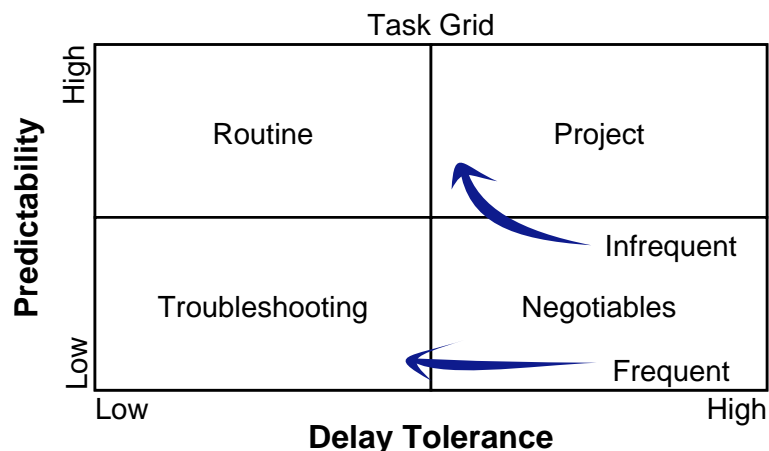
A person's behavior is a necessary and integral part of who we are. In other words much of our behavior comes from "nature" (inherent), and much comes from "nurture" (our upbringing).

This report will provide insight to the environment you live and work in, and how it motivates or demotivates you, based on the types of tasks you do. This motivation or demotivation is derived from how the combination our "nature" and "nurture" reacts to the mixture of task types you perform on a daily basis. "Do not try and change yourself - you are unlikely to succeed. Work to improve the way you perform." P.F. Drucker.

### TASK QUOTIENT

TQ™ defines the ideal mixture of task types (Routine, Troubleshooting and Project) that provide an individual the most intrinsic motivation, or personal satisfaction. William Daniels, in his book Breakthrough Performance defines 4 types of tasks that we perform:

- A) **Routine Tasks** - highly predictable and have a low delay tolerance (must be accomplished immediately)
- B) **Troubleshooting Tasks** - highly unpredictable and have a low delay tolerance (must be accomplished immediately)
- C) **Project Tasks** - highly predictable and have a high delay tolerance (do not have to be accomplished immediately)
- D) **Negotiable Tasks** - low predictability and have a high delay tolerance (do not have to be accomplished immediately). Daniels states that these tasks when they are frequent should be considered as Troubleshooting Tasks, and when they are infrequent they should be considered Project Tasks.





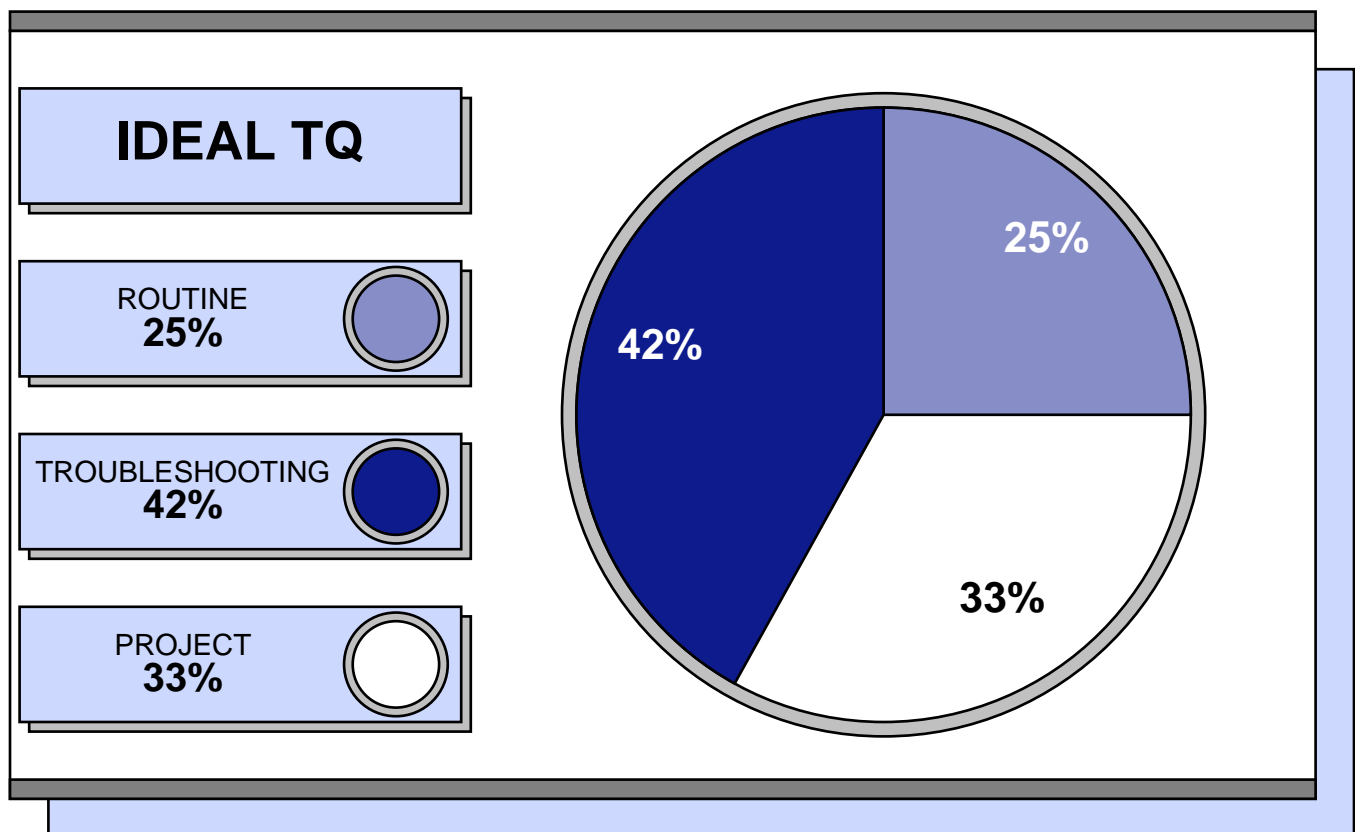
## YOUR IDEAL/PREFERRED WORK DISTRIBUTION

This graph describes your ideal/preferred work distribution, if you could choose any work environment.

Your ideal/preferred work distribution would include:

- 25% routine tasks. This work is highly predictable and needs to be accomplished immediately
- 42% troubleshooting tasks. This work is highly unpredictable and needs to be accomplished immediately
- 33% project tasks. This work is highly predictable and does not have to be accomplished immediately

Your ideal/preferred Task Quotient = 25-42-33. This describes the ideal/preferred task mixture you need to maximize your motivation and job satisfaction.





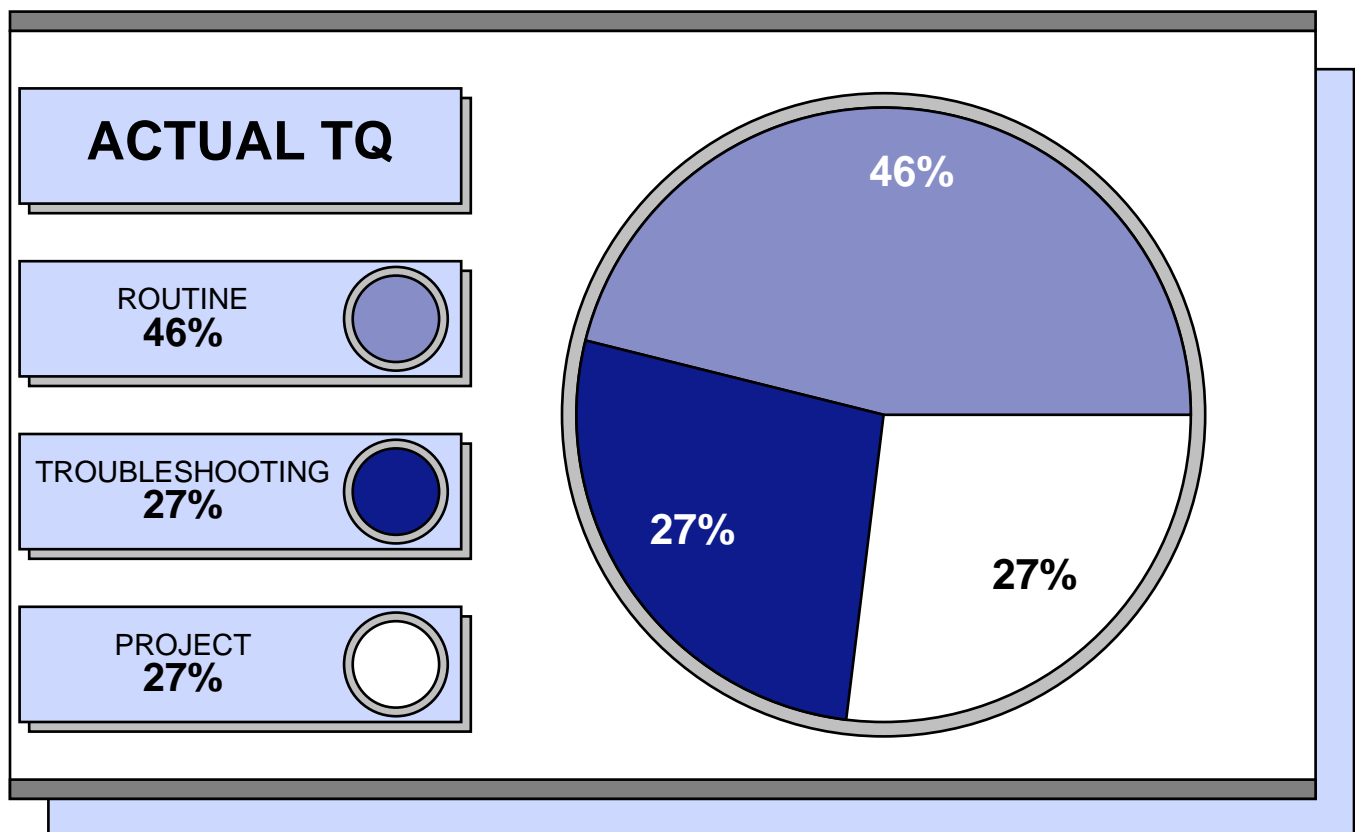
## YOUR ACTUAL CURRENT WORK DISTRIBUTION

This graph describes the actual work distribution of your current work environment.

Your current work distribution includes:

- 46% routine tasks. This work is highly predictable and needs to be accomplished immediately
- 27% troubleshooting tasks. This work is highly unpredictable and needs to be accomplished immediately
- 27% project tasks. This work is highly predictable and does not have to be accomplished immediately

A person with a Task Quotient of 46-27-27 would be needed to ideally match your current work environment. This describes the current task mixture of your current job.





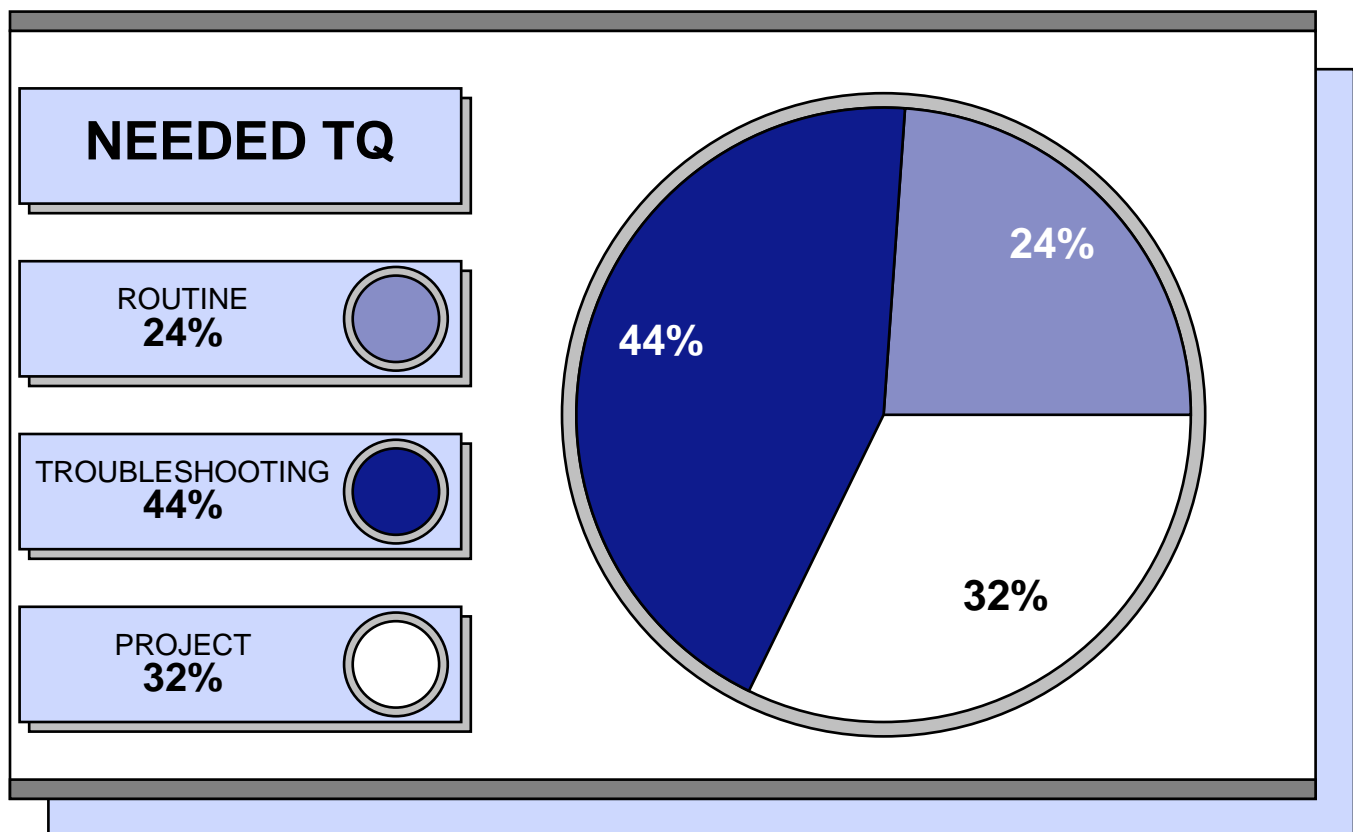
## YOUR OPTIMIZED WORK DISTRIBUTION

This graph describes your view of what the desired work distribution would be needed to optimize your current work environment.

Your optimized work distribution would include:

- 24% routine tasks. This work is highly predictable and needs to be accomplished immediately
- 44% troubleshooting tasks. This work is highly unpredictable and needs to be accomplished immediately
- 32% project tasks. This work is highly predictable and does not have to be accomplished immediately

A person with a Task Quotient of 24-44-32 would be needed to work in your current work environment if it was optimized. This could require changing the structure of the current job as the job is described on the previous page.





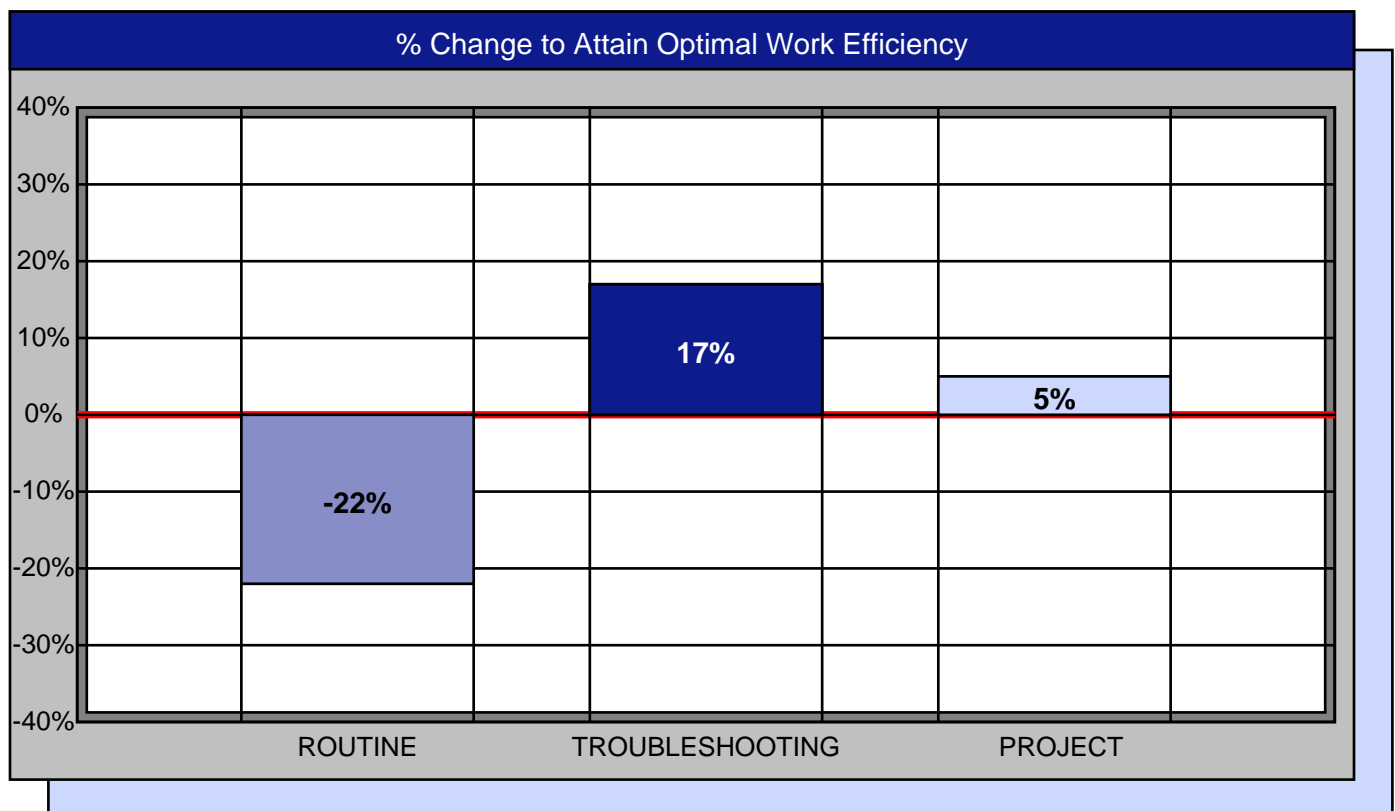
## CHANGE TO AN OPTIMIZED (MOST EFFICIENT) WORK ENVIRONMENT

This graph describes the changes needed to get your current work distribution to match your view of an optimized (efficient) current work environment.

To get your current work distribution to match your view of an optimized current work environment, you would need to:

- Decrease routine tasks by 22%. This work is highly predictable and needs to be accomplished immediately
- Increase troubleshooting tasks by 17%. This work is highly unpredictable and needs to be accomplished immediately
- Increase project tasks by 5%. This work is highly predictable and does not have to be accomplished immediately

Changing the current work distribution to meet the optimized work environment would maximize the efficiency of the current work distribution. This will not necessarily improve your motivation or job satisfaction, unless the optimization change moves closer to your ideal/preferred work environment.





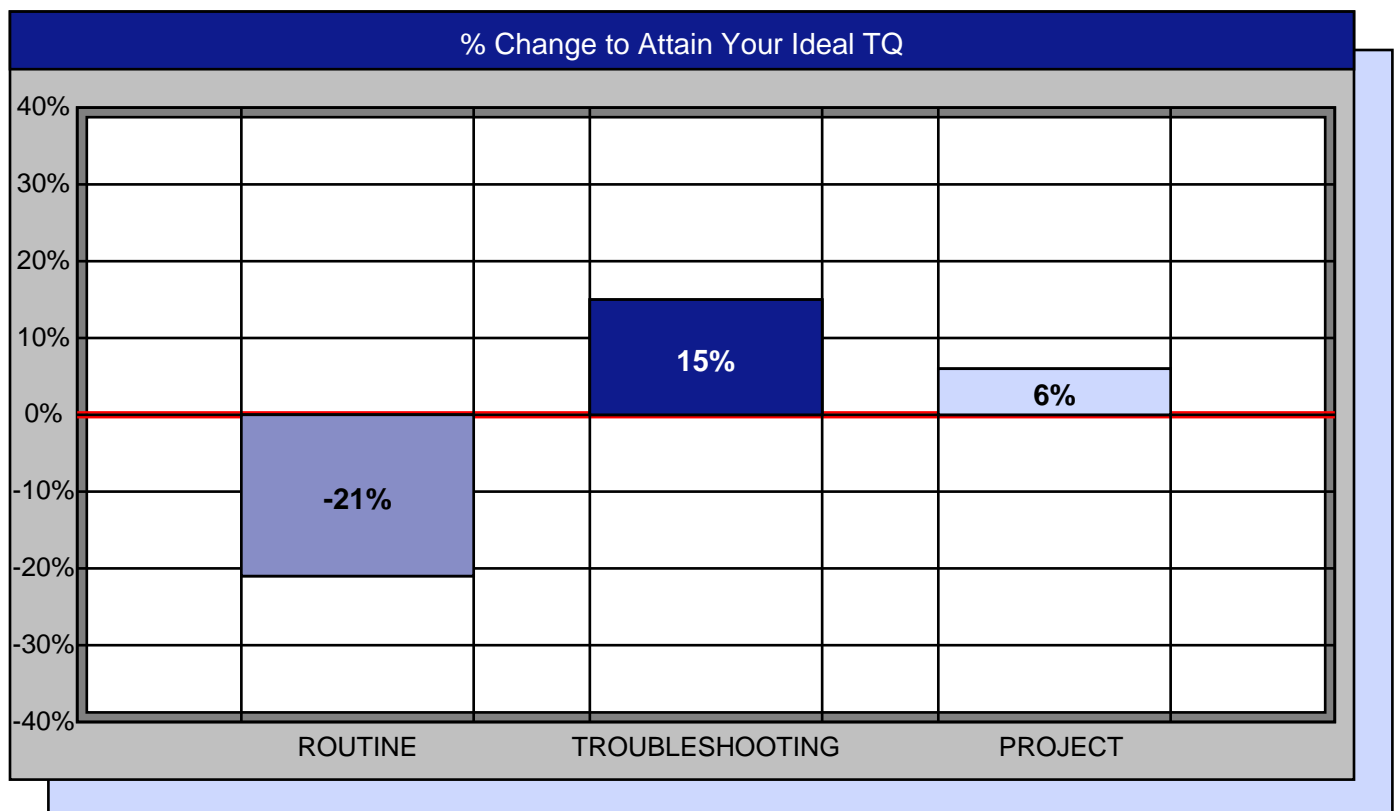
## CHANGE NEEDED TO MATCH YOUR IDEAL/PREFERRED TQ

This graph describes the changes needed to get your current work distribution to match your ideal/preferred work distribution.

To get to your ideal/preferred work distribution you would need to:

- Decrease routine tasks by 21%. This work is highly predictable and needs to be accomplished immediately
- Increase troubleshooting tasks by 15%. This work is highly unpredictable and needs to be accomplished immediately
- Increase project tasks by 6%. This work is highly predictable and does not have to be accomplished immediately

Balancing your current work distribution to meet your ideal/preferred Task Quotient of 25-42-33 would maximize your motivation and job satisfaction.





## LEVEL OF JOB SATISFACTION/DISSATISFACTION

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Please think of the tasks that you perform each week that you can say, "If I never had to do those tasks again, or I could delegate those tasks, I would be eternally grateful". How many hours a week would you have of these undesired tasks? Only focus on the undesired tasks themselves, do not include any personalities or personal interactions.

A) Total hours worked per week \_\_\_\_\_

B) # of hours of undesired tasks \_\_\_\_\_

C) % dissatisfaction =  $B/A =$  \_\_\_\_\_

**This assessment tool predicts, based on your ideal TQ compared to your actual TQ:**

- Your current level of job dissatisfaction to be 21 %.

OR

Alternatively, your current level of job satisfaction to be 79 % (this is calculated by 100% minus the % of job dissatisfaction). This percentage compares the differences in your Ideal/Preferred Work Distribution described on Page 2, and your Actual Work Distribution on page 3.

**This assessment tool predicts, that if you were able to change your actual TQ to optimized TQ:**

- Your future level of job dissatisfaction would be 2 %.

OR

Alternatively, your future level of job satisfaction would be 98 % (this is calculated by 100% minus the % of job dissatisfaction). This percentage compares the differences in your Ideal/Preferred Work Distribution described on Page 2, and your Optimized Work Distribution on page 4.



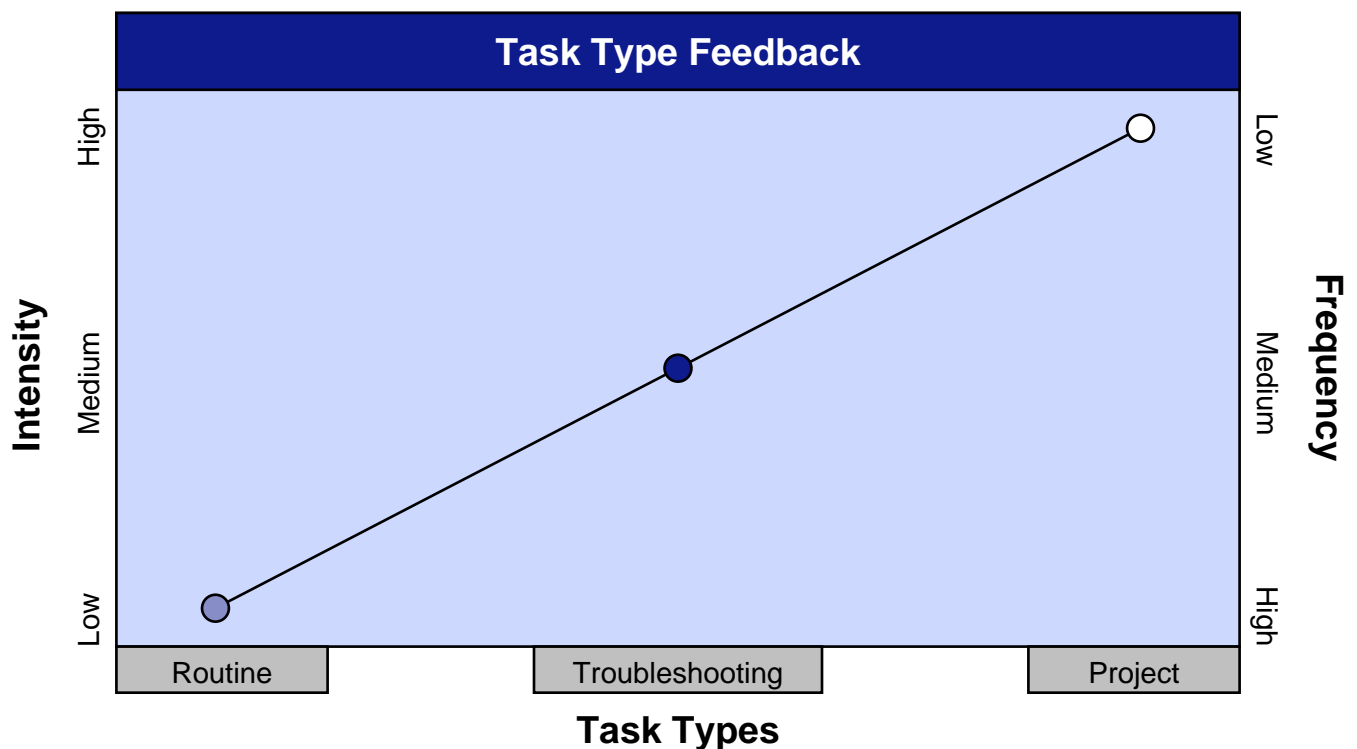
## IDENTIFYING THE NEED FOR TASK TYPE CHANGE

Have you ever said, "I just don't feel like doing that right now"? If so, the internal rhythm we all have that tries to regulate the task types that intrinsically motivate us (tasks that we engage in for enjoyment value, not for external rewards) is trying to tell us something. The next time this happens to you, ask 1) what type of task (Routine, Troubleshooting and Project) is it, and 2) have I been doing too much of that same type of task recently? You'll be surprised. This is the reason that we don't want to do hundreds of routine emails at one sitting; and it is also the same reason that urges us to break away from deep extended problem solving or planning activities and to actually want to do emails for some immediate gratification.

### UNDERSTANDING WHAT MOTIVATES YOU

Each of the task types (Routine, Troubleshooting and Project) provide you a different type of feedback based on frequency and intensity.

- Routine tasks provide feedback at high frequency and low intensity.
- Troubleshooting tasks provide feedback at medium frequency and medium intensity.
- Project tasks provide feedback at low frequency and high intensity.





## APPLYING TQ BACK ON THE JOB

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So where do you go from here? Here's an easy exercise that you can do to determine how well your job is matching up to your ideal/preferred task mixture.

- 1) For a period of five working days (use a typical week, if there is such a thing at your workplace, not a week where you will be doing a majority of activities out of the ordinary) capture the amount of time you spend on each task using the tracking sheet provided. Be as specific as possible so you can determine the task types in the next step.
- 2) Capture the amount of time you spend on each task and determine whether each task is Routine, Troubleshooting, or Project task type and put an R, T or P next to it.
- 3) Add up your total time for each task type, sum them all together and determine the percentage split of each of the task types for the week. Compare it to your "ideal preferred task mixture".

### PROPOSED SOLUTIONS

- A) If you have a very low level of job dissatisfaction (less than 15% to 20%), your ideal TQ and the actual mixture for the five-day exercise is pretty close to what you need to maintain a high level of intrinsic motivation.
  - Action: Keep doing what you are doing, and tweak your job by trying to get a bit more of what you need to more closely match your "ideal preferred task mixture" or TQ listed on Page 3.
- B) If you have a higher level of job dissatisfaction than you would like (greater than 15% to 20%), your ideal TQ and the actual mixture for the five-day exercise is not close to what you need to maintain a high level of intrinsic motivation.
  - Action: Assess what you are doing and determine ways to raise the percentage of the task types that are lower than your "ideal preferred task mixture" and lower the percentage of the task types that are higher than your "ideal preferred task mixture". Having this qualified conversation with your boss, now that you have quantified your tasks, makes it much more constructive and is usually not considered whining.



## SUMMARIES

**Table 1 - Actual to ideal change needed to maximize your current job motivation and satisfaction.**

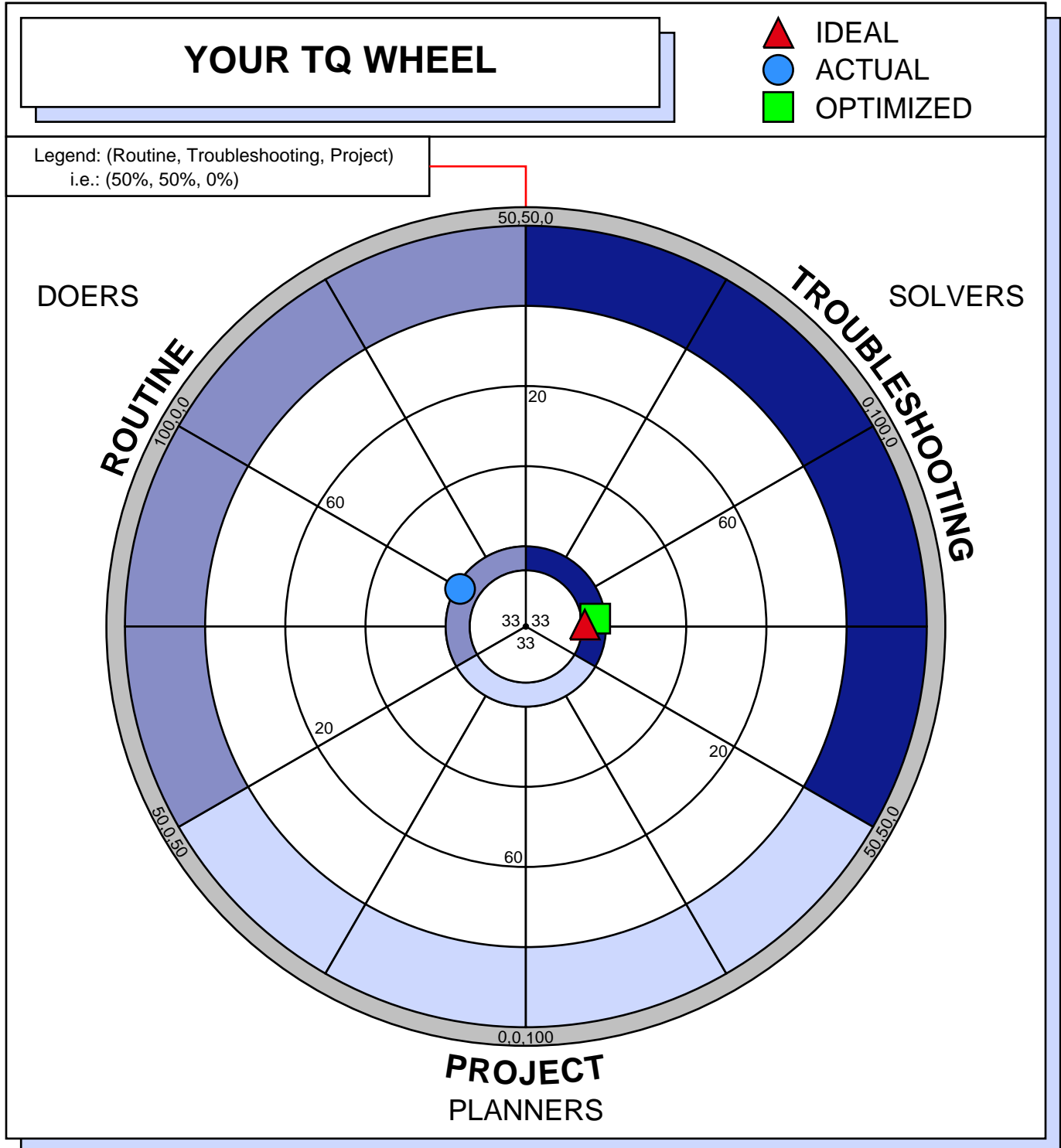
TQ/Task Type	Routine	Troubleshooting	Project	Total
Ideal/Preferred Work Distribution	<b>25%</b>	<b>42%</b>	<b>33%</b>	<b>100%</b>
Actual Current Work Distribution	<b>46%</b>	<b>27%</b>	<b>27%</b>	<b>100%</b>
Change Needed	<b>-21%</b>	<b>15%</b>	<b>6%</b>	<b>42%</b>

**Table 2 - Actual to optimal change needed to maximize your current job's efficiency**

TQ/Task Type	Routine	Troubleshooting	Project	Total
Optimized Work Distribution	<b>24%</b>	<b>44%</b>	<b>32%</b>	<b>100%</b>
Actual Current Work Distribution	<b>46%</b>	<b>27%</b>	<b>27%</b>	<b>100%</b>
Change Needed	<b>-22%</b>	<b>17%</b>	<b>5%</b>	<b>44%</b>



# THE TASK QUOTIENT WHEEL





## ACTION PLAN

You have determined your ideal/preferred work distribution vs. the actual current work distribution and the change needed. Your action plan will provide better alignment to raise your level of motivation and job satisfaction. This can be accomplished by first selecting the tasks that have the ability to change and require the largest change. For each of these tasks that you need more or less of, identify;

- 1) Current tasks within your current work environment that you can eliminate or delegate to someone else (decrease)
- 2) New tasks within your current work environment that you can add to your scope of work to increase the percentage in Table 1 that are negative (add)
- 3) Current tasks that could be increased/decreased through new systems or process implementation (increase)

	Routine Task Description	Action (decrease/add/ increase)	% Impact	Total needed
1				
2				
3				
Total				

	Troubleshooting Task Description	Action (decrease/add/ increase)	% Impact	Total needed
1				
2				
3				
Total				

	Project Task Description	Action (decrease/add/ increase)	% Impact	Total needed
1				
2				
3				
Total				

The number of tasks can be extended beyond the three lines provided in each of the sections above. Focus on the ones that have the greatest impact. If you are unable to get your percentage impact to approach the necessary level to match your change needed in Table 1 a discussion with your boss/supervisor may prove valuable to begin swapping tasks between your peers.



# SAMPLES

SAMPLE OF GOOD ENTRIES

#	Fill in either Start/Stop time or # of minutes			Brief Description of Activity	Routine Trouble-shooting Project		
	Start time	Stop time	# of minutes		R	T	P
1	8	8:10		Booted PC and reviewed day's schedule	10		
2			35	18 e-mails - responses to customer problems, 7 spam messages deleted	10	25	
3	8:45	9		Got coffee with Joe - stock discussion	15		
4	9	10		Weekly staff meeting	30	30	
5			90	Completed presentation on new placement process for rotation program			90
				Totals	65	55	90

SAMPLE OF POOR ENTRIES

#	Fill in either Start/Stop time or # of minutes			Brief Description of Activity	Routine Trouble-shooting Project		
	Start time	Stop time	# of minutes		R	T	P
1	8:00						
2			45	E-mail	x		
3			15	Break	x		
4	9	10		Meeting	x		
5			?	Worked on PowerPoint slides			x



## DAILY TRACKING SHEET

#	Fill in either Start/Stop time or # of minutes			Brief Description of Activity	Routine Trouble-shooting Project		
	Start time	Stop time	# of minutes		R	T	P
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							
11							
12							
13							
14							
15							
				Totals			