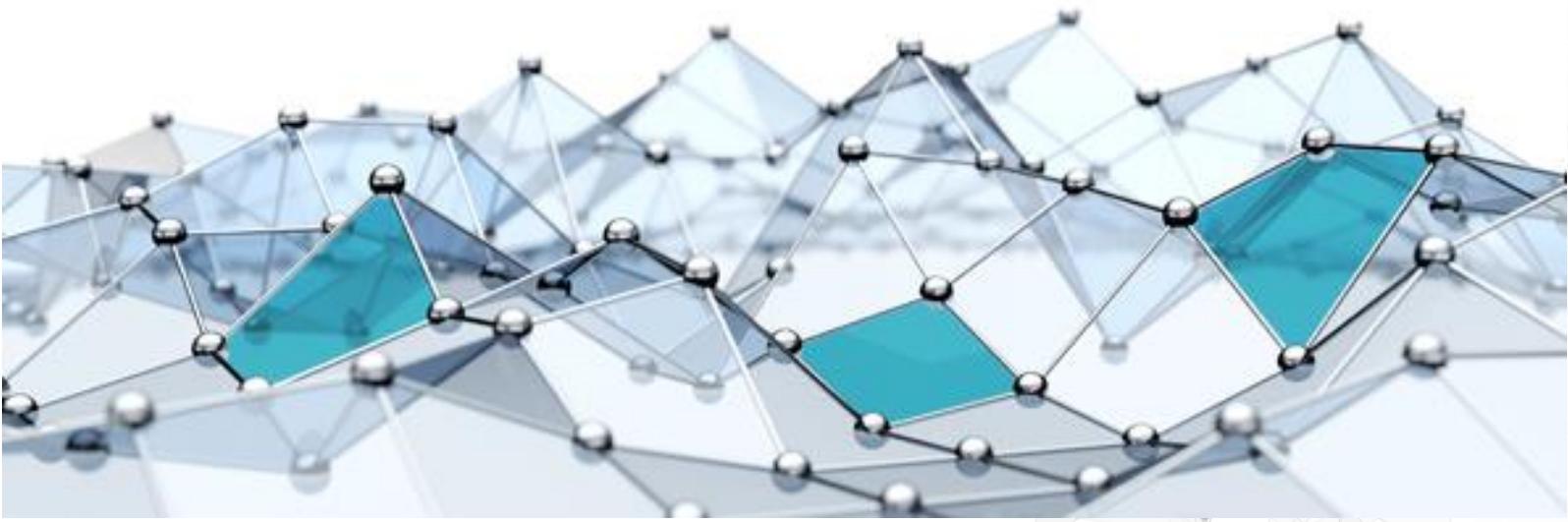# VALUEVIEW®
MAKING WORK MORE VALUABLE

Making work meaningful

Profitability Assessment

as a way towards an effective self-managing organisation

Kraków 2016

ValueView® is an innovative approach to organizational structure analysis.

ValueView® is a method that uses the survey to continuously measure the value of tasks and processes within an organization, supported by a dedicated IT system. ValueView® measures the importance and sufficiency of tasks for their beneficiaries, i.e. internal and external clients. Beneficiaries are the main information providers to estimate the value of tasks for the organization. .

The measurement covers the **tasks conducted by employees**. Measuring is based on a comparison of the supply of work in terms of particular tasks with the demand that the organization and its clients generate for such tasks. ValueView® analyses the parameters of each of the measured tasks, including its importance and sufficiency from the viewpoint of beneficiaries. Analysis of task correlation and related costs and benefits allows for calculating the profitability and thus the value of each task.

The quantitative results of ValueView® obtained allow for identifying the least profitable tasks, which can be eliminated as a way of cutting costs and highly profitable tasks which provide potential for a further increase in effectiveness.

ValueView® enables measurement of the value of any tasks carried out in the organization, including those without a direct impact on performance. It can be used in any kind of organization as a tool for improving the effectiveness of work, efficiency of processes and prioritization in the context of strategic goals.

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ValueView® improves efficiency with no additional costs.

The ValueView® profitability analysis method allows organizations to identify both unprofitable tasks that can be eliminated to reduce the organization's costs and tasks that require more effort. This knowledge will help the organization to improve its efficiency without any additional costs, only through better allocation of its resources.

By implementing the ValueView® method, the organization can easily calculate its immediate return on investment (ROI) in its profitability improvement.

INVEST - the tasks, positions and processes which provide potential for improving the organisation's efficiency - the most profitable tasks.

SAVE – the tasks, positions and processes which provide potential for reducing the organisation's costs - the least profitable tasks

ValueView® provides precise and measurable data. ValueView® tells each employee which of his or her current tasks are required by the organization and which may be gradually eliminated. Triggered by this information, employees and their managers can carry out changes in work processes with benefits for the company and for its clients. In so doing, ValueView® periodical surveys boost self-calibration in the organization, thus creating the opportunity to adjust all processes to the requirements and goals of the organization. In a short period of time, organizations are able to provide employees with precise information on the profitability of the tasks they carry out. ValueView® is a compass for company staff, which allows them to reduce unprofitable tasks and to focus on those which are best correlated with the organization's goals.

How ValueView® determines the value and profitability of tasks?

What makes ValueView® stand out among other profitability measurement methods is subjective value analysis. In the case of other methods, subjective value and customer preferences are not measurable.

It is the client that assesses the importance and sufficiency of specific tasks to determine how far a particular task is needed for its goals and duties. The requirement for work assessed subjectively, as well as the costs and time needed to perform the work, can be used to calculate the value and profitability of tasks, including non-income generating tasks.

In ValueView® profitability is seen as a correlation between a subjective, organisation-oriented value of a task for a beneficiary and the real and measurable cost of creating this value.

In the ValueView® approach, profitability is not seen as an economic profitability indicator. **This is because ValueView® combines subjective values, which are difficult to measure, with the measurable costs of creating these values**. Unlikely any analytical method, ValueView® accurately defines the usefulness and profitability of specific tasks performed by organizations.

ValueView® may be used by any organization as a method of improving efficiency, including the efficiency of processes, prioritizing strategic goals. Unlike analytical methods, ValueView® allows organizations to measure the profitability of tasks and services while or even before they are provided. ValueView® is a tool designed for quick measurement of the usefulness of the tasks which until recently were regarded as unmeasurable. ValueView® is a powerful tool that makes a big difference in work efficiency and employee attitudes.

The ValueView® survey is very simple and is not a burden for participants.

The study is carried out through **two simple electronic questionnaires**. Employees of the company as well as the beneficiaries at whom their tasks are aimed participate in the survey. The ValueView® is divided into three phases:

VALUEVIEW® PLATFORM

STEP 1
30 min
Participants describe the tasks they perform

STEP 2
Participants specify the beneficiaries of the tasks they perform
10 min

STEP 3
10 min
The beneficiaries evaluate the tasks for their usefulness and impact on their (beneficiaries') results

VALUEVIEW® ALGORITHM
An economic analysis is performed, and the profitability of tasks, positions and organizational units calculated

PROFITABILITY STUDY
▸ for tasks
▸ for worksites

The survey is simple and short. ValueView® makes use of simple and up-to-date software solutions. Thanks to this, the survey is not a burden for participants.

IMPORTANT: Each subsequent survey at the same organization is twice as short, as it makes use of data from previous surveys.

The ValueView® survey offers a wide spectrum of business applications.

- **Performance Management**

ValueView® is an instrument for employees and management to direct their efforts onto strategic goals and to properly prioritize tasks. It provides employees with information about which tasks are profitable and which should be gradually eliminated, enabling self-improvement and authentic participation. This enhances motivation and engagement of the staff.

- **Optimization of the organizational structure**

ValueView® giving measurable results of tasks and processes ready for optimization. Current tasks are the subject of analysis. It may substitute costly and time-consuming economic analyses conducted on the basis of historical data. ValueView® is able to diagnose the profitability of tasks and projects, even before they are carried out.

- **Measuring the value of "unmeasurable" tasks**

ValueView® enables quick and inexpensive measurement of the usefulness of tasks which, until now, have been considered unmeasurable. Organizations receive a tool with enormous influence on effectiveness and employee attitude. The ability to measure value of "unmeasurable" tasks has always been an unachievable goal of HR specialists.

- **Job Modelling and-Evaluation**

ValueView® analyses positions from the clients' perspective. This facilitates the reorientation of employees onto clients – rather than orientation on the formal structure – and the redesign of the job contents. Furthermore, it provides job evaluation with additional information about the relative importance of tasks and positions for a company at the time of the study.

- **Employee engagement**

ValueView® surveys, regularly conducted, create a self-control system leading to improvement in motivation and participation. In the long term it is more effective to employee engagement than the short-lasting effects of extra-ordinary monetary rewards.

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ValueView® is a response to specific problems at organizations.

The following table contains examples of problems that ValueView® helps to solve.

Problems	How does ValueView® help?
Your HR methods and tools do not improve staff engagement.	Your personnel are provided with ValueView® as a way of precisely measuring the profitability of the tasks they perform. This helps your organization to build real participation and commitment to the delivery of its goals.
Managers do not monitor their subordinates' performance sufficiently.	The solution is an extremely effective self-monitoring tool. Your managers will no longer have to rely on unreliable intuitive task profitability analyses.
The actual workload for individual positions is not clear.	Instead of costly workload analyses, ValueView® will tell you clearly which tasks can be eliminated at a small cost.
Your employees lack the time to complete important tasks.	Task prioritization based on the results of ValueView® surveys will allow you to eliminate your less profitable tasks and to save time.
It is not clear which back-office tasks are profitable and which are not.	With ValueView®, it is clear! And you can use ValueView® to identify such tasks twice a year!
It is not clear how to monitor performance in back-office (support) positions.	Instead of punishing or rewarding your people for low efficiency, you give them a self-monitoring tool and assess the improvement in efficiency during subsequent surveys.

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