

**01 OUTCOME**  
*What the operating model needs this role to produce*

**In 1-2 sentences: what does the operating model need this role to produce?**

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**How will you know in 90 days whether this role is working?**

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**What breaks in the business if this role underperforms?**

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*◆ If you can't answer Q1 in two sentences, the role isn't defined yet. Write the outcome before writing the JD.*

**02 DECISION RIGHTS**  
*What this role decides without coming to you*

*Map the top 10-15 decision types this role will encounter. Assign each to a level.*

LVL	DEFINITION	DECISIONS THIS ROLE MAKES (FILL IN)
<b>L1</b>	<b>ACT:</b> decide and act without informing upward	_____
<b>L2</b>	<b>INFORM:</b> decide, act, then notify after	_____
<b>L3</b>	<b>ALIGN:</b> bring upward before acting	_____

*◆ If all decisions are L3, you haven't delegated the role, you've hired an assistant. Aim for 60-70% at L1 or L2.*

**03 INTERFACES**  
*Who this role works with and what good looks like there*

*Name the 4 most important working relationships for this role.*

STAKEHOLDER / ROLE	WHAT THIS ROLE GIVES	WHAT THIS ROLE RECEIVES	WHAT 'GOOD' LOOKS LIKE

*◆ Identify where interfaces have broken down in the past. The role design should explicitly address those breakpoints.*

**04 CAPABILITY REQUIREMENTS**  
*What the operating model requires, not what looks good on a CV*

*Given the outcome, decision rights, and interfaces; what does a person need to know and do to execute this role reliably?*

AREA	QUESTION	FILL IN FOR THIS ROLE
<b>KNOWLEDGE</b>	<i>What does this role need to know?</i>	_____
<b>SKILLS</b>	<i>What must this role do to reliably observable behaviors?</i>	_____
<b>EXPERIENCE</b>	<i>What prior contexts matter, situations, not years?</i>	_____

*◆ Build your interview questions from this table, not from a generic competency library. Assess against what the operating model actually requires.*