



The work you do and the value you add does not exist simply on one plane or continuum. You've noticed this yourself: that some favors, for some people, are received with more enthusiasm and gratitude than you might have expected.

One way to understand this is based on the Kano Model of satisfaction. The Kano model divides your strengths and contributions into three categories: basic, linear, and delighter. Our work will move you toward the discovery of delighting those you work with and work for while managing their expectations.

YOUR **KANO** model

First, take another look at what you're good at. I hope it's a long list, compiled throughout our time together and longer than you would have guessed.

This lesson will take that list and explore it from a couple of different perspectives.

The first important idea is based on a brand management concept called Points of Parity and Points of Distinction (or Differentiation).

So look at your list of strengths and, based on your environment and needs, divide these into:

Points of Parity: That is, you are good at this but really, so are most of the people around you. You almost have to have the PoPs simply to be where you are. For example, as a college professor I have a PhD but I can't really go down the hallway bragging about it, because most of my colleagues do too. That's how we got our jobs in the first place.

Points of Distinction: This is the list of what you do better than those around you. PoDs are what people seek you out for, and ask you to do instead of asking someone else. Like the title says, it makes you distinct and allows you to add value to your situation. It might even be something you enjoy doing more than those around you, even if you're not necessarily better at it. Of course, your love for the activity almost certainly DOES make you better at it!

Make a list of **your Points of Distinction:**

The second important idea is based on something called the Kano Model of customer satisfaction.

We will again use your list of strengths and good things about you and divide them up again. The Kano Model divides your plusses into three categories: Basic, Linear, and Delightful.

The Basic category may seem like your Points of Parity. They are the minimum requirements, the price of admission. That is, as positive as these attributes might be, you wouldn't have even been hired if you didn't have them. In the marketing sense, a Basic attribute, no matter how strong, is necessary but not sufficient, and it won't lead to customer satisfaction because it is expected, even demanded, by the customer.

- For example, take somebody who works as a web designer. That person would be expected to know HTML and there's more or less a ceiling on how well anybody at their level would know that language.

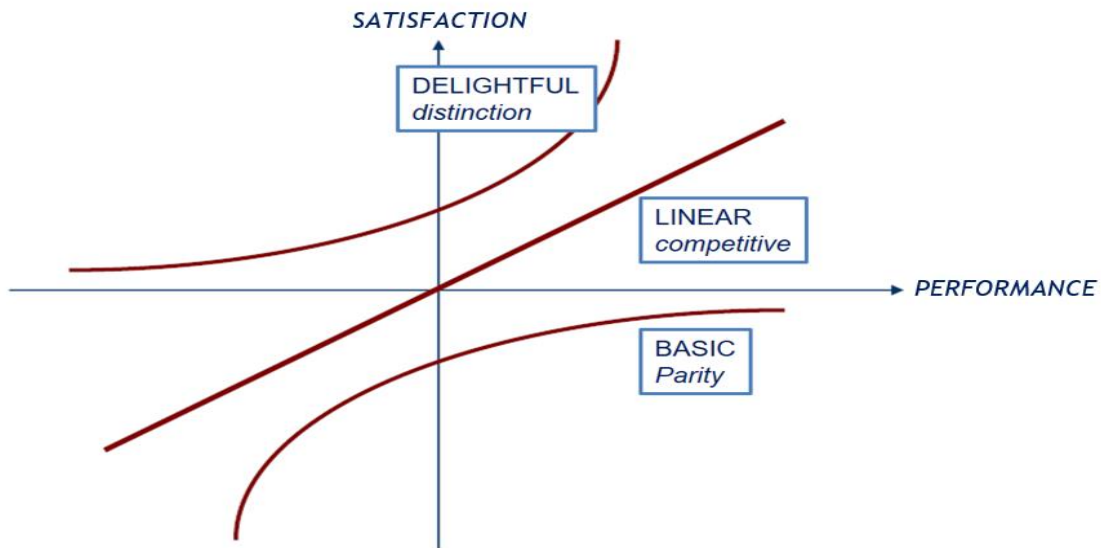
The Linear attributes are so named because these strengths are measured as low or high, and the more, the better. A weakness or negative trait would be read in the opposite way, so the less of a weakness, the better and vice versa.

- To continue with our web designer example, coder might be particularly fast or slow in finishing their projects. The faster the better, and this would lead to satisfied bosses and clients. Slower is worse, and could lead to dissatisfaction even if their coding is acceptable.

The third category is the **Delightful** category. Here, we are talking about your real Points of Distinction. When you demonstrate these attributes or abilities, those you work with or work for are delighted. You excelled and provided something unexpected and welcome.

- Our coder might not only be skilled at HTML but might also know how to incorporate macros into their codes, creating a more complex but suitable program. What makes this delightful is that even if the coder didn't know these tricks, they would still do a satisfying job. The extra skills make them even more satisfying.

This three-part division of your strengths can be illustrated like so:



Note that a Delightful element to you and your offering won't dissatisfy.

A couple of things NOT to worry about:

- Those of us who love math might look at the above graph and wonder about points of inflection and how close a line might asymptotically approach an axis. Too much math. Focus on the concepts and how they apply to your strengths.
- Users of the Kano model sometimes use different names for each of the three categories. Too many words. Again, focus on the concepts and your abilities to delight your client or your boss

Take another look at your list of strengths.

What are your DELIGHTERS? Can you develop more?