



KAUNAS 1944

ZALGIRIS

GREEN WHITE BOYS

KAUNAS 1944

KAUNAS 1944

KAUNAS

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# **STOP hiring a job title**

**A story about Žalgiris, forming teams and hiring for results**

# Zalgiris does not hire "a guard", "a forward" nor "a center"



**EDGARAS  
ULANOVAS**

#92 FORWARD



**SYLVAIN  
FRANCISCO**

#3 GUARD



**AŽUOLAS  
TUBELIS**

#10 FORWARD



**MOSES  
WRIGHT**

#7 CENTER



**ARNAS  
BUTKEVIČIUS**

#51 FORWARD

# Why job titles fail in 2026?

**Job titles are “blurry”  
fancy labels**

**Skills shift faster  
than job titles and  
descriptions**

**Loosing candidates  
who do not tick the  
box**

**Tasks inside the same  
title vary a lot**

**Pay transparency +  
AI use in employment  
get regulated**

**NOT “who are you?” BUT “what will you achieve?”**

**JTBD = Situation + Desired outcome + Constraints + Scoreboard**

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**PS! Demand this from every manager and team lead**

## **Example rewrite**

**Old: “HR Specialist”**

**New JTBD (job-to-be-done): “Help our operations teams fill shifts within 48 hours while keeping quality high (no-show rate under X%).”**

**Now candidate knows what “winning” looks like.**

# This is your **new job description**

## **1. Job-to-be-done**

What progress must happen? (1 sentence)

## **2. Definition of done**

Metrics + example of success

## **3. Boundaries**

Decision rights. What else matters?

## **4. Interfaces**

Who is involved? Who are you working with?

## **5. First 30/60/90 days**

Quick progress + wins

# Clarity + impact + autonomy

Give goals. Let people choose the ways

## Practical hiring shift:

### Old (title based):

Operations Manager – 5+ years experience, strong communication, proactive, Excel, can-do attitude...

### New (JTBD):

In the next 90 days, reduce order-to-delivery time from 6 days to 4, without increasing cost. Map bottlenecks, align Sales + Ops handoffs, and implement 2 fixes that stick.

## Clarity

=

**“What does success look like?”  
(JTBD + metrics)**

## Impact

=

**“How does this move the  
business”  
(why it matters)**

## Autonomy

=

**“Can I choose the path to the  
goal”  
(how to win)**

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# Building a team for 2026

Right people, right time, clear job to be done



- Build a trusted pool (Hub) of **workers familiar with your business**
- Reduce costs by **paying only for the work that's actually done**
- **Scale up or down** instantly based on demand fluctuations
- No long-term contracts – **full flexibility to fit your business needs**
- Hub members sign up for shifts—**no daily approvals needed** - your workforce adapts in real time.

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