

Organization that Enables



Requisite Hierarchy and Level of Work

Human 'cognitive capacity' (the intellect to manage complexity) is stratified. It develops and may be measured in levels of abstraction or 'time-horizon' of one day, three months, one year, two years, five years, 10 years, 20 years, and 50 years.

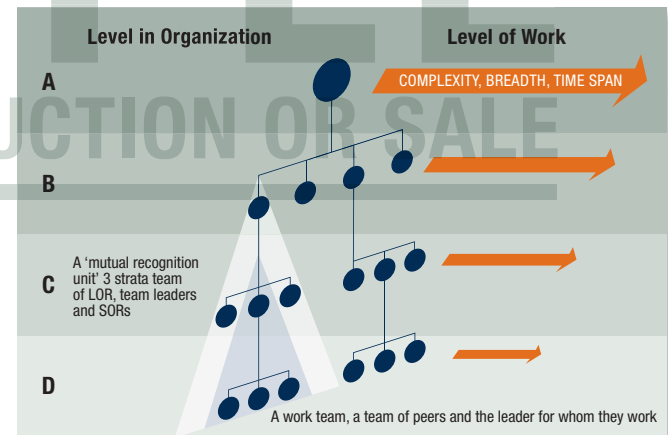
Each stratum of an effective organization is based upon the level of work performed (LoW is dictated by task and information complexity); with each stratum containing roles of the same LoW. LoW may be measured by the time-span of the role – assess the task with the longest 'outreach' in time.

Real boundaries of hierarchy in effective organizations exist at 'time-spans' of one day, three months, one year, two years, five years, 10 years, 20 years and 50 years.

These boundaries coincide with both the desired number of strata or levels in any large organization and the maturation of human cognitive capacity.

Any leader must be one quantum step higher in time-horizon and managing tasks one strata of complexity higher than his subordinates to lead effectively.

Source: *Requisite Organization*, Jaques



After Dr Elliott Jaques 1988/1996

LOR = Leader Once Removed, SOR = Subordinate Once Removed

Vertical Accountability and Authority

A leader's leader (The leader-once-removed or LOR) is responsible for:

- Ensuring a consistent quality of leadership across the three-level group
- Clear working relationships between all subordinates-once-removed (SOR)
- Talent pool analysis, development of SORs
- Succession planning for subordinates
- Final decision-making in relation to dismissal, removal from role, promotion, transfers, appeals and pay reviews initiated by subordinate leaders
- Building and sustaining the three strata team
- Ensuring equilibrium of work, conditions, opportunities across the three level group

An LOR should know all SOR individually.

If Senior Leader A holds Leader B accountable for the outputs of subordinates or colleagues C1, C2 and C3, then B must have the authorities that relate to these role relationships:

Leader – Subordinate					
Leader Once Removed – Subordinate Once Removed					
Supervisor – Subordinate					
Project Team Leader – Subordinate					
Project Leader – Peer Colleague on Project					
D = Decide, R = Recommend					
Veto appointment	D	D	R	D	D
Induct and set work context	D	D	R	R	D
Determine task type	D	D	R	R	D
Assign task	D	D	D		D
Coach	D	D	D		D
Verbal appraisal (recognition)	D	D	D	D	D
Recorded appraisal (recognition)	R	R	R	D	R
Pay change and bonus within band				D	R
Transfer from role	R	R	R	D	R
Assess potential and career counsel			R	D	R
Change pay band			R	D	R
Promote/Demote			R	D	R
Dismiss			R	D	R
Appeal				D	

Organization

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Lateral Accountability and Authority

Prescribe					
Audit					
Coordinative					
Monitoring					
Service – receiver					
Advisory					
Collateral					
A can instruct B to do something			✓		✓
A can instruct B to stop, B stops				✓	✓
A can instruct B to delay, B delays				✓	✓
A and B disagree, A decides				✓	✓
A is informed about B's work				✓	✓
A can have access to persuade B	✓		✓	✓	✓
A can have access to explain to B	✓	✓		✓	✓
A can call coordinating meetings with Bs				✓	✓
A can report higher about B			✓	✓	✓

Lateral role relationships are those in which A has accountability for causing B to take action, but B's own leader is accountable for the output of B.

The nature of lateral role relationships need to be defined:

- Prescribers may require someone to do something and that person has to do it
- Monitors ensure standards are adhered to
- Auditing is a stronger form of monitoring as A can stop B doing something
- Coordinative roles exist when people, not subordinate to each other, need to work in concert with one another
- The service receiver must know what services they are authorized to receive
- In advisory roles, the advisor must use their initiative to freely offer advice
- Collateral relationships exist only between a leader's immediate subordinates. All team members must have advisory relationships with their leader

If you are Person A, then you require the above lateral authorities to meet your accountabilities, and the Bs that you work with need to know that you have these authorities.