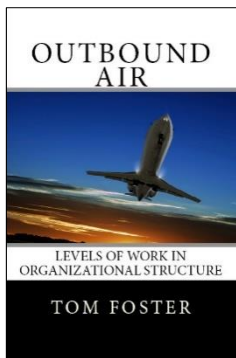


# *Management Myths & Time Span*

## **The Research of Elliott Jaques Time Span Workshop**

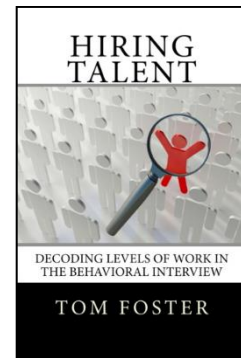
This workshop now available  
online at  
[Timespan101.com](http://Timespan101.com)



### **Outbound Air Levels of Work in Organizational Structure**

[www.outboundair.com](http://www.outboundair.com)

### **Hiring Talent Levels of Work in the Behavioral Interview**



Now available  
at  
[amazon.com](http://amazon.com)

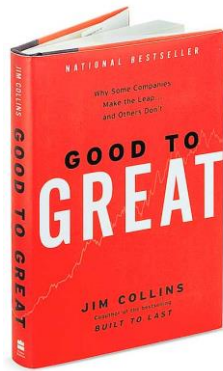
[www.hiringtalent.com](http://www.hiringtalent.com)



Presented by  
Tom Foster  
[tfoster@fosterlearning.org](mailto:tfoster@fosterlearning.org)  
Foster Learning CORPORATION  
PO Box 5099  
Lighthouse Point FL 33074  
954-605-2776

**Who said this?**

**Right people  
on the bus...  
Wrong people  
off the bus...  
Right people in  
the right seats**



**"The problem of how to motivate and manage people largely goes away."**

<b>Headcount?</b>		
<b>2011</b>	<b>2016</b>	<b>2021</b>

When you began your enterprise, things were simpler. As time went by, your company got bigger, things got more complex. How would you describe your *"Growing Pains?"* What has been your biggest challenge organizing the layers in your organization?

---

Looking forward, what do you know that has to change about your management structure?

---



Video #2

<b>Corporate Lifecycles – Ichak Adizes - 1988</b>		
<b>Stage</b>	<b>Issues</b>	<b>Necessary Focus</b>
<b>Stable</b>	Sustaining the machine.	
<b>Prime</b>	Department turfs, alignment issues, struggle to find and train managers.	
<b>Adolescence</b>	Shift toward working smarter, more focus on profits, efficiency, consistency.	
<b>Go-Go</b>	Too many opportunities, reactive, overlapping tasks, struggle to delegate.	
<b>Infancy</b>	Risk, negative cash flow, no management depth.	



# Who the Hell is Elliott Jaques? (1917-2003)



- 2002 *Life & Behavior of Living Organisms*
- 2002 ***Social Power and the CEO***
- 1994 ***Requisite Organization - 2<sup>nd</sup> Ed*** ←
- 1994 *Human Capability*
- 1991 *Executive Leadership*
- 1989 *Requisite Organization - 1<sup>st</sup> Ed*
- 1988 *Creativity & Work*
- 1982 *Free Enterprise, Fair Employment*
- 1982 *The Form of Time*
- 1978 *Health Services*
- 1978 *Abstraction in Logic and Human Action*
- 1976 *General Theory of Bureaucracy*
- 1973 *Hospital Organization*
- 1968 *Progression Handbook*
- 1965 *Glacier Project Papers*

1965 ***Death & the Mid-Life Crisis*** *Journal of Psychoanalysis* ←

1964 Founded School of Social Sciences at Brunel University

1964 *Time-Span Handbook*

1961 *Product Analysis Pricing-Equitable Payment*

1956 *Measurement of Responsibility*

1952 Glacier Metals Company with Wilfred Brown

1951 *Changing Culture of a Factory*

In England, worked under Melanie Klein, founding member of Tavistock Institute

**WWII** - Served as Major in Canadian Army Medical Corps

### Academics

1952 PhD Harvard University

1941 MD Johns Hopkins Medical School

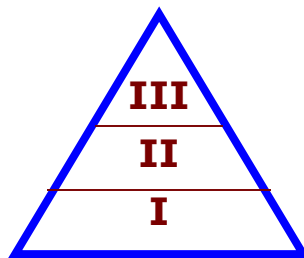
1937 BA Science University of Toronto (Age - 20)

Video #4 <b>Organizational Structure - Levels of Work– Elliott Jaques – 1964</b>					
Strata	Role Accountability	Tools	Learning Style Video #5	Problem Solving Video #6	Value-Add Video #7
III	Create the _____	Flowcharts, sequence, schematics, planning	_____	Can engage in _____ analysis	Consistency _____
II	_____ production gets done.	Schedules, checklists and meetings	_____	Relies on _____	Accuracy, complete, _____
I	_____	Tools, machinery and equipment	Learns best by _____	Left to their own devices, will engage in _____	_____





**Basic Building Block**



\_\_\_\_\_ **Focus**  
Internal or External?



<b>Internal Silos and Stratum IV</b>			
<b>IV Role: _____</b>			
III - Manager	III - Manager	III - Manager	III - Manager
II - Supervisor	II - A/E	II - A/E	II - PR
I - Prod	I - Orders	I - CSR	I - AP/AR
<b>Operations</b>	<b>Sales</b>	<b>Customer Service</b>	<b>Accounting</b>



**Elliott's Conundrum**

***What makes one person's role in the organization different from another person's role?***

- Level of Work    Capability    Scope of Authority
- Contribution to Profit    Experience
- Size of the Role    Compensation
- Complexity of the Work    Span of Control

***How can that difference be measured within an organization, across an industry, in different countries, on different continents, under different currencies?***





Video #9

## The Scientific Measuring Stick Time Span –

the length of time a person can effectively work into the \_\_\_\_\_,  
without direction, using discretionary judgment,  
to achieve a specific \_\_\_\_\_.

**Time Span Handbook - 1964**



Video #10 – Target Completion Time



Video #11

## Time Span-Levels of Work







Business Unit President **SV**

Years	<p><b>Integrates the systems and subsystems into a Whole System</b></p> <p>General Mgr, COO, CFO <b>SIV</b></p>
Years	
Years	<p><b>Creates the production system.</b></p> <p>Unit manager, plant manager, operations manager <b>SIII</b></p>
Years	
Months	<p><b>Makes sure production gets done.</b></p> <p>Supervisor, coordinator, project manager, engineer, line manager <b>SII</b></p>
Months	
Months	<p><b>Production</b></p> <p>Technician, equipment operator, clerical, data entry <b>SI</b></p>
Months	
Month	
Week	
Day	





Video #12

States of Thinking & Boolean Logic?		
Patterns		Stratum
	 Label: _____ Language: _____	<b>IV</b>
	 Label: _____ Language: _____	<b>III</b>
	 Label: _____ Language: _____	<b>II</b>
	 Label: _____ Language: _____	<b>I</b>

5 Years
4 Years
3 Years
24 Months
20 Months
16 Months
12 Months
9 Months
6 Months
3 Months
1 Month
1 Week
1 Day



Video #13

Population Statistics			
Age Groups	21-70	21-50	Stratum
			<b>V</b>
			<b>IV</b>
			<b>III</b>
			<b>II</b>
			<b>I</b>

5 Years
4 Years
3 Years
24 Months
20 Months
16 Months
12 Months
9 Months
6 Months
3 Months
1 Month
1 Week
1 Day



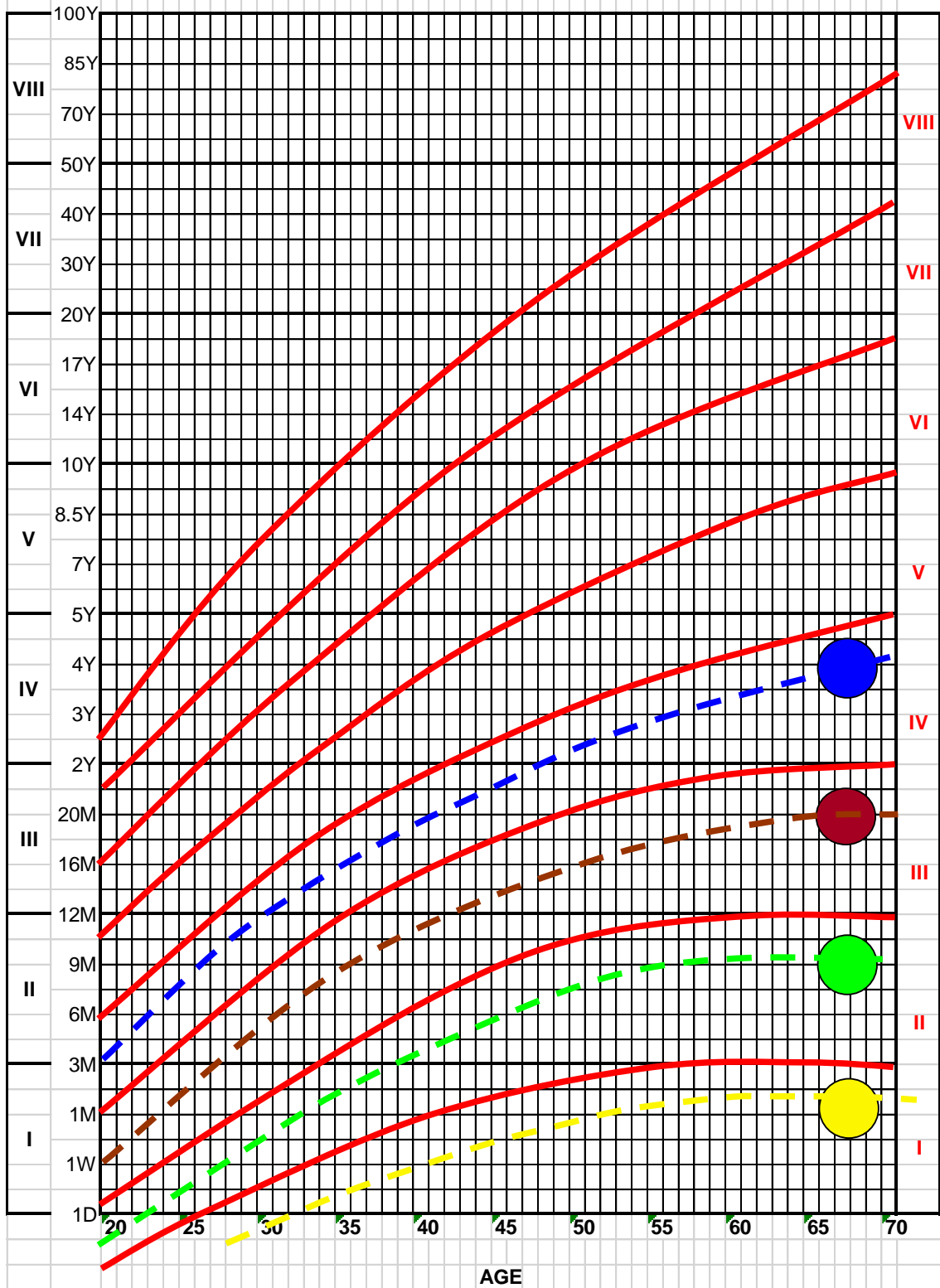


Adapted from **Potential Progression Chart** © 1963 Elliott Jaques

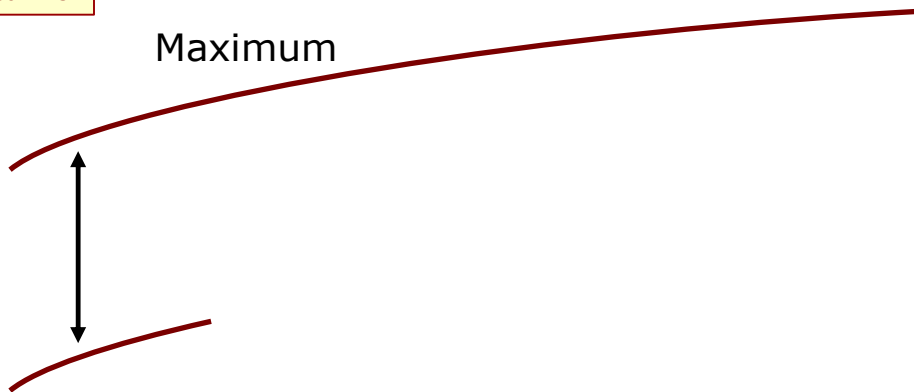
**Strata**

Validated by Elliott Jaques - Used by permission of Kathryn Cason

**Mode**



# Maximum Capability vs Applied Capability



## Four Absolutes Required (Any Role, Any Discipline)

- 1.
- 2.
- 3.
- 4.







Video #17

# Management Myths

Which of these have you tried?

- Make everyone an owner
- Flatten the organization
- Self Directed Work Groups
- Reengineering
- Ropes Courses
- Myers-Briggs
- Pay for performance
- Motivation (well...manipulation)

What would I do differently?



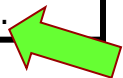
## Inside the Gearing Process

- Roles
- Organizational Structure
- Managerial Relationships
- Hiring talent



Video #18

Identifying Levels of Work in the Role Description	
<b>Stratum IV</b>	This role in the organization is to _____ our sub-systems into a <b>whole</b> system.
<b>Stratum III</b>	This role in the organization is to create the _____.
<b>Stratum II</b>	This role in the organization is to _____ production gets done.
<b>Stratum I</b>	This role in the organization is _____.



## Roles

Accounting	S
CFO	IV
Full Charge Bookkeeper, Controller	III
Payroll Compliance	II
AR, AP, Billing Clerk, Filing	I
Research & Development	
Director of Research	III
Research Program Manager	II
Research Associates, Testers	I
Sales	
VP Sales	IV
Sales Manager	III
Account Manager	II
Sales Associate, Order Taker	I

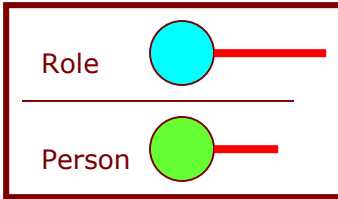
Plant Production	S
Production Manager – Plant Manager	III
Line Manager	II
Line Lead, Line Worker	I
Quality Control	
VP Quality	III
QC Manager	II
Inspector	I
Project Management	
Sr Project Manager Construction Manager	III
Project Manager Foreman	II
Team Leader, Direct Labor	I





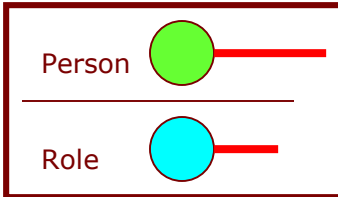
Video #19

## Behavioral Symptoms Caused by Mis-match



When the Time Span required in the **Role (Level of Work)** is longer than the Time Span capability of the Person, what behavior do you observe?

---



When the Time Span capability of the **Person** is longer than the Time Span (Level of Work) required in the Role, what behavior do you observe?

---



Video #20

### Ranking Exercise

List those team members for whom you are the manager, then rank them from longest time span to shortest time span.

#### List

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

Rank	Team Members
-----	
-----	
----	
---	
--	
-	

## Gearing - Matching Applied Capability with the Level of Work

Matching the person with the Role  
Customer Service Manager



Video #21

KRA	Task	Outcome	I	II	III	IV	Subj	Mgr	MOR
Sched	Staff Front Desk	Enough People Minimum OT							
Recruit	Staff Front Desk	Enough People Minimum OT							
Sales	Expedite <i>Customer Service</i>	Prospective customer uses us as Single Source Supplier							
Planning	Plan <i>Customer Service</i> Calendar	Publish and Execute <i>Customer Service</i> 12 Month Calendar							

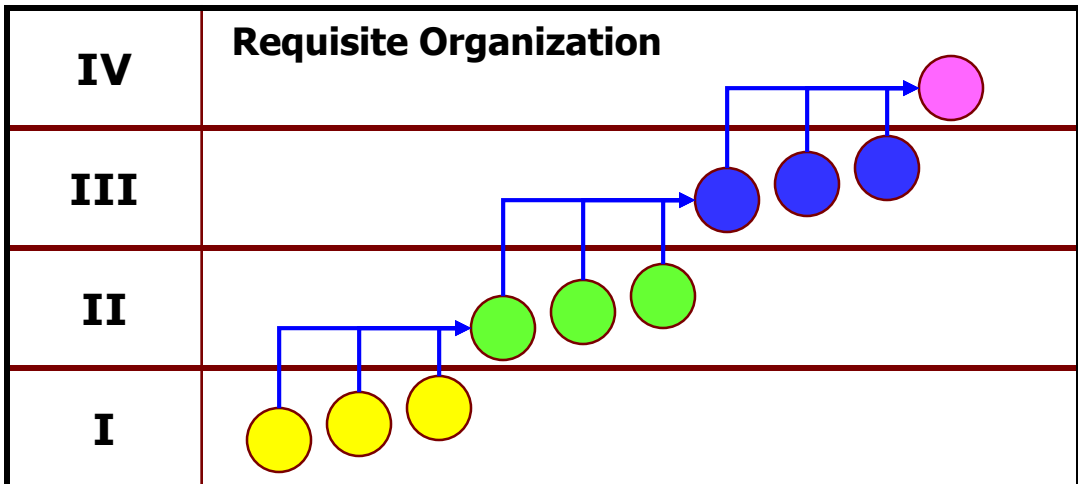
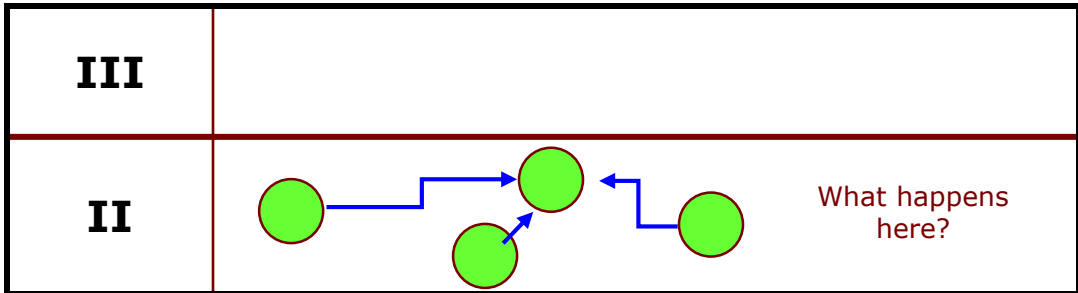
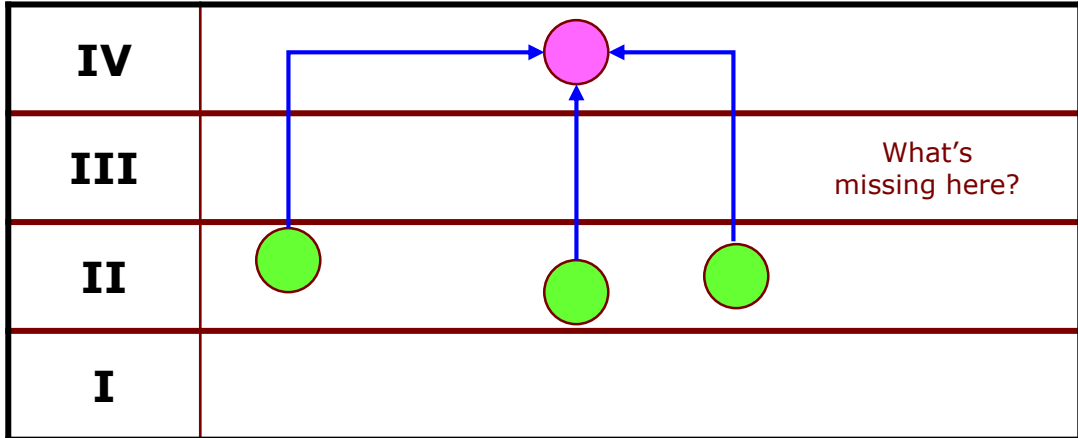


# What is a Manager?

That person held accountable for the output of other people.

## Managerial Relationships - Principle

Every Employee is entitled to have a competent manager with the time span capability to bring \_\_\_\_\_ to their decision making and problem solving.

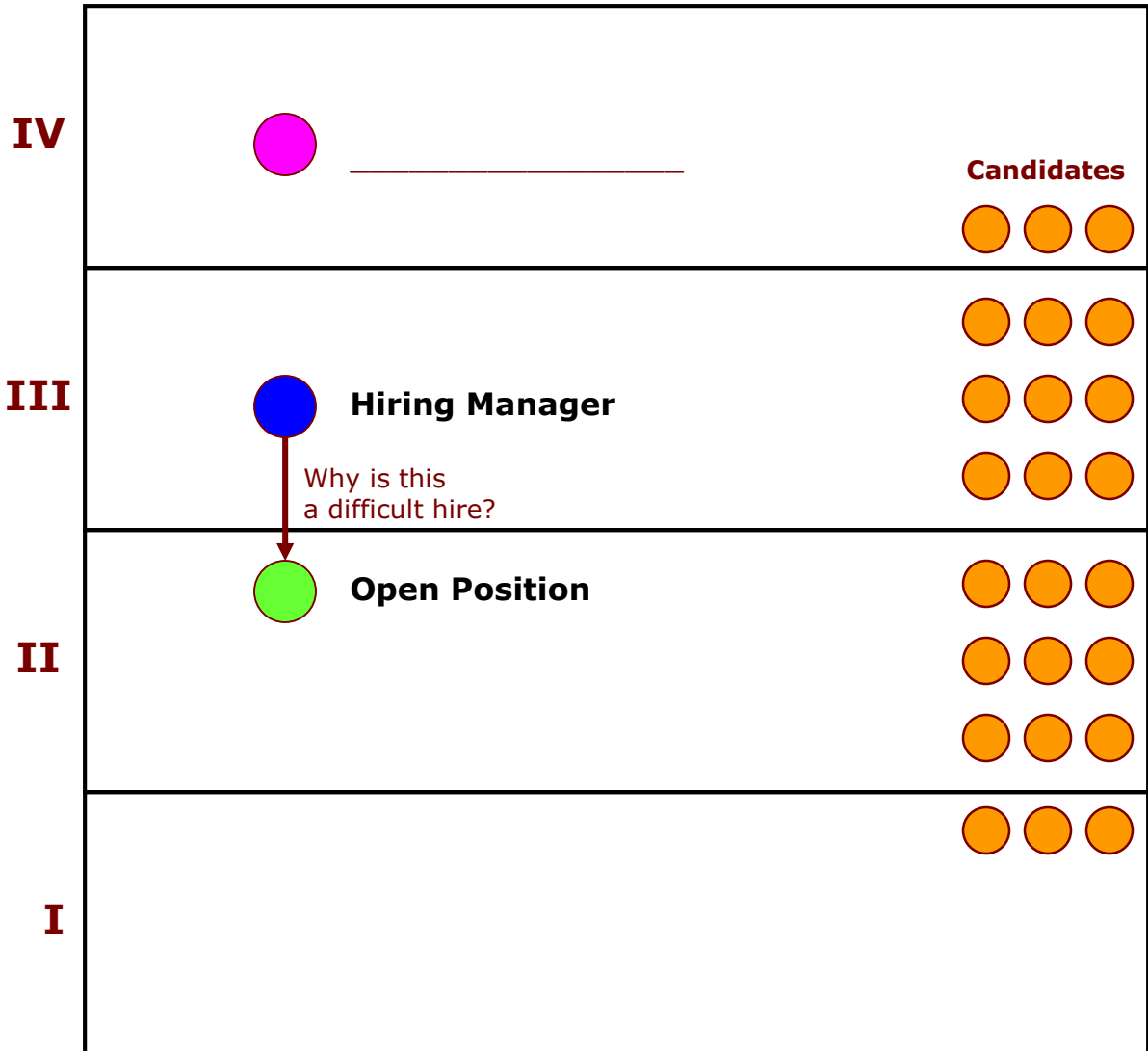




Video #23

# Hiring Talent

The Hiring Manager, left to his own devices, has difficulty hiring at or immediately below their strata.



**The Manager Once Removed**  
**Creates the Talent Pool.**

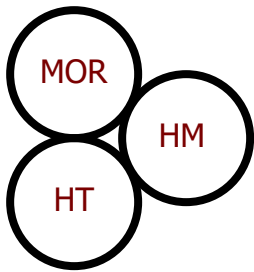
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**The Hiring Manager**  
 \_\_\_\_\_ **from the qualified talent pool.**



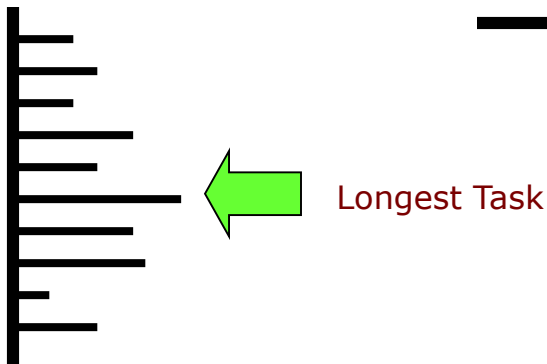
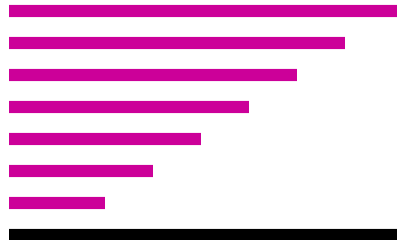
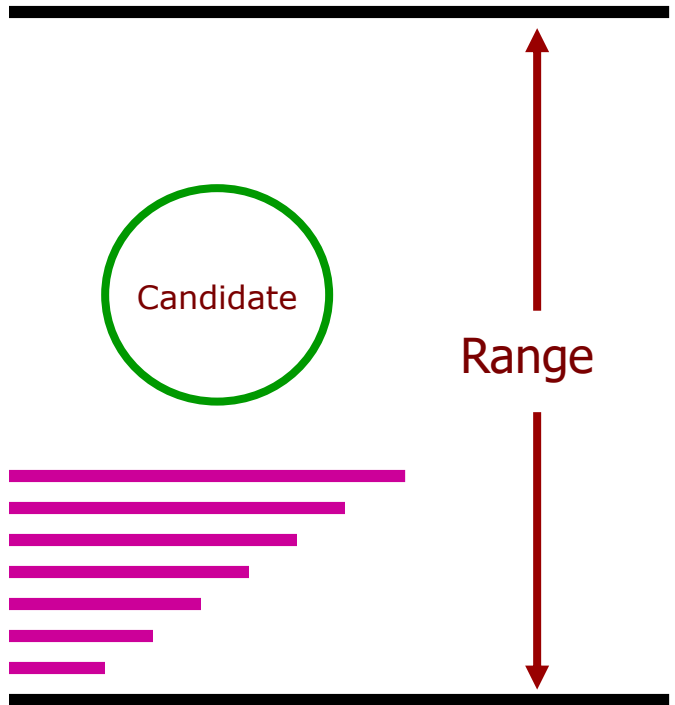
# Identifying Applied Capability

1	<b>Ranking Exercise</b>	Internal Candidates
2	<b>Role Description Matrix (Role Matching)</b>	Internal Candidates
3	<b>Applied Capability Interview</b> (Training Required) <ul style="list-style-type: none"> <li>■ Interview (for range)</li> <li>■ Testing (for accuracy) Internal Candidates</li> </ul>	Internal Candidates External Candidates



 Video #24

Manager Once Removed  
Hiring Manager  
Hiring Team Member



# Interview Questions to Identify Applied Capability

Illustrative transcript – Interview One of Four Interviews

Adapted from

Time Span Handbook © 1964 Elliott Jaques

## Ringo's Interview

**I want to talk about your job, your role with the company.**

**1. Tell me, what is your job title?**

Carpenter

**2. Describe, generally what you do?**

Finish-work, I am on the installation crew. We get the cabinets in place and nail in the trim.

**3. How are you given work assignments?**

In the morning, we get together, count the boxes to be installed, eyeball our raw millwork, to make sure we have enough, then get to it. We have drawings taped to the wall in each room so we know where things go.

**4. How often are you given work assignments?**

We have two meetings a day. The morning meeting and then one in the afternoon to clue us in on the following day. Sometimes we move from one job, one day, to another job, the next day.

**5. When you complete a work assignment, how does your manager know?**

Generally, our crew chief is walking the job from room to room, so he knows pretty close. We're in constant touch.

**6. When you complete a work assignment, how do you know what to work on next?**

Most of the time, if it looks like we will finish a room or a wing in the middle of the day, we will schedule a mid-day meeting. The crew chief doesn't want us to get the specs for two different setups mixed up.

**7. Does anyone review or inspect your work?**

Each crew has a crew chief.

**8. How often is your work reviewed or inspected?**

Our crew chief seems to constantly inspect. He comes behind, verifies a few measurements, looks at the finish-work. He doesn't want us to get too far ahead in case we have to come back and fix something.

**9. Are you permitted (or directed) to continue on additional work before your current work has been reviewed?**

We can work ahead, as long as it's in the same room or wing, so we don't get too far away. And we generally don't strike our ladders and tool boxes until we've been given the all clear to move on.

**10. Do you work on multiple assignments simultaneously? Describe?**

We could work on installing cabinets and do trim work during the same morning, it has more to do with proximity than anything else.

Length of longest Time Span task - \_\_\_\_\_ Stratum Level of Work - \_\_\_\_\_



# Driving This Into *Your* Organization



## **Identify the Project Champion.**

Must be an internal player, Stratum IV or above.

## **Introduction to Time Span.**

On-site workshop or now, online [timespan101.com](http://timespan101.com)

## **Design Your Organizational Structure**

1. Functional strategy defined by business model
2. Define the operating and support functions
3. Identify the level of work in each function
4. Define the roles in each function
5. Identify managerial relationships in each function
6. Map cross-functional relationships between functions
7. Assess existing personnel to level of work
8. Reassign and/or recruit

## **Training – Managerial Leadership Practices**

- **S-V** CEO Debriefs
- **S-IV** Executive Manager Training
- **S-III** Manager Training
- **S-II** Supervisor Training

## **Coaching and mentoring programs**

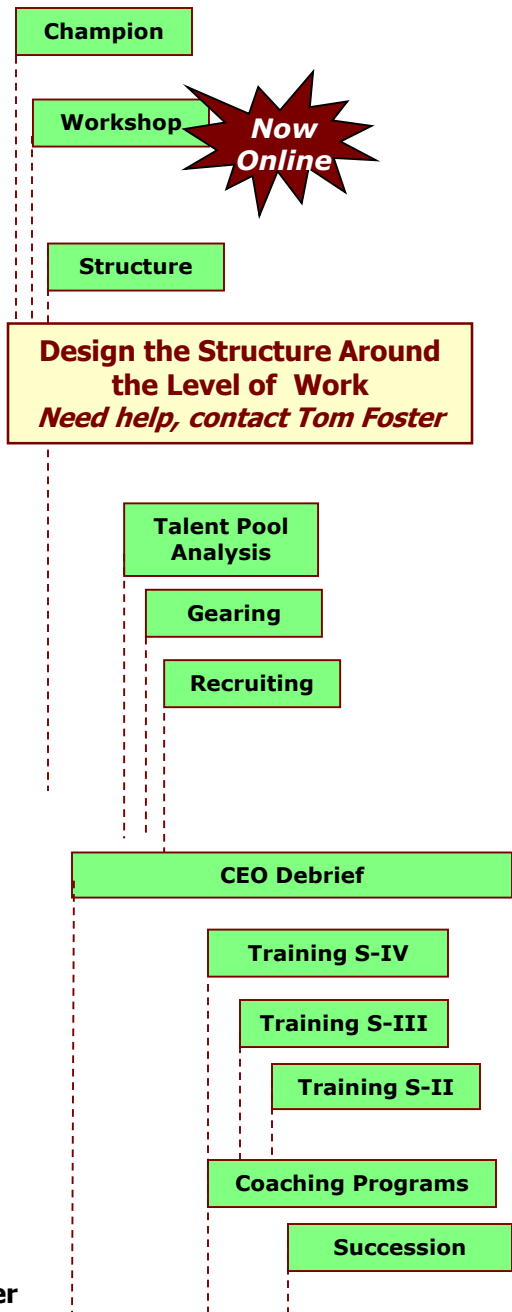
at manager and manager-once-removed level.

## **Succession planning** at all levels.

If you have questions, please contact Tom Foster

[tfoster@fosterlearning.org](mailto:tfoster@fosterlearning.org)

954-605-2776



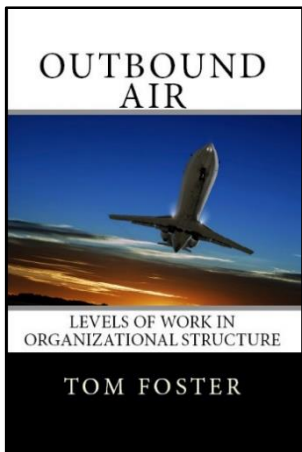
# Personal Action Summary

Best Idea or Discovery \_\_\_\_\_  
What I can do with that idea \_\_\_\_\_

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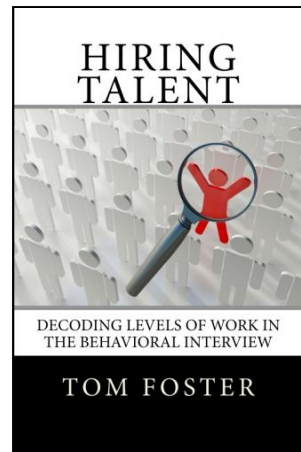
## ***Electronic Care Package!***

- Org Structure by Function Worksheet (Free)*** Sent by email
- Role Description Worksheet (Free)*** Sent by email
- Time Span Interview Package, S-I-II-III-IV (Free)*** Sent by email
- Management Skills Blog (Free)*** Continually published since **2004**.  
Access to Tom Foster's Articles on hiring and time span. Indexed and searchable.  
More than 2000 articles on time span and managerial leadership practices.
- Hiring Talent Online Program – Hiringtalent.com***  
Interactive program coached by Tom Foster - \$499
- Video from this workshop, available online -Timespan101.com***  
Login - \$100



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Or tear off the bottom

-----  
Name - \_\_\_\_\_

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