

# *Management Myths & Time Span*

## **The Research of Elliott Jaques**

**Time Span Workshop**

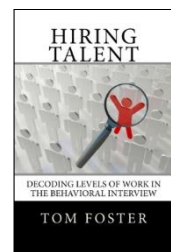
**Video from this workshop now available  
online. You can download  
this workbook at  
Timespan101.com**



**Now available  
at  
amazon.com**



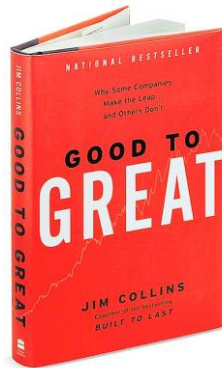
**Presented by  
Tom Foster  
tfoster@fosterlearning.org  
Foster Learning CORPORATION  
PO Box 5099  
Lighthouse Point FL 33074  
954-605-2776**





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>Pre-Assessment</b>		
What is your current headcount? All in?		
2015	2020	2025 Age-_____

<b>Up to Now - "Growing Pains?" Biggest challenge organizing your structure?</b>
<b>Looking forward – What has to change about your management structure?</b>





Video #2

## Corporate Lifecycles

– Ichak Adizes - 1988

Stage	Issues	Necessary Focus
Stable	Sustaining the machine.	
Prime	Department turfs, alignment issues, struggle to find and train managers.	
Adolescence	Shift toward working smarter, more focus on profits, efficiency, consistency.	
Go-Go	Too many opportunities, reactive, overlapping tasks, struggle to delegate.	
Infancy	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*

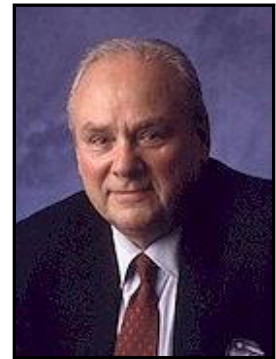
In England, worked under Melanie Klein as

founding member of Tavistock Institute

WWII - Served as Major in Canadian Army Medical Corps



Video #3



### Academics

1952 PhD Harvard University

1941 MD Johns Hopkins Medical School

1937 BA Science University of Toronto

(Age - 20)



Video #4

## Organizational Structure – Levels of Work Elliott Jaques – 1964

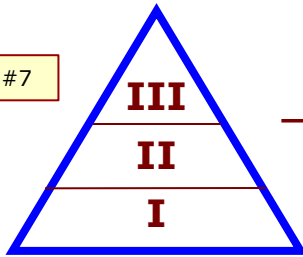
Level of Work	Role Accountability	Tools	Learning Style Video #5	Problem Solving Video #6	Value-Add Video #7
III	Creates the _____	Flowcharts, sequence, schematics, planning	_____	_____ analysis	Consistency _____
II	_____ production gets done.	Schedules, checklists and meetings	_____	Relies on documented	Accurate, complete, _____
I	Production	Tools, machinery and equipment	Learns best by _____	Trial and _____	_____



**Basic Building Block**



Video #7



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



Video #8

<b>Internal Silos and Level of Work 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 - CSF	I - AP/AR
<b>Operations</b>	<b>Sales</b>	<b>Customer Service</b>	<b>Accounting</b>



Video #9

***Elliott's Conundrum (Puzzle)***

***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?***

**The Scientific Measuring Stick**

**T\_\_\_\_\_ S\_\_\_\_\_**

the length of time a person can effectively work into the \_\_\_\_\_, without direction, using discretionary judgment (to make decisions, solve problems) to achieve a specific \_\_\_\_\_.



Video #10 - Target Completion Time

**Time Span Handbook - 1964**





Video #11

<b>Time Span-Levels of Work</b>	
Years	<b>Business Unit President</b> <b>V</b>
Years	<b>Integrates the systems and subsystems into a Whole System</b> General Manager, COO, CFO, CIO, CTO <b>IV</b>
Years	
Years	<b>Creates the production system</b> Unit manager, plant manager, operations manager <b>III</b>
Months	
Months	<b>Makes sure production gets done</b> Supervisor, coordinator, project manager, engineer, line manager <b>II</b>
Months	
Months	<b>Production</b> Technician, equipment operator, clerical, data entry <b>I</b>
Month	
Week	
Day	



Video #12

<b>States of Thinking</b>	
Label -	<b>IV</b>
Label -	<b>III</b>
Label -	<b>II</b>
Label -	<b>I</b>



Video #13

<b>Population Statistics</b>			
<b>Age</b>	21-70	21-50	<b>Level of Work</b>
			<b>V</b>
			<b>IV</b>
			<b>III</b>
			<b>II</b>
			<b>I</b>
			Unemployable



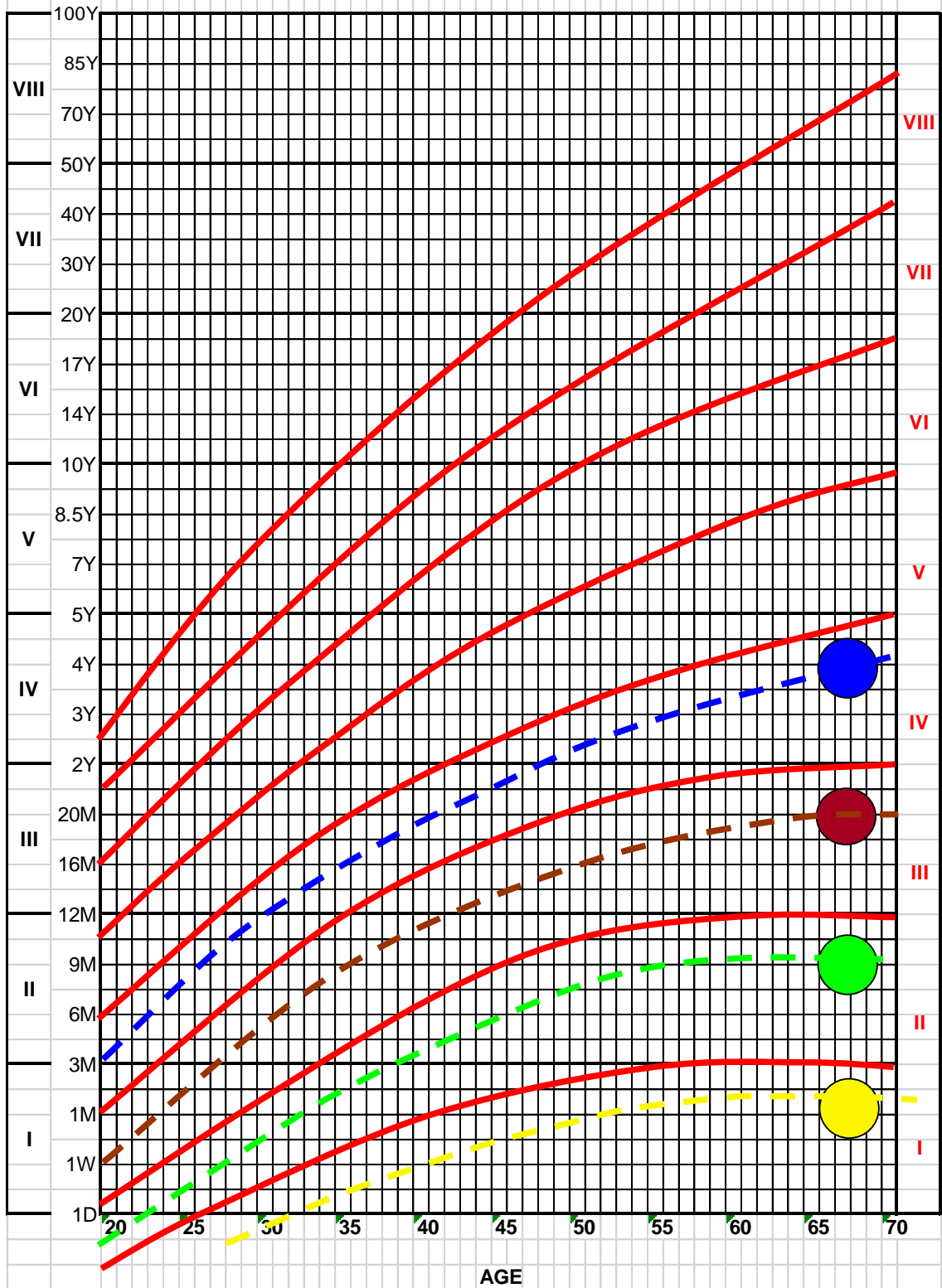


Adapted from **Potential Progression Chart** © 1963 Elliott Jaques

**Strata**

Validated by Elliott Jaques - Used by permission of Kathryn Cason

**Mode**

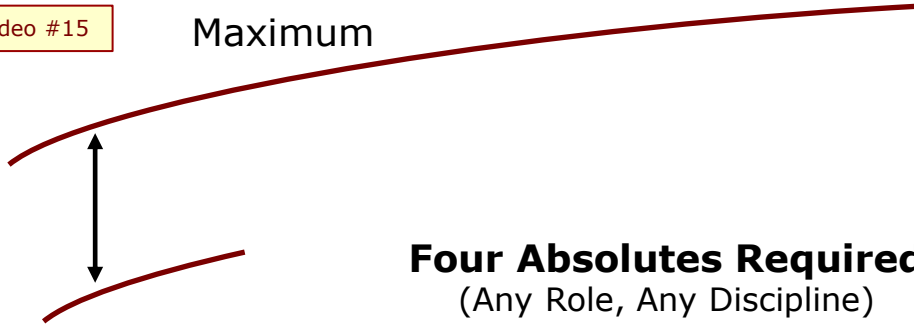


# Maximum Capability vs Applied Capability



Video #15

Maximum



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

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



Video #16



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>IV</b>	This role - _____ systems into a <b>whole</b> system.
<b>III</b>	This role - creates the _____.
<b>II</b>	This role - _____ production gets done.
<b>I</b>	This role - _____.



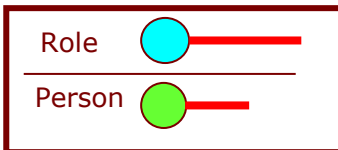
# Typical Role Titles

Accounting	
CFO, Finance Director	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, Director of Sales	IV
Sales Manager	III
Account Manager	II
Sales Associate, Order Taker	I

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



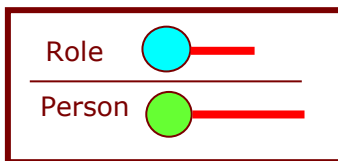
Video #19



## Behavioral Symptoms Caused by Mis-match

When the level of work **required in the role** is longer than the time span **capability of the person**, what behavior do you observe?

\_\_\_\_\_



When the level of work **required in the role** is shorter than the time span **capability of the person**, 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 Level of Work

## Customer Service Manager



Video #21

KRA	Task	Output	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 Service	Customer uses us as Single Source Supplier							
Plan	Plan Personnel Calendar	Publish and Execute 12 Month Calendar							

### What is a Manager?

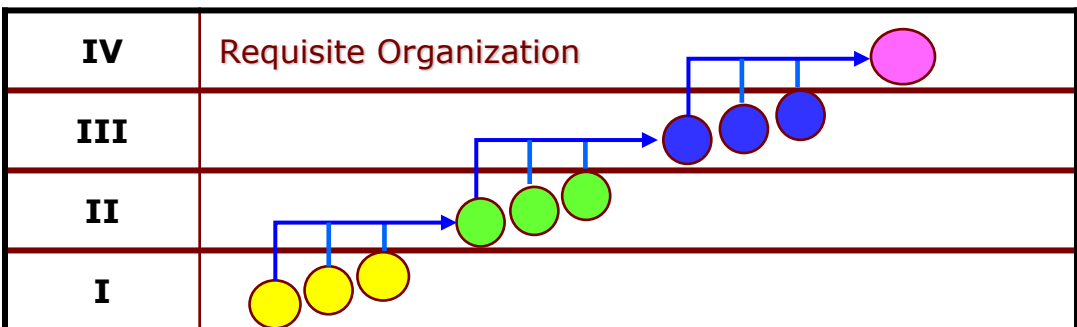
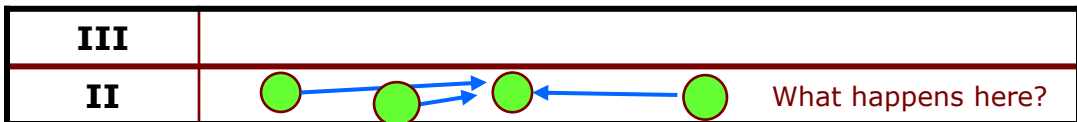
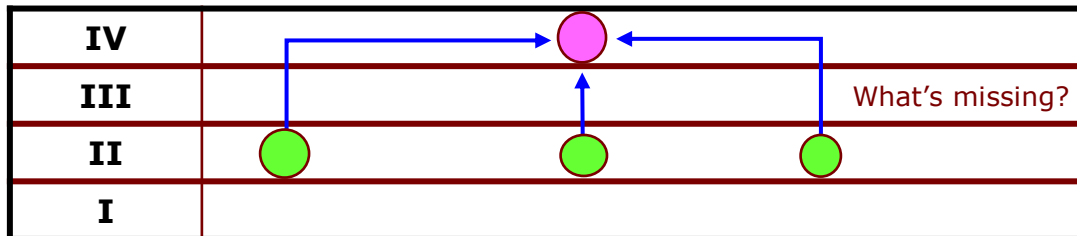
That person held accountable for the output of other people.



Video #22

### Managerial Relationships - Principle

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





Video #23

## Hiring Talent

The Hiring Manager, left to own devices, has difficulty hiring one level of work below.

<b>IV</b>			<b>Candidates</b> 
<b>III</b>		<b>Hiring Manager</b>	
<b>II</b>		<b>Open Role</b> Why is this a difficult hire for the hiring manager?	
<b>I</b>			


### The Manager Once Removed

*Creates the qualified talent pool.*

### The Hiring Manager

*With minimum veto authority,  
Selects from the qualified talent pool.*

### Identifying Applied Capability – 3 Methods

<b>1</b>	<b>Ranking Exercise</b>	Internal Candidates
<b>2</b>	<b>Effectiveness at Level of Work using Role Description</b>	Internal Candidates
<b>3</b>	<b>Applied Capability Interview</b>  Video #24 <ul style="list-style-type: none"> <li>▪ Interview (for range)</li> <li>▪ Testing (for accuracy) Internal Candidates</li> </ul>	Internal Candidates External Candidates



# 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 - \_\_\_\_\_ Level of Work - \_\_\_\_\_



# Driving This Into Your Organization



## Identify the Project Champion.

Must be an internal player, Level of Work IV or above.

## Introduction to Time Span.

On-site workshop or 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

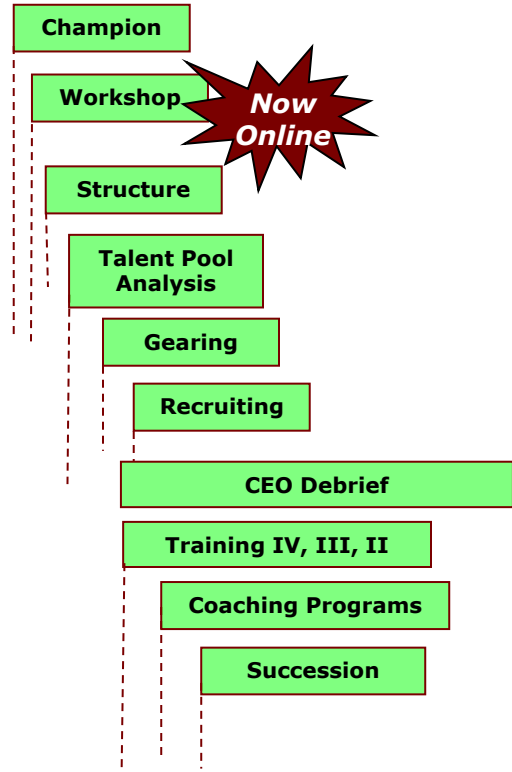
- **V** CEO Debriefs
- **IV** Executive Manager Training
- **III** Manager Training
- **II** Supervisor Training

## Coaching and mentoring programs

**Succession planning** at all levels.

## 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
- Get Rid of Your Dotted Lines (Free)** – Chapter on cross-functional role relationships.
- Management Skills Blog (Free)** Continually published since **2004**.  
Access to Tom Foster's articles on hiring and time span. Indexed and searchable.  
More than 2500 articles on time span and managerial leadership practices.
- Link to Hiring Talent Online Program – Hiringtalent.com**  
Interactive program coached by Tom Foster
- Video from this workshop, available online – Timespan101.com**



## Additional Resources -

Now available  
at  
**amazon.com**

