

Management Myths & Timespan

Introduction to Levels of Work

Based on
**The Research of
Elliott Jaques**
Timespan Workshop

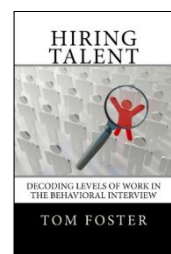
Video from this workshop now available
online. You can download
expanded workbook at
Timespan101.com

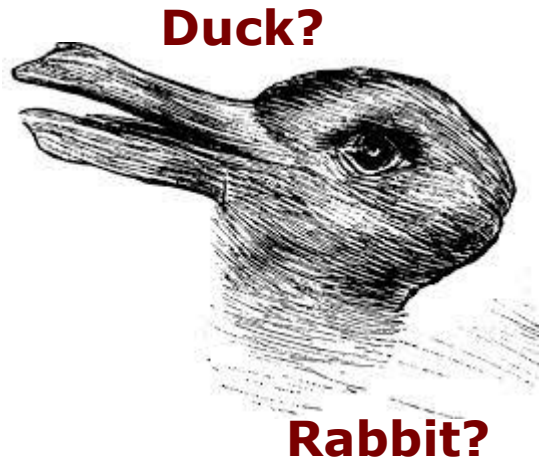


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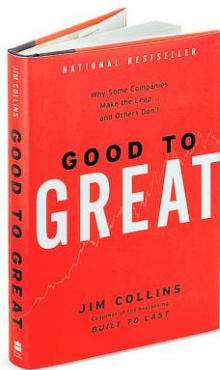
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954-605-2776





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."**






	Pre-Assessment		
	What is your current headcount? All in?		
	5 Years Ago	Current	5 Years Future
Year			
Headcount			

Up to Now - "Growing Pains?"
Biggest challenge organizing your structure?



Video #2

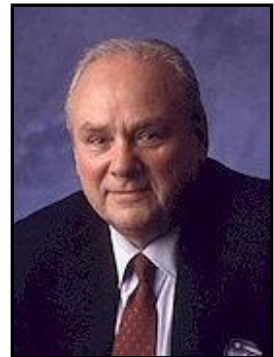
Corporate Lifecycles – Ichak Adizes - 1988

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 - 2nd Ed*
 - 1994 *Human Capability*
 - 1991 *Executive Leadership*
 - 1989 *Requisite Organization - 1st 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 *Timespan 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



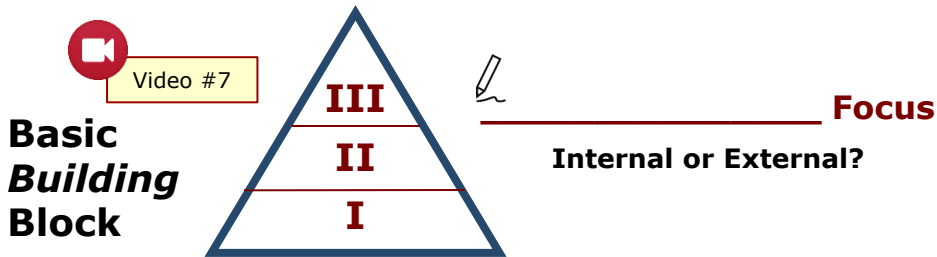
- Academics**
- 1952 PhD Harvard University
 - 1941 MD Johns Hopkins Medical School
 - 1937 BA Science University of Toronto (Age - 20)

Video #4

Organizational Structure – Levels of Work - Elliott Jaques

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	_____	Root Analysis	Consistency Predictability
II	Makes sure production gets done.	Schedules, checklists and meetings	Documented Experience	Relies on documented Experience	Accurate, complete, on-time
I	Production	Tools, machinery and equipment	Learns best by Doing	Trial and _____	_____





Video #8

Internal Silos and Level of Work IV

IV Role: _____

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
Operations	Sales	Customer Service	Accounting

How do you, now, see your structure differently?

Elliott's Conundrum (Puzzle)

How to measure one level of work from another level of work?

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

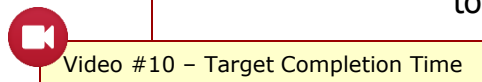


How can that difference be measured within an organization, across an industry, in different countries, on different continents, under different currencies?

The Scientific Measuring Stick

T _____

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



Timespan Handbook - 1964





Timespan-Levels of Work	
___ Years	Business Unit President V
___ Years	Integrates the systems and subsystems into a Whole System General Manager, COO, CFO, CIO, CTO IV
4 Years	
3 Years	
___ Years	Creates the production system Unit manager, plant manager, operations manager III
20 Months	
16 Months	
___ Months	Makes sure production gets done Supervisor, coordinator, project manager, engineer, line manager II
9 Months	
6 Months	
___ Months	Production Technician, equipment operator, clerical, data entry I
1 Month	
1 Week	
1 Day	

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 #12

States of Thinking	
Label -	IV
Label -	III
Label -	II
Label -	I

Transitions occur at very specific timespan thresholds.

Notes _____



Video #13

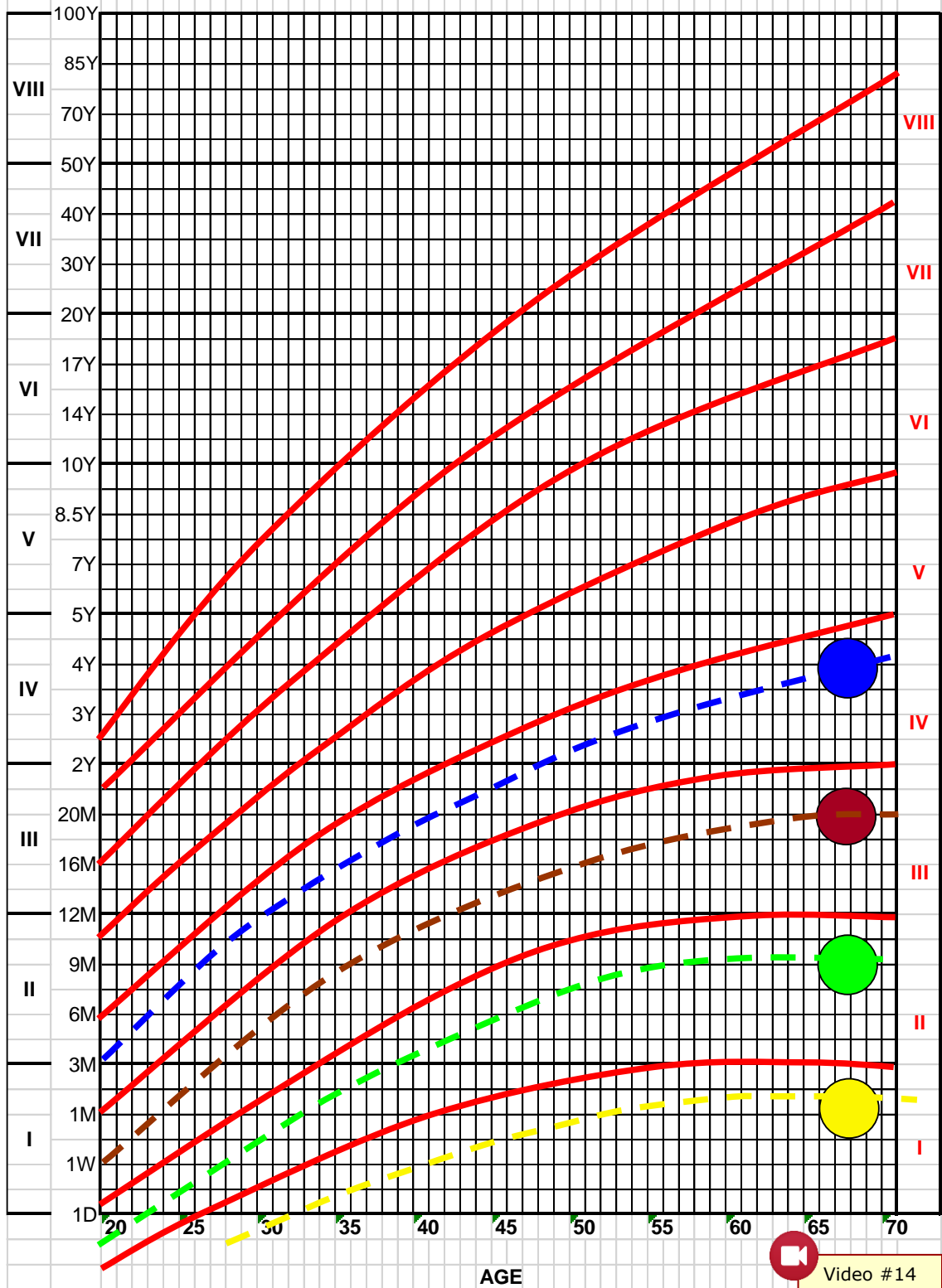
Population Statistics			
Age	21-70	21-50	Level of Work
			V
			IV
			III
			II
			I
	10%	13%	Unemployable



Strata

Validated by Elliott Jaques - Used by permission of Kathryn Cason

Mode



Video #14

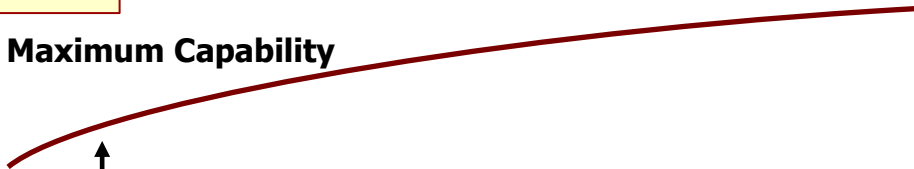


Maximum Capability vs Applied Capability



Video #15

Maximum Capability



Applied Capability

Four Absolutes Required (Any Role, Any Discipline)

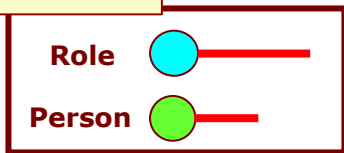


Video #16

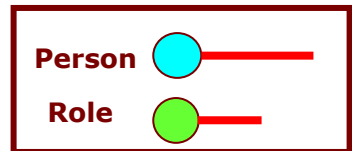
- 1.
- 2.
- 3.
- 4.



Video #17



Mis-match?



Video #18

How Do You Tell? Assess Applied Capability

Ranking Exercise

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

List

- _____
- _____
- _____
- _____
- _____
- _____

Rank	Team Members



Assess Applied Capability

Customer Service Manager



Video #19

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	Personnel Calendar	Publish and Execute 12 Month Calendar							

What is a Manager?

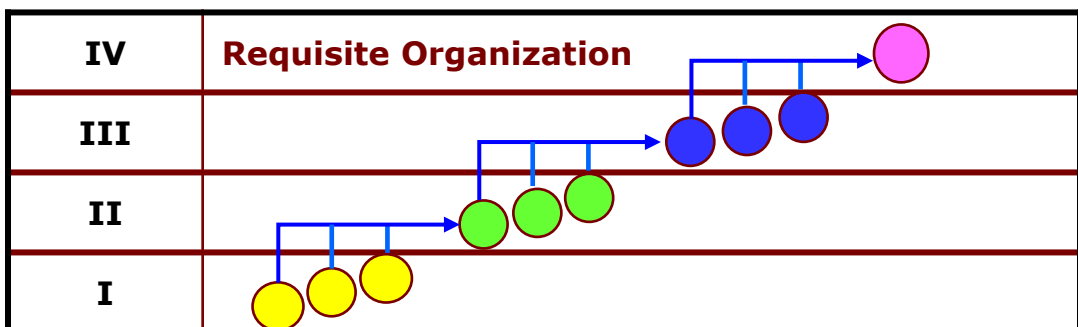
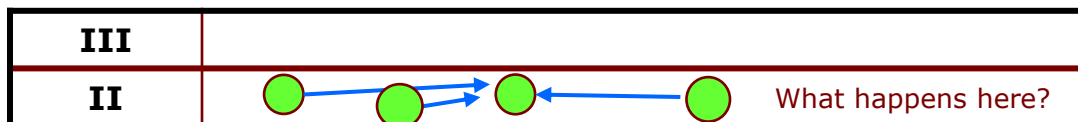
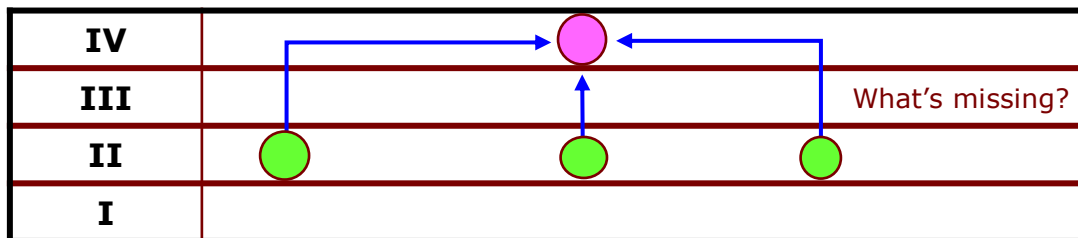
That person held accountable for the output of other people.



Video #20

Managerial Relationships - Principle

Every team member is entitled to a competent manager with the timespan capability to bring _____ to decision making and problem solving.





Video #21

Hiring Talent

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

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


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

1	Ranking Exercise	Internal Candidates
2	Effectiveness at Level of Work using Role Description	Internal Candidates
3	Applied Capability Interview <ul style="list-style-type: none"> ▪ Interview (for range) ▪ Testing (for accuracy) Internal Candidates  Video #22	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 - _____

Get all 4 interviews in Digital Care Package



Driving This Into Your Organization



Identify the Project Champion.

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

Introduction to Timespan.

On-site workshop or online 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

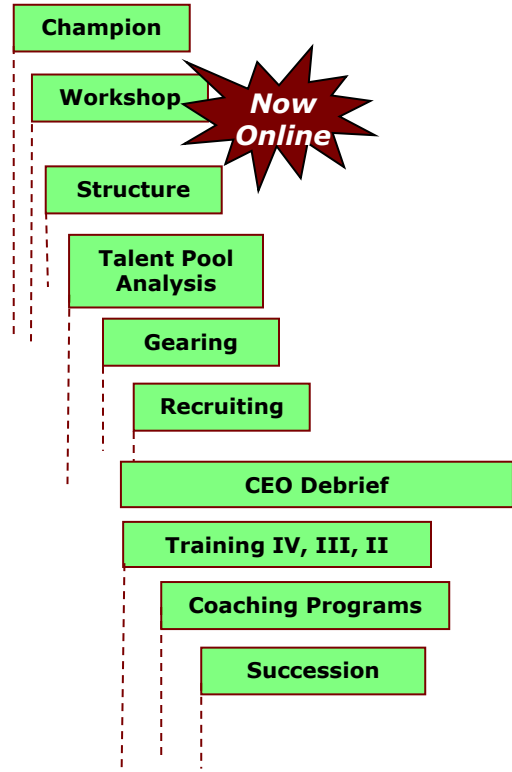
- **V** CEO Debriefs
- **IV** Executive Manager Training
- **III** Manager Training
- **II** Supervisor Training

Coaching and mentoring programs

Succession planning at all levels.

Digital Care Package!

- Org Structure by Function Worksheet (Free)** Sent by email
- Role Description Worksheet (Free)** Sent by email
- Timespan 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 3000 articles on timespan 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**



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