

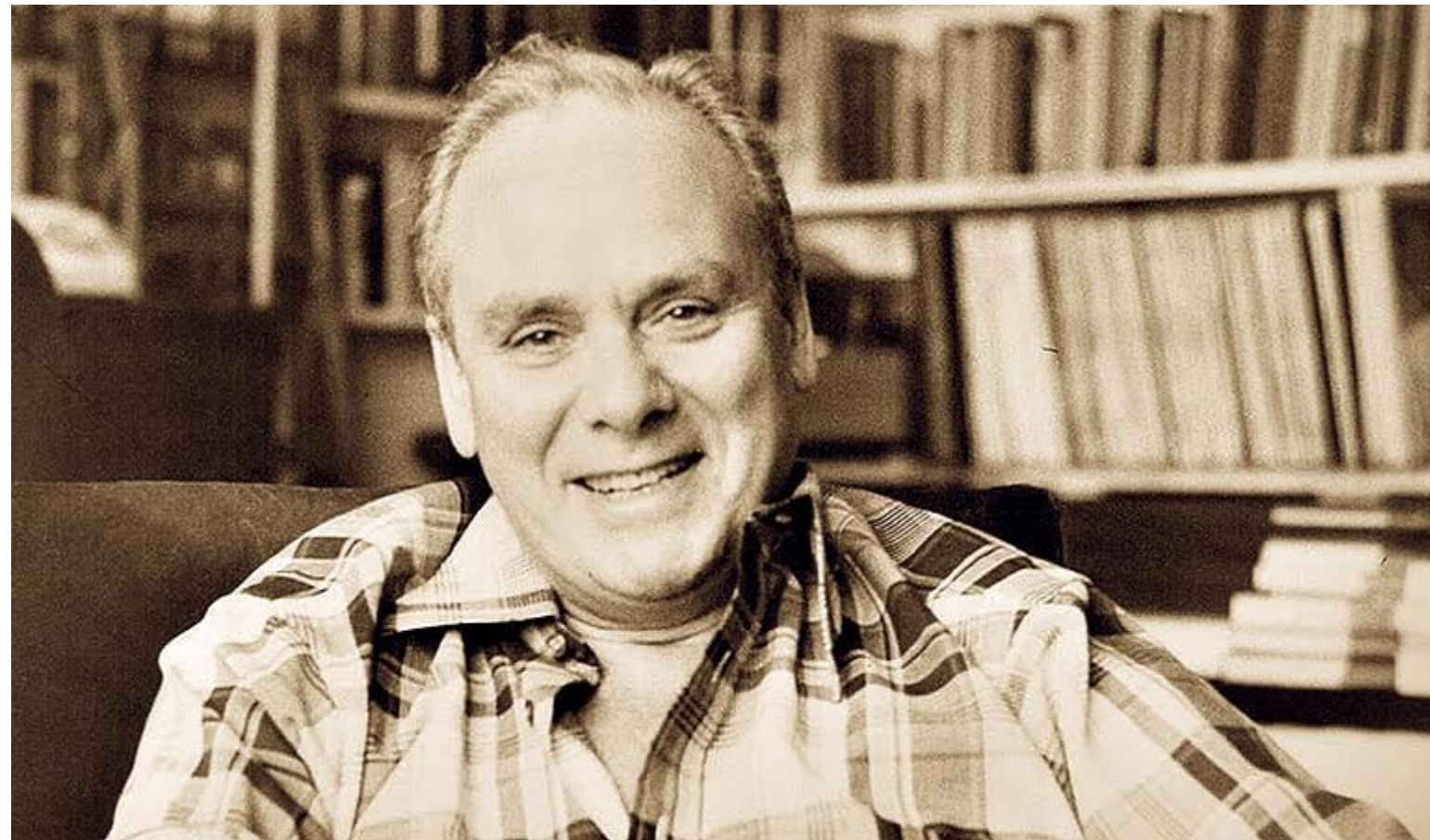
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THOUGHTS

ABOUT
LEADERSHIP
AND
PEOPLE SYSTEMS



DR ELLIOTT JAQUES



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***Systems
Drive
Behaviours***

“ The managerial hierarchy is potentially one of **the most creative of social institutions**. Unfortunately, its full potential has rarely been realized in practice. ”

“ The people are fine. It is **the managerial leadership systems** (the “people” systems) that are at fault. ”

“ **Sound people systems** have a mighty pay-off both in productive effectiveness and in **rich human satisfaction.** ”

“ We all have been hog-tied by pessimistic **misconceptions of people** at work. These misconceptions have arisen from the **observation of how people behave,** understandably, within badly flawed managerial leadership systems. ”

“ Misconceptions lead to **inept people systems, which** produce unfortunate behaviours, **which** lead to a one-sided, negativistic view of people at work, **which** leads to new inept people system fads, **which** produce unfortunate behaviours, **which...** ”

“ Beware of the belief that **things cannot be all that bad** with current managerial and people systems. Their **serious defects are concealed** by the sound common sense and constructive impulse of their people. ”

Why People Work

“ Work at one's full potential capability is **essential for the well-being of human beings**, and under requisite conditions will be strongly valued as such. ”

“ People do not need to be motivated in order to work effectively. **They need to be free from demotivators**; that is to say, to be free from conditions that inhibit their natural desires **to get the great satisfaction** that goes with effective work. ”

“ Everyone needs **continual challenging work** that adds value to others. ”

“ The **great organizational paradox** is that effective group collaboration stems from clear **recognition of individuals and individual accountability** combined with clear specification of the working role relationships. ”

“ Under requisite organizational conditions, **the self-same people can and do change very rapidly in behaviour** without having to change in personality - to become decisive, to be concerned about others, to have trusting relationships, and to work with energy and initiative. ”

Manager-Subordinate Accountability

“ Unclarity and incorrect assumptions about **managerial accountability and authority** are the starting point for dysfunctional people systems. ”

“ There are **two absolutely basic principles**: **first**, all employees, including managers, must be held accountable for the continuous exercise of full commitment of capability in their work; **second**, managers must be held accountable for the results of the work and working behaviours of immediate subordinates. ”

“ For subordinates to be held accountable for their results (instead of the manager) is alienating and **a force in the direction of corruption.** ”

“ For employees to have **a manager who is held accountable for their results** is to feel part of a realistic and caring organization. ”

“ All employees, including managers, must be held accountable for **continually doing their best** to achieve their assigned tasks. ”

“ It is **the managers who must be counted** upon for the results achieved. That is why all managers at all levels must be given **full 24-hour authority and accountability** for a total area, with its people and its other resources. ”

“ It is the managers who are accountable for deciding how best to **get optimum short-, mid-, and long-term results** from an assigned functional area. ”

Managerial Authority

“ Managers do not need and should not be given the authority to hire and fire. **They must have authority** to veto an appointment to their team and to deselect from their team after due process. ”

“ Deselection may not be the most comfortable term, **but the process is absolutely crucial** for enabling managers to maintain a sound organization. ”

“ Managers must not be bypassed on assignments given to their team members, and **must have the authority** to decide merit rewards. ”

Managerial Organization Structure

“ Poorly defined **hierarchical symptoms** are a drag on productive effectiveness. ”

“ The **level of work (size)** of all employment roles can be measured by their time-spans of discretion. **Time-span measurement** is simple, quick and objective. ”

“ There is **one unique underlying optimum structure** of managerial layers for each organization that follows from the time-span of discretion required of the role of the CEO. ”



“ The first step in getting a good organization to lead is **to establish the right number of basic layers.**

Too many or too few layers gives rise to predictable problems with managerial leadership. ”



*Cross-
Functional
Morass*

“ The universal lack of specification of the accountabilities and authorities in **the cross-functional relationships of everyone’s everyday work** is the biggest source of interpersonal stress and conflict in organizations. ”

“ Given clearly established accountability and authority in cross-functional working relationships, **employees should have no reason** or right to argue or fight with each other.”

“ Managerial hierarchies are vertically organized by specialty. **But the flow of output takes place horizontally across vertical specialties.** That is why the establishment of clear terms of reference for cross-functional working relationships is so important. ”

“ It is good managerial leadership systems that **enable people to achieve their best work and working relationships.** Such systems justifiably require, and can in fact elicit, sound behaviours.”

*Right People
for
Right Roles*

“ Managers need to **have the right level of working capability** to be good leaders, and not the magic of charisma. ”

“ The **qualities required for success in an employment role are**: potential capability to do the work of certain complexity, skilled knowledge for that work, commitment to the full role, and consistent demonstration of the behaviours required in the role. ”


“ Managers have an accurate **judgment of the potential capability of their subordinates** and of their subordinates-once-removed – and so do the subordinates themselves. But **none of them** has had the concepts and language with which to state this knowledge. ”

“ The managerial hierarchy is the **organizational expression of the hierarchical structure of human capability.** The basic structure of managerial layers coincides with the layers of complexity of information processing used by humans in all aspects of life. ”


“ Consider for a moment how much more successful you could be as a manager if you had a **comprehensive portrait of your talent pool at all levels.** That possibility exists. ”

“ Each employee’s **manager-once-removed (MoR) mentors him/her** with respect to career and personal development. ”

“ Each employee’s **immediate manager coaches him/her** on how to improve in current role and advises the MoR about the employee’s future possibilities. ”



“ An accountable effective MoR is the best mentor. **Mentoring does not require a professional psychologist** or a person with some special kind of intuition or sensitivity, but does require a stated purpose in the talent development system, and a bit of practice. ”



***Demystification
of
Compensation***

“ An employment contract is **a contractual commitment to bring an agreed level of capability to the work** of doing one’s best to produce assigned outputs. Failure of an employee to exercise full commitment is a contractual violation. ”


“ All employees have **a strong and clear judgment of the total compensation** that would be fair for the work they are assigned to do. ”

“ In a common economic region,
employees at the same levels of work as
measured in time-span of discretion,
share the same judgments of fair pay.
The pattern of fair differentials is the same
worldwide. ”

“ The **self-centred behaviour demanded**
by the pay negotiation procedures
commonly used in organizations, gives
human nature a bad name.”

“ Felt-fair differential pay structure **gets rid of the disruptive fight over pay**. It treats people as live human beings and not as dead meat (subjected to commodity-pricing negotiations). ”

“ A great opportunity lies in waiting **to bring fairness and justice into our compensation systems**, with a potential boost to productivity, employee morale and social strength.”



“ The failure of academic gurus for nearly 60 years to take note of **the possible existence of a massive sense of differential fairness** in people about pay, never fails to amaze me. ”



***Managerial
Leadership***

“ Great managerial leadership derives from **the setting of sound strategies** and success in carrying out those strategies and not from any particular personality qualities. ”

“ Leadership is a **work-a-day concept of working toward common goals**, rather than of setting one’s own separate goals. ”

“ There is **no such thing as a leadership personality**, even in the so-called charismatic leadership of cult leaders.”

“ Wisdom in **sanctioning and directing good managerial leadership systems**, and not charisma, is the key to constructive CEO leadership.”

“ Good managerial systems **bring out mutual trust and commitment in people**. Bad systems breed extreme self-interest. ”

“ Required managerial leadership practices must **pass the test of inducing and reinforcing mutual trust** between employer and employees, managers and non-managers alike.”



Dr Jaques is recognized throughout the world for the discoveries in the social sciences, contributing in a significant way to our **understanding of human nature and social institutions.**

Dr Jaques authored **over 20 books** and was the **originator of concepts** such as "corporate culture", "managerial leadership", "mid-life crisis", "fair pay", and "time span of discretion".

Dr Jaques was cited by (then General) Colin Powell for **"...his outstanding contribution in the field of military leadership theory and instruction..."**

The slide features a large orange background on the left and a dark grey background on the right. In the center-left, the logo for Requisite Organization International Institute (ROI) is displayed, consisting of the letters 'ROI' in a large, white, sans-serif font inside a white circle, followed by the text 'REQUISITE ORGANIZATION INTERNATIONAL INSTITUTE' in a smaller, white, sans-serif font. Below the logo, a paragraph of text describes the institute's mission. On the right side, there are four circular icons stacked vertically, each containing a different symbol related to education and research: a graduation cap with a key, a gear with a key, a hand holding a magnifying glass over a book, and a graduation cap with a banner that says 'KNOWLEDGE STANDARD'. To the right of each icon is a short paragraph of text describing its function.

ROI REQUISITE ORGANIZATION INTERNATIONAL INSTITUTE

Established in 1999 to provide support and services to those engaged in implementation and further development of the work on human organizational development begun by Elliott Jaques as **Stratified Systems Theory** over sixty years ago.

- Provide access to and authoritative knowledge** about the full body of work in human organization and human capability developed by Dr. Jaques (and colleagues).
- Provide authoritative guidance for the development of tools and resources** which contribute to and support the implementation of Requisite Organization (RO) in organizations and institutions around the world.
- Provide guidance and support to those seeking to conduct research and development** in the Institute's specialized areas
- Ensure that Jaques' body of work, known as Requisite Organization, becomes **the standard by which all other organizational development programs** are measured.