Out of his great love for people and in pursuit of a deeper understanding of the human condition, Elliott Jaques discovered fundamental natural laws that govern all life and find creative expression in human intention.

This exceptional social scientist, psychoanalyst, colleague, husband, father and grandfather left us a tremendous legacy - the establishment of scientific foundation for understanding the breadth and depth of humanity.
CONTRIBUTIONS

Scientific Theory and Practical Application

• Initiated the identification of the parts of an accountability managerial hierarchy and the way in which those parts interrelate. This work is the foundation required for any systems theory.
• Recognized the importance of, and identified “normal” i.e., healthy conditions in a managerial hierarchy, so that a standard can be established against which to judge the functioning of managerial systems.
• Discovery of the value of kairos, the time of intention, as the vector of all human activities.
• The discovery of a universal system of differential layers of complexity in human work that provides a theoretical basis for the appropriate number of layers for any given organization and its managerial accountability system.
• Discovery of the existence of universal norms of felt-fair pay differentials related to levels of work complexity differentials that are measured with a ratio-scale, objective instrument, time-span of discretion.
• Created the platform for a science-based decision support database for talent pool development and slate development for current and future role filling.
• Discovered the necessary and sufficient psychological conditions for creating systems of accountable, authoritative managerial leadership.
• Created role-specific cross-functional working relationships (accountabilities and authorities) that integrate work processes and mutual accountabilities and authorities across all work systems.
• Recognized the importance of and provided for sound and creative individual contributor roles at all levels in the managerial hierarchy.
• Created and validated the model for a sustainable trust-inducing managerial system that focuses on more effective productivity/profitability and more effective placement/personal satisfaction of employees.
• Engaged in real-life testing of his comprehensive theory-based system of organizational structure and managerial processes including fundamental developments in our understanding of the meaning of work for over 60+ years. This testing took place in industry, commerce, government, social, educational and health services, in the Church of England and the U.S. Army.
• Recognized that shareholders of publicly traded companies are not “owners” of the company. Therefore their decisions may not be focused on long-term viability, but rather on shorter-term portfolio investment opportunities.
• Developed clear unequivocal concepts that have influenced the following disciplines: management, linguistics, economics, sociology, psychology, philosophy, the military sciences and politics.
• Proposed and provided evidence to support the proposition that Complexity of Information Processing levels are applicable to all living organisms, not only human life.
• Coined the term and first described the psychological constructs of mid-life crisis.
• Identified and first described the social system of an organization in terms of its business ‘culture’.

Measurements and Assessments

• Developed the Time-span of Discretion instrument, the first ratio-scale measure for a construct in the social sciences, which measures the complexity of work in each role.
• The discovery (with Kathryn Cason) of an objective method of evaluating the potential capability of individuals, in terms of Complexity of Information Processing (CIP). This discovery strengthens the much earlier discovery of predictable regularities in the lifelong maturation of an individual’s potential capability through adulthood.
• Created assessment methodology to determine an individual’s Time Horizon, how far into the future s/he can envision a result and overcome anticipated/ unanticipated obstacles to create expected outcomes. This is also referred to as Current Potential Capability (CPC).

Selected Awards

• Awarded the Joint Staff Certificate of Appreciation by General Colin Powell on behalf of the Joint Chiefs of Staff of the U.S. Armed Forces for “for outstanding contributions in the field of military leadership theory and instruction to all of the service departments of the United States.”
CONTRIBUTIONS

• Department of the Army, Office of the Deputy Chief of Staff for Personnel "for outstanding achievement while serving as a member of the Total Army Personnel Task Force in ... developing new and innovative approaches to achieve personnel economies and realign ... along policy and operational lines ..."

• Received 2000 Harry Levinson Award, American Psychological Foundation, Certificate of Commendation, for a lifetime of scientific contributions.


• Fellow of the Royal College of Psychiatry (UK)

• In 1970 Jaques established the Brunel University research Institute of Organization and Social Studies (BIOSS).

• Professor Emeritus of Social Science, Brunel University (England).

• Appointed Lifetime Research Professor in Management Science at George Washington University.


Military Service

• Served as a Major in the Canadian Army during WWII, assigned to the British Army War Officer Selection Board (WOSB)

Scholarship

• By the age of 23, Jaques had earned a BA Honours Science and an MA Psychology from the University of Toronto, as well as an MD degree from Johns Hopkins Medical School.

• He then began a PhD in Social Relations from Harvard University under H.A. Murray which was completed after WWII with the acceptance of his doctoral thesis: The changing culture of a factory.

• Founding member of the Tavistock Institute of Human Relations.

• Received qualification as a psychoanalyst at the British Psychoanalytical Society.

• In 1964, he was invited as Head of School to develop the first Interdisciplinary School of Social Sciences at Brunel University, England.