



GO Global Organization
Design



Readings in Global Organization Design
2009 Conference Proceedings

**TimeSpan: The Cornerstone of Management Science
and Requisite Organization**
by Harald Solaas, Gerry Kraines
and Ulf Lindberg

Article #09-10-26-2c-1

TimeSpan

*The Cornerstone of
Management Science and
Requisite Organization*

Harald Solaas

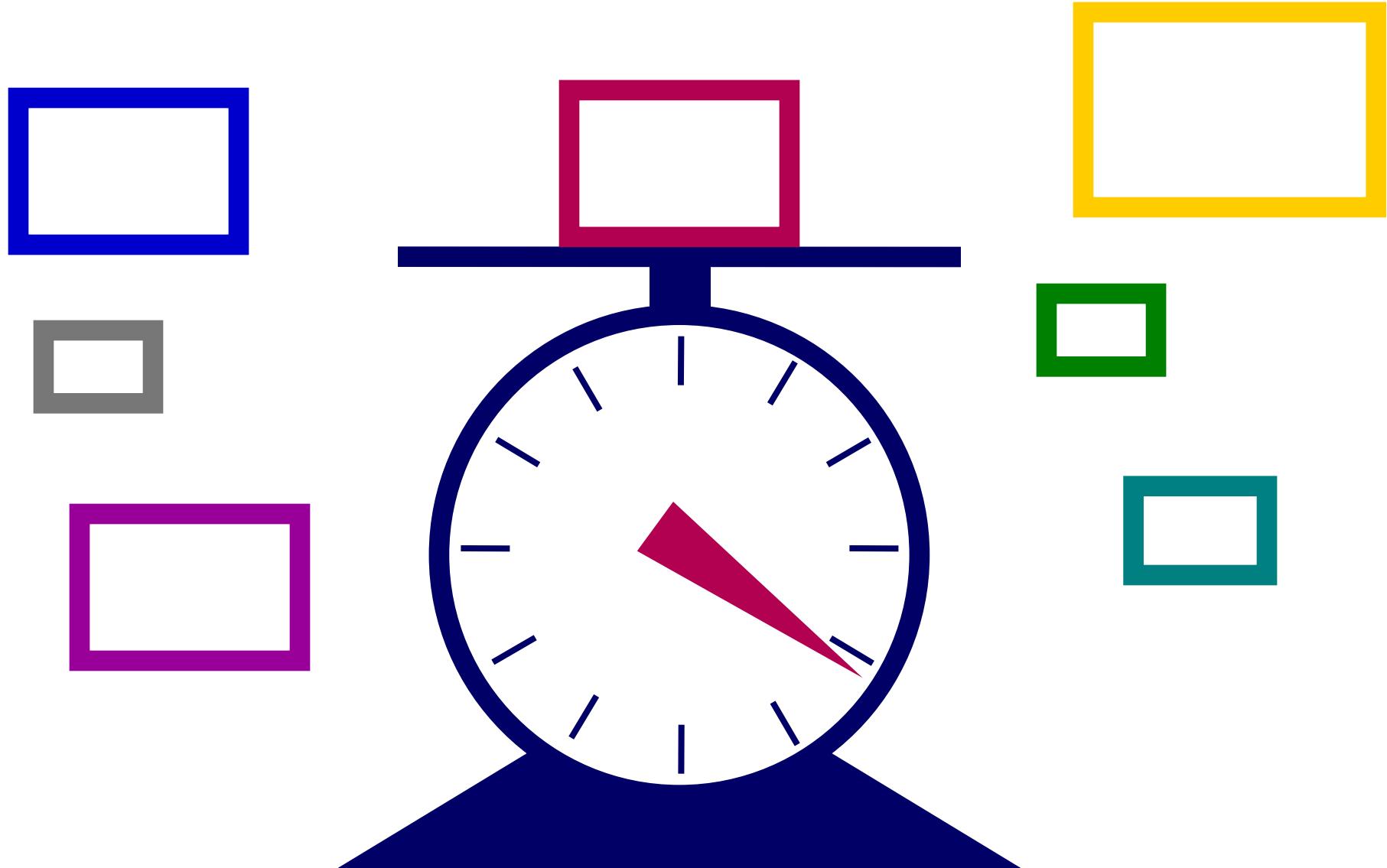
Gerry Kraines

Ulf Lindberg

TimeSpan Agenda

- Introduction - HS
- What and why is it? - GK
- Relationship to Job Grading techniques? - HS
- How do you do it? - UL
- Resistance of timespan - HS
- Who should use it and when? – GK / UL

What is the “weight” of a role? ¿Cuánto “pesa” un puesto de trabajo?



Alcance-temporal ***(Time-Span of Discretion)***

“...El descubrimiento más grande de mi vida: que aquello que hemos dado en llamar el Alcance-Temporal arrojaba una medida simple, directa y objetiva del tamaño de un puesto.”

“..the biggest finding of my life; namely, that what we came to call time-span gave a simple, direct and objective measure of the size of a role”

Elliott Jaques
Social Power and the CEO, 2002

The role of TSD in RO theory

The entire body of RO theory and principles are built on a single construct – TSD. Remove that one atom, and the entire body of knowledge falls apart. Strata, STS, role definitions, minimal managerial authority, the one-rank distance principle, progression analysis, talent pool assessment, etc., are all dependent on the ability to measure level of work (responsibility) in a reliable and valid way La función del ATD en la teoría de la OR

El cuerpo de conocimiento íntegro de la teoría y los principios de la OR está edificado sobre un constructo único: el ATD. Si se quita ese único átomo, todo el cuerpo de conocimiento se desploma. Los estratos, los sistemas estratificados, las definiciones de roles, la autoridad gerencial mínima, el principio de un escalón de distancia, el análisis de progresión, la gestión de reserva de talento, etc., dependen todas de la capacidad para medir el nivel de trabajo (responsabilidad) de un modo confiable y válido.

Dean Emeritus and Senior Scholar of the I. H. Asper School of Business at the University of Manitoba
GO Society Board Member

Jerry Gray

**¿Cuán difícil es utilizar y enseñar el ATD?
How difficult is it to use and teach TSD?**

¿Cuán difícil es utilizar y enseñar el ATD?

How difficult is it to use and teach TSD?

“I’m not aware that it’s difficult to teach or learn time span interviewing. I’ve found it easy for people to learn.”

“No tengo la noción que sea difícil enseñar ni aprender a hacer entrevistas de ATD. Mi experiencia es que a la gente le resulta fácil aprenderlo.”

Herb Koplowitz

¿Cuán difícil es utilizar y enseñar el ATD?

How difficult is it to use and teach TSD?

Nancy Lee, tras declarar que cree en el ATD y de describir las diversas y valiosas aplicaciones que hace del mismo:

“... Dicho eso, utilizar el ATD en otras partes, especialmente en los niveles más bajos, no me resulta fácil de hacer ni tampoco ayudar a que otros lo aprendan, ni siquiera los consultores internos con quienes trabajo. Estos son siempre personas de Modo V, que están en IV o en V en la actualidad, de modo que captan bien la naturaleza conceptual de lo que estamos haciendo.”

Nancy Lee, after declaring her belief in Time-Span and several good uses she puts it to:

“... That said, using time span elsewhere, especially at lower levels, I do not find easy for me, nor easy to help someone learn, even the internal consultants with whom I work. These are always mode V folks, current IV or V, so they grasp the conceptual nature of what we are doing.”

¿Cuán difícil es utilizar y enseñar el ATD?

How difficult is it to use and teach TSD?

Elliott Jaques was the first person to develop a general theory of work levels of real substance and applicability... However, time measures are not, in our experience, easy ones to use in detailed organisational design or problem-solving.”

Elliott Jaques fue la primera persona que desarrolló una teoría general de los niveles de trabajo de real sustancia y aplicabilidad... Sin embargo, en nuestra experiencia las mediciones temporales no son fáciles de utilizar para el diseño organizacional detallado ni en la resolución de problemas.

R. Rowbottom and D. Billis, Organizational Design, p. 23

Time-spanning and requisiteness
La toma del ATD según el grado
en que la organización sea requerida

Time-spanning and requisiteness

La toma del ATD según el grado en que la organización sea requerida

“No se puede decir que la balanza sea menos precisa simplemente porque el carnicero apoya el pulgar encima. Si el gerente no tiene claridad respecto al trabajo que asigna a su puesto subordinado, no puede esperar obtener una determinación precisa del nivel de trabajo de ese puesto.

“The butcher’s scale cannot be said to be a less accurate just because the butcher puts his thumb upon it. If the manager is not clear about the work he is allocating to his subordinate role, then he cannot expect to get an accurate level-of-work of that role.”

Jaques, Elliott, The Time-span
Handbook, p, 61

Time-spanning and requisiteness

**La toma del ATD según el grado
en que la organización sea requerida**

“..también encuentro muchos puestos ocupados por personas que no tienen (o que no tendrán nunca) la capacidad que requiere el nivel de sus puestos, y por lo tanto todo ATD sería incorrecto (y lo es.)

“... Encuentro que en particular los gerentes de estrato III necesitan cuanto menos un año entero y un ciclo completo de asignar tareas y evaluar el desempeño en la realización de las mismas para apenas empezar a asimilar esta forma de trabajo en la organización. Entonces, lo que hago es una combinación de un ATD aproximado, juicios sobre el nivel relativo del puesto por los gerentes directo e indirecto del puesto, y luego agrupo los puestos en I y II en un proceso de ajuste con estos gerentes.”

“..also I find many roles filled with individuals not yet (or ever) capable of the role level they are occupying, hence any time-span they do would be incorrect (and is).”

“... I find Str III managers in particular need at least a full year and full cycle of assigning tasks and doing a PEA based on those tasks, to even begin to embed this way of working into an organization. So what I do is a combination of rough time-span, judgments of relative role level by the manager and MoR of roles and then group (Mtrs and MoR) equilibration of roles at I, II.”

Nancy Lee

Assigned tasks and general responsibilities

Tareas asignadas y responsabilidades generales

Assigned tasks and general responsibilities

Tareas asignadas y responsabilidades generales

“Confusion may occur, however, because there are two major sources from which a subordinate’s tasks may arise. The first source is directly from his manager in the form of an assigned task; that is to say an instruction from his manager to do such and such. The second source of tasks is from carrying general responsibilities. It will be necessary to consider this latter source of tasks for a moment, since time-span measurement can be bedeviled by failure to recognize the important distinction between tasks and general responsibilities.”

“Sin embargo, puede haber confusión porque hay dos fuentes principales de las que provienen las tareas del subordinado. La primera es directamente del gerente, en la forma de una tarea asignada; es decir, una instrucción de hacer tal y cual cosa. La segunda proviene de la ejecución de responsabilidades generales. Es necesario considerar por un momento esta segunda fuente, ya que la toma del ATD se puede enredar por completo si no se reconoce la importante diferencia que hay entre ambas.”

Jaques, E., *The Time-Span Handbook*, page 36

Assigned tasks and general responsibilities

Tareas asignadas y responsabilidades generales

“...The tasks generated by general responsibilities will be found to have implicit maximum completion times. These times are set by the general prescribed limits on expense, time and quality standards which are implicitly set as part of the general responsibility. You will find that the manager and subordinate are intuitively aware of these prescribed limits, and can soon be made explicitly aware of them by means of successive approximation.”

“... There are definite and discoverable limits to the tasks they may initiate within their general responsibilities. It is these limits which you must find if the tasks concerned turn out to be relevant for the purpose of time-span measurement in any given role.”

“...Se podrá encontrar que las tareas generadas por responsabilidades generales tienen tiempos de cumplimiento máximos implícitos, determinados por los límites prescriptos generales sobre gastos, estándares de tiempo y de calidad fijados implícitamente como partes de las responsabilidades generales. El analista encontrará que tanto el gerente como el subordinado conocen intuitivamente estos límites prescriptos, y que en poco tiempo se pueden hacer explícitos mediante la aproximación sucesiva.”

“... Existen límites definidos que se pueden revelar de las tareas que inician dentro de sus responsabilidades generales. Hay que encontrarlos toda vez que las tareas en cuestión sean significativas para los fines de tomar el ATD de cualquier puesto dado.”

Jaques, E., *The Time-Span Handbook*, p. 37 - 38

Judging role size
Juicios sobre el tamaño de los puestos

Judging role size

Juicios sobre el tamaño de los puestos

If you designed a bridge not by calculating the dimensions required for needed strength for most components but simply used the same sized cross beams as you had used in another bridge you judge to be similar, that would not, in my thinking, make the bridge design non-Newtonian. Similarly, for me, judging the size of a role rather than measuring doesn't make a project non Jaquesian."

... To me, if we are talking role size, we ought to talk stratum. But there are several ways of assessing stratum. That we don't use every tool in the kit doesn't disqualify a project.

... I can understand why a client might want managers to assess role size rather than have a consultant measure it. And I've experienced good value in having managers assess role size."

"En mi opinión, si uno diseñara un puente no calculando las dimensiones requeridas para la resistencia necesaria de la mayoría de los componentes, sino simplemente utilizar travesaños del mismo tamaño que en otro puente que a juicio de uno fuera similar, esto no haría que el diseño del puente fuera no newtoniano. De modo similar, entiendo que juzgar el tamaño de un puesto en lugar de medirlo no hace al proyecto no jaquesiano.

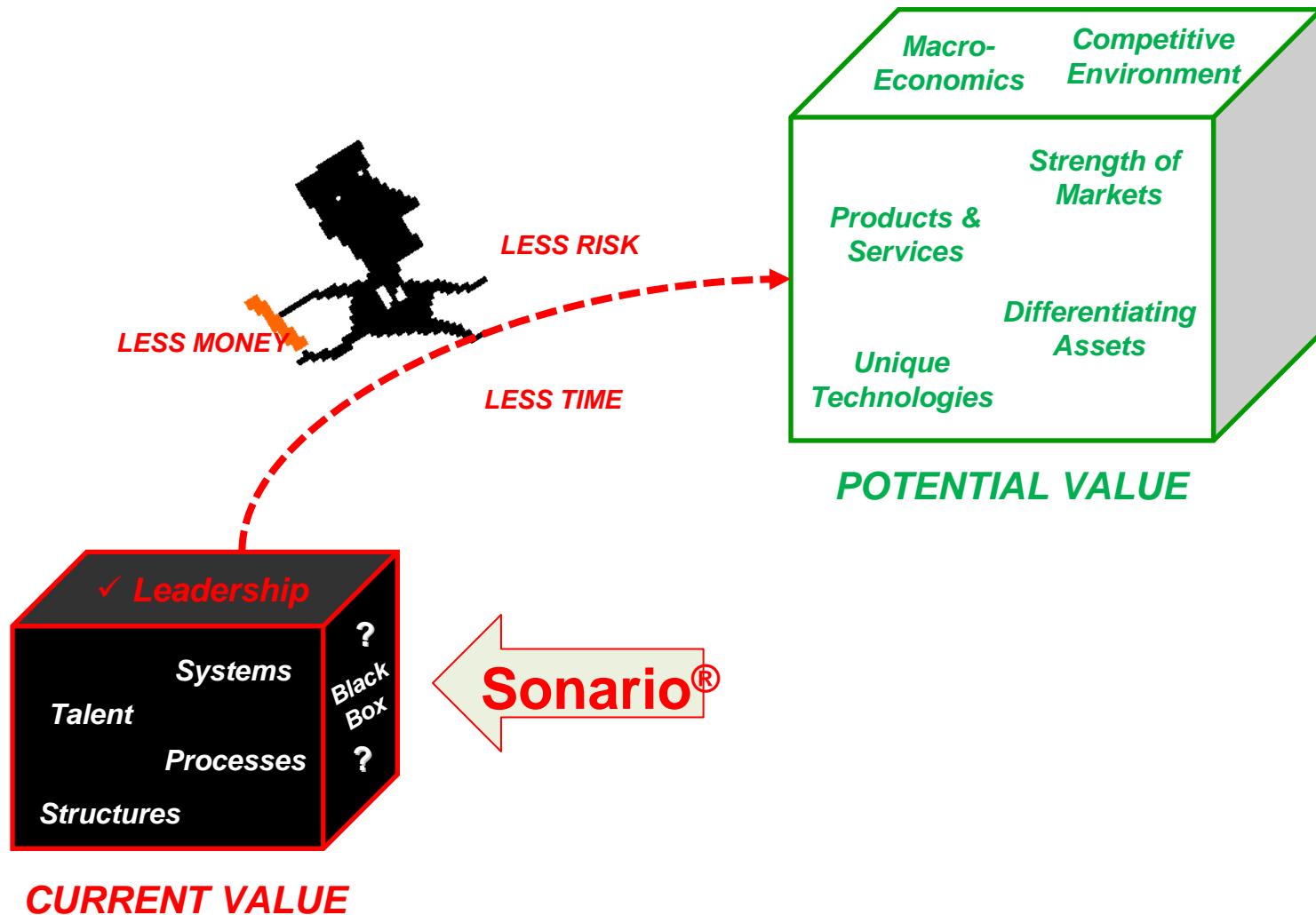
... Para mí, si hablamos de tamaño de los puestos, tenemos que hablar de estratos. Que no utilicemos todas las herramientas de la caja no descalifica necesariamente a un proyecto.

... Entiendo que un cliente que prefiera que sus gerentes evalúen el tamaño de los puestos en lugar de medirlos. Y he tenido la experiencia de obtener buen valor pidiendo a los gerentes que lo hicieran."

Herb Koplowitz

Clarifying Complexity

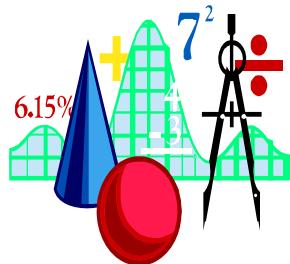
Path from Current to Potential Enterprise Value



Organizational-Levels Activity

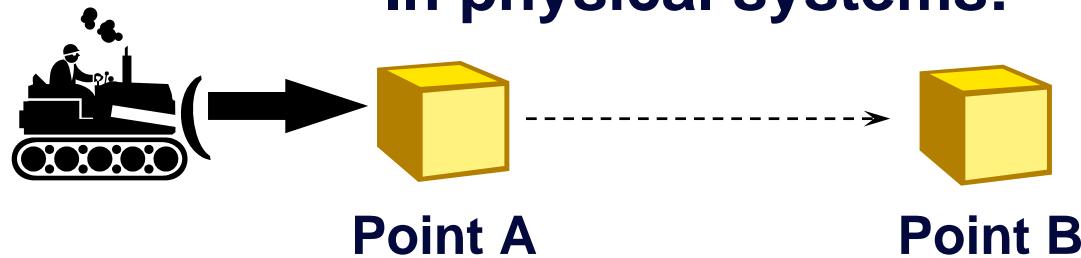
1. What is it like to work in a company that has **too many levels**? Do managers **add** more or less **value** when there are **too many levels**?
2. What is it like to work in a company that has **too few levels**? Do managers **add** more or less **value** when there are **too few levels**?
3. How many **levels** do you think your organization currently has?
4. What is the **optimal number** of levels? How would you know?



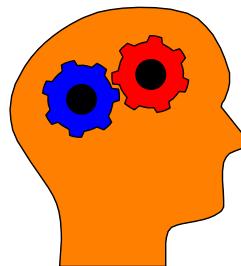


Definition of Work

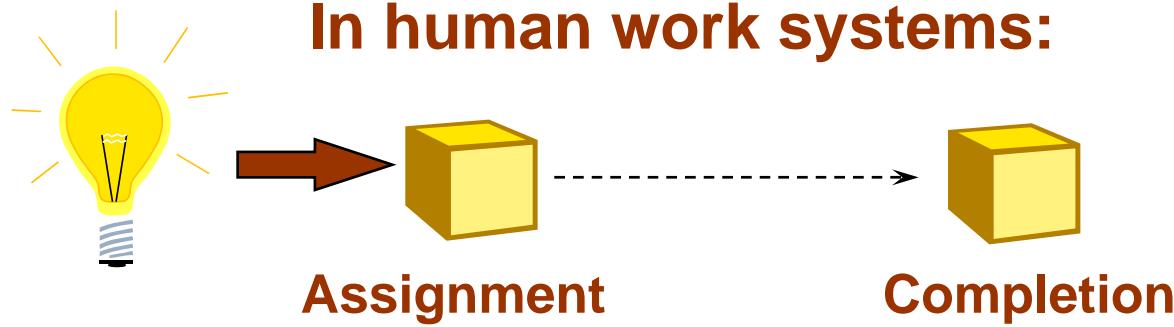
In physical systems:



Work = Force x Distance



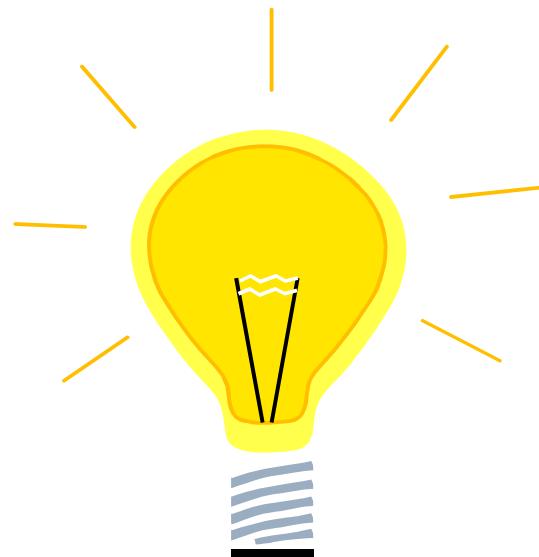
In human work systems:



Work = Judgment x Time

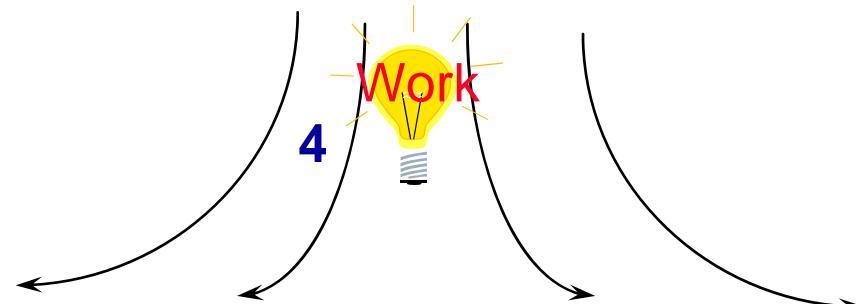
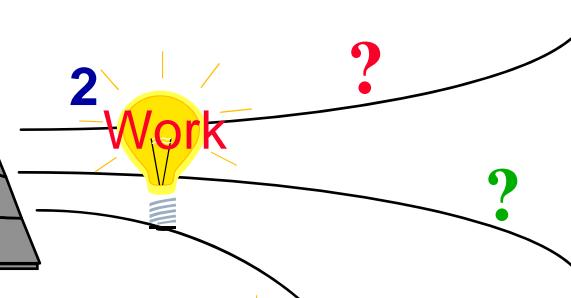
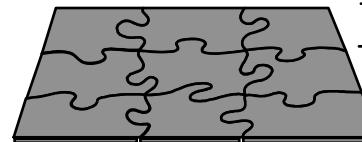
What Is Judgment?

- Judgment is the act of **reasoning**; it is the innate capacity to perceive and distinguish relationships.



Work, Complexity, and Judgment

**Assignment
QQT/R**

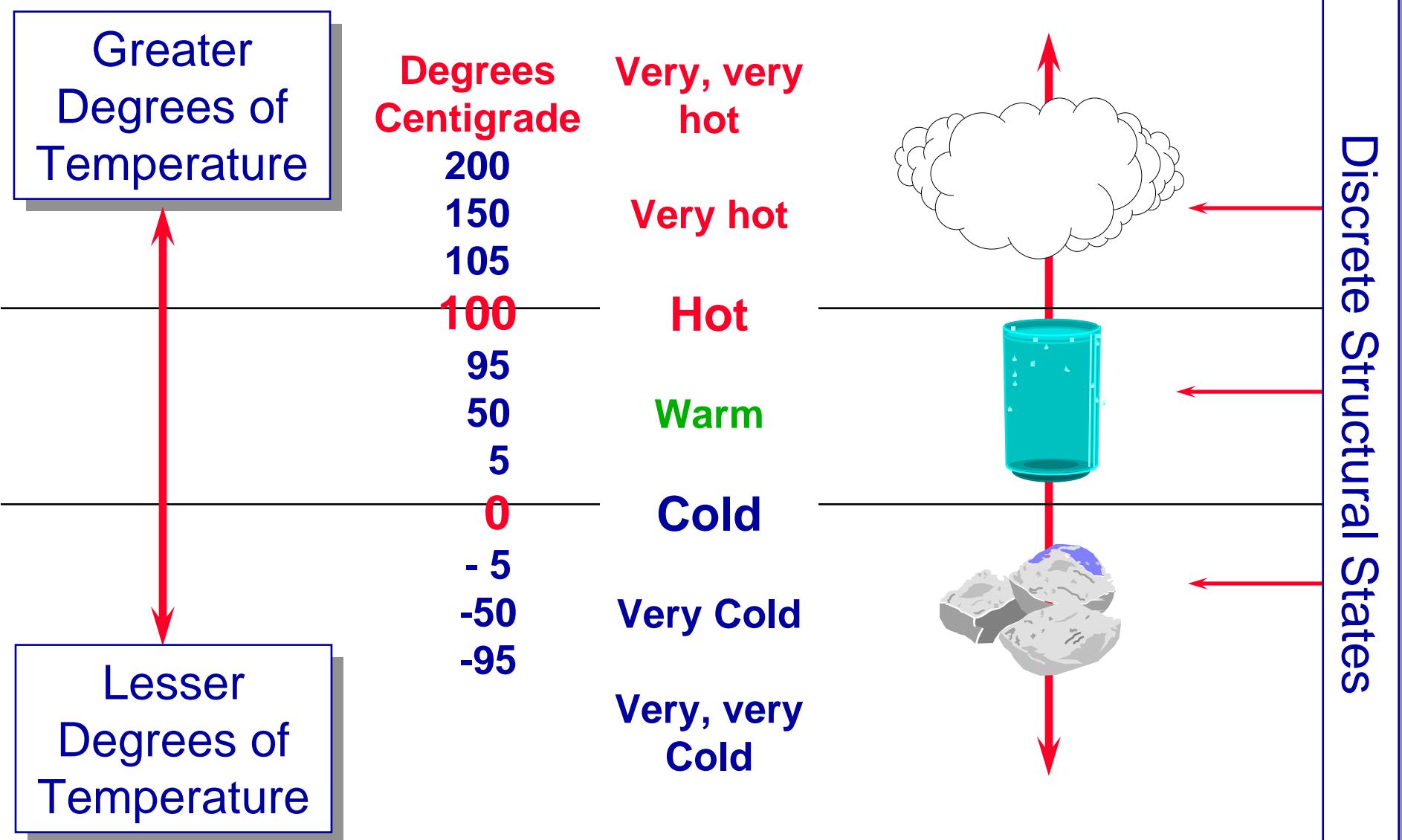


Work requires the exercise of judgment when

1. unraveling the complexities of an assignment,
2. generating alternate pathways,
3. choosing among them, and
4. effectively implementing them.

A Metaphor: Measuring Instruments

A Window to Understanding Changes of State



The Process of Delegation: The Role of Time

10 Year

THE MANAGER-
ONCE-REMOVED
(MoR)



One of the MoR's QQT/Rs:
A 7-year major initiative

5

5 Years

THE
MANAGER



4

2 Years

THE
SUBORDINATE



3

= assignment



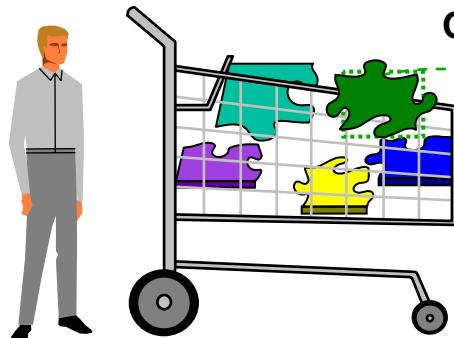
= role

1 Year

The Process of Delegation: “Chunking Pieces”

2 Years

THE MANAGER-
ONCE-REMOVED
(MoR)

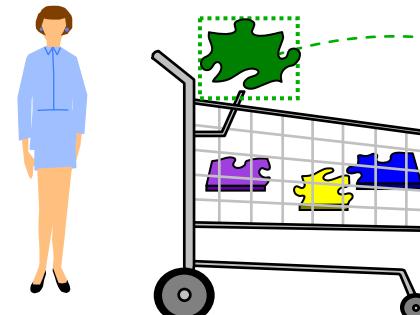


One of the MoR's QQT/Rs:
A 18-month project

3

1 Year

THE
MANAGER



From which she
delegated a QQT/R
to her subordinate:
A two-week task

2

3 Months

THE
SUBORDINATE



1

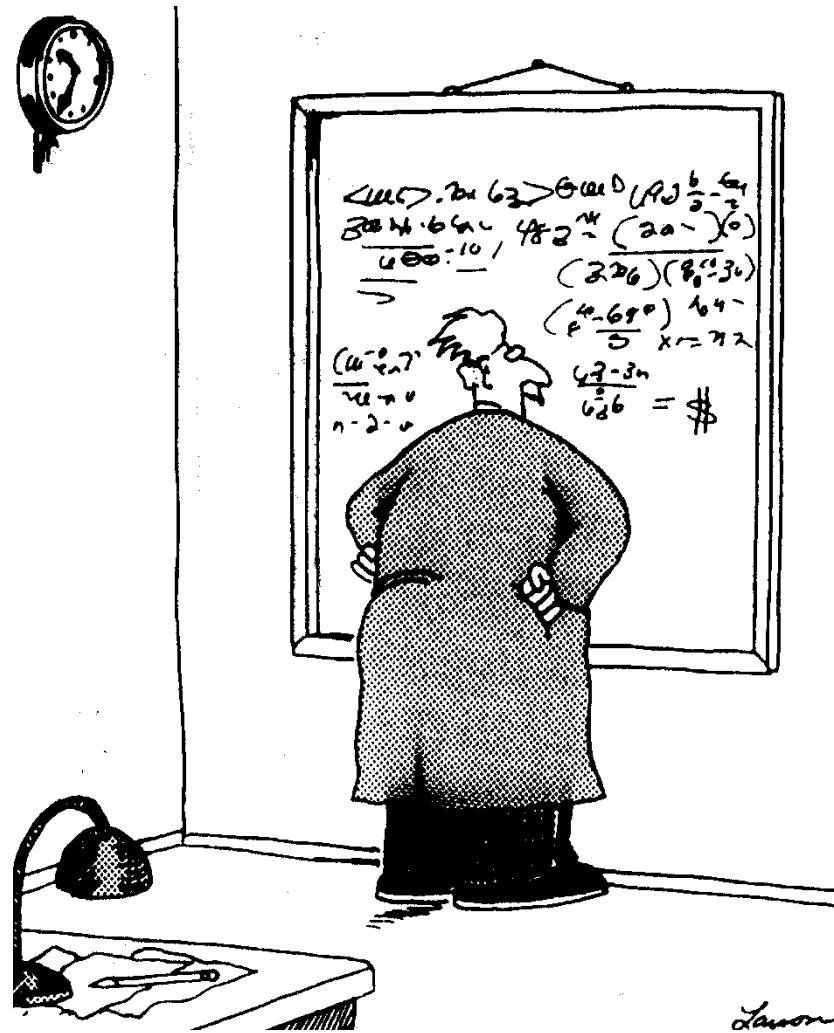
= assignment



= role

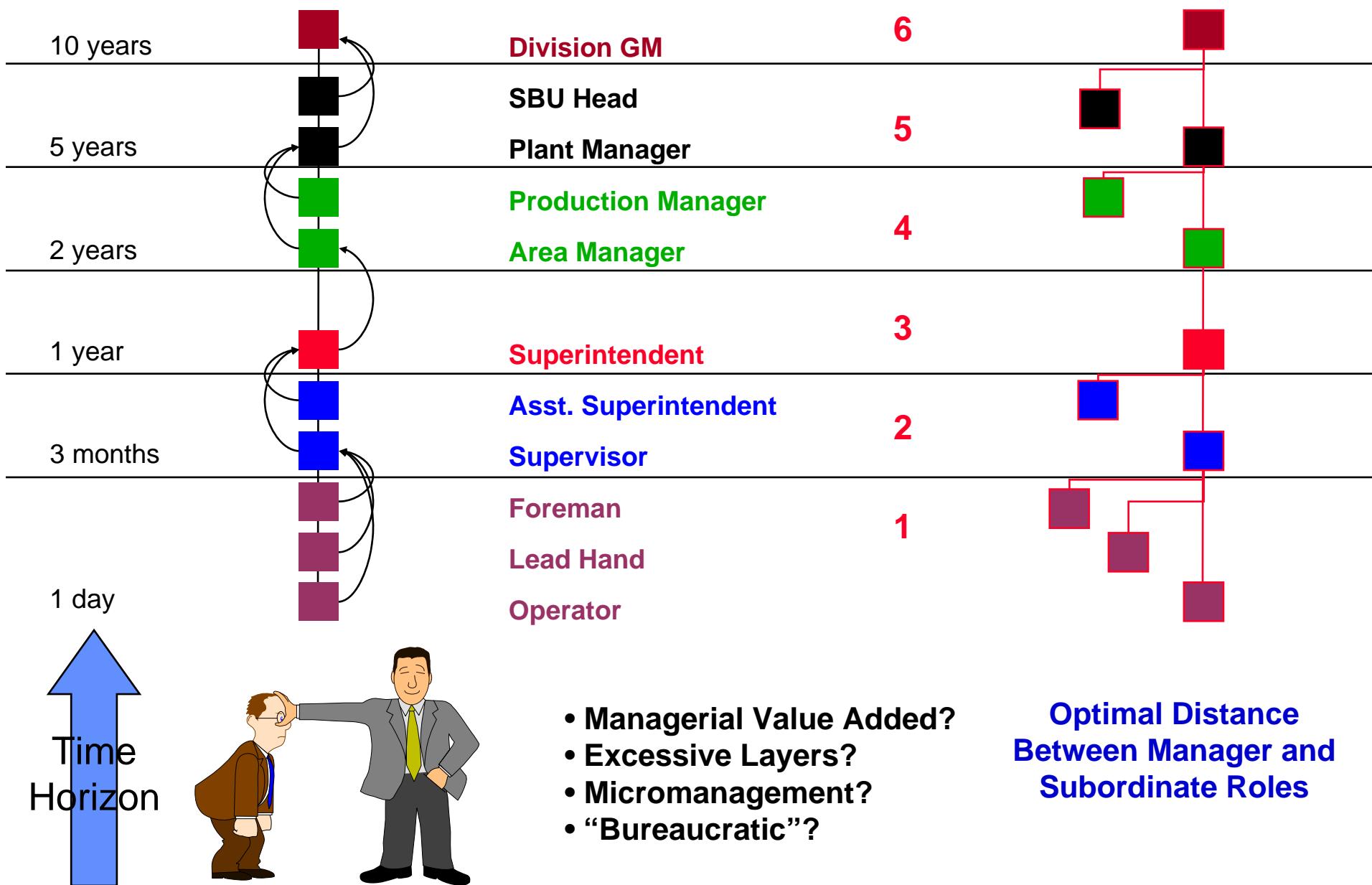
1 Day

The Bigger the Job, the Bigger the Paycheck



Einstein discovers that time is actually money.

Naturally Occurring Levels of Complexity

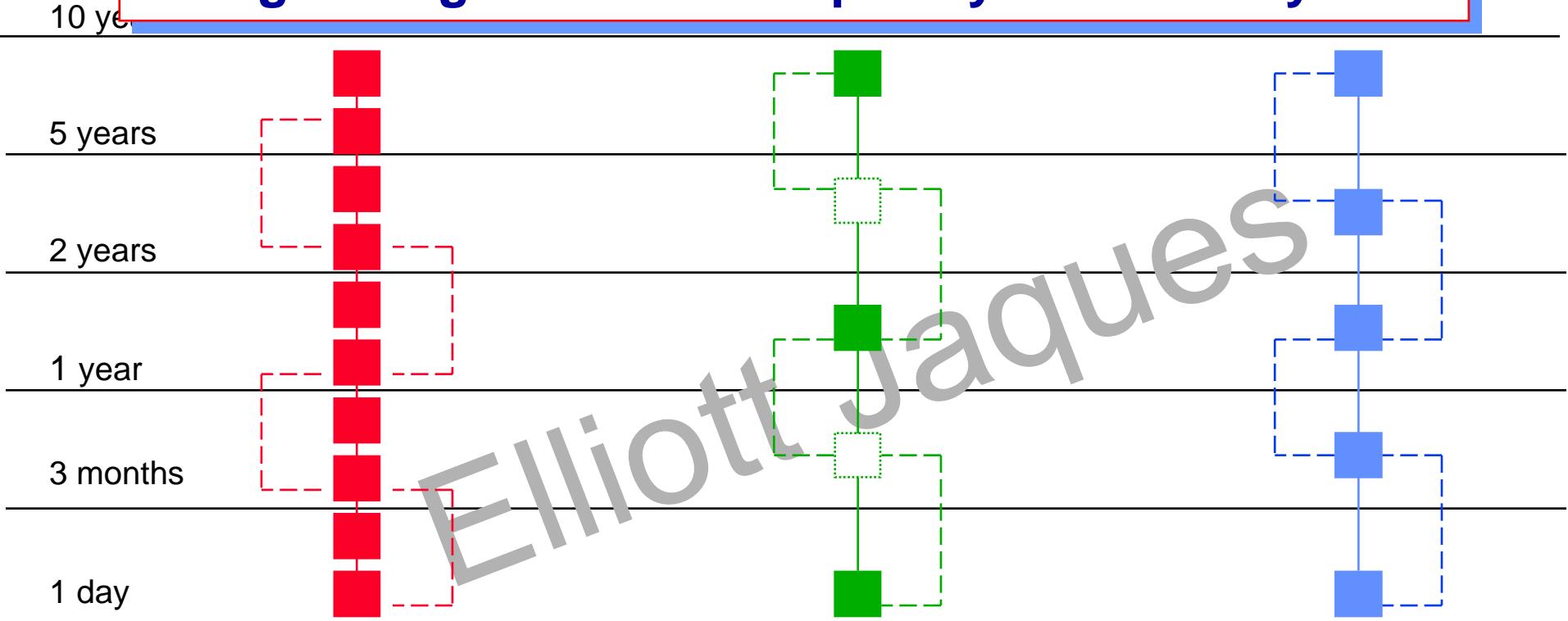


Jaques's Time-Span of Discretion Measurement

There is a high correlation between:

- **Time-span of discretion** of a role;
- Differentially fair total **compensation** for a role;
- **Role size** or “heaviness” or “weight of responsibility”; and
- Degree of **role complexity**.

Organizing for Work Complexity: Natural Layers



Role Compression

Excessive layers
Reduced managerial added value
“Bureaucratic”
“Micromanagement”

Role Vacuum

Missing layers
Reduced managerial added value
Organizational “disconnect”
Subordinates “sink or swim”; managers “pulled down into the weeds”

Essential Manager-Subordinate Role Distance

“Right size” layers
Optimal “mental elbow room”
Optimized managerial added value

Naturally Occurring Levels of Role Complexity



*Using Timespan
to Measure
Degrees of Role
Complexity*

All About Time-Span

What time-span is:

- The longest period of time during which you have a continuous, uninterrupted accountability for exercising judgment and discretion toward the fulfillment of some target or outcome
- The length of time the “monkey” remains on your back for driving home some objective
- The length of time the role (**not the individual in the role**) is accountable for working toward some targeted objective

What time-span is not:

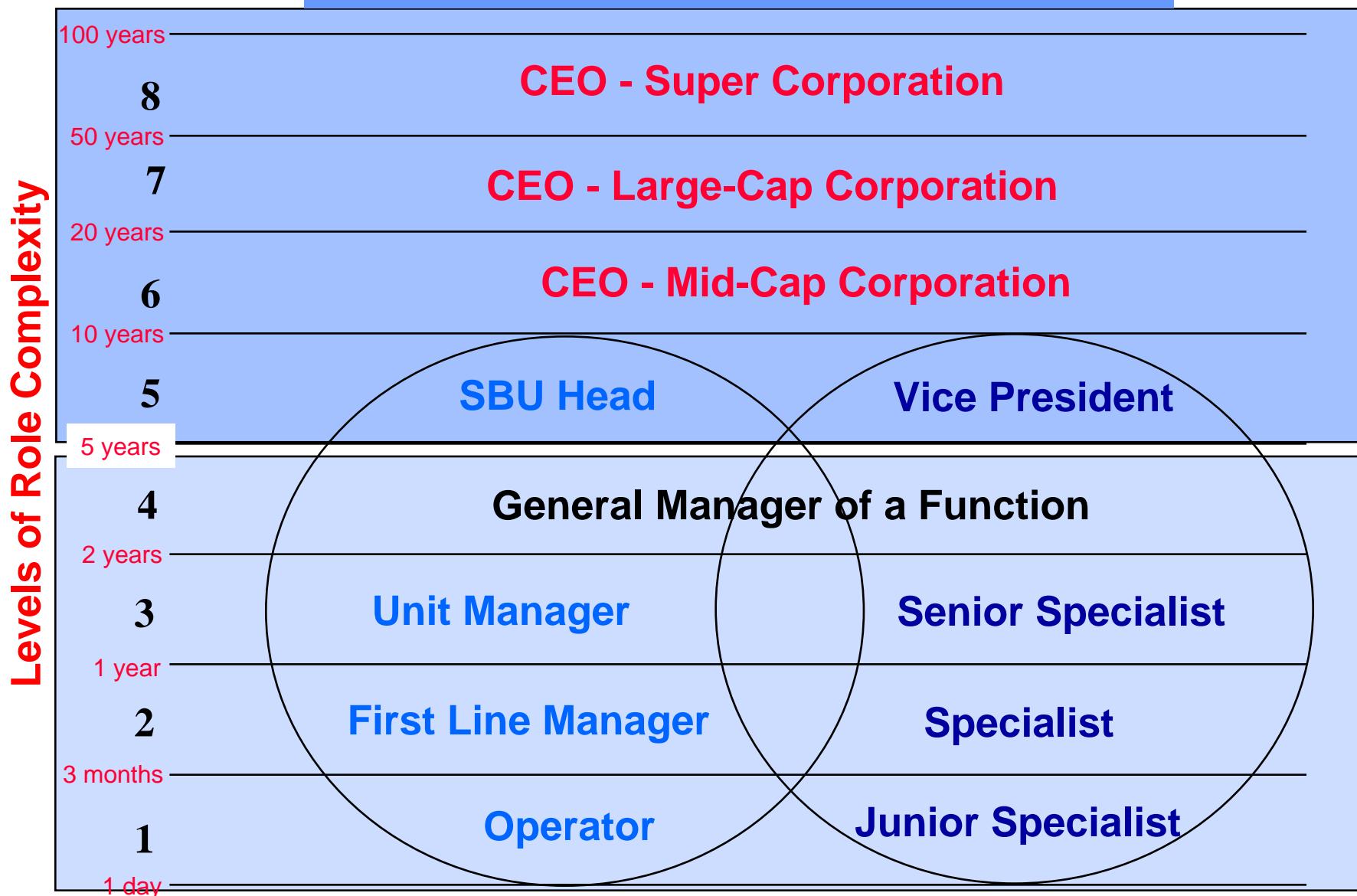
- How far out you must think
- The length of the project you are currently working on
- How long the effects of what you do will last

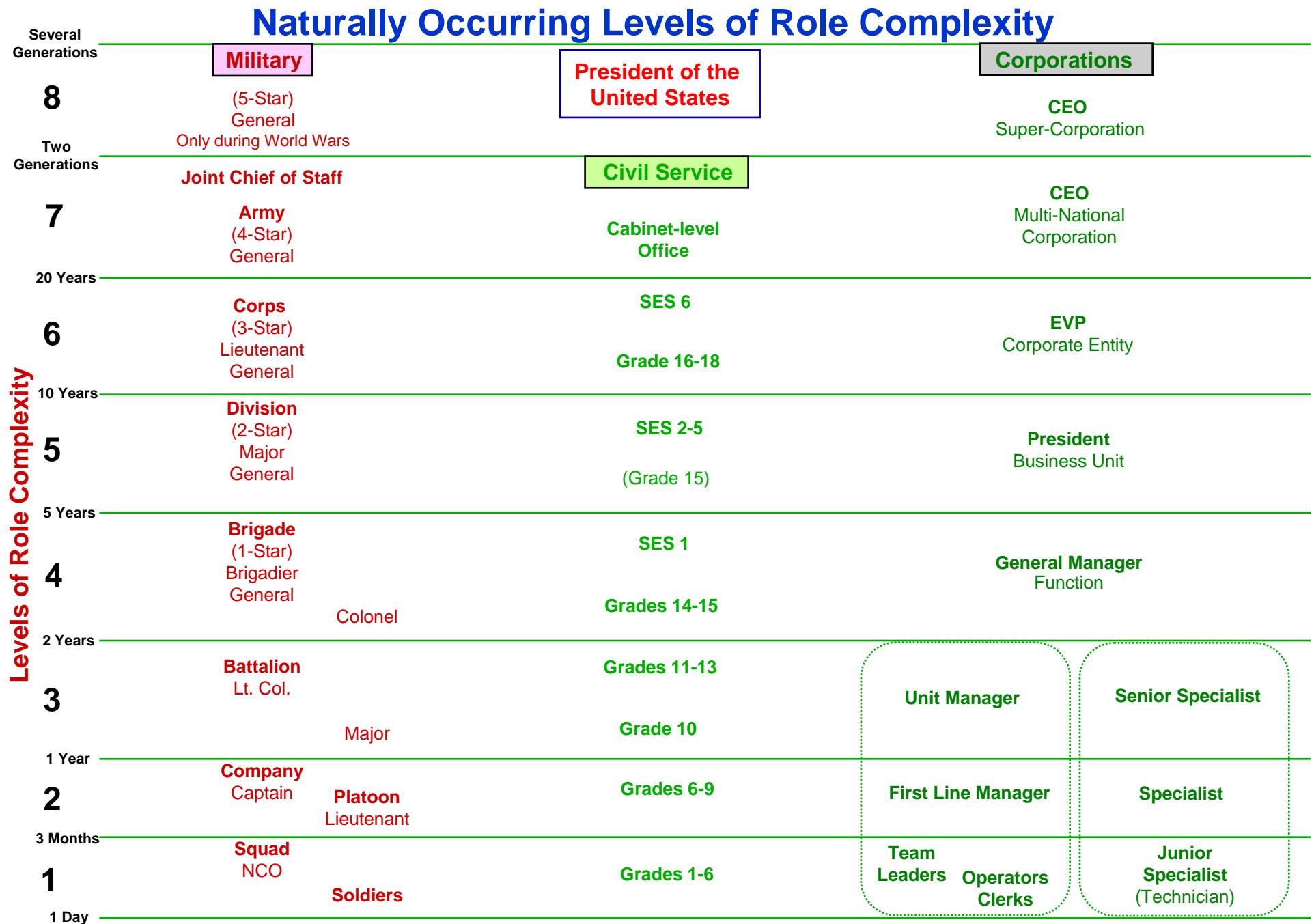
Time-Span Worksheet: (Play the Role of a Subordinate)

- What are some of the major **long term thrusts** of my role?
- What are some of the **longer-term assignments** or projects that you give me?
- **By when** must I complete each of them? Will you give me any longer?
- Do I just **keep you informed** about each assignment's progress... or do you require that I finish the various phases of each assignment first and **hand each completed phase back** to you before beginning the next phase?
- Are there any longer-term projects you can think of?
- By when must I complete each of them? Any longer?
- Is this the **longest targeted time** of all my assignments?

Implications of Levels of Role Complexity

Levels of Role Complexity: *Naturally Occurring Levels*







SONARIO® SOFTWARE SYSTEM

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The screenshot shows the 'Select People/Roles' application window with the following interface elements:

- Top Bar:** File, Edit, Help.
- Left Panel:**
 - Your Saved Selections:** A dropdown menu labeled "Current Selection".
 - Buttons:** Open, Save, Delete.
 - Select nodes to specify further drill down criteria or to exclude:**
 - Role Hierarchy Tree:**
 - President & C.E.O. (Champagne, Hunter)**
 - VP Ops.....(Tian, Nellie)
 - Gen. Mgr. Primary Operations.....(Wilkes, Ladonna)
 - Mgr- Stmkng, Refg & Slab Cast.....(Stroud, Allie)
 - Mgr- Cokemaking & Ironmaking.....(McBride, Miranda)
 - Mgr- Raw Materials & By-Prod.....(Baldwin, Amparo)
 - G.M.- Flat Rolled Operations.....(Dwyer, Melinda)
 - Manager- Cold Mill.....(Pollard, Lowell)
 - Manager- 106"166" Hot Mills.....(Earlene, Maricela)
 - Mgr- DSPC.....(Meyer, Eduardo)
 - Mgr- Flat Rolled Logistics.....(Danyelle, Alba)
 - Stf.Ast-G.M. Flat Roll. Oper.....(Carey, Reggie)
 - Gen Manager - Quality Engineer.....(Abemathy, Isaac)
 - Gen. Mgr. Manufacturing Serv.....(Hayden, Edwards)
 - VP HR.....(Baldwin, Dave)
 - Mgr HR.....(Gipson, Abram)
 - Mgr- Safety,Env.&Emerg. Serv.....(Carman, Yolanda)
 - Mgr- Org Admin,Plan,Train.....(Langston, Margery)
 - Manager Human Resources.....(Beatty, Noah)
 - SVP Mktg/Sales.....(Tuttle, Vince)
 - Operations Manager - QBL.....(Kaiser, Wesley)
 - Manager - Welded Beam.....(Romano, Yolanda)
 - Mgr- Order Entry & Mfg.Plan.....(Jenkins, Alma)
 - GM-Sales&Mktg. Serv.Ctrs&Fab.....(Amos, Spencer)
 - VP Fin/CFO.....(Bruner, Marva)
 - Gen. Mgr. Strategic Projects.....(Beatty, Saul)
 - Corporate Controller.....(Toby, Masako)
 - Assistant Treasurer.....(Carey, Salvatore)
 - Reassigned Worker.....(Santos, Lenny)
 - Mgr-Corp Logistics/Purch/Store.....(Napier, Stephan)
 - Gen Counsel & Sec'y.....(Hope, Nora)
 - Sec'y to CEO.....(Castle, Joanna)
 - Admin Asst.....(Donley, Maureen)
 - Role Hierarchy Tree Search:**
 - Search For:
 - SEARCH DIRECTION: Search Next Search Previous
 - CASE SENSITIVITY: Case Sensitive Case Insensitive
 - SEARCH

Right Panel:

 - Specify Filtering Criteria Below:**
 - Add Filter:** Drill 0 To 7 Levels below Hunter Champagne - President & C.E.O.
 - Filter Examples:**
 - Replace text lastname <= replace text
 - 2.1 <= LoRC <= 8.3
 - A GROUP is made of these FILTERs (all clauses in each must be satisfied):**
 - 0-7 below President & C.E.O. - Hunter Champagne
 - 2.1 <= LoRC <= 8.3
 - Selections must satisfy AT LEAST ONE of these Groups:**
 - 0-7 below President & C.E.O. - Hunter Champagne and 2.1 <= LoRC <= 8.3
 - Currently Selected Roles (Total of 681):**

Role Title	LoRC	Current Incumbent
President & C.E.O.	6.2	Hunter Champagne
Marketing Analyst Level II	2.3	Marquis Norris
Gen Fore Repairs	2.1	Estella Adams
Gen Supv - Human Resources	3.2	Young Burgess
Reassigned Worker	2.3	Lenora Wilder
Secretary Recruitment&Training	3.3	Aileen Snyder
Reassigned Worker	2.3	Andrea Clapperton
Gen. Fore. - Operations	2.3	Heriberto Terry
H.R. Representative Level III	2.3	Stephan Mitchell

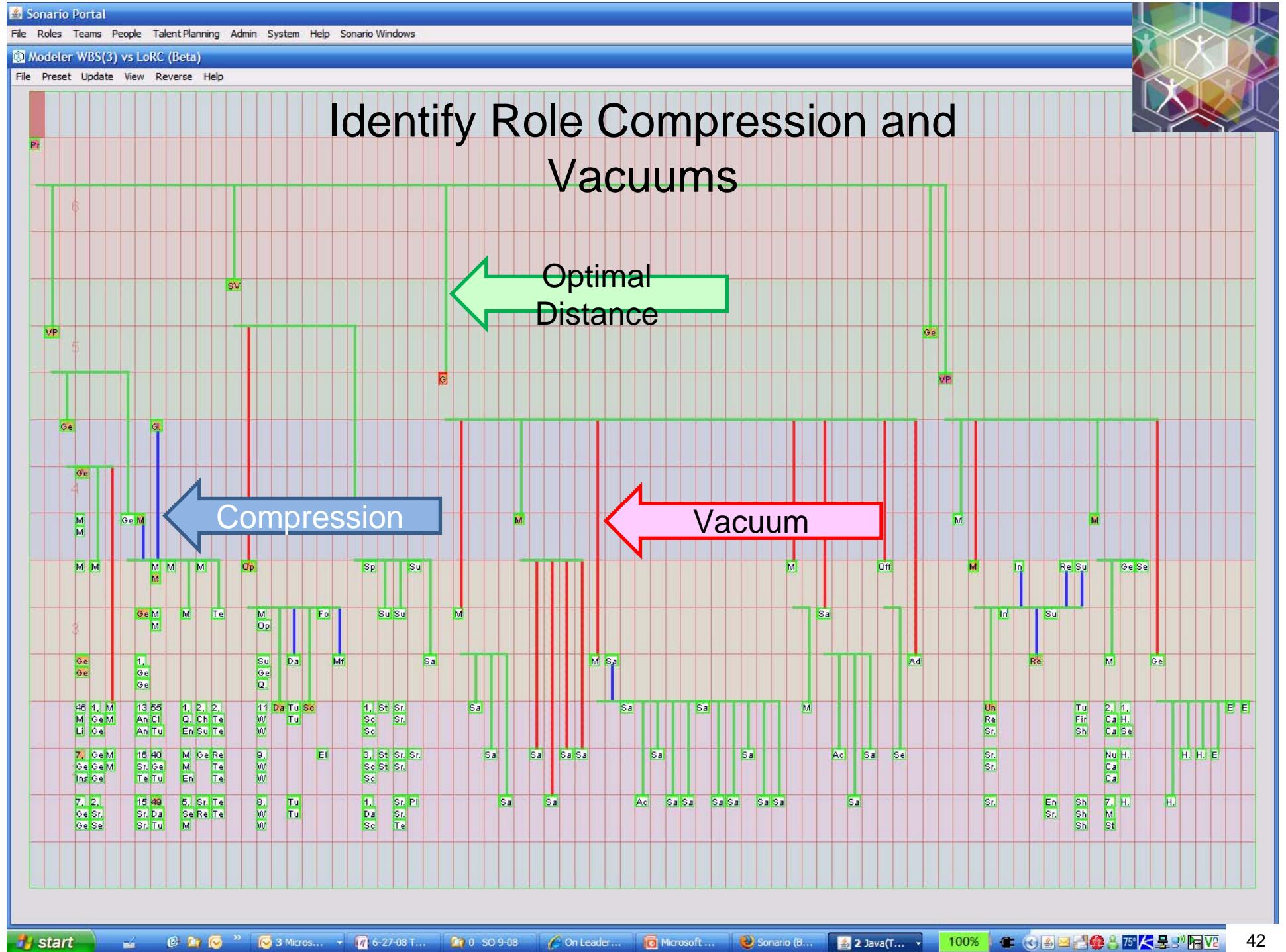
 - Select ROLES where:**
 - 0-7 below President & C.E.O. - Hunter Champagne
 - AND
 - 2.1 <= LoRC <= 8.3
 - Buttons:** OK (highlighted with a green border), Cancel (highlighted with a red border).
 - Bottom Right:** Live Model.



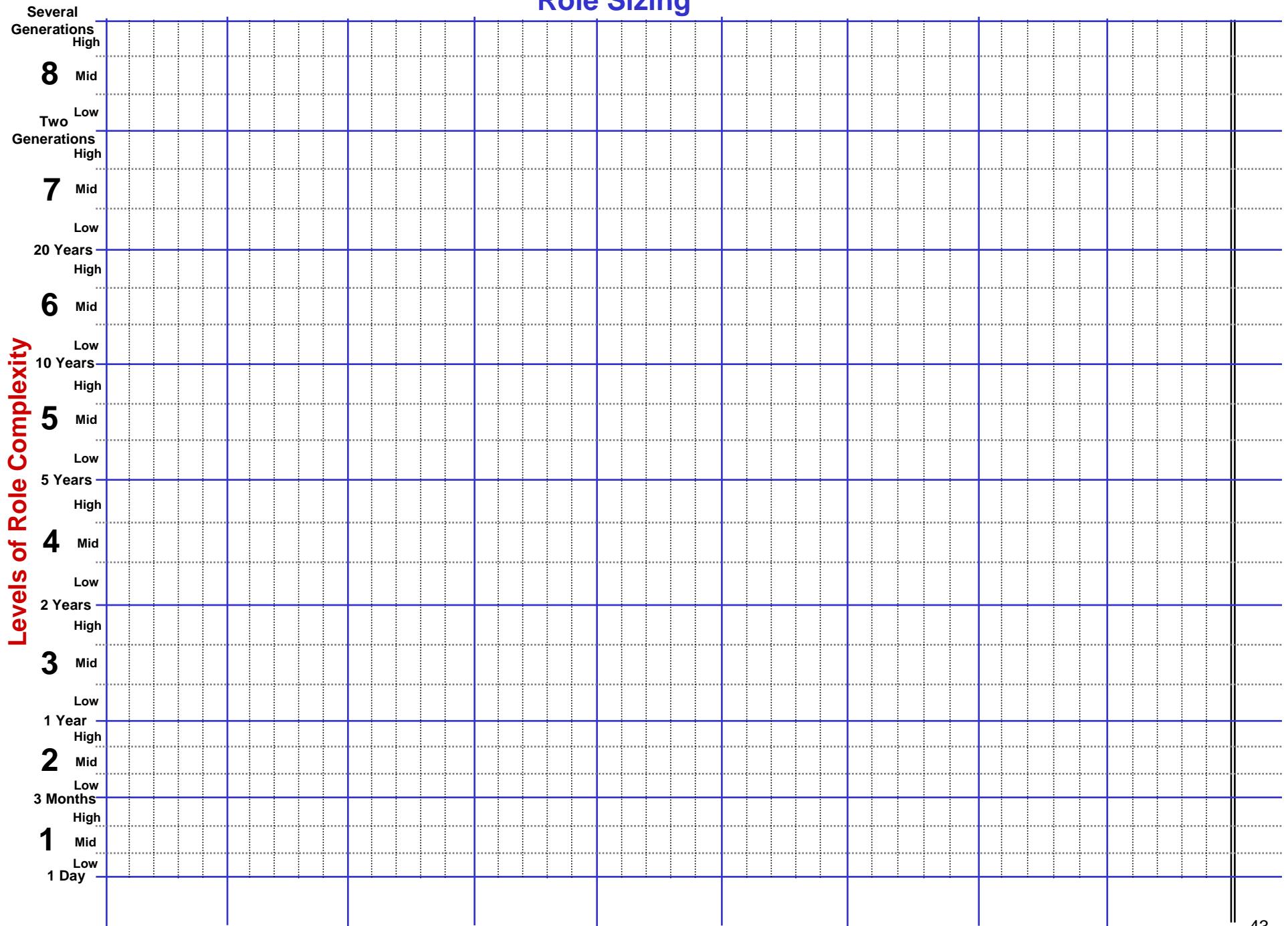
Assess Role Complexity – Four Levels

President & CEO - Steel Co				
6		SVP Mktg/Sales		
5	VP Ops		Gen Counsel & Sec'y	VP HR
	Gen. Mgr.- Primary Operations G.M.- Flat Rolled Operations	GM-Sales&Mrkt'g, Serv.Ctrs&F		
4	Gen. Mgr.- Manufacturing Serv.			
	2, Manager - Services Manager - Central Maintenance	Mgr. - Order Entry & Mfg.Plan.	Mgr. Auto. & Welded Tube Sale	Mgr HR Manager Human Resources
	4, Mgr-Engineering & Construct Mgr.- Cokemaking & Ironmakin	1, Operations Manager - QBI Special Project Supervisor	Manager - Marketing Office Administrator	4, Mgr - Safety,Env &Emerg. Se Industrial Hygienist
3	3, Gen Supv -Information Servic Manager - Cold Mill	3, Manager - Welded Beam Operations Assistant	Manager - Western Sales Sales Specialist Level II	Industrial Hygienist Supv Env Control Serv
	4, Gen Fore Lime,Slag & Scrap Gen Fore Ctrl.Dis.Mat.Mov.Mar	4, Supervisor - Scheduling Gen Fore - Welded Beam	1, Mgr - Serv. Centre&Fab. Sale Sales Manager-Service Centres	1, Records Officer/Sec Env, H & Medical Director
	140, Ops Turn Crew Material Movement Lime Plant	21, Turn CreWelded Beam Welded Beam Welded Beam	2, Sales Representative Level I Sales Representative Level III	14, Unkn Reassigned Worker Sr. Env. Health&Safety Officer
2	82, TransWest Gen Fore - Mach.,Car&Fab Sho	20, Welded BeWelded Beam Welded Beam Welded Beam	7, Sales Representative Level II Sales Representative Level IV	7, Sr. Env. Health&Safety Office Sr. Env. Health&Safety Officer
	95, Gen Fore Welfare,Trks.&Sw Gen Fore Repairs	17, Welded BeWelded Beam Welded Beam Welded Beam	8, Sales Representative Level I Sales Representative Level IV	16, Sr. Env. Health&Safety Offic Environmental Analyst

Assess Role Complexity – By Three Levels



Role Sizing





OUR PURPOSE

The Global Organization Design Society is a not-for-profit corporation registered in Ontario, Canada to promote the following objective:

The establishment and operation of a world-wide society of academics, business users and consultants interested in science-based management to improve organizational effectiveness for the purposes of:

Promoting among existing users increased awareness, understanding and skilled knowledge in applying concepts of Levels of Work Complexity, Levels of Human Capability, Accountability, and other concepts included in Requisite Organization and/or Stratified Systems Theory.

Promoting among potential users of the methods, appreciation of the variety of uses and benefits of science-based management, and access to resources.

Sponsorship is provided in part by the generous support of the following organizations:

The grid contains logos for the following organizations:

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- FPNC FUNDECE IPACE Excelencia Competitiva
- FIDAGH Federación Interamericana de Asociaciones de Gestión Humana
- ADRHA Asociación De Recursos Humanos de la Argentina
- ADCA aprender • desarrollar • capacitar
- Queens University
- Talent engaged
- IRC
- ANGLO GOLD ASHANTI
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- EL TEJAR
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