



GO Global Organization
Design Society



Readings in Global Organization Design
2005 Conference Proceedings

Getting Leverage on Job Performance, Satisfaction and Career Progression

by Michelle Malay Carter and Glenn Mehlretter

Article #05-08-08-S4-2

Getting Leverage on Job Performance, Satisfaction, and Career Progression

Global Organizational Design Society Symposium, August, 2005, Toronto.
Presenters - Glenn Mehlretter & Michelle Malay Carter. Based upon the work of
and in honor of Dr. Elliott Jaques, the father of Requisite Organization.



1

Group Question

What do we assess about a
candidate in the hope that s/he
will be both satisfied and
successful in a role?

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2

Hiring Exercise

Company: Evans Manufacturing
Product: Sheet rock and Ceiling Tiles
Situation: The current Regional Sales Manager of Evans Manufacturing, Doug, is retiring. The candidate pool for the role has been narrowed to three candidates, two internal and one external.

Instructions:

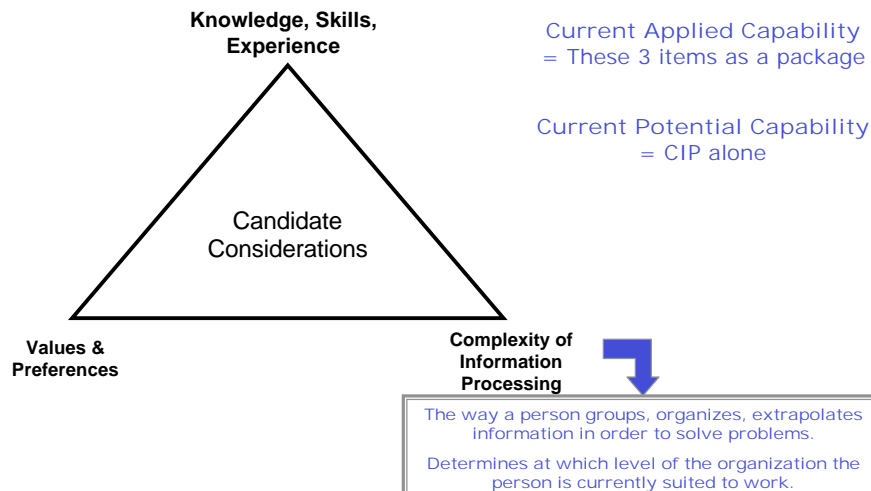
- Review the interviewing data for the three candidates, Bob, Joe, and Rosa.
- Select the Regional Sales Manager candidate with the highest likelihood of success and satisfaction in the role. Be prepared to defend your selection to the Vice President of Sales and the Director of Human Resources.
- Note which candidate you think was hired by Evans Manufacturing and why.

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3

Capability Assessment Triangle



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4

Levels of Work

Level of Work	Common Titles at this Level	Work at this Level Requires...
Stratum 4	Director General Manager	Balancing resources between multiple serial paths. Giving and taking between serial projects.
Stratum 3	Regional Mgr Unit Mgr Mgr of Mgrs	Creating and following "serial paths" by planning and executing a sequence of dependent tasks.
Stratum 2	1st Level Mgr Dist. Mgr Supervisor	Accumulating information to identify emerging problems or solve existing ones. Completing a list of tasks to achieve a single result.
Stratum 1	Shop Floor Office Floor Operator Clerk CSR	Following procedures. If an issue falls outside procedures, help is sought. No anticipation of problems is required.

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7

Evans Manufacturing 18 Months After ___ was Promoted to Regional Sales Manager...

- Bob

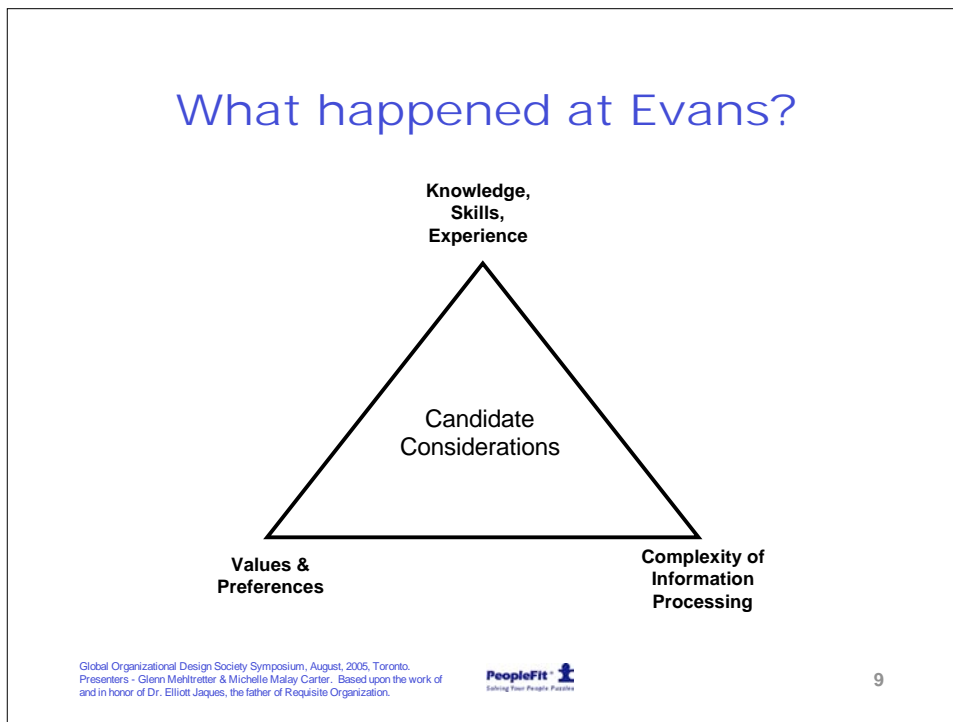
- Joe

- Rosa

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8



What Happened at Evans?





Stratum 4	Balancing resources between multiple serial paths. Giving and taking between serial projects.	
Stratum 3	Creating and following "serial paths" by planning and executing a sequence of dependent tasks.	
Stratum 2	Accumulating information to identify emerging problems or solve existing ones. Completing a list of tasks to achieve a single result.	
Stratum 1	Following procedures. If an issue falls outside procedures, help is sought. No anticipation of problems is required.	

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PeopleFit Solving Your People Puzzles

10

Problem Solving Ability/ Argument Development

	Parallel Stratum 4	$A > B > C$ \wedge $1 > 2 > 3$
	Serial Stratum 3	$A > B > C$
	Cumulative Stratum 2	$A + B + C$
	Declarative Stratum 1	A or B or C

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11

Did we have access to CIP Information?

Remember this question:

If you were to get this job, how
 would you improve service to our
 customer service to external clients?

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12

School Solutions

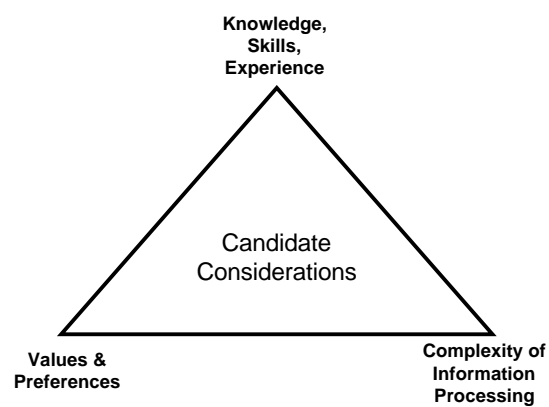
- Bob
- Joe
- Rosa

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13

Which Tools Give Us Which Information?



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14



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.

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

