



GO Global Organization
Design Society



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Levels of Requisite Organization

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LEVELS OF REQUISITE ORGANIZATION

| LEVEL | FUNCTION/TEST | RO EXAMPLE | RESOLVING DIFFERENCES |
|----------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|-----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|
| Conceptual framework: Entities, properties and attributes that will be considered; types of relationships assumed to be possible among them | Making sense of the world, making sense of data | Role, time span of role, complexity of information processing, components of capability | Get inside other framework. Show its problems and how your framework solves important problems not solvable through the other. |
| Science: System of causal laws, inventory of extant members of categories, norms | Objective truth. (The result any adult will get using a procedure.) | Maturation curves, effects of gaps and of jamming, felt-fair pay | Empirical test |
| Engineering: Methods and templates for solving real life problems | Usefulness | Template of one managerial layer/stratum, talent pool development process | 1) What criteria? 2) What does the science predict? 3) Empirical test |

Jaques, Elliott. "Quantification in the Human Sciences" in E. Jaques *The Form of Time*. New York: Crane Russak, 1982. (Also in E. Jaques *Creativity and Work*. Madison: International Universities Press, 1990.)

Kuhn, Thomas *The Structure of Scientific Revolutions*. Chicago: University of Chicago Press 1970.

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ANAKLESIS

Ana = on, Klesis = lean. Anaclitic depression is the result of losing a concept or a relationship that one leaned on.

Harvey, J. "The Abilene Paradox: The Management of Agreement", *Organizational Dynamics*. New York: American Management Association, Summer 1974. Also in J. Harvey *The Abilene Paradox and Other Meditations on Management*. New York: Lexington Book, 1988.

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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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