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CONSULTANT SUPPORT SOFTWARE

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Consultant support software

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Enhancer Standard Assignment

- Client relation – Board/Management
- Analysis (TSM) of top 3 to 4 reporting levels
- Drill down analysis of relevant verticals
- Development and suggestions for new/improved organizational structure
- Formulating longest-term task for roles in the organization

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Enhancer
Executive Advisors

Assignments

Public Sector

– Government Agencies

– State-owned Companies

200+ Companies

– Startups

– Global Companies

– Private Equity

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Enhancer SW

- Software aimed at;
  – Facilitating clients organizational development discussions
  – Provide an easy to understand and good looking report to clients
- Tech
  – Presently a stand alone system
  – Web based
  – Enhancer/3rd party server
  – All input done in Excel

- Functionality
  – Dynamic, possible to edit live in charts
  – Role-role relationship
  – Manager-subordinate (individuals) relationship
  – Role/individual relationship
  – Talent pool with progression charts
  – Searchable on standard and customized categories of roles and individuals

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Screen view – Roles relationship

Screen view – Individuals relationship

Screen view – Roles/Individuals

Screen view – Search for roles and individuals

Screen view – Talent distribution – now + x years
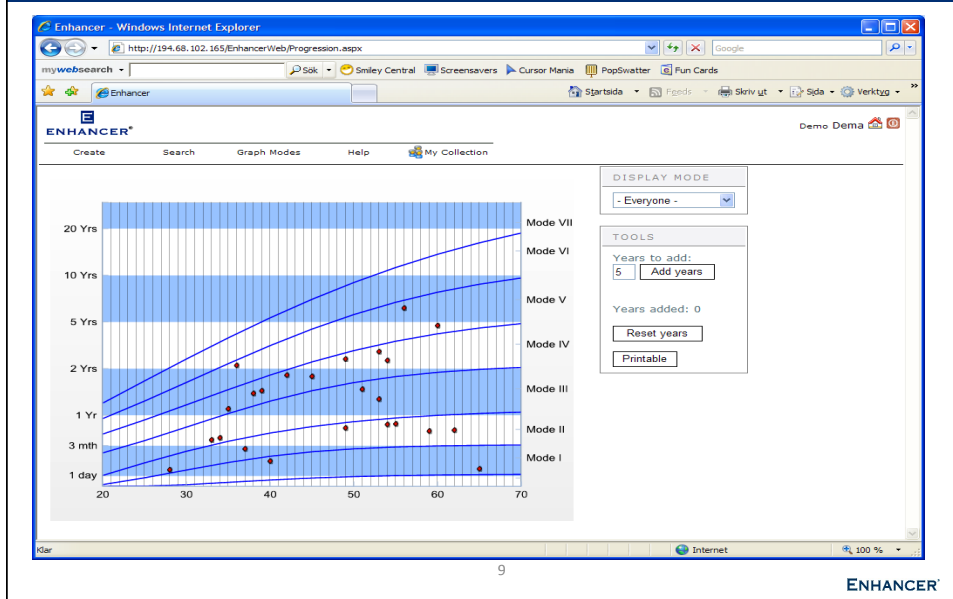
Talent Pool

Talent Pool

CPC = *Current Potential Capability*, present capability to handle complexity
Mode = Potential future CPC (expected)

Talent Pool as per analysis February 2014

Name	Role	Age	CPC major	CPC minor	Mode
James Smith	VP Purchasing	42	4	High	6
James Smith	Plant Mgr & MD	38	4	High	6
James Smith	Plant Mgr & Business Unit Mgr	45	4	High	5
James Smith	SVP Asia	62	4	Medium	4
James Smith	VP Programs	50	4	Medium	5
James Smith	VP Operations	47	4	Medium	5
James Smith	Mgr Business Line China	45	4	Medium	5
James Smith	Mgr Programs	45	4	Medium	5
James Smith	SVP EU & SA	43	4	Low	5
James Smith	VP R&D	45	4	Low	5
James Smith	Dir Sales NA	53	4	Low	4
James Smith	Mgr Strategic Planning and Marl	33	4	Low	6
James Smith	Mgr R&D Steering Columns	49	4	Low	4
James Smith	Mgr Engineering	54	4	Low	4
James Smith	Mgr R&D	47	4	Low	4
James Smith	Mgr R&D	35	4	Low	6
James Smith	Project Buyer	38	4	Low	5
James Smith	Mgr Sales	39	4	Low	5
James Smith	VP HR	49	3	High	4
James Smith	VP After Sales Market	40	3	High	4
James Smith	Mgr Sales	61	3	High	3
James Smith	Dir Sales EU & CIS Off Highway	34	3	High	5
James Smith	Mgr Sales	55	3	High	3
James Smith	Mgr Sales	50	3	High	4
James Smith	Assistant General Manager	53	3	High	4
James Smith	Mgr R&D	43	3	High	4
James Smith	Mgr R&D	45	3	High	4
James Smith	Mgr Products	48	3	High	4
James Smith	Program/Product Mngmt	37	3	High	5
James Smith	Buyer	32	3	High	5
James Smith	Plant Mgr	48	3	Medium	3
James Smith	Mgr Programs & Strategic Plann	43	3	Medium	4
James Smith	Mgr Programs	37	3	Medium	4
James Smith	Mgr Programs	47	3	Medium	3
James Smith	Logistics Manager	52	2	High	2
James Smith	Mgr Projects and Facilities	51	2	High	3
James Smith	Buyer	47	2	High	3
James Smith	Buyer	34	2	High	3
James Smith	Buyer	50	2	High	3
James Smith	Buyer	60	2	High	2
James Smith	Buyer	50	2	High	3
James Smith	HR Manager	60	2	Medium	2

Examples;
SW data used in Project Report

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Statistics Overview

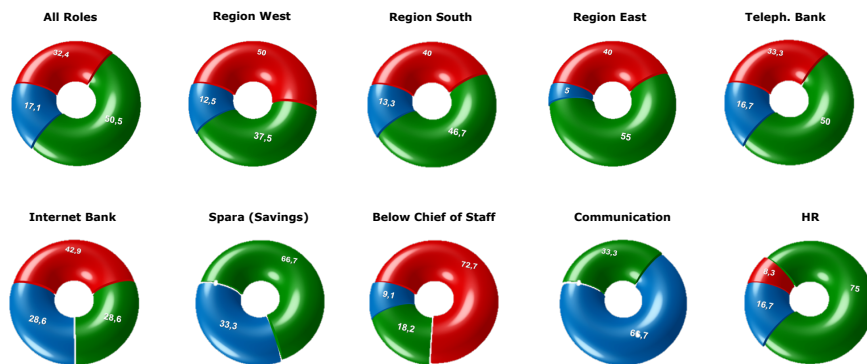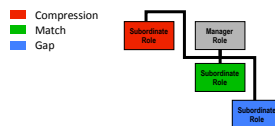### Degree of match for all roles and individuals evaluated in the project

Manager Role – Subordinate Role

- ■ Compression
- ■ Match
- ■ Gap

27,6 12,7 59,7

60 % match is in line with the average judging from experience with other organizations

Degree of match between the Manager's task and the level of the subordinate's task
"Gap" (blue)
- More than one Stratum distance to delegated roles.
- The manager has to put extra energy and time on more detailed instructions to get the expected output from the role

"Compression" (red)
- Manager's and subordinate role/roles are within the same Stratum.
- The manager will have difficulties to direct and coordinate subordinates' delegations with his/her own role as a starting point.

Manager – Subordinate

- ■ Compression
- ■ Match
- ■ Gap

34,3 20,1 45,5

46 % match is significantly below average judging from experience with other organizations

Degree of match, manager's level of capability / subordinate's capability
"Gap" (blue)
- Illustrates too long a distance (more than one Stratum) between the manager's and subordinates' capability to handle complexity.
- Will normally result in communication problems as the subordinate is in need of more detailed guidance than the manager will feel comfortable giving.

"Compression" (red)
- Manager and subordinate both have the same capability to handle complexity or the subordinate is at a capability stratum above the manager.
- Will result in difficulties for the manager to manage and set context for the subordinate, the manager will not be perceived as a natural manager by the subordinate.

Role – Individual

- ■ Compression
- ■ Match
- ■ Gap

17 10,4 72,6

73 % match is in line with the average judging from experience with other organizations

Degree of match between the level of the role and the level of the individual capability to handle complexity
Red
- The individual has a higher capability to handle complexity than is demanded in the role (under promoted).
- Will lead to frustration. The role is perceived as not challenging enough. The manager may have challenges in that the individual will handle tasks from a too wide perspective, hence not prioritizing in line with expectations.

Blue
- The individual has too low capability to handle the role (over promoted).
- Will lead to frustration. Perceived as if too high (impossible) demands are embedded in the role.
- Manager not trusting the subordinate to handle situations he/she is exposed to.

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Statistics per unit
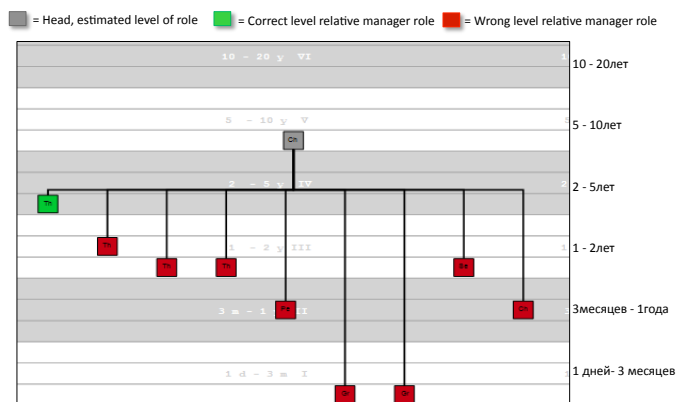
Bank X
Head James Smith
Manager Role – Subordinate Role

- Compression
- Match
- Gap

Subordinate Role — Manager Role — Subordinate Role — Subordinate Role

All Roles	Region West	Region South	Region East	Teleph. Bank

All Roles: 32,4 / 17,1 / 50,5
Region West: 50 / 12,5 / 37,5
Region South: 40 / 13,3 / 46,7
Region East: 40 / 5 / 55
Teleph. Bank: 33,3 / 16,7 / 50

Internet Bank	Spara (Savings)	Below Chief of Staff	Communication	HR

Internet Bank: 42,9 / 28,6 / 28,6
Spara (Savings): 66,7 / 33,3
Below Chief of Staff: 72,7 / 9,1 / 18,2
Communication: 33,3 / 66,7
HR: 8,3 / 16,7 / 75

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Roles – Management Team

- = Head, estimated level of role
- = Correct level relative manager role
- = Wrong level relative manager role

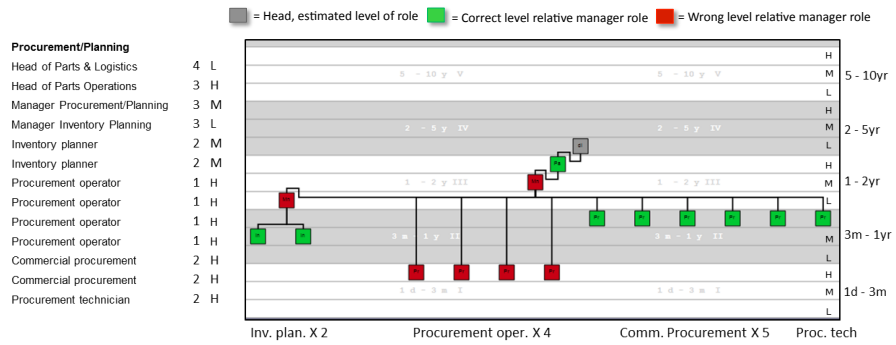**Management Team, Roles**

Начальник Академии*	5	L
Заместитель начальника Академии международному сотрудничеству	3	M
Заместитель начальника Академии по служебной и профессиональной	3	L
Заместитель начальника Академии работе	3	L
Начальник отдела кадров	2	M
Группа внутренней безопасности	1	L
Группа внутренней безопасности	1	L
Группа внутренней безопасности	3	L
Начальник отдел контроля и обеспечения документооборота	2	M

10 - 20 y VI — 10 - 20лет

5 - 10 y V — 5 - 10лет

2 - 5 y IV — 2 - 5лет

- 2 y III — 1 - 2лет

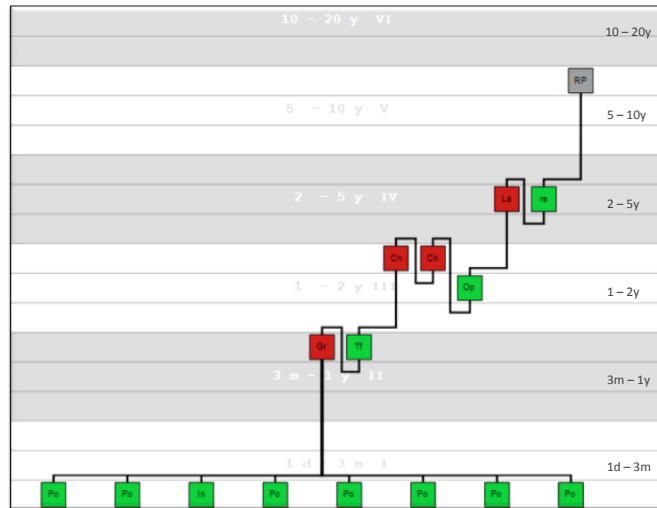3 m - 1 II — 3месяцев - 1года

1 d - 3 m I — 1 дней- 3 месяцев

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Roles – Drill down production unit

Overview of compressed structure in a 28.000 employee organization (drill down)

Roles – Overview

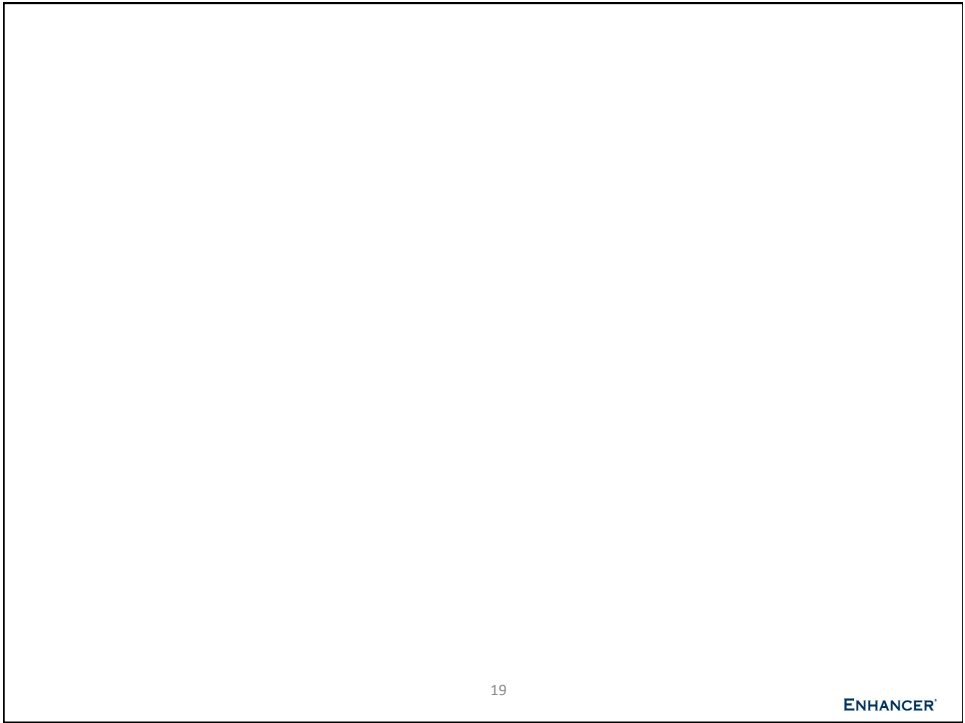■ =Начальник Академии, предполагаемый уровень должности ■ =Надлежащий уровень должности относительно руководителя ■ Ненадлежащий уровень должности относительно руководителя

Уголовное право/ Предсудебн. пр-во
Начальник кафедры уголовного права и досудебного производства — 3 Н
Профессор кафедры — 3 Н
Профессор кафедры — 3 Н
Доцент кафедры Х3 — 3 Н

Старший преподаватель Х4 — 2 Н
Преподаватель — 2 М

Военная/физическая/ специальная подготовка
Начальник кафедры военной, физической и специальной подготовки — 3 Н
Доцент — 2 М
Доцент — 2 Н
Старший преподаватель Х7 — 2 М
Преподаватель — 2 М
Лаборант — 1 L

Государств/Правовая подготовка
Начальник кафедры государственно-правовых дисциплин — 3 L
Доцент кафедры — 2 Н
Старший преподаватель — 2 М
Старший преподаватель Х5 — 2 Н
Преподаватель — 2 L

Государственный/ Иностранный язык
Начальник кафедры гражданско-правовых дисциплин и таможенного дела — 3 М
Доцент Х2 — 2 Н
Старший преподаватель Х4 — 2 Н
Преподаватель Х3 — 2 L
Лаборант — 1 L

Социальная/ экономическая/ юридическая подготовка
Начальник кафедры социальных и экономико-правовых дисциплин — 3 М
Старший преподаватель Х4 — 2 Н
Преподаватель Х2 — 2 Н
Лаборант — 1 М

Государственный/ Иностранный язык
Начальник кафедры государственного и иностранных языков — 3 М
Профессор кафедры — 3 М
Старший преподаватель Х3 — 2 Н
Преподаватель Х4 — 2 Н

Разведывательные операции/ Административные методы
Начальник кафедры оперативно-розыскной деятельности и административной практики — 3 М
Профессор — 3 М
Доцент — 3 L
Старший преподаватель Х9 — 2 Н
Преподаватель Х2 — 2 Н

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Enhancer consultant support software

- The SW provides info regarding;
  - the over all organizational picture
  - specific structural and staffing challenges in the organization
  - talent pool challenges short and long term
- Evaluation of different organizational solutions
- Graphic illustrations of organizational challenges
- Process large amount of information into a condensed report
- Convenient database

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Example; Organization Development, including task assignment (28.000 empl)

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GO — Global Organization Design Society

GO SOCIETY PURPOSE AND VALUES STATEMENT

To support the organizing of work in a responsible, fair and healthy manner in which people are led in a way that enables them to exercise their capabilities.

The Society believes this requires applying a systems framework* emerging from reflective inquiry in which levels of work and capability are the initial paradigm and growth in human awareness is the essential process.

The benefits are organizational effectiveness, fulfilled people and organizations designed for value-creation, sustainability and social well-being.

Note: inspired by the work of Wilfred Brown and Elliott Jaques

The *Global Organization Design Society* was founded in 2004 to establish and operate a worldwide association of business users, consultants, and academics interested in science-based management to improve organizational effectiveness.

The GO Society fulfills its purpose by:

- 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. The GO Society supports the learning and development of current and future practitioners by holding world conferences and professional development workshops, publishing books and a journal, and maintaining a resource-rich web site with related articles, monographs, books, videos, blogs, discussion groups, and surveys.