



## READINGS IN GLOBAL ORGANIZATION DESIGN

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ARTICLE #12-06-14-41

# EPILOGUE: BUILDING A BETTER FUTURE TOGETHER

by The Editors

*Extracted from the book, Organization Design, Levels of Work & Human Capability: Executive Guide; Editors: Ken Shepard, Jerry L. Gray, James G. Hunt, and Sarah McArthur, 2007 - pp. 441 - 445. You may purchase a printed copy of the book at [Amazon.com](https://www.amazon.com) or download a free digital copy of the book at [Globalro.org](https://Globalro.org)*

The epilogue provides direction on how to learn more about this approach and how to proceed to learn and to work in your organization. It also describes the role of the Global Organization Design Society in supporting your learning and the spread of awareness and skill in this field around the world. And finally the epilogue describes what you can do to support the Society's work while at the same time helping yourself and your organization.

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# Organization Design, Levels of Work & Human Capability

## EXECUTIVE GUIDE

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GO READING SERIES



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# Epilogue: Building a Better Future Together

## The Editors

People follow this path for a variety of reasons most often mentioning their organization's growth and profit. But in deeper, more personal conversations they will often describe how working in this new way is personally more productive and fulfilling, and have more fun working with their colleagues, and that they can see the positive changes in people at work that often carries over into better relationships at home and as citizens of their community. They know that this is a better way not only for profit now, but to sustain profitability, as well as to sustain long-term increases in trust, happiness, fuller use of each individual's potential and social well-being.

Let's help each other to go down this road together.

## What You Can Do For Yourself and Your Organization

Whether you read every article straight through or read parts following your immediate interests, your next questions will probably be: "What are the best ways to explore this approach further?"; and, "What resources are available to help me?"

Granted we all have different learning styles, the CEOs and senior managers we have talked to reported frequent use of the following steps in their exploration and use of RO and often recommend them to others:

- Read more of the extensive literature about the approach including Elliott Jaques's *General Theory of Bureaucracy*, *Requisite Organization*, or *Executive Leadership*, or the several foundational books that are available for free download on the Society's website and increasingly available in web-based bookstores.
- Talk with other CEOs who have done it and invite them to speak to your senior management group. You will find a growing number of video clips of interviews with CEOs sharing their RO experience on the GO Society website, which you can play them for your senior team and discuss them together.
- Register on the GO website to receive notice of new resources as they become available.
- Attend one of the GO Society's world or regional conferences held at intervals in Argentina, Australasia, Europe, North American (often in Toronto), and South Africa. Conferences usually feature CEOs sharing their experiences and interests.
- Attend a public workshop on the levels approach sponsored by the GO Society in the regions, or Requisite Organization International Institute (ROII), at The Levinson Institute and increasingly by other major consulting groups.
- Retain a senior levels-based consultant with a proven track record in supporting successful implementations. Many senior consultants have contributed materials to the GO website and are members of our practice community.
- Staff your organization's executive HR role reporting directly to the CEO with a high mode individual who is fully capable at a level just below that of the CEO role. A stratum VII company, you should have an HR executive now capable at stratum VI. This is quite difficult. There is a wide-spread shortage of HR executives capable of this strategic work. If it is not possible to find one in the market, it's often necessary to transfer a capable executive to this function.
- Hire senior executives who have successfully implemented RO in previous roles, to provide RO project leadership. There are a number of ex-RO-experienced line managers working as external consultants who periodically play project leadership roles also as temporary or contract employees.
- After ensuring that your senior team members are all capable in their roles, one

level below your own role, (this is often quite difficult to achieve and almost always requires external help) engage in an intensive educational program with this group, first with an overview, and then periodically as your group designs and implements the new systems over time.

- Use the GO Society's free resources--as well as this book--to educate managers throughout your organization.
- Persist in your personal efforts to transform your own behaviors to model RO managerial leadership practices that provide the glue to make a requisite system effective.
- Use requisite concepts to design your company's management system. (Don't call it Requisite Organization.) Call it "[Your Company's] Management System" based on your company's values and tailored to your strategic needs. Use it to build an effective managerial leadership development program to find and "grow" your organization's future leaders.
- Design new system components based on requisite concepts, ensure that they support your organization's values and strategy, and that they are well-linked and reinforce other key systems. You will find that your company will have fewer, simpler, more cost-effective, and mutually reinforcing systems. And these integrated systems will truly empower your managers and employees to develop trusting work relationships and to apply their full potential to their roles and the organization's goals.
- Use requisite concepts to invigorate / strengthen other improvement programs such as Quality, Six Sigma, Lean Six Sigma, or large IT Enterprise systems. When well designed, RO and these other programs are mutually reinforcing, springboarding positive results beyond expectations.
- Stay the course and avoid the chaos of wiring together various contradictory management fads.
- Keep in mind the guiding idea of the extraordinary power of an aligned systematic approach that aligns, strategy, structure, staffing and other management practices and programs. Fragmentary or piecemeal approaches are often dysfunctional, costly and unnecessarily confuse managers and waste their time.
- Adopt the manner of managerial reflection. Continue reading, reflecting, and networking, evaluating what you intend to achieve, how you try to do it and what you learned. Wilfred Brown, who sponsored the early development of

this method with Elliott Jaques, had little formal education but read widely, went through psychoanalysis, and kept a personal journal about his experiences in setting direction, developing and testing these new methods, and about his personal feelings and changes during the work. He set a good example for us all in how to be a reflective practitioner.

- Build and retain relationships with senior executives using this approach in non-competing companies to learn together with them.
- Gain energy and confidence by participating in the GO Society's growing community of practice—where collaborative learning and generous sharing are the norms.

## What the GO Society Will Do to Support Your Efforts

The GO Society will:

- Continue to solicit important RO-related materials (books, articles, films, videos, recordings etc.) for free or low-cost access 24/7 on the web around the world. We will post materials in the language of the author on our website but will limit our print publication to materials already in English.
- Provide advice to guide reading in the field.
- Identify executives and other practitioners with RO experience to interview and post the videos on the web.
- Organize low-cost, web-based and face-to-face seminars in RO concepts and practice.
- Hold regional conferences to develop friendly and constructive relationships between practitioners and to provide venues for those new to the field to meet experienced folks and to learn the ropes.
- Support and grow the academic community, including those who teach, consult, and conduct research in RO-related matters.
- Encourage RO academics and other researchers to develop metrics and to develop studies to demonstrate before-and-after conditions in order to assess the impact of the RO intervention and to resolve problems of the past.
- Encourage researchers in all fields of management to strengthen their findings by
  - Ensuring research includes all appropriate levels of the organization. In the past, doctoral research has often been done by students who have had re-

You may order a printed copy of the entire book from [Amazon.com](https://www.amazon.com)

search access primarily to strata I and II of an organization, and most research findings are relevant only for the levels studied.

- Adding key RO variables to their research designs—level of the role, level of capability of the incumbent manager, and strength of the managerial leadership accountability system in place.
- Continue publishing the GO Reading Series of books and monographs (of which this is the first) to be available in both print and digital form.
- Develop metrics, tools, and databases to help users diagnose, benchmark, and evaluate progress.
- Develop a program to recognize outstanding contributions by practitioners and organizations to the field.
- Increase awareness of RO in the popular and business presses.

## What You Can Do To Support the RO Community of Practice

- Share your RO-related experience by:
  - granting video interviews,
  - writing articles,
  - contributing endorsements and/or testimonials, and
  - speaking with other executives exploring the method.
- Support research on RO-related interventions in your organization by your own staff and grant access to academic researchers preparing case materials or doing research.
- Provide social and financial support to the GO Society. Specific financial support is needed for the Society's Bibliography project, telephone support to researchers and practitioners worldwide and development of the Society's web resources.
- Provide your organization's logo for use on the Society's web site.





# 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.

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