



GO Global Organization
Design Society



Readings in Global Organization Design
Success Stories

U.S. Army use of Requisite Organization since 1978

by Dr. Steve Clement

Article #06-01-22-4

U.S. Army use of Requisite Organization since 1978

by Dr. Steve Clement

In any discussion of requisitely structured organizations, the military is often cited as a prime example of a correctly structured institution. After all, it is the military that has been described as having seven organizational layers in its natural state dating as far back as the Roman Legion era. Further, the military, as an institution, personifies the true essence of properly aligning accountability and authority. History is replete with examples of military commanders having been relieved of command because they did not accomplish an assigned mission and /or the tasks contained therein. Thus, it is no surprise that Dr. Elliott Jaques began a major research effort in 1978 in the U.S. Military focused on both structure issues as well as the natural maturation of individual capability. The U.S. Army Research Institute of Behavioral and Social Sciences (ARI) sponsored this research.

Early project work yielded a number of important research findings. Many of these findings were later synthesized into several published works (*Requisite Organization by Jaques; Executive Leadership by Jaques and Clement*). Subsequent project work utilizing internal Army teams was spearheaded by then LTC Clement. These efforts led to the development and articulation of a set of fundamental organizational design principles, many of which are still in use today.

This paper, prepared by Dr. Clement, summarizes the breadth and scope of these efforts over the past 25 years. The reader should note that a natural evolution of ideas and principles occurred throughout this period. Some early promising concepts either did not work out in practice or lacked the necessary face-validity to become widely acceptable throughout the Institution. For example, use of mental processing assessment procedures for evaluating the potential capability of people never achieved internal acceptability in the Army. Use of assessment tools was acceptable, however, so long as they were used solely to provide personal feedback to individuals. Additionally, the concept of predestination, e.g., the maturation of individual potential along ten specific modes proved very unsettling to large numbers of individuals within the Army. Simply reducing the number of maturation bands from ten to five alleviated much of this unease.

Nonetheless, validation of many requisite principles and the subsequent successful application of these principles in several key organizational restructuring initiatives have taken place. In fact, they have become the

cornerstones of the U.S. Army's current major initiative to both transform itself while simultaneously fighting the Global War on Terrorism (GWOT). The concepts and principles described herein represent a synthesis of that effort over the previous 25-year period.

The following outline highlights major areas of application of requisite organizational principles in the U.S. Army:

- 1978 - 1980: Analysis of the Joint Chiefs of Staff organization (Dr. Jaques)
- 1980 - 1985: Application of requisite organization principles to the Restructuring of the Training and Doctrine Command (Dr. Clement)
- 1985 - 1990: Testing of Modified Career Path Assessment tool with U.S. Army War College students (ARI - Dr. Jaques, Jacobs, Rigby and Kilcullen)
- 1987 - 1989: Application of RO principles to the Deputy Chief of Staff for Personnel and the Personnel Command (PERSCOM- Dr. Clement)
- 1990 - 1994: Restructuring of the Army Medical Department (Dr. Clement)
- 2001 - 2003: Restructuring of the Headquarters Department of the Army
- 2003 - : Restructuring of the Institutional Army (the support force)

Several of the above projects were much more than mere research endeavors. For example, the Army Medical Department project was designed to achieve personnel cuts of approximately 30% and substantial dollar savings in the delivery of health care services. The restructuring of the Army Headquarters (the Pentagon) and the major subordinate commands (MACOMs) was similarly charged with achieving personnel savings of approximately 30%. Further, the restructuring of the MACOMs and key business processes contained therein was to achieve annual dollar savings of \$10 billion dollars. The current transformation effort is to achieve significant personnel savings in the support structure to be reinvested in additional combat units. While these numbers seem staggering, keep in mind that the U.S. Army annual operating budget is approximately 85 billion dollars and the workforce employs some 1.5 million employees (including contractors).

The current transformation effort is no small endeavor and the stakes are high. The end of the cold war has brought with it a host of new challenges - terrorist groups, who advocate asymmetric warfare, evolution of a network centric force; steady proliferation of weapons of mass destruction. The warfighting side of the Army has kept abreast of these changes by continuously transforming itself and evolving. Unfortunately, the support organization has not kept abreast proportionately. The current transformation initiative is focused on driving the Institutional Army (the support force) to radically change as well. And, as will be shown, requisite organization principles are operating as the underlying theory base for this endeavor.



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.

OUR BOARD

Piet Calitz, South Africa
Julian Fairfield, Australia
Jack Fallow, United Kingdom
Jerry Gray, Canada, GO Treasurer
Judy Hobrough, United Kingdom
Ken Shepard, Canada, GO President
Harald Solaas, Argentina
George Weber, Canada
Jos Wintermans, Canada

EDITORIAL BOARD

Jerry Gray, Ph.D.
James G. Hunt Ph.D.
Larry G. Tapp, LLD
Ken Craddock, M. A., Web Editor and
Peer Review Coordinator

CONTACT US

Global Organization Design Society
32 Victor Avenue
Toronto, Ontario, Canada M4K 1A8
Phone: +1 (416) 463-0423
Fax: +1 (416) 463-7827
E-mail: Info@GlobalRO.org
URL: www.GlobalRO.org



GO Global Organization
Design Society

Sponsorship for the period 2005-2007 is provided in part by the generous support of the following organizations:

