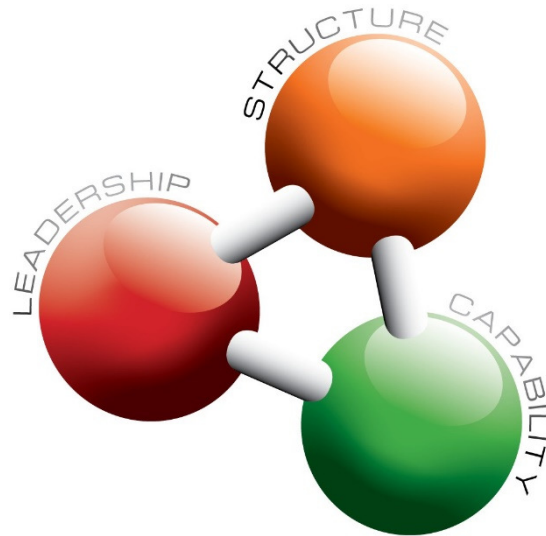
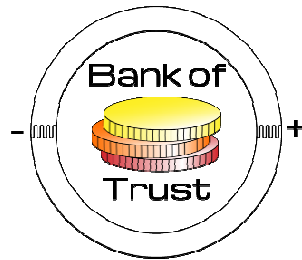


Stepping through...

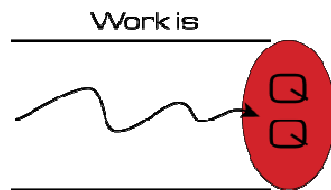
Requisite Enterprise



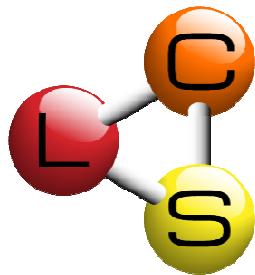
RE Foundations



People want to contribute. So...if people feel that the organisation won't harm them and actually sets them up to do well, they will probably put in a good effort

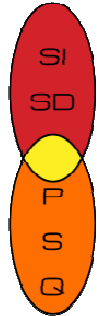


Work is about using judgement to make decisions to achieve results. Judgment means 'computer can't tell you' and all work requires judgement, e.g. 'how fast do I sweep this floor while still doing a quality job'.

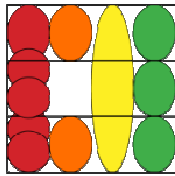


If we design or organise work by creating roles that make sense and connect to each other, then put people into these roles who can make the decisions to deliver what's required, then give them enough managerial leadership to make sense of things and help them...we should be able to deliver.

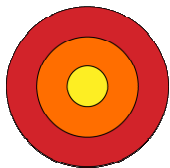
RE Foundations – Vertical Structure



Levels of Work



One Role Must not...



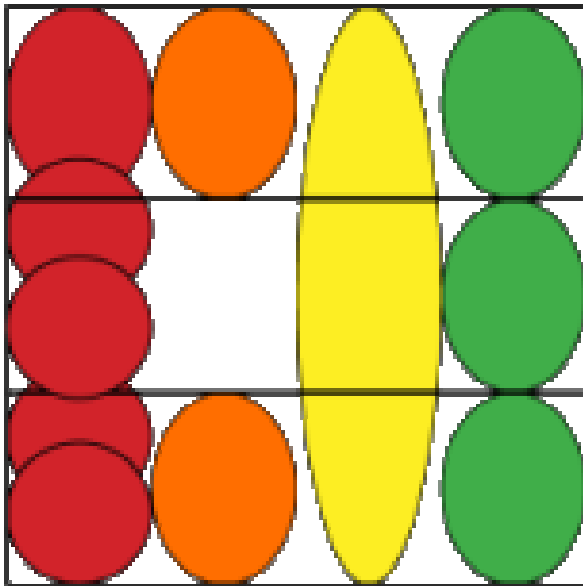
MKU & MRU

Work itself has been observed to naturally form into layers, or 'hierarchy', with more complex or longer timespan decisions being made at higher levels of the organisation. These different types of decisions *can be identified*.

We can use the differences between the layers to design roles to create a vertical structure where each layer creates the conditions for the layer 'below' it succeed. This makes hierarchy an enabler, not a restrictor.

People naturally want to work together in some form, and be part of something bigger. We can use the principles of vertical structure to create two and three-tier teams which create meaning for people and allow connection to the organisation and each other.

Vertical Structure – Key Point

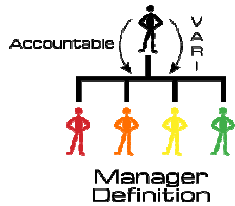


Work will find it's way toward the frontline until it finds a 'solid brick'

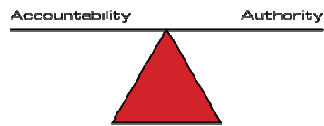
A solid brick means a person in a role who has the **capability** to make the decisions and deliver, and who knows what they are expected to do (i.e. **clarity** of the role itself).

Issues of 'compression' or 'gap' are a more fundamental cause of managerial and/or employee issues than is often realised

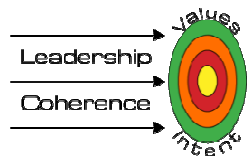
RE Foundations – Managerial Roles



A managerial role is one that is accountable for a team of people producing the results required by the organisation. It is a *role relationship*, and exists primarily to provide context, requirements and value to the work of those in the team.



For fairness, the above requires that the manager of the team (and not their own manager) has the authority to decide who is in the team (or at least veto and initiate removal), how the team organises itself and what/who needs to be addressed to ensure results are delivered.



While wisdom in handling people in situations is required for effective managerial leadership, there are also some defined **leadership practices** that are required to be competently executed in order to see results delivered by people in flow. Just like a pilot needs to be able to actually fly a plane as well as handle people.

Those Leadership Practices Are....

All **managerial leaders** are competent in exercising identified practices.

- **Context & planning** (set's appropriate context for the team, including in times of change)
- **Work clarity** (creates clarity on overall team outcomes, the expected work of individuals in terms of roles and particular tasks)
- **Assures performance** (selection, adds value during tasks, provides the feedback & coaching, deselects if necessary)
- **Builds team** (skilled in running different types of meetings and knows how to integrate work to build a strong unit)
- **Work system improvement and change** (skilled in applying concepts of systemic improvement and leading change)

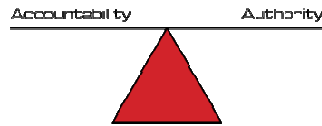
For those in **Senior roles (Managers-once-removed)**, additional required skills and knowledge are:

- **Work design** (requires understanding principles of work design to release capability, including setting up cross-functional work and ad hoc project work)
- **Builds talent pool** (understands concepts of how capability unfolds over people's lifetime and how to develop this in the interests of the organisation)

In addition to the above, required for **all in the organisation (including those in leadership roles)**:

- **Communication and relationships** (understands how to respectfully work with others and handle issues)
- **Wisdom** (displays the behaviours expected by the organisation, understands self and how behaviour and decisions may play out)

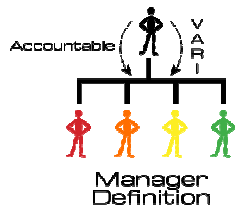
RE Foundations – Cross-Functional Roles



Fairness requires that if someone is to be held accountable for delivering something that needs others to do things, that the other person knows it is their job to do those things, and is accountable for doing so.

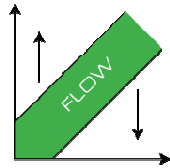


We can observe a number of different types of cross-functional relationships in an organisation, and can use this knowledge to set up relationships so people know where they stand and what's expected.

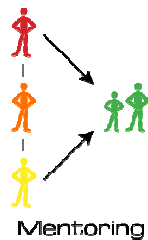


Personality issues between areas are more often an *outcome* of unclear role relationships rather than being *the cause* of issues. It's incumbent on all, but particularly managerial roles, to ensure clarity on how roles can best work together so people can get on with their work.

RE Foundations – Capability



As we progress through our working life, and depending on circumstance, at each stage we have a natural point of decision-making complexity where we might find 'flow'. This unfolds for each of us in a reasonably predictable path.



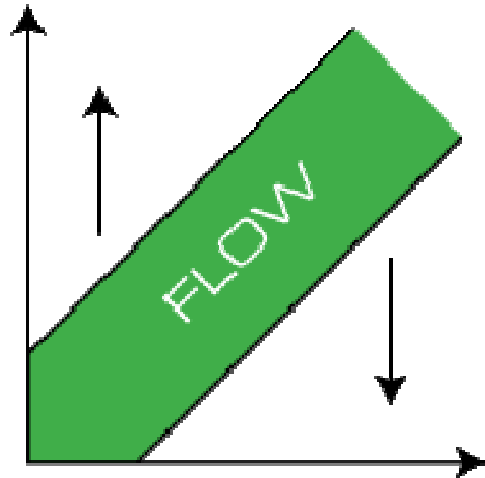
While managerial roles are accountable for the results of their teams in the present, we make their 'manager's manager' or 'manager-once-removed' accountable for concerning themselves with who will be able to do the work the organisation needs in the future



The outcome we desire through talent management is to put as many people as possible into roles both *now and in the future* where they will feel valued for being able to use their judgement to make decisions to move the organisation forward. (Note: this is not an entitlement, it's a guiding principle)

Capability – Key Point

The objective of 'development' or 'managing talent' is not to make every person into a CEO

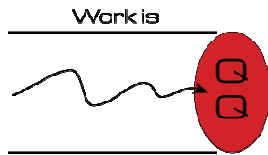


People want to be in a spot where their capabilities are used to produce something that is valued by others. It's a basic condition of being OK.

Neither the individual nor the organisation are served by having someone in a role that sees them significantly overextended (decisions are too complex/uncertain) or underutilised (too straightforward)

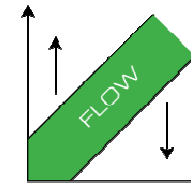
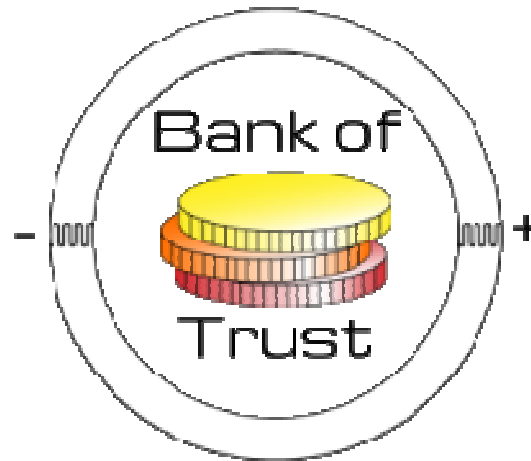
So What is Requisite Enterprise?

Series of researched and observed principles of how to design, staff and run an enterprise that allow us to both diagnose and create the conditions for...



Results **delivered:**

- Happy customers **today**
- Happy customers in the **future**



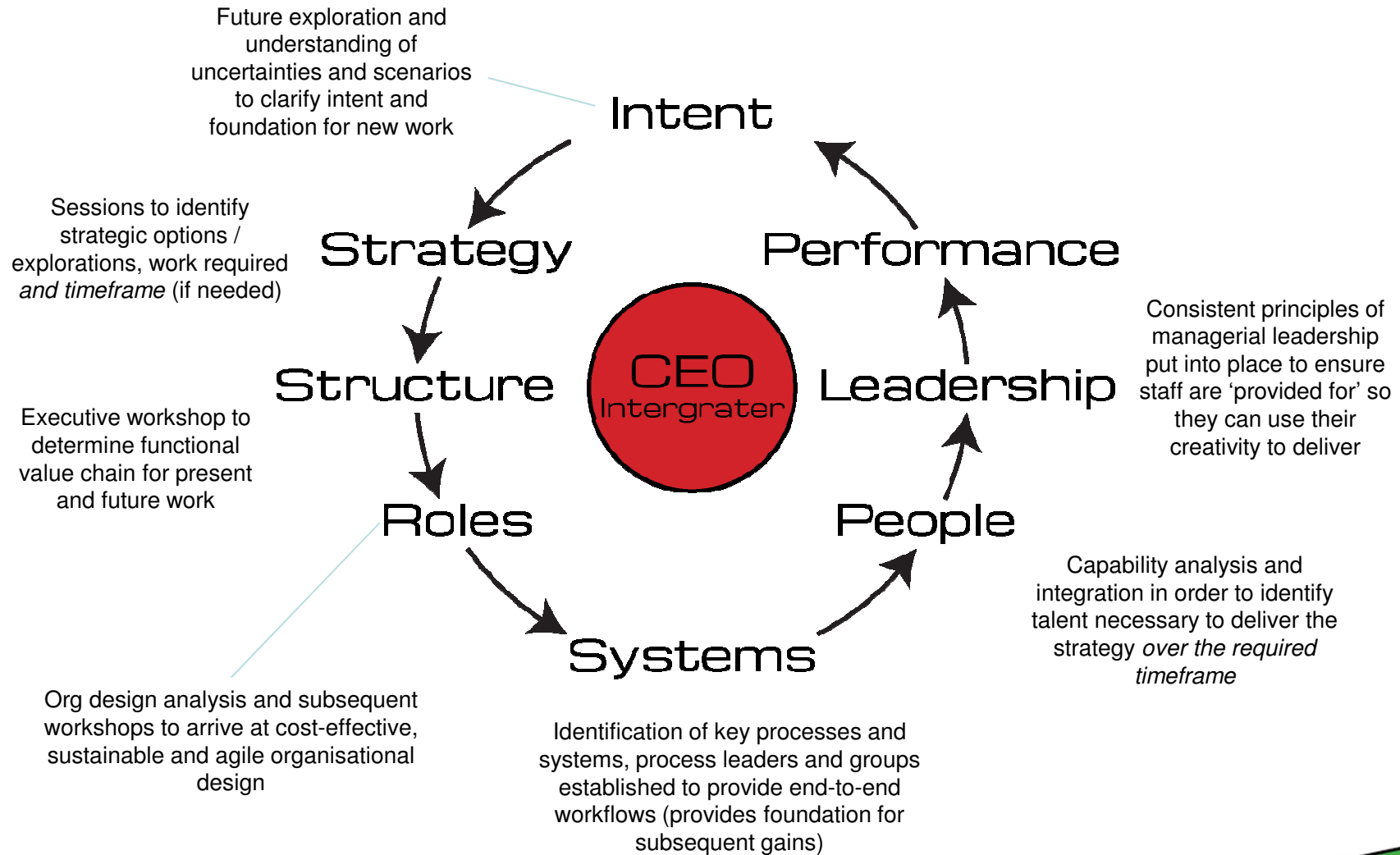
By people who find value and who are valued in doing so....they are **'in flow'**.

And the organisation **does no harm** to it's people, it's community, or the planet. We are not interested in effectively cutting down the last tree on earth.

Organisational Development Sequence



THE WORKING JOURNEY



Requisite Enterprise Inputs to Business Lifecycle*

- Requisite principles of organisational design to allow growth that can handle increase in complexity.
- Systemic teaching of requisite leadership principles
- Filling roles with required capability
- Identification of system leaders
- Requisite people systems

- Balance between creativity and control through businesses with clear decision-making authority supported by value-adding service areas
- Capability aligned with complexity of roles

- Intent & strategy
- Requisite Leadership Practices to create clarity
- Capability appreciation for hiring to ensure creativity continues

- Capability of Founder (predictive of when will hit Founders Trap)

Courtship

Infancy

Go-Go

Adolescence

PRIME

Aristocracy

Bureaucracy

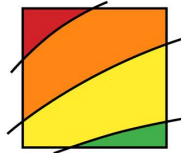
Death

- **Emancipate restricted capability** through revisiting principles of org design, capability and leadership practices to reinstate the authority of the business to deliver.
- Non-value adding roles redesigned to align with business purpose
- Organisational decision processes adjusted to reduce influence of administration over creativity and innovation

* Adizes, I; Managing Corporate Lifecycles, 2004

**WOULD YOU LIKE TO BUILD YOUR ORGANISAION
INTO A CREATIVE ACCOUNTABLE ENTERPRISE THAT
CAN DELIVER ON IT'S PROMISE?**

**DO YOU PREFER TO USE RESEARCHED PRINCIPLES OF
WORK AND CAPABILITY RATHER THAN LATEST FADS?**



THE WORKING JOURNEY

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**Acknowledgement to the work of Elliott Jaques, Gillian Stamp and others
which forms the basis of these principles of work and capability**