

Glossary of Terms

This section defines key terms and concepts used in PeopleFit's Leadership Framework, and in the Requisite Organization science itself. The basis of any science is clear definition and consistent use and of key terms.

Term	Definition
Accountability	A situation where an individual can be called to account for his or her actions by another individual or body authorised both to do so and to give recognition to the individual for those actions.
Align	The activities associated with clarifying the accountabilities and authorities of roles in an organisation where the roles are interdependent (i.e. in a common process).
Authority	Those aspects of a role that enable the person in the role to act legitimately in order to carry out the accountabilities required by the role. It extends to the power vested in a person for decision making and to expend resources (financial, human and technical).
Capability	An individual's ability to succeed in role, comprising: <ul style="list-style-type: none"> ▪ Level of Work Ability (LoWA) ▪ Knowledge, skills and experience ▪ Valuing the work in the role sufficiently to commit one's LoWA fully to it
Coaching	Regular discussions between a manager and a direct report in which the manager helps the employee to increase his/her skilled knowledge so that the employee is able to handle an increasing amount of the full range of work available in their role.
Complexity	Determined by the number of factors, the rate of change of those factors and the ease of identification of the factors in a situation.
Complexity of Information Processing (CIP)	The level of complexity one is able to exercise judgment about. The way one organises, groups and extrapolates information in order to solve problems. Synonymous with Level of Work Ability (LoWA).

Term	Definition
<p>Cross Functional Working Relationships</p>	<p>Relationships in which one role (A) has the authority to initiate specified types of tasks with the other role (B).</p> <p>Relationships in which A has the authority to get B to do something:</p> <p>Advising: A has authority and accountability to give B unsolicited advice about a particular issue. B is accountable to listen to the advice but need not take it.</p> <p>Service getting: A has the authority to request a specified type of help from B and to request a time by which that help would be provided. B is accountable for giving the help but may specify a different time if s/he cannot provide the service when requested.</p> <p>Prescribing: A can tell B what to do. (Prescribing is restricted to issues where health and safety are at risk.)</p> <hr/> <p>Relationships in which A has the authority to get B to not do something:</p> <p>Monitoring: A has authority and accountability to see that B's work is consistent with a specified plan or strategy and may request B to stop work that is inconsistent. If B does not comply, A may escalate the matter to his/her own manager.</p> <p>Auditing: A has authority and accountability to see that B's work is consistent with a specified plan or strategy and may instruct B to stop work that is not consistent. B must comply, but may escalate the matter to his/her own manager.</p> <p>Coordinating: A has the authority to call B1, B2, B3, B4, etc. together to coordinate plans and to monitor their work for compliance with a specified plan.</p>

Term	Definition
Cross-over Manager	A manager to whom a conflict is escalated to in order to obtain resolution. This is the lowest common manager of the two people in the conflict. As such the Cross-over manager might be the manager of two people in the one team, a Manager-once-Removed of a broader team, or a more senior manager. As the Cross-over manager has all the people in the conflict reporting in to them, they can ultimately make the decision to resolve the conflict in light of broader departmental perspectives.
Current Applied Capability (CAC)	The level of effectiveness an employee currently works at. Determined by LoWA, skilled knowledge, values, and absence of personal dysfunction.
Current Potential Capability (CPC)	The maximum level of effectiveness an employee could currently work at had s/he the opportunity to do so, along with the necessary skills, knowledge, values, and absence of personal dysfunction. Determined by LoWA. When working at CPC, an employee has the opportunity for the full expression of capability.
Discretion	The exercise of judgment in making choices in carrying out a task. The interplay between judgment and discretion is the essence of work.
Effectiveness	How well an employee works on assigned tasks. Effectiveness is an assessment of the employee's work on a task, not a measure of output.
Employee	<p>Someone who accepts compensation for accountability for:</p> <ul style="list-style-type: none"> ▪ Working effectively on tasks assigned ▪ Giving their manager their best advice including informing their manager when their outputs will differ from those assigned ▪ Making decisions with team members according to the context set by the manager ▪ Working within the organisation's policies

Term	Definition
Empowerment	<p>Being in a work environment that allows one to do one's best work, achieved through:</p> <ul style="list-style-type: none"> ▪ The role is aligned with the individual's capability ▪ Tasks aligned with the role ▪ Resources aligned with accountability ▪ A manager who provides context/value
Fair Treatment System	<p>An appeals process for issues where an employee feels he/she is being treated personally and individually in an unfair way. The employee may, after first discussing an issue with his/her own manager, take the issue to the Manager-once-Removed (MoR). The MoR will maintain integrity of the process in a trusting way, and will ensure dignity of all involved, for example without damage to the employee:manager relationship.</p>
Flow	<p>Flow is the mental state of operation in which the person is fully immersed in what he or she is doing, characterised by a feeling of energised focus, full involvement, and success in the process of the activity. This concept was originally defined by psychologist Mihály Csíkszentmihályi.</p>
Future Potential Capability (FPC)	<p>The maximum level at which a person will be capable of working at some time in the future, say at 5, 10, or 15 years from now.</p>
Gearing (for talent pool)	<p>The process whereby the MoR and immediate report managers check their judgments with each other regarding the levels of current potential capability (CPC) of individuals in the next two layers down.</p>
Integration	<p>The accountability of a manager to decide who does what in which role, allocate work appropriately across the team, define how they are to work together including identifying interdependencies, and to identify and address issues in team working. This is done within work systems or processes in order to ensure the work flows smoothly as designed.</p>
Judgement	<p>The evaluation of factors in a problem; demonstration or exercise of ability and combining knowledge, data and mental processing in relation to each other when making a decision.</p>

Term	Definition
Knowledge	Consists of facts, including procedures, that have been articulated and can be reproduced.
Leadership	The ability to set purpose or direction for others and then get them to move in that direction with competence and full commitment.
Level of Work in Role	The weight of responsibility felt in a role is a result of the complexity of the work in the role. The level of work in any role can be measured by the time-span of discretion of the tasks in that role.
Level of Work Ability (LoWA)	<p>The level of complexity one is able to exercise judgement about. The way one organises, groups and extrapolates information in order to solve problems. Used to refer to the capability of an individual in terms of the Stratum at which the individual is judged to have the Current Potential Capability (CPC) or Current Applied Capability (CAC).</p> <p>Equivalent to Complexity of Information Processing.</p>
Manager	<p>A person in a role with people reporting to him or her, and for which he or she is accountable for:</p> <ul style="list-style-type: none"> ▪ Their own effectiveness ▪ The output of their team members; ▪ Building and leading an effective team so that each team member is fully committed to and capable of moving in the direction set; and ▪ Continuous improvement of work processes and methods. <p>All managers enable business objectives and strategies through their managerial authority. A manager is also required to integrate team activities and lead team members so that they may achieve immediate objectives and continue to achieve objectives over time.</p>
Manager-once-Removed (MoR)	The manager of an employee's manager.

Term	Definition
Mutual Knowledge Output Team	A first line team where the manager knows each and every employee, including their personal effectiveness, strengths, weaknesses, ambitions and desires, and is in a position to coach and train. Span will be from a few employees upwards of 40 to 70, depending on technology and working conditions.
Mutual Recognition Unit (MRU)	A team of employees reporting through to a Stratum-III manager, typically no more than 200-250 people, providing they are in the same location, where the manager can know what is going on by personal scanning of his/her total function.
Organisational Culture	Often known as 'the way we do things around here', this includes the policies, procedures, systems, rules and regulations, belief systems, custom and practice, shared values, language, economics, and traditions and assumptions.
Organisational Structure	A system of role relationships – of positions people hold in working together that establish the boundaries within which people relate to each other.
Output	The result of the employee's work. Determined by what the manager assigns, the employee's effectiveness, the resources provided and the opportunity in the environment.
Performance	The results achieved by an individual or department.
Personal Effectiveness	The level of effectiveness of an individual in producing outputs under prevailing conditions as judged by that individual's immediate manager.
Potential Capability (PC)	See Current Potential Capability (CPC).
Problem Solving Capability	See complexity of information processing.
Raw Talent	See complexity of information processing.
Remuneration	The total compensation granted to an employee in exchange for work and comprising all forms of payment including money and the financial equivalent of non-monetary payments.

Term	Definition																								
Requisite Organization	A science-based, total-system model for organisational structure and managerial leadership developed over the course of 50 years by the late Dr. Elliott Jaques.																								
Responsibility	A feeling of obligation; what an individual demands of himself or herself. It relates to one's own standards, conscience, values and aspirations. Responsibility differs from Accountability where accountability is assigned, and responsibility is self-determined.																								
Role	A position authorised by the company to perform a defined purpose that contributes to delivering the company's objectives.																								
Role complexity	The complexity in a role as measured by time-span of the longest task.																								
Skill	An ability, learned through experience and practice, to carry out a given procedure without having to pay attention, i.e. what a person has learned to do without thinking through the steps involved.																								
Stratum	<p>A level of complexity of work such that an employee suited for a role in one stratum will be best managed by a manager suitable for a role at the next higher stratum. The stratum of a role can be measured by time span. The following examples would apply to a resources company, for example:</p> <table border="1"> <thead> <tr> <th>Stratum</th> <th>Typical Role</th> <th>Time Span Range</th> </tr> </thead> <tbody> <tr> <td>Stratum I</td> <td>Operator</td> <td>up to 3 months</td> </tr> <tr> <td>Stratum II</td> <td>Superintendent (Front Line Manager)</td> <td>3 months - 12 months</td> </tr> <tr> <td>Stratum III</td> <td>Plant Manager</td> <td>1 year - 2 years</td> </tr> <tr> <td>Stratum IV</td> <td>General Manager Operations</td> <td>2 years - 5 years</td> </tr> <tr> <td>Stratum V</td> <td>Managing Director (Business Unit)</td> <td>5 years - 10 years</td> </tr> <tr> <td>Stratum VI</td> <td>Group Executive (Portfolio of Business Units)</td> <td>10 years - 20 years</td> </tr> <tr> <td>Stratum VII</td> <td>CEO (Group)</td> <td>20 years - 50 years</td> </tr> </tbody> </table>	Stratum	Typical Role	Time Span Range	Stratum I	Operator	up to 3 months	Stratum II	Superintendent (Front Line Manager)	3 months - 12 months	Stratum III	Plant Manager	1 year - 2 years	Stratum IV	General Manager Operations	2 years - 5 years	Stratum V	Managing Director (Business Unit)	5 years - 10 years	Stratum VI	Group Executive (Portfolio of Business Units)	10 years - 20 years	Stratum VII	CEO (Group)	20 years - 50 years
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Subordinate-once-Removed (SoR)	Opposite of Manager-once-Removed. An employee in the reporting line two layers below the manager.																								

Term	Definition
System	A framework for a replicable set of events to achieve a specific and known purpose. A system may include procedures, documented processes and defined work methods.
Task	A task is a specific assignment: <ul style="list-style-type: none"> ▪ To achieve an output in terms of quantity and quality ▪ Within a given time and ▪ Within allocated resources, methods and prescribed limits
Task Assigning Role Relationships (TARRs)	These are the managerial roles in which A is not only authorised to get B to do something, but is also held accountable by his/her own manager for B's output (and its quantity, quality, and delivery time, within resources and procedures).
Task Initiating Role Relationships (TIRRs)	These are non-managerial, cross-team and cross-functional relationships. In these roles A is authorised to initiate B's doing something but it is B's manager and not A who is held accountable for whether or not B does it and for B's outputs. TIRRs are specialist support roles, service giving roles and audit and control roles.
Team	A group of people with a shared purpose who must interact with each other in order to achieve a productive purpose.
Team Member	A person occupying a role reporting to a manager.

Term	Definition
<p>Time Span of a Role</p> <p>Time Span of Discretion</p>	<p>The intended length of the longest task or task sequence in a role.</p> <ul style="list-style-type: none"> ▪ The longest task may be: <ul style="list-style-type: none"> ▪ a project, e.g. “Install the new IT system in 18 months.” ▪ a rolling target, e.g. “Always be working on the product line we will need in 3 years.” ▪ work within monitoring, e.g. “Answer the phones efficiently and politely. I’ll be monitoring your work and will know within one week if you are not working up to my standard.” ▪ The longest task may not be the most important task or most obvious. ▪ There will likely be shorter tasks within the role as well. ▪ Time span indicates the longest the incumbent could possibly work marginally below standard before the manager would find out. <p>Note: time span measures the complexity (Level of Work) of a role. Length of a task does not measure its complexity.</p>
<p>Trust</p>	<p>The ability to rely upon others to be truthful and to do as they say, and to follow established rules, procedures, custom and practice.</p>
<p>Work</p>	<p>The individual exercise of judgment in making decisions and acting on them within prescribed limits in order to achieve a productive purpose within a given timeframe.</p>
<p>Values</p>	<p>The drive to engage in a type of work or to have a type of experience.</p>