



History of Requisite Organization

This organisation theory originated in a 17 year research project conducted at the Glacier Metal Company in the UK from 1948 to 1965. The research was led by Dr Elliott Jaques under Sir Wilfred Brown, the Chairman and Managing Director of the company. Jaques approached the Glacier project as a scientist while Brown viewed it from the perspective of a business executive.

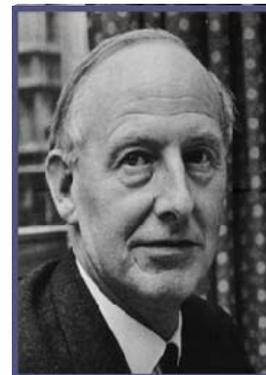
This became a remarkable partnership enabling the rigorous testing of the theory in real time. Every aspect of the company's organisation and functioning was analysed and developed and the basic concepts of Stratified Systems Theory (SST) were formed. As part of this work two key discoveries were 'time-span of discretion' and 'felt-fair pay'. In 1965 Glacier metal was acquired by Associated Engineering Ltd (AE) and the application of the theory spread across the larger firm when several Glacier executives became successive Managing Directors of AE. This lasted until 1990.

The theory had another significant testing ground in a project undertaken by CRA in Australia, now known as Rio Tinto. This organisation conducted a wide scale implementation of SST in connection with a total reorganisation of the business and a complete rework of the company's planning, information and human relations systems. The wide range of concepts were developed, clarified, implemented and systematised.

Dr Elliott Jaques (1917-2003)



Sir Wilfred Brown (1908-1985)



The term *Requisite Organization* originates from the book by Dr Elliott Jaques, 'Requisite Organization', Cason Hall, 1998.

Backgrounds: Elliott Jaques and Wilfred Brown

Elliott Jaques M.D., Ph.D., was a psychoanalyst who developed several original concepts, including corporate culture (1951), the midlife crisis (1965) and an organizational theory based on employee discretion and judgement (1956). He worked for over 50 years as the principal investigator in developing this organisation theory, publishing more than 20 books and over 80 articles on the topics. The book *Requisite Organization: A Total System for Effective Managerial Organization and Managerial Leadership for the 21st Century* 1998 is used as a key reference for PeopleFit's Leadership Framework.

Sir Wilfred Brown D.Laws (Hon.) headed Glacier Metal Company (1939-1965), was a minister in the UK Board of Trade (1965-1970) and pro-chancellor of Brunel University (1966-1980). Brown initiated the Glacier Project in 1948 and was an active partner with Jaques in developing a manager's perspective of the theory. He was committed to a constitutional approach to enterprise governance that ensured employee participation, fairness and due process. He wrote four books, co-wrote two others and published many articles on the theory.