



Root Causes of Most Organisational Pain

What we see – Performance and "Personality" Issues	Type of Mismatch	Natural Law as Detailed in Requisite Organization Model
<ul style="list-style-type: none"> • Micro-management • Lack of leadership: too much or too little guidance • Poor communication between employee and manager: too much or too little information • Defensive manager • Arrogant or pushy employee • Employee viewing his manager's manager as the "real" boss 	Role to Role Mismatch	<p>Each role should report to a role one complexity level higher than it.</p> <p>Ways to Violate this Law:</p> <ul style="list-style-type: none"> • Having more than one role within a layer. • Having a complexity layer without a role in it.
<ul style="list-style-type: none"> • Inability to do the work assigned • Constant approaching of manager for more detailed instruction • Manager having to do some of the work himself • Manager having to break the work into smaller "chunks" • Boredom • Six months of excellent performance followed by change in motivation level or attitude 	Person to Role Mismatch	<p>A person's ability to deal with complexity should match the complexity level of his or her job.</p> <p>Ways to Violate this Law:</p> <ul style="list-style-type: none"> • A person has more capacity than the job calls for. • A person has less capacity than the job calls for.
<ul style="list-style-type: none"> • The employee does not feel his manager adds any value to his work. • The employee thinks the manager talks too abstractly without enough details and specifics. • Micromanagement • Lack of leadership: too much or too little guidance • Poor communication between employee and manager: too much or too little information • Defensive manager • Arrogant or pushy employee • Employee viewing his manager's manager as the "real" boss 	Person to Manager Mismatch	<p>Each employee should report to a manager who's ability to deal with complexity is one level above his or hers.</p> <p>Ways to Violate this Law:</p> <ul style="list-style-type: none"> • The manager has the same or less capability than the employee • The manager has capability two or more levels above the employee.

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