

Sociology

1950's

Discovery of **INDIVIDUAL ACCOUNTABILITY** as key to individually accountable authoritative managerial leadership—as opposed to Group Dynamics or Personality. (*The Changing Culture of a Factory*, 1951)

Discovery of **UNIVERSAL OPTIMUM STRUCTURE OF MANAGERIAL LAYERS**.
Led to methods for eliminating the worst features of “bureaucracy”.

Theory

Systematic definition of a wide range of **FUNDAMENTAL CONCEPTS**:

- **WORK, TASK** and **ROLE**
- Manager and **MANAGERIAL ACCOUNTABILITY** and Authority;
- Lateral working relationships [later called **TIRRs**];
- **STAFF SPECIALIST ROLES**. (See *Glacier Project Papers*, 1965, with W. Brown)

Discovery of **TIME-SPAN** as objective measure of level of work.
(Later published in *Time-Span Handbook*, 1964)

Psychology

Discovery of **PREDICTABLE LIFE-LONG MATURATION OF POTENTIAL CAPABILITY**.
(*Progression Handbook*, 1968) Led to construction of potential capability maturation bands.

Economics

Discovery of **WORLD-WIDE STRUCTURE OF FELT-FAIR PAY DIFFERENTIALS** related to differentials in Levels of Work. (*Measurement of Responsibility*, 1956)

Discovery of **INDIVIDUAL ACCOUNTABILITY** as key to individually accountable authoritative managerial leadership—as opposed to Group Dynamics or Personality.

Leaves
Tavistock
Institute.

Discovery of **TIME-SPAN** as objective measure of level of work.

“Death and the Mid-life Crisis” in which Jaques articulated the concept and coined the phrase “mid-life crisis,” presented to the British PsychoAnalytical Society. (1956)

Discovery of **PREDICTABLE LIFELONG MATURATION OF POTENTIAL CAPABILITY**. Leading on to the construction of potential capability bands.

Led to Jaques disassociating himself from group dynamics and personality studies—a substantial shift in perspective as Jaques was a founding member of The Tavistock Institute.

Systematic definition of a wide range of **FUNDAMENTAL CONCEPTS**

Discovery of **WORLD-WIDE STRUCTURE OF FELT-FAIR PAY DIFFERENTIALS** related to differentials in Levels of Work.

Discovery of **WORLD-WIDE STRUCTURE OF FELT-FAIR PAY DIFFERENTIALS** related to differentials in Levels of Work.

Sociology

1960's

Formulation of basic **BUSINESS UNIT** organization. *Based on 1950s discoveries of Time-Span Measurement and Optimum Managerial Layering.*

Theory

Preliminary Formulation of a **GENERAL THEORY OF HIERARCHICAL ORGANIZATION**. (*Glacier Project Papers, ch. 7 & 8*)
(Led to publication of *A General Theory of Bureaucracy, 1976*)

As Head of School of Social Sciences at Brunel University, developed the **FIRST INTER-DISCIPLINARY SCHOOL OF SOCIAL SCIENCES**.

Jaques applied his unique **P-S-E** approach integrating Psychology, Sociology and Economics in a unified Social Sciences undergraduate degree.

Psychology

Expanding areas of study in:

- British **CIVIL SERVICE**
- **PARTNERSHIPS**
- **HEALTH SERVICES** Organization

"**Death and the Mid-life Crisis**" first published in *International Journal of PsychoAnalysis* (1965). (*see also 1956 and 1990*)

Economics

Basic studies on **THEORY AND PRACTICE OF PRICING**
(*Product Analysis Pricing, 1964, with W. Brown*).

Development of **SYSTEMATIC COMPENSATION SCHEMES** based on Felt-Fair Pay Differentials. (*Equitable Payment, 1961, and later, Fair Pay and Work, 1971, by R. Richardson*)

Expanding areas of study in:

- British **CIVIL SERVICE**
- **PARTNERSHIPS**
- **HEALTH SERVICES** Organization

Formulation of **BUSINESS UNIT** organization.

"Death and the Mid-life Crisis" first published in *International Journal of PsychoAnalysis*.

As Head of School of Social Sciences at Brunel University, developed the **FIRST INTER-DISCIPLINARY SCHOOL OF SOCIAL SCIENCES**, applying **P-S-E** orientation.

Basic studies on **THEORY AND PRACTICE OF PRICING**

Development of **SYSTEMATIC COMPENSATION SCHEMES** based on Felt-Fair Pay Differentials.

Preliminary Formulation of a **GENERAL THEORY OF HIERARCHICAL ORGANIZATION**.

Sociology

1970's

As Director, established **BIOSS** (Brunel Institute of Organization and Social Studies), with units in Health Services, Measurement of Capability, Social Services, Youth Services, Mental Handicap, and Policy Studies. This **applied research institution** reflected the P-S-E orientation.

Major long-term engagements:

- **BRITISH NATIONAL HEALTH SERVICE** organization
(*Hospital Organization, 1973, R. Rowbottom, and Health Services, 1978*)
- **CHURCH OF ENGLAND** organization of the clerical hierarchy.

Sociology

STRATIFIED SYSTEMS THEORY (SST)—first formulation of a **TOTAL SYSTEM** of Organization of Managerial Hierarchical Systems.
(*A General Theory of Bureaucracy, 1976*)

Began to develop a theory of the underlying **NATURE OF HUMAN CAPABILITY**, which emerged in work with the US Army in the 1980's. (*Preliminary ideas and research published in Levels of Abstraction in Logic and Human Action, 1978, with R.O. Gibson and D.J. Isaac.*)

Sociology

Hypothesis about the predictable **MATURATION THROUGHOUT ADULTHOOD OF POTENTIAL CAPABILITY**, confirmed by researchers at Harvard Business School (doctoral thesis by E. Homa) and at UCLA (Tom Kohler, unpublished).

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STRATIFIED SYSTEMS THEORY—
First formulation of a **TOTAL SYSTEM** of Organization of Managerial Hierarchical Systems.

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BRITISH NATIONAL HEALTH SERVICE organization.
CHURCH OF ENGLAND organization of the clerical hierarchy.

Began to develop a theory of the underlying **NATURE OF HUMAN CAPABILITY**, which emerged in work with the US Army in the 1980's.

As an outcome of the discovery and use of *Time-Span*, development of **THEORY OF THE NATURE OF TIME**, and its fundamental importance in the study of human behavior and social organization. (*The Form of Time*, 1981)

Confirmed hypothesis that **MANAGERIAL HIERARCHY** is an **EXPRESSION** of the **STEP-WISE STRUCTURE OF HUMAN CAPABILITY** in organization.

REQUISITE ORGANIZATION—Full-scale elaboration of a **TOTAL SYSTEM** of managerial hierarchical organization and leadership. (*Requisite Organization*, first edition, 1989).

Psychology

Discovery of **FOUR RECURSIVE STEPS OF INCREASING COMPLEXITY OF MENTAL PROCESSING**, led to confirmation of hypothesis of managerial hierarchy as an expression of human capability (with K. Cason).

Major Studies

Interactive CRA Project and US Army Project run throughout 1980s

CRA study led to:

- Development of Organization Design at **HIGHER CORPORATE LEVELS** (i.e. Str V—VII). [Sociology]
- Development of **TALENT POOL ANALYSIS** process. [Psychology]
- **PERSONAL EFFECTIVENESS APPRAISAL** process clarified. [Psychology]
- **MERIT COMPENSATION RECOGNITION**. [Economics]
- Clarified concepts of **MANAGERIAL LEADERSHIP** as **INDIVIDUAL ACCOUNTABILITY** for use of Specified Practices. [Psychology and Sociology]
- **CROSS-FUNCTIONAL PROCESS CONTROL** without unfocused cross-functional teams. [Sociology]
- **LATERAL WORKING RELATIONSHIP** analysis completed. [Sociology]

US Army Project led to:

- Study of **INTER-SERVICES RELATIONSHIPS**. [Sociology]
- Contribution to **RESTRUCTURING OF ROLE OF THE CHAIRMAN OF THE JOINT CHIEFS OF STAFF**. [Sociology]
- Study of **BATTLEFIELD COMPLEXITY** led to the study of complexity of mental processing. [Psychology]

Confirmed hypothesis that **MANAGERIAL HIERARCHY** is an **EXPRESSION** of the **STEP-WISE STRUCTURE OF HUMAN CAPABILITY** in organization.

— — — INTERACTIVE ON-GOING STUDIES AT CRA AND US ARMY — — —

As an outcome of the discovery and use of *Time-Span*, development of **THEORY OF THE NATURE OF TIME**, and its fundamental importance in the study of human behavior and social organization.

Discovery of **FOUR RECURSIVE STEPS OF INCREASING COMPLEXITY OF MENTAL PROCESSING**.

REQUISITE ORGANIZATION—Full-scale elaboration of a **TOTAL SYSTEM** of managerial hierarchical organization and leadership.

Sociology

1990's

CIVIL SERVICE TALENT POOL DEVELOPMENT

Canadian Federal Civil Service (with Ron Capelle).

Requisite Organization Development For The Nova Scotia
PROVINCIAL HEALTH SERVICES.

Broadening of **REQUISITE ORGANIZATION STUDIES INTO ASIA.**

Collaboration in initiating a project concerned with strengthening the
ORGANIZATIONAL EFFECTIVENESS and LEADERSHIP in POLICE DEPARTMENTS across the U.S.A.

Theory

Construction of a **GENERAL THEORY OF LEADERSHIP** and leadership practices. (*Executive Leadership, 1991, with S. Clement*)

REQUISITE ORGANIZATION—extensive development of a **TOTAL SYSTEM of organization**, using recent findings reported in a revised second edition of *Requisite Organization*, 1997.

Psychology

A general analysis of the **NATURE OF INDIVIDUAL CAPABILITY**—Potential and Applied—and a report of the studies carried out for the US Army Research Institute. (*Human Capability, 1994, with K. Cason*)

Publication of a collection of articles including "Death and the Mid-Life Crisis." (*Creativity and Work, 1990*)

1992 **CERTIFICATE OF APPRECIATION** received from General Colin Powell and The Joint Chiefs of Staff

REQUISITE ORGANIZATION—extensive development of a **TOTAL SYSTEM OF ORGANIZATION**, using recent findings.

PROVINCIAL HEALTH SERVICES organization.

Collaboration in project concerned with **ORGANIZATIONAL EFFECTIVENESS and LEADERSHIP in POLICE DEPARTMENTS (USA)**

Construction of a **GENERAL THEORY OF LEADERSHIP** and leadership practices.

A general analysis of the **NATURE OF INDIVIDUAL CAPABILITY**—Potential and Applied—and a report of the studies carried out for the US Army Research Institute.

CIVIL SERVICE TALENT POOL DEVELOPMENT (with Ron Capelle).

Broadening of **REQUISITE ORGANIZATION STUDIES INTO ASIA.**

Sociology

21st century

Formulation and application of alternative organizational arrangements to cope with the *Complex Requirements of **GLOBAL CORPORATIONS*** engaged in establishing businesses worldwide.

Methods of *Organizing Accountable Managerial Systems for the **CONTROL OF DANGEROUS PROCESSES*** such as nuclear generation, manufacture and transportation of lethal products, chemical refineries.

Development of methods for the *Measurement of Quantity and **COMPLEXITY OF INFORMATION, and ORGANIZATION OF INFORMATION TECHNOLOGY.***

Theory

Development of methods for the ***RATIO NUMERICAL MEASUREMENT OF POTENTIAL CAPABILITY.***

Legal Analysis of ***EQUAL EMPLOYMENT OPPORTUNITY*** Legislation in relation to talent pool development processes, of mentoring related to individual development, and of selection procedures.

Psychology

Commencement of synthesizing a life's work under the working title, ***"A GENERAL THEORY OF HUMAN BEHAVIOR AND THE NATURE OF SOCIETY."***

