Honoring Elliott Jaques’ Contributions to Society
56 Years of Research – 1947–2003

REQUISITE ORGANIZATION INTERNATIONAL INSTITUTE (ROII)

Within Elliott Jaques’ diverse education

- BA (Hons) Science (University of Toronto)
- MD Psychoanalyst (Johns Hopkins Medical School)
- PhD Social Relations (Harvard)
- British Psycho-Analytical Society

... lies the foundation that led to his unique understanding of the interrelationships between psychology, sociology, and economics.

<table>
<thead>
<tr>
<th>Psychology</th>
<th>Sociology</th>
<th>Economics</th>
<th>Applied research theory</th>
</tr>
</thead>
<tbody>
<tr>
<td>capability</td>
<td>structure</td>
<td>compensation</td>
<td></td>
</tr>
<tr>
<td>values</td>
<td>processes</td>
<td>labor economics</td>
<td></td>
</tr>
<tr>
<td>interpersonal relationships</td>
<td>practices</td>
<td>pricing</td>
<td></td>
</tr>
</tbody>
</table>

- In the service of trustworthy management and other social systems

Culminating in the growth and development of . . .

A general theory of human behavior and social institutions.
1950s

Sociology

- 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 worse features of “bureaucracy.”

Theory

- Systematic theory 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)
  - time-span as objective measure of work (later published in *Time-Span Handbook*, 1964)

Psychology


Economics

- Discovery of universal structure of felt-fair pay differentials related to differentials in levels of work (*Measurement of Responsibility*, 1956).
1960s

Sociology

- Formulation of basic business unit organization (based on 1950s discoveries of time-span measurement and optimum managerial layering).

Theory

- As head of school of Social Sciences at Brunel University, developed the first interdisciplinary 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.

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).
1970s

Applied Research

• Jaques established BIOSS (Brunel Institute of Organization and Social Studies) as an applied research institution using the integrated P–S–E model, with units in health services, measurements of capability, social services, youth services, mental handicap, and policy studies.

Major long-term applied research engagements:

– British National Health Service organization (Hospital Organization, 1973, R. Rowbottom, Health Services, 1978)
– Church of England organization of the clerical hierarchy.


Psychology

• Began to develop a theory of the underlying nature of human capability, which emerged in work with the US Army in the 1980s. Preliminary ideas and research published in Levels of Abstraction in Logic and Human Action, 1978, with RO Gibson and DJ Isaac.

• 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).
1980s

Integration of Sociology, Psychology and Economics

- 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, 1982 and Free Enterprise, Fair Employment, 1982).
- 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).
- Requisite organization – full-scale elaboration of a total system of accountable authoritative managerial hierarchical organization and leadership (Requisite Organization, first edition, 1988).

Applied Research

- Interactive CRA Project and US Army Project run throughout 1980s.

CRA study led to:
- development of organization design at higher corporate levels (i.e. Strata V–VII) (Sociology)
- development of talent pool analysis process (Psychology)
- personal effectiveness appraisal process clarified (Psychology)
- merit compensation recognition (Economics and Psychology)
- clarified concepts of managerial leadership as individual accountability for use of specified practices (Psychology and Sociology)
- establishment of cross-functional process control without unfocussed cross-functional teams (Sociology)
- lateral working relationships 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 the complexity of mental processing (Psychology).
1990s

Applied Research

- Civil Service talent pool development (Canadian Federal Civil Service, with R. 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 USA.
- 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).
- 1992 Certificate of Appreciation received from General Colin Powell and the Joint Chiefs of Staff.

Integration of Sociology, Psychology and Economics

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

Elliott Jaques
January 1917 – March 2003
Exceptional social scientist, colleague, mentor, husband, father and friend.