

Management Levels & Capability Model

The Management Levels & Capability Model is used for guiding Centre and Product Development.

Time-span

Up to:
Organisation Type
Description of Work
Required Human Capability

50 years

VII

(Strategic)
Trans-national Corporation

'Corporate Prescience'

Create major social institutions and shape organisational culture/values in relation to global needs. Maintain systems capable of developing, establishing, operating and dismantling Level V units.

Global environment.

Previewing: contributing to the future by playing an active part in bringing new configurations of nations, markets, ideologies, social institutions into being Developing world-wide strategic options. Creating business units via growth, mergers, acquisitions, joint -venture. Working in a collegial way.

20 years

VI

(Strategic)
Groups; Corporation

'Corporate Citizenship'

Interpret organisational strategy and objectives. Make judgements about the world environment in order to select options and determine priorities. Filter environmental instabilities for business units in order to give them a semi-stable context.

International environment.

Revealing: generating a range of perceptions of complex Level V systems and filtering the social, political and economic contexts in which they operate. Viewing peer relationships as collegial. Creating trans-national networks - intellectual, economic, social. Screening the environment to identify and influence developments that might affect projects.

10 years

V

Tactical / Comprehensive
Business Unit

(Corporate Division)

National Company

'Strategic Intent'

Manage a business unit within corporate policies and contribute to creation of corporate strategies. Create culture through vision/ mission.

Working within a national environment.

Weaving: making relationships between previously unrelated material. Creating general rules and redefining fields of knowledge and experience. Engaging with an open context and deciding when it should be closed. Operating a complex 5 level system, modifying its boundaries and coping with second and third order consequences arising. Seeing elements explicitly as inter-dependent; to change one part is to change the whole.

5 years

IV

Tactical / Comprehensive
General Management:

Division, Function

'Strategic Development'

Co-ordinate given activities of operating units and consider and develop alternative operating processes to maximise efficiency. Translate mission into practices and procedures appropriate top operational efficiency.

Environment includes networks within /out organisation

Modelling: maintaining contact with what currently exists and detaching to conceptualise something completely different - not a modification but a point of departure. Contrasting and comparing alternative operating systems and alternative modes of deploying or modifying them. Maintain a patterned structure within which hypotheses are tested. Handling a number of interactive projects, each adjusted in relation to the others. Networking within and without organisation in

relation to function. Beginning of collegial thinking?

2 years

III

(Operational)
Operating Unit

(mutual recognition)

Department

'Best Practice'

Adjust, modify and fine-tune an operating system in order to cope with changing trends and make the most of the particular operating system.

Environment = system

Connecting: extrapolating from given rules and handling ambiguity by creating new connections with defined systems. Moulding operating tasks and methods into a system of direct work and fine-tuning that system to cope with changing trends. Making plans, balancing future requirements against current activities, holding other options in reserve, should original plans be ineffective.

1 year

II

(Operational)
First-line management

Section

(mutual knowledge system)

'Service'

First line management of a group of operatives who are producing the outputs.

Internal environment which is somewhat unpredictable

Accumulation: generating different perceptions of a given situation; organising perceptions in alternate ways; handling ambiguity by polarising. Putting together a programme of operating tasks in order to accumulate knowledge about their aggregation and to change the programme in the light of the given situation. Working on a case-by-case basis, in an environment dealing with others.

3 months

I

(Operational)
Direct Output

'Quality'
Responsible for direct operating tasks.

Largely predictable environment of self-product

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Touching and Feeling: seeing the world through a few focused dimensions and engaging directly with physical objects, serving people, one task at a time. Following one assigned plan to a goal; overcoming obstacles by direct-trial-and-error judgements as met en-route