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THE SYSTEMATICS OF A BUSINESS ORGANIZATION

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INTRODUCTION /

Ouspensky (1) made the point that all psychological systems and doctrines can be divided into two chief classes: systems that study man as he appears to be and systems that study man as he may become. This could be said to be true also of the study of man's institutions and associations. We could, for instance, look at a company from the point of view of what it is or from the point of view of what it could become. If it is true that man can evolve towards a more complete being (2 and 3), towards individuation (4), towards consciousness, a business organization could be an association to assist in this evolution; it could in fact be a "School" (i.e. a society with a particular task contributing towards human evolution). It would seem that the building of cathedrals, for example, came from the activity of such Schools. ("The Gothic cathedrals were in their chief meaning works on psychology" (7).)

This is a slight shocking point of view and one which one is tempted to dismiss. But if it is true that man is an evolving being, then it is equally true that his institutions may assist him in this evolution and that the idea of conscious evolution would introduce coherence and significance where there is simply confusion and anarchy. The Western democracies are seeking for a goal which would orientate the activities and forces which are available, but they fail in this because, although rightly perceiving that the individual is unique, they do not see that individuality is something towards which we evolve rather than something that can be bestowed upon us by decree or by law. President Johnson's Great Society threatens to become the dullest society that ever existed, unless leavened by significance and salted by values.

One of the main stays of the democracies has been the Christian ethic which has continued to provide purpose and meaning. Now, unfortunately, the teaching of Christianity, suited more to an agricultural and fishing society, is under attack from the mechanical industrial society and is suffering accordingly. We see, however, in the works of Gurdjieff, Ouspensky, Bennett, Benoit, de Chardin, Jung and Frankel that the basic teachings of Christ can acquire a fresh significance today in the notion of the evolution of man towards Individuality. Basic to the teachings of these men is the idea that man is a part of the total environment, that this total environment is meaningful, or alive, that this meaning culminates in values expressed in consciousness, and that value and being are not merely abstract notions which sum up feelings and thoughts which cannot have a more adequate or concrete expression, but on the contrary are the fullest expression of life and the culmination of significance. Furthermore they have shown that values are as law conformable as facts and can be understood as "scientifically" as facts.

Gurdjieff's great contribution seems to be in showing that life or meaning has laws which are expressed in life and can only be understood in terms of life. His laws of seven and three are expressions of this insight. Ouspensky concentrated upon the significance to the individual of this insight and Bennett has shown how it can be used to integrate the shattered world of science and religion. The problem now is to find some laboratory test to prove the theories and extend their meanings. It seems that the organization of a company may be able to provide such a laboratory.

This paper is an attempt to provide some justification for these ideals by showing how the Systematics of Bennett* ¹throws light on the structure of a business organization. It must be admitted from the start that what is presented must be considered simply as a very rough preliminary sketch aimed at pointing up interesting areas of comparison rather than any attempt to provide a complete theory. All that is intended is to create an interest in some others to investigate the idea further.

The substance of what is said about the business organization in this paper comes to some degree from practical experience in the business world, but principally it comes from insights provided by a remarkable study done at the Glacier Metal Industries in England by two men, Dr. Elliott Jaques and Lord W. Brown. Jaques was trained as a medical doctor and took a Ph.D. at Harvard and then studied further with Melanie Klein as a Psychoanalyst.

¹ The most thorough and up-to-date exposition of this method is in Bennett's Dramatic Universe. Vol. III. chapter 37. I

He led a research team from the Tavistock Institute of Human Relations at the Glacier Metal Company in 1948. Since then he has continued as a socio-analytic consultant with the company and recently has been made Professor and Head of the School of Social Science at Brunel College. The then Managing Director and Chairman of the company was Wilfred Brown, who has since become a member of the House of Lords and is now Minister of State at the Board of Trade. Between these two men some very original research was done in various aspects of work, organization and salary administration. Their work is coming to have international significance and has been variously reported in books and papers written by them.

(3) (9) (10) (11) (12)-

1. IDEA. PRODUCTION AND ENVIRONMENT

- 1.0 A company is a field having six regions.
- 1.1 Three of these regions could be called environmental regions and three product regions.
- 1.2 Idea is the centre of gravity of the field in which it is perceived.
- 1.21 Idea discovers or reveals relations between phenomena.
Without Idea there would be no relation and yet Idea does not create relation. The best analogy to Idea is a centre of light.
- 1.22 The value of the Idea is given in the number of relations revealed. "The constellating power of the nuclear element corresponds to its value intensity." (13) 1
- 1.23 Phenomena signifies what is manifest--"That which shows itself in itself." (14)
- 1.24 Relation is a possibility within phenomena which in the presence of Idea becomes a potentiality. .
- 1.241 This potentiality creates new phenomena and thus gives rise to the ever-changingness and inexhaustibility of phenomena.
- 1.25 The potentiality is realized in fact.
- 1.251 The word "fact" derives from the Latin "facere"--"to do" or "to make".
- 1.252 The word "manufacture" derives from the Latin "manu"-- "by hand" ---and "facere" ---"to make".
- 1.3 The three product regions are organized 'together by the Idea manifesting in the product. The three environmental regions are brought together by the Idea of the company.
- 1.31 A company is an Idea embodied in a productive situation.
- 1.311 Idea gives rise to potentialities expressed in the dynamism of production.
- 1.32 The Idea embodied in the company enables there to be different levels of action. The total task of the company involves the coalescence of the six regions into an integrated region of action."
- 1.4 A product is an idea in a form with a demand.
- 1.41 A service is a product made by the mind.
- 1.42 A tool is a product used to create other products. 5
- 1.421 Systems and procedures developed within the company are tools.
- 1.422 The tool having the widest application is money.
- 1.43 A task cycle is the cycle of action involved in the production of a product.
- 1.431 Task cycles are primary or secondary. The primary task cycle is that cycle -involved with the primary product of the company. .
- 1.5 The three product regions are: product development (concerned with the idea); product manufacture (concerned with the form) and product sales (concerned with the demand). (15)
 "(a) Product Development (D):
 It is a function concerned with the creation of new products or services, which may either satisfy a known or potential need, or give promise of a satisfactory trade once a suitable market can be found.
 (b) Manufacturing (M):
 The second region of operation work, Producing or Manufacturing (M) is that in which there is that largest body of established knowledge. It covers all the processes of buying raw materials, storing them, turning them into finished products, and delivering them to the market. It also covers parallel activities in the production of services.
 (c) Selling (S):

The third region of operation work. Selling (S) comprises the activities involved in keeping in touch with the market.”

- 1.6 The three environmental regions are: shareholder (dealt with by the Treasury Department); customer (dealt with by the Marketing Department); employee (dealt with by the Industrial Relations Department).
- 1.61 The market represents the ultimate potential of the idea as a product (idea in form with demand).
- 1.62 The employee enables the company to be effective.
- 1.621 The effectiveness of the company is a function of the capacity of the employees. L
- 1.63 The shareholder sets the duration of the primary task cycle.
- 1.631 Capital is created by waiting. “To increase the amount of capital— in the sense of the stock of goods in existence – requires what is usually called waiting.”
- 1.632 On the other hand, capital enables waiting to take place and so gives the necessary time for a task cycle to be completed.
- 1.633 The longer the task cycle the greater the amount of capital that is necessary.
- 1.64 The greater the potential of an Idea the longer the time required to realize that potential in a product.
- 1.641 The shareholder therefore determines the limits to the realization of the potential and therefore determines the effective potential of the company.
- 1.642 Effective investment can only take place when the ultimate potential, conditional upon the market (1.61), exceeds the effective potential allowed by existing investment; and it is only under these conditions that expansion is possible.
- 1.65 The three environmental regions establish the behaviour space for the three product regions.
- 1.661 They are measurable in terms of cost, quality and priority.
- 1.66 All decisions within the company balance each of these regions against the other.

2. THE SIX REGIONS of A COMPANY

- 2.0 The six regions create a state of tension in the field.
- 2.01 The three regions concerned with the environment act centrifugally as the centre of gravity of each lies outside the company.
- 2.02 The three regions concerned with the product act centripe-tally.
- 2.1 Each of the three regions concerned with the environment seeks its own maximum advantage.

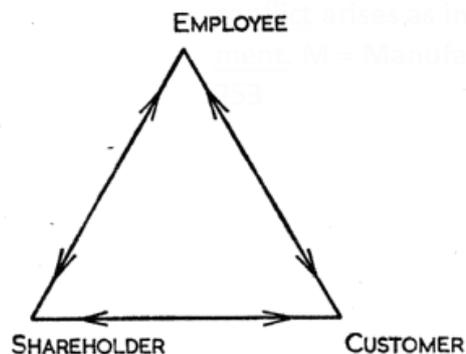


Fig. 1. Three Environmental Regions

“Higher dividends may mean less money for investment in the new plant and therefore higher prices to the customer. The consumers claim for low product prices may, in the long run, mean lower wages to the employee. Employees’ successful claims for higher wages may mean higher prices to the customer. The policies which emerge are therefore in one sense a means of holding the balance of advantage between interests of the three systems.” (16)

- 2.2 Within the three regions concerned with the product similar conflict arises as indicated below. (D = Product Development. M = Manufacturing. S = Sales).

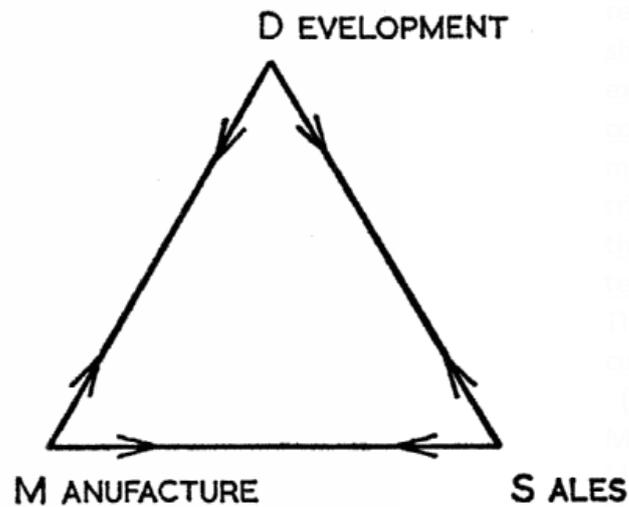


Fig. 2. Three Product Regions

- (a) D sets limits for M by setting standards, practices, designs and so on. (S--->M).
 (b) M sets limits for S by the quality and quantity of work produced at given times. (M--->S).
 (c) S sets limits on D by establishing range, type, amount of customer requirements. (S--->D).
 (d) M sets limits on D by requiring feasibility of production of designs developed. (M--->D).
 (e) S sets limits on M by requiring production be made within certain times and be of certain quantity. (S--->M).
 (f) D sets limits on S through the limits of knowledge and techniques available. (D--->S)
- 2.21 There is a point at which these responsibilities clash, e.g.:
- (a) Development must produce an item which satisfies both the demand of the sales group and the manufacturing group. An added attraction might add impossible burdens on the manufacturing group, increased standardization might lose a large section of customers.
 (b) Manufacturing group must stick by the specifications set by production group, but may thereby be too slow to meet special demands of customers.
 (c) Sales group must sell the stocks that have been produced and at the same time bring new requirements which make the stock obsolete.
- 2.22 The importance attached to each of the D, M and S will depend upon the product which the company is producing. Thus D will play a prevalent part in consulting companies which are concerned with product development; M will be most important in manufacturing industries; while S will be most important in the retail and utility industries.
- 2.23 The company will be either expanding, contracting or maintaining equilibrium. Each phase will require different emphasis on each of these three. The expanding company will require principally a project development operation; a declining company will require principally a sales orientation; while a company maintaining equilibrium will be principally concerned with the manufacturing aspects. (17)
- 2.3 It will be noted that the customer stands both as a force of expansion and as a force of contraction and one would expect the customer to play a more important rôle than the other regions. This is fact is borne out in practice as, although the shareholder makes expansion possible, the customer enables expansion to be actualized and for the company to grow as a consequence. Bennett makes the point: "Potentiality or multiple subsistence arises when at level five two similar triads share a common member in the initiating position. It therefore requires a system of not less than five independent terms." (18). The common member that is shared by the two triads is the customer.

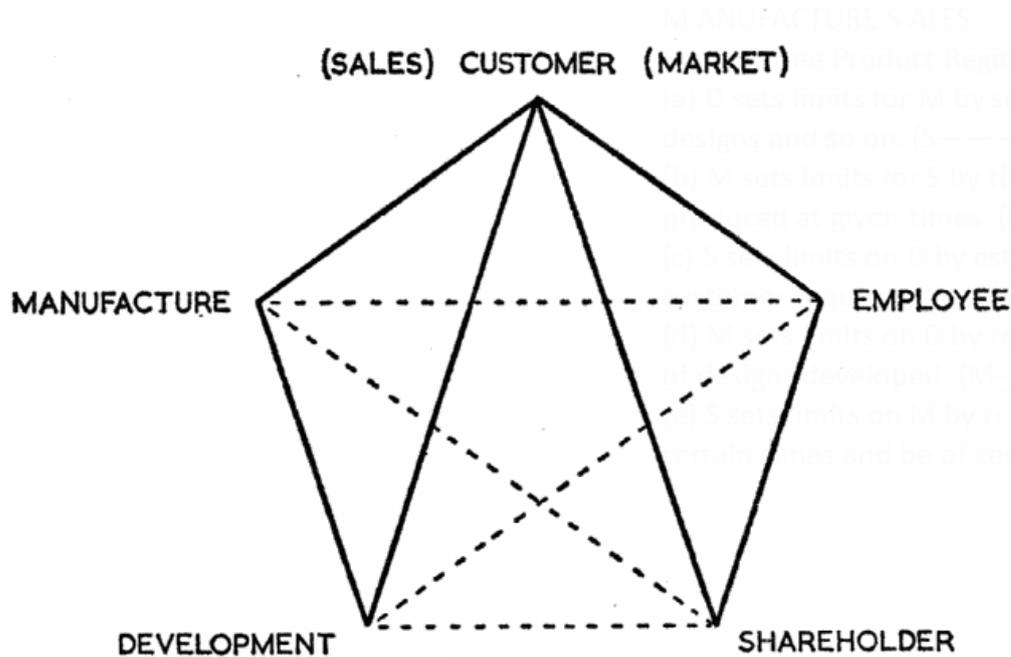


Fig. 3. Potentiality and the Customer

When the demand is made effective through selling the managing director is the potential becomes actualized as process through the intermediary of task cycles which correspond to Bennett's "repetition". (See 5.61).

3. THE MANAGING DIRECTOR

- 3.0 The tension in the field is held in a state of equilibrium by the managing director.
- 3.01 The managing director represents the will or "I" of the company which is expressed through the work done.
- 3.02 The managing director stands at the point of greatest tension and maximum potential.
- 3.1 It could be stated as an axiom of management that conflict which arises at one level can only be resolved at a higher level. Ultimately conflict in a company is resolved by the managing director. I
- 3.11 The tension between centrifugal and centripetal fields and between the rôles within the fields is the basis of organizational conflict.
- 3.12 Conflict is therefore an inherent part of the work environment and should be recognized as such. The emphasis on "human relations" in industry has tended to cause this inherency to be overlooked. When conflict erupts into the open it is often considered to be a fault of one or more of the personalities involved rather than an aspect of the nature of the field. Conflict arises through a fault in the personalities of people, or through a fault in the organization, or through the nature of the field. Unless the cause is correctly diagnosed, of course remedial action will fail.
- 3.2 A managing director occupies a unique rôle in the company and should not be called an employee. It is he that employs.
- 3.21 An employee could be defined briefly as one designated and paid by the managing director to do part of his, the managing director's, work.

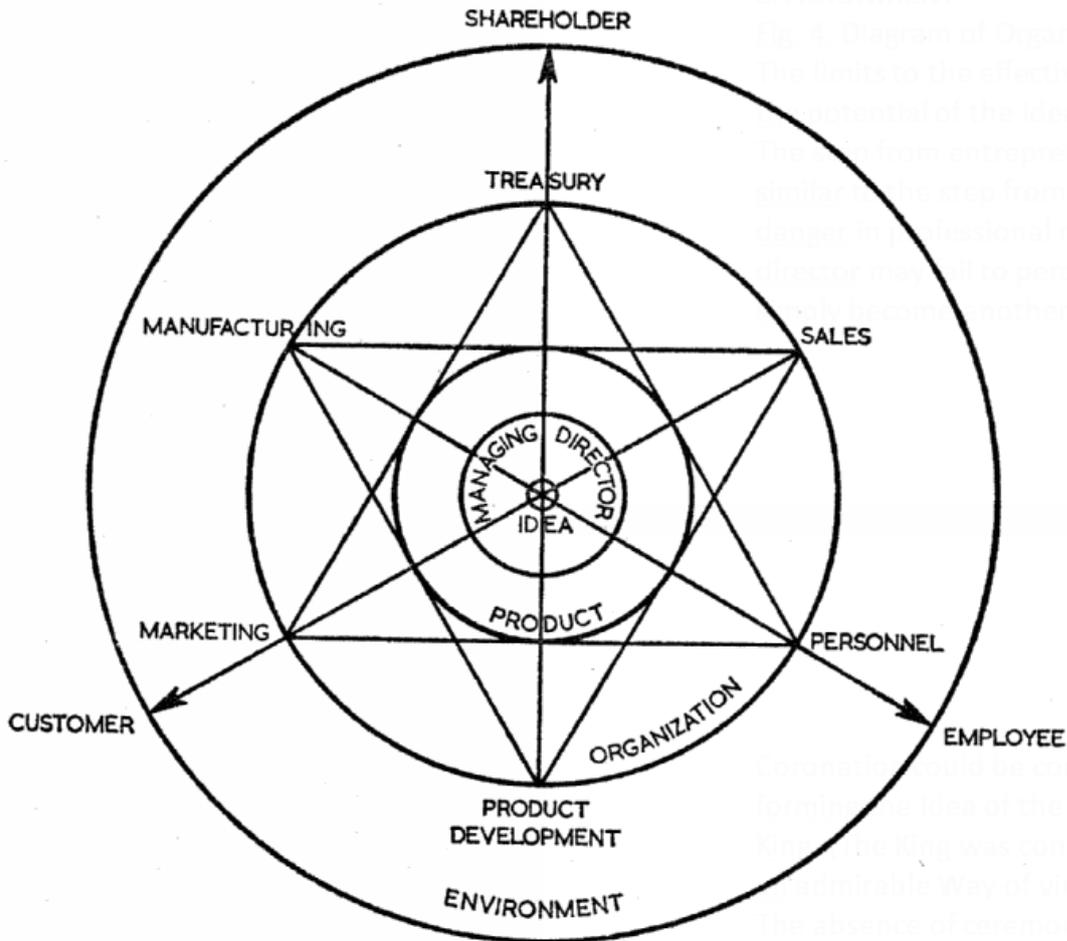


Fig. 4. Diagram of Organization

- 3.31 The limits to the effective potential of 'the company are set by the potential of the Idea perceived by the managing director.
- 3.32 The step from entrepreneurship to professional management is similar to the step from a monarchy to a republic. The biggest danger in professional management is that the managing director may fail to perceive the uniqueness of his rôle and simply become another employee.
- 3.321 Coronation could be considered the work involved in transforming the Idea of the community into the product of the King. (The King was considered to be semi-divine, which is an admirable Way of viewing the marriage of Idea with fact).
- 3.322 The absence of ceremony on the appointment of the managing director makes the step from employee to managing director very difficult to make.
- 3.33 If this step is not taken, the Idea of the company has no embodiment and so becomes an abstract motive which is translated into a goal or purpose such as to make a profit.
- 3.331 The company that has no Idea, but only the abstract motive of making a profit, is a company without a unified will.
- 3.332 Such a company would react to situations, and management by crisis would ensue.
- 3.333 With no Idea the ultimate potential of the company is reduced to the effective potential because then the company that makes a profit (effective potential) is 3 Company that makes a profit (ultimate potential).
- 3.334 Making a profit does not reveal relations in the market and thus excludes the customer. The customer is disinterested in whether the company makes a profit or not.
- 3.335 Because of this the customer is not an integral part of the company and has to be tied on with all sorts of strings in the form of "good customer relations".
- 3.336 The Idea of the company is replaced by the "Company Image".

- 3.4 The central Idea of the organization could be likened to its “sun”. Speaking of the way Polaroid Corp. had structured its organization, Mr. R. Kriebel, Corporate Secretary, said: Each (employee) is a sun in his own right. He continues as the sun of his own solar system. And Land, the president, is the luminous centre of the system of galaxies that forms the company”. (19)
- 3.41 The employee receives the Idea from the managing director, each level reflecting to a lower level the Idea that emanates from the top. It is within this reflection that the potential derived from the Idea is perceived, but in a specific context or rôle.
- 3.42 The further from the centre that a rôle exists, the more feeble will be the light.
- 3.43 The proper presence of the company is therefore the presence illuminated by the Idea held by the managing director. The proper time of the company derives from the primary task that he undertakes. The potential of the company arises from his potential. The effectiveness of the company is a function of his hyparchic regulator. (20)

4. WORK

- 4.0 In resolving the tensions within the field the managing director “creates” the work of the company.
- 4.1 Work can be directed towards the creation of the product (product work); towards maintaining the integrity of the field (integration work); or establishing feedback by which the standing — in terms of efficiency, need and activity — of each region relative to the others is determined (control work)².
- 4.11 Work is necessary to realize the potential in a situation.
- 4.111 This realization is a selective process in that what is realized is poorer in possibilities than the potential.
- 4.112 The “burden” of work is supporting the unrealized possibilities. This is the burden of life and helps to explain the yearning for superman or a heaven in which all possibilities are realized.
- 4.113 The greater the potential the greater the burden.
- 4.12 Production work could be looked upon as the exercise of discretion (reconciling) within limits imposed by resources available (denying) and by integration work towards producing a product (affirming). Elliot Jaques defines work as: “The application of knowledge and the exercise of discretion within the limits prescribed by the immediate manager and by higher policies in order to carry out the activities allocated by the immediate manager, the whole carried out within an employment contract for a wage or salary”. (21)
- 4.13 Integration work could be defined as fulfilling those requirements specified by policies, procedures and standard practices designed to enable the field to operate as an integrated whole.
- 4.14 Control work is the work involved in setting up and operating a feed-back system. “The ability to control adaptively presupposes that each system has an inherent criterion whose value can be computed and used to drive the system to an optimal value. On present evidence the criterion seems to be functionally related to one or more of the quantities: energy, efficiency and entropy. The implementation of such a scheme is necessarily more complicated than that of the simple error actualized scheme and in engineering control systems it involves a multiloop hierarchy”. (22)
- 4.15 Production work concerns adaptation to the environment; integration work concerns internal adaptation of the field or rôle; while control work concerns dynamic adaptation to both external and internal environment.

² This classification of work will do away with the dichotomous line-staff work which is so unrealistic and causes so much difficulty in many companies. Line personnel are considered to be those engaged in the Work of the company, while staff are those whose function it is to advise and assist. “In the broadest sense the selling and manufacturing functions are considered as line organization, and all other functions as staff organizations. Staff positions advise and assist line personnel.” “The line organization determines what will be done and when it will be done, staff positions advise on how best it can be done.” (8)

The difficulties that arise from this are of the nature that the staff man gives advice which is refused by the line and then enforced in a variety of overt and covert ways by the staff man. This leads to power struggles which exacerbate the conflict inherent in the group situation. This internal struggle can reach proportions severe enough to slow down the Work of the entire organisation

- 4.2 Work is accomplished through task cycles.
- 4.21 A task cycle consists of operations necessary to transform the potential of an Idea into a fact. A task cycle begins with an Idea and ends when that Idea is linked to an environment through the intermediary of a form. Thus a task cycle is a species of cycles of action (23). Spengler shows that History goes through the Idea --> fact cycle (24). This cycle is depicted by Gurdjieff in terms of a descent in the musical scale: do-si-la-sol-fa-mi-re. (25)
- 4.3 Each Idea has an ultimate potential and an effective potential. The ultimate potential refers to the total set of relations revealed by the Idea.
- 4.31 The effective potential refers to the waiting capacity that has been bestowed on the task cycle necessary to express the relations revealed by the Idea. (See 1.63)
- 4.32 The difference between the ultimate and effective potential can be called waste.
- 4.331 The function of the organization is to reduce waste to the minimum while bearing in mind diminishing returns.
- 4.34 Organization keys in Ideas and task cycles to realize these Ideas, and also links together task cycles.
- 4.341 Cycles are linked in series when the commencement of one cycle is dependent upon the product of another.
- 4.3411 Task cycles grouped in series are interconnected; the end of one cycle gives rise to another. Thus a series of cycles make up a longer cycle which in turn may form part of a larger cycle.
- 4.3412 The expression of relations revealed by an Idea in fact can be called a "proper task cycle"; the expression of recurring relations can be called simply a "task cycle".
- 4.3413 Organization links task cycles; proper task cycles relate to unique events which cannot form part of the field ordered by organization.
- 4.3414 The higher the potential of an Idea the greater the possibility of identifying recurring relations.
- 4.342 Cycles that occur simultaneously could be called parallel task cycles.
- 4.343 Cycles in series can occur within the field of one operator; cycles in parallel require more than one operator.
- 4.344 Parallel cycles are either subsumed, collateral or independent.
- 4.3441 Collateral cycles are those the product of which forms part of an ultimate common product.
- 4.35 Organization failure occurs when the task interval of the preceding task exceeds the tolerance of the dependent task.

5. RÔLES

- 5.0 In assigning recurring task cycles to the field of an operator, organization and rôles come into being.
- 5.1 An organization could be defined as rôles linked by subsumption, in series or in parallel, in such a way that product work may be accomplished. It is the means by which the will of the company is transmitted.
- 5.2 A rôle is a set of recurring task cycles requiring product, integration or control work for their realization and linked together by an Idea which reveals the relation of these task cycles. It is that through which the will of the company is transmitted.
- 5.21 An operator is an employee who occupies a rôle and realizes the Idea in the rôle through task cycles.
- 5.3 A rôle may comprise one or more regions or part of a region.
- 5.31 A single operator may occupy one or more rôles; in a one man business he plays three rôles: product development, product manufacture and product sales. Manufacturing has been defined as expressing the relation revealed by an Idea. Thus even in a corner store there is "manufacturing" in the form of displaying the articles.
- 5.32 To play three rôles, a single operator must shift attention in such a way that the same Idea reveals the relation inherent in each region.
- 5.321 When a man steps back to view his life as a whole these three rôles become one within a field of wider scope.

- 5.33 Each of these three rôles, or one of the rôles, which comprise the regions concerned with the environment can be delegated either as a whole or in part, according to area and according to function. For example, a man at the corner store may take over another store across the way. He could then either put a manager into one store and run the other himself or put a sales assistant in each, retaining the organization and product development rôles himself.
- 5.34 A centralized organization is one in which the rôles are delegated according to function; a decentralized organization is one in which the rôles are delegated according to area. Area is circumscribed geographically, or by type of product.
- 5.4 Each rôle has product work, integration work and control work.
- 5.41 The product work of one rôle can create the integration work of another rôle.
- 5.42 Product work is the purpose of the rôle.
- 5.5 Rôles are grouped according to area or function to form subsystems.
- 5.51 The more rôles are grouped according to function the more integration work is necessary. The more rôles are grouped according to area the more control work is necessary.
- 5.52 Rôles grouped according to function are grouped in series: rôles grouped according to area are grouped in parallel.
- 5.53 The more the subsystem has the power to generate its own energy, the more autonomous the subsystem.
- 5.54 Job descriptions are used to allocate area purpose function to a rôle by setting out classes of recurring relations.
- 5.6 A rôle has six regions: three external and three internal. These correspond to the six regions of a company. They are the money invested in the rôle, the personnel assigned to assist the rôle in its purpose; its "market" concerns those for whom the product is designed. Thus a comptroller's purpose could be defined as "to develop sensitive control mechanisms of a financial nature". The product in this instance would be the control devices developed. The market would be the senior management personnel of the company. Money would be invested through the comptroller's budget. Personnel would be assigned in the form of department supervisors, senior and junior clerks. The product work would involve perceiving the potential inherent in the idea of "financial control systems"; "manufacturing" in the form of developing the system so that it would operate efficiently and economically; "selling", the system which would involve getting the senior executives acquainted with the functioning and value of the control systems so that they would be prepared to work to acquire the system and install it. It is through the "selling" function that the system is linked with the rest of the field.
- 5.61 In order to understand the full significance of the above, reference should be made to Bennett's category six: "Repetition is the property whereby identity, difference and relatedness are combined in a single system" (e.g. organization, rôle or operation); also, "when we examine the number of terms which a system must have in order to exemplify the principle of repetition we can see that it is not sufficient to make the distinction between actual and potential for this distinction could arise in a static system where nothing occurs. Potential energy could be stored up indefinitely but it does not renew itself. Repetition requires the twofold action of a disturbing force and a resisting force". (26). André Lamuoche says (27)
"Or, darts l'ordre psychique comme dans l'ordre physique, la procédé général pour réduire la quantité d'énergie absorbée par l'exécution d'une catégorie d'Operations déterminées consiste dans l'organisation de leur répétition. Dans la domaine technique, c'est la standardisation, la mécanisation, la fabrication, à la chaîne l'automation".
- 5.611 The three outer regions correspond to the "space" of the rôle, and consist in the "resisting" aspect mentioned by Bennett.
- 5.612 The three inner regions correspond to the "disturbing" aspect and correspond to the three inner dimensions indicated by Bennett, and form the three dimensions of the "exercise of discretion".

- 5.62 One is apt to talk about “levels” of management with the idea also of “higher levels of management”, “top management”, “being raised up”, etc. This idea is often supported by the fact that when a company is housed in a multi-storey building, the higher levels of management frequently occupy the higher floor levels. This is associated with the idea that the “higher” one ascends in the management hierarchy, the more space is spanned by one’s attention — in the same way that one actually sees more the higher in the building one goes. Higher management has more space. However, in order that the space should not become a vacuum it must be filled with energy, which derives from the exercise of discretion. The level of a rôle, the amount of space that a rôle has, can be measured by the time it takes to reach its limits. (Something like light years.) This time is called the time span of discretion (which perhaps could also be called the “distance of discretion”). We have therefore a space which is prescribed and which is filled according to the capacity the operator has to fulfil the discretionary aspect of the rôle. (Time span capacity.) If the space is too restricted either the pressure will rise (ambition) or additional space will be sought through spare time interests or “moon-lighting” (taking on extra work), or by finding ways to expand the scope of the job. This is sometimes done by invading the space of others. If these others are unable to fill the space allocated to them, no obvious difficulty will occur; if they can and want to fill that space, civil war is likely to break out.
- 5.63 The three inner dimensions of a rôle correspond to what are known as responsibility, authority and accountability.
- 5.631 Responsibility could be defined as seeing what needs to be done, or more specifically, perceiving the potential of the Idea which reveals relations in the area prescribed.
- 5.6311 Perceiving potential in a situation is both a function of the situation (the phenomena) and of the perceiver (the will). Judgment of responsibility cannot be made in any dichotomous judgment of right or wrong but in terms of greater or lesser potential.
- 5.6312 The more clearly the area and function is prescribed the greater the potential of the Idea will be.
- 5.632 Authority relates to having the power to do what needs to be done. Thus authority can be delegated whereas responsibility cannot. Giving a general responsibility of recommending changes to be made within a rôle to the incumbent of a rôle is an attempt to delegate responsibility. To the extent that such recommendations are made, to that extent the incumbent of the rôle takes over the rôle of his senior.
- 5.633 Accountability links what has been done, to the field as a whole, either specifically through control data, or through “selling” the product to those for whom it has been produced.
- 5.634 Thus it can be seen that responsibility is connected with the product development phase, authority with the manufacturing phase and accountability with the selling phase.

6. THE NATURE OF ORGANIZATION

- 6.0 One of the more obvious features of a company organization is that it is arranged in levels.
- 6.01 “Toute organisation d’un système comporte hiérarchie de ses fonctions”. (25)
- 6.02 This hierarchic aspect is the one that is emphasized in company organization charts. This is probably to assist members of the company to orientate themselves according to their “pecking” priority rather than to facilitate getting the work of the company done.
- 6.1 The level of organization is indicated by the inner resonance that is possible within the organization; this in turn is indicated by the optimum number of levels within a company.
- 6.11 When the number of levels deviates from optimum the organization becomes increasingly complex, operators oscillate between subsumption and parallel relations and task cycles get out of phase.
- 6.12 The maximum number of levels that can occur within a company and maintain harmony is seven.
- 6.2 Because of different levels of perception different potentials will inhere in the Idea perceived. When the difference in level reaches a critical point a hierarchy is formed.
- 6.21 What is potential at one level becomes actually possible or impossible at a lower level and fact at a third level.
- 6.211 To pass from potential to actually possible, organization is necessary; while to pass from actually possible to fact, time (task cycles) is necessary.
- 6.22 Levels in management are related to levels of potential inherent in the Idea perceived at that level.

- 6.221 The more the Idea is realized in fact, the lower in the hierarchy it can be perceived and the more it takes on the form of a target to hit, rather than a light to guide.
- 6.222 The lower the level the more specific the technique that is applied to realize the Idea and the more limited the result and the more specific the demand for the result.
- 6.223 The higher the level the greater the freedom because of the greater the number of relations perceived.
- 6.23 The higher the level, the greater the tension involved.
- 6.231 The tension involved in doing work has two facets: the one before the fact arising through the tension of alternatives; the one after the fact in that the burden of unrealized possibilities must be borne. The first is a temporal burden, the second an eternal burden.
- 6.232 The ultimate potential is revealed to the managing director and it is at this level that the greatest tension exists and so the greatest intensity of work is necessary.
- 6.24 Beyond the managing director work changes into risk; below the managing director work becomes more and more the application of technique.
- 6.241 Thus looking up, work is risk; looking down it is the application of a technique or an operation.
- 6.242 In the rôle of managing director risk and operation must be clearly balanced.
- 6.25 The potential inherent in a company arises -out of the diverse relations that are revealed between regions that are linked by the product, or out of the relations that are revealed between phenomena in the same region.
- 6.251 The more the phenomena within a field recurs, the more homogeneous that phenomena could be considered to be.
- 6.252 The more heterogeneous, the greater the complexity.
- 6.253 The complexity within rôles is therefore greatest at the level of the managing director; the complexity between rôles is greatest at the lowest level.
- 6.254 The greater the complexity, the higher the level of Idea necessary to reveal the relations in the field. This helps to explain the pyramidal nature of a company organization. (29)
- 6.3 The greater the potential within a rôle the more time is required for its actualization.
- 6.31 Investment within a company is investment within the rôle of the managing director who in turn invests through budgets in lower rôles.
- 6.32 Through investment, task cycles that were previously linked serially can be accomplished in parallel.
- 6.4 Subsumption arises when an Idea is included within an Idea of greater potency.
- 6.41 Subsumption is possible in that an Idea can reveal a set of relations that includes a set revealed by an Idea of lower potency.
- 6.42 Harmony of being arises out of the right subsumption of Ideas.
- 6.421 To the extent that more than one Idea reveals sets of relation within a single field not revealed by the other, to that extent they are discordant. This discordance arises when rôle-limits are not prescribed clearly enough to prevent overlapping, or when the Idea in a subsumed rôle reveals relations not revealed by the subsuming Idea (see Jaques' notion of "half rank positions").
- 6.43 Structure of function arises out of the interrelation of facts. The more heterogeneous the facts the more complex the functional structure.
Structure of function is __useful whereas harmony of being is meaningful.
- 6.431 Organization relates harmony with structure.
- 6.441 Organization stands to product as harmony stands to Idea and as fact stands to structure.
- 6.442 A product whose value lies in its meaning or harmony is a work of art. A product whose value lies in its utility is a commodity. A product can therefore be an harmonious or useful structure.
- 6.443 The less harmonious the structure, the more its value will inhere in its use and the more its being will inhere in the interrelation of complexity rather than in the subsumption of composition. ("Nous avons proposé de définir la compose par la multiplicité dans l'homogène, le complexe par la multiplicité dans l'hétérogène.") (30)
- 6.444 The more composed the structure the "simpler" it is.
- 6.445 The ultimate in composition and simplicity is the single Idea. The ultimate in complexity would be a random set of facts.
- 6.446 The more complex the structure the more rigid the linkage.
- 6.447 The more composed the structure the more inevitable the linkage.

- 6.45 A group is composed whereas a crowd is complex.
- 6.451 The first step a crowd takes towards becoming a group is to acquire a central Idea which expresses relations between phenomena of common interest.
- 6.452 The second step is when the crowd undertakes to express the relations revealed. Some members of the crowd perceive the relations more clearly than others and so become leaders.
- 6.5 Bennett's laws of eternity can be related to levels of rôles.
- 6.51 "Eternity is the condition of the co-existence of potentialities". (31) This could be understood as: eternity is the dimension within which rôles are subsumed.
- 6.52 "Every occasion (rôle) has its characteristic pattern of potentialities" (31). It would be the pattern of potentialities that would define the purpose of the rôle and which would arise out of the product of the rôle. A rôle whose product has not been established would have a very weak pattern of potentialities. This would lead to complexity within the rôle which would lead the operator to select those relations which are easiest to express rather than those that may have the greatest relevance. The tendency is therefore for the operator to tend towards operation rather than risk, towards the application of technique rather than towards the perception of the Idea, and towards concern over accountability rather than concern about responsibility.
- 6.53 "Apokrisis is the property whereby wholeness manifests its relativity in eternity" (31). Each rôle, as well as each company and each product, is a whole.
- 6.54 "The apokritical interval is a measure of the range of potentialities present in a given whole" (31). The measurement of the apokritical interval would be in terms of the measurement of "time span discretion".
- 6.55 "Every whole has a more or less coherent pattern that determines its inner togetherness and hence its ability to actualize without disintegrating" (31). Every rôle is "composed", to some degree. Thus the inner togetherness of the rôle arises out of the compatibility of the task cycle required of the rôle. Every rôle will have more task cycles than those that derive from the primary task cycle. These are set principally as linkage elements for control or integration. However, when two or more primary tasks are assigned to a rôle the inner togetherness of the rôle suffers and the tendency is for the rôle to disintegrate. When a descriptive rather than a defining approach is taken towards establishing rôles, there is a greater tendency for a rôle to contain more than one primary task cycle.
- 6.56 "An entity whose eternal pattern occupies only one level in eternity is fully determined in all its actualizations" (31). Jaques has made the point that in order that discretion may be exercised, a minimum of "setting pace" and "determining quality" must be contained in a rôle. When pace or quality is fully determined, then the operation can be fully automatized.
- 6.57 "Levels in eternity form an ordered series of increasing apokritical interval up to the highest degree of potentiality in the given occasion" (31). "Levels in. eternity influence one another in such a manner that the higher organizes the lower and the lower disorganizes the higher" (31). (See above for discussion of the nature of complex tasks.)
- 6.58 Rôles are linked between levels by goals. Goals transmit potential and can only be delegated.
- 6.581 The one who establishes the goal is in the senior position. Jaques has pointed out that there is an optimum apokritical level for any rôle. As two rôles approach a common apokritical interval they tend to become colleague rôles. As the difference in apokritical interval between two rôles increases they tend to be regarded as occupying different levels. If the two rôles are compatible in that one may be subsumed under the other they may be regarded as senior and subordinate. If the distance between two levels increases beyond a given point the tendency will be for a vacuum to be created between two levels which must be filled in by some method.
- 6.6 Organization is connected with the power to connect and disconnect idea and fact through task cycles. It therefore can be understood in terms of hyparxis.
- 6.61 Rôles derive from the hyparchic regulator of the manager of the rôle and the company derives from the hyparchic regulator of the managing director.
- 6.62 Hyparxis is connected with grades of ableness to be from the lowest grade, in which the rôle is almost entirely prescribed, up to the point where maximum discretion is required. It is associated therefore with authority and as such that which makes discretion effective.

- 6.621 According to Bennett, hyparxis is “a third kind of time connected in some way with the power to connect or to disconnect potential and actual. . . . we must observe that being itself has gradations. We ourselves can be aware of states when we are wholly controlled by causal influences, and other states when we cannot only entertain purposes, but deliberate and choose our actions with the aim of realizing them. I call this variable factor the “ableness-to-be” present in different beings”. (32)
- 6.63 The lines on an organization chart are the observable effects of the hyparchic dimension of the organization. For this reason a different conceptual model should be used to indicate the inner togetherness that exists between rôles and the fluctuations which occur by which the source of will changes within the organization according to the dominant influence within the environment. It would seem that Gurdjieff’s enneagram would be best suited for this. (33)
- 6.64 Organization links task cycles in such a way that the potentiality inherent in the Idea held by the managing director is expressed with the minimum waste. It therefore stands between the Idea and the product, fully linked with the environment.
- 6.641 Idea, in so far as it reveals relations inherent in a situation, is the affirming force, whereas the operation necessary to express those relations is the denying force. Organization therefore stands between Idea as potential and operation as actualization by selecting recurring relations and allocating these relations to cycles in series and parallel.
- 6.642 It is through recurring task cycles that rôles and organization are able to be.
- 6.65 Organization is principally concerned with harmony and meaning rather than fact or value.
- 6.7 Time is the condition of the realization of the Idea in fact.
- 6.71 Through the consumption of resources involved the realization in fact is irreversible.
- 6.72 A fact of itself has no potential.
- 6.73 Task cycles are accomplished through the succession of operations required by the task.
- 6.731 The more these cycles are prescribed the more the succession is irreversible. -
- 6.732 The more these cycles are prescribed the more facts intervene between the beginning and end of the cycle.
- 6.8 The following parallels offer themselves:

Bennett's statements on time (34)	Task cycles
Time is the condition of actualization	The potentiality of an Idea is realized in a task cycle.
Actualization is an ordered succession	Task cycles are linked in series such -that the completion of one is necessary for the commencement of the rest.
Actualization is conservative and irreversible	Task cycles go from the greater to the lesser potential.
Every whole is subject to the determination of its own proper time.	The level of potential is a function of the time necessary for its realization.
The temporal order is in the direction of increasing probability.	The lower the level the greater the prescription and the less the freedom.

7. ABILITY AND CAPACITY

- 7.0 The ability of a person to occupy a rôle is dependent upon his ability to meet the external requirements of the rôle.
- 7.1 Ability has three determinates: ability to apply the technique of the rôle; ability to direct attention in the required direction or to have required interest; and ability to “fit in” to the group.
- 7.11 Interviewing and testing techniques that are available are directed towards assessing a person’s ability.
- 7.2 The capacity of a person is the capacity for work at a given level in such a way to overcome the limitations of the rôle. It is what Jaques refers to as “time-span capacity”.
- 7.21 It is through capacity that growth. is possible. Ability simply conforms to the status quo.

- 7.22 Capacity has been called “drive”, “self-starting”, “activation”. It is better to say that it is the capacity to work, to get things done.
- 7.221 It is standard in most industrial psychology reports to emphasize the limitations of tests on the basis that the person’s “motivation” may “overcome” the limitations revealed by the test. This is rather an indication of the fact that the internal dimension of capacity has not been revealed. A very important contribution that Jaques’ work has made is to reveal the existence of time-span capacity and to bring to others the need to explore this capacity.
- 7.3 Capacity corresponds to the effective potential of a person within the employment field. It arises as a consequence of the constitution of a person and the way that this has been organized.
- 7.31 The operating capacity is a function of the level of effective capacity and the level of the rôle.
- 7.311 When these two are out of phase disharmony arises.
- 7.32 Effective capacity changes according to a curve characteristic of biological growth curves and level of capacity for any given individual is a function of his age.
- 7.33 Experience and education is necessary to express the relations between phenomena by the appropriate techniques, to fit in and to know enough about this world to “direct attention”, etc., but experience will not develop capacity beyond the limits that age has brought it to. It would seem that a special type of understanding is necessary to increase time-span capacity beyond that which is given as a natural endowment. It is possible that this understanding could be developed by the various psychotherapeutic schools of thought such that in future “psychotherapy” will not be given only to the “mentally sick” but also to develop the capacities of the “mentally able” as well.
- 7.34 Ability corresponds to the outer dimension and allows capacity to be used. It corresponds to the ability to fulfil the prescribed requirements of the rôle. A low level of ability and high capacity leads to a frustrating and explosive situation.
- 7.4 Time span is the interval that elapses between the commencement of a task cycle and the review of the product from the task cycle. Review may be direct (by the person setting the task) or indirect (by a person using the product).
- 7.41 Substandard discretion is revealed by waste in potential or by excessive time used in realizing the potential.
- 7.5 There are three questions that a person must ask himself:

- (a) What is there of value in this situation that must be realized’?
- (b) How must it be realized?
- (c) Who is involved?

It can be seen that it is this area that is tackled by “work simplification” and “methods” studies. Work simplification aims principally at reducing the number of independent decisions that have to be made in a task cycle.

- 7.51 These three questions correspond to the three dimensions of capacity, which in turn correspond to Bennett’s inner frame-work conditions:

Eternity	Seeing what needs to be done	Responsibility
Hyparxis	Doing what needs to be done	Authority
Time	Linking the product to organization	Accountability

- 752 The eternity dimension corresponds to the level of capacity to perceive levels of potential in an Idea. The higher the level, the greater the capacity necessary.
- 7.521 This range of capacity corresponds to Bennett’s scale of awareness and is referred to by Jaques as operating at different levels of abstraction. It is the capacity to overcome the limitations imposed by the resources available. By doing this the effective potential of the Idea is raised.
- 7.522 What is implied in different levels of perception could be shown by the development in scientific research:
- Level 1 Immersion in the subject
 - Level 2 Observation in experiment--observation
 - Level 3 Deduction from principle--logic
 - Level 4 Integration of observation into models--e.g. laboratory apparatus or theories—-analogical thinking
 - Level 5 Insight--meditation

The abundance of models and the adaptation of mathematics to model building in the physical sciences has given the possibility of insight into the world of fact. Meditation, by which insight is achieved, is only possible after understanding has assimilated experience and reduced it to a model which includes the essential ingredients of this situation. This model can then be used as the active pole in the meditation process.

A science of organization requires a model with two more dimensions added to the four space-time dimensions studied by the physical sciences: the dimensions of eternity and hyparxis. Without these dimensions the model building is based upon an incomplete assimilation of experience in that those elements conforming to the eternity and hyparxis dimensions are either left out or mixed in with the space-time dimensions. The model of an organism is often used, but organism is then simply understood as a four dimensional machine. The Systematics of Bennett can therefore be seen as a natural theoretical framework for a study of organization.

It should be pointed out that level four is very often abused and there are many theories which do not connect level five with levels one, two and three. Level four is a transitional level and has only one significance in that it links levels one, two and three with higher levels. Beyond level five would be two others — level six: concentration, and level seven: contemplation.

- 7.523 It is probable that level of perception is related to level of energy used in perception. (35)
- 7.524 There appears to be seven levels of perception that correspond to the seven levels of management (36) (see -table). It should be pointed out that the prescribed part of a job does not prescribe What potentialities must be perceived. If this were done the potentiality would simply form part of the framework of a rôle. Perception of Idea is essentially a creative act. Work has been de-humanized because of a failure to recognize the true nature of the discretionary part of the rôle and with this de-humanization, force rather than directed energy is often used to get things done. Partly because of an over-emphasis on competition and partly because of poor organization structure, many managers who should be operating at level three and above in fact operate at level two or even one. Consequently judgments of subordinates are made in terms of right and wrong (level 2) or no judgment is made at all. The importance of perceiving Ideas is lost sight of and the vitality of the company suffers accordingly. Gurdjieff has made the point that an organism could not last more than a few moments without impressions and it would seem that Ideas stand to the company as impressions stand to the organism.
- 7.53 The hyparchic dimension of capacity refers specifically to doing what needs to be done. It refers to the action of will through decisions. "Hyparxis is the power which enables everything to repeat itself but only to a limited degree and that is measured by its ableness-to-be. From this it follows that ableness-to-be is a quantity and therefore must be susceptible of measurement . . . the measurement cannot be infinitely divisible since repetition or recurrence can only apply to a whole". (37)
- 7.531 It is through the hyparchic dimension of capacity that the limitations imposed by the organization structure is overcome.
- 7.5311 No organization structure can be perfect if only because the situation for which it was originally set up no longer applies: a company is in an organic relation to its environment by which is meant that adjustment is not a passive reaction to changes but a dynamic action in which the internal environment is constantly being adjusted to meet the requirement of the new situation. This gives rise to "learning"; this term is used in its broadest possible sense. The organization structure of a company is set up to meet the requirements of the will of the company. If the structure is basically unsound the Will will meet opposition which manifests as "resistance to change". Will is then internalized in the form of effort to overcome resistance with consequently less work being directed to product work and more work being given to integration.
- 7.532 The extent to which a man is able to perceive the Idea in a situation gives the extent to which he is able to work effectively. But however much light there may be, the man will not be able to work harder as a consequence of the light alone.
- 7.533 The eternity dimension tends towards a simplification of the field by subsuming ideas. The hyparchic dimension puts conflict to work. '

- 7.534 Hyparxis is connected with the capacity to determine significance which in turn is related to the problem of objectives and goals. A goal implies two Ideas: one which reveals relations between phenomena within one framework and the Idea that reveals the relation between the same phenomena within a different framework. These two Ideas must be held simultaneously, which creates tension Within the field of the operator holding the two ideas.
- 7.535 Because of tension involved in perceiving the two Ideas simultaneously stress is involved in work (33). The higher the level of work the greater the stress. The capacity to operate at a level of work would involve the capacity to tolerate the level of stress involved. The ableness-to-be is the capacity to tolerate stress.
- 7.54 Whereas potential derives from the relations revealed by the perception -of the Idea, behaviour derives from expressing these relations in fact. Idea provides the motive for action, intention the means. Intention relates Idea to behaviour. A goal is an Idea with a direction. Intention is therefore that which frames or regions. In an organization the intention of managing director is made manifest by policies. These in turn set the broad limits to all rôles. The prescribed part of a rôle is therefore an expression of the intention of the manager who sets up the rôle within which the Idea is to be perceived. Thus the prescribed part of the rôle derives from the hyparchic regulator of the manager's capacity.
- 7.6 Capacity to respond is the third inner dimension of capacity.
- 7.61 Communication links, or articulates, tasks, rôles, regions and fields in time; organization links fields in hyparxis through recurrence, the Idea links fields in eternity through potential.
- 7.611 A task cycle is made up of sub-cycles in parallel and series and includes floating time.
- 7.612 Floating time is that interval in a task cycle during which no product work is done deriving from the Idea that the task cycle is designed to realize.
- 7.613 Floating time is therefore made up of time spent in integration work and control work, or wasted time.
- 7.62 Communication is organization in process; organization is a communication system.
- 7.621 The process of communication is that of transmitting an Idea (I) by a via (V) from a source point (S) to a receipt point (R), linked to S by an affinity (A) across a distance (D).
- 7.622 SVI represents the casual field of communication and RAD the responsive field of communication.
- 7.623 Communication is effective when what is transmitted by S is received by R and manifest in behaviour.
- 7.63 Affinity arises between homologous fields. The more heterologous the fields, the greater the distance.
- 7.631 Heterologous fields have different intentions.
- 7.632 The more heterologous the fields the more vias are necessary and the greater the distance.
- 7.633 A subsumed level is homologous to a subsuming level but a subsuming level is heterologous to a subsumed level.
- 7.6331 A via is necessary to define the limits of perception within a field in order to allow an Idea with a given potential to be perceived.
- 7.6332 A via which fails to define the limits of perception is a barrier.
- 7.64 Affinity is the ability to accept the vias of the causal field. The more specific the response the more affinity turns into skill.
- 7.641 Affinity is related to the "fixity" of the person. The more "fixed" a person is the less affinity he has. See Carl Rogers who postulates seven levels of fixity (39).
- 7.65 Responsive capacity is therefore the ability to receive communications, in such a way that the Idea that is communicated can be perceived.
- 7.651 The less responsive the field the more vias are necessary and the more time communication requires (distance being a function of the time involved in changing from state A to state B).
- 7.652 Lack of responsiveness leads to an increase of waste.
- 7.653 The work of the company depends on the presence of people with responsive capacity on all levels.

Table 1. Discrete Levels of Time – Span Capacity

	Time-Span of Discretion	Level of Abstraction according to Jaques (40)	Type of Thinking	Type of Direction given	Source of Thinking
Level 1	Up to 3 months	Perceptual / Concrete	Autistic thinking: "Does what is told"		Experiential
Level 2	3 - 12 months	Imaginal / Concrete	Dualistic thinking: Right - wrong, good - bad; possible - impossible	Personal direction	Centred on Ego Survival thinking
Level 3	1 - 2 years	Conceptual / Concrete	Deduction from principles, policies and logic	Directive and written instructions. Standard practice	"What is possible?"
Level 4	2 - 5 years	Conceptual / Modelling	Analogical thinking: models, framework, in terms of differentiated rules and job descriptions	Creation of policy	Transition stage: the most critical stage in a manager's career
Level 5	5 - 10 years	Theory Construction	Meditation Insight, goal setting with specific control on realization of goal		
Level 6	10 - 20 years	?	?		What is potential?
Level 7	20 years plus	?	?		"Truth" thinking

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