

# MANAGEABLE Guide for Thinking about Levels of Work

Before implementing the MANAGEABLE approach, it's helpful for you to get an understanding of what type of work is normally expected at the various levels of an organizational hierarchy.

However, you are not a trained RO advisor, so...

**Rule 1: Do no harm**

Talking to someone about what level you think they're at can have a severe negative impact on your relationship. Tread lightly.

**Rule 2: Level does not equal intelligence**

It's just a gauge for how they go about doing the work of planning, organizing, and executing tasks.

**Rule 3: Titles don't matter**

A person's level of capability pays no mind to what their title is. These are just common examples.

**Rule 4: Never forget about Rule 1**

Just like you'd be very careful measuring someone's mental health with psychoanalysis, be very careful how you measure their capability with this tool.

Level	*Role Type or Common Titles	Time Span	Accountable for	Processing Type	How do you know what to do every day?	What do you think about production?
1	Contributor	1 day to 3 months	Giving their best efforts	Declarative	I have instructions, someone tells me.	YES/NO Yes, I made my daily quota.
2	Manager	3 mths to 1 year	The output of other people, their own technical work, and managerial leadership	Cumulative	I have monthly, quarterly, yearly objectives.	IT'S THIS AND THAT We hit our quarterly target for production, with zero customer quality concerns, and within budget.
3	Director	1 year to 2 years	The output of a function or special projects	Serial	I have projects that I evaluate and move-forward to meet output goals.	IT DEPENDS My boss wants us to prepare for accelerated growth next year. If we will grow 40%, then we'll need to find ways to increase current capacity while possibly outsourcing some production. And if one of our suppliers cannot keep pace, we'll need to qualify another provider.
4	VP/President, GM, C Suite	2 years to 5 years	The output of multiple unrelated functions	Parallel	I figure out how to effectively grow and maintain the business.	IT DEPENDS ON THE FINAL OUTCOME The manufacturing group is improving efficiency and quality so that the sales team can target new niche sectors while the marketing team prepares a new pricing structure, and those improvements will grow revenue 40% within 3 years.
5	CEO, President	5 years to 10 years	Overall strategy and total P&L for a business unit	Declarative	I decide.	IT IS Because of recent tax legislation and import restrictions, I will diversify product mix in multiple channels.

\*Any title can be moved up or down to any other level, especially in organizations with fewer than 5 levels. For example:

In a 4-level organization, the leader would be accountable for the level 4 work and might be called something like CEO or President. Then level 3 might be called GM, VP, or Chief with level 2 probably a mix of Directors and Managers.

In another example

There might be two Customer Service Managers, one in charge of the team on first shift and the other in charge of second shift. But the manager of first shift also has some extra accountability around the office with an Admin Assistant and Janitor. That manager is performing more like a Director than the other manager and is most likely capable of even more level 3 work

We're here if there's anything we can do to help

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