

# Levels of Work Framework

Problem type	Level	Role type*	Temporal horizon	Spatial horizon	Cognitive power	% of adult population	Success style	Growth challenge
<b>Complex</b>	VIII	Multinational CEO and Company Director	20-50 years	Global	Greater	1%	A patient leader engaged in transdisciplinary learning, building deep capabilities and sustainable progress	
	VII	Corporation CEO Departmental Secretary	10-20 years	National	Broad knowledge, process expertise, gaining meaning and power by sharing it with others	6%	An egalitarian, purpose-led leader developing the organisation as a system open to flexible strategies that meld with structures	Tendency to lead intuitively drawing on many data points. Must learn to sense through complexity, subtly but surgically targeting effort, with patience.
	VI	Business Unit GM Deputy Secretary / Executive Level 2	5-10 years			11%	A culturally attuned leader for whom strategy is an orientation not a plan and success is subjective	May struggle to be decisive when required. Must lead from behind, disassociate results from self-worth, and embrace mistakes as pivotal to progress.
<b>Complicated</b>	V	Operations Unit GM Executive Director / Executive Level 1	2-5 years	Regional	Domain knowledge, content expertise, living up to expectations of others for meaning, self-worth and security	23%	An agenda-driven, cross-disciplinary leader motivated by independence and reward, with a desire to innovate	Tendency to be the inspiring 'hero leader'. Must learn to recognise different views of success and share recognition to progress.
	IV	Functional Manager Director / APS6	2-5 years			25%	An enterprising leader that follows reason and strategy to achieve optimum results and corresponding rewards	Tendency to over-control people and initiatives for which they are responsible. Must learn to rise above daily concerns and achieve through others to progress.
	III	Team Manager Program Manager APS 4-5	1-2 years			16%	A logical and deliberate leader with functional expertise, operating in line with a formal chain of command	Tendency to allow self-worth and performance to be judged by others. Must overcome a fear of rejection to progress.
	II	Technical Specialist APS 2-3	3-12 months	11%	A steward of knowledge and processes, bringing clarity and reliability to a delivery task in line with best practice	Tendency to reduce problems/fears to component parts to be eliminated. Must overcome a fear of vulnerability to achieve progress.		
<b>Simple</b>	I	Operator, clerk or field technician APS 1-2	1-3 months	Local	Lesser	7%	An operationally focused team player that implements well-established procedures to deliver a predictable output	Tendency to play 'not to lose' and to 'get back to normal' when problems arise. Must overcome a fear of failure to progress.

Framework builds on substantial bodies of work by Elliot Jaques, Ken Wilber, Robert Kegan and Lisa Laskow Lahey amongst others.

\* Role type includes private and public sector roles, with reference to Australian Public Service (APS) employee grades.