

## **TRAINING IN DETERMINING AN INDIVIDUAL'S LEVEL OF CAPABILITY**

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One of the most important and challenging accountabilities faced by a manager is to match employees to roles. In this accountability, matching the level of employee capability to the level of work in the role is the most important part. We are offering training in this topic for managers, organization design consultants, recruiters, organization/industrial psychologists and human resources consultants. The training helps participants in three ways:

- Those involved directly in recruiting learn a technique to screen candidates for roles for their level of capability.
- Consultants and managers build their ability to make a quick, rough assessment of the level of capability of anyone they work with, whether inside their own organization, a client, a supplier or a candidate.
- Participants develop an in-depth understanding of level of capability, a key dimension of human capability, and this proves useful in many aspects of their own work, e.g. in making decisions about who to bring into a project and how to bring them in; in diagnosing problems where the root cause appears to be personality but is actually level of capability; even in determining the right market for a service.

The training is grounded in two of the most powerful concepts in Requisite Organization: stratum and cognitive capacity<sup>1</sup>. A stratum is a natural layer of roles in an organization.<sup>2</sup> Cognitive capacity is one's raw capability to make complex judgments. Good selection requires that an employee's cognitive capacity match the stratum of the role they are placed in. Cognitive capacity predicts the highest level within an organization that an individual can currently work in, so it is useful whether or not the organization uses Requisite Organization as the basis for its structure and management. Once managers have experience with the concept of stratum, they are able to judge the cognitive capacity of an employee they manage. The challenge is in determining the cognitive capacity of a candidate coming from the outside. This course trains participants in how to do this, and in the process deepens participants' understanding of human capability.

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<sup>1</sup> Cognitive capacity is also referred to as mental complexity, complexity of information processing, problem solving capability, or raw talent.

<sup>2</sup> Organizations typically function best when each employee has a manager one stratum above them. When employee and manager are capable at the same stratum, the employee typically feels micromanaged. When the manager is two or more strata above the employee, the manager may become impatient with the employee who may have difficulty understanding the manager.

The training was designed by Glenn Mehlretter, President of PeopleFit in Raleigh, North Carolina and is delivered by Glenn assisted by me. The training itself is three days of lecture, practice and group discussion and entails homework after each of the first two days. The pre-work is to conduct a brief interview with two individuals; we will coach you ahead of time on how to conduct the interviews and you will code them in the course, using techniques you will learn, to assess the level of capability of the people you interviewed. (Most participants have no trouble finding friends, relatives or colleagues who want to be interviewed. If needed, we can supply you with interviewees.)

We are presenting Glenn's training, Interview Techniques for Assessing Raw Talent, on October 21, 22, 24 (Friday, Saturday, Monday) for those who work with individuals up to Stratum VII<sup>3</sup> or who need to distinguish candidates capable up to Stratum VII. The course is designed for participants capable at least at Stratum IV; I would be pleased to help anyone who has questions about whether the course would be appropriate for them. Experience in using Requisite Organization as a manager or consultant is very helpful but not necessary. Arrangements can be made before the course begins for those who need some briefing on the theory to gain the most benefit from the training.

The course is being offered in Toronto at C\$2,000 + GST, significantly below its usual price in the States. (At an additional price, Glenn also offers certification in ability to rate interviewees' level of capability.) The course is limited to ten people to ensure sufficient personal attention. As soon as I have ten, I will close off registration. I'll get back to you with specific times of day and location.

If you are interested, please answer the following questions and return them to me either by email ([herb@tfmc.ca](mailto:herb@tfmc.ca)) or by fax (416-972-1354). Please call me at 416-324-9240 if you have any questions about the course.

1. Name: \_\_\_\_\_
2. Organization: \_\_\_\_\_
3. Position: \_\_\_\_\_
4. Office phone: \_\_\_\_\_
5. Cell phone: \_\_\_\_\_
6. Email address: \_\_\_\_\_
7. Signing up for this training \_\_\_\_\_
8. Cannot make this training, but tell me when there will be another program \_\_\_\_\_

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<sup>3</sup> Major Canadian companies such as the top banks are Stratum VII organizations.