

ACCOUNTABILITY LEVELS

Below is the optimal number of management/hierarchical levels in a large organisation.

Management Level	Example Role	Accountability	Time Horizon
6	Global CEO	To deliver value through developing the configuration of the global portfolio of businesses and assets	7-10 years
5	Group Managing Director, EMEA	To deliver the annual and strategic plans through integrating a network or group of separate (level 5) companies and developing the 'opportunity space', e.g. market entry or withdrawal	Up to 7 years
4	Managing Director, UK	To deliver the annual and strategic plans for a standalone business in the specific 'opportunity space'* through optimising the allocation of resources and through targeted innovations	Up to 5 years
3	Manufacturing Director, UK	To establish, maintain and develop the infrastructures in order to deliver the annual and strategic plans	Up to 3 years
2	Factory Manager	To develop the capability of current processes and infrastructures through integrating different functional activities	Up to 2 years
1	First Line Manager	To ensure task delivery through a team of level 1 workers by 'flexing' the work schedules	Schedule horizon of no more than 12 months
0	Production Worker	To deliver products or services to the prescribed specification	Task cycle of no more than 3 months