



The Cognitive Engine measured throughout: Powered by the Stratified Systems Theory (SST)

At The Psychometrics Studio, we do not view "intelligence" as a single, static number. Instead, we view human capability through the lens of Stratified Systems Theory (SST), developed by Elliott Jaques. SST provides a framework for understanding that work is not just "harder" or "easier" at different levels—it is fundamentally different in nature.

The Studio Advantage: By using SST as our ruler, we avoid the Peter Principle. We ensure you do not promote a fantastic Level II Diagnostic Problem Solver into a Level IV Strategic Integration role where they will fail—not because they aren't smart, but because their cognitive horizon is mismatched with the role's complexity.

The Core Concept: The Ladder of Complexity

SST organizes work into distinct layers (strata) of increasing complexity. As you move up the levels, the work changes from dealing with the concrete and immediate to the abstract and long-term. Both the CPP and COPAS are designed to measure a candidate's cognitive "comfort zone" against these specific levels.

The Metric: Time Span of Discretion

The primary way SST differentiates levels of work is through the Time Horizon:

- **Operational Roles:** Feedback is immediate. You know if you succeeded or failed within days or weeks.
- **Strategic Roles:** Feedback is delayed. You may make a decision today (e.g., entering a new market) and not know if it was the right choice for 3–5 years.
- **The Assessment Goal:** The CPP and COPAS determine if a candidate has the mental bandwidth to carry the anxiety and ambiguity of those longer time horizons without becoming overwhelmed.

Levels explained:

SST Level	Organizational Role	Required Cognitive Focus	Time Horizon
Level I	Direct Worker / Operational	Procedural Thinking: Following established rules and troubleshooting immediate problems.	1 day - 3 months
Level II	Team Lead / Supervisory	Diagnostic Thinking: Analyzing deviations and optimizing established sequential workflows.	3 months - 1 year
Level III	Mid-Manager / Systems Analyst	Tactical Strategy: Analyzing and optimizing integrated systems, balancing conflicting priorities.	1 - 2 years
Level IV	Senior Manager / Functional Head	Parallel Processing: Developing complex strategies and resolving paradoxes across multiple systems.	2 - 5 years
Level V	Executive / Visionary	Pure Strategy: Creating new organizational paradigms and setting long-term market direction.	5 - 10 years