



## The Human Capacity Model

The Human Capacity Model gives insight into employee performance whether it's someone in your organization or YOU! It is a Quick Change Model.

"She gave 125% on that project!"

But an individual can only achieve 100% of the task assigned. Once 100% of the work is done; the work is completed. Clearly an individual can achieve less than 100 percent of the task at hand, but he cannot achieve greater than 100 percent. If work is bounded by 100% completion, then where does the concept of 125% come from?

The human capacity model deals with this phenomenon. All work is broken into two fundamental components: 1. task and 2. relationship (a human component). Given the two fundamental components, that task component is finite; the task component is complete when 100% of the activities that define the component have been completed.

The human component deals with the capacity to do work. The task component is dependent on variables that are defined by the work itself, the human capacity to complete the work deals with variables that are not restricted to the work definition and cannot be considered finite. The human capacity variables deal with skills, knowledge, desire, contribution, etc.

The human capacity model addresses human output at three levels. These levels are time, thoughts, and energy. First let us consider the time component. The time component is demonstrated by an individual who comes to work, completes his assigned task, and leaves, whether the work is done or not. The work yields a paycheck which is the means to satisfy or acquire some other need or goal object. In terms of productivity, at the time level, employees are probably about 50% productive.

The second level of contribution is the thoughts level. At the thoughts level individuals are actually interpreting processes and data. Some analysis takes place, and decisions are made about doing things differently and better. At this level there is some intrinsic motivation to contribute. At the thoughts level individuals are productive in the 75 to 85% range.

The final level of contribution is the energy level. This is a magic level where employees actually give the 125%. It is at this level that people risk getting a speeding ticket on the way to work because the work is so rewarding. At this level intrinsic motivation is very high. Contribution is very high; it is associated with the work and with other people doing the work.

Human capacity flows and increases along 3 key dimensions

Time: Present for work = Lowest performance dimension

Thoughts: Introduction of Ideas = Middle performance dimension

Energy: Passion = Highest performance dimension

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