

Last week's article received a lot of positive feedback. Some questions were also asked about what to do next. This article and subsequent articles will address the topic of application of the human capacity model. (Please note the human capacity model relates to several behavioral models. My treatment is coherent and simple for the purpose of brevity, which is one of the objectives of this newsletter.)

Summary from last week's article: Human capacity flows and increases along 3 key dimensions

Time: Present for work = Lowest performance dimension (50%)

Thoughts: Introduction of Ideas = Middle performance dimension (75-85%)

Energy: Passion = Highest performance dimension (125%)

Motivation: So where does the 125% come from? The good news is that we know what is; it is motivation. The bad news is: the choice to be motivated is generated internally! I can't motivate you to do anything, and you can't motivate me to do anything, unless we choose to take action. I can create an environment in which you will become motivated; but your motivation to do something is ultimately a personal choice. Many theories on motivation exist; however, in order to keep things simple, I use the big two.

Self-actualization: This concept comes from Abraham Maslow's hierarchy of needs. At the very top of the pyramid (hierarchy) is self-actualization. Self-actualization is based on the concept of a goal object. The goal object draws an individual to a future state in which they possess the object of focus. The goal object may have intrinsic value or symbolic value. In other words an individual may work and save in order to purchase an automobile as a preferred method of transportation. Or an individual may work and save in order to buy a new Pontiac Firebird. Both cars provide methods of transportation, but the Firebird is associated with a different symbolic value. In both cases, work provides resources to allow an individual to obtain her goal object.

Contribution: Maslow's hierarchy was incomplete. Another level exists beyond self-actualization; it is self transcendence. Peter Drucker, considered the father of modern management, began his groundbreaking work at General Motors in the late forties. Drucker believed that employees were more than cogs in a wheel whose main responsibility was to complete assigned tasks (Frederick Taylor, "Principles of Scientific Management," 1911). Drucker's assertion was that people are motivated by contribution. Drucker has continued to promote the importance of individual contribution. In his most recent works dealing with the knowledge organization of this century, he notes that individual contribution is still key, and job responsibilities, down to the lowest level, have to focus on contribution to company objectives.

Summary: The human capacity model defines the energy level as that level where individuals exhibit performance beyond 100%. The key to managing

individuals at this level deals with individual motivation. Motivation, however, only comes from within the individual. Two theories of motivation are offered. Maslow's hierarchy deals with individual motivation at the self-actualization level. Peter Drucker asserts that contribution motivates. (Note: further study of Maslow's hierarchy also requires investigation of Frederick Herzberg's hygiene factors.)

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