

Prabhakaran Paleri

Human Investment Management

Raise the Level by Capitalising Human

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To the dignity of individual human.

Preface

This was a difficult book to write. The reader is also expected to feel the twinge. But, someone has to crack it and let the humans get the honour they deserve. It took me almost a lifetime to learn and five years to write. I am not going to stop here. It is a warning. But, readers do not have to bother too much about an assault of the readership kind. I am pretty old, very old.

No, I didn't do schooling with Julius or jointly dated Cleo. I let her have him (no choice). He was much senior.

This is not a study about the different types of humans, but a study that emphasises a human will have different types of humans, including a protean human, in him or her and, therefore, managing a human can be better done by investing them as capital humans in an activity for maximum returns. Why? Read the book.

First, I must caution the readers that this is not a textbook, except for me. This book is meant for those who have read textbooks. Doesn't matter how long back it was.

Human management is not a new subject. It has been there since the beginning of it all. It has taken various shapes, turns and patterns, more so with the advent of the idea of management in its formal avatar in the 1990s. All through, making a human work for another was the ideated or believed concept, whereas, in reality, it was about supervising a person directly or indirectly in an activity assigned to him or her towards a desired result. No human works for another human; everyone performs activities gaining benefits to the identified human system. The performing human is within this system. Differentiation is only for explanation.

The idea of human management changed radically since the early days. Changes occur every moment driven by competition. But, the idea still remains in select and limited layers of the concept of human management stratified like fossils of different periods. Work in a job environment is one of the activities humans get engaged in at some period in life. Managing or supervising a person engaged in an assigned activity is also an activity performed by another human at a different level—managing people. Managing people for the overall social benefit under exclusive responsibility towards the society as a whole becomes governance in the modern parlance. There too management ideology and the concepts do not change. They get extended

competitively towards the society from the limited perspective of the organisation and ideated profit maximisation, though such responsibilities can be reversed towards profit and organisational sustainability. Behind all these are the capital humans with activity investment values. This book attempts to look into this idea.

The study about capital human takes a major diversion from the accepted and continuing path of human resource management, erstwhile personnel management, at least in principle for now. The idea of human management is examined from a different perspective without commenting on the existing path and procedures in relative terms. Every approach is good if it leads towards the end objective. The productivity that is attained at the end of a human activity is what counts ultimately, which is not exactly a statement of end justifies means. The intrinsic value of a human can be utilised for the final result by maximising it as the ends—the end result. The procedure for maximising contributes towards the means.

Here I am not causal for something new demolishing the old order, but indulging repeatedly in a self-effacing dialogue with the readers on managing human differently based on trials and experiences of many years while in my job environment and even out of it in the intermediary and external environments. Great scholars and other knowledge people of yore had postulated and espoused the identity of human beings in all kinds of environments, the work environment included. It continues today. This book is a minor add on to the findings of the great scholars of the past on the subject. Today the question of ‘Who am I?’ or ‘Who are we?’ doesn’t have much relevance. We know. We know that we are a unique form of life at least to the extent that we do not have to repeat such questions. Still the mysteries of life and death and shackles of life between them are intriguing to the humans, as if by default, as necessities for continuing life.

The book is not on philosophy. It is also not on the theory of the unknown or everything, but about knowledge factors that may throw some light to get a bit more out of an activity assigned to a human in the work environment. That is all about it. It is on human management, where an individual is not considered a resource, but someone who optimises resources for getting the desired results. In this process, I have no intention to demolish the present order. The intention is to ideate a deviation which could also be an inclusion in dealing with humans in a work environment, whatever the nature of the activity may be.

It is already mentioned that this was not conceived as a textbook. There are no case studies for students to practise. But, progressively, it turns out to be a reading supplement to those who manage humans. That means everybody, not just designated human resource managers. This is written with the expectation that it will help all those who are interested in the subject of managing human and the human system. This is to apprise them about the individual human and his or her transformations with respect to time. More than that, I am optimistic of receiving contributions and comments from the learned readers on the subject. It will help me to learn further. The subject will always remain too fragile for the simple reason that it is a human who has to manage a human, a very complex masterpiece of life. This is only an attempt, thereby incomplete as a final text. There are no shattering formulations

or conclusions. The author expects the reader to read, pause, ignite the mind, continue and contribute.

This is knowledge management about human management. The book may give a feeling that it is about different human beings each projecting a different typography. It is not so. It is about every human being with a combination of exhibited characteristics based on situation and time. There could be more such characterisations. Learned readers and human management experts may observe them and contribute towards the study of human investment management by capitalising human.

Each chapter advocates select topics that could also be read as a single topic in the process of capitalising human for better returns. This will enhance knowledge.

This book explores sapiens for a different purpose—to get the maximum return out of their work as capital humans. The exploration is not by excavation under the terra firma or by experimentation in the realms of human mind. The book takes umbrage under the findings of the experts who have gone ‘deeper’ into it. The credit goes to their findings that became useful to this study. The chapters are arranged according to the attributes that are contributory to capitalising a human.

Chapter 1 opens up as an introduction to the human as a unique and dignified and, at the same time, a simple and fragile life form. The advocacy is for rethinking the human context in the activity environment. The perspective is different. Humans remain as perceived by themselves and others ‘like them’ in every respect. Rethinking provides a glaze to the thought process on humans that would be ideal for perceiving them as capital humans. The concept is different from human capital. Humans are one, yet different from each other.

The topic of Chap. 2 is about understanding humans from the standpoint of individual existence in spite of being different from one another. The existence goes through identical patterns differentiated by time. How simple is the complex creation called the humans! Can something be so complex, but delicate and plain at the same time? This aspect of humans is amplified in the work environment more than in any other activity. How can humans be treated as resources under such circumstances? The chapter explores it further leaving many a point for the scholars to reflect and contribute.

Humans, every one of them, are active from birth to death—beginning to end. There is activity even in inactivity. Active humans perform. It is this performance that human managers are interested in. It is not a new idea—the scriptures speak volumes of it in every human system. Yes, the activity of a living human is based on the mind–body combination. When it is lost in between, the human is dissociated with worthwhile activity—only to recoup and swing back in form as many situations show. Chapter 3 looks into the aspects of the active human and the outcomes in a productive manner. This is what human managers are interested to know. This model is also applicable when a human manages self to achieve more.

Chapter 4 is about the organised human. Humans, though individuals in their own selves, are actually social life forms. They group for a common cause. This aspect of humans, individuals in groups of existence, is a strange phenomenon. There is a lot hidden in this appreciation that can be extracted for the well-being of

a human system, whether a corporation or a nation or any other purposeful group formation.

In such a state, a human has no other choice, but to perform. And that is what they do exactly day after day, engaged in activities of different kinds. Chapter 5 takes a peep into it. What a human manager is interested in is the productive return from an activity of the performing human—the best performance.

Chapter 6 deals with the idea of capital human—the main theme on which this book is based. The previous chapters serve as behavioural curtain raisers. The key factor here is to drive home the fact that capital human is not the much reverberating ‘human capital’. It may take time to appreciate it. Human capital is a conditioned usage in management. Capital human doesn’t replace the term, because it is simply different in application and usage. Human capital is still valid. Considering capital humans in productive investment is a singular approach in human investment management. Treating humans as capital humans is important for investment in an activity for which he or she is competent or can be made competent and continuously upgraded in value.

Chapter 7 streams into the idea of guiding humans like smart weapons to the select objective in an activity. This chapter underlines that a person can be guided towards achieving the maximum. Beginning with the recruitment to the end of the activity profile, a human goes through various forms of guidance including self-guidance. These guidance paths are of ultimate importance in human investment management.

Another important facet is the randomness that humans exhibit in their productive behaviour. This is mentioned in Chap. 8. The randomness in different forms will impact on the performance. Often the behaviour will not be predictable. Even then, the people can be guided one by one towards the task in any organisation. Yes, one by one is an important statement here.

Chapter 9 is the final chapter in this study that will continue. This book is only the beginning. Therefore, Chap. 9 does not become the concluding chapter on the subject of human investment management. It is from here further studies on the subject should begin in the work environment or, rather, the activity environment of any kind in the life span of an individual human. This could be done by everyone who manages people and also observes them in an activity environment. The best subject will be the individual himself or herself.

There are reiterations and repetitions in various pages. These are intended to drive home the facts to reinforce the ideas behind the topic. The characteristics of human nature explained in these chapters do not follow any regimented order. They simply depict the human design at appropriate times, which can be interesting for human managers to come to terms with. The manager is also a human. In an interaction, the manager and the person or group of persons whom he or she manages may not be in the same personality configuration. This can impact on the performance if the manager thinks the mindsets are identical at the time of engagement. This is more emphatic in crisis situations and emergencies. People can be in different frames of mind or stages of personality at differing levels. This can induce conflict. Understanding such differences is important in managing humans for maximum productivity.

The quotation before the commencement of each chapter is my own. They are intended to serve as prologues to kindle the expectations of the readers about the respective chapters in a summary mode. There is also summation at the end of each chapter. It is not the outright summary of the chapter. The summation may also include certain aspects of the topic that are not mentioned earlier in the chapter. The intention, again, is reinforcement of the contents in the minds of the readers by tail end addition.

An interesting aspect of human investment management is that it can be tested in every interaction including intrapersonal interaction. This aspect and the implementation of human investment management need further study, though I have experimented with the subject all along my career.

It was truly gratifying.

Prabhakaran Paleri

Acknowledgements

This study is about humans from a varied perspective. It is the outcome of ‘human-watching’¹ for long. Though I am not a psychologist (my knowledge base in the educational and career life stream is on science, technology and management), a simple news vendor indirectly ignited my interest in human behaviour 59 years back. That was when I visited his small but impressive news stand in front of a movie theatre in the town of Calicut (local name: Kozhikode) in Kerala, India, during my lunch break at school. I was in the eighth class.

Among the many magazines on display, one particularly attracted my attention. It was a black and white British magazine: *Psychology and Successful Living*. He allowed me to browse through it, though I was a school kid. I knew he was observing me. I was curious to buy, though the subject was too heavy. But, he politely refused saying the copy was meant for a leading psychiatrist in town. But, he assured he would order one more copy from the coming month onwards if I was interested. Yes, I was. He was a bit surprised. But then on, till I left the town to join the navy 9 years later, he not only got me copies but even queried whether I read them.

I don’t know his name. I don’t know whether he is alive. His shop is no more there. All I know is that he had the kindest face I had ever seen on a man. It was prophetic.

Everything in my career life thereafter was interactive with people. It will be so with all. But I looked at humans differently, thanks to the news vendor in Calicut (Kozhikode), whose name I do not know. He changed a kid.

I owe this book to him.

I learned from people like him. Today I learn from people, who are much younger than me; most of them are my students. They teach me.

It is time I must trick myself out of this soliloquy. There are many who kindled the interest in human management in me—my family, teachers, friends, colleagues, superiors, subordinates... The list is long. I can’t name them all individually.

¹ Borrowed from Desmond Morris’s *Manwatching*.

Finally, let me convey my deep gratitude to the friendly Springer people in Singapore—Jayanthie Krishnan, publishing editor; Vishal Daryanomel, editorial assistant; and Ameena Jaafar, editorial assistant. They are capital humans in the making.

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Abbreviations

ADS	Anger, depression, stress
BC	Before Christ
BGS	Business–government–society
CBM	Corporate business mandate
CEM	Corporate environmental mandate
CER	Corporate environmental responsibility, corporate educational responsibility
CIA	Central Intelligence Agency
C ⁴ I ² SR	Command, control, communications, computers, intelligence, information, surveillance and reconnaissance
CPD	Continuous Professional Development
CS	Conceptual skill
CSM	Corporate social mandate
CSR	Corporate social responsibility
DALE	Disability-adjusted life expectancy
DtA	Denial to acceptance
EHW	Extreme harm’s way
FIR	First information report
fMRI	Functional magnetic resonance imaging
GDP	Gross domestic product
GNP	Gross national product
GS	Governance skill
HIM	Human investment management
HRD	Human resource development
HRM	Human resource management
IO	Individual output
I-O	Industrial and organisational
LS	Leadership skill
MAD	Mutually assured destruction
MBA	Master of business administration
MOHO	Model of human occupation

MS	Managerial skill
NCR	National Cash Register
NAV	Net asset value
NIV	Net investment value
OD	Organisational development
OECD	Organisation for Economic Co-operation and Development
ORD	Occupational rejuvenation and development
OT	Occupational therapy
PCS	Potentials, conditions and skills
PMP	Performance management process
SABPP	South African Board for People Practices
SBC	Stress bearing capacity
SDI	Self-destructive intelligence
SHRM	Strategic human resource management
SPC	Statistical process control
SQC	Statistical quality control
SWOT	Strengths, weaknesses, opportunities and threats
TO	Team output
TQM	Total quality management
TRU	Threat–risk–uncertainty
TS	Technical skill
UFO	Unidentified flying object
UNDESA	United Nations Department of Economic and Social Affairs
WHO	World Health Organisation

Chapter 1

Rethinking Humans in Management Perspective

Every human was, is and will be different from another.

Abstract The title and the quote of this introductory chapter imply a shift from the customary approach to appreciating humans in productive environments. The objective is to open the topic of human investment management in place of human resource management to managers that apparently everybody is, at one time or another, for serious examination and further research. The study will demand quick appreciation of the human mindscape and analysis of the outcomes coupled with its complexity. Human processes are genuinely complex. Management (see glossary), which also includes governance (see glossary) in its modern outlook, is a human process. This chapter explains the two concepts. In this effort, it is important to appreciate that every human is different at any given time not only from others but also from itself (the pronoun ‘it’ (neuter) is used to substitute the noun human solely to avoid a gender-biased expression ‘he’ or usage of the term ‘he or she’. This is just to invite the attention of the reader on the need for unbiased gender equality and respect. In the subsequent usages, the neuter gender pronoun in English language is replaced with gender equal term ‘he or she’ (alphabetically) while explaining personal nouns. This is also to highlight the need for a single pronoun for human in English language for gender equality. Presently in communicative expressions, the terms *ze*, *hir*, *zir*, etc. are used at random as the pronouns for humans to avoid gender-specific expressions. (This study refrains from introducing any new pronouns). Within the deductive opinions on human activity output, many of them captiously prejudiced, this study is an attempt to explore an alternate management style by prospecting humans in an organisation differently. This calls for rethinking the entire process of human management. The intention is to drop a hint for posterity in human management. The chapters are designed for independent reading and continuous research, along with others, by those who are interested in human systems and productive activities. This chapter highlights the productive environment and the need for rethinking the humans actively engaged in it.

Keywords Human • Productivity • Management • Governance • Human prospecting • Natural capital

1.1 Introduction

First the caveat—there is no intent in this exposition to question the scholarly studies on humans so far. The mandate for the chosen approach derives from the urge to explore yet another course in the activity algorithm¹ of humans in productive performance. Universally, productivity² is a human activity outcome under any situation. The output may be expressed as good or bad, ethical or unethical, relative or absolute, conditional or unconditional, now or then... The list is long. The key factors in this attempt are the nature of humans and the concept of organisational management. Both are dynamic factors. They alter in perpetuity while cohesively bonded together. They need to be balanced and aligned with each other for productivity objectives. It is not easy. Organisational studies often talk about aligning human needs with organisational goals. This approach is a kind of corporate fairy tale. Like any fairy tale, this too has never happened. It is unfeasible. It is not similar to bringing together or aligning the pointers of an analogue chronometer.

Simply put, the challenges imposed by evolutionary changes in managing human activity for productivity maximisation demand a restructured outlook, as conventional human resource management (HRM) gets pinned down by various essentials that are needed to be satisfied to discover the definite and finite path to effective productivity. Productivity is the crux of economy. This study sifts through human activity in search of constructive productivity and its maximisation. This could be called human prospecting³ (author), which is also an activity. It is more complex than gold prospecting of yesteryears. One of the reasons is that it doesn't stop at the identification stage. It is the core issue of human (investment) management in the advocated echelon of the future. It can be achieved only through people by recognising their capacity to be productive in an identified activity. They need to be managed for maximising the productive return in an activity. Managing people is an all-time chase around the workplace. For many cocooned in the organisational environment, the chase is a daily chore. It can be hard and breathless; it can end up in a grind at the end of the day. More so, when it surges out of organisations to the entire arena of human activity where decisive manifestation of the constructive outcome in human productivity is mandated. It is something big, easy to preach but difficult to practise, at least for now.

This study begins with the impudent presumption that HRM, in the present context, is becoming passé. It is about time for a new find. That is the only course correction being attempted in this study. The rest about humans is untouched though references are made for responsive reception and continuity of the subject. There

¹A term borrowed by the author from mathematics with an intention to apply for human studies in productivity for finiteness, definiteness and effectiveness. Algorithm means step-by-step problem-solving procedure. The steps are finite. They carry the input towards the output finitely leading to definiteness and effectiveness. The expression means the study of human activity towards productivity as a consequence of action can be algorithmic. This is an expression, not a find.

²See glossary.

³See glossary.

are many authorial limitations in inscribing humans. The attempted course correction itself can trigger a streaming avalanche of arguments interspersed with absolute scepticism to sanguine hope in human affairs. Notwithstanding, the objective is to pursue the attempt.

1.2 Principle of Humanity and the Human

The whole process has a take on many oft talked about topics in human affairs. One of them, quite ancient, is the principle of humanity. The principle of humanity is not an aberration in expression, but a kind of construct of human system that is desirably accepted and changed by mediation and debates for the better. But the change is extremely slow. Human activity is the core issue of human principle (and many others dealing with human affairs). Human principle gathers ethical dimensions as human systems advance in time. The ethical dimension, in turn, articulates the changes needed periodically within the respective human system. In response to this feedback, the individual human adopts the expected personality to suit the principle of humanity leading to varied outcomes. In management, the progression of corporate social responsibility (CSR) as part of modern corporate governance is one such outcome (mentioned briefly further in the chapter).

Examining the philosophical and management principle of humanity may help to understand human vacillations in the activity environment. The principle of humanity states that when interpreting another speaker, one must assume that his or her beliefs and desires are connected to each other and to reality, in some way, and attribute to him or her ‘the propositional attitudes one supposes one would have oneself in those circumstances (Grandy 1973)’. This is one of the modern expressions. Emmanuel Kant (1724–1804) in the eighteenth century philosophical canons advocated that the principle of humanity was about treating people as an end (with respect to what he or she deserves) and not as mere means (to achieve one’s goals). ‘End’ is intrinsic whereas ‘means’ follow instrumental values. According to Kant, ‘It is not human beings *per se* but the “humanity” in human beings that we must treat as an end in itself’. There are questions. How to get a particular work done through people if this principle is followed?⁴ Will there be a violation of principle of humanity in the attempt to increase the output from people to meet competitive goals of an organisation? The human rights arguments today can raise a question here. Those who oppose human rights activism as a dull point in productivity could be made aware that productivity can be raised within the principles of individual and group rights. The approach could be different. Kant’s take on the principle is that humanity is any human who is rational and autonomous. There are traces of

⁴In the olden days, slaves were made to work under lashing whips and poking spears. The principle approach was heightened threatening to maximise productive returns. According to Acemoglu and Wolitzky (2011), labour coercion was the principal approach in a productive human system throughout history. The process they call ‘the economics of labour coercion’ is still persistent.

human rights visible here. For the uninitiated, human rights could be traced back to 539 B.C. to Cyrus the Great.⁵ Kant lived much later. Looking at people through the principle of humanity can be difficult when the term cannot definitely prescribe an approach method to steer a specific human activity finitely towards the end result of desired effectiveness not only for those who manage humans but also the individuals themselves engaged in an activity. This is basically based on the assumptions in defining the principle or with specific regard to the genuine existence of any such principle.

To delve deeper, it is necessary to understand the human to get the work done through him or her in a definite and finite manner. It is a difficult task. Here lies the ultimate catch: 'To get a work done effectively through an individual, one has to know him or her; one can never get to know an individual completely at any given time'. Now, what? Conventional HRM is trapped in this catch. This has to be broken if maximum productivity has to be assured in a human activity. There can be questions. How does one define a human in the work environment? Is he or she a resource? Are all humans identical in a standard measure as agents of productive action, or is one different from another? If so, how can they be brought under one standard periphery for the purpose of managing them as is done under the present system of human resource management? Such questions get iterated continually.

A human today, as is known to all, is an individual human being, a person, period. Don't ask more; don't tell more. Stretching it further may invite infinite errors. But, still one has to define the core object of study. Proceeding along this line, the term human is used to mention people, meaning population. An individual becomes one of 'the people' in the collective set of populace of a particular area. The term also denotes the mass of persons without any specific distinction or privileges. In a closer and formal usage, 'people' in the modern context means a body of persons living in the same country collectively under a national government with sovereign benefaction. The term 'peoples' is also used to depict a body of persons sharing something in common—religion, culture, language or inherited conditions and traditions of life.⁶ 'A people' denotes human members of a particular way of life. But, these explanations and clarifications may not swab the frost over the word and expose it with better sheen. In management and governance, human beings are to be handled with clarity of perception. The handler as well as the handled needs such discernment. Both are humans. Hence, the word 'people' needs to be limited in usage when examining and appreciating the activities of human beings. Human resource management, a takeoff from the erstwhile personnel management, introduced the word human in the approach to productivity with a difference—as a resource. What next?

⁵The clay cylinders of Cyrus the Great, the first king of Persia, have them inscribed in the now-extinct Akkadian language (Mesopotamia) in the cuneiform script. The inscription is considered to be the beginning of recognition of human rights.

⁶This is the dictionary meaning. According to the author, religion succeeds culture. Rather, culture is older to religion though both are inseparable in today's world (Paleri 2008).

1.3 Clarity of Perception

The most suitable term that offers clarity of perception to human being for this study is 'human'. Human beings in a group are expressed as humans. The individual human and the group have different behavioural patterns under a given situation. Individual behaviour is far different from group behaviour and the behaviour of the individual in the group. That means humans behave in three distinct modes—(1) an individual all by self, (2) collective (individual as part of a group and individual as self in a group but remaining a part of the group) and (3) the myriad combination of the two which is difficult to understand or appreciate. All the three behaviours are visible in every human system. Let us take a biomodel⁷ of a limited time activity that will last, at the minimum, for 120 min—a frenzied soccer (football) match between two national teams. Around 82,000 fans are in attendance. Each one of them has a mind differently focused on the match. A man is animatedly chewing on his nail, and a woman is sitting distraught with her country's flag wrapped on her shoulder. The latter is on the verge of breaking down. Her team is going down. It is time for the final whistle. Moments back every spectator inside the stadium had synchronised precisely to the rhythm of the Mexican wave originated elsewhere in the stadium without prior prompting, training or rehearsal. They were all one in that melee. Every one of them in the stadium united in the Mexican wave. Momentarily they shelved their differences as opposing fans. The scenario changes when a fan stabs another from the rival team in a group clash in the aftermath of the game. There was no premeditation. The conundrum of human differential activities occupies the time of the entire biomodel. The players are not excluded. They too behave in various combinations of behaviour modes on and after the game. All the three behaviours are clear and present to an observer in any given human interaction under random explication. People behave differently but not strangely in a human system in one of the three roles at any given moment. That makes the human systems vivacious with activities. There is no strange behaviour in any human system. All, however strange they may look, are programmed or triggered based in the inherent behavioural principles.

An organisation in a business sense is a human system. There are people in it. How does one want them to behave towards the organisation's objectives? How does the manager streamline the desired action? The theory says the organisational needs should be aligned with the individual needs of the members. The HR managers say that the members of an organisation should behave to meet the organisational needs. They have their arguments. But, which individual? Not only every individual in a human system is different from each other, there are also at least

⁷Biomodelling is the author's expression for studying an available activity model for decision-making in a larger performance scenario identical or nearly identical to the observed model (Paleri 2008). It is a small living human system specially identified as a socio-mathematical model to simulate or study to understand the behaviour of a macro human system of identical nature. It is not similar to biomodels used in biological system research where it means the mathematical modelling of biological reactions.

three individuals in one in relative appreciation of the activity. Each one has a different 'three' for the same situation. Is there any complexity here? No, sir, there can't be. Still, let us look deeper even though some could be humanity's most guarded secrets or extremely precautions revelations in evolution. We won't open the bag and have a look; it is not necessary.

The aspects of human behaviour are studied under the subject of behavioural science. The subject deals with the process of organic behaviour. According to one of the definitions, 'behavioural science is the systematic analysis and investigation of human and animal behaviour through controlled and naturalistic observation, and disciplined scientific experimentation attempting to accomplish legitimate, objective conclusions through rigorous formulations and observation' (Klemke et al. 1980).⁸ The subject is still evolving with more and more faculties attached to it. Sometimes, they are collectively known as behavioural sciences that include psychology, neuroscience, social neuroscience, organisational behaviour, cognitive science and so on.

Are humans 'mere' animals? According to science, the living things are classified into animals and plants. Humans are not plants; we are sure. Hence, they should be animals. But hold on; does it matter in this study? Yes, it does. One of the reasons is that the definition of human behaviour quoted above makes a paradoxical statement: *human and animal*. It makes humans different from animals. But it can't be that way because animals and humans are products of 'evolution'. Humans still carry many animal appendages in their anatomy. It means something that did not happen 'just like that'. There wasn't any case of an alien craft from outer space crashing down (pilot error?) on the lawns of the White House or any lesser lawns yet. It simply is not possible. It is more difficult to say humans are born out of nothing on the first day. Something is amiss somewhere.

The critical factor is that the study on maximising returns in a human productive environment by investing them in identified activities can take an entirely divergent path if this question is not answered exactly. There is no room for assumptions, approximations or 'let-us-take-this-road-and-ask-somebody-for-guidance-on-the-way' attitude. The course will give only 50 per cent chance to get it right. There is an interesting fact. It is about the famous portrayal of the 'ascent of man'. There are findings that point out to a serious error in the depiction. They indicate things did not happen that way. Evolution was not simply linear with a stop at different times producing a new form in a flash like the mobile phones of the day. From the knuckle-dragging monkey to the modern human playing in a virtual world, evolution did not play musical chair, with a new chair to look for, at definite intervals. Things happened in a colloidal mix (Is this term ok?) with one knocking another of a different kind in some sort of Brownian movement to create a new life in form and shape. This statement is for the human resource managers of the day. Scientists, theologians or anybody more inquisitive and probing may look elsewhere for an answer. Managing the modern human if 'it' is not an animal is different from managing 'it'

⁸ Klemke, E. D., Hollinger, R., and Kline, A. D., Introduction to the book *Introductory Readings in the Philosophy of Science*, New York, Prometheus Books, 1980. p 11–12

as an evolved animal which ‘it’ is not after being evolved. Frankly, this is getting complex. We need a simpler approach that suits managing humans by a method that would work and remain adaptable as and when the ‘entity’ evolves. Perhaps it could be better to consider modern humans and further evolving humans as not animals but simple foot-dragging sapiens with strong knuckles (Harari 2011). Anthropologist and scholar Yuval Noah Harari doesn’t stop at sapiens. This is for the moment. There are also warnings that humans are evolving into homo devos—human gods! This finding came, again, from Harari (2014). He feels the sapiens are edging out to become gods by themselves with extraordinary powers—*homo devos*. The author however consigns the argument to the individual occupant of the singular worm train of a unitary human civilisation where every individual is humanly evolving remaining at different stages within the boundaries of a unitary civilisation (Paleri 2008).⁹ It is true that the dilemma still persists. Let us look on.

Humans are not animals of any kind according to the interpretation of the definition of behavioural science. They are different species altogether. This can be taken as the central fact for this study. The oft-used expression, ‘humans and other animals’, becomes strictly gratuitous for the study on productivity though some of the domesticated animals can also be used for productive work.¹⁰ No, this is not an argument to say that humans are closer to domesticated animals. We need to look at another argument: All the studies in human behaviour are conducted by human beings, hence susceptible to inherent human prejudice. Inherent human prejudice is the curse of human resource management. It mutates from recruitment through appraisal to postretirement and succession in the activity profile of a human employee. This bias may reduce to a much lower level when a human seriously conducts studies to understand the behavioural patterns of other living things. The bias can enlarge in a study on humans by humans based on various faiths and belief systems. It means a psychoanalyst, who is not shrunk to zero bias, cannot be considered compatible in the subject-self relationship in totality at the time of carrying out an analysis. This argument is applicable to all humans who handle humans in an interactive profile. There can be mistaken judgments and conclusions, a lot of them. There are many such howlers of misrepresentation in employee performance appraisal itself. There is no single known method of appraisal that fits all. Human resource managers are still experimenting with the appraisal system. Judging and passing opinion on a human is a precarious activity like an ailing surgeon operating

⁹The idea of worm train is used by the author in national security studies to explain human civilisation as unitary, where humans dynamically evolve from one stage to another in their mental process in a single system. Therefore, the clashes are not between civilisations, but within civilisations (see reference and glossary).

¹⁰This statement can be flawed in the total outlook of human beings whose origin started with the origin of life forms on Earth. A human, however modern he or she may be, still carries many primate behaviours and brought forward survival instincts of genomic evolution. For example, humans are not the only species that kill for not eating; there are many. A caracal can kill birds just for the fun of jumping at them (about three metres or so). Many flight commanders at airports prefer caracals to kill birds in the grass patches around the airport to preempt bird hit at the crucial moment of takeoff and landing.

on a patient with shaky hands. In every walk of life, humans relieve themselves engaging in misappraisals of another most of the time.

Humans are domestically oriented. Their activities are based on the needs arising from their domestic orientation and social necessities. It is not different at work. Humans are not supposed to be wild or feral like a caracal or a hyena. They are a scared lot. They are emotional and social. They carry sentiments after every interaction with another. They are not comfortable unless socially bred. They need recognition for their acts. Many acts are performed by the humans only for identity. Humans self-acknowledge their acts, whatever such acts may be. Psychologists call it rationalisation. It is an emotional need. Self-acknowledgement is necessary for self-domestication. Humans are also capable of domesticating compatible life forms, non-life forms or a combination of life and non-life forms for their static survival.¹¹ This ability, to tame and control certain life and non-life forms, is improving gradually. Expert humans are already attempting genetic modification of life forms by knowledge acquisition and are on the verge of serious breakthrough in robotics only to enter the next realm of cyborgs (Harari 2015). The constraints in the attempts of 'domestication' of life by genomic or biomic expeditions or cyber designs are not knowledge boundaries, but acceptance barriers of future society. Domestication is also a static model. The earlier statement that humans are static comes out of their urge to domesticate themselves and other life forms and stay put where they are. Another exacting aspect is that people have to move dynamically in the static mould of the society for meeting assured survival requirements. This behaviour can be seen in the arrested civilisations (Toynbee 1978).¹² They crave to revisit their static abode at times. They move around as a factor of production eschewing their static mantle. The dynamic movement to engage in activity can be extremely short to perennially distant from the static abode. Activity is a survival requirement. Once they are on course to inactivity, their survival countdown becomes explicit. It also creates the survival dilemma bouncing between static inactivity and dynamic activity which makes the humans to pursue the latter as long as they are capable. In all these operatives, an interesting phenomenon is the demand on humans to make humans act in their respective roles in the process of managing the concerned organic system, otherwise known as the organisation. Many modes and modi operandi were in practice since humans had to get an activity performed through another as a survival requirement under extreme competition. The scene in the actual life of human beings is no different from the biomodel one can witness in a flood-hit area

¹¹This is a very special statement. This study considers the ability of human intent to seek help from life, non-life and combination forms originates from their special capability to domesticate, which is one of the brain functions for survival. Domestication of life forms includes biogenetic modifications, whereas non-life and combination forms comprise robots and cyborgs (yet to come), respectively. Cyborgs are no more in the realm of fiction according to partially researched and unverified reports. What is interesting here is the idea that the ability to domesticate other '(life) forms' could be the underlying force behind them. This statement needs further research.

¹²Toynbee and other scholars believe in multiple civilisations, whereas the author considers all humans as part of a unitary civilisation (in the form of a worm train) with humans at different levels of development.

where people scramble trampling over each other while the aeroplanes drop food packets. No other life forms shriek so much for survival as us, the sapiens. It is getting knotty as time passes and the brain in the cranium evolves. Within these vacillations of thoughts and emotions, one has to make another to perform an activity to keep the presupposed and precocious human system sustainable.

This statement can be modified to affirm that steering a human to achieve the desired results has been one of the enduring challenges since the beginning of defined human systems. In this statement, the defined human systems represent the collective human amalgamations founded on specific rationales. Human collectivism is based on the *raison d'être* of advantage for all. Being socially dependant life forms, humans naturally gravitate towards group formation by collectivisation. Human groups extend from the micro echelons of the present-day family to the brimming macro conglomerations of sovereign entities in their acknowledged distinctiveness. In this arrangement, the challenge is to make the members of the particular system contribute to the overall benefit of the system through management adopting its modern version of governance. The challenge is perpetual. The imperatives are varied. The quest continues; humans are still exploring ways and means of performing. In all probability, the explorations will persist; performance will not be perfected.

Perfection in performing an activity is a challenge for a human. The challenge increases in intensity while making the other person to perform efficiently and effectively to maximum result. That is management. Such humans, who make others perform to achieve the desired result in the best possible ways, are the much sought-after personnel in the age of management and governance. In the process, they need to practise the art and science of managing others on themselves too. That makes the whole process of management and governance interesting.

1.4 Management and Governance: Any Difference?

Yes, but no. There are varied definitions for management and governance. All of them deal with human performance in handling resources for the benefit of a defined human system organised to conduct various activities competently and competitively. While competently means the capability to perform an activity effectively, competitively is about performing it within an aggressive environment aimed at winning. Accordingly, management can be defined *as the process of accomplishing the desired goals in an organisation through people by optimising resources, for the benefit of the organisation, in a competitive environment.*

Management is a process related to an organisation. An organisation is a living system. The managers focus on the identified or articulated vision and mission objectives of their respective organisations. The system comprises people. It can be any human system organised for a purpose. The purpose has to be achieved through human effort competently and competitively. The human effort is in utilising the resources optimally. The entire activity focuses on the organisation and its continuity.

Continuity is the key. Being organic, the human system or the organisation can decline and die. It has to be kept progressively ongoing until the desired moment in time, which could also be in perpetuity as supposed to be in the case of a nation in which management turns to governance. Governance is management with a difference in the obligatory matrix of the society. In management, the focus is on the organisation; in governance, the focus shifts beyond the organisation to the overall social system. The focus shift is what makes conventional management different from governance. Otherwise they are identical. Under governance, the society, as a closed system, becomes the sole stakeholder. The society becomes the beneficiary. Here lies the difference between the archival management and the modern concept of governance. Governance, thereby, becomes *the process of accomplishing the desired goals in an organisation through people by optimising resources for the benefit of all the stakeholders internal and external to it*. Simply put, it can be said that governance is management aimed at the stakeholder society. The stakeholders for national governance are the public, whereas for a business organisation, they include all the people associated with it in its internal, intermediary and external business environments (Paleri 2014a). Governance, therefore, is management with a difference. The difference, in a nutshell, is in the extension of benefits to the entire stakeholders. Governance, therefore, becomes an extended form of management or management beyond organisation, when the organisation's objectives extend beyond its boundaries within the business environment. It is important to understand governance does not make the governing organisation boundaryless. It is within the system. Any system will have a boundary; a system cannot exist without a boundary. The organisation as a system accrues the benefit of governance by social acceptance. All these involve people and their activities towards the desired goal. The centre of gravity of an organisation is embedded in its people. The organisation collapses when the centre of gravity is hit.

Governance, by definition, is management where the spotlight is on the well-being of society. That is the transformation of the idea of management in the new century since it all began formally in the beginning of the last century. But, there were managers even prior to the birth of the idea of management. Managers made people perform since ancient times when survival became the ultimate objective for human groups under needs, wants and competition. In the definition of management, resources are what the people exploit in the process of performance. Simply put, humans are the exploiters of resources, not resources by themselves. Seeing them as resources can deflect the studies on managing them. The performance of humans in a group has to be assessed ultimately by their individual ability to exploit resources or comparing productive results with other humans in a group. This is one of the viewpoints of this study. Hence, managing them is not by treating them as resources in a flock. The principle of humanity is also against human descent. Further, it is also about managing them individually and collectively. For this, the humans need to be seen as an evolved and capable life form. There is no human who is not productively capable. The challenge is how to leverage on the bounty of competence of an individual human while managing him or her in corporate governance.

Corporate governance is a relatively recent term. It is about managing the business organisation giving due weightage to its social obligation. The term first came

into vogue in the 1970s in the United States (Cheffins 2011). Today, it is widely used and quoted by academics, regulators, executives, bureaucrats, investors and so. Corporate governance looks beyond market, whereas archival management held the major part of the twentieth century under its enigmatic gleam after the entrepreneurial upswing in the nineteenth century. The twenty-first century saw the emergence of governance with the topic of management gaining extended importance and shakeup. Corporate governance is not the change per se, but the mirror where the social and governmental changes reflect on business. Functionally, governance is management shaped by stakeholder obligations. Natural environment too comes into the picture along with increased awareness on climate change and sustenance of natural capital.¹³

Hence, under the modern concept, according to the author, 'management is the art and science of getting things done competently and competitively through people by effective and optimum utilisation of resources for the benefit of the formal organisation' and 'governance is management when the focus is extended in addition to the benefit of stakeholders and natural environment as a whole'.

These definitions are followed in this study as human management turns into governance according to the present-day formulation of the subject where the stakeholder base is expanded beyond the formal organisation. In all circumstances, governance is what the governments and government organisations do or are expected to do. Well-being of the citizens is the objective of national governance. A nation is a formal human organisation as a model with sovereignty attached (Westphalian model). The role of the nation partially shifts to corporations under corporate governance as a much diluted micro concept.

Conventional management originated as a need to face the challenges of the competitive business conditions of the nineteenth century that witnessed the birth and growth of entrepreneurship based on science and technological inventions and innovations. It was entrepreneurial capitalism. The genius among the humans, involved in enterprising inventions of the period, set standards for the entrepreneurial world in the nineteenth century. Professional management was yet to come up. Slowly there were tussles and exertions driven by anxiety in the entrepreneurial world riding on inventions. This gave rise to stiff competition by the end of the century. Competition led to unswerving entrepreneurial wars in the absence of defined business strategy or ethical following. One such tussle was the often called 'war of currents' between the American inventor Thomas Alva Edison (1847–1931) and the Serbian-American inventor Nikola Tesla (1856–1943). The latter challenged Edison's direct current power networks by the distribution-friendly alternating current. Tesla finally succeeded with the support of entrepreneur George Westinghouse, Jr. (1846–1914) in 1890. While Edison held the ground for his direct current principles, Tesla bifurcated ominously to the principles of alternating current by sheer ability to handle superior mathematics in business. Westinghouse and Tesla contemplated topics that could one day initiate the study of survival in business by introducing the principles of management. It was such that competition inherent in the human system paved way for the entry of professional management by the

¹³ See glossary.

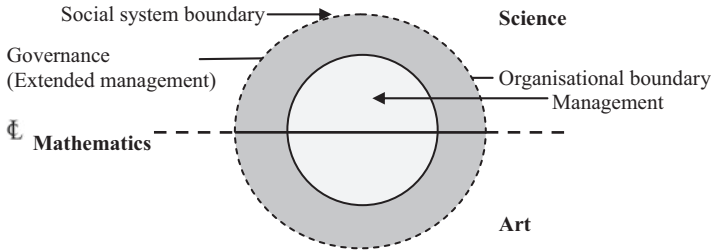


Fig. 1.1 Management and governance and their art and science prevalence

beginning of the twentieth century. It happened in the United States. A new faculty of knowledge was evolving as an admixture of both art and science crossing over the centre line of mathematics in knowledge specification. Mathematics as a faculty holds its identity separating art from science and dissolving into either side as required (Fig. 1.1).¹⁴

Along, with the concept of management, came the ideas that percolated into the field of practical education leading to management qualifications by professional accreditation within the United States. By that time, management was changing from entrepreneurial capitalism of the nineteenth century to managerial capitalism of the twentieth century. It also meant it was a capitalist idea. The first graduate school of business in the United States was the Tuck School of Business founded in 1900 as part of the reputed Dartmouth College (Wikipedia). It was the first to award a professional degree related to business. The degree, Master of Science in Commerce, can be established as the forbearer of today's master of business administration (MBA) and similar qualifications.¹⁵ The Harvard Business School offered the first MBA programme in 1908 (Wikipedia). The idea of management was influenced by the principles of scientific management theories advocated by the American engineer Frederick Winslow Taylor (1856–1950). The idea of management, however, remained on the rim of commerce in the early days. Soon it expanded beyond commerce by the demand for technology, especially when the requirements of the military have to be met, at a time when the world was preoccupied with war and conflicts. Here, management can be seen rising into the frame of science. Concepts of management acceler-

¹⁴ Knowledge is divided into art and science by scholars for years. The reasons for branching of knowledge in two different directions are understandable. But this has brought out a dilemma about mathematics, which is a study of the measurement, properties and relationships of quantities using numbers and symbols. Mathematics also explains reason. In modern times when the knowledge is highly advanced, the subjects before humans in search of knowledge are inclusive of art and science. Classifying such subjects as art or science becomes difficult. Hence, mathematics has been taken as the median line as a separation boundary that is either both art and science or neither art and science. This helps in explaining further. For example, a subject that crosses over the boundary of mathematics must be both art and science. Management is one such subject of study.

¹⁵ The degree 'Master of Science in Commerce' also supports the earlier statement that management is both art and science.

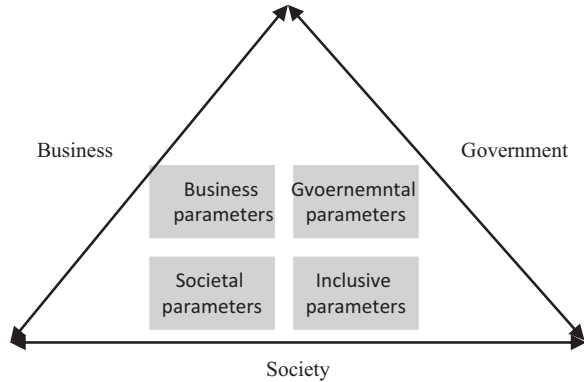
ated taking longer strides along with scientific developments under situations of war and conflict where competitive advantage determined the destiny of those involved.

The idea of management leached the geographical barriers beyond the United States and surfaced all over the world. The craze for management began for genuine reasons. Practice of management brought in more profit to business persons. The theories of management influenced organisational decisions for decades. In the meantime, the management theorists advocated that the principles of scientific management fell far behind with the advancement of human awareness on societal well-being. They called for cutting edge efficiency in a competitive world in the industrial era with due care to human aspects. That meant carrying along people with higher emphasis to human factor. It became the need of the times. Management spread all around within the boundaries of human knowledge craving for the survival of human organisations. It expanded with knowledge as a continuous process since then. Humanised, flexible, comprehensive and cooperative management styles were required to achieve growth and upgrade the efficiency of the organisations. Socio-economic changes influenced styles and techniques of management. Though the separation of ownership and management was more or less complete in the mid-nineties with outside shareholders becoming part owners, pure management principles often failed to provide satisfactory yield to the shareholders and thereby the society. Managements failed to professionally manage their companies in the interests of the shareholders. Many business ventures collapsed. The need for the introduction of corporate governance arose from the reason that conventional management failed to protect the interests of the society as a whole. It would not have been so if the management principles were ingrained with societal requirements that would have bonded the business–government–society (BGS) interactive matrix very firmly.

The idea of corporate governance is comparatively recent and may go along with the Cadbury Report of 1992 on auditory and regulatory matters of companies in London. Sir Adrian Cadbury chaired the committee set-up to inquire into the undermining of social interests in company management. Many companies had dramatically collapsed under such management sans proper checks and balances. The report was aimed at modifying the British corporate system with a view to attract investors under confidence. The recommendations of the report were meant to be introduced at the board level. Investor confidence rose when it became mandatory for the listed companies to report to shareholders on their practices. There was greater disclosure when companies were governed and not just managed. This required the boards to scrutinise the companies' activities from a wider perspective leading to performance, internal management, financial control, crafting strategy and competitiveness.

Figure 1.1 shows management and its extended form, governance, as both art and science. While management is bounded by the expectations of the organisational stakeholders, governance is public and bounded by the varying expectations of the society. The twenty-first century is expected to provide boost to governance from corporations to global entities and thereby providing scope for the next level in management in all fields. The boundary of governance is variable to hold the stakeholders within.

Fig. 1.2 The business–government–society matrix



Corporate governance as a term and practice has undergone considerable changes since the Cadbury Report. However, the concept is yet to achieve perfection to anticipate, preempt and overcome corporate failures. The world still witnesses breathtaking and esoteric bankruptcies, mismanagement, fraud, willful defaults, billionaire fugitives trailed by Interpol and other enforcers, mismanagement and fly-by-night operations right under the nose of regulators, banks and even industrial vigilantes. Some of them even lead to global financial meltdowns shattering employment avenues worldwide. The attributability is hidden somewhere along the line between management and governance. Every time a company collapses, the concerned government introduces new regulations and examines ways of bailing them out with a focus on public opinion. The BGS matrix (Fig. 1.2) becomes more and more complex under such situations establishing the fact that business corporations are important organisations in modern society for generation, retention and distribution of wealth. If they are not managed under appropriate governance, they can give a raw deal to the public interests. In all these studies, the central point is the timeline through which the concept of management evolves from the past into the future from archival management principles to modern governance through the all-pervading factor of human vicissitudes in the work environment. The subject, therefore, always retains the potential for elevation to the next level. It is more so in the field of managing humans, which ultimately is what this study is about.

Figure 1.2 shows the BGS matrix as envisaged in this study. The BGS matrix depicts business, government and society as a close-knit and interconnected whole under governance with parameters inclusive to the system. Each of them comprises people. The integrity of the system as a whole will depend on their capitalisation.

1.5 Managing Individual Human and Human System

Managing individual human is considered a difficult task. If not, the study on the subject would not have been enduring from the very beginning. This and other ongoing studies would not have been necessary if the world had already understood the techniques of managing the human and the human system. There is much to explore, test and learn. The prerequisite for managing a human system is the understanding of managing the individual human within the system. Humans need to be managed individually and collectively. It is a complex issue. The complexity gets further aggravated since humans have to be managed by humans that too without any set standards for universal application. There are many laws and corresponding regulations in every human system. They are still proliferating instead of getting refined and codified. That itself shows the unsettled nature of the issue. Managers adopt various tried out and suggested methods supported by their own personal contributions to manage humans and human systems. Professionally anointed experts conduct training programmes on how to get the best out of people. The field is incredibly opinionated with multiple practices. There are even studies and discourses on weird topics linked with managing people. An example is the deliberations on managing 'difficult people'. Here, the irony is that there is no definition for difficult people. There is the assumption that people can be difficult to handle in the desired manner; hence, there ought to be difficult people. Other similar expressions are juvenile and juvenile delinquent. Juveniles are defined by law. But there are questions. Is a juvenile a juvenile when accused for rape and murder which is in the adult realm? This was one of the questions deliberated in India after a male accused in a heinous 'adult' crime that shook the country's conscience in 2012 was dispatched for 3 years of closed reformation since he was a juvenile according to the law. It was a crime of rape, murder, kidnapping, robbery and assault. One of the accused died in custody during trial. The rest of the four male adults were found guilty and were sentenced to death. The unnamed juvenile was allegedly the cruellest and most sadistic of all.¹⁶ The juvenile law varies from country to country. If the assumption is wrong in the case of a human, the findings on him or her will be misplaced. Often such assumptions can err when they are about humans by humans. The 'how to' narratives in human management suffer from such inconsistencies. Mostly such studies are embellished with application dilemma in organisational or human system management. This study too may trespass into this complex and multifarious issue. It can suffer from similar blemishes. It is a caveat.

¹⁶Such behaviour of 'oddity in excess' can be seen among alcoholics, drug abusers, militants, criminals, etc., who engage collectively in a task, more so in an unnatural one, where one wants to exhibit individual prowess in the activity in excess relative to others from a self-deprecating position that they are consciously and subconsciously aware of. It is a kind of projection that confirms to such individuals that they are not in any way 'inferior' to others in the gang by age, status or other self-deprecating mental stasis. In the case of the heinous gang rape mentioned here, the juvenile participant in the crime would have felt inferior to the 'bigger' members of the gang and hence gone to that extra mile in cruelty.

A human system in this study is about the social systems that people create formally or informally.¹⁷ The formal social systems comprising humans collectively start with the micro or nuclear family reaching out to the macro level of a sovereign nation and the world beyond it in the global perspective. A business or any other organisation is a human system. Human system is organic; it has life. It means the system goes through the four phases of organic life—birth, growth, decline and death. There are various secondary phases within. Every human system expects the members of the system to contribute towards its survival and the well-being of the stakeholders within the system boundary. This is achieved by managing or governing the human system with the participation and support of the members of the system. Managing humans is a continuous process that passes through evolving phases in the long term. It lasts as long as the individual or the human system survives. It has been going on for ages, almost unchanged.

1.5.1 *History of Human Management*

Human management probably would have started with the time when one supervised another performing an activity for a common requirement. But the peculiarity of human management is that the subject was practised in history much before it became part of the concept of management as is known today. Management as an academic subject formally evolved more or less at first light in the twentieth century. Human management was absorbed in management studies subsequently. The subject which is part of management studies today was actually practised earlier than the latter. In today's parlance, management of humans means managing the individual human or the people within the system in individual and group capacity for the well-being of such system as well as the society. Managing is about getting the humans individually and collectively to perform well in the process of running an organic human system that contains them.

When did human management become a serious matter for the first time? Perhaps it was always important as a topic since the early periods. There is no recorded history of how people managed people in the prehistoric times. Absence of data need not be a problem because of similarities between ancient and contemporary practices under the principle of law of invariance in human existence (Paleri 2008).¹⁸ The law of invariance is more visible in observational terms and behavioural aspects of people. Consistency in people's behaviour, irrespective of the period, is supported by the theory concluded by Cartmill et al. (1986). The studies may lead to many ancient

¹⁷A human system in biological terms is about the physiological human body system. The human system referred to in this book is about the social human system comprising people formed collectively by humans.

¹⁸The law of invariance has been a perceptual idea introduced by the author by research on national security studies that commenced in 2002. The law of invariance states that *the changes in the core behaviour of a human system, while a reality, is too negligible to notice and, therefore, for a psychosomatic system application relative to humans, it is sufficient to presume the model applicable today will be constant in time whether it is past or future.*

attempts and practices within this consistency. The perceived variations are superficial. In the early days, human management was in focus in such activities as hunting, war and megalithic constructions of human settlements including dominions of power. The ability to influence a human was based on power, not in the true sense of management. Still it can be taken as managerial control for the study. The origin of managerial control of an individual and people was based on the power the manager discharged in the execution of work. Ironically, every manager depends on power to influence people even on this day. Today, the power to influence people partially comes as delegated official authority in the case of an organisation. Delegation is decided by the hierarchy, which also is an old concept. But authority to influence another human is not just organisational. It also needs social approval (sanction).

Hierarchy resides in the slippery ranking of power. In the ancient days, there were codes, many unwritten, on the interpersonal superior–subordinate relations, leading and controlling people and even motivating them, though the theories of motivation were hidden many years into the future. The ancient Chinese used such methods for people integration and auditing (Rindova and Starbuck 1997). This can be seen in the theories of war and social system originated from ancient China. According to ancient Chinese supposition, one was expected to lead by examples instead of giving orders under force for receiving support from their subordinates. This theory was repeated years later in the ‘scientific’ management principles of Taylor, mentioned earlier, and his successors that advocated authority was unconditional only when there was social acceptance.¹⁹ Taylor’s study was not only on the practice of management but also on management thought that advocated mere official sanction was not sufficient enough to influence and control people. In the ancient days, all these theories were ultimately aimed at helping the rulers strengthen their control and remain in power (Rindova and Starbuck 1997). There cannot be serious differences in the statement that people are managed even today for the ultimate purpose of power retention. There is no change. The law of invariance prevails.

The example of China was not isolated. Rindova and Starbuck had studied the ancient texts from other areas, which are now Egypt, Greece, India, Israel, Iraq and Italy. They focused on China because the Chinese texts were found more elaborate and research friendly. Their research showed similarities not only with respect to areas but also advancing times. There were also differences in what the ‘managers’ did and what the scholars advised them to do in the earlier years. However, it is scholarly impossible to connect the ancient with the modern due to differences in situational demands to which the humans are tuned to respond in spite of the consistency provided by the time and the law of invariance.

Thinkers in the ancient days spoke about the issues at macro level. Often their assertions, especially on people, sounded ambiguous with contradictions when interpreted by the prevailing thought processes in the later years. But, to think of it seriously, such ambiguity still persists between the sayings of the scholarly advisor and the acts of the advisee who is the executor. This shows the differences in perception of an academician or intellectual and the practical difficulties a manager faces with

¹⁹Frederick Winslow Taylor’s *The Principles of Scientific Management* in 1911 brought engineering rigour to business operations.

respect to the situational demands. For example, a scholar will have a standard answer on managing humans, but the manager may find it difficult to handle all the people under the same method using the same tools as the individuals and situations in which they have to be managed can change. The focus of the executor could also be different from the straightforward outlook of the scholar on the desired result. The scholarly advice may not be acceptable for the executor for this reason. Such inconsistencies are amplified in human management for various reasons. The managers react to the situations modifying the academician's assertions. Under the law of invariance and consistency of human perception, there will always be differences between the guidance of the advisor who lacks the situational feel and the response of the advisee who faces the situational heat. This difference is highly perceptible in human system management. The managers have to act under this caveat. Textbooks are not sufficient to teach management. One can't drive a car by reading the driving manual. Mere academicians cannot be relevant. Managers cannot depend on them. They will have to hone their skills as management practitioners. They need to develop the concerned skills when in deficit. Managers will have to alter their perceptions and approaches when practical encounters differ from advisory concepts. It is because of these differences the legal frameworks develop under the expectation of balancing the situation against demand. Today there is much legislation in human management dealing with the problems that managers find difficult to tackle. The flood of such legislations has become serious issues in countries like India that was critically commented upon by none other than the prime minister himself (2013).²⁰

Evolution in every aspect of life has a pace. It proceeds at its natural frequency. It carries forward the strains of the past. It is from these strains the researcher identifies the path. Human management too is an evolving concept. It took prolonged time to cognitively appreciate and empathise with fellow humans according to author Colin Wilson (1931–2013). Wilson narrates in his findings that public conscience began to show signs of awakening in their approach towards fellow humans, much later, in the middle of the nineteenth century with the writings of authors such as Charles Dickens (1812–1870) and Victor Hugo (1802–1885) (Wilson 1984). Their writings depicted human sufferings that touched at least some people who read them. The advent of cognitive empathy in human relations was not a spur of the moment transformation but at random spikes of awareness at various places and different times as can be seen from the recorded pronouncements in the works of scholars. But, there are evidences that much earlier, in the ancient age, human relations have been emphasised on love and compassion (principle of humanity?), which were considered the essential ingredients of human emotions that alone would generate respect (Rindova and Starbuck). This can be a variation with respect to the characteristics of the concerned. Some took time to appreciate the fellow humans; some believed in their well-being within the human system through cognitive empathising. The customs,

²⁰The prime minister of India assigned the task of codifying the labour laws to the National Commission on Enterprises in Unorganised Sector (NCEUS). The government had subsequently initiated action to codify and amalgamate 44 central labour laws into four codes—labour, industrial relations, social security and safety and working conditions.

traditions and manners of humanity were also propounded on making humans to interact with humans in an acceptable manner to all. There were also references to divine intervention imposed in human relations to make things right. In this manner the proponents believed that macro relations rested upon controlled micro relations. Cohesion among humans within a social system depended upon relations and survival dependency. Accumulated relations of various groups at the smaller level supported cohesion at the more significant macro level.

Traditional management of the early years looked upon the concept of leadership also as the ability to follow the leader within the hierarchy and authority of the team. A good follower would become a good leader, emphasised Alexander III of Macedon commonly known as Alexander the Great (356–323 B.C.), quoting Aristotle (384–322 B.C.), critic, philosopher and an elder as a fellow Greek, to ensure his soldiers were disciplined. Ironically, it is said, the demoralised soldiers forced Alexander to abandon his strenuous campaign in India in 326 B.C. He died on his way home. Mutiny or rebellion is when the subordinates refuse to follow the authority. Leadership fails when followers do not follow. Momentary leadership starts taking shape as crypto leadership within the system. This is an interesting find that could lead to the absolution of the original leaders in the hierarchy because of situational changes for which the leaders may not be directly responsible. The leader loses the skill by situational change. This also proves the leader–situation theory and its impact on managing human on an activity directly.

The idea of leadership originated from the need for managing humans effectively. Leadership as a skill was essential to make humans attentive to the orders. This law is still valid. But the problem is the finding that situation governs demand for leadership. Leadership skill is exclusive of other skills required for management and governance. Leadership is the most important skill when people have to be lead through a situation. Those in charge of people understood it very early. Various theories were founded in the ancient world on leadership. Today's theories of leadership are denouements of the early practices. Studies on leadership are incomplete without historical references to ancient human managers who had to lead people from tranquil to the extreme harm's way situations of war and disorder (Paleri 2014b). The theories differed, but the scholars pinned them on similar contingencies while assessing the leadership style. Every style emphasised the advantage of virtuosity and compassion while managing the individual and the collective human. Often, it is emphasised in the military that respect has to be commanded, not demanded. It was a principle that was advocated very early in the ranks and files of the armed forces of the world. But, there is much more to leadership in a human system.

Reverence to authority is necessary in managing humans was an early find. This matches with the advocated principle of humanity. In the study of the Chinese bureaucracy of 1100 B.C., Rindova and Starbuck mentions about the qualities of a good subordinate. The desired qualities included self-improvement, good conduct, sincerity, goal setting, decision-making, recruitment and selection of the right individual, development of personnel under them and so on. Perhaps they missed out the will to lead as a subordinate in the line of succession. All these aspects are still

referred to in the contemporary human resource management as the functional aspects of the subject.

The focus of the ancient world in human management was more or less identical to the modern approach. They were based on the strong principles articulated by free-thinking scholars without prejudice. The theories of managerial control of people, though there were no recorded studies on management, existed in the ancient world. It went on to propound the principles of human relations in superior–subordinate interactions related to controlling, leading and motivating people. Micro relations were used to define macro relations (Rindova and Starbuck). Most of the micro relations were expressed in dyads, where the relationship between two people such as superior individual–subordinate individual was defined. This shows that there was attention on the individual human in dyadic relationship before getting to the macro level of managing people collectively. There were articulated principles of human and human system management aimed at bureaucracies. The principles included all the present-day functions of management expressed in the period style that included legalism—use of laws—and the factors of human management such as compensation and punishments, appraisal of performance, assignment of duties, delegation of authority, social norms, symbolic actions, resource allocation, etc. Obedience was balanced with autonomy. There was also insidious conflict between superiors and subordinates under mutual distrust that the superior attempted to suppress through incentives and punishments, the basic structure of power balancing and power retention that is practised in the contemporary scenario also. But the similarities are not without differences. It is the gradient between similarities of the past and the differences in the present that leads to the evolution of human and human system management. The evolution is also about people of different periods restating something new either as researched findings or modifications. Every such proclamation was supported by reasoning. Reasoning has to follow in the future too. The danger is when reasoning is replaced by rationalisation, at times incognito.

1.5.1.1 Earliest Period: The Code of Hammurabi

While probing the ancient in the trail of human management, one may stumble upon the recorded edifices of the period among the arbitrariness of the famous Code of Hammurabi. This is just a passing observation in this study. For some scholars, it was the beginning of the ideas of human resource management. Hammurabi was the sixth Babylonian king (1772 B.C.). His code was one of the early efforts of recorded writings on law or the compilation of the ideas of wisdom the King exhibited in his kingdom and his subjects. It was not exclusively about human relations. The 282 laws displayed on life-size stone steles covered all aspects of social interaction practised during the period that the King felt to codify during his rule that lasted 43 years. The Code is also considered as a primitive written constitution. The humanism in the Code was the presumption of innocence in the trial where the accused and the accuser were given opportunities to provide evidence. The laws covered religion, military, trade, slavery, duties of workers, robbery, food, etc. The Code emphasised

an 'eye for an eye and a tooth for a tooth' under the accepted principle that harsh punishments can ensure deterrence. The primary reason for punishment is considered deterrence even today though punishments have not eliminated crime from society so far. Every time an offender appears on scene, there is a thunderous proclamation that deterrence has failed. The fact is that an intentional or impulsive criminal cannot be deterred by punishment, however harsh it may be. Majority criminals belong to one of these or both the categories. Those who are kept away by deterrence of punishment are those who may not commit the wrong doing anyway. The intention behind the reference to Code of Hammurabi is to affirm that the subject of human relations in the activity environment had gained the attention of leaders or those who managed them, from the very early times, and also to recall the Indian prime minister's critical observation of the multitudinous laws instead of codified legislation to deal with employees.²¹ There were many such attempts to manage people by understanding human nature empathetically in the absence of more descriptive means. The desired descriptiveness in human studies is a long way forward as discounting discrimination in human behavioural research is still a distant possibility.

1.5.1.2 Evolving Times

Human administration and supervision began many years before the commencement of the study of management in the present sense. Unlike the present-day functions of management, which are distinctly different from the ancient management system, the human management was more or less identical with the present-day procedures of human resource management except for various additions demanded by the period. It was based on the relationship between the concern for humans and productivity. It was believed that the more the concern to the employee by the employer, the more the productivity. This, however, is getting challenged today. Each topic of human management, as it evolved with times, gathered wide acceptance. The topics, more or less, remain unchanged today; they are not replaced. They progress linearly by addition and accumulation. The next level, perhaps, may involve replacement of the theories for better productivity and utility to the concerned human system as attempted in this study.

The subject so far is based on the concern for the individual and collective human from which the idea of welfare and welfare measures originated since ancient times. An early example of welfare measure was the concern to the employees of a putting-out system in the household-centred manufacturing sector that still continues in many parts of the world under different semblances. In spite of the fact that the world has become truly global, and business has acquired an aura very different from the earlier trade practices, the process of manufacturing in private spaces for merchants is still prevailing all over the world in many organised and unorganised

²¹This could also be seen in favour of uniform codes in any form of legislation for equitable governance.

industries. The methodology of labour and other productive factors is not identical, though. The dealings of contracting, subcontracting, outsourcing and similar 'out-of-the-unit' manufacturing endeavours can be said as putting-out system in today's parlance. In this aspect, it was functional within the domestic environment of the skilled craftspeople and is ensured under the laws related to manufacturing, social interaction and labour.

Today's putting-out system focuses on differentiation and convenience in the process of cost control and value engineering. Subcontracting will continue as long as it is an accepted and effective way of handling production and servicing. Such systems enhance employment opportunities in a wider area though may invite opposing political comments. They need to be managed for improved production. Large-scale manufacturing originated through putting-out systems when demand increased for the concerned products. Managing the labour in putting-out system became important and slowly changed to personnel management related to workplace quality and increased quality of life among the workforce. Louise Thornthwaite, in her paper (2012), traces the origin of a systematic model of personnel management to Australia's colonial public services between 1856 and 1901.²²

The shift from the ancient outlook to the trendy was with the acquisition of an identity to managing humans under the concept of the newly formalised personnel management. With the advent of thoughts in personnel management, the subject of human management formally got into the field of management principles. That, perhaps, was the first change in the evolution of human management. The idea of management originated with the idea of getting things done through people competitively. People were at the centrum. Many changes took place since then in the faculty of personnel management. That included workplace management, personal health and welfare, productivity upgradation through work studies, etc. Mid-eighteenth century witnessed the industrial revolution (1760–1840). The result was the large conglomeration of productive units called the factories. Factories changed not only the landscapes and skylines but also attitudes of people towards quality life and style (today, we know, they have changed the environment also, not in a friendly way). The cottage-based guild manufacturing was replaced by factories. Suddenly there was a shift in personnel management. The life of workers became more and more difficult by the unhygienic conditions of the factories, greed and ambitions of the owners and workplace stress and strain that only increased when the social demand for goods increased. Workers did not have means of opposing the shabby and difficult working conditions as they needed the job. In the course of time, the arduous work situations led to labour riots and industrial blockades. This resulted in the governments looking into labour relations seriously. The governments provided

²²Thornthwaite states that while the development and diffusion of personnel management techniques in the public sector varied considerably among the colonies in scope, nature, effectiveness and longevity, there were integrated, coherent sets of personnel policies and practices in place in several colonies several decades before their emergence in private firms. From this it has to be inferred that (1) personnel management did not come into practice on any specific day and (2) it had assumed serious concern more or less during the period management as a concept was evolving.

the basic rights to workers through legislations. Redressal and counselling mechanisms found a place in the organisations.

The first full-fledged personnel management department, according to the period, was acknowledged to be in the National Cash Register (NCR) Company in 1901 in the United States. The department was created to look into employee grievances, wages, legal matters, safety, health, disciplinary matters and record keeping. The personnel department was the outcome of a serious employee strike and riot resulting in the lockout of the organisation. Various other companies followed the NCR design to avoid confrontation with the employees. This way the factories introduced labour relations in a formal manner with exclusive recognition. The personnel departments of each organisation were officially committed to the statutory compliance of matters related to employees.

The beginning of the twentieth century witnessed the formal recognition of personnel departments exclusively to monitor human management in the organised sector of business and industry. Productivity was seen as related to training, turnout, discipline, work culture and so on. Here is where Taylor's theory of scientific management fits in. The theory was based on critical examinations of work and time study to maximise productivity. However, scientific management did not provide any solution to the pressures of the unions and collective expressions of employee dissent that companies faced in those times.

Wars acted as change drivers to the art and science of management. The First World War (1914–1918) raised the demand for goods for the military. Industry could meet the demand only by making the people work. The Great Depression followed the war in the early 1930s as an obstacle to productive human deployment. Many enactments on wage and compensation came in the aftermath of the war. The change came when the Australian psychologist George Elton Mayo (1880–1949) carried out his studies that came to be known as the Hawthorne experiment.²³ The studies that lasted 8 years (1924–1932) concluded in the theory of human needs and motivation for increased productivity. The studies underlined the need for satisfying non-monetary rewards and limitation of monetary rewards to increase productivity. The trade unions asked the employers to approach the subject from the behavioural point of view. Personnel management, under these terms, switched over to appreciating employee benefits to enhance quality of work life in the organisation. The theories of Mayo did not replace Taylor's findings but provided additional inputs on work management and productivity. Personnel management faced more and more challenges. The diversity among employees broadened not only the domain of their personality but also of ethnicity including gender.²⁴ The new generation started looking at human management differently by modifying the old ideas. The question

²³ Mayo conducted the studies under the auspices of General Electric in their Hawthorne plant.

²⁴ Ethnicity has a much wider meaning than just differences in culture, religion, race, etc., according to the author, who identifies ethnic security as one among the 15 elements of national security and differentiates it in 19 different ways highlighting the possibility for more. See Paleri, P. (2008). *National Security: Imperatives and Challenges*. Tata McGraw-Hill Publishing Company Limited. New Delhi. 328–42.

of human rights and the legal application of rights to individuals and communities found place in human and human system management. Many developed and developing countries witnessed new legislations supporting the employee at work. Welfare of employees even extended to their retired life.

The personnel management approach was more administrative than operational in nature. It covered primarily all aspects of human administration in the traditional way. It included the following:

- Recruitment, selection and training in a conventional manner
- Maintaining record of employees
- Wage administration according to the state policies
- Providing health facilities as required under references to the health administration
- Providing welfare measures
- Productivity management through monetary compensations and other methods that included training, enforcement of standards, Taylor's scientific management principles, etc.
- Attempting to convince workers about the importance of business for society and earn their loyalty and preaching about the social obligations of business and its employees
- Dealing with trade unions and dispute resolution by talking in collective bargaining mode
- Following the identified industrial relations approach
- Performance appraisal for pay, promotions, assignments, etc.
- Dialogues to make managers aware of workers' importance in productivity

This trend continued till the later part of the twentieth century. Human management in the name and principles of personnel management continued throughout the period as a staff function. Personnel management became human resource management in 1974 and partly slipped into line function along with its staff functions.²⁵ Under the new terminology, humans were considered resources. Optimisation became the agenda. It was the contemporary ideology at the time of name change. This study deviates from here to the next level where human beings are not considered resources but those who use resources in the process of their activities to achieve the desired results. This could be a major transformation in the appreciation of humans in the realm of management.

²⁵ In India, Larsen & Toubro became the first organisation to set up human resource development (HRD) department. There are scholars who quote the date as 1930 but this study considers it was too early. The business schools were teaching the subject as personnel management, and organisations continued to have personnel managers in the 1980s. The modern view of human resource management first gained prominence in 1981 with its introduction on the prestigious MBA course at Harvard Business School.

1.5.1.3 More on the Switchover

In this attempt, it will do better to explore the 1974 switchover of personnel management to human resource management a bit closer before proceeding further. The human resource approach was a sincere effort to turn around personnel management considering employees as valuable resources. It was also traditional until strategic human resource management (SHRM) appeared on the horizon and moved ahead along with traditional human resource management. In this appreciation, employees were managed as resources from the beginning. It means they had to be obtained and managed like a resource or rather a commodity at minimum cost and thereafter optimally exploited to further corporate interests. Human resource management developed in two streams of the organisation—the regular stream of managing them for day-to-day functions of productivity and the long-term function of strategic appeal aligning with the strategic plans and processes of the organisation. While the former was the conventional human resource management, the latter acquired the title of strategic human resource management. Strategic human resource management was more of a separate and lateral entry in human management. It was neither a bifurcation nor a transformation of human resource management. It was a finding originated from the heightened demand for strategic performance to compete for survival. It has to be treated inclusively by organisations that are managed strategically. An example is military- or defence-related organisations. Quite a few of them fail in it. The military armed forces, in most part of the world, harp on strategic operations and elevated strategic ideas like C⁴I²SR.²⁶ But when it comes to human management, the preferred choice is absolute regimentation and the old-fashioned ‘shoot, don’t talk!’ principle, which, perhaps, was the best scripted dialogue of the classic Hollywood western ‘The Good, the Bad and the Ugly’.²⁷ The conventional armed forces are hardly aware of the application of strategic human resource management. It is the same with many organisations for different reasons. One of the reasons is the absence of inclusive strategic human resource management. Not all the organisations are strategically inclined. This shortcoming can be altered by introducing a system of human management which is inclusive of strategic application of humans in the workplace. Every organisation is people oriented. All of them consider people as resources for managing them. This book deviates from this view. The iteration of a previous statement at this juncture is intentional.

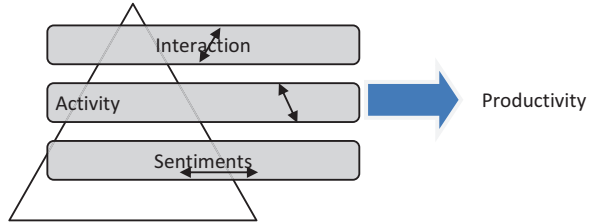
Treating humans as resources probably would have been done with subliminal intention to give them more propriety than just diminutive cogs on a large wheel within the industrial society.²⁸ Explicitly it enlarged the scope of personnel manage-

²⁶ C⁴I²SR stands for command, control, communications, computers, intelligence, information, surveillance and reconnaissance in military expression.

²⁷ The movie released in 1996 was noted for its thumping performance of three characters. This dialogue was presented by the Mexican outlaw Tuco, the ugly, characterised by the character and method actor Eli Wallach (1915–2014).

²⁸ The ‘cogs-on-the-wheel’ argument has been used as an idea for the 1936 movie ‘Modern Times’ (comedy) by film-maker and comic actor Charlie Chaplin where the worker more or less becomes a machine in the workplace.

Fig. 1.3 Human interactive triangle in group dynamics with productivity as output



ment. The employees achieved certain uprightness as valuable resources in a company ascertaining their importance. The change was expected to raise the level of self-esteem of the workers from collective obscurity leading to productive conspicuousness according to the thinking of the period. Human resource management as a line and staff function made its presence in all departments of the companies and got interlinked directly with the core business operations. It was an expanded form of personnel management with more room to manoeuvre. This also lifted up the human factor in the organisation to the strategic level subsequently.

Though revolution in information technology altered the way of managing workforce, at the bottom of it all, the human resource management still follows the antiquated engagement theories of activity, interaction and sentiments (Fig. 1.3). The alterations or, what most of the scholarly world propounds, the radical change is mainly superficial and in perception. It has made the involvement easy for managers and left more time for them to focus on other equally serious issues. It enhanced the multitasking opportunities and fields. Information overload can reverse the advantages of information technology unless information is managed with extreme care. In spite of technology, people remain what they were within their basic characteristics. They have emotions, aspirations and desires carried forward since antiquity. They are identical in modern times too. They are to be catered for. Similarly, the core needs of the organisations too remain seriously unaffected from the past to the present. It is an indication of the future too. A change in human management, therefore, will come only when humans are managed differently and not with technical tools, methods of ‘give and take’, ‘carrot and stick’ and other forms of controlled exploitation. Is it against the principle of humanity? Such a question may not be relevant here. The argument is that humans are to be managed from within themselves. Hence, the question is, ‘how?’ The self-actualisation paradigm (Maslow 1943), though a relatively archival finding, may provide a clue. In this argument, there are also shades of humans as ends, not means: ‘treat them as ends; thou shalt reap returns’.²⁹

Technology, though, may not have changed the fundamentals of human management, provided great advantage to the human in the system. In the time of industrial revolution, workers were integral to the machines as links that make the machines inclusive for the designed function of production. If the worker slips a brief moment, the machine goes astray or stops. Today, the machines work by themselves with

²⁹ Author’s eulogy to Kant

robotic and neural networks. The robotic artificial intelligence may threaten human employment in many fields of direct human intervention.³⁰ Even then the human in the activity link will be there behind the robots in a different form and activity. The activity profile shifts to the one that is in demand. The activity profile of an individual changes with the advancement of time, but his or her value in the system remains unchanged. A human is as important today as in the past. Therefore, there are reasons to believe that the importance of humans in productive activities will remain unchanged in the future too. Future is infinite. Therefore, the value of a human will constantly pace through time as long as life is governed by activities. Hence, managing human is extremely vital to manage the factually active resources optimally to achieve the desired results.

Figure 1.3 shows the human interactive triangle in group dynamics. There is activity when humans interact with each other, which in turn churns out various types of sentiments in the individuals and groups involved. It is inevitable. There is no interactive situation when one of them is missing. The activity output is productivity.

With the advancement of time, the demand for competence among humans is increasing. This is because the activity profiles of humans are changing to advanced modes. The humans develop the qualities required as demand rises. This is an interesting part of human development for enhancing potentials. Humans generally have the potentials for advancement or upgradation according to situational demand. That is the basics of life-supporting instincts. The instincts are amazingly primordial. Humans may find it difficult to survive in an advancing world without the primordial instincts. While a human invents the wheel, there will be others to upgrade it for effective usage. What triggers these skills in them? Whatever, it has to be by default. One of the areas of human resource management today is smart retention of those whose skills are vital to the organisation and who can be upskilled. Replacing such people becomes difficult. Organisations, therefore, have to practise smart retention of smart employees. They are supposed to be knowledgeable workers or workers with the potential for development to meet situational demands at the higher level of organisational growth. Companies attempt all known methods to retain them—with pay and perks, allowing autonomy and freedom, encouraging innovation, work scheduling and various other methods of behavioural influence. They may have to invent more for smart retention of employees unless they find

³⁰According to Prof. Stephen Hawking, Britain's pre-eminent scientist, it is reported, efforts to develop full AI could spell the end of the human race. Cellan-Jones, R. (2014). 'Stephen Hawking warns artificial intelligence could end mankind'. BBC, <http://www.bbc.com/news/technology-30290540>. The author does not agree with this theory on the principle that 'total eradication' of humans by humans is not in the script of survival for any life form. This needs to be researched, though.

alternate sources in the pipeline. Communication and motivation are considered two important links in this process. An interesting aspect here is that the employee who replaces another can be different from the replaced employee in productive returns, say, less or more. It will also depend upon the difference between the individuals and the individual 'now and before'. The dynamics of replacement is complex. That is another reason why humans cannot be treated as resources from the productive point of view. Relatively a person differs from another and also from himself or herself with respect to situation and time in terms of productivity. Each one is unique at any given time, whereas a particular resource is identical within the same type or class.

In the Harvard Model prepared by Beer et al. (1984), the employees are considered assets, not resources. Was it a shift for the first time?³¹ Still the term human resource management continued in usage. There was no human asset management. Humans are still treated as resources for convenience of expression in management studies.

Within this context, the deviations from personnel management were as follows:

- Line function was incorporated along with the staff functions of the traditional personnel management.
- Modern methods were incorporated in recruitment, selection and training of employees.
- Training became part of employee development in addition to professional and conceptual skill developments by induction, on the job and developmental training programmes.
- Various measures were tried out and practised to improve employee morale and commitments to work, loyalty and integrity.
- External motivation became an important factor leading to self-actualisation of the employee.
- Measures for motivating employees were developed and practised by companies.
- Industrial relations reduced the gap between employers and employees through formal and informal engagements.
- Modern methods were adopted for wage and salary administration that included work-related pay, equity participation, stock options and other productive processes such as job description, job enhancement, job enrichment and job evaluation.
- Performance appraisal system went thorough overhauling resulting in various proactive procedures.
- Leadership skills training incorporated.

³¹This study does not subscribe to the view of humans as assets. Humans cannot be strictly included in any non-human category. There are various assets in business accounting. Humans manage them. They run organisations including business organisations.

The basic idea, however, was to treat an employee as a valuable resource. Under the principle of resource mobilisation, this approach emphasised qualitative and cost-effective recruitment and selection of people and their extended use to further business interests. This practice continues today in the traditional mode of human management. The next-in-line deviation was strategic human resource management.

1.5.1.4 Strategic Human Resource Management

The Second World War and subsequent developments in the world to eliminate war and ensure collective security could not restrict a new form of conflict scenario developing. The undeclared wars between the two superpowers in a bipolar world after the Second World War gave way to the First Cold War which the author termed as the Third World War looking at the characteristics of it and the changes it made in geostrategic context (Paleri 2008). The term, First Cold War, indicates the author's approach to strategic geopolitics where a cold war is a must to balance the situation in a bipolar world and the definiteness of a world sans anarchy remaining bipolar. This is not the subject of this book. But need to say that wars and conflicts in any form alter the style of human employment drastically. The conflict scenario under war or otherwise within the human system is very relevant to appreciate the prevailing organisational behaviour under reality appreciation. Though undeclared, the Cold War took off seriously and ended with the disintegration, more so, micronisation of Soviet Union (Paleri 2008).³² The Cold War was presumed to have been ended under the assumption that the world became monopolar. Though not directly influenced, the deceptive calm or the geostrategic sigh of relief from many victims of the Cold War brought the idea of competitive economics encouraging foreign direct investments without taking sides and partisan attitudes. The European Union came up as a supranational organic entity. Countries like China that was governed under the Marxist political ideologies looked at developments through capitalist ideology of competitive management and productive economics. It is a kind of communism for ideology and capitalism for wealth-generation attitude.³³ All these demanded revisions in human management approach. It was not possible without strategic application of management ideas. This development necessitated a diversion in human management into strategic human resource management. Strategic management based on information systems percolated into human management too.

³² Micronisation is a term used by the author to avoid the word disintegration or similar aberrations and thereby deflect any possible ignominy to a human system undergoing such state. Nations are respectable human systems and dynamic entities even if ruled by irresponsible and rogue governments. Sovereign states may enlarge by addition (macronisation) or shrink by separation (micronisation) under various forces that include demographic movements and political shifts. The forces of micronisation are stronger than macronisation in the present scenario.

³³ Some authors call this shift as Chinese model of capitalism amplified as the 'system of local state capitalism' (Keith, M., Lash, S., Arnoldi, J and Rooker, T., (2014). In *China Constructing Capitalism: Economic Life and Urban Change*. New York: Routledge.

It was necessary to align human systems with strategic management. The beginning of the twenty-first century witnessed such transformations.

Global competition under various factors including technological development made companies to run for strategic management which otherwise was considered secondary since the results were not immediate. Strategic management became the tool for survival in a highly competitive world. Initially, the managements were reluctant to appreciate strategic management just like the way the inventor-entrepreneurs and dogmatic governments were reluctant to embrace management as the panacea for competitive let-down in the nineteenth century. They were more interested in financial performance than strategic performance. The result of financial performance was immediate (annual assessment), whereas strategic performance took longer time. Under such situations cost is the critical decision parameter, for a company, which weighs heavily in favour of an activity that assures immediate result. Soon the idea was dawn that financial performance depended largely on the company's strategic performance. This brought strategic management under the decision microscope. The idea was seriously looked into for compatibility with mainstream strategic management in the line function and came to be known as strategic human resource management. The value of the employee improved among those who practised human resource management. Strategic human resource management was fully recognised by the end of the last century.

In strategic human resource management, the individual human and the group are directly inducted into the company's strategic approach plan as executioners of the desired strategy meant to win under the team culture. The term capital was heard at times in human management. People became valuable factors of competitive advantage for an organisation. Aligning individual goals and objectives with those of the organisation became the critical path rather than imposition of rules and orders. The result was performance-based engagements, contribution-based compensatory packages, innovative training and development approaches, job enrichment and job enhancement and talent-based management through performance appraisal. The developments heralded strategic human resource management.

1.5.1.5 Corporate Governance and Human Management

The next stop of human management was at corporate governance. But the developments pose a question, 'Does corporate governance make conventional management passé?' Management and management education are professional subjects that dawned the early twentieth century. Soon there was a scurry for learning management in human systems that followed competitive path riding on individual freedom for survival rather than state-controlled welfare measures for existence. The initial euphoria around the new-found subject of management studies vanished calling for a change when companies started collapsing under various circumstances and misguided approaches. Many businesses found it difficult to adapt to the demanding changes of the business-government-society triumvirate which was soon to change with the stand-alone principle of natural environment or, in a better

sense, natural capital. The natural capital in a futuristic appreciation becomes, according to this study, natural commons capital based on the principle of global commons. This statement is reserved for the time being. Whether the drastic variations in managing a business fall under the natural waning of the topic of management along with its principles or are they signs of evolving times within the overall perception of management theory and practice is debatable. Here the conservative conclusion is that management still exists but the principles are changing to meet the demand matrix generated continuously by the dynamic system of business–government–society. The fact, seemingly, is that management is needed more than ever today. This thinking is originated from the shattering debacles of corporations and other human systems imploding or exploding under pressures.

The globalised world is aware of the changing workplaces and the status of the employee under explicated political and civil rights. In the midst of the changes, there are organisations sharing the glee by reforming their existing systems or reshaping the management styles to meet the emerging needs of business and society. The notable change was the idea of corporate governance. It was a different *mantra* from the conventional management of no-holds-barred profit maximisation within a defined market. Here the development is within the shell of management that is not discarded. This way governance as an activity remains in the mould of management. Corporate governance as a developing idea belongs to the twenty-first century. Conventional management originated, progressed and commanded the twentieth-century economy. If the nineteenth century is considered the century of entrepreneurship and the twentieth as that of conventional management, the indications are that the twenty-first century will see the emergence of management as governance which is a novel theme in human development. Conventional management will slowly lap dissolve into governance. Corporate governance is not the change per se, but the mirror where the social and governmental changes reflect on business. Governance is different from the objectives of conventional management as the way the latter has been practised since the beginning. The topology of governance is extended management that caters for the society. This is also the time for upgradation of human resource management beyond the resource analogy.

The *Titanic* equivalent of corporate calamities was the Wall Street debacle on the Black Tuesday of 29 October 1929. The crash of the New York stock exchange brought the world to its knees by an overbearing economic slump that lasted more than a decade. Though the crash induced financial and trading regulatory measures, the idea of corporate governance, as it is accepted today, is quite recent. Probably it can be linked with the 1992 Cadbury Report (which was basically centred on financial aspects) though the idea of corporate governance as a term and practice has undergone considerable changes since then. Still the concept has not seemingly achieved perfection to anticipate, preempt or prevent corporate failures.

Corporate governance does not necessarily require a hierarchy to establish its body of identity as conceptualised today. The idea is centred within the framework of the board that has no organisational structure per se. The directors or the members of the board have equal authority and obligations of responsibility acquired by such authority in terms of accountability. It is their expertise that has been counted

upon for establishing corporate governance. Their actions should have ethical standing and values. The scope of corporate governance is to establish power over business entities within the social framework aimed at the overall well-being of humanity, whereas conventional management is aimed at the well-being of the organisation so that it can sustain and face competitive situations. To that extent the organisation is a collective human system with a specific purpose. The well-being of the organisation is measured in terms of its vitality. The manager's role is to ensure that the required organisational vitality is established for sustainable advancement within the business environment. The well-being of the people of the social system around is achieved by governance. In corporate governance, the management is guided by the principles of overall well-being of human society. That, in other words, is also the task of the government—to ensure national security requirement through all its elements (Paleri 2008). In fact the entire spectrum of governance telescopes to this fact—sustainability and well-being. Such understanding can provide clarity towards the scope of corporate governance for the future. Well-being of the public is the ultimate aim of national governance.

Corporate governance in its maturing process in the new century has to be viewed from the futuristic perspective. This is all the more important since globalisation has been the centre of attraction and debate within the governmental systems. Globalisation is a process in which the well-being of the collective human system at the global level has been viewed from its idealistic principles, while in reality it may dent the established and practised norms of yesteryears in human interaction. The states may lose certain powers and privileges to the corporate society which in turn may seem to affect the national interests in the geostrategic domain. This is the dichotomy of globalisation that the enterprising world could attend to through good corporate governance in the future.

If that is so, what exactly is good corporate governance? Governance is aimed at taking care of stakeholders. In this process, the weaknesses of an enterprise will get exposed. In management, identifying the weaknesses is part of SWOT (strengths, weaknesses, opportunities and threats) analysis. In governance, the weaknesses of an enterprise have to be perceived by the directors before the organisation falls. The systemic weaknesses of an enterprise can be appreciated much early by governance not only through regulatory procedures but also by interaction with the management, provided the latter is emphatically trained in governance. In other words, management education and training should be based on the principles of governance ab initio. It has to incorporate evaluation of the two distinctive performance standards of a company—financial performance and strategic performance—at the core within the basic ethical aspects of the changing work culture and environment related to business, government and society. A company should have sound financial objectives and complementing strategic objectives under strict ethical standards as the driving force. Achieving such a state is not easy since financial objectives can lock horns with strategic objectives aimed at gaining the competitive edge. A wily enterprise may not even have an affirmed strategic objective in the long term. This has to be identified by the directors and senior managers since strategic evaluation of an enterprise is not carried out at the bottom of the organisational structure. But

training managers to understand the tools of governance not only will make them informative and cooperative but also guide them in becoming good directors in the future for corporate or other organisational governance.

Good corporate governance, therefore, has to start with the basic education and subsequent training in management under ethically guided principles with strict understanding about the norms of reporting and disclosing under public interest in a civilised society under its fast-changing norms and governmental systems. A manager should be aware of his or her obligations towards the business, government and society as a whole and should not consider it as an outside task meant for the grey heads. That is why management education emphasising governance *ab initio* is important under strict quality control and assessment by the government. Such education cannot be entrusted with any fly-by-night operators in the robe of an entrepreneur or a lacklustre educational institution without professional faculty, administrative discipline and adequate infrastructure. With the appropriate educational system in place and incompetence ruled out, any form of bad governance or mismanagement can be handled by law (company or criminal laws) against the rogues in business. Rogues in business and society will continue to exist. But in a business or other organisational set-up, they can be firewalled against with considerable effectiveness through competitive management interactive with corporate or organisational governance.

Along with the idea of corporate governance, human management is expected to undergo major change as employees become central to the new and evolving trend in organisational management. Corporate governance is a company objective to exercise social responsibility. Towards this objective, companies will have to determine certain degree of formalisation of corporate governance practices and designate the roles to the employees. The employees may find a role shift from the usual with respect to their assigned duties. The human management system of the companies will have to prepare the employees for this role shift. It is not mere loyalty to the company in which they have to be indoctrinated. They should exercise their loyalty by projecting themselves responsible to the society they are in. Simply put, the employees should become sensitive to stakeholders other than themselves. This is the new shift that the organisations will have to project in the century of corporate governance that is sounding loudly in boardrooms and knowledge centres worldwide. Managing for the stakeholder or the society with due care to social responsibility is about the new organisational governance. This has to do more with the strategic human resource management than the traditional one. This also means the human management function of the organisation will climb up to the board level. This will involve even mechanisms for behavioural modification of employees.

1.5.1.6 Corporate Social Responsibility

Corporate social responsibility is an obligation. For some, it is a positive affirmation under the philanthropic urge. Or is it a kind of wishful desire or thinking? Or part of a compliance regime in the new century? Can CSR be used strategically for

corporate benefits? Is it ethical? How to strategise CSR for running a corporation? There are many questions. These questions on corporate developments do not nudge the common denominator associated with business, government and society—the human factor. The humans comprise the society. The organisation and the society are mutually dependent on each other. One can damage or furbish the other. The corporation functions within the business environment. The environment comprises the society (hence social) including direct stakeholders. The corporations feel responsible towards the society to the degree they feel obligated. The obligations can vary. This has come out as a consensus in the 1960s when the world felt a bit more concern based on dependency towards the society.

There is compliance too. The law plays its part to balance and distribute the obligation among those who run corporations. CSR is there for actions from corporations that appear to further some good beyond the designed interests of the firm and that which is required by law in modern times. The stakeholders of a corporation can affect or get affected by the actions of a business. An early definition is from Stanford Research Institute: the stakeholders are ‘those groups without whose support the organisation would cease to exist’ (1963) (Wikipedia). This was reflected in one of its internal research memorandums. The stakeholder theory was championed by R. Edward Freeman in the 1980s. It was more than a decade before the Cadbury Report. Since then the stakeholder theory has gained wide acceptance in management studies and practices, especially in relation to corporate social responsibility.

Corporate social responsibility, within the kind of pragmatism it has acquired, can go beyond or under with respect to the nature of the organisations. The government may also bring pressure on them through various changes in the respective company laws. But the theme has brought into practice the idea of stakeholders and the way the companies should look at the issues related to them. The firms are supposed to act to further social good, beyond their exclusive interests, according to the law. When law gets into an obligation, it becomes a mandate. Hence, CSR no more remains an obligation but a mandate. The term becomes corporate social mandate (CSM). Within this vacillation remains the early theory of CSR. But there is a general consensus that the term is used indiscriminately within the loose bundle of law, ethics and moral obligations. The question in human management is not whether CSR is legally enforceable but how such introductions affect the performance of the people in an organisation. The first part of this statement can be disregarded in this study for also the reason that CSR is an evolutionary concept that may take its time to develop and become fully operational within the system. The second part may need detailed study in human management. In the study of CSR, the term stakeholder envelops all in the business environment—shareholders, other investors, consumers, employees, neighbourhood and distanced communities and so on. The investors form the core of CSR.

While the concept of CSR is narrowly construed and may take time to unwind, there is another question that props up, ‘Isn’t environment a stakeholder?’ The natural environment, though organic, does not share the same echelon as that of the originally identified human stakeholders. On the other hand, the alarms raised by global warming and climate change in recent times have brought out fresh barriers

to the free run the organisations had in the past. This study, therefore, suggests that preserving and maintaining natural environment, being a serious issue, may be detached from the CSR. CSR may be limited to the obligations of a corporation towards its stakeholders, which comprises the related human system sans natural environment and associated natural capital. CSR can be designed as a corporate or organisational activity detached from, according to this study, corporate environmental responsibility. Such divisions are expected to help in human management on which this study is based. Till then it is better to consider environment as a stakeholder under CSR. In that case, environment will be the first non-human stakeholder.³⁴ If there is an anomaly, it is better to consider environment separately under corporate environmental responsibility. Whatever may the choice, the world understands, it is already late in estimating the importance of environment in corporate responsibility. Presently CSR is socially syncretic with environment.

1.5.1.7 Why Corporate Environmental Responsibility?

As mentioned, this study looks at environment external to the society for reasons of governance which requires studies in human activity. In reality, environment is integral to society and human activities. But there is a difference. Environment is a macro concept being expansive over the planet (Paleri 2009). In other words, environment is all pervasive and ethereal whereas society is localised. This statement is applicable to any human system. In many countries, the constitution mentions about natural environment specifically under citizen's duties. India is one such country. Environment strictly is a global commons. But according to the derived perception and constitutional recognition, environment gets localised. Under such situation, environment naturally falls under CSR. But as the present world, reeling under the pressures of global warming and climate change, has realised about the pervasive nature and global envelopment of environment, it could be best handled if detached from social responsibility. This is all the more important in human management as it is the people of the corporations who have to handle social and environmental responsibilities to perfection. In such case, it is important to coin a different term for exclusivity: corporate environmental responsibility (CER). The associated mandate will be corporate environmental mandate (CEM) under rules and regulations related to environment applicable to corporations and other organisations. The developments in the art and science of management in modern times, therefore, call for a rethink on humans and human activities.

³⁴This raises a question: 'Can there be more?' For example, a geophysical terrain such as the ocean can be another stakeholder (Paleri 2016).

1.6 Rethinking Human Activity

Humans are activity prone. A human is always active at any given time. This assumption does not invalidate the disability-adjusted longevity assessment.³⁵ It is also not in contradiction with human interactive matrix—interaction, activity, sentiments and their relation to productive outputs explained earlier (Fig. 1.3). The matrix is with reference to human interaction with another. For this study, the ‘another’ could also be oneself during interaction. A person interacts with self in every activity through discussions, questioning, etc., in a thinking mode as if in a dual-party interaction.³⁶ This assumption is primarily meant for defining a human in an activity profile exclusively for this study on managing a human for constructive output in professional environment. There are two reasons for such an assessment. One is directly to find new ways of managing people in organisations as the next level in human resource management and, second, to understand human activity profile in general in a different perspective for further studies. The latter is not seriously examined here except where it will support the idea of shifting from the contemporary human resource management to the next level—investing human in the activity for maximum return.

1.7 Summation

Following are some entrée shots on humans and management for the passage.

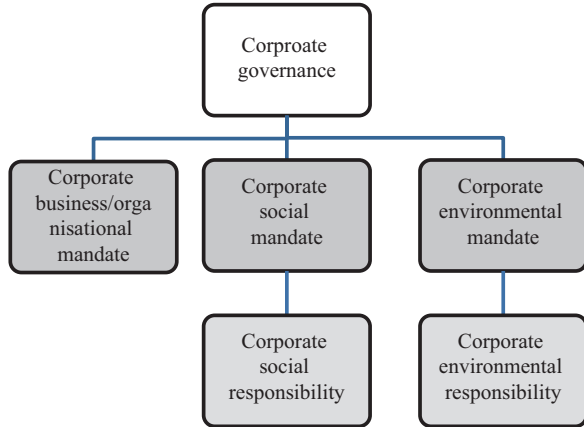
1.7.1 *Humans and Organisational Mandates*

The study advocates the need for carefully examining people individually and with respect to their behaviours in a group in any effort to appreciate their potential for a particular activity and its output. This is possible by considering that every human is different from another engaged in one or more activities at any given time by self or through another. This is not a study as part of behavioural science but one meant

³⁵Here the term disabled means unable to perform any kind of productive task physically or mentally that a standard human performs. The term disabled also means the period of human life that is not counted towards longevity under disability-adjusted life expectancy (DALE) scale. A differently abled person is very much an able person for active performance in this study.

³⁶Positivity advisors quote psychologists recommending this activity to boost up one’s chances of performing better than self the next time the same activity is performed. This anyway happens in human intellectual senses except that the scientists advise for determined or intentional suggestive conditioning. Positive self-talk is one such interaction with self (Lane, A. M., Totterdell, P., MacDonald, I., Devonport, T. J., Friesen, A.P., Beedie, C. J., Stanley, D. and Nevill, A. (2016)). Brief Online Training Enhances Competitive Performance: Findings of the BBC Lab UK Psychological Skills Intervention Study. *Front. Psychol.* 7:413. doi: [10.3389/fpsyg.2016.00413](https://doi.org/10.3389/fpsyg.2016.00413).

Fig. 1.4 Extended components of corporate governance



to understand management and its higher principles of governance. The point of entry is human resource management and its impact on corporate governance. Under this principle, corporate governance today turns to three extended components: business mandate, social mandate and environmental mandate (Fig. 1.4).

Figure 1.4 shows the extended components of corporate governance in the form of three mandates—business mandate, social mandate and environmental mandate. Modern corporations including governmental organisations have to be aware of it.

Responsibility cannot be delegated similar to authority. It is an obligation on the part of an entity that is authorised under certain circumstances to perform a duty that is self, externally or vicariously assigned. The combination of assigned duties and formally and informally delegated authorities create a sense of obligation towards the duties. This feeling is exclusive to humans. Only the degree and depth of such obligation will vary. This obligation is termed and exercised as responsibility. The responsibility being obligatory cannot be identical for similar authorities. There can be vacillations. Hence, it needs to be brought to a desired standard by external agencies—society and government. Corporate social responsibility, thereby, is a positive affirmation with respect to the entity motivated under social circumstances and catalysed by national and international governments. This is the essence of CSR that is formally defined in different ways. In general, corporate social responsibility is corporate self-regulation integrated into its business model that permits it to meet its obligations towards the society without aiming at branding or any other gain. It is not a branding activity. In this process, the corporation regulates itself within the norms of business ethics, spirit of the law and vagaries of national and global business environment, creating and redesigning the model for it to follow. Thereby the corporation identifies itself with the stakeholder entities.

What do business corporations carry out other than observing their obligations towards CSM and CEM? Certainly they will continue doing what they have been doing otherwise naturally—profit maximisation. Ethically profit maximisation becomes a strict no–no for a corporation in the eyes of the society. But when the corporations are engaged in CSM and CEM under positive affirmation as well as regulatory compliance, profit maximisation is genuinely what they have to do as a business mandate, and it becomes strictly their duty. In the case of other organisations, it could be termed as maximisation of productive efficiency. In general, and in the modern society, it could be termed as competitive survival. Remaining or surviving with inherent vitality becomes the corporate or business mandate. It is also the organisational mandate. Hence, a corporation that is aiming to survive in modern society has to ensure the three aspects of corporate management with the overall application to society under the three work heads: corporate business mandate (CBM), corporate social mandate and corporate environmental mandate. It takes care of the triad of organisational management in the evolving times—business, society and environment. Managing an organisation beyond its business mandate is governance. This is also the modernised expression of the triple bottom line in the study of corporate governance. It is under this triad the productivity of humans has to be seen and analysed for maximisation. It cannot be done under the normal principles of present-day human resource management. This concept needs to be critically examined for capitalising human for investment.

1.7.2 Timeline: Human Management

Human management has undergone changes as in any evolutionary process. The changes were organic in the case of a life system. Externally the evolutionary process can be amorphous with nebulous standards. The workers in the early periods were barter paid (not in cash), low paid, slaves, bonded, unhygienic, poverty stricken and constricted in slums and ghettos. There were riots and every kind of disturbance in the work environment. Crimes and unrest, blood and sweat, injustice and more of it, avarice and cupidity, lascivious dissipation and moral degeneracy and every other kind of human deprivation prevailed through the evolution in managing the human. It was tough then; it is also tough now. Within these disturbances, the style and principle of human management evolved. It is still looking for the ultimate—maximum productivity in an activity. The condensed timeline (Table 1.1) can give a quick appreciation of the path so far in human management.

The timeline is further shortened in Fig. 1.5.

Figure 1.5 shows very briefly the timeline of human management. The idea is to highlight the fact that human management so far has been evolutionary in a linear mode and needs to change to a revolutionary lateral mode for increased productivity and higher returns especially in a demographically bursting world.

Table 1.1 Timeline—human management (condensed)

About 1754 B.C.	Hammurabi (1810–1750 BC) Code. Concern for workers
Fifth to fifteenth century	Mediaeval ages. Started with apprentice welfare in the putting-out system
1760–1840	Human management as a distinct profession in Britain, which spread to Western Europe and America. Transition of manufacturing process from absolute agricultural economy. Going from hand production to machines driven by prime movers of various types. Living standards of workers were poor and took time to gain advantage. Writers like Charles Dickens and Victor Hugo depict human concern in their writings that make people empathise with others including workers
Nineteenth century	Later part of the nineteenth century witnessed emphasis on training as countries like Germany had very advanced position in professional skills of the employee in technical matters. It impacted on competition
1900	Enter the theory of management. Unions became issues for employers. The employer–employee relations depended on balancing the mutual needs by all means—coercions, concern, agreements, force, etc. Government intervention established personnel management to approach the labour problem in a more humanistic and regulated manner
1912	8-h work shift introduced in India by Tata Steel
1914	Henry Ford adopts 8-h work shift
1914–1918	First World War: need for war materials including ammunition. Training schemes were introduced to develop production skills of employees. Fast-paced training as war could wait. Compact short-term training programmes
1919	Tata steel implements working committee to examine employee grievances. The format later became the basis for the Industrial Disputes Act 1947 in India
1920	Workmen’s accident compensation, leave pay and provident fund were introduced by Tata Steel
1921	Du Pont designed the first-ever multidivisional organisational structure
1928	Tata Steel introduced maternity benefit to women employees
1939–1945	Second World War. End of war witnessed training in construction industry started. Training was formalised and given good attention but the quality remained poor
1940	Abraham Maslow introduced hierarchy of needs: physiological, safety and security, love and belonging, self-esteem, self-actualisation
1974	Larsen & Toubro became the first organisation to set up human resource development (HRD) department
1974–2014	Evolution as a natural process without much change in employee outlook and productivity. Technological advancement in products and product design. The three decades were more or less incident-free in human resource management except for advocacies from scholars on the subject
2017	The idea of human investment management (HIM) mooted through this study with the objective of arresting natural evolution by maximising returns from people understanding that they are different from each other and from themselves when in a group. Origin of an idea that could revolutionise productivity by unbiased investment of productive human, which is still in the incubation stage

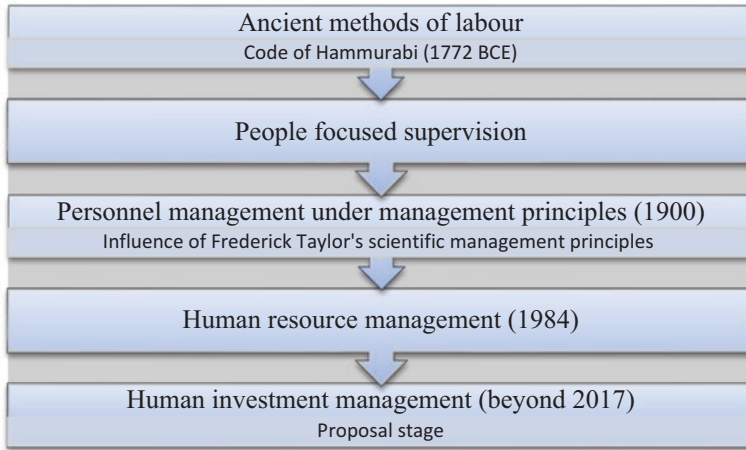


Fig. 1.5 The timeline summary—human management

Of course, the timeline of human management cannot be packed in short formats. But the feedback throws an intense light on a very simple fact: humans have been and are still experimenting on how to make the other human work more effectively since the time direct activity shifted from self through others for larger productivity. This study too joins the bandwagon under extreme limitations. The limitations originate from the fact that a human has to get the work done through another whom he or she doesn't understand. The complex matrix of interaction between people and the work or activity environment has developed into various offshoots in period of time, each one of them attempting higher productivity. Human resource management is the dominant principles in human management adopted by most of the countries and international organisations today. In investing human, the focus is on prospecting and capitalising humans for maximum desired returns.

It is a proposal for the next stage in human management.

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Chapter 2

Understanding Human

Humans are incredible life forms; they miss this fact in their anxiety for survival.

Abstract The first step in rethinking humans in management is to understand them individually and collectively with respect to their productive environment. Understanding human is crucial to manage them in the considered activities for the desired objectives. But the topic is riddled with ambiguities. There are extensive variables that will make the effort to go under even before it starts. The human system has no choice but to handle the vagaries inherent to it. One has to appreciate the self and the other (interpersonal and intrapersonal relations) to manage human activities. A look around will reveal the constraints. Humans are still experimenting. This study is one along the line. It is restricted to the field of human management in an organised system whether large or small. Within this ambit, this chapter telescopes on the incredibility of the human life form.

Keywords Optimum population • Food chain • Binding energy • Capitalising human • Self-actualisation

2.1 Introduction

The human, ostensibly, is an incredible life form possessing boundless power relative to other life forms. The power is innate. Other life forms do not possess such power. There lies the contrast. The intrinsic power of a human is so dynamically effusive that, at extreme irrationality, the life form can annihilate itself. The power becomes instrumental for action. That is what the studies reflect at the moment. This act doesn't seem to be guided by a situation where the human deliriously loses control over self, but a persuasive urge driving the individual beyond the extremes of the intrinsic power raging out of its own solitary survival tool—the brain locked in the cranium and spread out all over through a complex neural network of carrier systems. The act, when turned on self, is termed suicide—intentional killing of

oneself.¹ Extinguishing the life within, by a decision from within, is a state which only humans can arrive at consciously. *Cupio dissolvi* (I wish to be dissolved) is a phrase that has been used critically in explaining suicides in the Middle Ages.² The power to destroy self needs intellect, an abstractionist idea for the produce of the human brain, to appreciate it by the 'abnormal' self.³ Other life forms do not possess such intellect. It may be an aberration but a selective outcome of the power the humans possess. This power, the power of self-destruction, manifests as the driving force the humans use to intentionally obliterate other life forms physically for reasons beyond hunger.

The predators of the trophic species prey on others only to subsist. The power to prey on own species including oneself to the extreme limits is exclusive to humans and has been considered a bane, yes, by many humans who think loud.⁴ But it could be a surprising or rather hidden necessity for survival. The power to obliterate self⁵ and others of one's own kind may keep the humans away from the danger of permanent extinction as a species by securing room to move about. Is it a kind of pick over to make room for the residual to survive? This is only an argument. Seemingly by default, humans survive by elimination of own species including selves as if waiting for natural death may be a despondent idea. This law, premature extinction or extermination of life, applies to all life forms where one preys on another but not generally of their own. The linear food chain⁶ works on premature extermination of life for survival of life starting at the bottom with planktons or even tinier living picoes.⁷ Humans do not have a 'superior' species to prey on them selectively. They prey on themselves across and beyond the food chain belt of natural survival wearing the mantle of the superior during the act. In self-immolation or other kinds of suicides, the self probably commands the transitory 'lower self' that it 'annihilates'. Humans may not commit suicides or kill each other probably if there were some other spe-

¹This statement is under the assumption that suicide is an irrational act. It need not be so with respect to the person who commits suicide. The individual will rationalise it in all likelihood. This is indicated by suicide notes. Irrationalism of suicide is an external viewpoint.

²The period is considered between the fifth and the fifteenth centuries in Europe according to European history. The period starts with the fall of the Western Roman Empire and merges with the Renaissance. The three traditional divisions of European history are the antiquity, the Mediaeval period (the Middle Ages) and the modern period.

³In this study, intellect is considered a produce (n.) of the brain to limit the abstractionism associated with the term.

⁴One of my students (Vishal Viswanath) at the Chinmaya Institute of Technology, Kannur, India, had a counterstatement that animals kill their own offspring (2014). He quoted examples of pigs eating newborn piglets in his piggery.

⁵On the average one human kills self every 40 seconds according to the WHO report (2014) (with 5cr affected, India among nations worst hit by depression, *The Times of India*, Kozhikode, 25 February 2017, p. 1). Logically with the increase in demographic density, suicide rates can only go up globally.

⁶See [Glossary](#).

⁷New term used to indicate the smaller food chain subjects if existing at the pico level and beyond to the yocto level.

cies superior to them. This may be a puerile argument as ‘would have been’ is not a statement in proof of positivity or even nullity of a hypothesis in research (Paleri 2008). Hence, this statement of ‘would have been’ is only for articulation of a wrong statement to drive home a diverse but critical point—humans are relatively powerful to the edge; they are the most powerful among the living things and hence deserving to live without extinction as a species. There are also findings that suicides come down (as if put aside since not necessary) during violence and mayhem (Paleri 2008). In other words, ‘...when there are other means of dying quick, fast and easy’.

From a diverse perception, death is mandatory for survival of life on two counts: one, to limit the population density that may choke life and, two, to give room for the new in the process of continuity, as long as other parameters are conducive.⁸ Here, death becomes necessary to preempt birth not taking place. This is not the correct way to explain death, though. The statement can be modified that life forms would not have originated unless the ‘force’ that creates them had not mastered the art of death—the art of destroying the creation by default for continuity (Paleri 2008).⁹ This is also a statement of explanation. In a way, the study of life should begin from death in reverse, not birth-forward or after death. This stasis often brims over passivity when human kills human as a survival necessity. In biblical terms, it started with the first murder.¹⁰ In other terms too, there would have been a first murder committed by intelligence under the subliminal perception of necessity for survival. It can be the game nature plays for balancing human life on the planet. Or, in reverse analysis, the nature being what it is, the humans and other life forms survive on Earth as long as the environment is conducive for survival. Limiting overpopulation that may choke them otherwise may be one of the requirements of the desired environment. If so, they have to adapt to the environment for survival, using their intellect. Elimination beckons space to the eliminator. It is beyond food chain in bioscience.

Life forms adapt to the conduciveness of natural environment in various ways. Humans possess powerful intellect. Intellect pans survival all the time. The power of intellect is put to use every moment by the human. Annihilation of other humans and human systems is driven by intellect in a perceived survival dilemma, though, under the assumption, for the survival of own selves, usage of the self-destructive power can, often as feared under mutually assured destruction (MAD) of the strategic kind, lead to extinction of the species according to the proponents. There is no other life form capable of annihilating the human species to extinction. It has to be left to the humans themselves if such a decision is necessary in a hypothetical situation.¹¹ Even then, it may be difficult. The power of nature is too strong and favours

⁸Strictly this statement has to be seen in the reverse: ‘because of death, population sustains, and life goes on...’.

⁹Mastering ‘death’ is not just for living things but also for any invention. Otherwise, the genre will not last. An example is plastic. Such designs will become extinct.

¹⁰According to anthropologists, the first murder took place 430,000 years ago (Pruitt 2015). The victim was a Neanderthal, if that counts.

¹¹According to author Yuval Noah Harari, the human species will extinguish first (2011).

life, not death, under normal circumstances on the planet. Even the cause of death is based on this lemma. Nature is seemingly biased towards the next life forms and advancement of species along the chain. Therefore, the bias may peak when it reaches the humans. Humans will survive as long as nature survives in its life-complementing mode. In spite of all the human-induced destructive activities, disasters and pandemics of death, the human survives as a member of the only species that is unlikely to be endangered ever. The window of thought opens to an interesting allusive perception here—perhaps humans survive as a safe and sheltered species in the world because of the deaths that strike the population prematurely by the self-destructive activities and agents.

A look at human development will show that the life span was relatively short in the early days. Slowly human adaptation with life increased the life span.¹² If so, it has to still go up. In spite of the increase in longevity, the world probably carries the fad of optimum population¹³—what it can bear. It also seemingly has space and resources for more humans. But on a larger canvass, death is paramount in life. Death alone can allow life to survive in perpetuity in a living planet. Within this argument, there are no other life forms on Earth that can endanger human life to extinction. There are no other life forms superior to humans for now. It has to trim and adjust itself. This act as well as the argument behind it is embodied in the statement by Albert Camus (1913–1960), ‘What is called a reason for living is also an excellent reason for dying’ (Random Facts post 2009). No superior mutants will ever rule the living world. Maximum, one may witness the cyborgs that too, a very long time from now. There are no signs that human intellect can soak up the idea of mutants. Super apes from some other planets are not going to visit in their spaceships and jump over humans on Earth in Hollywood style. Hence, humans alone will have to ensure that death beckons life persistently. Seemingly, in the birth–life–death triad, there is a lemma that ascribes a law that death may not wait for maturity by ageing. Majority of life forms die precipitately. The entropy of the individual living system can maximise any time (according to physical sciences), not by ageing alone. An accident can get to it with surgical precision.

Though death by biological ageing is natural to life forms, it cannot be relied upon for continuity and veracity of life. One gets killed early for another to subsist. Rather, this statement can be altered to ‘one dies early and another subsists using the space vacated’. It is a kind of superannuation in the workplace for another to move in and ahead in a cascading job profile of employees. Nature observes strict and

¹²Life expectancy in all ages was seen increasing with age from what it has been at the time of birth. In the upper Palaeolithic or the Old Stone Age (50,000–10,000 years ago) period, it was 33 at the time of birth that increased to 54 once the person reached the age of 15. Modern human, it is understood, still carries the biological clock of the paleo period. But it is attributed more by cultural adaptation than by evolutionary changes. en.wikipedia.org/wiki/Life_expectancy, accessed 2 January 2014. According to Harari (2011), the sapien life expectancy is going to increase much beyond the expectations. But the question is, ‘Does this contradict the theory of human destruction by itself?’ (See 9.) The plot thickens here.

¹³See [Glossary](#).

much disciplined rules in the succession plans of life forms. The process is visible in the veritable food chain in the food web that determines the natural trajectory of life. The food chain is a linear sequence in a food web. Every life form that eats another life form is a consumer in the food chain. But humans take the natural law of other life forms beyond the food chain. Humans also kill other humans: their own species. It is not because of hunger pangs. The power of intellect exclusive to humans drives them crazy in the quest for existence. But the surprise springs from elsewhere.

There is certain strangeness about humans in their self-destroying or annihilating species image. In spite of having the power to destroy self and the rest and every other life form around them, the individual human amazingly refrains from inflicting death to self, other humans and other life forms most of the time for very specific reasons that are subconscious. The force that holds the humans back comes with rationality—an amazing quality by default in a destructive self. Humans are relatively meek in peripheral design. They are sans claws, jaws, muscles, toxin caches, quills and other anatomical and physiological weapons of survival in the animal kingdom. A python swallowing a crocodile, of course with patience and perseverance lasting for hours, is not only news in the leading daily but also testimony of the power that extreme muscles can bestow on a life form for assured survival as a species (Withnall 2014). Once on a wrong grip, a croc was unable to open its jaw. This happens to humans in war in an identical attack mode. In a different context, a python that jaws in a porcupine dies with the dead porcupine in its guts in a kind of mutually assured destruction by the survival weapons exclusive to both. It was jaws vs. quills. But claws, jaws, muscles, quills and toxins are nothing in comparison with the power of intellect the meek-looking humans possess.

The secret of human is in the intellect, the dragon heart that makes the holder exceptionally strong. The intellect weaves the net to remain copious and multiply at will. Humans procreate as designed for most other life forms and distance themselves far from the line of endangerment as a genus unlike many others that can get ambushed by the laws of survival. In this process, humans exhibit a kind of binding energy¹⁴ with the laws of survival to procreate and multiply in creative leisure. This binding energy can be exploited for something more fundamental than just survival. This is an idea to explore.

Humans are blamed for altering and impairing the natural environment that permits them to live and multiply unlike other life forms. They modify the environment in the name of development. The damage they can cause is neither strictly verified nor accounted for in comparison with the returns that the development programmes can offer and the cheques and balances in the system. The alarm comes out of hearsay. Humans were aware since ancient days that destruction of nature would destroy them. Humans are not the natural-born enemies of environment. Besides, nature is extremely powerful. It can regenerate. The forces of the planet are that strong. The alter ego of rationality in humans acts as a kind of controlling force that

¹⁴See [Glossary](#).

makes them reason and bypass self-elimination as a species. Identifying the hidden energy that binds a human with itself for survival is the crux of the theme in capitalising human¹⁵ for effective investment. Unleashing this energy in every human may perhaps allow the species to perform better. The question is, 'How does one appreciate the idea and head for it?'

Human is as referred to a human being in this tome. The human being, as a member of humanity, is capable of befriending other members altruistically. Human beings can be ethical, friendly, philanthropic and value based showing concern to each other and the natural capital, the commons. Humans are designed for such virtue for collective life. This virtue is a survival theme. It is not so with other life forms, though many of them exhibit collective behaviour patterns. This also shows the distance modern humans keep from other life forms in evolution. They stand apart and are very far ahead though the linearity of evolution is a sceptical issue. But it is said that they are the only remaining species of the *Hominids* according to scientific studies. There is none like them. The perplexity is that the *Hominids* as a species derived from the branch of the great apes—chimpanzees, gorillas and orangutans. They, the *Hominids*, were lost too early in the shadows of time. The argument that humans had apes as their ancient donors is in stark contrast with scientific clarifications about the origins of modern humans as an entirely diverse and advanced species. According to science, modern human evolved much later. *Hominids* had already been evolved into *Hominins* which led to modern human. The ancestors of the modern human, if they so desire to find one that far, have to be *Hominins*. They were many ways different from apes. Therefore, it is not necessary to bring apes into the picture while discussing humans. The idea that the ape was the last step in human evolution stops here, in this study at least. The proof lies in the fact that the apes may not revolt against this decision. If they have a tad bit of 'egoistic humaneness' in them, they would have. They don't care if not considered as ancestors to the superior humans. This is a kind of reverse testing of a hypothesis in executive research.¹⁶ There are also some deliberate contradictions from the previous chapter.

¹⁵ See [Glossary](#).

¹⁶ Executive research is a method of research recommended and practised by the author in how-to-think mode for decision-making for leaders in management and governance including military personnel when the time runs short. Executive research outcome will be heavily guided by intuitive analysis and focusing on risk minimisation and scanning over the uncertainty horizon. It is an idea outlined by the threat–risk–uncertainty (TRU) triad. This aspect needs further research. Not explained in this book.

Now, turn to this:

This theory could be a fast one, or rather one on the run. There are many unknowns in the making of the ‘generation’ sapien. It need not be linear but a multiple result of sexual interactions and mutations among non-complimentary close to human forms in the very early stage when multiple species coexisted, not one after another as shown in evolutionary posters of ascent. This could be an intimately guarded secret of life. The evolutionary process of the human need not be linear as shown in the most familiar picture with a (knuckle dragging) monkey at the beginning and an upright Mr. Human (yes, a man) at the end, all in a straight line of forward march. No sir, it can’t be that way. In all probability, it could have been a spread-out group of all of them primordially linked with the most powerful force on Earth in a living being—procreative preliminaries, the powerful sexual urge for many, many years that are not wise counting, at least for now. One cannot rule out sexual encounters of pre-sapiens with non-pre-sapiens in the long period of coexistence of many generations of them.¹⁷ If that is so, it answers the amazing genomic vastness and differences in each human being today that will continue indefinitely, making each one ever different from another. Yes, it is a kind of expanding universe in the genomic sense. It won’t retreat unlike the universe into a genomic black hole, though. [Please delete the paragraph from memory after reading it to avoid the aftertaste of what may seem absolute absurdity].

The human comes in either male or female body shapes as in majority life forms. These are recognised and recognisable body shapes. But there is a catch. The catch is hidden in human sexuality and sexual preferences.¹⁸ It is not about mating and procreation alone. The characteristics of male and female sexuality and sexual preferences need not be based on body profiles of sexual difference. A physically projected male may have female attributes in behaviour pattern and vice versa. Humans with mixed sex factors are intersexed. Humans, whose internal sexual attributes differ from their biological sex, are transgender or transsexual. Transgender is the state of a human’s gender identity.¹⁹ It is self-identification as male, female, neither or both (anymore?). It is independent of sexual orientation. The only external physical difference between the biological female and male of the human species is in the genitalia

¹⁷Say, a *Homo sapien* with a *Neanderthal*. There are chances of *Homo sapiens* indulging in regular sex with *Neanderthals* (*Homo neanderthalensis*) and producing progenies considering the length of time they have been together. (See DiSatsio. *Homo sapiens and Neanderthals lived together 55,000 years ago*. <http://inhabitat.com/homo-sapiens-and-neanderthals-lived-together-55000-years-ago/>, Accessed 25 March 2016). This is in addition to other forms of ‘gene flow’ by evolution.

¹⁸This needs further study in examining animal sexuality for semblance with humans, which if evolutionary chain is to believe has to be there.

¹⁹There are reservations and preferences for transgender in India.

at the time of birth. Internally there is an ocean of difference in everything. A female of the human species is much more complex and advanced in body design than the male counterpart (Morris 1967). Mentally and emotionally, there could be further complexity while comparing man with woman in human species. In spite of all these differences, females and males are physically classified that way as differing sexes.

According to the Supreme Court verdict in India (based on law), homosexuals (gays) and lesbians are not transgender within the group of the LGBT (lesbians, gay, bisexual and transgender). Transgender is the third sex that needs special mention in India in matters of rights and reservations. The Supreme Court of India affirmed the constitutional rights and freedoms of transgender persons, including those who identify as third gender and those who identify in a gender opposite to their biological sex, i.e. persons, assigned female sex at birth, identifying as male and vice versa. By recognising diverse gender identities, the Court broke the binary gender construct of ‘man’ and ‘woman’ that has pervaded Indian law. The judgement was pronounced in *National Legal Services Authority v. Union of India & Ors.* [Writ Petition (Civil) No. 400 of 2012 (‘NALSA’)] by a division bench of Justices K.S. Radhakrishnan and A.K. Sikri (The Supreme Court of India 15 of April 2014).

In the study of capitalising human for active investment, the differentiation between individual humans is only in their realisable returns in the engaged activities. Otherwise, every human is ‘normal’ for activity. All these further add to the fallacy of thinking about human in the activity environment.

2.2 Fallacy of Thinking About Human

In all these deliberations, paradox follows like the shades of a shadow. This leads to many questions. Are human beings extremely complex? Does this complexity affect their productive outputs? Why existence is a struggle for every human unlike other animals? Are they an exclusive species beyond the animal kingdom? If so, why they are not markedly different in their genetic profile from other life forms? Contemplations on humans often raise paradoxical questions. The paradox originates from the fact that it is only the humans who watch, observe, research, study and think of humans. No other life form does it on itself, nor do they do it on humans (as far as the humans know). Perhaps, some of them watch human movements around them as a survival issue for them. That is all.

The human thinking process follows different approaches. One of them is scientific. Scientific thinking is mostly reductionist. Reductionism sees that a body is nothing but the total of all it is constituted with. Hence, studying the constituents of the body should help to identify the body. That is the argument. It is easy thinking and a

fair one too. The physiochemical and psychosomatic models of human beings elaborate on mind–body relationships. In such models, mind and body are implied as two different systems for study. Biological evolutionary science explains how humans transformed over the periods to the modern form. The problem here is that the degree of obscurity increases almost exponentially when research delves deeper into the past or gazes farther into the future. Human intellect can look into the immediate past and the future with certain clarity and survive. When time becomes deeper into the past or future, findings lose accuracy. Beams of human intellect get attenuated while rummaging the depth of time. The findings become questionable. But the intellectual prowess and the associated creative talents of humans can still allow them to understand themselves with certain degree of exactness. The credibility of such acquired knowledge can be debatable. Being human becomes different from human being in the altruistic model. Human nature attains special characteristics in the emotional model. There are too many such approaches that deflect reality of findings.

In spite of all these shortcomings, the study of humans continues all around. In this study it is a question of understanding humans to make them prolific in a work environment, hence this examination.

Shifting gear to philological thinking one can perceive the sound of *Tat Tvam Asi* at the cosmic level. It means ‘you are that (that thou art)’ where the addressee ‘you’ is not you but the inherent substratum of you without which your existence will be questionable. It is the believed level at the extreme end in the non-scientific paradigm of cosmic appreciation. It will be interesting to indulge in such thinking in which human can travel without a beginning or an end (vow!). Simply put, a human being is elevated to incredible limits of power through this statement. It makes all humans singularly equal under absolute and unqualified terms. Here the scholars look at untested but heuristically acceptable parameters. But the arguments lead to a finer point—calming the agitated mind. Probably that was the purpose behind such proclamations. They may not depict the individual human as what it is. Such etymologies do not describe a human for the day-to-day understanding in the activity profile. None of these explain managing the down-to-earth human in a productive task.

Scientific study is a continuous process. They get corrected as and when new theories originate through experimentation and research.

All the lines of thinking lead to the ultimate truth. The truth is that human beings in any form of reductionist thinking or cosmic thinking are defined by humans themselves. It is the human who opines about human. The ball is kicked from within, standing inside it! The fallacy of accuracy is hidden in this bias. But many are the ways tried out by humans to come out of it. Look around.

2.2.1 *Via Negativa and Neti, Neti*

Via negativa is an apophatic theology that attempts to describe (originally) God in a negative approach. Here the attempt is in explaining what God is not. This way of explanation has been widely practised in the world to explain the unexplainable. It

is the path of contradictions. In theology via *negativa* becomes the approach path for explaining anything by 'what it is not'. In the case of the human, is it possible to adopt the via *negativa* path to explain what it is by arguing what it is not? For example, to start with, it can be said that a human is not a male or a female, meaning it is both or neither. It can also mean it is not a living thing. This statement becomes acceptable only if it is added that it is not a nonliving thing. Since it cannot be said both ways categorically, it has to be accepted as one among the duality. Since it is known that it is neither non-existent nor an inanimate thing when it is being discussed under a topic of managing it for some purpose, it has to be living being male or female but not male and female. This argument completes the case of a human via *negativa* in the first stage of identifying with the topic.

Neti, neti (neither this, nor that; not this, not this) is a Sanskrit expression from the ancient Indian scholarly scriptures and studies. It is an expression for *Brahman* which is taught by telling what *Brahman* is not. It corresponds the via *negativa* approach. It is a method of Vedic analysis of negation. It is an expression of the inexpressible. *Neti, neti* is neither a denial nor an assertion. It shows among other explanations that words have limitations in explaining the (un)explainable. The (un)explainable is felt complex, hence unexplainable. In this manner the (un)explainable can be explained, but it doesn't become explainable. It is a disclosure of a closure in a dialogue questioning reason under extreme limitations of words for explanations. Where does one go from here in understanding self and the rest for studying productivity?

2.2.2 *Nihilistic Approach*

There are human thought processes that believe unless the present system is destroyed, future cannot be built.²⁰ It is called nihilism. The earlier argument 'unless death is mastered, life cannot be created' comes closer to this statement about organic forms as a scientific truth. It is not nihilistic, though. Those who follow nihilistic approach hold the doctrine that all values are baseless and nothing can be known or communicated. According to nihilistic approach, the present political and social institutions have to be demolished for future improvement. In such approach the human is just a body bereft of soul and erotic intent. These are the opposite thinkers. *Nihil* means 'nothing' in Latin. The doctrine negates one or more hypothetically meaningful aspects of life. In existential nihilism, life is meaningless and without purpose. The nihilists also argue that reality does not actually exist. It is an extreme view that appeals to all those who hold it.

²⁰This paradigm, to some extent, is visible in most of the ideologies aimed at changing the world into a new world order where 'me, myself and my people' will be the priority survivors. The rest can go to hell unless they join me. But nihilism by study as a doctrine is much more than what is projected here.

2.2.3 *Sophocles to the Layperson: Breath and Shadow, Nothing More*

Every human understands at some time that life has a beginning and an end. It would have been complex if it was the other way round. Many believe in afterlife expecting to make amends for what was not done. ‘Will like to marry her even in the next life’, says the celebrity husband about the wife in an interview. Whether he meant it or not, there is an afterthought on afterlife pointing at life ends and begins. That is the funny side of human life. Life doesn’t recycle. The proof is in the statement. That perhaps is the reason why each human life is a box office chartbuster of gore and guts with a lavish spread of ‘I-want-what-I-have-not’ fantasy in reality. Every activity will be aimed at that single target directly or indirectly. Otherwise how does one see the life of Sophocles or live the Sophocles model from beginning to end? How do people drag their lives to a grind in spite of possessing more than what they need to have a ball?

That is Sophocles’ story or the moral of it. Every human suffers to the hilt irrespective of the differences between them. Uncertainties choke their movements through time in their efforts for survival. The brain doesn’t provide answers to the questions of existence. Sophocles (496–409 B.C.) was an exceptional, affluent and enviously popular playwright of his time. He was so endowed that there was nothing more to ask for. He had everything that aristocracy could buy. But still he retorted about human, *But breath and shadow, nothing more* (Ellison 2014). This came from a man who lived his life at the peak of comfort all the time in Ancient Greece, the gods’ own country. He was surrounded by the comfort and luxury many times more than any box office-shattering playwright today. Since the age of 28, he won the first prize (Oscar of the day) as a playwright consecutively 20 times. A very healthy, affluent, influential and adulated person, he lived 90 years of luxury and fame in those days when the average life span of a Greek was 30 years.²¹ Still it was a god-send for the good ole’ Sopho. ‘What else a human needs?’ one may ask. But Sophocles’ fixation was tragedy. He highlighted misfortune in all its severity as if he was orgasmic about it. He congregated one of the complex figures of all the time in literature with tragic apparition—Oedipus. Why should he do that? If life was nothing ‘but breath and shadow’ for a man unreservedly consecrated like him, what it would have been for those who were at the bottom of the pit as far as life was concerned? May be they too would say, ‘Sophocles was right!’ If that was so, Sophocles would have been wrong for himself. Is it *neti, neti*?

²¹There are scholars who believe Greek men lived up to 45 years in that period.

2.3 Human Thinking and Performance Factors

There are many who feel Sophocles' definition of human being was the best among those they ever came across. It was his perception. He was a tragedy king. Those who agreed with him perhaps found pleasures in gloom gathering in spite of success. For this study, it is just another expression. The purpose is to see whether humans can be capitalised for perfect returns by managing them, not by gloom gathering. It is about maximising productivity by capitalising human and not through the beaten track of managing them as mere resources. Accordingly, the assumption is that a human being is an amazing and complex conception of life capable of performing beyond their own perceived standards. For every human, the apparent standards are more relevant than the perceived standards. They can perform beyond their perception. It is evident in the human progress. But they are not able to effectively use them in the survival domain for reasons of overspilt anxiety, though anxiety and associated stress are required for survival. They have to be proportionate and within limits. There are evidences that humans can excel in performance. Some call it performance beyond the 'call of duty'. There are also evidences of people considered unfit for serious jobs reaching the highest levels of the social echelon carving permanent and exclusive markings by their performances. How does this happen? This is the unconditional principle on which the idea of capitalising human is brought out. This statement is valid every time a human is in action. If a human can singlehandedly carve a mountain with a hammer and chisel to make passage through for travellers and goods to the other side by cutting short the distance, every other person also can do it.²² Within this transcript, somewhere resides the principle of capitalising human for active investment.

The brain helps the humans to think. The brain does many other things too. It limits and at times deflects thinking. It is especially so with the humans. On one hand humans show insatiable appetite to explore the secrets of life. On the other, the brain doesn't come up with all the answers. The owners succumb to it, only for the brain to revive them. The brain can function on its own without user manuals.

Studies on the secrets of the human brain and the process of thinking will continue to advance stretching the outer limits. Every time a new science appears providing some steps to climb up and steal a peep into the brain. Still the organ remains biology's greatest unsolved mystery. Humans still do not know how the brain works. They had been working with their brains all the time to find out the secrets of the brain. The brain remains elusive. Those who want to get people to perform in a scenario should be aware that their brains along with those of others are still mysterious black boxes. Each brain is different from the other in functionality with respect

²²Dashrath Manjhi (1934–2007), also called the Mountain Man of India, was a poor labourer in Gehlaur village in Bihar, India. He was once a coal miner. He carved a path 9.1 m wide, 110 m long breaking a 7.6-m hill with just a hammer and chisel. The path linked the two villages that lay isolated on either side of the mountain. It took him 22 years (1959–1981) to complete at his own pace. The government overlaid the path with a metallic road in 2011, 52 years after.

to the situation. How they work is not known. Therefore, it is not as easy as riding a horse or milking a cow to make humans perform. Humans have complex brains. Probably because that is the only survival weapon the species have. It has to be secretive, even from itself.

Scientists look into the brains of numerous neuroscientific guinea pigs of different profiles including humans. They understand fear converges into amygdalae, two almond-shaped tissues in the brain more or less symmetrically positioned deep and medially within the temporal lobes of the brain in humans and other complex vertebrates. According to research amygdalae performs the primary role in memory processing, decision-making and emotional reactions as part of the limbic system.

Amygdala makes the author recall his memories of the beautiful Magdalla port and the surrounding countryside on the banks of Tapi River meandering through the city of Surat in India where he had spent a couple of years on job assignment in the late 1970s. It was a perfect place for productive activity. The memories linger on. Every one of them is pleasant and refreshing. Amygdala doesn't confuse probably because the memories are sweet. Or there could be some other reasons. The memories of Magdalla are coordinated by a fold of neurons called the hippocampus in the author's brain. The calming feeling to amygdala comes from the frontal cortex of the brain. A layperson like the author or a human manager can appreciate only this much. But the neuroscientist today can make stunning revelations. They know more about the billions of neurons that make up the nervous system, the biochemistry of how they produce and employ different kinds of proteins, the neural network called the white matters extending about 170,000 km connecting various components of the mind, how to map the brain like a terrain, etc. All these are within the naturally borne limitations which come from the fact that the analyses have to be done with the tangled brain that the analyst doesn't understand completely. One thing is sure—there is no anatomical differentiation between the nervous systems of various life forms. There is a common anatomical structure among corresponding species of life forms. The Cambrian worm has simple nervous grids—just a pair of lines running from the head to tail like bus bars in an electrical circuit. It is extremely complex in the human system, but the grid structure of the Cambrian worm is maintained as if it was a taboo to deviate (Zimmer 2014).

The interesting fact in this study is the supposition that the brain is spread over the whole body, not just the white and grey matters hiding in the cranium, if the neural system is considered part of it. The sheer enormity of everything associated with the human brain can be mind-boggling. (Is this a correct statement? Not exactly. How can human mind get boggled by itself? It is not a standalone entity.) While scientists agree the brain may be complex, there are arguments on the randomness in its design and functioning. This study stumbles on elsewhere later that human behaviour delves into randomness even if the brain is non-random. The question is, 'Does this randomness show in the individual's performance?'

On the other side, there is a problem with the human brain when linked with activity. It doesn't seem to be all that powerful. Is this a contradiction? No, first accept that the brain is not all that powerful. Its capability is based on the existential demand the nature has imposed on the owner, nothing more and nothing less. Or,

rather, it can be a little less, to be on the safer side. Nature, perhaps, doesn't want a challenger. The brain can be seriously flawed in a human being. Unlike the other parts of anatomy, a healthy brain is not the one that is just physically healthy; it has to be mentally, or, one must say, 'brainly', healthy too. A perfectly healthy brain perhaps doesn't exist. The proof is in the psychosomatic disorders that can wreak havoc in anybody at any time. One may not realise it most of the time. It may be considered normal under normal situations. There are people who choose to live in communities totally detached from others replicating the lifestyles of people lived many years before them. But it won't be matching their productive styles when the donations they receive are from the present-day world (Khan 2016). How do their brains function?

Functional magnetic resonance imaging (fMRI) permits scientists today to examine the functional brain during a mental task. But, still, there are ridiculously simple questions that scientists cannot answer yet.

2.4 Braintrust: Neural Science to the Rescue

Human thinking vivaciously adopts different patterns. Changing these patterns with respect to performance may find an answer in increased productivity. Don't the military or radical terrorists do it? The military does it for facing the extreme harm's way (EHW). For the military it is social right. For the melancholic and paranoid terrorist, it is correcting the perceived social wrong in their position of fear, weakness and sense of defeat. The military as well as the terrorist uses pattern changing techniques for extreme productive performance. The military succeeds, whereas the terrorist may not in identical situations. In the beginning of her book, *Braintrust: What Neuroscience Tells Us about Morality*, Patricia S. Churchland mentions about 'trial by ordeal' as a ridiculously unfair concept jumbled with God's intervention and everything else that leads to the changing perception of morality in human mind (2011). The surprising disclosure of trial by ordeal was it being part of the recognised judicial system and morality of the period. It was an approved judicial practice of yore to test the guilt or innocence of the accused by subjecting them to an ordeal that any way they won't deserve if innocent and not guilty of the charges. It was a kind of lie detector of the olden days. The ordeal can be dangerously savage. In the life or death ordeal, the innocent was expected to come out unscathed. The ordeal could be burning, torturing, drowning or anything that comes in the minds of the 'learned and honourable' judicial and moral or *dharmic* and *karmic* practitioners of the period under the so-called accepted wisdom (dark knowledge all along). There are many such ordeals that human systems meted out to the suspects to find the 'truth'. It still continues in many human systems. Are terminal punishments the tail end of this flip-pant belief system carried forward to modern times where the original idea of trial by ordeal got dissolved by time? Trial by ordeal was social diagnostics in the most

perverted form. Sometimes the ordeal could be in reverse judgement. That was worse. Proof of innocence could be succumbing to the ordeal. If not, the accused is presumed guilty and punished thereafter (Churchland).

Trial by ordeal was a kind of litmus test which the ignoramus society expected could be very effective with assured divine intervention. Divine intervention in human discourse of guilt and tragedy was the most anticipated and seemingly assured expectation in a tragedy where innocents were ordained to sufferings. It may sound silly today. Or, does it? Even if it sounds that way, can't what the humans think sensible today prove absolutely ridiculous and idiotic another day far ahead from now? This is a relevant question for which if the answer is in affirmative, today's punishment systems for the lame excuse of deterrence could be a tragedy repeated from the past. The punishment system could be a kind of waste disposal as if something has to be done against the person who did not do what the society wanted him or her to do or did something that sans social approval. Productivity can be a casualty in the punishment-based human management. Social endorsement is a time function. In any case, the result of such punishments will be worst seen when it is in connection with an activity. So, how does an organisation depend upon disciplinary procedures of an employee in the discipline and punishment scenario of organisational activities? The answer is simple. Ensure zero-ordeal disciplinary procedures in the workplace. But the task is difficult unless studied seriously. The principle of capitalising human, perhaps, could carry this ordeal within its intended good order and discipline.

Trial by ordeal was in vogue and accepted when introduced in the judicial system and other social practices. Trial by ordeal was similar to trial by combat. It was *judicium dei*, a procedure based on the belief that God will intervene to save the innocent. It was practised all over the world and is not a surprise that it still continues in many different ways in the world with human system all around. It is a die-hard principle of neural wiring in human design. It is by default. God has not intervened yet. What does that point to?

The world today finds trial by ordeal a ridiculous way of handling accusations. On the argument deposed earlier, there is no guarantee that the humans of the future will approve the present-day judicial systems and procedures just and wise. An example is capital punishment. Many judicial systems have abolished it. Many others are considering abolition. Many countries practise capital punishments violently often with ridicule to the accused. There are some countries that have reintroduced capital punishments. People cry for the blood of the offender simply because they may be frightened they would be the next victim. The 'next victim' syndrome makes people irrational in decision-making. This is one of the secrets of irrational collectivism and individual or group rebellious behaviour patterns in a social system. There is honour killing even in the democratically advanced countries like Pakistan and India. Elsewhere people are punished to be stoned till death. Death punishment in public display is common even today and is likely to go further deep into the future. Onlookers enjoy public beheading or outright burning of a victim like a matinee show even in the twenty-first century almost every day. The moral code swings like a wide-angle pendulum or a battering ram in the neighbourhood amuse-

ment park. Does this mean the neural systems of people are widely wired? Is trial by ordeal a cap for the human species at the time of their helplessness? It seems to be. There will be enough situations for differentiated god(s) to intervene to balance the human mind. Or, in a different sense, are the mighty and powerful humans ridiculing themselves? They may not know. Neural science has opened up only recently. Humans have a long way to go to understand it. Or does it really open up? Many such questions come up in the study of morality and human brain. This has serious impact on human activities and the nature of performance in the activities. But the story of the brain has not yet begun. It is still shrouded in its primitive capsule ruled by the phantoms. Answers to these posers are necessary to identify a system for organisational discipline that will not impact on productivity.

If trial by ordeal is a socio-judicial system that is much talked about in the past, there are also punishments by ordeal in many present-day organisations, more so in government organisations including the military where employees are subjected to punitive treatments in their postings, transfers, compensation regimes, career continuity, promotions and other career advancements and so on as a matter of ordeal. Victimisation of employees under punishments by ordeal is a common trait even within the modern human management system at workplaces. It may include political, sexual, racist, religious, partisan and sycophantic bigotries and abuses. The present human resource management system does not have a way to overcome such situations except pray for the wisdom and rational of the superiors in authority even in the most culturally advanced countries. It could be anybody—from a supervisor to a general to a head of state, who may mete out prejudicial punishments to a subordinate by ordeal. There are countries where subordinates may even get fired by anti-aircraft guns at point blank range by paranoid authorities. It is simple brain mistrust. This is where human resource management stands today—at the bottom, in spite of its long history that extends years before the concept of management itself originated. But this is not the bottom line of this study.

2.5 Mind and the Brain: Phantom Frontier Misgivings

Scholars speak about the mind as the last frontier that the humans are yet to understand. But, then, they do not specify what they mean by human mind. The mind is in the brain; people believe. Well, is it so? Many feel it is in the heart. They keep their hands on it to prove loyalty to whatever it may be. Isn't heart just an extremely complex and the best fluid pump and nothing beyond that in the world that stops only once? 'Have a heart', or 'It is from my heart', someone will say. Heard about 'heartless people' in colloquial expression? They are not zombies. At least they know that the heart exists. No one can point out to the mind and say 'Gee... that is what it is... the mind'. Why is it so? Is mind really an abstract concept? There are many who vouches they have seen the Loch Ness Monster in the freshwater loch of the Scottish highlands or the flying saucers over Nevada and elsewhere. There are people who swear on their worst enemies that they have seen ghosts dance making

funny faces at them.²³ There are people who talk convincingly about the non-existent ‘Bermuda Triangle’. But no one is clear about the reality of the mind. What is it? It is not there in human anatomy. It is never seen when the interiors of the body is audited forensically. Still what is interesting is that, in all probability, the mind could be real unlike the Ness baby, alien unidentified flying object (UFO), the adorable neighbourhood ghostly or the triangle where things vanish. Now, what? Still it gives a feeling that the statements ‘I don’t mind’ and ‘I can’t understand your mind’ are simply the abracadabra about an abstract entity. The mind can never be studied unless it exists. And if it doesn’t exist, the entire human race has been chasing a chimaera from the first occupants of the terra firma to their present generation on the study of the mind. Change the name ‘mental hospital’ to neural hospital. Even ‘neural wash place’ will sound fine. It is better to put a name that can be acknowledged to whatever it may be. No one has a clue about the mind. Everybody speaks about it. Everyone stumbles upon the brain, an anatomical black box, ok...grey box, which, if it is there, could be there in every living thing appropriate to its status in the commune of life. The modest question is that if the mind is inside the brain, then isn’t it available to all living things including the friendly Cambrian worm? Or is it something that is an exclusive predilection for humans? Perhaps, one needs a mind to appreciate these statements.

There are neuroscientists who consider the human brain a phantom playground. According to Sandra Blakeslee and V. S. Ramachandran, the brain actually holds phantoms. Their book *Phantoms in the Brain* analyses how the brain can be held hostage from reality perception (2016).²⁴ The phantoms of the brain are unlike the Phantom of the American adventure comic strip created by Lee Falk in 1936 except that they too are unreal but carry on. The Phantom of Lee lives in the fictitious African country Bangalla in the fabled Skull Cave where all the previous phantoms lie buried. The Phantom fights crimes using his physical strength, intelligence and fearsome reputation. Unlike other superheroes, he doesn’t possess any super strength. Why didn’t Lee give fantasy powers to a fantasy hero? Perhaps the Phantom is more human than a ghost in his braintrust. Crime is real in a human

²³A chauffeur driving me on a long trip once broke into conversation perhaps to break the monotony of highway hypnosis. He told me that God didn’t exist but was sure that ghosts did. He vouched for seeing them many times hanging out on the highway in the night while driving. But he had never seen a god. According to him one can only believe what one sees. Right?

²⁴The authors also mention that a normal-appearing middle-aged woman complained to neurologist Kurt Goldstein that her left arm often tried to strangle her. This indicated the split brain behaviour. The problem with the lady was her corpus callosum, a band of fibres in the cerebrum that connects the two brain hemispheres. This is split brain study. The divided brain can harbour two distinct points of view. The disconnected hemisphere can be independently conscious. This also says that the much spoken about self cannot be identified unless its location is located. This also taxes the notion that a human has a single indivisible self or an immortal soul. Each hemisphere supports its own coherent conscious stream of thoughts indicative that consciousness is a result of brain activity. Here one can argue that the brain is split for some purpose by which it exists. If that is so, the collateral is that the human may behave distinctly even for itself (author).

system. It is fought by an unreal phantom as in any fantasy where reality is handled by emptiness when there is no direct choice. The phantoms of human brains too live in their respective skull caves guiding and directing the individual humans in their never-ending activities that are real. A passing question at this stage though not connected with the study is why Lee Falk made the Phantom reside in the Skull Cave? Why not some other abodes? Use the mind.

2.6 Individual Human

A discussion such as this has to start with the individual human. The role the individual human plays in a life span is the crux of the issue for which the behaviour patterns of humans are required to be examined. This study is about the human as a medium that could be invested and reinvested in activities in the performing arena of a formal organisation of any kind. Here it is important to define the term organisation before looking at the behaviour patterns of the individual human. Being a study that is looking at elevating the much hyped, but result inhibited human resource management to the next level, it may focus on larger organisations that are organically created or developed for specific purposes. It aims at focusing on management and governance of formal organisations. They are further deliberated and explained in the subsequent chapters. Here the chapter jumps from the unknown to the known but unknown to many. It is a chosen process of understanding human within human limits.

Organisation is one of the key words. The meaning of organisation needs to be understood in the context of managing human. Organisation is an identifiable human system, with a well-marked system boundary, collectively established for acknowledged purposes where humans, bonded as members subjectively as well as objectively, are expected to contribute directly or indirectly towards the desired purposes and interests. It is formal. Organisation is a living social entity. It has a collective goal whether identified, declared or otherwise. Any organisation is linked to an external situation that can be called an organisational environment—the surrounding conditions and factors. There is no standalone organisation in a human system even if the term insularism or isolationism is used to depict one that doesn't desire to interact with the surroundings that actually created it. An insular or isolationistic organisation is a mindset of its management as well as governance. It is not strictly insular in the literal sense because an organisation cannot exist purportedly without a linking environment that surrounds it. The vital proof of this statement is in the isomorphism that any organisation will go through in relation to other organisations and the environment surrounding it—situational, normative, mimetic or coercive.²⁵ It cannot escape isomorphism; it cannot remain insular. This is also applicable to the highest level of the present-day human organisations—the nation. No nation can

²⁵ See Chap. 5.

remain insular. Insularism is in the ideology of governance; the facet of the socio-political belief system driven by cultural variations. It is pretension. In reality, the nation or to that extent any formal human system, however small it may be, is not insular. It can get weathered by the storms blowing elsewhere. There are enough records in history about the way 'insular' states swayed in world turmoils. An external environment is mandatory for the generation of an organisation within it. In the absence of the surrounding environment, the organisation cannot even form. It is like an embryo in an egg. The surrounding fluid is necessary for the embryo to grow and live. An organisation has a surrounding environment that fosters it whether desired or undesired. It can also be compared to the well-bodied raindrop shaping around a dust particle. In the case of an organisation, it is what forms it and surrounds it—the environment. The environment comprises organic and inorganic systems. From a family to a nation to the global society, this definition of organisation is applicable. This study is how to maximise the returns from members of the organisation for the organisation and ultimately the stakeholders in and out of the organisation by capitalising them for active investment.

The characteristics of an individual human are embodied in the term 'personality'. Industrial psychology defines personality as behaviour of a person at a given time with respect to a particular situation. It leads to the conclusion that the personality of an individual human (a person) can change with respect to time as behaviour patterns keep changing even in identical situations in the life span of an individual. This finding makes the study of personality simply complex or even leads to a lemma that the personality of an individual at a given time can be different from a personality test concluded earlier and hence cannot be foreseen. Personality is like the value of money that keeps changing. Of course, it is not exactly similar. In the case of money, the value declines with time, the highest value being 'now'. Money is unreal and fungible.²⁶ It is not so in the case of human personality. It is real and nonfungible. Personality cannot be exchanged with another personality. It keeps changing, but the direction cannot be articulated in finite terms as defining a good or bad personality, or correct or incorrect personality does not sound rational in critical analysis. At the maximum, the personality can be moulded into desirable or undesirable packages relative to the expected or unexpected situations within the organisation. There are various theories and definitions of personality. One of the dictionaries defines personality as the whole character and nature of a human. It is a linguistic expression. The character and nature of a human cannot be witnessed in their exactness in practice. They can only be visualised abstractly and relative to the visualiser, whereas behaviour is a subjective disposition in relation to a situation by a human. Many questions can arise from this statement. Among them are as follows: (1) If personality is behaviour, can it be different from the core human character and nature? (2) What about the behaviour of a living thing other than a human in a select

²⁶While fungibility means something that can be perfectly exchanged for another quantity of the same 'something', the word is used in a different sense with respect to humans when it comes to a fungible worker which means one who can readily adapt to new circumstances.

situation, say, of the dog in the Pavlovian experiment? This leads to a major hypothesis. If it is acceptable that animal behaviour is based on conditional reflexes, then human behaviour is intelligently modified conditional reflex and hence not similar to that of an animal. This argument too emphasises human beings are not animals but different from them. This is not a biological explanation or with the intention to contradict the existing classification of living things. This study does not drift into them. There is no intention to trespass scholarly findings. Here it is firm and descriptive on the topic of study with an intention to proceed further. This conclusion is necessary to accept human beings as living things capable of performing under motivation from within according to their personalities. For a matured human adult, the best way out is in. This is the basis on which human investment as organisational media capable of contributing by themselves has to be studied. Human beings may belong to the animal kingdom as a species for biological studies or may not have much difference from a fruit fly in genomic research. But in all certainty, the species is much superior to and exceedingly ahead of any known living thing to be included or clubbed with it as long as it doesn't have another species above. This is emphasised when it is seen from the angle of organisational productivity from the bottommost to the topmost in the human activity pyramid that will be explained in a later chapter.

2.7 Individual, Group and Crowd

Simply put, the individual human 'crowds' in groups. Still the individual human refuses to merge with the group that forms the crowd. But the human is pervasive. A human remains as individual, member of a group or part of a crowd at any given time going through various activities. Individuality of the human, the 'who am I' syndrome gets temporarily suspended when in the form of a member of a group or a crowd. While partaking in a crowd, the individual is still a member of a group or an independent individual. But being in a group activity, the individual is far away from individual characteristics. It is not so with animals. A dolphin is a dolphin even in a pod of dolphins. Where does the difference lie?²⁷

The question is relevant to the study for the way humans can be capitalised for investing in an organisational task. Can the organisation gain more by investing a person in a task as an individual or a member of a group within the group? It can be seen in detailing a police officer as an individual cop (constable on patrol) or with a

²⁷This statement can be countered by arguing animal behaviour in the predator and counter-predator mode. There are evidences where a group of predators attack their victims in a preprogrammed tactical mode as if in an intelligent ambush or blocking escape routes in perfect synchronised group formation. There are also counter-predator group behaviours by prospective victims. But human group behaviour is not similar.

buddy where the duo act together in a team. It is a common example. It can be decided by understanding the individual humans involved with respect to the situation.

The group behaviour is vastly different from individual behaviour. Individual behaviour turns around in a group. The individual human in a group behaves differently from the individual self. In a group of strangers, the individual behaves still differently. But in a crowd of strangers formed on a unitary purpose like a pilgrimage to a chosen site, it becomes 'collective effervescence' according to French sociologist Émile Durkheim (1858–1917).²⁸ What makes a human in a crowd? According to some studies, it is the ability to reason and behave rationally. Does it happen all the time? Perhaps, it may happen when there is a sense of purpose under *consensus ad idem* that could even be subconscious. In a crowd where there is commonality of purpose, mere strangers cooperate for the common well-being. They help each other. The crowd turns to a group without the typical quorum sensing. But it is lonely for an individual in a crowd when the commonality purpose vanishes even momentarily. Watch the pedestrians in Manhattan, New York, or the office-goers at Churchgate, Mumbai, during busy hours.

The study on crowd shows they are critical to society. Being in a crowd provides the identity awareness to the individual in relation to another and also supplements physical well-being. On the negative side, there are individuals who can feel irrational fear in a crowd. Psychoanalysts call it crowd phobia (demophobia or enochlophobia). But the shared identity in a crowd can do well to people and improve their health conditions. Cultural or religious pilgrimages or a simple picnic or tailgate party in a camp site can do that. It happens when people think as 'we' rather than 'I'. It is the secret of the military. It is also the secret behind all groups that are strong. The 'I' dissolves into 'we'. This finding also leads to the hypothesis that the increase in population can raise the interaction level of people and thereby is better for people in relation to the identified common purpose. There are many sects that encourage more children per family. The subliminal idea behind such proclamations originates from the fear of isolation as an individual. Group and crowd make such people to remain as an individual (that they want to) without fear or the feeling of insecurity. When the purpose is shelved, the identity is lost. They do not feel together. The hand that lifted one pushes the same person to make way for the self. The psychological cooperation loses to psychological indifference and opposition. Isolation can shorten life expectancy. This happens with isolated tribes and aborigines. When the sense of community strength declines, humans slide down in life expectancy.

The collective guidelines of life highlight the strength people get when they are in a crowd where everybody is seeking the same thing. Strangeness has no meaning

²⁸According to Durkheim, a community or society may at times come together and simultaneously communicate the same thought and participate in the same action. Such an event then causes collective effervescence which excites individuals and serves to unify the group. This can be visualised in the discipline attached to massive pilgrim gatherings in countries like India, Saudi Arabia, etc., where everyone feels one single entity without being another one.

there. It happens by the collective effervescence of people. The feel good syndrome takes one close to self-actualisation.²⁹

2.8 Maslow and Human Performance

According to Abraham Maslow (1908–1970), the individual human aspires to satisfy the physiological and psychological needs. It was a finding with an impact on human management in the mid-1900s. The hierarchy of needs that Maslow defined seemed to agree with human personality–activity matrix. The theory said why humans perform and what are required for them to perform. It is rather silent on the fact that humans perform all the time and they cannot be without an activity. Barring this difference that humans cannot remain inactive and vegetated, the theory can be seen as an explanatory one that fits the bill theoretically more to understand productivity than a human.

The individual personality is hidden in the hierarchy of needs according to Maslow. It is a theory of psychological health predicated on fulfilling innate human needs in priority. It culminates in self-actualisation. Any study in maximising human productivity has a lot to do with the self-actualisation mode. It also looks at the idea behind Maslow’s theory of treating people according to their positive traits rather than considering them as a ‘bag of symptoms’.

Maslow draws a hierarchy of needs. Hierarchy means the levels are different and one reaches the next from the one below it. Here is a catch. According to Maslow, one attempts the psychological needs after fulfilling the physiological needs in a hierarchical flow. What about a person of the stature of Gandhi who went on frequent hunger strikes? Wasn’t it intellect (psychology) driven? A hierarchy, obviously, is in a pyramidal shape. It is not understood why it has to be a pyramid unless the basis of the pyramidal structure is not converging into higher limitations. Is it because only a few people can climb the pyramid in satisfying needs? Or can a person jump to the next level keeping the one below in abeyance based on a self-determined priority of needs? It can happen in the hierarchy of nations for an émigré citizen.³⁰ Is it what the hunger strikers do? Hunger strike is a fad in India. It is cheap and quite cost-effective. It doesn’t need hefty funds. Any one (yes, almost) can do it and gain salvation and instant *nirvana*. There are more hunger gamers than snake charmers in India. Hunger strikes provide momentary recognition to the esteem-depleted individual leader. From the hierarchical point of view, the person sacrifices the physiological need for a sumptuous gassy meal for the psychological need of esteem gathering. In other words, the person remains hungry during the act of

²⁹ See [Glossary](#).

³⁰ Hierarchy of nations is a misconception according to the author, but still the world population follows certain perception based on comparative assessment of nations (Paleri 2008).

climbing to the psychological level willingly foregoing the much wider lower level. This breaks the hierarchy of needs. If Maslow's hierarchy is non-existent, it won't be possible to appreciate which need comes first unless the pyramidal symbol depicts the fact that the higher the pyramid, the lesser the density of occupants. The membership reduces when one goes up. In general, physiological needs need not wait for complete satisfaction to get into the next floor of the pyramid where the psychological needs are displayed. Maslow's findings of human needs are acceptable, but the hierarchical order needs to be seen further. One may go hungry for days if he or she gets recognition and publicity, the psychological needs of esteem value in this crowded world. Otherwise one will be just another human lost without recognition in the crowd. No one wants it to happen. People may do a bit more to be known and recognised. This can be seen in the crowding of social networks by everyone who wants to be someone. It is consumer psychology for the net-savvy business people. Recognition is a kind of deliverance; it could also be attained by an act of crime, religious conversion, talking nonsense or simply getting into the book of records. People flock at the doors of terror corporations more for recognition than other things. It cannot be based on just orgasmic ideology as projected. What if all these trends are energised to change the attitude of a person for productive well-being? It would be good. Recognition and identity assurance hold the key of attraction towards a task. Does this mean more recognition, better and more the productivity? Is there a cue that can be taken from Maslow in this finding? What about self-actualisation?

Maslow's needs are shown in a hierarchical order for convenience. But one may be able to step up skipping levels. The last level at the apex of the pyramid is self-actualisation—performing beyond the call of duty. It is a kind of self-motivation. Under self-actualisation, the person performs the best in terms of quality, quantity and ethics and value system in a work environment according to Maslow. Isn't that what anybody wants from a performing human—maximisation of productive returns? If so, self-actualisation or the stage at which a performing human peaks to perform could be the change driver for increased productivity. This is not a permanent stage. If it is, then there was no need for supervising or managing a human. There is no human self-actualised by birth. Maslow too thought about it in the later years, though he initially felt that there were self-actualised humans.

He was concerned about the question, 'Why don't more people self-actualise?' He even thought to philosophise the process, 'How can we humanistically understand the problem of evil?' He originated the humanistic psychology along with Anthony Sutich (1907–1976) in 1961.³¹ The humanistic theory believes that every person has a strong desire to realise his or her full potential. This study, in capitalising human for investment, assumes that every human has a limit up to which he or

³¹Anthony J. Sutich was also credited for *transpersonal psychology*. He was a remarkable person, whose entire life was spent in a gurney after the age of 18 because of paralysis caused by an accidental baseball game at the age of 12 (Vich and Anthony 1976).

she can perform and this limit can vary with respect to time and the idea of employment including self-employment. The idea is to maximise the objective with respect to time and constantly develop for the future stretching the limits. The humanistic theory of the human urge to realise the full potential supports this view.

Humanistic psychology believes self-actualisation is to realise as a person in action. Self-actualisation is a fact that if explored and exploited may yield maximum productive results related to the activity. It can make a person perform 'beyond the call of duty'. It is a stage when the assigners of duty find the results of performance beyond their expectation. All these theories, however, establish the tremendous potential in a human being to perform. This is where Maslow complemented Sigmund Freud (1856–1939) for his ideas in psychology.³² Maslow believed humans did not bind themselves to situations but went beyond them to prove better. In the early periods, he believed in self-actualised people, who according to him were coherent in behaviour compared to those who were not self-actualised. Such differentiation of two permanent states, one of self-actualised and other of not self-actualised people, is not practical in capitalising human for investment in a task. People may reach self-actualisation in course of performance of an action. A human vacillates in personality. Maslow, subsequently, believed people got into peak experiences or rather high points in life when in harmony with themselves and surroundings. The farm workers of India sometimes sing together to break the drudgery of work while planting the saplings in the paddy fields by hand. The sailors who chorus 'heave' holding on to the ropes to get the ship alongside the berth do the same—self-actualise to fulfil the task in hand. It is also the secret of the soldiers singing while on the march. They feel effervesced in each step. The war cry may also point in this direction. There are writers who weep while writing an emotional intent or laugh wildly endorsing humour. They are in their moments of self-actualisation. Watch a child jumping in the rain under utmost innocence. It is self-actualisation all the way.

Every one experiences this peak in what is being done at times. Maslow felt different. His studies made him feel that self-actualised people were reality centred and could make out frauds from genuine. They were comfortable of being alone and had healthy personal relationships. But interestingly they had minimum close friends rather than a large number of shallow relationships. Maslow's self-actualisation idea made him believe that (1) self-actualised people were a separate breed, (2) they remained self-actualised all the time, (3) they tend to be introverts and (4) they treated life genuinely as problems and solutions. All these can be challenged under Maslow's hierarchical structure itself if self-actualisation is supposed to be the end result after all needs are satisfied. That means all self-actualised people have their other needs fully satisfied. It is not possible since life is a struggle for survival. If life is a struggle, according to the hierarchical theory, one

³² Psychology has a long past but a short history. It was considered a separate field of study in 1870. Wilhelm Wundt (1832–1920) was the man whom many consider the father of psychology, whereas Sigmund Freud was considered the father of modern psychoanalysis.

cannot reach self-actualisation. All these make the case ambiguously difficult to appreciate, though acceptable. This is a veritable but contradictory description of the theory. Maslow differentiates qualities of self-actualising people from others who are below the hierarchical order of needs. This meant Maslow's hierarchy is a permanent fixation where people, starting with the first level, keep moving and staying in the next level till they slip back (do they?) or climb up (hopefully). Maslow further states that self-actualising people tend to focus on problems outside themselves, have a clear sense of what is true and what is false, are spontaneous and creative and are not bound too strictly with social conventions. His idea should be acceptable to appreciate that self-actualisation exists and, under self-actualisation, people perform unconditionally. That means productively better. At that time, they are not controlled by the thoughts of rewards, returns and considerations. Or are they? Even then the idea of getting maximum returns from the individual either as individual human or a member of a group or even a crowd is not a bad idea because they have the 'potentialities and inner resources'. If so, this is what the employers have to tap to the maximum. The qualities of a self-actualised Maslow-human can make the individual a superhuman. Such people cannot exist. Besides, in the hierarchy model, there is no place for other needs for self-actualised people. A self-actualised person ideally should be devoid of all human needs. It is impossible.

In capitalising human, at the outset, an individual human is seen as a bundle of all guts and nerves aimed at existence where the individual may traverse various levels of needs at a given time. That means everyone can go through it. In each of these levels of needs, a human performs differently. The individual may peak under the self-actualisation mode even if it is for a brief moment. Hence, it is hierarchy of time and not space or traits that Maslow's pyramid points out. It is the dimension of time a human spends in quest of various needs, physiological quest being the maximum. Obviously, if such a pyramid exists, a human even if reaches the apex may spend minimum time there. The idea in capitalising human for investment is to increase this time in a person's life at least while performing. Can this be done externally?

Here, one has to examine the dynamics of self-actualisation under Maslow's appreciation. Maslow's research was from his inner feelings like most researchers do to get to the intuitive epiphany directed by the brain. Hence, Maslow's findings are real as he felt at the point in time. His assumptive findings are supplemented by intuitive creativity. He compared his findings with the well-known and successful people of the period. It was analytical observation. He felt they were self-actualised to achieve what they had achieved. He examined the literatures of the period on psychology through exhaustive literature survey. Einstein was a model in self-actualised behaviour. These research studies have something amiss—serious scientific experiment. But is that necessary? Yes, the validity of data otherwise may get reduced when assessed externally. But, then, in most studies related to human behaviour, the proof is in the day-to-day occupational behaviour. They are ever present wherever one can turn to and look at. Personal opinions are prone to bias.

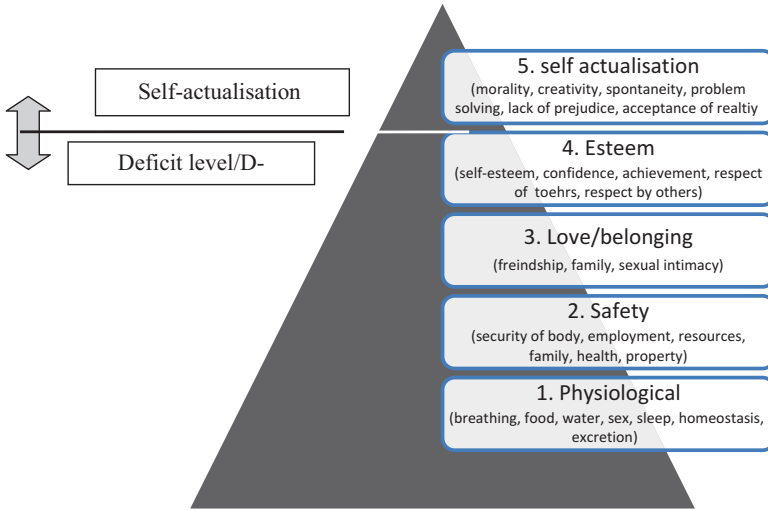


Fig. 2.1 Maslow's original hierarchy of needs

But personal opinions sans interests of any kind cannot get prejudiced in an actualised self. Maslow was unbiased. He wanted to know all about human personality in productive life without bias. But still acceptance of self-actualisation theory gets biased without scientific sanctity. The substitute is the fast and contained executive research for quick decision-making.

2.8.1 *Validating Maslow*

Figure 2.1 shows the original idea of Maslow on the hierarchy of human needs. The hierarchy according to Maslow is a prepotent one—unless the bottom level is satisfied, one doesn't climb up. The pyramid is only illustrative according to some studies and may not exist. This doesn't hold water as the needs are not mutually exclusive in strict sense of existence as Maslow considered needs may exist simultaneously in a person. It doesn't match with the hierarchy principle. Hence, the pyramidal structure needs further explanation. This explanation comes from the fact of self-analysis of a human in which the pyramid represents the time a person could visit and revisit the space of needs. It has to be narrow while going up the pyramid. Yes, in that case the pyramidal structure has certain validity. This will be seen later in the explanation of the activity pyramid of a human.

The lineup of needs is next. Maslow identified various needs of an individual human and arranged them in a hierarchical form without explaining the basis under which the hierarchy is defined. It can be presumed that the hierarchy is based on the frequency of appearance of needs, assuming the needs at different levels cannot occur together, but can happen without the need for satisfying the one below.

Basic or physiological needs are naturally at the lowermost level. It is acceptable as humans are in search of basic needs of food and shelter most of the time. This behaviour can be seen in every human that he or she exercises in advance unlike other living things that look for them when and as long as the requirement is felt. They do not stockpile them similar to the humans. Hence, the physiological urge is a survival need demanding constant action in humans, whereas it is more so by default for the moment in others. This need naturally occupies the bottom of the hierarchy by time occupancy.

A hierarchy also shows how it is populated. Maslow's hierarchy of a pyramid also follows this principle. It is most populated or dense at the bottom and least at the apex.

Figure 2.1 shows Maslow's original hierarchy of needs starting with the physiological needs that is most populated. Everybody is after them. Gradually the density thins down. The first four levels are called the deficit level or the D-level. Maslow modified his original theories subsequently. However, the basics of the theories hold.

- Maslow identifies the physiological needs such as breathing, food, sex, sleeping, etc. as the 'basic needs or physiological needs' of a human being. This is quite ambiguous. Everything physiological is already programmed in the physiological structure. They are independent systems. These urges when consciously modified in one's life become the need satiation process. This is what is connected with the human performance matrix. Obviously the term physiological need, therefore, becomes the act of mind-body relationship. It is not exclusively physiological. It is yet to be known seriously as the brain is virtually a part of the body within the body as an internal organ that controls physiological functions too.³³
- The next level in Maslow's hierarchy is the safety needs: security, order and stability. Forms won't survive. This is also applicable to other life forms. But in them it is a reflex action, whereas, for human beings, it becomes complex as their survival tool is only the brain. This raises the complexity level often trespassing beyond outer limits. Assured protection against insecurity, therefore, turns out to be a need in humans which may come along with the physiological need just mentioned. These two can be combined as they are felt by humans most of the time and more or less simultaneously. This can be seen in the behaviour of people who 'collect'

(continued)

³³ Sigmund Freud is called the biologist of the mind (title of the book by Frank J. Sulloway (1979)).

the food and then find a 'safe' (comfortable) zone to eat it or constructing a compound wall around a house physically or electronically. This again comes from the body–mind relationship where insecurity becomes the primordial feeling. Unless the feeling of insecurity is configured in the brain–body linkage, the human will not care for security.

- The so-called physiological and safety needs can be combined in this case. It is also necessary to look at what Maslow said as psychological needs.
- The third level of need is 'love and belonging', which are psychological needs according to Maslow. It happens when individuals have taken care of themselves physically. They are ready to share themselves with others, such as family and friends. This statement also means there is no love among people when their physiological needs are unsatisfied. This is difficult to accept. A baby huddles the mother even when it is hungry.
- The fourth level is achieved when individuals feel comfortable with what they have accomplished. This is the 'esteem' level, the need to be competent and recognised. This is paid for by achieving status and level of success.
- Then there is the 'cognitive' level, where individuals intellectually stimulate themselves and explore.
- After that is the 'aesthetic' level, which is the need for harmony, order and beauty.
- At the top of the pyramid, the 'need for self-actualisation' occurs when individuals reach a state of harmony and understanding. There they are engaged in achieving their full potential. Once a person has reached the self-actualisation state, they focus on themselves and try to build their own image. They may look at this in terms of feelings such as self-confidence or by accomplishing a set goal.

The hierarchy is in five levels, out of which the first four levels from the bottom are called the 'deficit' needs and the fifth one as self-actualisation level. The deficit needs block self-actualisation until they are satisfied. They are supposed to make a person contented with life but still create an urge to go further into behaviour of 'wanton' needs of what one doesn't know about. Is such a state possible or can a human get all the deficit needs (D-needs) satisfied? It is seemingly impossible, but the self-actualisation level is felt by every human for short moments. It cannot be measured. It is a time when there are internal changes that contribute to remain active in a peaceful contented state. For Maslow, who also introduced the term 'motivation', meaning influencing a person to perform, these needs are not sufficient motivators.

Maslow also talks about various conditions that should be satisfied for needs to be materialised. He meant freedom of speech, etc., for contentment. But all these are vague and ambiguous in the absence of scientific principles according to modern standards. But being a matter of concern in human description with respect to performance, such behaviour cannot be validated by known methods of psychophysiological experiments. But they can be seen in practical lives of people who perform more for themselves than by external observation and testing of such people. Maslow in the beginning believed one reaches the top of the pyramid by climbing the steps below and accordingly reaches the self-actualisation format. Later in the last phase of his life, he stated self-actualisation can be reached without satiation of other needs. Yes, the tip of the pyramid is accessible without climbing the steps from the bottom. This destroys the pyramidal structure of hierarchy of needs if not the idea of the needs itself. Reaching the tip of the pyramid without having to climb over the other levels of the pyramid is a pointer that this study cues in.

Self-actualisation, therefore, remains a moment of peaking in the concerned activity, a kind of experience as stated by Maslow that motivates a person to perform the activity better and acceptable to the norms of the activity in a realised manner. That, if happens, is the maximum a person can contribute. That, then, comes as the return for which the humans have to be capitalised. This endorses the fact that the humans can contribute more in the ideal condition. Self-actualisation under conditions, therefore, gains importance. Self-actualisation can increase returns; it can happen under certain conditions. The human managers have to identify these conditions to get the people perform. It means the manager also has to peak. How does one do it? It is not only an individual effort but also a team activity. It is a kind of domino effect. Hence, the self-actualisation domino effect is what the human system has to identify to achieve maximum return (in any activity). For Maslow, it is metamotivation, where a human reaches the state driven by innate forces beyond their basic needs (ideally all the deficit needs combined).

Here Maslow introduces being-cognition or B-cognition instead of deficiency cognition (D-cognition) and values called being-values or B-values that include many variations based on the period thinking that is not relevant today, at least in this study. Maslow's thinking is stated to be original and inward-looking unlike those who studied psychology of the sick and abnormal. Maslow acknowledged positive mental health as an approach path to self-actualisation for productive performance. This was the part of humanistic psychology, his forte. Positive mental health was the object of focus.

There was heavy criticism on Maslow's theories for the absence of scientific rigour. Accordingly, his theories fell out of fashion among the acknowledged scientific community. He was also accused of cultural bias, hence could not be universally accepted. But in 1973, came Jean Piaget's (1896–1980) theory of cognitive development. It is an inclusive theory of human intelligence in four stages. The theory recognised the self-actualisation concept. That was relatively modern. The basis of intelligence was childhood development through doing, exploring and observing. In the developmental stage, a child is influenced by everything that surrounds it and learns to manipulate the environment for survival. This way the human

child comes gradually to acquire, construct and use the surroundings and all within. This kind of cognitive development is at the centre of human survival knowledge. It simply states that a child will be better developed if guided and provided with supportive environment for natural propensity to grow and learn. This lasts up to the age of 7, the first stage. Thereafter the child is prepared to follow its life pattern the way it has cognitively developed. But, still learning continues and Piaget concludes it at about 20 years. However, the study lacks uniformity as the cognitive development varies from person to person. Piaget's theory was challenged on various counts. The studies continue with changes in various appreciations on human behaviour and cognition.

2.8.2 Is There Something Called Self-Actualisation?

The tail end of discussion is the reality of self-actualisation itself. Is there something called self-actualisation? If so, does a human experience it? What happens then? Exploring the idea shows the term self-actualisation has been widely used in psychological and humanistic studies. But the usage is not singular in appreciation. There are lingering questions. Is self-actualisation a need, a state of mind or a desired benchmark in human output? Certainly, it is not a prime need. People can survive without getting self-actualised. If the theory of human needs is acceptable, self-actualisation could be viewed as a corollary to a need that is satisfied or believed to be satisfied. The phantoms in the brain play the trick in a make-believe way. The person temporarily lapses into a state of self-actualisation in productive activities in a peaceful and relaxed manner. It can happen to any individual. Is there any particular duration for self-actualised behaviour? If so, does it change within a kind of maxima and minima for different people and within the people at different times?

The term, it is understood, has been originally introduced by organismic theorist and neurologist Kurt Goldstein (1878–1965) in 1939 as the motive (not need) to realise one's full potential. Here the question is, 'What is one's full potential?' This can further generate a series of questions. They are not attempted here. But the term self-actualisation is coined by various knowledge people to express a state of mind that a human reaches at times that is very satisfying for the individual and helps him or her to derive maximum return from whatever is being done at that moment. Goldstein had great influence on Maslow and other human knowledge people.

All of them in search of self-actualisation though could not examine the changes in the brain neurologically or other means identified various traits among people who experienced the state. Such traits included many things—creativity, quest for spiritual knowledge, pursuit of knowledge, community support and so on. The Goldstein theory is that the tendency to self-actualise itself is a major drive. It is the only drive, according to him, that determines an organism's life. If so, is it there for other organisms or is it exclusively human? Well, it could be about humans only because the organismic theories are a family of psychological theories of humans in their development, based on the period when the term originated.

Maslow brings the self-actualiser as a person who does fully what he or she can do. A self-actualiser lives creatively within the potential. He found similarities among self-actualisers irrespective of other variances among them. According to Maslow, a self-actualiser is a person who is driven by potentials of creative fulfilment through performance. Maslow identified too many characteristics for such people. That included the following:

- Reality perception.
- Acceptance of human nature including their own.
- Independent in forming opinions.
- True to oneself.
- Task centred.
- Independent on decision-making.
- Appreciation of life's goals.
- Solitary.
- Non-hostile sense of humour.
- Peak experience.
- Humane in social interaction.
- Friends are close but few.

From the above findings, one could assume that Maslow, perhaps, drifted a bit far in the quest to identify an ideal person. Such person may not exist even for a brief moment in time. But Maslow accepts self-actualisation, though not clear with the characteristics. In the modern-day approach, the human system is aware that such people exist only in an idealistic viewpoint. But the door to self-actualisation is open to all. The entry is not prohibited or restricted by time. But how does it figure when theories on human nature that strictly abdicates self-actualisation keep popping up every moment?

2.9 Self-Deception and Humans

Blakeslee and Ramachandran indicate how the humans or, rather, their brains deceive them under situations that are difficult for them to accept. They observed patients who in their inability to put up with traumatic physical disabilities deceived themselves and invented excuses or rather rationalised the situation. They became denial patients or denial humans immediately when the brain decided not to accept the situation. A person whose arm was amputated felt his arm was still there. He did not feel any difference except minor dislocation of sorts. A woman who was paralysed on her left side rationalised or deceived herself by believing that her inability to move her left arm was due to some temporary cause. She refused to accept she was paralysed and that was why she couldn't move it. Rationalisation is a normal response pattern by default according to the presumption of this study since it doesn't take any behaviour pattern as totally unwarranted as humans execute them as ordered by the brain. For investing human in a task productively, every behaviour pattern of an employee

or a performing human has to be taken as normal since it is through them the organisation has to maximise its returns. This study is about people, the humans. It has to take everything that a human does as normal even under maladies of every kind as long as the brain is functional under the norms. Abnormality is a behavioural expression to relate one with another according to belief. Abnormality, therefore, is an unwarranted word in the studies on human performance. One has to make do with what one has got. From the molecular family to the macro-organisation of a nation, the human system has to achieve the desired results with the people it has. In this context abnormality is a non-existent term. Abnormality is an expected process and thereby natural for accepting a human for an activity. In the case of behaviour modification, the undesired behaviour may be called abnormality. A flammable gas can catch fire. 'It is one of its characteristics or properties', a chemist may say. Similarly, in capitalising human, the brain behaves with respect to its character at a particular time. While the flammable character of the gas doesn't change with respect to time, the brain follows variable behaviour. The human personality can change as a function of time. This change need not follow predictable patterns or orders. Such uncertainties need not make personality a complex character.

2.10 Denial to Acceptance: Modelling the Anguished

The 1979 Hollywood movie *All That Jazz* had an unusual theme. The main protagonist, a movie director cum choreographer whose life was immersed with almost everything that was bad for a healthy living, was ultimately dancing with death and, on realisation of facts, goes through the five stages of grief—denial, anger, bargain, depression and acceptance. The stages of grief were identified by the Swiss psychiatrist Elizabeth Kübler Ross (1926–2004) in 1969. The model was based on death and dying. The findings had a similarity with a hierarchical order in which a stage is ensued by another in sequence from the bottom where it begins. According to Ross, the stages did not show all the emotions associated with it. The life-threatening or life-altering forces influence the survival and existential insecurity in a human. This leaves his or her brain in the most confused state of being alone to cope with an unexpected situation. No other brain can be a substitute. If that is so, let us forget about the much talked-about counselling techniques. Frankly, counselling never worked anywhere. This is a directive statement. The ultimate coping behaviour with anything that is unexpectedly felt is 'acceptance' the final stage. A step ahead of Ross's statement is that such incidents that may startle a person could even be positive—like winning a mega lottery or an award. It can shake up the individual. Reaching out to that stage of acceptance is a major problem, more so in a negative incident. It is a kind of nightmarish journey that a human goes through according to the seriousness of the issue.

This study intends to suggest the application of the death or dying theory of Ross to any situation in which a productive human behaves when faced with bewildering events in life. The time taken to reach the stage of acceptance from the first stage of

denial can vary from individual to individual. Surprise or unexpectedness comes about in every human's life. Coping behaviour will show on performance. The one who gravitates fast to the acceptance stage could be more productive than others who remain befuddled with the incident. It can happen with anybody. A child who has to go to school early morning or an official who is about to retire from a job could face identical dilemma of coping with weary feelings. It is not just exclusive to a patient who is told about the terminal illness and impending end of it all.

According to Ross, the five stages of grief are the following:

1. **Denial.** The immediate denial by the subject on an unpleasant revelation of involvement. Reality is shut. Hope is nurtured subconsciously in grief.
2. **Anger.** Misplaced feelings and realisation cause agitation in the mind which reflects as anger to anything and anybody including self or superior power of faith.
3. **Bargaining.** Hope is kindled and personality changes with lifestyle changes. Negotiation and compromise are thought of.
4. **Depression.** None of the stages so far show any improvement according to the individual. Individual doesn't realise they were passing phases. The individual drifts into the thought of 'what is the point?' The certainty of grief is getting realised leading to the final stage of acceptance.
5. **Acceptance.** This is the concluding stage. All is well then on. The subject is relatively calm and ready to be back to normal at this stage.

Accordingly the consideration is that every individual goes through the five stages under an unexpected reaction that invokes a denial. Once denied, the stages will continue and many times vacillate back and forth before clinging to the next stage. Some may stay at one of the stages without moving to the next stage for a long time. They struggle more. Productivity may get impaired.

There are many counter-theories and denials of Ross' theory too. Factually, a person in the work environment refuses to accept the shortcomings when brought out and justifies action which probably is inbuilt in the human quality of rationalisation, an essential tool of balancing self in a conflict. Rationalisation gives the soothing effect to harsh guilt of wrong commitment. But such behaviour can limit the productivity of the involved task. Can a person who knows about the awaiting pink slip of job termination in the evening work with the same productivity, if not higher productivity, the whole day long? How about an employee who inherits a windfall one fine evening that could shake up anyone in the organisation? Will he or she continue in the work? Will a person still perform when retirement is nearing? Ideally any human can perform or even scale up, if capable of jumping to the acceptance stage in microseconds after denial through the other three stages without vacillation. This is a situation that may not happen but drives home the impact of negativism in work environment that could be seen even in a positive and welcome situation if sudden and startling. Negativism is downbeat in a career or activity environment. It has to be shot to acceptance immediately.

2.11 Palaeo Connection

From a different outlook, it has been appreciated that humans evolved for millions of years in Palaeolithic environment. The Palaeolithic age was presumed to have begun with chipped tools in stone 750,000 years before. It was a kind of ‘stoned’ life of leisure. It was followed by the Mesolithic age about 15,000 years ago. The Mesolithic age was the anthropologic cushion between the Palaeolithic age and the Neolithic period where the present-day humans hang around. The Meso people too loved the stone like their predecessors. The period ended with the Neolithic age. It began around 10,000 BCE. All these periods with too many zeros are actually dates of convenience. No anthropologists can date to the minute anything about a human even today. Zeros come handy under such situations. But an interesting find during this study is that all over the world people remained glued to the stones! They haven’t let them go yet. People still feel helpless without stones around them. Stones are everywhere as buildings, tombstones, great walls, sculptures, temples, prisons, pavements, roads, paved trenches, bridges and so on. Humans feel gratified looking at stones. They even use stones to kill unfortunate and innocent victims of abuse and chase the ghosts, devils, constables and soldiers all over the world. Stones are used to break windowpanes in an agitation and settle border issues in a pathetic manner. That way stones are, perhaps, the most valuable commodity on the planet for the most modern creation of life—the human. In other words and simply put, humans are still palaeo, but rather still in the Stone Age, literally. Dividing periods since the birth of the first primate was according to the scholarly whims of the anthropologists. It doesn’t change human nature. It will not mop up the palaeo affinity or palaeophilia of the humans. Humans remain under the palaeo hangover. It may not change for thousands of years as the time they spend in caves was far too long compared to their out of it period as if on parole. They are conditioned for palaeo life. Will they go back to caves? Why should they, when they are already in them? They still design and decorate their own caves. They paint their (cave) walls and express themselves like their palaeo ancestors. Wow! What a finding! Where is my club to knock the first person I am gonna meet? Is this the thought in every human day in and day out? One can’t be sure, though.

This is just the preamble to what is below to drive home an interesting idea of productivity exclusively for this study.

To seriously think of it, humans cannot rule out their palaeo connection, but rather palaeo conditioning. It is very strong. It causes a kind of palaeo dilemma that is evident in everyday life. It can be seen in people’s behaviour every day. Whether it is a power breakdown while in an elevator or cancellation of a flight while in airport, people go palaeo--withdraw into their (imaginary) caves. The palaeo dilemma makes the person disoriented in such cases, and the palaeophilia allows them to adjust with the situations sooner than even they can imagine. It is highly visible in human adaptability in many situations that turn their lives around—incarceration, hospitalisation, disasters, war, demographic referendum, etc. Look at how people adjusted with the

post-tsunami Japan in 2012 or in Nepal after the earth-shattering quake in 2015. Look at the people of Iceland and Greece recovering after the economic spin. Iceland even made a heroic dent in the Euro 2016. Life is amazing. Everything so far is in the built-in palaeophilic demeanour. If it is true, the palaeo link provides a major lead in examining the idea of capitalising human for maximum returns.

Humans went through the Neolithic period 10,000 years ago before entering the 200-year-old industrial era. That is all about it. The subject of productive industrial human is just 200 years old at the higher level. Probably it is less than that. As a critical observer, the author is audacious to limit the present stage of humans just since the dawn of the new millennium. Humans can be seen as somewhat modern only for the last few years. On the reverse look, the human system was ticking for millions of years in caves and devouring food even before agriculture appeared on scene. Agriculture came up at the beginning of the recent Neolithic era. That is only 10,000 years, more or less a few seconds ago, in evolutionary time. One can discount this period totally relative to the period humans enjoyed and entertained themselves in stone caves, if not affluently like the Flintstones.³⁴ What does it mean? It means humans today are the real Flintstones. They have everything that Flintstones had, including dishwashers and corporate houses. As committed to be serious at the beginning of this paragraph, it means the humans cannot shrug away their palaeo 'what's-it-all' conditioning that is firmly etched in them. It is a kind of hologram that humans cannot peel away. Yes, there is something very secretive about it. The secret is that humans could have been finding it difficult to adjust with the Neolithic age and, for all reasons, the modern age of industrial life, as they have just happened, after an endlessly elongated descendent period. Every human is a palaeo Billy in the modern age however hard they try to prop up and project themselves externally as a modern Billy. Humans were in their palaeo robes when they woke up to the times now. They are still in them. Everything else they wear over them. That could be the reason why humans hate to lounge. It is in their system. They need to fidget continuously like a kid if not drawing cave paintings on paper, canvas or electronic board. Look at the way they fidget with their cellular phones. What are they tapping and sliding all the time? What else? Their metabolism is still palaeo. Any deviation can bloat them up. Overworking should be out; productive working should be in. Human management could examine investing people in the activity in which they are at their best, most relaxed and actualised and develop them in the natural environment for reinvestment. Of course, managers have to palaeo this suggestion a bit more. It needs to be researched.

³⁴The Flintstones was a popular animated American sitcom of the 1960s produced by William Hanna and Joseph Barbera. It was about a working-class man's life with his family in the Stone Age with the present-day issues.

2.12 In the End: What People Want?

In a study by the author on the concept of national security, leading to its definition apropos to modern governance of national and global communities, humans were found on a never-ending journey in search of perceived security that seemingly remained elusive. On the one hand, people need certain security to survive and exist. It is the apparent security (Paleri 2008). But apparent security cannot satiate them. They crave for more. They move further in the direction of perceived security. This urge is too strong in humans. They persistently pursue it by all means available to them. It is like steering in an endless ocean towards the horizon. Wherever they reach, the horizon would have moved that much farther. It becomes chasing an exciting chimaera. That makes life beautiful and existence friendly. The journey in search of perceived security thus becomes never ending. The urge between insecurity to apparent security and thereafter to perceived security stimulates the humans throughout their lives. It is during this journey that they peak momentarily at various times in their activity profile and become metaproductive in whatever they do.³⁵ This is the time their productive potential maximises. That is when to capitalise and invest them for productive returns. There begins the test of investing human for maximum productive return overriding human resource management.

2.13 Summation

Managing a human for productive activities ideally calls for a thorough understanding of the person, his or her expected behaviour individually and in groups, besides the persisting personality process that may modify the behaviour as time advances. This is what the science of human behaviour advocates. Behaviour knowledge will also help in group as well as crowd management. But human understanding is still a kind of grey box where the ideas, though exist, are under extreme ambiguity. Various studies on human behaviour have been carried out almost every day for centuries. There are many observations. Still the process continues. Humans are yet to arrive at a conclusion on humans. Perhaps it may never happen. That only exemplifies the fact that understanding a human is difficult. If that is so now, it will be difficult in the future too. Productive management of a human cannot wait till one understands all about human, period. But, in an activity environment, there is no doubt that understanding the other human in tandem with interactive self can be helpful in stepping up productivity.

In human productive engagement feedbacks normally come after the work is done. They cannot be applied that easily in the process as in organisational

³⁵ 'Metaproductive' is a term introduced here by the author to explain exceptional productivity that come out of an individual at the peak of self-actualisation—a masterpiece or classic beyond the call of duty.

processes and plans. Yes, humans are also parts of an organisational process and plans. Still, when it comes to individual or group behaviour, things can go wrong without warning and having time for correction.

The choice available to the manager in the linear mode is to understand the people as close as possible. But the manager can get biased by his or her own personality and conditioning. Often this situation is referred to as the requirement of situational leadership. Here leadership becomes a factor. What if the manager lacks or is unable to invoke the required situational leadership qualities?

This chapter examined a few of the archival as well as recent theories on understanding human. None of them makes the final call. There are many more such theories on human attributes. The question is 'How do we go from here?'

The present system of human resource management is just the upgradation of the old personnel management. It is more a horizontal enlargement based on assumptions that may prove to be true. Here the understanding is about the process of enlargement and assumed factors such as welfare, motivation, skills, salaries, wages and compensation, development, etc. All these factors are considered contributory to improve the workers' mood and style to produce more. Considerable time is spent on such assumptions while managing people. As it stands today, there are no yardsticks to measure increased pay or welfare measures increase proportionately the work output in quantity and quality of the human assigned the task. It could be called the elasticity of work output taking a cue from the economics of demand and price. All these call for a new look in human management accepting the limitations in understanding human. Humans are no machines; there are no user or maintenance manuals on how to operate and maintain a human.

The two principles that can be carried forward in this study at this point are (1) the fact that humans are different not only from each other but also from self as a function of time and (2) the idea of self-actualisation as the peaking force in human activity. Human managers have to accept and master both to get more from an individual human.

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Chapter 3

Active Human to Maximum Human

All that live are active; humans are no exception but for the diversities of action.

Abstract This chapter emphasises the active human. The assumption behind this statement is that every human is active in one way or the other. This natural tendency is the key to human productivity. For this reason it is not necessary to make a human active in relation to an activity; what is required is to steer the individual towards the desired productivity in the concerned activity or work environment. This makes the task that much simple. Human management does not have to focus on making humans active. They are active by default. There are a lot of studies on human activities. Often it is said that some humans are more active than others. Being active is a general description of the inherent human faculty. It cannot be measured accurately. This study does not indulge in such generalisations and comparisons. The focus here is on the active human that everybody is unless disabled to be in a productive profile through an activity. The secret lies in maximising the active human for higher returns in the activity profile.

Keywords Active human • Human system • Maximum human • Cognitive learning • Human activity pyramid

3.1 Introduction

The moment a human toddler gets up to take the first step, it runs. It is in a hurry, though its legs are wobbly. There is haste, as if time is running out. Did it happen to the first *Homo erectus* in the line of evolution—engulfed in surging haste at the moment of transformation? Did the godmother watching from heaven say, ‘See my baby is standing up, and wow, it is running!’ Anthropologists haven’t figured it out yet. There are no studies on it. In spite of this, there are many renderings on animal and human activities. The rendering may start with the activities of a human baby. It may start even before it gets up, as early as at the moment of birth—pursing the mouth and sucking mom’s nipple by natural instinct. After re-bonding with the

mother, it plunges into another activity that is vital for survival throughout its life—sleep. It pees and poops at will. Smart business people make money out of it—making diapers and wipes. That is another human activity—business. Varied activities go on till the end of human life. Some of them are sheer processes associated with existential living; some are associated with living to exist. All these come under the quality or state of being active for a human—that is, all the time till the end, one day. One such activity, just one, among the many, is work (job) associated with a ‘career’, every kind of it.

In a straight forward definition, an activity in the work environment is defined as the measureable amount of work performed to convert inputs into outputs. An activity will have a duration during which the active human¹ consumes or expends resources. The activity can be costed. Such activities are also called tasks. Activities are what this study is interested in. Activity is a behaviour or action of a specific kind. The activity will be performed by an individual human or, jointly, by a group of humans.

3.2 Life Systems Are Active

Why are life systems active? Why can't a living thing simply do 'nothing' and remain inactive? Probably, doing nothing is a bit hard. What makes them do something? This could be a question that will baffle many. Or, for some, it will be quite silly for someone to ask such questions. 'That's how it is', people may react. But breaking into the answer is not that easy. There could be difficulties in arriving at a consensus about the findings on the 'why(s) and what(s)' of active life. Responding is comparatively easy when activity can be defined. It lies in the answer to the question, 'What is an activity in the human perspective?' It can be looked deeper as a human existential paradigm than what has been stated so far. Activity, in this sense, is the response of a living thing to the environment that sustains it. The environment is the cause of its existence. It responds for the simple reason that it has been programmed to do so for remaining compatible with the environment. Continued activity or being active is a necessity for survival. The life forms are designed by default to survive by responding to the environment they live in. Every living thing, noncellular,² unicellular (the majority of living things that occupy the planet) and multicellular, remains active throughout their life terms in one way or the other responding to its environment. This is true even for the trillions of microbes in the

¹ See [Glossary](#).

² Noncellular life is life, which exists without a cell structure. Until the twenty-first century, people generally accepted that in order to be considered a life form, an organism had to have a cell, although cell structure could vary considerably. This excluded things like viruses from a list of 'living' organisms. Additional research, however, suggested that this classification might be erroneous and that things such as viruses could actually be considered life forms. This gave rise to the term 'noncellular life' to describe such organisms.

human biome. The human body is their activity environment. Activity becomes a strategy for survival for all life forms. Liveliness is associated with activity. An active human is lively. Activity is a sign of liveliness and physical and mental health for a human. Activity recharges health. It could even be said that healthy life sans activity is impossible. Activities are signalling and self-sustaining processes. But, are the facts behind the activities similar to all living things? They should be, as the purpose is survival, except for some modifications. It is this part that may make the human a bit different from the mules, yaks, horses, etc. Yes, only a bit, just like the minor differences in its genetic code from that fruit fly that has a binomial name, *Drosophila melanogaster* (Meigen 1830), perhaps more exotic and powerful (sounds like a dinosaur) than that of a human, the *Homo sapiens* (Linnaeus 1758) or simply sapiens (Harari 2014).³

3.3 Studying the Intricacies of Human Activities

For the humans too, activities relate to physical existence as in the case of other life forms except where it amounts to a little more. Here lies the difference. Earlier the Hawthorne studies, aimed at industrial and organisational (I-O) psychology as appreciated in those days, looked beyond the boundaries of workplace management. It could be associated with any active human system.⁴ Mayo discovered that employees felt satisfied in their employment-related activities through the sense of belonging and feeling of being wanted by the organisation. They felt higher job satisfaction by participation in organisation's activities than through short-term incentives. The critics claimed the studies were comparing people with machines in a mode of adjustment, whereas the real requirement was to 'enlarge their capacity' under freedom. Mayo is still recognised in many aspects of employer–employee or manager–worker relationships. Many a theory of human resource management and behavioural science adapt to the observations of not only Mayo but also other yesterday's investigators for establishing their findings. This study also subscribes to 'enlarging the capacity' argument with due reverence to Mayo and his credibility as an industrial and organisational psychologist. His findings sincerely point out the vast differences in the logical activity profiles of the humans compared to the sheer programmed-for-mere-physical-existence activity profiles of other life forms for studying the intricacies of human activities.

The study on active human was unique and revolutionary under the circumstances. The experiment did not, however, find positive correlations between the

³The similarities and differences are not in any way connected with comparison between the two to reduce the human to a fruit fly. They are not comparable as life forms. Fruit flies are favoured for genetic experiments related to humans because their short life span permits multi-generation tests. But there is an amazing find about the humble fruitfully—it may withstand a nuclear attack, but not the humans! (Santos 2015).

⁴See [Glossary](#).

identified factors and increase in output. But it made a beginning on output study through a different channel—the human factor. The studies were critically examined by the American sociologist and scholar on post-industrialism, Daniel Bell (1919–2011), in 1947 among others. The ideas of psychotherapy and counselling were later introduced in handling humans who needed to breakout themselves from the clam shells of drudgery in their career environment. An important find of psychologists at that time was non-directive counselling of personnel. In non-directive counselling, the counsellor makes the subject talk and ventilate without advising, as if hearing a confession. The age-old practice of confessions in Christianity is a form of non-directive counselling. It cools the agitated mind and prepares the person to the next task. More than the results achieved, such methods showed the changes in the period and attempts to understand the work–human relationships. It was expected and believed that an unburdened individual will produce more. The fact was that despite every method adopted, the productivity showed fluctuations. There were many situations leading to human activity that the investigators had to overlook by the sheer aspect of inaccessibility through the standard test procedures. Individual and group behaviour vacillates indeterminately every moment. The activities of a member human too could change from the determined path incessantly. This was indicative from the fact that every factor considered, such as better wages, patriotic feeling, nationalism and so on, was expected to condition the humans for productive activities. But there was no direct correlation. All the considered factors were showing random results that could not be taken as conclusive evidence. Increased wages showed better results in one place, but results remained unchanged in another. Absenteeism showed low even in places where working conditions were better. In another, absenteeism did not show any improvement in spite of upgrading the working conditions. The studies brought out critical information about organising, leadership, informal group behaviour, etc. They were found production friendly parameters that pushed people to be creatively active. Here the shift was from individuals to teams. It was the group behaviour that mattered in a team. Most of the work environment in organisations, even where seemingly individualistic, was based on teamwork. Mayo made an interesting conclusion here. According to him, the personality of employees arrived at through tests prior to employment will not be on the fore while employed. Hence, the tests used to predict the behaviour at the workplace could not be of much use. This made Mayo and his team to discard most of the ideas of early Hawthorne studies. The conclusions in today's parlance can be summarised as follows:

- An organisation is a human system under a logical structure with an inherent and serious informal structure.
- An employee becomes a part of the system within its parameters once employed and cannot be abstracted from it.
- In a hierarchical model of employees that exists within such a social system, there is a need for social acceptance of authority down the line without which policies, plans, etc., introduced by the organisation, will not be accepted wholeheartedly within the system.

- The reluctance to accept authority will reflect in the productivity and job satisfaction.
- The executive employee (manager) within the system will have to ensure the human balance in relation to work and work environment within the system

There were various other studies during the period in similar lines indicative of the effects of leadership, influence of informal groups, factory organisation, etc., in the employee activities. The studies also examined the influence of output restriction, expression of dissent, insider–outsider or rather inlier–outlier aspects, cleavage in social ethics and so on. All were related to productivity. They involved serious interactions between researchers and workers, exploration of work situations and other aspects that were appreciated to govern productivity. The findings still remained partially hypothesised in the absence of reliable test methodology. The human system evolves continuously even while being tested. It is, therefore, important that the researcher on human activities provides allowance for the continuing changes in the test procedures to conclude the findings. The human system comprises various classes by hierarchical arrangements as well as individual appreciations about oneself. The attributes of such appreciations can vary between individuals and also within oneself with respect to time. The general assumption that human beings are resources comes from such feeling. This assumption is being carried forward. The drawback of such appreciation is that, while in every respect a human is not a resource as it is meant, the application of the term puts every human in a single basket without differentiation and views accordingly. The employees in a hotel kitchen cannot be identified with the onions they chop or potatoes they peel. The generalised term ‘resources’ masks the role and ability of each individual in the hierarchical order of the organisational structure. Here the activities of the individual member of the concerned human system are not figured. That is a serious flaw. The fact is that the active human consumes resources. Therefore he or she is not a resource. Activities of a human in a human system or even outside it are factorial for change in a system. Activity induces change. Change will depend upon activity. Hence, the factors that influence the activity will govern the nature and type of change. Humans are in search of these factors to achieve the desired change through activity. This study is ongoing. The findings are not uniform or identical. Scientific management, work environment upgradation, wage structure, incentives, participative management, collective bargaining, nonreward performance objectives, motivation, physiopsychological needs,⁵ performance appraisal, social recognition and a host of other methods that the business and other organisations practise were not absolutely successful to get the maximum results expected out of people in their performance in the work environment. Always there were discrepancies that questioned the methodology of tests and the correlation of factors.

⁵The term physiopsychological is used instead of physical and psychological needs to avoid separating them as they, according to the author, are interconnected and better treated as one for this study.

But the fact remains that every human is naturally active. There is no inactive human unless seen relative to a particular activity or the mode of activity. The term, active human, therefore, is generic and may seem superficially unwarranted. It becomes ideal in the study of capitalising human where the idea is increasing the value of the 'active human' in the activity he or she is being invested to gain maximum yield. This entails critical observation of the active human in the concerned work environment.

3.4 Observing Active Human

Understanding the dynamics and intricacies of human activities, more than human behaviour, in clear perspective is important to transform an active human to maximum productive human or maximum human for the purpose of this study. Behavioural science takes a turn here. All behaviours are not activities with respect to human productivity. At the same time human activities comprise a host of behavioural patterns that may change with times. Hence, human activity behaviour becomes the crux of human activity studies. The factors have to come out of the observations of the active human. There are innumerable factors. In the attempt to identify these factors, there is a chance of nudging the present form of studies in organisational behaviour. It may not be appreciated by hardcore behavioural scientists, especially of yesteryears. But, studying human activity takes precedence over mere organisational behaviour to understand the performance factor of a human. It is not about discarding the latter in this approach. It is possible to modify the studies in organisational behaviour to lead studies in organisational activity. Actually, the latter evolves from the former and is more appropriate for the present-day strategic human resource management. The study of human activities should be carried out under clarity of focus. There are two ways to approach the problem: one is to examine the activities directly as performed by the human where the attention is on activity and, the other, to observe the human who is performing the activities where the attention shifts to the performing human. Observing human may help to understand the reshaping of human for improved activities. In most of the tests, the focus has been on a perceptible third—productivity. Most of the tests conducted so far were to understand human activity and the stimuli behind it to appreciate the drive behind increased productivity. Productivity was at the centrum of studies. It is seen that such methods so far did not yield exactness in understanding human activities related to increased productivity. Here, probably, lies the fault line in dissecting the human activity in order to study it. The vantage point to observe a human with respect to an activity has to be identified.

In the two-way approach mentioned above, the human beings are required to be active. There are times when humans are not professionally active. A human can be inactive or partially active even in the desired activity mode. Observing an inactive human in an inactive mode will not provide any insight into the objective of studying human activity. A human has to be seen in an active mode. Hence, the decision

falls on the other two methods where the human is active to identify a better choice to understand the activity profile. In the two-way approach, observing the active human seems to be a preferred choice as the person is active in varying degrees in an active mode. In such an approach the varying hues in the personality of the human may give some ideas of changing performance factors . It may be seen that observing human activity and observing the active human may sound similar when it is about the activity that one is studying. The end objectives of both the methods are identical: to get the human produce more for the benefit of the organised human system. But the recommended approach is observing the active human for reasons already stated.

The four approaches in human activity study with respect to a chosen activity can be stipulated as given below.

1. Inactive human

Human====> NIL activity =====> NIL productivity=> (Passive research—unyielding)

2. Active human

(a) Attention ‘productivity’ (used in majority testing) ====> Testing the result (end of line)

Human (source) =====> activity (process) =====> PRODUCTIVITY (end result)

(b) Attention ‘activity’ (certain testing) ====> Test the process (midway)

Human (source) =====> ACTIVITY (process) =====> productivity (end result)

(c) Attention ‘human’ ====> Testing ‘source’ (beginning of activity)

HUMAN (source) =====> activity (process) =====> productivity (end result)

The approach provides four choices in studying human activity (1 and 2a, b and c) Among them, except for the focus on human inactivity, the rest may yield results deviating from the actual purpose—improving productivity that can be done only by controlling human activity. The next question is on controlling human activity. It can be studied by focusing on activity performed by the human or on the human performing the activity. A series of such observation on the human in action should give a clear picture of the active human under different circumstances and conditions. This will link the human personality with its activity, where personality is the behaviour of the human at a particular time under the existing circumstance and situation. This definition, accepted from the studies in industrial psychology, relates to human personality as a variable. According to the definition , personality of an individual human can change with respect to time. This could lead to a more accurate compilation of human personality-linked activity studies. It is possible to examine this without the individual becoming conscious about the study as it can be done in situ at the workplace or the activity domain by the concerned managers. The activity domain is the place where the individual is generating productivity through activities.

Testing humans for activity in the study of capitalising human for investment should be by observing them in individual as well as group profiles. In the group profile, the humans are expected to perform either as individuals detached from each other or as attached members of the group. In addition, they need to be tested for varying time aspects of active periods. In short, to understand an active human in performance, the individual has to be observed as individual, participating member of a group and individual in a group at varying times in his or her career phase. As it is done in situ, in the individual human's career space, the observation has to be internal to the organisation and not in any laboratory environment. It has to be at a particular time alone. The individual should not be conscious about it. Hence, the results of a test done in a laboratory at a particular time and select conditions historically cannot be taken seriously. This becomes more aggressively different when the fact that every human is biometrically different and hence cannot be identical for concluding the finding. The performance of one, therefore, cannot be identical to another in quantum and finesse. This factor is already accepted without which performance appraisal would not have been considered. The basic understanding in performance appraisal system is the acceptance of the fact that humans are different from each other and their performance varies with respect to their situational personalities. They not only perform differently from others but also differently at different times in their own career phases. Here, the question that comes naturally is about the career phase.

Another interesting part of human activity study is attempting to figure out whether the activities can be segregated as physical or mental. The body–mind relationship in any activity is long appreciated as a standard format. The resultant withdrawal stimuli in an activity—fatigue, boredom and monotony—are considered the mix of mind–body relationship. Hence, for a study of this kind, considering an activity physical or mental separately is not the appropriate way of researching. All human activities are, therefore, considered as mind–body interaction with the mind providing the cue to initiate the physical stimulus that triggers the activity.

3.5 Phases in Human Life

There are various identified phases in human life according to the perception of the finders. They are not all scientifically decided. Some are decided by social norms. Some are appreciated by purpose. Authors write about navigating through the many stages leading to success. There are expressions based on legal and economic terms related to life's phases acceptable to the society. For example, legally a human may be treated as a juvenile below certain age. The juvenile becomes an adult once the law is amended bringing the age below the previously accepted age, one day. Till then the individual even with a day's difference will be treated as a juvenile for a crime which could be a case of brutal rape, asphyxiation leading to coma or murder.

Under the law, the crime need not be decided according to its seriousness but the phase of the human according to the law—juvenile or adult. A certain degree of flagrant absurdity, if not helplessness, in human governance is visible here.

The social norms and systems also decide the phase of a human such as child, adult, elderly, etc. There can be senior citizens and super senior citizens with various privileges even if they are healthier than many others younger to them. As such the phases are normally decided by age, not by the conditions of health. Under such systems the disability-adjusted population division in terms of life expectancy gets detached from the laws related to human phases of life based on age. The clash of human life phases with life expectancy adjustments has its collateral appreciation related to human activity contributing to productivity in the work environment. Children can work in a carpet factory and perform faster and better than an adult in weaving a fine carpet. They have nimble fingers that are deft for the job. But there can be issues related to the law where it could be called child labour. But, then who is a child? Is it for age or ability to perform an activity? A child may be defined under the law as a human who has not reached adulthood or is within a certain age of cognitive learning and development. But cognitive learning can continue with life. In other words, a child is a human even in the child phase of its life as decided by law and the growth process. There are also child phases under social norms. Children are employed in a major way in career aspects besides carpet weaving. One such career is ship breaking.⁶ Ship breaking is one of the highly dangerous jobs that are sought by desperate people as a way of career life without serious complaints. The minimum legal age for ship-breaking job in Bangladesh, where one can find the world's largest graveyard of ships in an eight-mile stretch, is 14 (2015). They are cheap to get and know less about the dangers associated with their work dealing with deadly asbestos, lead and other toxic materials besides the high probability of accidents. The tiny child workers can access ship's tightest corners and echoing black holds in the process of dismantling the ship that has already completed active service. Even here doubts are expressed about their correct age. Most of them could be less than the legal age for the work. The profit is about 20% of the cost of the dead ship for the company in Bangladesh. In other places, where restrictions are imposed, it is below 4% according to a study (Gwin 2014). Under no circumstances a child should be treated as an adult for an activity. In other words, a child is always a child, and its growth as well as perception of active life will get irreversibly damaged if considered for adult jobs including parenting. Such assignments and parentification should be treated as a crime against a child. Parentification is turning a child into a parent to take care of the needs of the parents or others, which is a much touted practice in many ignorant and relatively irresponsible human systems. It is a role reversal. It will certainly damage the child (De Victoria 2008). It is destructive. A child's personal needs are sacrificed in order to take care of the

⁶Ship-breaking business is also known in other names such as ship recycling, ship demolition, ship cracking, ship dismantling and so on. It is considered a hazardous business.

adult activity. In parentification, the parent gives up parenting which is the most essential need of a growing up child. Such a child becomes 'parental child' (Minuchin et al. 1967). The child becomes a confused adult in the activity arena when grows up as it gets parentified (Jurkovic 1997).

This study considers that a human has the possibility of passing through two and, sometimes, three phases in a life span from birth to death: knowledge phase and career phase and under certain circumstances the disability phase of inactive hibernation which could be any time during the two phases. The earlier phase from birth is the educational or the foundational learning phase. Knowledge input is prominent during this phase; hence, termed the knowledge phase of life. The foundational learning phase is different from the cognitive aspects of the human life process. From the human career–activity perception for life satisfying needs, the individual learns from the beginning from birth under the tutelage of one and all about the required tools of understanding to manage life's process. It is called education that provides knowledge. Hence, the earliest phase from birth till shifting over to an exclusive career phase is the educational or, more appropriately, the knowledge phase the length of which can vary from people to people. It is an offshoot of Jean Piaget's (1896–1980) four phase cognitive theory (1936) figured up into a single phase.⁷ At the end of the knowledge phase, ideally, the individual shifts to career phase whether employed or not. Counting the employed and unemployed in the national demographic census is from the people who are in their career phases. The knowledge phase will also be superimposed with work in certain cases. A student may work to earn for their studies. Subsequent to the end of the knowledge phase, the career phase commences which may be superimposed with education, learning and acquisition of skills in connection with the career or otherwise. The human activities in career phase will be connected with career among others. There will also be gaps, both in educational phase and career phase in a human life. The gaps are caused by the disability phase. The disability in educational phase interrupts the capabilities to perform any activity including that associated with education, the learning process, whereas disability interrupts the activities including career activities in the career phase. The disability phase can appear any time, though in an ideal life for a naturally healthy and ageing human, it may come at the end of the career phase like a telomere extension. Many human may see through life in just two phases sans the disability phase. The disability phase is when the human cannot perform any productive activity. In modern times, the longevity of a human is the time the human is active. It is disability-allowed longevity that the world is concerned about. In other words, the life extension of a human totalling the educational phase and the career phase is the active longevity. The active longevity is the total

⁷Piaget's (1936) theory of cognitive development is about how a child constructs a mental model of the world. The theory covers four phases. The theory was popular during its prime days in developmental psychology. There were also criticisms.

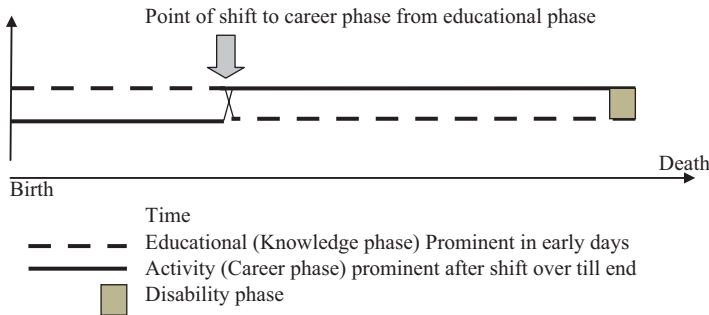


Fig. 3.1 The three phases of human life—the twisted tube

life span minus the disability period in one’s life. The three phase model diagram of life of a human is given in Fig. 3.1.

Figure 3.1 shows knowledge gathering and activity are the only two functional aspects in the life span of an active human. Both go on continuously in an individual’s disability-adjusted life span. Disability can be interim or at the end. Early in life, the individual releases self from education with an intention to engage in career. At that point, the two functions shift positions. A person is active while in the knowledge phase and also gathers knowledge continuously while in career phase. The diagram can be expressed in a three-dimensional twisted tube where the twist takes place when the initial phase shifts to the bottom surface of the tube.

Therefore, according to this argument, in the human activity profile related to career, there are only two phases: the educational phase which ultimately becomes the knowledge phase in life and the activity phase that transforms to career phase subsequent to changeover when education shifts to career. Initially the educational phase is prominent in one’s life as long as it exists, and the shift to career phase has not taken place. Thereafter the educational phase runs concurrently to career phase as the knowledge phase on a secondary track. These are the only two phases that a human goes through in personal life unless interrupted by disability phase. Along these phases the human has to find the life actualised, and the human managers have to get things done to the maximum yield. The interesting facet of this finding is that in the workplace, the manager too is going through personal life phase within which the output has to be managed through another individual.

Life expectancy is assessed in various ways. The long-term life expectancy or maximum life expectancy includes disability periods too. The disability-free life expectancy is the average number of years an individual is expected to live free of disability if current patterns of mortality and disability continue to apply. A number of OECD (Organisation for Economic Cooperation and Development) countries

follow disability-free life expectancy indicator since the 1970s. The disability-free life expectancy might be differentiated into functional limitation-free life expectancy and activity restriction-free life expectancy.

Life expectancy, in general sense, is the number of years a human is expected to live. It becomes the life span. This estimation is based on the mortality rates of the population in a given year. But an interesting aspect of life span is that it extends or reduces at any given time in a person's life when observed. In other words, life expectancy of an individual is critically unpredictable. The parameters from which it has to be calculated are complex and varying. Even if theoretically predictable, life expectancy is situational and changes accordingly depending upon the human activity. A risky career can end the life of an otherwise healthy individual early. A terminal disease like lung cancer can kill a person abruptly, who otherwise looked healthy till diagnosed. A healthy person in an unhealthy work environment can end up disabled or dead. Under such circumstances, it is natural that life expectancy is measured randomly with the help of statistics and other parameters that are the choices of the day. Such life expectancy is often published with a binge of optimistic or pessimistic bias based on the originator. National and international organisations come up with studies that may provide average life span of the population they measured. These studies are frequently carried out adding supplementary information. Life average is the life span which reflects on the nature of the people as performers of activity.

The records on life expectancy of humans have progressively shown increasing life expectancy. There is no declining statistics. However, the reasons are absent except for healthcare improvement. It may be true that the healthcare in the world is improving. But considering healthcare is a matter of political and economic decisions where governments are politically sensitive and pharmaceuticals are market driven, the reasons attributed to only healthcare improvement may have shades of grey. If so, how intense are they? Medicines also kill people. One of the major causes of health decline and death in the world is also attributed to questionable quality of medicines and their adverse administration. Medical care certainly can save life in an emergency. Beyond this, healthcare is supportive in nature for the healthy, which is not connected with life but comfort of life. Every sick person is under discomfort but not on the verge of life's end. Also most of the healthcare products are freewheeling for people to buy and apply directly without expert consultation. Hence, it is clinically wrong to say that life expectancy has increased by healthcare improvement alone. It can be said that human discomfort may have been reduced by healthcare improvement. In addition, the world is facing population increase as time goes by. Does it mean population increase and increased longevity are interrelated? The odds are heavy in such an argument.

In the early periods of human life and occupation, the average life span was short. Even the toughest died early. There are many such deaths on record. The life expectancy was 28 years during the period of the Roman Empire (Basak 2006). It changed to 50 on the higher side in the beginning of the twentieth century. The recorded age of life expectancy among women in Japan was 84 years in the beginning of the twenty-first century. In India, life expectancy rose from 32 in 1920 to

60 in 2006. It is expected to go beyond 76 in 2020 (Basak). The records go easy as the estimators are not accountable and variations are permitted. The reasons for the increase in the life span in India and elsewhere are quoted improved sanitation and public health and facilities like chemotherapy. Chemotherapy, of all the health matters, is applied only for malignant growth of human cells. That is not the only cause of death. Of course healthcare in certain cases can allow a life to prolong either able bodied or otherwise.

Barring the aberrations and the din on the subject, the studies on human life expectancy provide some rationalised advantages like comparison of human groups, insurance marketing, pharmaceutical and healthcare business strategies, strategic governance of a nation's population, etc. For all such studies it was the mortality data that framed the calculations. In 1999, the World Health Organisation (WHO) developed a new measure of population health by disability adjustment. The disability-adjusted life expectancy (DALE) also called the healthy life expectancy became the key indicator that measured the number of years of life expected to be lived in full health. The years of ill health are weighted according to severity and subtracted from expected life expectancy. The disabled life is the years lost by ill health sans productive activity. DALE only takes into account the disability due to ill health and not productivity curtailing absenteeism or presenteeism (present but not focused) in one's life under unemployment or deliberate withdrawal from work or a situation of *dies non* in one's career phase.

The population experts believe that life expectancy increases with advanced healthcare and will further go up with the finding of cure to terminal diseases. But the case in point here is about healthy life that is productive. Health is necessary for productive behaviour. Disability-adjusted life expectancy figures in this argument. It becomes a sociological tool. It is also important to understand that the disability phase tends to elongate in a population when the overall life span increases. Disability for this study is when a human is not capable of productive activities.

Life expectancy calculations by various national and international organisations also show discrepancies based on the *methodology* of estimation. The common features are the overall agreement in appreciating the female life expectancy more than male life expectancy barring some exceptions, taking into account of the wars, diseases, etc. The overall life expectancy nudges the male life expectancy because the assessed life expectancy of females is higher in most of the cases. The organisations and study teams include the Central Intelligence Agency (CIA) of the United States Government, the World Health Organisation and the United Nations Department of Economic and Social Affairs (UNDESA), Global Burden of Disease Study 2010, etc. The accuracy of all these studies, though debatable, is not a matter of distortion as the purpose is the advantage in measuring the people's ability to perform their chosen career activities for productive contribution ultimately improving quality of life in course of time. The world has not witnessed any such developments from population study. It, therefore, becomes one of the studies needed to maintain knowledge base to relate further knowledge in future studies for policy decisions by national and international governments. The accuracy is as much as one can achieve. This argument is also supplemented by the fact that there are more than the required

agencies to study about the world population and its impact on demographic and other elements of national security. The studies project many variations from each other. There are also agreements. One such agreement in all the reports is that the average life span of humans has been generally increasing in course of time along with the increase in global population. This is an interesting find that has not been correlated whether such increase in life span is due to rise in population or the latter is due to the increase in the life span of people for other reasons. It is a mystical, but hardcore, argument that life span is increasing because of population increase.⁸ There could be more to it.

These parameters—population, life span, disability allowance, etc.—are relevant in the study of the active human. For example, the increase in life span may increase the disability phase, when the human is limited for activity under constructive activity loss. The constructive activity loss is meant to state that any activity made to be performed by the human will further increase the disability leading to total inability to perform it. In other words, a human is considered disabled for this study only when there is the possibility of constructive activity loss. Or, if not disabled, the human may perform for a longer period in the life span. Here there is an appealing find. Historically it can be seen many active humans have died early performing much more than those who survive them. Examples are emperors, early scientists, social victims, performers, etc. (Alexander the Great (32), Ann Frank (15), Bruce Lee (33), Ramanujam (32), etc.). Even in present-day life, the soldiers in a war-torn region die very early. Their aggregate activity profiles are extremely dense compared to their contemporaries in life outside the military and combat environment. According to ancient Indian scriptures, such people, who perform a great deal in a short life, are *avatars* (born to perform the defined task in a kind of compressed file which will take longer life spans for others). Take, for example, a dead-ender militant on a mission. The end is death. The quantum and seriousness of activity during the phase of the militant are packed tighter than the officials engaged in preventing or preempting the activity under an assured survival clause. Do all these mean that a human has an activity profile for life that is distributed along the life period making it dense if short and thin if long? No, there can't be. But, if so, the longer a person lives, ideally the performance will be stretched out in course of the career phase. Focusing on humans to understand the activities they can perform is not about testing them functionally. Functional testing is about testing them for an identified function such as sports, etc., where the body physique is the prime target. Functional testing is done by clinicians to understand human parameters for sport, exercise and occupational settings. But focusing on the active human is unique as it serves as a primary resource for accurate assessment of individuals' functional abil-

⁸The basis of this argument, though not part of this study, is that in spite of epidemics, pandemics, toxic effects of pharmaceuticals, wars, disasters, terrorism, conflicts and various other causes that extinguish human lives, the world is witnessing phenomenal increase in human population. It shows that the primordial forces of life on Earth are much more powerful than the life-extinguishing forces. This aspect naturally contributes to life expectancy by evolution contravening the destructive forces that according to another argument are contributory to balancing population.

ities in order to develop programme prescriptions to enhance their performance. But understanding the human involved in an activity also includes the mental prowess of the individual along with the health factors.

The actual phases in the life of an able human (activity capable human) will be the educational phase in the beginning and career phase at a stage when education or knowledge acquisition process lap dissolves into career phase or continues under superimposition. This is the standard and the commonly appreciated format in a human life. The educational and career phases may vary among individuals. A post-graduate degree in a professional course may be the end of an educational phase or may get superimposed into the career phase depending upon the time when the career phase begins. A career is the activity profile of a human who performs for meeting the physiological and psychological needs in the hierarchy of needs. Career is an activity, whereas education is not an activity in this sense. Education is expected to lead an individual towards a career. Training makes the individual perform the career. Education is a dominant factor that acts as a catalyst to career all along in most of the cases in a superimposed manner (Fig. 3.1). The two phases are important to understand while enacting legal provisions about child labour, etc. It can be seen that a human can enter into the career phase any time. Hence, child labour has to be seen from the point of view of exploitation that could happen to anybody. The greatest exploitation is when a child is denied its natural cognitive learning opportunity that may stretch even beyond adulthood. It is not studied seriously. According to Piaget, the period of cognitive development is at least 16 years in four stages.⁹ This can be examined for lawmaking purpose. The legislation required is for preventing exploitation of people in their career activities while supposed to be still in the educational phase. Education for this purpose means knowledge acquisition and not strictly attending school or universities.

The human phases at Fig. 3.1 are modified accordingly at Figs. 3.2, 3.3 and 3.4 for better appreciation.

Both the phases may encounter disabilities though, ideally, disability is expected at the tail end of a human life with respect to activities. The disability is not seen in

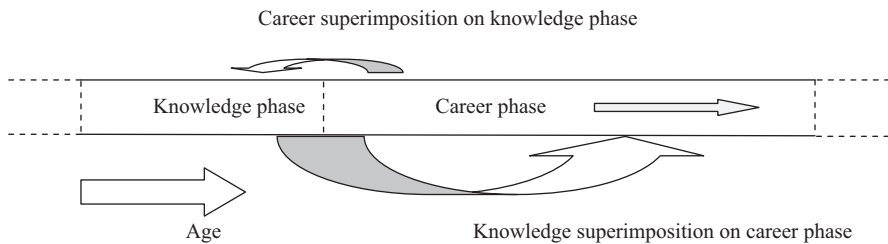


Fig. 3.2 Human phases in ideal situation

⁹According to Jean Piaget, the four stages of cognitive development are sensorimotor (0–2), experiencing the world through sensory perception, preoperational (2–7), concrete operational (7–11) and formal operational (11–16 and beyond).

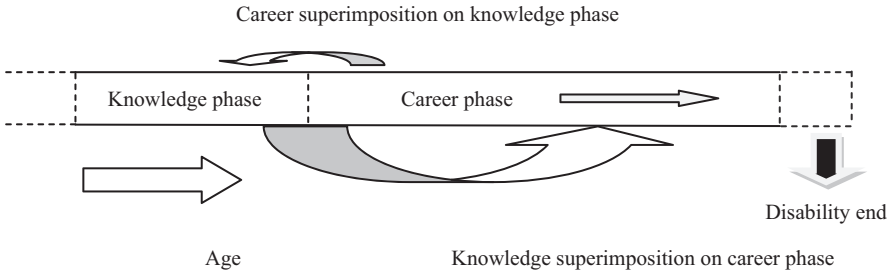


Fig. 3.3 Human phases in ideal situation with disability end

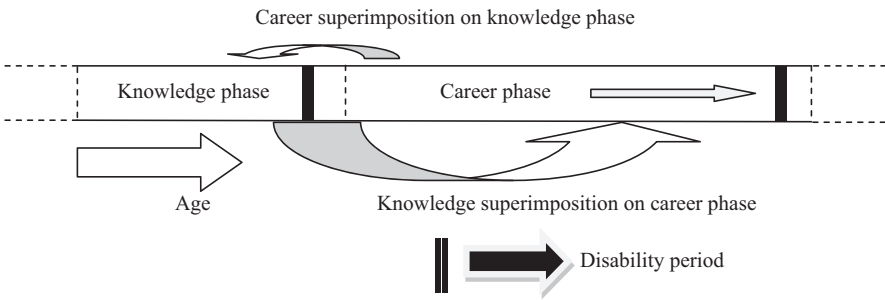


Fig. 3.4 Human phases with intermittent disability

human assessment with respect to the career but in life expectancy adjustment. Hence, the knowledge phase and career phase are not unduly clogged with disability calculation. Disability in knowledge phase delays education and training whereas in career phase interrupts or dislocates the career. Disability terminates career phase when it comes at the end of the phase (Fig. 3.3). Whereas disability does not terminate the career phase if it is intermittent (Fig. 3.4).

Strictly, disability is not relevant while looking at the human knowledge and career activities. It is relevant only at the terminal point of life. The importance of disability phases is in calculating the disability-adjusted longevity of an individual. However, disability of a human can affect the overall productive capabilities.

Figures 3.1, 3.2, 3.3 and 3.4 show the human life span model comprising two exclusive phases in varying period span superimposed by the disability phase for consideration in capitalising human for investment and reinvestment. The model treats the entire life span inclusive of education, knowledge gathering and activity unless affected by disability for which disability is only when the mental functions prevent the individual from garnering knowledge and involving in any kind of activity. That is the profile of an active human.

Managing the individual either as an individual or a member of a group comes about during the career phase by giving allowance for the inactive period of disability. Disability in activity is only when the individual is not capable of being active in all circumstances. Under this assumption there is no handicapped, physically challenged, limited capability or differentially abled person in the career front when seen under human investment management. These persons climb the activity pyramid at all times based on the kind of activity they are engaged in. The career profile of a person focuses on self as an active human in an activity pyramid.

3.6 Human Activity Pyramid

An approach chosen in this study is to reflect the individual in the activity profile. For that purpose, the activity profile of the human is assumed to be guided by the human requirement to perform or do something in an externally productive, not resting or introspecting, manner. Rest or respite to that extent is the recharging period to break away from the four natural decelerators of activity or work—physical fatigue, mental fatigue, boredom and monotony. They too are activities. Except for the period of restful withdrawal including sleep,¹⁰ a human being is engaged in some kind of activity from birth to death though there are questions about the disability phase.¹¹ To avoid confusion, it is possible to define the disability phase, for the purpose of this study, as the period when the human is incapable of being productively active or when there is constructive activity loss. It does not mean a sick phase or disabled phase when the individual is capable to perform though less productively. To that extent, a human continues to be in an activity profile, however small and short it may be, if not disabled, handicapped, limited, differentially or differently abled or physically or mentally challenged. Everyone within the activity pyramid is an active human. Every one performs at different rates of value from different positions. Capitalising human, thereby, takes away the stigma associated with the handicapped or whatever the word the society uses to term the physically divergent individuals today. Handicap or associated words that explain a kind of helplessness in an individual is not accepted for this study. Every human is considered capable of performance with dignity and associated contribution through activity in the study of capitalising human in human investment management. It is the returns of such performance by the active human that the associated management intends to maximise.

The human activity pyramid¹² begins under this construct of active human. Every human is active unless constructively disabled. The activity is based on result—pro-

¹⁰The author considers sleep as the self-laundering (body–mind) phase at about 16 hrs intervals. It is extremely essential to recharge for productive activities.

¹¹According to *Bhagavad Gita*, the ancient Hindu scripture, even sleep and inaction are different forms of action.

¹²See [Glossary](#).

ductivity of some kind. The active human performs what is needed for him or her personally. It is considered level 1 for this study. The human is in the next level (level 2) when performs singularly for a consideration other than self-gratification. It is where the career, employment or labour starts. The consideration can be anything that will satisfy the individual's physiopsychological need in any specific manner that helps to overcome the inertia of insecurity in life. The individual has to do something that is active. Thereafter there is no change except that the individual may perform similar activity through others using the skills of management. Level 3 is when the individual gets things done through other humans for a formal organisation. The formal organisation is the target for results. It is organisational function, where the benefit is for the organisation according to its vision and mission whether promulgated or otherwise. The individual human functions for that either directly from level 2 or through others, positioning self in level 3. It is called 'management' according to the old convention being followed since 1900. With the introduction of social obligations of the organisations, otherwise called corporate social responsibility, management has become outwardly visible from the organisational alcove. Here management process is repeated, but the purpose is social obligation through the establishment. People get things done through others; rather they manage their organisations, for the benefit of all the people in the system. The term used to explain the partners is 'stakeholders'. It doesn't stop there. The term stakeholder is limited to a few in the business environment including investors, customers, etc. The term is now breaking into the surrounding society. This way, the result of an individual's activity from level 3 spreads out to society. This is what the government and its officials are supposed to execute—governance. It is at level 4. In governance, management is not restricted to the four walls of the organisation the manager belongs to but for the country and its people as a whole to maximise national security which, in general, means the well-being of the people. For a corporation or a similar organisation, it becomes corporate governance. Governance is established through management from level 4 of the activity pyramid under this argument. Any individual can govern. It happens when he or she get things done through others for the benefit of the society as a whole. The beneficiary in this case is every stakeholder in and out of the organisation.

This takes the study to the last level—level 5. This area is vague and is perceived to be, for the time being, the activity situation when the individual is driven by pure self-actualisation without serious concern for reward or any other consideration. Everyone can get into this level in every activity normally for a very short period—sometimes aware, sometimes unaware. This is one of the critical areas of focus in capitalising human for investment. It is a kind of black box yet to be understood in human activity. But one can get into the area to study and experiment within an organisation of any kind. Level 5 is the plane where that extra bit of productivity pours out from the person. It is an amazing area. Anybody can experience it, and the results can be something that even the performer find difficult to believe. Look at the Oscar winner at that brief moment on the mike. He or she can't believe the achievement. It was productive performance under self-actualisation ending in absolute

perfection. In normal sense, people may use words like perseverance, determination, self-motivation, etc., to explain the excellence in productivity. It could be anything. But the individual glides through the level with astonishing perfection landing feather smooth completing the task. But, still, the maximum perfection will depend upon the limit of capability. Normally such people are very capable in what they are up to. They are driven by the magical level of the activity pyramid—level 5, the level of self-actualisation that is attainable from any level by any active human.¹³ That means everybody.

An organisation can derive maximum productivity from any individual employee when he or she glides through the level 5 of the activity. The limitation to the maximum depends on the capability of the individual to perform. This can be increased by developing the person. This lemma leads to two statements:

- (1) Capitalising human is about getting or developing people for high end productivity for investment in identified tasks.
- (2) Thereafter they need to be assisted to enter level 5 for maximum productivity.

This is a process that cannot be quantified as human beings are presumed to have relatively unlimited capability hidden in them. That has to be triggered and thereafter tapped by inducing the appropriate situation. This can be done by the individuals themselves or externally by other agents who are the managers in the formal organisations. One should not forget that the activity pyramid is for all active humans including the managers. The performance of an individual under the self-actualisation drive may be normally mentioned with qualifiers such as beyond the call of duty, excellent, exemplary, never-thought-you-can-do-this and various other extollers. This level is not in a hierarchic order. It can occur to all humans involved in an activity at any level. Hence, the pyramid is more for explanatory purpose than to show any elevation of sorts in work status. The hierarchy is based on limitations of people as well as activity. While everyone remains at level 1 without exception unless under disability, the people who climb up or down to various levels are relatively less as it goes up the pyramid. The pyramidal structure is based on these principles—less people transcend the levels while in activity—hence, the preceding level is larger, and every human occupies the bottom level to start with. It also shows anybody can be at one of the levels at any given dimension of the performing activity. It is not based on activity but the situation, where the consideration is assessed by the act of doing it. A person can drive a car to the office remaining at level 1 or drive someone to the office for a consideration shifting the activity gear to level 2 of the pyramid. The individual can also manage a cab company and maximise the benefit for the company (level 3) or run a government transport system with the focus on public welfare (level 4). In all these activities the individual can get self-actualised and surge in performance for moments (level 5). He or she performs at

¹³The term self-actualisation was originally introduced by Kurt Goldstein (1878–1965), the organismic theorist. He used the term to explain the motive to realise one's full potential. The concept was brought to prominence by Abraham Maslow.

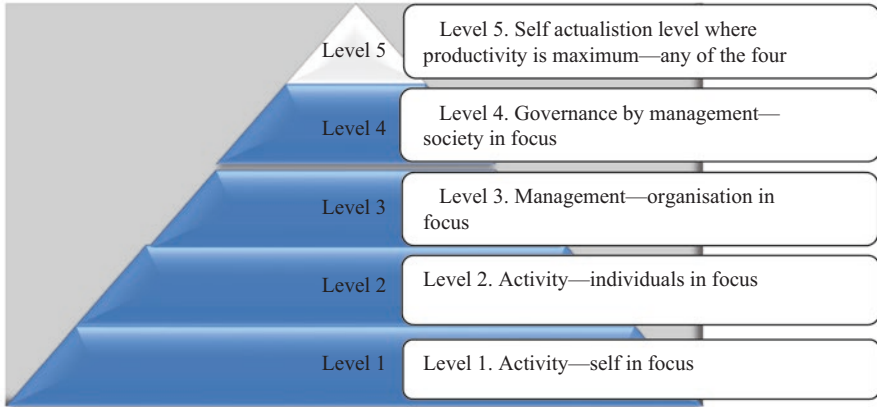


Fig. 3.5 Human activity pyramid

the maximum in such moments and adores the ambience of level 5 momentarily. This can happen in the individual's own activity or in between the considered activity within the career phase. Figure 3.5 shows the human activity pyramid as appreciated in this study.

The aspects of the human activity pyramid are:

1. They are not static niches but a structure wherein the human moves up and down as required and as per the individual's engagement in the activity profile. The movements depend entirely on an individual human during its activity period.
2. The hierarchy here is not any kind of social status with respect to activity but the time and number of people who will occupy such levels, especially the level 5.
3. People can jump over to any level from any level without going through the intermediary level.
4. This pyramid is exclusively for self-analysis in an activity profile and not analysing others.
5. One can go through any of these levels within the overall profile of the engaged activity.

Figure 3.5 shows the human activity pyramid which is for application only in connection with the studies on capitalising human and is used for instructional purposes only to make a person understand by self-appreciation the particular level he or she is in with respect to the engaged task at the given time. This is not for assessing an individual's position of performance at a particular time by another individual. Self-actualisation and activity performance are an individual's personal experience and feeling not that of another. It is not about empathising.

Table 3.1 Human activity pyramid—activity profiles at different levels

Level	Activity profile	Nature	Example
1	Performs activities required for managing self by self	Self-appreciation by activity	Driving a car to go to office
2	Performs activities for managing self for others for a consideration	Professional skill engagement in activity	Driving someone to office for a consideration
3	Performs for the organisation through people of the organisation for a consideration	Managerial skill engagement in activity	Makes someone under self to drive a car for the benefit of the organisation
4	Performs for the society through people in ones organisation for a consideration	Governance skill engagement in activity	Reaching out to people in need through people with transport under corporate social responsibility
5	Performs under self-actualisation without consideration	Self-actualisation	Driving the needy without expectations of reward

These are tabulated in Table 3.1. Every human negotiates the five stages (levels) of activity either in career or other than career activities at one time or another. The individual may go through all the levels of the activity pyramid in performing the activities depending upon the career profile and demand. The pyramid is not just for career but for the human activity as a whole in which the career is only a profile based in the employment phase of the human, which, of course, is the critical path in an individual's life. The desired point is that the human should be able to perform the maximum in an assigned or taken up activity. Human investment management by capitalising human is about this aspect.

There is a caveat in the study of the human activity pyramid (Paleri's pyramid). It includes the following key stipulations:

1. The hierarchy is strictly based on the time a person spends in active life including career life on daily basis; it tapers towards level 5—self-actualisation level as termed for the time being in this study taking a cue from Abraham Maslow's hierarchy of human needs. In case the idea of self-actualisation is disproved at any stage in the future, the level 5 will still remain as the point when active human peaks in performance what is sometimes called 'beyond the call of duty' performance in the military parlance.
2. The hierarchy in the activity pyramid is based on individual perception to the extent that it is meant for self-analysis and not to analyse others as such analysis can be judgmental and prejudicial inducing bias in appraisal unless for detached research purpose. Self-appreciation even if biased will not get in the way of appraisal errors in human management. The purpose here is executive decision-making, and the methodology for that is executive research.¹⁴

¹⁴See footnote 16, Chap. 2.

3. It is not a hierarchy of social or professional activity status.
4. The hierarchy, though could happen every day to everyone, is to be practically seen with the beginning of career phase in one's life. The cognitive learning and educational stages (knowledge phase) would have by then balanced for an individual.
5. It can be used for activity analysis and productive factor of self by an individual.
6. The activity pyramid is meant exclusively for the study of capitalising human and not for any other studies related to human or organisational behaviour. Suitability of the pyramid for any other such study has to be examined for modified adaptation if necessary.
7. The hierarchic dimension is based on the relative time spent in each level; level 5 is the apex. There can be intermediaries at each level. They are not highlighted in this study.
8. The study has to be seen with respect to the twenty-first century concept of human resource management and corporate social and environmental responsibilities (CSR and CER) and the respective mandates where it exists¹⁵—corporate social mandate and corporate environmental mandate (CSM and CEM).
9. Every active human traverses the levels of the pyramid at one time or another.
10. Maximum human¹⁶ (see below) is an impossible activity profile; hence, the level at five remains the apex of the activity pyramid.
11. The study of activity pyramid needs further research for furthering the study of capitalising human and human management to look beyond the present-day human resource management.
12. An individual in activity, an active human, cannot be at two levels at the same time but can be engaged in the same task. This finding is similar to the irreversibility theory of entropy (entropy is irreversible).¹⁷
13. There is a note of caution at this stage—self-actualisation can happen at any stage from 1 to 4 for anybody.

3.7 Able Human and Maximum Human

An able human is a person capable of performing an activity exclusively under the parameters that govern a person for activity within the activity pyramid with no personality limitations imposed. Such people are ideal for activity studies. For the rest, individual corrections for ill health or partial or momentary disability have to be made. In every study or test on humans, the individuals are considered identical or similar in characteristics. In reality, they are not. It is visible from their varying

¹⁵India has a CSR mandate under the Companies Act, 2013. It is the first of a kind in the world.

¹⁶See [Glossary](#).

¹⁷This is a captive statement directly aimed at future researchers in the next stage of HRM. It can be mathematically examined by further research.

biometric signatures itself. Every individual human, ever born, living and will be born, has to be different from another except for their common characteristics in the quest for perceived security. Able human is an ideological perception and can be found within the standards. This is especially so as the activity researchers can establish suitable standards for such an individual that could keep changing with respect to time as human generations continue to evolve. This standard can be used for comparative studies and further to advance.

The next term is maximum human. It is an unreal concept. Perhaps it could be said that it is a state that no human can reach in any activity even if capable. This conclusion is from the fact that every human produces less than he or she is capable. It is visible from the fact that humans keep producing at various levels of perfection, hence deduced that it should be always within the capability, not exact to it. This explains the performance change in a person under varying situations. To that extent the maximum human is the one who produces the maximum output in an activity within his or her capabilities at that time. An activity is anything that a human performs when in a state of activity and not inactive. Maximum human is the person who is active to the best within limitations of life at a point in time.

The objective of capitalising human is to attempt to create the maximum human in a work or activity situation understanding such a human is unfeasible. This will help to extract perfection from the able human, which everyone is in relation to his or her chosen activity, sans the level of physical and mental challenges. The objective is maximising return through investment in a task.

3.8 Communication and Activity: Designing Maximum Human

One of the universal truths in the attempt to design the maximum human is shaping the communicative ability. Effective communication is one of the basic requirements for performing close to a maximum human in an activity framework. Most of the tests in human performance tend to miss this aspect in their experiments on improving human activity. The link between communication and activity is vital. It becomes more and more complex when the levels go up in the activity pyramid. That is also one of the reasons why the self-actualisation niche in the pyramid is at the apex. The requirement of communication is the least at the base of the pyramid, which is large and voluminous. The levels taper as communication becomes more and more vital for performing the concerned activity. Governance (level 4) needs much higher level of communication than level 3 management activities within an organisation. The government and its representatives should learn to communicate to the masses at a much higher level than corporate honchos within a corporation. To that extent the activity pyramid is an inverse impression of human activity communication.

But impropriety or inefficiency of communication is not the only barrier in an activity scenario. Communication issues generally take the brunt. One of the assumptions in corporate management or national governance is the persistent tendency to reason an agitation or disharmonious situation apparently as communication distortion or breakdown. It is assumed that people don't understand each other because of emotional blocks, antiquated verbal habits or issues of feelings and status. (This has its counterpart in the absurd theory that permanent peace can be established if nations can be made to 'understand' each other). But industrial relations—like international relations—happen to be much less a problem of setting up a smoothly functioning organisation than a problem of accommodating diverse and conflicting interests. These interests are real. The question of how to distribute increased income resulting from higher productivity, for example, cannot be flim-flammed away as a problem of verbal misinterpretation. A sociologist may assert that industry can function best when there is a balance of down-the-line and up-the-line pressures—that is, when the authority of management is balanced against the needs and suggestions of workers. But industry is not an abstract system where only organisational problems prevail. Industry operates within a framework of cost factors and every step it takes to balance productivity. Productivity is a human interactive outcome. When a firm removes or replaces an ageing worker because of the individual's limitations to meet production norms, it is the cost factor that drives the decision; communication is incidental.

3.9 Rationales for Employment

To understand the rationales for employment, retrenchment or retirement, one has to go through the study of unemployment. How does a nation calculate the prevailing unemployment statistics? This will also throw light on the activity profiles of active humans in a situation of unemployment.

Employment is the natural state in a country's governance. Every citizen is supposed to be employed. Employment is an activity profile where one is sustaining the physiopsychological needs. This is what is expected out of a government. On one hand the government statistically arrives at the unemployment rate prevailing in the country. This is for public consumption. On the other, the unemployed is aware about his or her status from the vacuum in meeting the needs. These two need not match. According to the United States Bureau of Labour Statistics, an unemployed is the one who does not have a job, has actively looked for in the prior 4 weeks, and is currently available for work (American Bureau of Labour 2015). The nature and characteristics of work are not mentioned. But the act of actively looking for work is specified. They are:

- Contacting:
 - An employer directly or having a job interview
 - A public or private employment agency

- Friends or relatives
- A school or university employment centre
- Submitting resumes or filling out applications
- Placing or answering job advertisements
- Checking union or professional registers
- Some other means of active job search

Passive methods of job search do not have the potential to connect job seekers with potential employers and, therefore, do not qualify as active job search methods. Examples of passive methods include attending a job training programme or course or merely reading about job openings that are posted in newspapers or on the Internet. In the United States, workers expecting to be recalled from temporary layoff are counted as unemployed whether or not they have engaged in a specific job seeking activity.¹⁸ The people who are unemployed, therefore, are the people who are jobless and presently looking for a job and available. The people who are neither employed nor unemployed are a different variety that is not counted towards the labour force. The labour force comprises the employed as well as the unemployed. This study is from the political approach of national governance. It is not based on productive activities of the human force. The survey of unemployed excludes people of certain categories such as those living in institutions and serving in armed forces. The entire group is one comprising people above age 16 without an upper limit in the United States. Under these concepts most people are quite easily classified. The employment studies are quite different from the activity profile of a human. The latter is much wider. Simply put, the employed are those who have a job, and the unemployed are those who do not have a job but are seeking and available.

In this calculation, unemployment rate is taken as a percentage of the labour force. The labour force is employed plus unemployed. Here population becomes irrelevant. Hence, the unemployment rate for United States is:

$$\frac{\text{Unemployed}}{\text{Labour force}} \times 100$$

The remaining of the population comprising of non-labour force is also included in the study of capitalising human for investment. They comprise of people in the armed forces and in various institutions and others like a stay-at-home mother taking care of the child and the ailing father and also the father if not totally disabled. In fact everyone is in their career phase and is capable of activity but not those on cognitive learning or educational phase, according to this study.

Clinically speaking, when a person capable of employment is unemployed, the country loses as a whole in terms of productive yield, the loss of the citizen included. Ideally, a prosperous country with quality life is the one that has everyone employed

¹⁸ Many countries do not follow the practice and procedures of layoff of employees as in the United States.

in productive activities. But it has a counter effect in Phillips curve in economics, which states that the higher the employment the higher will be the inflation.¹⁹

Within the frame of employment, as calculated in various countries, the policy decisions are made by a handful of people in authority. The policy decisions are not based on productivity parameters but allowing for various other factors including populism. Doling out money by those in power takes away the entire aspect of maximum human principle where people's activity will be tapering to consumer consumption rather than earning for consumption. The policy decisions of the government need not be with concern for the people employed but with an eye to the logic of cost, efficiency, competition and power retention. The last one perhaps takes priority above all others. Technological changes in reality have downgraded workers and changed the age and gender composition of employees among others. Some of the changes introduced have far-reaching effects on productivity based on the maximum human principle. These changes not only curtail productivity but also lower the capability limits of humans in a group by sheer nonpractice. This creates a society incapable of reaching the level 5 in the common course in a system that is only market driven in productivity decisions.

Any research in human activity has to see both sides—employment and unemployment, according to the definition or statistical parameters of employment. A stay-at-home lady may take care of her child as well as elderly parent. She is statistically not unemployed. She is not in a job but in an activity much more complex than perhaps what she could get. There too she is invested for maximum return and goes through the levels of activity. She too may get into the self-actualisation mode. Hence, the study of capitalising human for investment cannot discriminate against the unemployed and non-job seekers who are otherwise active.²⁰

There are many questions within the employment niche. And all of them are about the unemployed. In the activity profile of a human, the principle is that there are no humans who are not inactive unless totally disabled for any action. Within such parameter can the productive activity be studied only with respect to the employed? If not, the study of workplace productivity should centre on productivity of the active human. This also means inclusion of the unemployed and others who are not counted towards the labour force.

3.10 Activities and the Employed

The activities of the employed are formally within the organisations or other human systems including the farms and the firms. The basic institutions are the GDP settlers—farm fields, factories and service establishments under the present estimates

¹⁹Phillips curve explains an inverse relationship between rates of unemployment and corresponding rates of inflation that result in an economy. Increased levels of employment will escalate inflation.

²⁰Today there are also stay-at-home people who otherwise work for organisations but from home as part of business or under flexischeduling of work.

of economics. These, the economists call the primary, secondary and tertiary sectors. The quaternary and quinary sectors are yet to be counted towards GDP assessment (Paleri 2014). In all these sectors and their corresponding organisations, there are employees who pass through various levels of the pyramid at different occasions in the course of their activities. There are no credible ways to calculate the accuracy of productivity under any of these organisations. Everything is estimated. In other words, there are no standards, either globally accepted or nationally accepted to measure the work output precisely to the point. It is relative to the organisation and as decided by the organisation. The absence of precision in assessing work output can be attributed to various rationales. Shortfalls in economic calculations can impact on the productive assessment of active humans. The fallacy of productive performance may make performance appraisal of an employed person inaccurate and short sighted with (permissible) errors. That is one of the reasons why appraisal of an employee is a daunting task that always leaves the employees and their performance appraisers with a feeling of incompleteness. Organisations use various methods to assess the quality level and utility value of an employee critically and accurately through performance appraisal. There is no standardised and acceptable procedure. The method keeps changing. Simply put, no one knows how to assess an employed precisely. The evidence is in the multitudinous methods adopted for performance appraisal of an employee. There is no universal standard, but everyone does it. It will be equally difficult, therefore, to assess a nonemployee who is not 'unemployed'. Example is the stay-at-home lady. How will one estimate, say, the productivity quotient (assuming there is something like that) of the home lady? It is more complex than an organisational performance appraisal. One of the management systems in the past had a theory in the choice of replacement and substitution of a homely wife negotiating a job outside home. The wife takes up the job if the return from the job is more than the direct return she provides to the household as the home lady. While the return from the job can be measured to some extent from the remuneration she is entitled in her workplace, her contribution to household is hard to measure as there are no such standards. In the substitution theory it is comparison of the use value of the person who substitutes the wife. It is more ridiculous to assess. The whole concept of replacement or substitution theory thereby becomes questionable for efficiency and effectiveness in the case of any person who is 'unemployed' under employment law but seriously engaged in a task otherwise.

The activities of the employed are normally measured from the result that satisfies the superior, mere mechanical measures enumerated by industrial engineers or psychologists or what the superior ordered or desired the subordinate to do, as in politics. Evaluating the employee's output under such measures may not show the returns one can get from the individual to its fullest extent. In all such measures the employee draws a margin within own capabilities. If that is so, the employee's maximum capability will not be available to the organisation. It will be limited to the extent the appraiser wants. Finding greater efficiency through self-actualisation modes will remain uncared for in an organisation. Most of the studies on employee productivity are on the time and motion related to physical conditions. Assessment is carried out on results and opinions. This, one can see even in a more elaborate

360- or 720-degree appraisal. The mental faculty of the employee is seldom taken into consideration. The second party examination of a human mind can be very waging and mistaken. Even for an expert, it is simply difficult to explain it mathematically for grading. Hence, the decisions become opinionated and capricious. Such decisions will lack accuracy and will be limited to a particular study only and will be inapplicable in the universal context. All these limitations impact productivity.

In a formal organisation, there are workers and managers. Both are active humans who function at various levels of the pyramid at different times in varying degrees. The manager will have to think of the work in terms of getting it done through the people. The manager thinks of the workers as a team or group in a formal organisation except in individual-ordained tasks. Here understanding the team is very difficult as each individual behaves differently in three planes—individual, group and crowd. These three behavioural patterns are as individual, group member (part of the team) or individual in a group (crowd behaviour). In a team, the manager has to bring them under a group within the mindset required for the activity, but they may slip out. Another lemma, which Mayo had also appreciated, is that the individuals normally could behave differently from the tests that have been carried out at the time of recruiting them. This situation demands an overdrive of interpersonal relations in handling them. Even if managers are experts in handling a group, getting the whole team into the self-actualisation mode becomes difficult as people can behave individualistically or detached as in a crowd. It is erratic behaviour relative to the organisational needs. Maximum productivity of a group is, therefore, different from the productivity from a maximum human individual. Hence, the group output or a teamwork could be different from that of the sum total of the individual output. Often the group output, or what the experts call the team output, is expected to be more than this assessment, but it could also be deeply less. In any case, there is no guarantee it could be the maximum that the team would have provided. Study of capitalising human is aimed at getting the output of teamwork more than the maximum total human individual output and further maximising it. Teams have more strength than individuals. But elevating them to self-actualisation for higher productivity is relatively difficult under normal circumstances.

Each active human has certain capabilities endowed within the individual's capacity with respect to the task. One of the objectives is to get it out to the maximum. Normally it doesn't come out. It is still less when the individual is in a group. Ideally the group output should be the sum of individual outputs as part of the group. But when in a group, an individual could also behave in two different roles mentioned earlier—as an individual in the group or as an individual in a crowd. This behaviour will not contribute to group effort. The output comes only from the individual's behaviour as a member of the group.

IO_{\max} = Individuals capacity for maximum output

TO_{\max} = Maximum output of the team (group)

$$TO_{\max}(\text{expected}) \Rightarrow \sum_1^n IO_{\max}$$

$$TO_{\max}(\text{actual}) < \sum_1^n IO_{\max}$$

Where, $\bullet \sum_1^n IO_{\max}$ is the sum total of output of the individuals in a team taken separately.

The catch is that the individuals in individual capacities cannot do what the group can do. Hence, the calculations above are assumptions needed to endeavour for maximising the returns from individuals in a group so that the maximum output of the team (group) is either equal or is larger than the sum total of individual outputs. This is one of the challenges of human management that capitalising human may overcome.

The assumption here is that the maximum output from an individual is possible only if he or she is at the self-actualisation limit subject to the individual's maximum capability for productivity. The individual in the team also includes the manager or the executive who is in charge of the team. This aspect is very important in human management. The focus should be as much on the supervisor as on the worker when it is about productively managing people in an organisation. They form the collective team.

'Unity is strength' is a saying. It is applicable only when the output from the team is equal to or more than the sum of the individual outputs. The reason why a group is stronger than the individuals constituting it can be far too many. They are all guided by the singular factor that provides the binding energy to the group. It is the cohesive force. Cohesion is maximised when every member converges to a focal point by behaving as members of the group. It is about unity of purpose. This is another area the human managers can focus in capitalising human. Cohesion amalgamates the individual with the group. This is an important aspect of military and militant organisations. That is the reason why they are stronger than the individuals within. It is easy to achieve in other organisations also, by adopting specific approach paths.

Mayo's idea goes through various other aspects of organisational life. In his studies the organisation was the factory. For him a factory was a social system which comprised formal and informal structures that defined its social fabric. The executive needs to drive home the policy matters to the subordinates to integrate them into the fabric of the factory. Mayo's findings could also be seen influenced by the work of Italian engineer and sociologist Vilfredo Pareto (1848–1923) on matters of system equilibrium where the different parts are functionally adjusted. Mayo's ideas are applicable in a factory that is departmentally well integrated for which the executive is accountable.

The studies in human engagement especially in formal organisation mention about the two categories of constituent people: the manager and the worker. This is what is considered to be the most important accomplishment of all the studies so far.

The pyramidal structure of human activities classifies people involved in activities as single human either individually or in group or crowd. They all perform just one thing—action. They go through or can go through various levels in the pyramid irrespective of what they are according to the task. There is a level which is just the state of mind for anybody—the level 5. Under this category, understanding the active human is based just on a single factor—on which level of the activity pyramid the person is at the time of a particular task. This way we can appreciate what he or she does and at what level of output. Anybody who reaches level 5 will produce more within his or her capability. It is a state when the individual performs beyond the call of duty. Anyone in other levels will do what he or she is capable at that time within the constraints of external and internal forces acting together at the same time.

The manager–worker interactive matrix is considered to be the most important accomplishment in the human employee studies so far. The researchers and investigators in the past naturally looked at this relationship from various perspectives to define productivity conditioners and drivers. They explored more factory and other organisational situations to elaborate their findings. ‘Motivate or perish’ became the findings. But there are doubts about the very aspect of the term ‘motivation’ today. Does it need to be understood more clearly?

3.11 Summation

The only paradigm that is unaltered in human studies is the human nature. The process of alteration is extremely slow within a human though externally they can be different by under the coping mechanism. The world has gone through profound social revolution. Humans, wherever they are and in whichever activity they may be involved, have become more complex in their behavioural patterns than in the past. This trend is expected to continue. Hence, measuring productivity or inducing a person to be productive needs a standard practice that remains neutral to the changes taking place around the individuals. The idea of capitalising human arises from this fact. The application is centred on the following facts that are expected to be unchangeable:

1. It is in the human nature to be permanently active at all times unless totally disabled. Such a stage is rare. People with muscular palsy or totally paralysed have been active without physically moving.
2. The humans perform four levels of activities at any given time whether legally employed or unemployed. These are at levels one to four of human activity pyramid. All of them yield considerations.
3. Each individual, while in a particular level of activity, can rise to the apex of activity for self-actualisation (as termed presently) where consideration is not the key factor but performance is.

4. The structure, though hierarchical, can be crossed without having to go through the intermediary levels.
5. Every human will be active at level 1 at some time or the other.
6. Nature of human activities may change in course of time, but the nature of the activity pyramid will remain unchanged at all times.
7. Productivity of an active human will depend upon his or her activity state at a given time subject to limitations of capacity which will come out totally at the time of self-actualisation.

Notwithstanding the summations , let's look on.

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Chapter 4

Organised Human

Humans subsist in organised groups in a disorderly manner hankering for order.

Abstract This chapter links the organised human (See [Glossary](#)) with productive returns. It looks at humans as social beings who live together in groups (See [Glossary](#)). Humans are uncomfortable when alone, except for the periods of recharge or introspection. They have to remain grouped to psychophysically survive. They need fellow humans for company in assemblages. They become collective for meeting the common objectives. This attribute leads to the much heard about formal and informal groups or organisations of human systems. There are innumerable such systems. An individual human is a member of many such groups at any given time. Humans are biologically and socially organised. This aspect, the biosocial organising, of human systems is important in the study of human management, because humans make organisations. The centre of gravity of an organisation is in the cohesive amalgamation of the skill factor of the humans who formed it. The human need for organising and their capacity to execute the organisational tasks make the study interesting. This aspect of the humans, the need for organising, is examined further.

Keywords Organised human • Group • Disorderliness • Productive environment • Collective productivity

4.1 Introduction

If humans are not compatible for organised life, any study to understand their productivity in an organised scenario will be out of place. Productivity is a requirement of organised human life. Humans are unlikely to survive unless organised, even if it is in the most disorderly manner which, often, is the situation. The disorderliness,¹ brought in by personal (individual) or group differences, is seemingly mandatory

¹ See [Glossary](#).

for the humans to survive because it is within this disorderly system they work together to bring order, which they often cannot, as a sustaining parameter. Therefore, disorderliness could be viewed as one of the characteristics of a human group. It makes the system dynamic. There will be disorder in every organised human system. The disorderliness maintains the dynamism that sustains the group. Dynamism is more vital than order in an organisation. The disorderliness can be seen even in a group created to bring order in another group. Within this process, the humans exist as a species and struggle to survive. Yet, in the face of all odds, they are doing fine and progressing amazingly well as if the secret of survival is within this 'struggle.' This is a cue for investing human in productive environment.²

A rear view look can also throw some shades of similarity among non-humans. Many among non-humans live in groups. Ants, bees and various other animals live in groups at 'home,' some of them gated, with their own names (ant colonies...) or move around jointly for hunting, gathering or simply strolling on a fine evening according to their choice. They keep doing limited activities again and again. They repeat simple straightforward activities throughout their lives. Some of them, such as ants and bees, even get into seemingly formal organisations with heads, supervisors and workers. (No, they don't do MBA). There are volunteers and protectors among them in their formal colonies. They are individuals with 'assigned' duties to perform (self-guided?). They communicate for the survival of their formal groups, the colonies, where each member feels comfortable (work-life balance?). This is what the entomologists have recorded. But entomologists are humans. Bugs and bees have not consented to this theory. They have not done any study on themselves and placed them for human consent. It is the same with other living things. They keep doing their chores as if by default. Only humans study them and decide what they are. Humans also study humans. They found human behaviour quite complex. There is a kind of complexity in this statement. It is relatively easy for humans to conclude in non-human studies. They do not seem to have any doubt about the findings. But then why their findings on humans are seemingly complex and most of the time viewed sceptically? Do they churn around in perfect bias? May be a human carries a plethora of limitations in understanding another human and the groups they form. No two humans are alike; no two human groups are alike. Humans form groups to achieve the same conditions of productive output similar to the formation of non-human communities—to get the extra output by collective efforts that singular efforts may not yield to meet the needs and wants. But the interesting aspect is that the collective productivity³ is achieved through individual efforts. Does this mean the individual entity, human or non-human, is more productive in a group than alone?

Humans are members of various groups at any given time. The groups can also be classified as primary and secondary groups without reference to formal and informal groups. In primary groups people engage in stronger interactions for longer periods. The cohesion, the binding energy between members, will be high. The

² See [Glossary](#).

³ See [Glossary](#).

bond is strong. When cohesion thins down, the group breaks or gets destroyed. Formation as well as dissolution of groups happens almost all the time within a human system. Families and close friends are examples of primary human groups or primary collectivities. The secondary groups are with specific objectives. The bond will be appropriate to the objectives. The focus of human study in relation to work output is on the secondary group. People join a secondary group with the sole objective of work performance as a career with appropriate considerations. Any formal organisation necessitated as a legal entity is a secondary group. This includes governments, communities, business organisations, etc. Their survival is based on productive and constructive efficiency and organisational effectiveness. On the larger side, humans form social systems that comprise many primary and secondary groups. The individual behaves differently in a group appropriate to the group norms, values and culture. The underlying success factor of any group is productivity of its members which mostly will be in a competitively challenging environment. The individual human in the group gets organised to face the challenge together. The individual thus becomes the organised human.

4.2 Human Society

Human society comprises formal and informal collectivities. These collectivities sustain human survivability through collective efforts. In a collectivity, the individual human sheds off certain personal needs for the overall benefit of the group members. The individual too is a recipient of the benefits. The activity profile in a collectivity is based on the norms for the division of labour. It is based on the overall objective by mutual support. This originates from the primary collectivity called the family. It spills over to the society as a whole. The family in the normal circumstances becomes the cognitive space for learning. Every activity of the individual in the activity pyramid is cognate by the initial primary group. Psychologists express this behaviour through various terms, including conditioning. The family, in the ideal situation, is the crucial centre of personality development for an individual. The family is expected to balance the individual in the collectivities outside it. The influence of the family is quite strong in an individual's organised development. This conditioning will be visible in the individual's productive performance.

The society (the group of families) as a whole unifies the individual with life. It helps the person to tackle a job within the social system. All members of a society maintain their respective individuality. The individuality is unique to the extent that no two individualities are similar. Some scholars believe that the secrets of human nature are linked with the society.

4.2.1 *Human Organisation*

Within the differences, an individual human is an exclusive entity; so is a human organisation in human society. Human organisation is a group of human beings joined together with a common purpose. The organisation has a collective goal. It is linked to an environment external to it. Human beings are bound to create organisations. They need them. This is evident from the various formal and informal groups people construct and continue constructing. An example is the proliferation of trade unions or non-governmental organisations in many countries, each of them seeking dominance in the society more than their chosen topic of consumption. Humans never get satiated with the groups they form. Without such groups humans are uncomfortable. The need for people to be in a group whether formal or informal is the pathway to get them striving to their content. Creation of a group in a system of humans will make them feel better with their regular anxieties. An organised group is a kind of panacea for many issues that humans face. They will feel that their needs will get satisfied through it. They will work for it. There will be higher yield of productivity as people may feel contented to a large extent.

Legally, in the present day society, an organisation exists on laws related to the type and nature of it. Every organisation comprises people who find a common objective for being in it. Humans cannot manage without organising. It is a primordial objective, not an outcome of advancement. The organisations can be governmental or non-governmental. They may be called under various names—corporate, international, non-profit, military, other armed force, charity, partnership, cooperative, educational, voluntary, political and so on. There are also hybrid organisations which operate in different sectors such as public and private sectors simultaneously meeting social requirements and developing commercial market necessities. The interesting fact is that people form groups not only for just needs but also for unjust predications, which for those in it are just and needed. It is a relative expression. The latter part includes secret societies and illegal organisations. Secret societies may include organisations that can be hidden out of majority social and governmental communication networks.⁴ In addition, there may be various criminal or underground organisations, resistance movements and insurgency groups. The purpose of all organisations is identical—indirect or direct satiation of human urge to group and live in an organised system under secluded domination. At the extreme, there are seriously outraged cult behaviours that may even promote the idea of mass suicide (an activity) when on the verge of breakup or dissolution. All in the name of good and secure life! The nature of such systems, therefore, is immaterial since purpose is common and activities are counted towards ‘productive’ contribution apropos the principles and belief systems of the members of the groups. Capitalising human for productive investment is a common denominator in all human groups or organisations irrespective of their nature and characteristics and also to individual

⁴They can also be called exclusive societies or groups. Some of them are extremely powerful and heavily influence nations and global systems.

selves in action according to the human activity pyramid. The human, organised by nature, therefore, can be capitalised and invested for higher productive output. This is where capitalising human for investment in a task or activity widely differs from the practice of human resource management. The latter is restricted to groups where humans are managed as resources.

The shape and structure of the organisation will also project common characteristics. Similar to individuals, organisations too are different from each other. Still they will exhibit common characteristics. Just take a walk on a busy street in the town and see the differences between each shop. Every one of them will have a separate identity even if the products they sell are comparable. Organisational objectives may indicate many similarities. But the organometric signatures of these organisations will be different. No single organisation or group is identical to another in their organometric signatures just like no two humans are identical with respect to their biometric signatures. The structural similarities are appropriate to the niche they live in and function. Characteristics and nature vary at all times. So, every human system or group whether formal or informal will have an organisational signature. This signature is important in organisational studies. Capitalising human for investment in a productive environment is identical in all organisations or other human groups with respect to performance output barring certain exceptions. That is one of the advantages of the subject. Capitalising human fits all organisations as a standard for productive investment.

As mentioned earlier, human organisations can be viewed from different perspectives: primary and secondary and formal and informal. The idea behind the human organisations will be clear from such references. The twin references are mutually exclusive. The primary and secondary organisations have already been referred to. Scholars consider formal organisations as human groups with clear-cut instructions and overt objectives. The opposite is the informal organisation mostly with undefined objectives that may lack clarity in execution. But such classifications do not provide the needed support in maximising human productivity. It is agreed that a formal organisation has a clear system boundary and structured internal environment where the procedures and formalities are clear and present as long as the organisation exists. But seeing the informal organisation as a group that lacks clarity may make it look different from the formal one, which actually it is not, if the focus is on activity. The informal organisation can be a part of the formal organisation or a stand-alone entity. If it is the former, it doesn't stand different. It will have the members of the formal organisation. If it stands alone, it is not part of any formal organisation. Both the types, irrespective of what they are, will have definite purposes. They will have the purpose of gratification of the needs and wants. The ingredient is activity. There is also a misgiving about informal organisations. It is believed that informal organisation is meant for emotional or rather spiritual gratification and formal organisations for physical and psychological need satisfaction. They need not work that way. Both groupings come from the urge of the humans to group, one way or the other. The purpose justifies the urge to organise. And the common element in any grouping is activity. It is this activity that needs to be performed to perfection. It is believed to be possible by capitalising human. A human cannot be

bereft of an organisation or a group in whatever form it may be as long as activity guides life. That is the way of the organised human.

4.2.1.1 Organisational Life Span

Similar to any living thing, an organisation also can succumb to entropy maximisation. Simply put, it can die. Most people are not aware of it. Does an employment seeker ever bother at what stage the organisation is in its process when he or she joins it? Any train traveller will be aware from where the train has to be boarded and where to get down. It need not be so while embarking a career in an organisation. An organisation is made of humans. It has life since the human is at the centre of it. It can be formal under certain authoritative orders or informal without specific order but sheer human need. The quantum and nature of human productivity in an organisation is mostly linked with its time and state of existence.

Whether formal or informal, the life span of a human organisation runs organically from its birth to death—from the beginning to the end. An organisation, especially in relation to its internal environment, changes every moment of its passage through time. Organisations of all types have very distinct passage from birth to death. It means an organisation can go through the initial conception (birth), growth, decline and finally termination.⁵ In the study of organisational design and process, this aspect is examined only for formal business organisations. The theory can be applied to any organisation formal or informal or primary or secondary. The characteristics of an organisation can influence a person's productivity with respect to the time of its life span and the time when the person joined it. There are differences of opinion about the stages of an organisation in its life span. But for practical purposes and for understanding the dynamics of a human organisation, the four stages are as mentioned earlier. These four stages are common to all organisations whichever way they are classified. In its macro concept, an organisation is simply an assemblage of group of active people with a common purpose. Any organisation comprises organised humans. The life span has an impact on the output of an organisation. There is a push–pull effect. The output is more at the birth and growth stages by the push effect and less at the decline and termination stages by the pull effect. The organised human is aware of this factor acting on the efforts in an activity

⁵There are various substages between each of the four organisational spans: post birth, after the growth commences, once the decline starts and when the end (death) begins. It will be an interesting study for any employee to know the stage in which the organisation is while he or she joins it and for the employees to understand the stages the organisation is passing through, to appreciate its life span and decide the course of action. Like that of a human, the life span will change with respect to time the vitality and the activities the organisation is engaged in. Normally organisations do not carry out such studies or a health checkup as explained in organisational development interventions. It is important in human investment management to have the 'feel' of the organisation with respect to the time. This is a matter of specialised study. It also accommodates the subject of organisational development (OD) in human investment management with a difference, not explained in this study.

within an organisation. This will be obvious in a political party that is just created and the one that is fading away from the scene. There are many such examples for a quick observation to understand the vectorial process of an organisation. It is manifestly visible in a business organisation for a careful observer. Work output and organisational process is an area that requires serious studies to understand the productivity aspects. Therefore, managers of a growing organisation will find getting things relatively easier than those in charge of supervision in a declining organisation or group. Human productivity undergoes alterations in such cases.

4.2.1.2 Organisational Structure

The productivity can also be affected by the structure of the organisation. The structure is necessary for the organisation to balance and stand erect. Human organisational structure has been evolving since ancient times of hunter gatherers. This has made the active human also organised human. Organisational evolution has seeped through the industrial society to the modern times with wider adaptations. Obviously they are susceptible to changes in advancing times. The changes so far are not much. But the reason for majority changes was the advent of human relations as a considered topic. Organisational structures evolved as the field of human relations. This gave rise to the study of behavioural sciences. Throughout the period, the organisations assumed various shapes and sizes. Organisations always remained as systems of people with identified purposes. Every organisation stands within a structure. These structures provide the basic stability to the organisation. The weaker the structure, the faster will be the collapse. The structures define task allocation, authority flow and accountability at various levels and nodes. Under this principle, all structures lead to identical objectives. But the structures vary to suit the human organisational needs of the time and purpose. The structure of an organisation is the angle through which it is viewed. At the same time, the structure too influences productivity along with the position of the organisation with respect to its passage through time in its life span.

Organisations are structured in different ways. The structures will be according to their identified objectives and purposes. The structure also defines the work culture of an organisation. Human performance within the organisation will depend upon the acquired work culture. Maximisation of productivity, therefore, will have to take note of the organisational work culture. In the reverse, productivity starts with organisational structure. The underlying parameters behind the designs of organisational structures still remain based on the effectiveness of human interaction within the organisation.

The basic requirement of organisational structure is to facilitate the flow of authority and communication to achieve productive objectives. The generally seen formal organisational structures are given in Table 4.1.

They are briefly examined below. Each one of them influences productivity of the organised human differently.

Table 4.1 Formal organisational structures

1	Pre-hierarchical	5	Divisional	9	Team	13	Ecologies
2	Hierarchical	6	Flat	10	Wirearchy	14	Symphony
3	Post-hierarchical	7	Matrix	11	Network	15	Hybrid
4	Functional	8	Committee	12	Virtual	16	Detached

1. Pre-hierarchical

Pre-hierarchical human organisational structure was highly centralised. It was also called pre-bureaucratic organisation. It was adopted in the early period. A centralised leader takes charge of other members. There was no standardisation of work or procedures. Communication was one-on-one and clarity was limited within the overall organisation. Even today such organisations can be found among small business operatives and informal groups. They are fine as far as decisions are not required to be critical and the group is small. All the key decisions will be made by the central leader. Small organisations may find it easy to manage. Problems will surface when the organisation grows. The centralised leadership may find it hard to manage. The first impact will be on productivity. In spite of various limitations, the pre-hierarchical or pre-bureaucratic organisations continue to exist in human groups, especially in small organisations. They find them handy to meet the organisational demands being reasonably small. Majority of the human groups are of such nature in the overall human system.

2. Hierarchical

According to Henry Fayol (1841–1925), the early management theorist, a hierarchical structure follows the scalar chain of command. The structure is bureaucratic with a boss to whom the subordinate reports. It is a standard structure of convenience. Every employee has a boss on top, colleagues on the side and subordinates below as far as the interactive direction extends in a linear format. This is still the most prevalent structure in the world of organised humans. More than a scalar chain of command, the author prefers to call it a static chain of command with vectorial authority flow. A scalar chain of command will be frigid and frozen. The flow of authority according to the hierarchical gradient keeps such organisations warm. Hence, they are vectorial and make headway. Often they are sluggish, crowded and noisy, though. The employees find such structure easy to understand. Hierarchical organisations have certain degree of standardisation unlike the pre-hierarchical structure (pre-bureaucratic structure). The hierarchical organisations exist in majority of human groups, small and large, where standardisation is a necessity. Such a structure will be relatively more populated than other structures. It is considered that the productive average is lower than the later organisational versions. In a reverse look, a self-actualised leader should be able to raise the productivity level of hierarchical organisations more than other organisational structures by capitalising human since it has more people than often necessary. This is under the principle that every human is capable for productive engagement. But there are

certain limitations as more need not be always better. Optimum employees may be a better term. If the employees are not carefully capitalised and invested, productivity can collapse under the sheer weight induced by structural gravity of the organisation. The collapse can come from different directions. The leader needs the support of the subordinates to withstand this collapse. Even then productivity can be a victim under normal circumstances. This is visible in various bureaucratic structures especially in government-run businesses and other organisations. The best seller of the period, *The Peter Principle* (1969) by author Laurence J. Peter (1919–1990), had satirised such organisational structures where every employee tends to rise to the level of his or her incompetence (Peter and Hull 1969). Once reached the level of incompetence, the individual would normally fail for the absence of competence for the job. The book was categorised in management humour rightly. ‘If the law of incompetence was true, organisations should brim with competencies if the employees were not promoted’, commented one of the trainees in 1976. It may be a satire, but interestingly, it can block the idea of capitalising human as an impossible proposition. It is a hypothesis at this stage.

3. Post-hierarchical

Post-hierarchical organisations are also called the post-bureaucratic structures. They follow the bureaucratic tenets with some difference. Most of them are the bureaucratic designs that have come out after the 1980s with additional weightage. An example is the total quality management (TQM).⁶ There are many in the post-hierarchical genre. All of them attempt to overcome the productivity constraints of bureaucratic organisations wherever possible but have not succeeded much. It is visible with the springing up of more and more such organisations engaged in productivity enhancement. Still the authoritative structures of the hierarchical organisations stick out. For some post-bureaucratic organisations, they are not bureaucratic; for others they still retain the characteristics. Some believe the future of work is sharper; for others it is flatter. All of them consent traditional hierarchy is not of much use if one is harping on productivity.

4. Functional

In a functional organisational structure, people are organised according to their functions. It is the traditional way. Each functional structure caters for a specific function, and people involved are engaged in their respective functions. This is the generic structure that is visible in most of the organisations. It is expected such structure will in turn develop the employees in evolving in their functional aspects. The functional areas can be manufacturing, production, projects, sales, marketing,

⁶Total quality management is a collective organisational approach for improving product, production process and the organisational culture to gather long-term business success through continuous customer satisfaction. Though introduced as early as in the 1920s along with statistical quality control (SQC), it was developed by experts such as Deming, Juran and Feigenbaum. However, there are also views that the grandfather of TQM is Walter A. Shewhart, a former Bell Telephone employee who is credited with the statistical process control (SPC) chart.

information, accounting, finance, human relations, business intelligence, etc. in a standard business organisation or corporation.

5. Divisional

The divisional structure is based on goods and services. It is also called the product structure. This is one of the ideal structures in the present world which is based on market economy. A division is a functional conglomeration based on a particular product. The entire focus is on the product. They are strategically tuned to function as profit centres under competition. Each division will perform all the functions necessary to promote the product competitively. There is better coordination and focused projection of products in the market. The decision-makers will have better flexibility to face the business environmental challenges. Divisional process helps to stretch or shorten the structure by adding or taking away divisions. It is a unique advantage to harvest the output from employees. A strategic business unit (SBU) functions in the same way with autonomy. Such units will be flexible with sufficient powers to control business processes. They are excellent playgrounds for capitalising human and managing them to maximise returns.

6. Flattened Hierarchy

As the name indicates, flat organisations are small with broader base. Number of levels will be less. Small groups such as start-up businesses or offshoots of formal organisations prefer flat organisations. Larger organisations can also flatten themselves by increasing the span of control. The span of control if exceeds certain limit can constrain the managers productive output. Hence, organisations normally change over to larger structures while advancing. Some of them remain flat and advance. The basic difference is the absence of middle managers. Organisations can also flatten through technology innovations.

7. Matrix

Matrix organisations permit multilevel flow of authority. They came up as many of the hierarchical organisations were found sluggish in competitive scenario. Multilevel flow of authority speeded up competitive governance. The matrix structure groups employees by function and product. The subordinate will function under multiple bosses. Normally there are two bosses. The bosses will belong to different hierarchies. In functional hierarchy the experts are well trained under a super expert. The executive hierarchy gets things completed using experts. The matrix organisation works on teams of employees. The groups thus become smaller within the matrix. The team in the matrix is believed to maximise the individual strengths and minimise weaknesses of its members. The structure is cross-functional and, thereby, considered to be more dynamic than pure functional management. The problem is that the employee may find the chain of authority misleading. This may impact their productivity. The manager to worker ratio can also increase. Therefore, the productivity focus is more on managers than workers. There can be conflicting loyalties of employees according to some studies. Matrix structure is more strategy compatible. Matrix works under modern ideology of human relations coupled with team spirit.

Another way to look at matrix organisation is as a combination of both functional and product organisations. The matrix will be the right choice if the organisation is able to incorporate the good aspects of both. Otherwise it may have problems if the design is not effective. Within a matrix there will be teams (another form of organisation) to accomplish work. The productivity varies depending upon whether they are on matrix mode or team mode. One of the oft spoken designs of matrix organisation is the multinational structure of global companies. They are complex and highly productive. What matrix offers is better coordination with product, functions and geographic areas. Yes, it is seen that matrix organisations produce more.

8. Committee

In the committee structure, a group of peers decides the issue as a group. A committee structure suits a decision-making organisation provided the staffing is appropriate and professional and the system performance is better than a roll of dice. But often this may not happen as lengthy discussions can take its toll. Authorities may form committees to abrogate conflicts by manipulating time. In such cases committees cannot be productive.

9. Team

A team comprises a group of people who work without a hierarchy. The team takes care of the organisational structure. Or rather, the team structure defines the entire organisation. The competencies of the team members contribute to the organisation as a whole in such cases. Team is a modern idea. Each one in the team normally attempts to better the other. The productivity of a team can be multiplied with the correct cohesive mix. A team may be developed under a leader or sometimes without a specific leader. This way teams can be made in both vertical and horizontal configurations.

10. Wirearchy

This is the organisation that is wired up in the cyber world and information pods. In wirearchy people join as a group or as desired for temporary grouping with common objectives. The flow of authority is based on information, trust, credibility and knowledge demand. It is not based on official status of other power centres. The authority in wirearchy flows through these centres ending in results at a speed no other hierarchy can achieve in the conventional sense. The focus in wirearchy is results.

11. Network

Information technology has given rise to the modern network organisations. The network organisational employees are busy with, yes, networking or coordinating and controlling the human relations externally. The modern age of information technology facilitates most of the networking required. Generally networking organisations have very low capital cost.

12. Virtual

A virtual organisation deals directly with suppliers and other subsidiaries on one hand and distributors and retailers on the other with the final link on the customer as the target. It works as a kind of the much talked about boundaryless organisation though the similarities are selective. There will also be networking through alliances. It is Internet supported.

13. Ecologies

This is a competitive model and an interesting one from the point of view of workplace productivity, because people are paid for only what they actually do. They have to show profit. If not, they are not required. The one who does work get more work. The one who doesn't produce will not get work. The members in such groups compete to get work.

14. Symphony

Symphony is the later version of the pre-hierarchical model that was brought out in a write-up in the World Executive's Digest in the early 1990s. It is a simple design of human group that performs like a music band. The conductor is the leader and there is only one in each symphony organisation. The rest are the players. The leader, as the conductor, makes the members play their instruments (perform their tasks); they work as assigned and guided by the group leader. The coach and the players in a premier league give a model for a symphony organisation.

15. Hybrid

Hybrid organisation can be formal or, at times, informal. Such organisations, as the name suggests, assimilate more than one recognised organisational structure. Most of the hierarchic organisations, where there are distinct lines and staff functions, can even be called hybrid as the staff function is a kind of matrix or symphony within a hierarchy.

16. Detached

Some call them 'depressed' organisations. They are normally headless. Absence of leadership causes crisis in such organisations. There may be a leader, but he or she could be schizoid and indifferent. In such cases the second-line leaders fill up the vacuum causing further detachment.

There are also other organisations that can be seen at random:

- *Dead and not gone*

There are many organisations that surpass the span of organisational process of birth, growth, decline and death. They may still linger on after being 'clinically' dead. A typical example is some of the government organisations that continue lingering on even after terminally crashed under various compulsions: government policy to retain employees, political duress and so on. They will go on as long as the compulsions are strong. There are many such cases. They follow any of the already mentioned organisational structure sans the vitality for revival.

- *Other profiles*

Organisational designs may undergo further revisions in the future. The common parameter in designing an organisation is that the structure has to be compatible with the ambitious plans of the future. The common objective of any organisation is productivity enhancement. Capitalising human for productivity enhancement may bring in new ideas in organisational design and process. It could even standardise the organisational structure and process towards output maximisation. Maximising return from human management will be a question of human–organisation compatibility. This is only a forecast at this stage.

4.2.1.3 Hierarchy-Community Phenotype Model

Even in an acknowledged organisation, the members may not be precisely clear about the exact nature of the structure or, rather, where they stand or are fielded to play the game of productivity. The structural framework of a human organisation is invisible. Its visibility is not in the assignment of duties or delegation of authority, but the actual flow of authority and the continuum of the chain of productivity. Often in some organisations or most of the time in most of the organisations, there are doubts about the assignment of duties and flow of authority in getting things done through people. It is more so in government organisations. The organised human may face multiple authorities and conflicting obligations and responsibilities. This will impact productivity. This state is indicative of the structural mismatch of the organisation. Work performance will be affected. This is especially so when organisation becomes hybrid or when it is actually designed for a particular structure with a purpose. The structural change of the organisation, even if seemingly feeble, can create havoc in productive aspects of the people in it. Internal environment can become passive which will also impact on its immediate micro external environment affecting day-to-day activities. A hybrid organisation should be designed exactly as a hybrid one. It should not be a kind of mixed up organisation or become hybrid by the activities within it. All these matters have led to a new find in organisational design by considering it as a commune. The hierarchy-community phenotype model (Lim et al. 2010) gives a new definition to business that is beyond the old model of an economic system. The new model behaves like an abode for the employees, not as mere organisation. The idea was developed expecting that a twenty-first century firm may look beyond the usual hierarchic model. The model is expected to provide maximum efficiency and, of course, profit. In a community-type organisation, the people are expected to live and grow naturally. In such organisations it is said that people can meet all their needs. If that is so, the idea of capitalising has a stake in it. It has to take a look at this organisation very specifically though the study is not limited to productivity of firms but in everything that humans engage through action.

The designers of the model ideated from the study of the observable characteristics of an organism. This is a phenotype in genetics. A phenotype refers to the

observable characteristics of an organism. The model considers each employee formal and hierarchical involved in informal community participation, as influenced by the surrounding conditions of business environment. Such employees together contribute to the overall observable characteristics of the organisation. This gives the organisation its structural shape. Due to the vast potentially different combination of the employees' formal hierarchical and informal community participation, each organisation becomes a unique phenotype along a spectrum between a pure hierarchy and a pure community organisational structure. The pure community organisational structure is flat. In such community, it is advocated; people grow and meet their needs together. There is hierarchical as well as community participation. While the hierarchical organisation is authoritative, community participation is flat. The designers feel such a condition is suitable for modern times in organisational design.

4.2.1.4 Characterising Human Organisations

The mentions so far were about frequently observed individual organisational structures. Humans organise in various ways. The limitations for living in an organised system are the way people can adjust within. The need is primordial. Humans cannot avoid organising under the survival needs. Hence, organisations undergo situational changes subject to adaptation of members. An organisation follows standard basic structures. Irrespective of the type of organisations, they follow certain common characteristics or forms. Organisations are generally characterised through five identified forms in a broader sense beyond the already mentioned structural frames. In any kind of organisation, one of these forms will be dominant.

1. *Hierarchical forms.* The pyramidal structure with a definite leader at the top is the common and convenient organisational form that can accommodate various types of organisational structures. Delegated authority flows down vertically. Humans naturally take to such organisational forms as they are conditioned by the family collectivity. Obviously there could be many comfort zones that will make the members to take a laid back approach. The hierarchical form is the most crowded of all organisations. This too can make the process slow and accordingly hamper the output. The strength of hierarchical forms is in their traditional format and capabilities to adapt to any size. This kind of organisations normally covers the principles of human activity in the activity pyramid. But the structure needs to be detoxed of its bureaucratic effects of yesteryears to meet the modern requirement of productivity.
2. *Committee/juries forms.* Here, the members make decisions in a shared or majority approach. They are small organisations of a peer group. Decisions are faster. But such organisations are short-lived. The size will be limited.
3. *Matrix forms.* In matrix form, employees come under more than one reporting line. Though having more than one boss is seemingly against the principles of accountability, assignation of duties in an efficient matrix system will appropriate

one boss for one activity at any given time. The problems are division of accountability, difficulties in performance appraisals and the overall confusion if the employee is not well oriented. But once trained and adapted, the employees may perform better. Matrix is an efficient structure that can raise the average output. Once established firmly, matrix organisation can be long living like a hierarchical organisation without its disadvantages.

4. *Ecologies forms.* In ecologies forms, each unit functions independently as a profit centre. The employees perform well as it allows them to earn more. The incentive-based increase in productivity could cause problems in the long run when the incentives or the demand for output declines. The productivity is not based on self-actualisation.
5. *Boundaryless forms.* Boundaryless forms are modern forms of organisational structure that are not limited by an organisational boundary other than systems boundary. It is a contemporary approach in organisational design coined by Jack Welch, the American management professional (Robbins and Mary 2007). His idea of boundaryless organisation eliminates vertical and horizontal boundaries and expect to breakdown external barriers between the company and its suppliers and customers. This is considered to be a universal model driven by information technology under the attractive forces of globalisation. People will have the freedom to expand and naturally enter the self-actualisation mode under freedom of operation. It could add to productivity.

Any organisational structure will exhibit one of the above characteristics. An aspect in organisational design that cannot be ruled out is the possibility of future organisations exhibiting entirely different characteristics based on business environmental demand. The advantage of capitalising human for investment is considered to be its likely compatibility with any kind of organisational formats. It is an expectation that a capitalised human will be able to adapt to any organisational form and structure without variations in productive output. By capitalising, a human is expected to fit in all kinds of organisational designs. For this, human–organisation relationship has to be made symbiotically compatible. That is where the problem lies.

4.2.1.5 Organisational Dissonances and Overtones

One may find a lead in organisational dissonance and associated overtones in the study of impact of organisational structures on the productive aspects of humans in it. Dissonance deals with discords that can take place in any human organisation. Every organisation whether small or large will have discords that will be peculiar at the core. For example, employee unrest in an organisation at a particular time will not only be different from that of another organisation but also of its own that happened in the past or may come up in the future. At the core of the issue, the discord and the resulting dissonance can be different. And so will be the overtones. Obviously they are all created by ‘organised’ humans as part of their ways of getting

along. The discord can be experienced at various levels and even scales. Opposite to discord is harmony. Harmony is actually the absence of discord. It is an abstract term—a kind of wish. It cannot be seen or felt in any kind of standard expression or narrative. However, harmony can be expressed to some extent in the total absence of discord. But absence of discord cannot be real. Sometimes one may take it for granted when talking about prevailing good order and discipline. A discord will generate overtones that will linger on. Overtones are used in plural here. The reason is that overtones can be implications of the situation or human emotion. As mentioned, an organisation is considered a living entity in this examination. It has feelings and emotions, though it may not be acceptable under law (organisations are also entities subject to law, but the motional factors are not exactly taken as those of the humans). The discord and resulting overtones in an organisation are warning signs. It can affect productivity. The organisational structure will have its part in them. There are many studies in organisational discords and handling them. But the impact of such discords and the resulting overtones on productivity of the employee is not seriously studied. It is not easy but can be generalised in an organisation with respect to its nature, structure and the overall business environment by experienced employees.

One of the ways of examining organisational discord is linking it up with the much researched cognitive dissonance of individual employees. There are ample studies in cognitive dissonance and how it can affect the workplace behaviour of employees. Viewed from the perspective of organised humans, cognitive dissonance could be used as a tool to assess and even forecast organisational discord. The resulting appreciation can be beneficial in assessing the returns expected from the organised human of the organisation. According to Leon Festinger's theory (1957), cognitive dissonance is the feeling of discomfort when simultaneously holding two or more conflicting cognitions: ideas, beliefs, values or emotional reactions.⁷ In a state of dissonance, people may sometimes feel 'disequilibrium' associated with frustration, hunger, dread, guilt, anger, embarrassment, anxiety, etc. In other words, cognitive dissonance is the hesitance people may have in seeking agreement with reality if it is different from their belief system.⁸ Under cognitive dissonance, people will have a bias to seek agreement between their expectations and reality. Festinger's theory focused on the view of the social world from the perspective of the individual.

⁷Leon Festinger (1919–1989) was an American social psychologist who introduced cognitive dissonance and social comparison theory in 1957.

⁸Demonitisation in India on 8 November 2016, when the government withdrew all the banknotes of Rs. 500 and Rs. 1000 denominations, caused interesting behavioural patterns among people under absolute reality. Interestingly, because the impact of the decision on every individual involved in rupee transaction was different from the other, though there were collective opinions of support and dissent. The impact varied from null to the highest level (not a calibrated statement) according to individual belief system which remains abstract. The reaction also validates the fact that money is associated with human behaviour which in turn governs the personality and supports the study of psychonomics, a term for money-related behaviour among people (Paleri 2008). Decisions on money matters can have a huge impact on employee behaviour with respect to compensation and benefits management in human organisational productive relations.

Cognition was viewed as being any attitude, behaviour or emotion that made up a mental representation of the social world within an individual's mind. Festinger's research focused on how individual perceptions of other people, social groups and the physical world were cognitive representations. He found inconsistency between the representation, and reality causes discomfort to the individual. The individual attempts to reduce the inconsistency. This is done by counter points including rationalisation that helps in retaining the original belief system. Otherwise the productivity at the workplace can be affected. According to the scholars, the theory is substantially correct though it needs to incorporate certain corrections. The conflicting emotions within people relate to specific situations. The conflict is explained as cognitive dissonance. It is present in most of the professional and personal settings.

Cognitive dissonance can sneak in at any time without warning in the workplace scenario as in many other activity phases. Some of them are quite inane and trivial. However such conflicts have to be addressed. Experts suggest change of behaviour or justify it and then work as usual without the bias hampering it. In both the approaches, the individual will have to eliminate a choice and remain singular. In changing behaviour, the individual makes a choice between the conflicting issues and accepts one of them. In justifying action, the individual either removes the conflicting cognition or adds a new cognition. Often, individual needs help from external sources to face the problem. The aim in organisational management is not only to see the flow of productivity is not affected but also to see it is steadily improving.

The studies related to cognitive dissonance, activity and activity environment are important to understand productivity under varied situations. The individual's attitudes and behaviour, or cognitive personality as a whole, affects the results of the activity. In organisational process, the activity environment is the workplace. In this study individual's adaption with dissonance is important. Behavioural changes, though easy to prescribe as an antidote to dissonance, are extremely difficult to bring about. It is more so with efforts external to the individual because behavioural changes can also bring in attitudinal changes that may further distort the dissonance. The organisational objective can lose direction. But still favourable behavioural modification that comes internally to the individual in the organisational environment is the principled idea for retaining and increasing productivity.

Shifts in attitude caused by cognitive dissonance will impact activity. It is true for workplace productivity also. A person can get isolated, discounted or become arrogant under such situation. They may not be compatible with the organisational structure they are in since they undergo multiple contradictions resulting in conflicts of belief systems, ideas, values and ethical aspects. Dissonance is a kind of activity inconsistency. It has to be reduced.

Festinger mentions four different methods of reducing dissonance. They are (1) change behaviour or cognition, (2) justify behaviour or cognition by changing the conflicting cognition, (3) justify behaviour or cognition by adding new cognition and (4) ignore or deny any information that acts in conflict with existing beliefs. These examples can be observed every day in every place and situation. But

cognitive development and dissonance are not workplace related. It is about human development and living in social systems. Workplace is just one of the social systems in the form of a formal organisation. Hence, the important aspect is to identify whether there is any kind of organisational dissonance that can induce apathy or annoyance in the employee. This could happen to employees at any level. Organisational dissonance can bring down employee productivity.

A serious study on the topic may surprisingly indicate that many methods used presently for motivation of employees—rise in remuneration, pay hike, perks, freebies, rewards, performance appraisal, etc.—are not only out of place but can also damage the work culture by biased decisions and overdoing. Studies in cognitive dissonance in modern periods generate various ideas in social engineering, work output, employee behaviour, organisational restructuring and so on. All of them will lead to getting people to perform to the maximum of their capabilities. The idea of cognitive dissonance however is not accepted universally within the scholarly circles. This can be seen by alternate theories of which some are based on the theory of cognition itself. Researchers also believe there is evolutionary process in balancing and reducing cognitive dissonance.

There is yet another factor in the life of an organisation—organisational isomorphism. While cognitive dissonance impacts on individuals and their performance, organisational isomorphism supplements the malady. Isomorphism affects the organisation itself which in turn will be visible in the employee behaviour and attitude as organisational dissonance. A lot has been said on organisational isomorphism. Isomorphism is a constraining process for an organisation. It affects the organisational structure and headway. Isomorphism in the setup of the organised human often offers resistance to organisational advancement for the better.

Organisational structure in business originally developed from the rules of efficiency of the market. Sooner or later, the structure becomes isomorphic from the institutional constraints imposed by business, government and society. This way the organisation achieves rationality with uncertainty and constraints. The organisation isomorphs from the original structure designed for the purpose of its existence. In the life span of the organisation, soon comes a threshold beyond which adaption provides legitimacy rather than improves performance. Organisational isomorphism is a process that makes one organisation in a bound population to resemble another that faces the same set of environmental conditions. It cannot stand exclusively different under isomorphic tendencies that are quite forceful in a human system. Organisations compete not only for resources and customers but also for socio-political power, institutional legitimacy, social fitness and economic augmentation. DiMaggio and Powell (1983) identified three mechanisms of organisational isomorphism: normative, mimetic and coercive. The three types are not necessarily distinct.

In the normative isomorphism, the professional pressures make an organisation isomorph into another with identical characteristics. It is a normal process of following another. In the mimetic process, an organisation imitates another and behaves like it for ease of management. Mimicking is encouraged by uncertainty. Coercive isomorphism is under pressures of internal environment, society and other

organisations. Larger organisations may induce such pressures over their subsidiaries or smaller organisations that are new and unsettled. Isomorphism brings in similarities among firms. It is an acceptable point as it brings consensus in identity to interact with each other at ease and thereby build legitimacy. Organisations in this way gravitate towards the forces of isomorphism. There are various identifiers or organisational isomorphism including the following:

1. Dependency on another could isomorph the organisation towards it. The dependency could be on aspects that may include resources, knowledge, support infrastructure, etc.
2. The more the uncertainties, the more the new organisation tends to isomorph on those that are already there and has become positively dynamic.
3. An organisation will have the tendencies to mimic another when its goals are ambiguous. This way it gains legitimacy.
4. Commonality in practices will make organisations to look similar to each other and behave accordingly.
5. An organisation with more clout in the same environment can coerce the feeble and dependent to imitate it.
6. The fewer the number of organisations, the quicker will be the isomorphism.

The main drawback of isomorphism is that the isomorphed organisation will behave like the one it has replicated without actually being it. Thereby it will lose its identity and even forget its actual purpose. It may even behave like a slave to the master. It will widely deviate from its own charter by copying or being under the control of the master organisation, which it imitates. Under such conditions extracting desired productive returns become extremely difficult. The cloud of organisational dissonance and associated overtones will be looming all around.

Is that all? According to the author's career findings, there is also a fourth type of isomorphism—situational isomorphism.⁹ It is situational and, hence, time functional. An organisation may seek the support of another organisation in a peer group under demanding situations. No organisation can be insular. They will be associated with others through various media such as the chambers of commerce, confederation of industries, social initiatives, etc., in the prevailing business environment. The situational demands may make an organisation isomorph at its own will and consent with another. This is close to normative, but with a difference. The difference is in the situation. The resultant nature of isomorphism will keep changing according to the situation. Besides, the organisation will be well aware of changes. Conglomeration of naval fleets of various countries in a fleet review, alignment of representatives of various countries in an Olympic stadium for an opening ceremony, attitudinal changes of corporations on a climate change issue or corporate social responsibility, etc., can be the varied situations in which human organisations may follow situational isomorphism. This kind of isomorphism will not be harmful to the organisation. It will help an organisation for situational adaptation as long as it lasts only for the duration and purpose of the situation. Isomorphism is a natural happening. It has

⁹Initially mentioned in Chap. 3

many good points. Organisations have to maximise them and minimise the negative aspects, which could be carried out professionally through effective investment of the organised human. This way the human gets capitalised in the productive environment.

A typical example of organisational isomorphism can be seen in a South Korean chaebol, a form of business conglomerate. Chaebols were responsible for the transformation of the country into a very successful industrial nation. There are about 100 chaebols in South Korea with revenue of 5 trillion won (2014). They rivalled the developed nations at one time but failed dramatically after the Asian crisis of 1997. While organisational isomorphism boosted their strength prior to the Asian Crisis, the same facet prevented them from recovering as the people failed to adjust to change. The organisational dissonance and overtones of change caused by isomorphism could be one of the reasons for the firms' illogical behaviour according to critics (Asian Management, March 2006). These are the kinds of situations that the efforts on capitalising human would thrive to tackle effectively as its focus is on maximising returns, not just results, from a performing human (see Chap. 5) invested in a task.

Organisational dissonance and overtones associated with cognitive dissonance and isomorphism cause balancing problems for the organised humans within the organisations and thereby to management in managing them. The dissonance deals directly with the organisational structure and thereby affects its functions and the people. Naturally, the input-output ratio gets imbalanced and vacillates under the forces. Organisation gets into dissonance under change. The changes in business environment that are sure to take place will further unsettle the process of capitalising human and thereby productivity. For example, an organisation may need to downsize quickly, wind up, hold on, heave and slacken, as a continuous process in its life span. All these can be affected by organisational dissonance and overtones caused by such factors. The process of capitalising human, therefore, will have to be on the continuous lookout for such changes for taking corrective actions.

Studies in behavioural science explain the way a human behaves in a group. Even the ardent admirer of the human as a superior being will agree that the behaviour of an individual or a group with respect to the organisation they belong is based on conflict. There is always conflict between the system and the individual personality. Some may call it resistance. It is bound to happen. But what is not clearly observed is that the organisation as an entity is normally silent on this aspect though it is an organic body. The interests of the organisation come from the personalities of the individuals who are responsible for the organisation. Hence, the clash is between personalities and not between the individual and the organisation. The personality of the organisation, if it can be deduced for explanation, is the generated personality of the people managing it. It will depend upon the people and once they change, the personality too undergoes change. The change in personality will widen or narrow the conflict gap and thereby the cohesion deficit between the people and the organisation. Maximum cohesion between the people and the organisation is when the organisation is without organisational dissonance and overtones. But it is not possible. Therefore, productivity in a human activity can plunge down at any

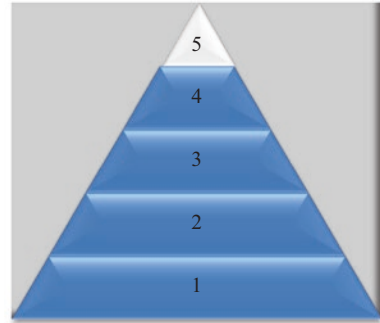
time if not supported by the extra lift similar to what an aerofoil design gives to an aeroplane, though not exactly. Organisational dissonance can occur when the ideological human–organisation balance is thwarted even by the minimum factor. The larger the phase difference, the more noisy the system will become. This obviously will incur in heavy human output deficit.

In this explanation, the assumption is that the resultant personality of an organisation and that of the people associated with it are considered singular in the first place. But in reality they are not. The organisation, even if branded by vision and mission statements that are supposed to unify the personality, does not behave in a uniform manner because the personality of the organisation is a combination of those who design, control and run it. There can be changes in the personality of such people. In technical terms an organisation is not a fundamental note or does not possess a fundamental frequency. It is variable and, thereby, in harmonics with itself. The presence of harmonics in an organisational system means that its functional parameters can get distorted at any given time. Harmonics are caused by load in an engineering system. All loads, barring some exceptions, cause harmonics. In the case of an organisation, it is the demand-induced pressure. The other tone, the tone of the people in it, is again unmistakably individualistic even in a formal situation. There are multitudinous harmonics in personality. Hence, the human–organisational matrix is not only a living system but an irresponsibly humming one at all times under discord and associated harmonics. Reduction of harmonics and overtones is necessary to raise the output levels of human activities within it. This applies to any human system that is formally or informally organised. The harmonics and overtones will be visible in all interactions within an organisation. There is no organisation without conflict of some sort. Organisational dissonance and overtones coupled with isomorphic tendencies can weaken the structure of any human organisation. Hence, there is a need to prevent or preempt such tendencies. This, prevention or preemption and mitigation of damages if both cannot be achieved, is a continuous process. This is what makes an organisation dynamic. The organisation that can manage them well sustains. Often organisations fail in their attempt. Some of them do damage control. But the fact is that in a turbulent or unsteady human system, productivity should not be allowed to suffer under any kind of inherent or superficial parameters such as structural defect or isomorphism. One has to find ways off the beaten track to avoid stagnation and ensure desired sustainability. Capitalising human generates hope in reviving the organised human under all kinds of dissonance and overtones.

4.3 Summation

It is clear today that human beings can live comfortably only in organised setups surrounded by other people. They cannot humanely live alone. Psychologists call it the fundamental need to bond with another. Deep bond with significant others changes human life into an active one. The activity state is generated from the

Fig. 4.1 Maslow's needs original (five levels)



bonding with others in an organised manner. A shipwrecked Robinson Crusoe lived 28 years with nobody (Defoe 1719). But Crusoe was fiction though early readers believed he existed. Fiction is the natural balancing game of the brain that fantasises things normally not in existence. The need for interaction is evident in the formation of groups, whether formal or informal, in collectivities. Hence, the term 'organised human' in this study. Informal and formal studies show that humans gain enlarged identity through productive activities when in groups. For example, a person may gather firmer and longer attention when placed conspicuously in the centre of a group in a photograph than in an individual photograph. This is called cheerleader effect in common expression. A single cheerleader may not be as effective as in a group. All these show the organised human should remain organised for better balance, which also demands an active profile. The identity of the member of a group will be triggered by the activity profile at all times. This shows that organised human is an active human who is productive. Increasing this productivity is the aim of capitalising human.

One of the questions often asked by human managers is, 'Is organising a basic human need?' The question in capitalising human is, 'Does the need or instinct for organising makes humans perennially organised and thereby the ultimate organised being, and thereby the organised human cataloguing the active world?' The answer, if yes, leads further through the human management pipeline to capitalising human.

The underlying instinct in being organised is enabling the physiological and psychological needs. It is easier to achieve them. The urge to meet the needs, therefore, makes a human the organised human. To organise, the human looks for organisations in groups. That makes it further easy. A question that may come up at this stage is, 'How organising helps in self actualisation?' This could be answered that self-actualisation is not a need but stages at varying levels of the human needs. In that case it is not the apex as Maslow projected. The apex stops at self-esteem in the modified hierarchy for Maslow advocates.

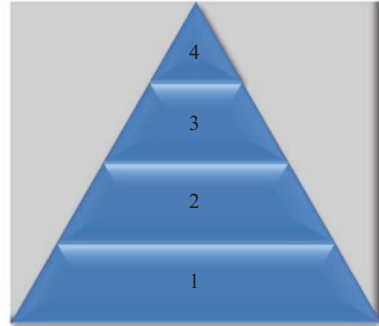
Maslow's needs depicted in Fig. 4.1 are as given below:

Level 1. Physiological needs (food, water, shelter...)

Level 2. Safety and security (freedom from surging anxiety)

Level 3. Sense of belonging (bonding with other humans)

Fig. 4.2 Maslow's needs modified (four levels)



Level 4. Self-esteem (feel of identity in the group)

Level 5. Self-actualisation (creative surge in what is being done. Beyond the physiological and the three psychological needs identified by Maslow)

Figure 4.2 is four steps; the fifth step of self-actualisation is not considered a part of human need but a state where a human could reach anytime at any level of activity. This is the underlying principle of exploring the ways of capitalising human for maximum productivity from the organised human perspective. The figure is a remake of Maslow's original model. It accepts Maslow's model with a difference. The difference is that self-actualisation though an accepted human phenomenon is not a need but a kind of random human progression while in any of the activity phase. It is considered as an inclusive feeling randomly generated within an organised human while in any of the hierarchical phase propounded by Maslow. It doesn't wait for the end of the fourth phase for generation in a human being. If self-actualisation is not actually a need as Maslow identified it, it defies the hierarchy and can be included at any stage whether physical (see how food is decorated before laying), at the time of extreme love (how people hunt for a gift to give to someone on an occasion) or when the activity progresses in subliminal bliss (people sings even in solo). Organised human aims achieving full potential in every activity. This cue makes him or her to be invested for maximum return. This activity is capitalising human.

Organisations can be in different structures and formats. The structures are designed to meet the demand of productivity. The designs fall under one of the formats mentioned. Normally the organised human behaves identical in a particular organisational format that may comprise different structural designs of convenience. In capitalising human, where the focus is on the return on investment of the individual organised human in an activity, the behaviour can be standardised for all types or organisational formats. That is the crux of the study. In other words it will be one size fits all principle where a human can be made adaptable to any type of structure or formats or organisational state without a drain in output. An organised human will have to follow single standard principle: capitalising.

Organisational structure and formats can govern the outputs in the present system of human resource management. Each organisation by virtue of its characteristics

can influence the work output of the organised human within it. Overcoming this issue is one of the challenges of futuristic human management. Hence, one method that suits for all organisational structures could lie in capitalising human. The advocated principle behind such an idea is managing the organised human for maximum returns irrespective of organisational effects: size, shape, status, structure, setup and state. In the normal trend, managers talk about motivating the workforce. In capitalising human the emphasis is on maximising the output of all involved in the organisational activities. This will include every activity stakeholder: from owners to the base employee, expanding to all other stakeholders in an organisational outlook. All are seen inclusive to productivity, not separately as owners, managers, labourers, unskilled workers or under any other classification if the focus is on output. Everyone has an activity profile within the organisation as an organised human. It is this work-out of the collective organisation that matters. Hence, any impact of organisation and individual status within it should be considered incidental. The focus should be on capitalising each organised human. It is not about balancing, empowerment and motivation. As mentioned, all such parameters are incidental.

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Chapter 5

Performing Human

Humans are 'activity-prone', hence performing; that doesn't guarantee quality outcome.

Abstract In Chap. 3, the inherent active profile of humans was mentioned. But all activities do not lead to performance, though performance is an activity package. The package is with definite objectives. In order to establish definite productive targets, the human manager has to understand the performing human descriptively. Many questions that govern human performance need to be answered. The idea advocated in this study is capitalising human for investment. It looks at a triad of packet data comprising mutually inclusive elements for human performance. The data is scalar and comprises potentials, conditions and skills (PCS). All of them are measurable (The term 'potentials' is used in plural. According to human investment management, a human can possess more than one potential. Hence, to drive home the point of multiple capacity of the human brain, the term potentials is used while explaining the ingredients of performance as different performances may lean on different potentials. There is no alteration in its meaning as a latent capability. Minor changes in its application are suggested while managing a human for productivity). The three data, when collectively applied, are expected to support ease of performance. 'Easier the performance, higher the yield' is an expectation. It could be wanton. But it gives a start to deal with productivity by capitalising human towards investment. Making humans valuable for investment in productive activities is the sole objective of capitalising human. In this process, the chapter examines the potentials, conditions and skills in a different perspective.

Keywords Performing human • Potentials • Conditions • Skills • Effectiveness

5.1 Introduction

Figure 5.1 shows three allegorical situations of effectiveness diagrammatically, though such situations cannot be envisaged in reality. The diagram is only for explanation of the principle involved. It is left to the collective skills and expertise of the

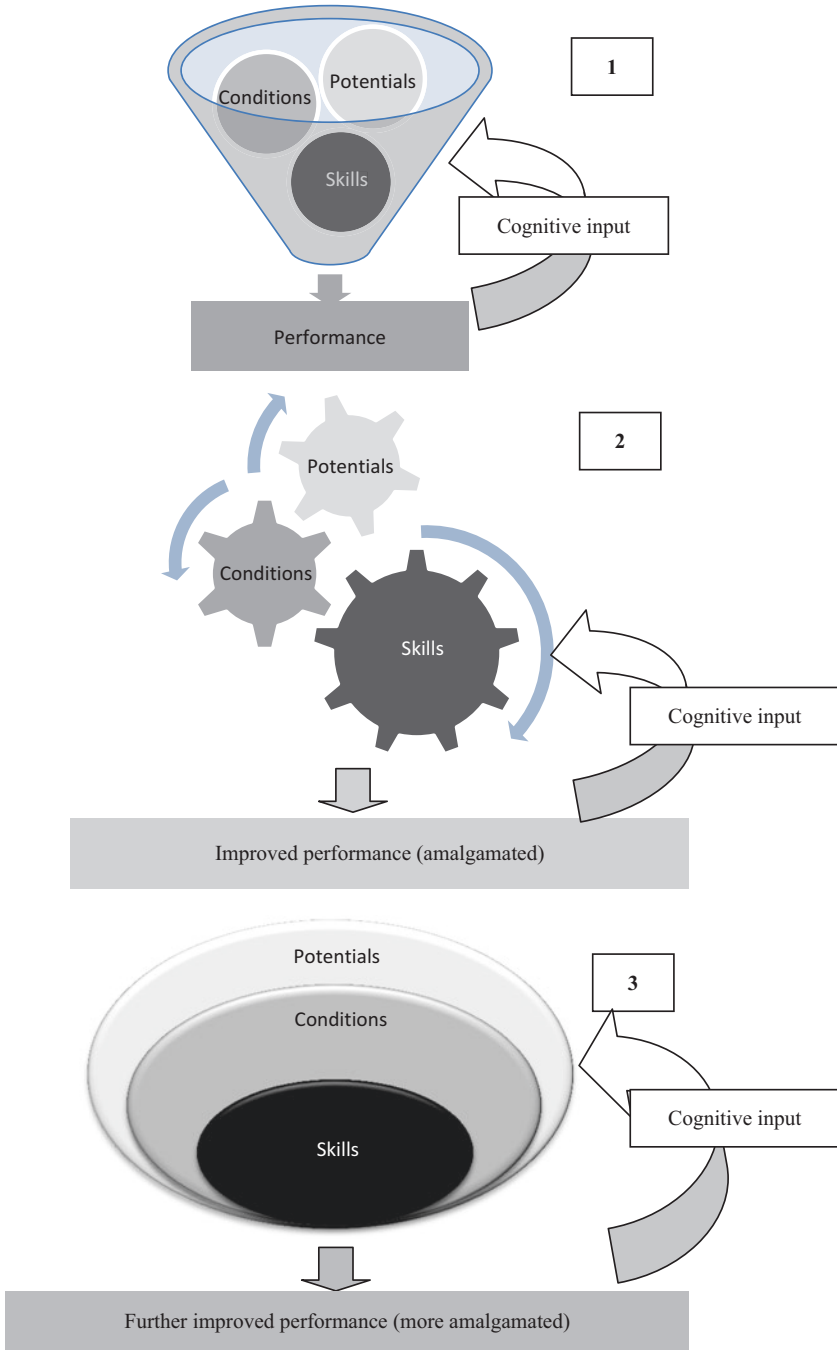


Fig. 5.1 Performance and the PCS triad of packet data leading to effectiveness

(performing) human manager to achieve it through the employees. He or she is also subject to the principle of capitalising human. The activity can be pleasant by virtue of the built-in human activity profile and the ease of performing it under the well-mixed packet data. The performing human feels comfort in performing an activity if in possession of the required skills under favourable conditions exploiting or filling the potentials simultaneously enhancing capacity. Otherwise, the activity becomes a grind. This is the kind of situation where an employee feels 'work is drudgery'. It is an oft-expressed term. However, a work that is considered drudgery could be turned into a calm and pleasant break of performance if the packet data of performance is well mixed and administered. This has to be done in a dual core approach with the simultaneous involvement of the organisation and the individual. The preparation in an organisational setup is not exclusive to each other—the individual or the formal group of individuals and the organisation. The argument, or rather the statement, is based on the fact that humans yearn to remain active. They are amazingly 'activity prone'. There is no lazy human. Laziness is an attribute of physiopsychological demand on the individual to lounge or to be indolent to recover from some temporary energy zap. It is not a permanent attribute. Hence, work or activity is not expected to be drudgery. If work is drudgery, humans would not have been active. But, mostly, people get into the state of mind of considering work drudgery. That is how work has been visualised for a very long time. Strictly it is not the work but the associated strictures that make them feel so. The attention of the humans gets diverted from what is being done to what should be done according to the individual feelings and appreciations. This is explicitly visible in a human child. The activities of a child are normally spoken off as fidgeting. Fidgeting is an indication that humans are in search of action-friendly activities (see how the smart phones are 'tortured' by all and sundry between the wake-up and sleep time. That makes one wonder, 'If only the smart phones could confess...').

There is a lot to understand about human development by watching children of all ages. A child drops an activity if it finds another that is more action friendly. The one it leaves carries 'drudgery' by a kind of familiarisation and the 'used' or 'done' feeling. It holds on to the 'drudgery' in the absence of another they can switch over. Soon, it is dropped only to find the newly acquired one also carries 'drudgery' that 'it-is-not-the-one' feeling. The performing human is always in search of new ways and items to perform. No slogans such as 'a bird in the hand is better than the two in the bush' will resolve the issue. Humans are unstintingly action hungry. Any action will do. Humans will continuously steer towards action friendliness by 'fidgeting' like the hunting of a gyro compass needle on board a ship before settling. Many scholars will say that people work in search of identity or recognition. They may do anything under any pretext to survive in work. This behaviour can be seen in the workplace in every behavioural spectrum. Don't the democracies witness elected representatives, the epitome of behavioural decency, whom common people are expected to emulate, engaging in fisticuffs, poking the eyes, groping others' bodies and damaging properties in a legislative assembly or a parliament like idiots

instead of lawmaking?¹ Of course, such acts, like every human act, will be rationalised beyond the boundaries of idiocy. Animals do not rationalise. It is not because they don't believe in politics (well said!). They do not have to justify their actions to themselves. But humans are fixated on to rationalisation. Otherwise, they simmer in discomfort. Rationalisation indicates the presence of a thinking brain. In human performance, effectiveness also indicates the quantum of drudgery deficit. Here lies the missing element to reason. It lies in the package of the packet data. Drudgery comes in the absence or insufficiency of that package. According to capitalising human, this package comprises potentials, conditions and skills, in the form of something like a packet data in computer science.² Insufficiency of this packet data induces annoying stress and strain in the performing human. Or do they? That can be examined separately.

The triad is presumed to be in the form of packet data of potentials, conditions and skills for convenience of understanding and also driving home the idea that they can be fragmented into packets or broken into smaller packets for ease of application. The data have to be assimilated in their application for performance. Hence, while appreciating the components of the triad, they have to be visualised at the highest level that can be broken up as desired for application by total amalgamation with respect to situation of a particular activity performance. This is a kind of preamble in examining the performing human.

Psychologists mention cognitive development of a human from birth. Accordingly, one could argue that, in any activity or performance, a person applies the acquired skills and cognitively upgrades them during and after performing the activity. Many call it experience. According to this argument, people should be learning by performing. They do not perform by learning. This is interesting. Under this principle, every time a person does a job or performs a task, he or she executes it as if for the first time, without knowing it fully. The extra 'knowledge' the individual requires to perform the task is actually acquired during the process of doing it and subsequently forwarded as a cognitive feedback to the packet data. This statement is based on the acceptance of cognition in human learning. It is not true if cognition is an assumption. Cognition has been proven and exists in human development.

It is iterated that the performing human, while performing an activity, is not fully versed with the skills of that activity. He or she may become better skilled after that

¹The reference is to the incidents of political chaos in the legislative assembly in the state of Kerala, India, on 13 March 2015 and many similar situations in elected democracies. The elected representative of the people is expected to be the epitome of decency in a civilised world. Otherwise, the elections are not considered achieving the objectives in a democracy. What the electorates view in such incidents is the wrong application or deficit in application of the packet data of PCS by the performing human.

²Packet data in computer science is data in small chunks called packets. Packet data facilitates data to travel easily through modern networks. Humans use very complex neural networks through which data travels. What deals with human performance is considered packet data that travels through the complex neural networks. There are many other data in packets the neural networks transmit or communicate with the human system. The term is only used for convenience of expression and understanding while driving home the idea of human investment management.

Figure 5.1 shows the inclusive relationship between performance and the potential and the skills of an individual and the situation he or she is in while performing an activity in three different states of amalgamation of the triad elements. Maximum amalgamation yields maximum performance from the individual. The input is cognitive and the individual applies it to the repeat activity.

activity is performed. This cognitive input is further sent as a feedback to the activity and is repeated every time it is performed (Fig. 5.1). However, there is an anomaly. The cognitive input will depend upon how well the activity has been performed and will lessen if the triad in the packet data is not mixed or amalgamated well. There is also a mismatch. Under this argument, no human can be made to do a job perfectly well. Hence, an activity performed in an average manner may not have much difference when repeated adding the cognitive input compared to the activity that has been performed well in the first instance itself. Here, one can very clearly visualise the performing human, who performs the task well, continues doing it progressively well and moves far ahead of others who started with him or her. This makes one reason why some people advance farther than others in their career environment. They ride on the effect of cognitive learning avoiding or adapting to dissonance of any sort. The cognitive input is important here in every task. Capitalising human focuses on the packet data amalgamation in the very beginning itself to churn the cognitive input more competitively for performance upgradation.

Is there something that is not understood here? Who performs the best when every activity is performed in such a way that there is still something left for learning? This is not a tricky question if one can displace cognition in this attempt. A person who handles the performing triad—potentials, conditions and skills—well settled at the time of performing will be able to do the work most effectively. He or she wins the Oscar equivalent for the output achieved. The performer ideally doesn't learn further if that is true. That is when the theory of cognition is overruled. But it cannot be overruled, because it is a brain function. The brain cannot be switched off while performing (even otherwise). Only its exactness may not be clear because of various limitations in human thinking. No work done for Oscar is perfect, though it is genuinely awarded for excellence in the field of motion picture entertainment. This statement could be tested easily under executive research by asking a question, 'What if all the works of (say) the last 5 years are combined and decided which one should be awarded the Oscar?' Only one would find the place on the podium. Only one set of mama and papa will receive the thank you from the awardee. The time or period frames the decision. Here stops perfection. Perfection is a never-ending process in the life of a performing human. That is the beauty of performing.

For an airplane pilot, learning to fly by simulation may help. But taking to the sky to learn is still better. The experience of a pilot in terms of real flying hours is cognitively enhanced more than the time spent in a simulator. The aviation world is

more at ease with the cognitive step-by-step upgradation of the pilot. But still there are aviation accidents attributed to ‘pilot error’ or ‘pilot suicide’ in spite of the pilot having hours of flying experience.³ Simulation too can develop the pilot cognitively. But actual flying and ‘experiencing’ is considered different. Is it possible to eliminate this difference at the simulation stage itself? Is it possible to prevent the alleged tendency of a pilot to commit suicide? Answers to these questions will be different from each other.⁴

Learning means acquiring knowledge by various means. It is a primordial ability, whereas suicide is an expression of feelings, a hapless retribution or a final scream for help. These are among the many explanations the topics may invite. But such explanations are passé according to capitalising human as they lack the pointers that could be used to invest a human in a task for maximum returns. This study is more interested in human learning and performance than cries for help under depression for the moment. How could a person be made ‘learned’ to the full potential before performance? If a person is left to learn by performance, the output of such performance ought to be low and slow. Performance cannot be a learning ground in a world under competition where time can act as a great barrier. It is an ideal appreciation. Can a human be made to perform to the maximum without having to learn in this manner? Though seemingly an ideal question, it can be realised. One cannot discount the fact that every performance upgrades a human for repeat action. Only the degree will vary with respect to PCS assimilation in performance. But there could be a huge difference if such a requirement is foreseen and instilled in the doer. Managers attempt to do it through training and, sometimes, with an appendage—development. But still productivity can be abysmally low. This is evident from the conflicts around and the quality of performance output. The areas where human managers go wrong are first in understanding the required skills or rather skill analysis for the activity and second in measuring the performance accurately. The innumerable methods adopted by managers for performance appraisal actually indicates that there are no fail-safe methods. Ultimately, it all leads to three simple questions in succession:

1. ‘What are the ways to raise the human potentials?’
2. ‘What are the ways a performing human can appropriate the conditions for maximum performance within the potentials?’

³The truth behind pilot error and pilot suicide can never be categorically established as long as the pilot is dead. If the pilot is alive, there is nothing preventing the pilot from denying it. This is a catch 22 situation. Hence, the real answer is ‘we do not know but think in all probability the cause may lie with the pilot’. It helps to resolve the issue fast by elimination. Long live the pilot. Learning is continuous and every time a person performs an activity he or she doesn’t do it to perfection. This theory cannot be comfortably established, though.

⁴The pilot committing suicide by crashing the aircraft is only an assumption in this statement and used as an example. There is no proof of such things do happen. It is only hearsay as there is no case (in author’s knowledge) where a pilot left a suicide note in the past before the crash. Ethically, a suicide has to be viewed as to have committed only when the person leaves evidence behind consciously or there are other substantiating evidences.

3. 'What are the skills a performing human should possess to perform a job properly?'

Identifying precisely the required skills for a task is more arduous than developing them. Hence, developing the skills is not considered a paramount question. Human resource management is bent upon this aspect. The trail could delude the tracker.

5.2 Defining Potentials

There are certain issues in defining human potentials. One, it has to be taken out of its abstractionist alcove where quackish charlatans mislead people about the never-ending benefits of human potentials. No human being has ever shown unlimited potentials anytime. The potentials are limited to the level of the survival need of the day. They are governed by the law of survival. No living thing gets endowed with more than what is necessary for survival. No human can ever perform miracles simply because life doesn't need miracles to survive. Life is not designed that way. It is one of the creative principles that rules life. The principle is not widely understood and easy to accept; hence, the wait for miracles, soothsayers and saints continues in a phantasmal world. Notwithstanding, it is another fact that the humans, every one of them, believe in miracles. The wife of a young and dynamic junior colleague, minutes before his death at the tail end of lung cancer in the army hospital, asked me in a choked voice, 'Sir, will some miracle happen?' I was bold to hide the lump in my throat and answer, 'No'. Still I expected something could revive him; at least for some more years he could be with her. That was not a wish but a bargain with self before the final acceptance. There is something hidden here—the proof that humans want to perform more for further yield. Search for miracles arises from this fact. The reality of such predicament is that no human has been able to use their limited potentials to the fullest. Capitalising human advocates this principle—that the limited potentials which a human possesses and the possibility of extending it further are more than sufficient for maximum productivity. Miracle chasers, including me, may rest a while. Nothing extraordinary or what cannot potentially happen has ever happened in human history so far. There lies the proof that no extraordinary feats can come about under human potentials in the future too. Anything that happens under the human potentials will be 'ordinary' and miracle free. Active human has to accept life that way—miracle free. There is nothing extra about any of the human feats. The world, especially that of children, will continue to crave for super humans or super heroes to come to their rescue in a situation since god can be busy in 'god-knows-what' most of the time. It is not known. It is not necessary for this study.

There are also various definitions for potentials. The definition mentions potentiality as noun of potentials. It also shows the term is futuristic and not something that can be measured. In capitalising human, it should be measurable and is about

output that, for the moment, resides in a person for tapping and developing. Potentials in an individual do not diminish when tapped, extracted or provided as an output. That is another reason why humans are not resources. Potentials can be compared with a candle flame that can light up another candle without losing its gleam unless the basic energy supply to it drains off. This is only a wild card explanation.

In certain studies, human potentials are advocated as a combination of three factors—skill, talent and aptitude. The idea of capitalising human views the potentials as the sum total of the productive output capabilities in an active human at any given time. It is a variable. It can be best explained for the purpose from the statement attributed to Thomas Alva Edison, the inventor business man, ‘If we did all the things we are capable of doing, we would literally astonish ourselves’ (Brainy Quotes).⁵ He was not talking about performing miracles. He felt humans do not use their full capacity profile in productive output. The idea of capitalising human is recommended under the belief that Edison’s statement is yearningly proper.

Human potentials could be finitely infinite. It means the potentials are infinite from the point of view of achieving maximum results in an activity but finite in terms of the capability of an individual human. There are limits to human design. Human capacities are limited to the point of minimum survival needs that ensures existence under activity. It is true for every life form. A monkey doesn’t design and build a mobile phone or a perambulator. Its needs for survival are limited below such ingenuity. It can communicate with other monkeys within its needs without a phone; it can carry its young clung on the underside effortlessly and move on leisurely hands and legs free. It doesn’t need to invent a monkey pram. Need limits the capacity to recognise and design the survival tools in the chosen life. There will be enough capacity for generating and storing necessary potentials in every human that the individual can use to the maximum even to his or her own amazement. Neither the individual human nor the human system as a whole understands it. Humans can always perform better compared to what they achieved before. Their potentials develop accordingly. There are many examples of active human achievements even in local and silent communities. Productive excellence is not reserved only for some. Every human is capable of performing extraordinarily within the ordinary. There lies the definition of potentials in capitalising human.

According to some studies, human potentials are considered to be the sum of emotional quotient (relational capacities), intellectual quotient (cognitive capacities) and physical quotient (physical capacities). The theory may have part in establishing the idea of human potentials for performance if not scientifically providing proof. There are many such theories and application ideas. Conferences and seminars are held frequently at various parts of the globe on understanding and raising human potentials.

⁵Though the quote cannot be verified, it is mentioned here for emphasising the fact the study believes in: every person is capable of performing more than he or she is aware of, if capitalised professionally.

In capitalising human, the pinnacle of skill application is tapping the potentials of the concerned human, including the manager (he or she too is human), to the fullest extent. For that, the idea of human potentials needs to be verified and accepted. The idea is acceptable for it is visible in an active human with respect to productivity. It is not a term that is mysterious or infinite. It can be accepted as a finite capability that an active human possesses. This capability can be turned into productive output through activity under certain conditions with the application of appropriate skills. It is where the study strikes the term that is not a particular pointer but a kind of mental reservoir with compartments of potentials that facilitates the storage of skills for different performance functions. This is an abstract assumption to start the studies in the engagement of human capacity to perform. It is the natural born urge for performance or action and the developed capacity, in larger dimension the PCS, which drives an individual to a performing human. The inference in the factual sense is that every individual has certain potentials to perform apposite activities. The job of a human manager is to enhance and tap the potentials of the one who is managed in the performance environment of an activity. In the supervisor-supervised interaction, the supervisor will have to use the concerned skills to make the latter perform to maximum potentials. The supervisor too has certain potentials in getting it done. That is why he or she is there. The supervisor has to perform it by using the skills to the fullest potentials. This has to be according to the skills and other factors that are far too many including the level of the activity period from where it is executed. The quantum and nature of the skills released or utilised by the employer, the supervisor, and the employee, the supervised, will be different if identified skills are standardised for uniformity in application under various situations. This is possible if reductionism is avoided while describing skills. If not, the skills required for the worker will be termed different from that of the supervisor. The potentials for supervisor and employee will be different unlike the skills which are universal but for the quantum utilised. The potentials remain different and will be with respect to the activities of both the individuals. For the supervisor, it will be the potentials to supervise, and for the worker, it will be the potentials to perform the work assigned. Potentials, therefore, is the capacity of the person to perform with a latent dimension for future development. It varies with the skills and other factors. The skills are identical, but its nature and quantum requirement will vary at a given time, again for various reasons.

The potentials in the triad of capitalising human is accordingly defined as *the latent and resilient capacity of a human to build up, sustain and conformably discharge the skills as required to perform an activity adapting to the conditions in which a performing human is engaged and is expected to engage in future.*

5.3 Defining Conditions

Conditions are the next in the PCS triad that defines a performing human. The conditions in capitalising human are the situational requirements under which the skilled humans can perform to their maximum potentials. The conditions are not

about the work and workplace alone but are related to all activities that a human gets involved with. Under this definition, they are action-friendly prerequisites for maximum performance. There is also a presumption in this definition. The presumption is valid when the doer possesses the necessary skills required to perform the action without activity stress.

A lot has been studied and written about working conditions. In all these, the focus is on workplace and related parameters such as human needs, anthropometric data, ergonomics, biomechanics, biorhythms of the employee, work environment, work scheduling, benefits and incentives and various other aspects. They are not skills related. Skills are assumed to be present in the employee. It is taken for granted that any employee is capable of performing certain organisational activities under some basics all the time. Or, rather, any human possesses certain skills to perform the required activity. The performance of the activity will be defined by the conditions. In this study, the conditions are those that will allow the individual performer to use the skill attributes to the maximum potentials. The study also looks beyond workplace activities. Action is not exclusive to the workplace. The parameters of workplace action improvement can be universally seen in the active human under any situation.

All the workplace studies ardently mention that the work environment must be conducive to working. It is a condition. But what if those who are in action in the work environment do not possess the requisite skills in adequate quantum? What if the one who possesses the skills is having deficit potentials? The employee may feel pleased in a good workplace that meets the conditional needs of conduciveness. But the productivity will be marginal if the employee lacks adequate skills and potentials. The potentials involve everything about the work output including innovation.

Motivation is another factor that interests workplace researchers. This again is a conditional requirement in the workplace behaviour. Motivation is still an idea with a missing key for practical application. The techniques of motivation still remain a grey area. Antiquated statements, slogans, quotes and questions such as ‘carrot and stick’, ‘work is worship’, ‘perform or perish’, ‘do good to feel good’, ‘have you done your job for the company today?’, ‘we are a team’, etc., are still chanted or displayed in the motivational arena of modern workplaces without any serious fallout. Do they really help to increase productivity, or are they just ornamental similar to the cascading posters at a crowded traffic junction? In a critical examination, the author found no one cares about them. It will be interesting to freelance on such ‘motivational innuendoes’ in the workplace. An industrialist in India known for his allegedly eccentric behaviour displayed a single *chappal* (a type of Indian footwear) in a glass showcase at the entrance of his unit in the 1960s with a written caution—*You will be beaten with this chappal, if you don't perform well today*. No one got beaten as the *chappal* remained in the glass case mummified all the time. Perhaps everyone worked to his or her maximum potential in the company. In spite of that the company became non-existent in its course of life. Perhaps the single *chappal* may still remain in the family. A *chappal* in a glass case cannot be a condition for improved performance. So are the displays of motivation. Then, what else?

The conditions have a different side too—unfavourable conditions. If the environment is unfavourable for performance, potentials and skills cannot be effectively applied for productive results. Under such situations, the conditions have to be made as favourable as possible by adapting to them. Adaptation is also one of the recommended practices in handling business environment which will vacillate unpredictably.

Accordingly, conditions in capitalising human for investment are *the factors that will support the rightful application of potentials and skills of a performing human in an activity environment for maximising productivity.*

5.4 Defining Skills

In the triad of PCS, skills are the most difficult constituent to define as well as to comprehend. This difficulty can be overcome by situational appreciation of the concept. The clarity will be better if the definition is singular and situational. For some, skills, as a constituent, are a sort of legerdemain. For others, skills lead to the highest order professionalism in governing. Many use the term to explain ability and aptitude. For this study, it is much beyond all the gifts, knacks and qualities. Skill is about everything that is connected with performing an action in the domain of the active human without inducing activity distress. Activity distress is the negative stress that is felt by the active human in the absence of the requisite skill. The positive activity stress, the activity eustress, should not be mistaken as a hindrance. It can provide the energy to drive the mission to success. Every activity is accompanied by activity stress—the positive activity eustress and the negative activity distress. This statement does not reflect the three concepts propagated by the yesteryears' industrial psychologists—fatigue, monotony and boredom. They are very much valid today also. All these can induce activity distress. Besides, under the extreme conditions of fatigue (mental as well as physical), boredom and monotony, the person becomes inactive or shifts activity. Once inactive, the individual is not a performing human. Once activity shifts, the original activity is not in focus. Hence, the question of productivity does not arise under inactivity or activity shift. The skills for new activity will be different. Activity shift takes place for various other reasons too. One of them is earning extra income that makes people to moonlight or explore other avenues. All these are survival rules under various conditions of anxiety. According to capitalising human, the activity distress will be regulated by the acquired skills. A skilled person driven by the natural urge of action is expected to be productivity oriented. From this point of view, skill is about the overarching knowledge required for carrying out a particular activity. Previously, it has been seen that knowledge is what one acquires by learning. It is not born with the human. Skills develop with knowledge. Knowledge limits distress; it enhances eustress. Skills become better. The better the skills, the better will be the performance and the output.

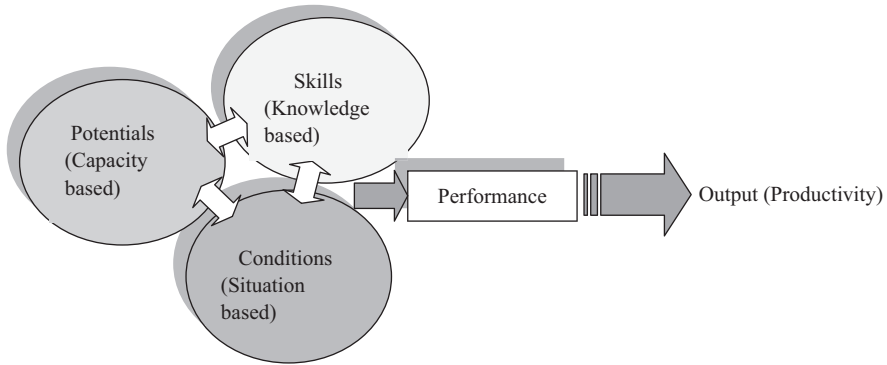


Fig. 5.2 Triad of human productivity

The skills are overarching and hence have to be at the highest order that could be further broken down into something like a packet data for recognition, acquisition and application. Developed skills should lead to minimisation of activity distress in the performing human. It should also manifest in productivity. Under these terms, human skills collectively can be defined as *the overarching knowledge required for carrying out a particular activity by a human at any level of the activity pyramid adeptly and efficiently*.

5.5 Meeting the Triad: Potentials, Conditions and Skills

The definitions lead to the finding that the three aspects of the productivity matrix—potentials, conditions and skills—are perceptible and interactive. They are measurable concepts. They are not abstract ideas. The tangibility of the three elements depends on the methods of measurement. For example, potentials can be measured from the capabilities the individual showcases and by appropriate physical and mental tests. The conditions can be tested through simulation and in situ condition appreciation. Skills can be measured through various tests and performances. These elements, being tangible and interactive, can thus form a triad of productivity through performance with mutual inclusiveness, where one influences the other to a great extent and supports human productivity and, along with it, development. The potentials are capacity based; the conditions are situation based; the skills are knowledge based. The triad can thus be shown as in Fig. 5.2 for explanatory purpose. It also highlights that they are interactive and not mutually exclusive. Figure 5.2 is a variation of Fig. 5.1, which shows the amalgamation of the PCS component of the triad towards performance. Performance yields productivity.

Figure 5.2 shows the triad of productivity according to this study. The amalgamation of triad is expected to improve performance of a performing human resulting in higher productivity.

5.6 Skills and Application of Knowledge Base

In this study (on human performance and productivity), skills form a single constituent term that could be expressed either with a singular or plural verb according to the purpose of communication. It is the most ambiguous term to define, explain and understand. There are plenty of meanings and definitions for skills as appreciated by the users. This makes it more complicated. The appreciation of skills varies with people. This study looks at the concept of skills as a collective ability of five specific competences, also mentioned as skills, within a human in relation to a specific task associated with an activity. This collective ability, skills, is already defined as *the overarching knowledge required for carrying out a particular activity by a human at any level of the activity pyramid adeptly and efficiently*. Therefore, skill becomes the required strength of application of knowledge base of an individual for an activity outcome through self as well as any other individual. The idea of skills is standardised in this study for universality at the highest grade eliminating reductionist tendencies. In other words, the skills depicted here can be dissected into various associate skills. Some of the associate skills could be common to all the principal skills. An example is communication skills and language proficiency.⁶ They cannot be further amplified to higher level. The type of skill is considered universal at the pinnacle of the skills matrix. They are brought under the category of principal skills relative to the task in capitalising human. They are universal for a performing human and are mutually exclusive relative to the task. They are assessed with respect to the activity position of the individual. The quantum of skills is different in each human performer of the activity as well as in comparison with different activities. The skills have to be acquired by various means. Accordingly, five different skills are identified in an activity profile as the requirement for the activities within the activity pyramid at the highest level. These are the five principal skills required for a performing human in the activity profile in relation to each activity. Every other oft-talked about skill is subsidiary to one or more of the five principal skills. The five principal skills identified in this manner for an activity are as follows:

1. Conceptual skill (CS)⁷
2. Technical skill (TS)
3. Managerial skill (MS)
4. Governance skill (GS)
5. Leadership skill (LS)

⁶There is a tendency to divide skills into hard and soft skills. Human investment management does not subscribe to this subdivision as it can cause serious ambiguity. Besides, associate skills cannot guide the performing human through an activity by itself. Instead, one has to acquire the associate skills to reach to the five principal skills that can guide the performing human in the specific activity he or she is engaged in. The principal skills have to be exclusively task oriented. An associate skill such as communicative ability is part of one or more principal skills, hence not a dominating skill with respect to a task. Therefore, the best way to differentiate the skills is as principal skills and associate skills. The latter is not explained here being irrelevant to the study.

⁷Abbreviated for the purpose of modelling, appraisal and further studies to understand the elements of each skill, some of them common.

All the skills are in singular and exclusive mode and contain various other associate skills that could be common. They are not elaborated here. They are left to the consideration of the practitioner. A performing human needs all the five skills even at the bottom level in relation to the activity. Only the ratios change. Each of the principal skill will be applied in different ratios with respect to the activity and the level at which the performing human is performing it. The dominant principal skill is based on the level of the activity, whereas the quantum of skill is based on the activity objective. In this study, the levels mentioned are that of the activity pyramid and not levels of management. Capitalising human is about all the employees and other performing humans at all levels of the activity spectrum.

The skills are examined and defined further in relation to capitalising human. There can be various definitions for them according to different management thoughts. Capitalising human considers these skills are universal and imperative, in appropriate forms and measures, for every performing human to perform an activity at any level of the activity pyramid. That means for all, for every activity.

5.6.1 Conceptual Skill (#1)

The conceptual skill is the ability to understand, appreciate and ideate the concept behind an activity in the overall context and relative importance with the organisation or human system by the performer of the activity prior to engaging it. For this, the performer has to think creatively about the activity and its importance. The activity can be at any level where the focus pans from individuals to societies. Conceptual skill supports the performer's appreciation of the involved activities in clear perception. The person understands 'why' and 'for what purpose' the activity is performed. The conceptual skill covers the entire profile of the activity explaining the need for such an activity. The performer of the activity needs to possess the conceptual skill to understand its objective and the goal to be achieved by performing it. Conceptual skill steers the process of activity. Without the conceptual skill, the activity may drift into uncharted waters leading to discontinuity limiting the outcome. Some of the ideas of conception can be complex and even abstract. The doer needs to understand the conceptualisation of the idea behind the activity to steer through it effectively.

In terms of the activity profile, the conceptual skill is not for providing the big picture alone. Every performing human should possess it in relation to the task in hand. The conceptual skill provides various advantages to the doer and the system as a whole. It can make the individual engage the work with more certainty than doing it without knowing the needs behind the activity. Once the concept is known, the individual will be able to modify and improve the value of the activity by suggestive and participative means. Once the concept is understood, the doer will be able to upgrade other skills as necessary for performing the activity. The conceptual skill leads to productivity, which is the primary purpose of capitalising human for investment. This, of course, is when every employee in an organisation or any per-

former of a task among the active humans acquires conceptual skill on related activity either directly or indirectly with external support.

The conceptual skill is the apex ability to understand and appreciate the purpose of an activity before engaging it. It includes the aptitude to formulate ideas, creative thinking, formulating abstractions, questioning to understand, analysing complexity and so on. While the business world may consider conceptual skill as an integral requirement for top level managers, the topic of capitalising human looks at it from the point extending beyond business and of requirement by all performing humans. Under this perception, conceptual skill is required for every performing human in the right measure to perform the engaged activity to the maximum, whether in business or in any other organisation.

The term 'conceptual skill' also refers to the aptitude that people have for ideation. Such skills include thinking creatively, formulating abstractions, analysing complex situations, understanding issues and solving problems. In the business world, these skills are considered integral for executives in top-level management positions. Individuals who have strong conceptual skills typically have excellent cognitive abilities to think creatively and handle issues. In a business environment, someone who has these skills might come up with an idea for a new product or process. He or she will be able to examine a complex issue and formulate a specific, effective course of action. People, who possess conceptual skills, understand ideas are interrelated. They effectively perceive the integration of individual elements in relationship with the whole. Such people are often identified as effective leaders or managers. They understand the organisation and develop creative strategies. But they will need the other four skills too in the appropriate measure to effectively carry out the concerned task. Conceptual skill alone will not be sufficient.

Accordingly, conceptual skill can be defined as *the ability that allow a person, at any level of activity or hierarchy, to understand, appreciate and establish the entire concept of an activity or the need for it, including the associated abstractionism, ideation and creativity, visualising the entire organisation or the concerned human system as a whole.*

5.6.2 Technical Skill (#2)

The technical skill is about the knowledge required to perform the desired activity. It guides the doer on 'how' to engage the activity. The active human will find it difficult to perform an activity without technical skill. The absence of technical skill relative to the task will cause a kind of choking effect on the performer which not only affects the end result badly but also leaves the performer with a feeling of incompleteness in executing the task. Technical skills are the knowledge implements, techniques, practices and processes of the activity. Technical skills are also the knowledge and capabilities to perform specialised tasks. Management often needs to have technical skills in order to communicate effectively with line workers and

coordinate efforts. Technical skills comprise the knowledge and capabilities to perform specialist tasks related to specific fields.

Every activity that a human performs has the overarching technicality of carrying it out. Technicalities are included in every activity whether it is clipping one's nails or governing an international organisation or a nation. This is how the study of capitalising human visualises technical skill, the absence of which will leave the task undone or incomplete. Technical skill involves knowing about activities and actively performing them. Technical skill is not technology based alone. It is based on knowledge acquisition through education, training, research and practice in any field of activity.

Accordingly, technical skill is defined as *the task-specific professional knowledge required for performing and completing an activity as conceptualised.*

5.6.3 Managerial Skill (#3)

The managerial skill is the ability to get things done through people competitively from the activity levels 3 and 4 when the individual is managing 'for the organisation' or managing (governing) in the 'larger interest of the society'. It is about performing the activity through other humans for the organisation. This calls for the skills in controlling others in performance. This will involve professional expertise in the art and science of management and governance in the line of professionalism of all faculties and qualities of management. Management is normally aimed at organisational development and sustenance, whereas when managing to govern, the overall scope extends to society. The government carries out governance by management in the larger interests of the people and society. Management skill is basically aimed at the development of the formal organisation without social concerns. With the introduction of corporate social responsibility and as, suggested in this study, corporate environmental responsibility (Chap. 1), management is expected to evolve to full-fledged governance in the immediate future. It will still be management in the upgraded version of governance with broadened stakeholder base. These changes all the more demand raising the concept of human resource management to the next level by capitalising human.

Accordingly, management skill is defined as *the ability to manage people and resources effectively and efficiently towards organisational objectives and goals.*

5.6.4 Governance Skill (#4)

The governance skill is superior (broader) management skills aimed at governance of a formal organisation in the interest of the society as a whole. In the case of a government, it is about maximising national security, as defined, aiming at the well-being of the people (Paleri 2008). For a corporation, governance is about managing

beyond organisational boundaries with the inclusion of corporate social responsibility and corporate environmental responsibility. For a formal group or organisation, governance is managing it taking into consideration the social needs also, besides those of the organisation.

Governance takes a serious deviation when the concept shifts from corporation to a nation or the global human system. There, the ultimate objective of governance is human well-being. The national or global citizens become stakeholders according to the context of governance.

The governance skill, as applied to a corporation or any other organisation including a formal human system other than nations or global systems, is defined as *the ability to manage people and resources effectively and efficiently towards organisational objectives and goals incorporating corporate social responsibility and corporate environmental responsibility.*

In the case of national governance, the definition may change towards the overall national well-being. Accordingly, governance is defined as *the ability to manage people and resources effectively and efficiently towards the overall objective of national well-being as defined and commonly accepted.*

5.6.5 Leadership Skill (#5)

Leadership skill allows a person to lead people in a group activity. The interesting aspect of leadership is also the cohesion in following the leader for group harmony. A leader is able to deal with people in a manner that is based on the cohesion of the group. The group gets united for the situational reason under effective leadership. Leadership is the personality trait that is required to lead the followers as well as follow the leader. There are various theories of leadership. Capitalising human considers the followership theory under the situational approach as the most adaptable, though it is not seriously spoken about. According to the followership theory, it is important to be a good follower to be a good leader. It is an age-old principle.⁸ Following the leader is an important leadership quality. Good leaders are invariably good followers. A good follower will be able to lead a group effectively in future. Every leader in an organisation has to follow someone according to the line of direction except at the ends where self is led or followed by self depending upon the position. Leadership skills are developed by followership qualities in a social system. Leadership skills, thereby, becomes a combination of skills to common objectives and to follow the one which is the most suited to lead the group to the destination. Willingness to follow is itself leadership. Leading and following are identical from the point of view of leadership skills. Being a follower is a great learning ground to lead.

⁸It has been quoted from the Greek philosopher and scientist Aristotle (384–322 B.C.): *He who cannot be a good follower, cannot be a good leader.* This was said to have been repeated by Alexander the Great, who was tutored by him.

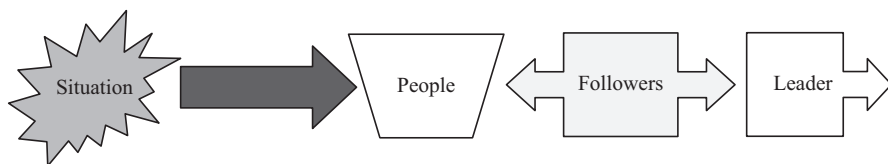


Fig. 5.3 Situation-based leadership theory in the followership model.

According to the followership theory, brought out in this study, everyone is a follower in some areas of life. This makes them learn and appreciate, among others, task awareness, critical thinking, decision-making, taming trepidation, building confidence, diplomacy, negotiating and collaboration. All these are leadership necessities. In a lighter vein, the principle of leadership according to the idea of capitalising human is very simple. In a nutshell, it can be ‘lead, follow or get out’. One needs leadership potential for all the three. Anyone who follows this principle in a situation related to a group activity will be able to further modify and upgrade the leadership qualities within. The one who lacks leadership skills doesn’t follow any of the three directives in a situation. Such people can be seen in many groups and situations. It is a kind of thumb rule to identify leadership potentials in a person.

Under the situational theory of leadership which is more acceptable to capitalising human, a situation may create the demand for leadership in a human system. The followers and the leader whom they approach will be among the members of the group that is facing the situation. The leader will succeed as long as the followers lead him or her by following (Fig. 5.3).

The idea of leadership changes with reference to the way it is perceived. An ideal definition from the point of view of capitalising human is based on the ability of investing humans for maximum returns. It needs leadership skill that also includes followership personality. Followership also functions as the motivating force for subordinates who ‘lead the leader’ by following. In other words, the leader has to be acceptable to the followers guided by many factors that include projected skills, follower personality, objectives of the group and the situation they are in. The followers should appreciate the leader as the one for them and of them however powerful and deviated he or she may be compared to them. This is an interesting aspect of leadership.

Figure 5.3 shows the situation-based leadership theory in the followership model to explain the leadership skill as appreciated by capitalising human for human investment management. Under this theory, a human system when faced by a situation that affects it will scramble for preempting or preventing the threat or maximising the opportune gain associated with it. In this process, the humans in the system identify a leader to lead them towards the objective. It is conditional and time bound. The leader is created by the followers either compelled or inveigled by the situation.

Leadership skill, therefore, becomes *the ability of a person to lead a group of people, according to the situational-followership approach (as identified and mentioned in this study), wilfully followed by them under intense cohesion towards the completion of a task governed by varying situations.*

5.6.6 Presenting Principal Skills

Figure 5.4 shows the principal skills identified for human investment management. They are exclusive of each other. They are required in appropriate measure for the task the performing human is engaged in. These skills are universal with task-specific elements as constituents.

Figure 5.4 gives a diagrammatic presentation of the principal skills required for a performing human. The performing human has to acquire these skills with respect to the activity profile. There is no standard measure of the skill. Each activity profile will determine the nature and measure of the skills. All these skills are productivity oriented. The principal skills will contain various associate skills within their ambits. These skills drive the performing human towards maximum productivity which in turn resides in the individual potentiality. The quantum capability of the performing human is however decided by the individual-task PCS matrix.

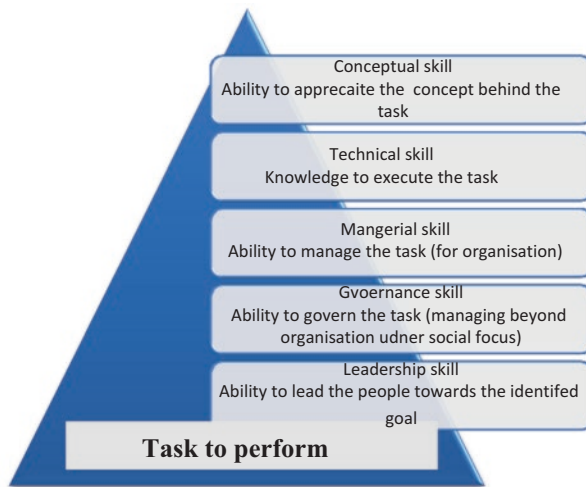


Fig. 5.4 Principal skills required for a performing human

A skill for acceptance under human investment management should qualify for a definition without ambiguity and uncertainty. They should be exclusive of each other. In understanding skills, human investment management assumes the following:

1. The skills are activity based as given in the activity pyramid that does not follow the management theories strictly.
2. It is applicable to all activities.
3. It is applicable to all people in the activity performance.
4. All other skills, as depicted in management theories, are included in one or more of the five skills mentioned here.
5. All the skills are definable without ambiguity.

Figure 5.5 shows the dominant principal skills a performing human applies in the execution of a task at each level of the human activity pyramid.

In this examination, there are some skills that are frequently referred to in connection with performance. They are discounted since being part of one or more principal skills. They include human skills, communication skills, interpersonal skills and so on used under various situations and quoted on different occasions. All these skills are inclusive of each other and also required for executing the principal skills. Figure 5.5 shows the principal skills in a diagrammatic manner with the activity pyramid within. Table 5.1 as a corollary explains the skills are generally required when the human shifts the level during the activity.

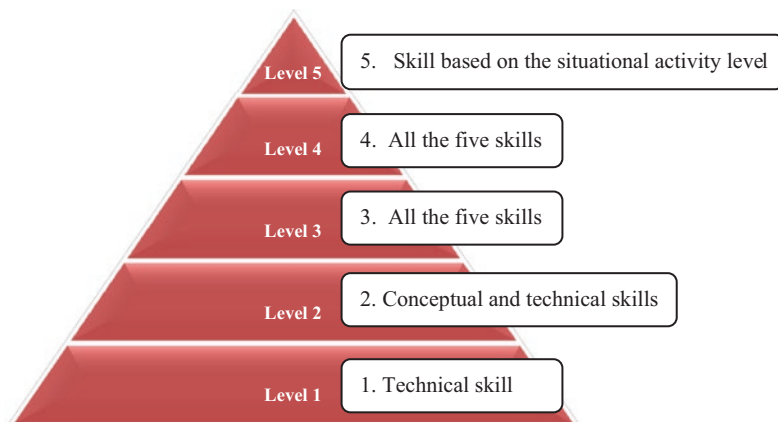


Fig. 5.5 Dominant principal skills and activity pyramid

Table 5.1 Skill appreciation in the activity pyramid

Levels	Skill	Activity appreciation
Level 1	Technical skill	Activities for self without consideration
Level 2	Conceptual and technical skills	Activities for others and organisation for consideration (job)
Level 3	All the five skills	Activities for others and organisation through people for a consideration (job)
Level 4	All the five skills	Activities for others, organisation and society through people for consideration (job)
Level 5	Skills based on activity (Self-actualisation level)	Any task or activity that is being performed whether on job or otherwise where consideration is not a criteria

5.7 At the End: Is There a Non-performing Human?

A non-performing human, according to human resource management, is an employee who doesn't perform in relation to the organisational objectives. Strictly he or she is not a non-performer but a deficit performer. There is a shortfall in the individual's performance with respect to outcome or productive return. Defining non-performance is a difficult task. There are no non-performers in an organisational hierarchy. Often the branded non-performers are those whose performances are not satisfactory according to organisational findings. They include regular absentees, troublemakers, alcoholics, people who may be difficult to handle easily, behaviour abusers and many others as the managers address to drive the point home while appraising for non-performance. They are also expressed in many ways—also-rans, passengers, good-for-nothing, iz-no-goods, castaways, underachievers, etc. It may be slangy to say, but this study doesn't identify any human as a non-performer. Everyone performs at varying levels. The simple argument is that a person cannot remain unperformed in a performance. It is only a problem of unsatisfactory performance and workplace behaviour. It means the employee is inefficient or negligent in performance or projects unacceptable workplace behaviour. Every human is investable. It is the returns that will vary. Maximising the return is what one has to see in human management. The unacceptable workplace behaviour will again need to be defined. Normally, this leads to disciplinary action in human resource management. Disciplinary action deals with matters of law and regulations to which the so-called non-performing individual is subjected to by jurisdiction. Disciplinary action is taken as a result of moving through this process and is the outcome of the individual's failure to achieve the required standards of performance or workplace behaviour and for which a penalty is deemed appropriate.

The important aspects of the process of dealing with non-performing human in human resource management is that (1) it is not about non-performance but flawed performance where the individual was a performing human otherwise, without

which he or she could not be charged for non-performing and (2) the case is post-incident and hence disciplinary action is only a mitigatory effort, not a preventive or preemptive effort. Disciplinary action consumes excess productive time and thereby impacts returns. This is the major weakness that the concept of capitalising human can attempt to overcome. The difference is that it is expected to preempt or prevent the flaws in the performance of a performing human by accepting every employee as a performing human. That there is no non-performing human according to the concept of capitalising human is a reiteration. If the human is on deficit performance, the problem could be external to him or her. The primary focus is to ensure maximum return from each performing human. This is besides the human managers, who themselves are performing humans, who need to upgrade own values to maximise return at all times. (Also see put way human—Chap. 7.)

5.8 High-Performance and Capitalising Human

Human resource management and its erstwhile stasis as personnel management focus on managing people through training and developing for high performance in workplace. Various methods are adopted by trainers and training organisations to ignite the power of humans for higher performance in the activity place. Most of them insist on achieving sustained behaviour as the pillar of high performance through various approaches including personality training, energy management, skill upgradation, etc. Some advocate heightening performance through spiritual, mental, emotional, societal, interpersonal, intrapersonal, physical and various other dimensional management approaches. All such approaches lavishly throw in many terminologies that are hard to define precisely to identify the end result that has to be achieved in such management. Many executives pass out from such organisations only to resume their activity profile without much difference from their earlier avatars in the organisational environment. All of them also believe and propagate the idea that the quality they are aiming to achieve by such engagement is the ultimate performance rating required for the employee through whom the organisation can gain competitive advantage in whatever field they are in. Yes, such training programmes or engagements do make some differences. But the problem is that they are playing with the most sensitive and, perhaps, fragile commodity on earth—the humans, under absolute uncertainty. There is no way to measure the success of such programmes except in the workplace. Even then, there is no method to attribute higher productivity with such programmes. Performing human is not a commodity that can be performance laundered easily. More than that, it may not be required as every human wants to perform by nature. As mentioned earlier, it is the return from them in the workplace that is required to be maximised as it varies not only between humans but also with respect to a particular individual self on different occasions. There is also a controversial catch situation here—a human when engaged in training programme is on a task that is different from the task he or she is engaged in the workplace. Besides, it is not possible to train a person in

performance where output is not consistent anyway. However, training programme in its true sense should be engaged in modifying behaviour of an employee for consistency in output, the so-called high performance where the term high defies definition. ‘How high is high in the performance of an employee?’ one may ask. There are so many targetless efforts in human development process. This argument is basically to draw the attention of human managers to fruitless programmes that may consume time and effort and corresponding decline in opportunity returns from the otherwise performing human.

Another interesting thing about performance is humans going through various kinds of rituals prior to engaging in what they consider serious activities. Surprisingly, they work at times according to various observations (Gino et al. 2013). An activity that can make even the maximum human a bit nervy under uncertainty can be momentarily smothered with a matching and adaptable ritual just prior to the activity. The rituals will defy logic, but those who engage in it get that extra zap like an egg passing under an ultraviolet light (though not exactly—eggs don’t have minds) to face the activity by chasing the phantoms out. Rituals go direct to the mind. It is a kind of self-teaching method of what is mentioned earlier. Here, the people groom themselves psychologically expecting higher performance. But like the external grooming, the effect of this effort too wanes off very fast.

5.9 Kaizen and Capitalising Human

The term kaizen stands for ‘continuous improvement’ in Chinese and Japanese human management system.⁹ It also means ‘change for better’. Kaizen was introduced to Japan by the American occupational forces to help it recover (improve) industrially and economically under specified schemes in the 1950s. Kaizen, when used in business sense, is a practice for continuous improvement at every level of organisational hierarchy. It extends from the top to the bottom of an organisation. Kaizen is also applied to the work process. The practice also crosses organisational boundaries. The primary aim of kaizen is to eliminate waste by standardisation. Kaizen is practised all over the world by those who advocate the principles as a competitive business strategy. Kaizen is a way of work to the ardent practitioners. Japanese authors and business scholars consider kaizen responsible for the country’s postwar business success.

Capitalising human, on the other hand, though expect to reflect almost all the existing human resource methodologies including kaizen in traces, is different from all of them in its entirety. First, it is yet to be practised formally to assess its exact nature on ground. Second, its objective is productive returns in measureable and expandable quantum, which it expects to achieve by investing a performing human prudently and effectively in an identified activity and also by upgrading the individual for higher returns on repeat investment. It is an idea that is not traditional or

⁹Kai (change), zen (good).

contemporary but futuristic. It is a deflection of the routine evolution for managing people for the twenty-first century. It is there but yet to be located. It is the 'mystery big foot' of human management.

5.10 Summation

Every human performs through activity. He or she cannot stop being active at any moment. The yield of the activity even if common differs among humans as well as within a human as a function of time. That is the main difference. This way, there are no non-performing humans. Therefore, a standard human is a performing human. The question is how well the human performs an activity. He or she can be a deficit performer, utility performer (performing to the minimum required amount) or a maximum performer (beyond expectations).

The performance of a performing human is based on the triad of potentials, conditions and skills. The process of capitalising human for investment covers the subject of managing human by investment in an activity for maximum returns. The fact that any person can perform is exclusive to this study. Therefore, separating a human as a potential performer or a potential non-performer for yield has to be done carefully while employing them as done in human resource management. Instead, they have to be capitalised and investment in their assigned tasks. It is an ongoing process.

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Chapter 6

Capital Human

Are there differences between human capital and capital human? Yes, plenty.

Abstract This chapter examines the difference envisaged in the quote. The term human capital (see [Glossary](#)) is in vogue since 1958. It meant that humans have economic and thereby investment value in terms of their inherent qualities for activity engagement. This chapter makes a derivative of the term with emphasis on the human with capital value and not as a modifier of the term capital. In this assessment, the term capital becomes the adjective qualifying the word human. It also gives the turnaround assessment that a human can be converted into capital in the activity environment rather than accepting as capital by default. This is the crux of this study along with human investment (see [Glossary](#)) advisory. The implied suggestion is to modify the present approach in the name of human resource management. In all respects, the term rules out humans as resources and also indicates that there were comparisons of humans as capital much before relating them to resources. They are also not capital resource in the true sense of application in organisational activities.

Keywords Capital human • Human capital • Human investment • Capital resource • Fungibility

6.1 Introduction

The term ‘human capital’ appeared in 1958 in Jacob Mincer’s (1922–2006) article *Investment in Human Capital and Personal Income Distribution*, in the *Journal of Political Economy* (1957). Gary Becker subsequently introduced the term in economics in what he would later call, ‘the economic approach to human behaviour’ (Teixeira 2014). Human capital became the buzzword in human resource circles subsequently, especially after Theodore Schultz used the term in 1960 to reflect the value of human capacities. It is seemingly a major deviation from human resource theory. Or it could, in another perspective, be a reaffirmation of humans as resources

since resources could also be packaged as capital. In the latter case, the change to human capital lacks significance. The study of humans in management could stick to humans as resources and deal with them the way it was done with other resources. Still, the idea of human capital is a prime deviation from the approach of the 1960s when humans were considered mere resources. There are two findings in this statement. One is that the human beings, who were considered productive even before the advent of professional management, had been treated as resources and not those who manage resources; two, there is an admission that they can be invested productively in wealth generation in the form of capital. Still one may seek explanation to understand whether there are two approaches to human resource management, where some of the humans are considered resources and others capital. Besides, what is not highlighted is that the humans are still assumed to be equal (to each other) in terms of productivity or activity results as in the individual items of a particular resource used for productive gains. Humans are judged and managed collectively. Most of the terms used in human resource management points out humans as resources in the singular sense of one-size-fits-all theory. There is a kind of fungibility.¹ An example is collective bargaining. People may think differently in a collectivity. If that is so, collective bargaining (or anything in that sense such as collective security objective of the United Nations' Charter) may be lacking the desired *consensus ad idem* in the din and clamour of their collective resolutions that may look and sound as unified voice. This assumption doesn't change when humans are considered capital in the expression of human capital in employment. Here too they are treated collectively. Actually it should not be the case. It has to be in the reverse as each human a capital—capital human.² Capital human can be invested in the individual sense in a task related to activity or in the activity itself. The return is productivity. It varies from individual to individual.

This study emphasises the following to highlight the argument leading to the investment compatibility of humans as capital entities for productive returns:

1. Humans are unique. Each individual human is different from the other biometrically supported by his or her genetic podcast and conditioned by acquired behaviour patterns. Simply put, there was and is no one like the other human.
2. Under this argument, there will also be nobody in future like anybody born so far.
3. This exclusivity makes each human different from another with many common traits.
4. Humans are social beings with extremely strong survival necessities and instincts.
5. Activity is the key for survival for any living thing. Nonliving things are not activity sensitive. They are destructively static, whereas living things are organic and dynamic and attempt to withstand destruction.

¹ See [Glossary](#).

² See [Glossary](#).

6. Among all the living things, the human is the only species that depends on the intellect of the brain and its neuron centres for survival. The neural system including the brain is the (advanced) survival tool available to humans in place of jaws, claws, muscles, toxins or other appendages of the physique and physical strength endowed by other (lesser) living things.
7. The activity profile demands the humans to be productive using their brains in whatever physical and psychological conditions they are.
8. This productivity can be constructive or destructive as the way they are viewed by the individuals and the human systems. Construction and destruction are relative expressions. They are inseparable from an activity model being results of the activity. Result of an activity is a singular paradigm.
9. Human investment management is a new concept that is based on the productivity factor of the humans under the belief that the factor can be enhanced by investing and reinvesting them properly from their individual point of view.
10. The individual point of view of humans has to be seen from the role they play as individuals, individual in a group and part of the group as a whole.
11. Capitalising human for human investment management does not consider a human differentially disabled or differently enabled unless the person is temporarily or permanently disabled to perform any activity, whether personal, group or organisational. Every human is considered capable of performing productive tasks as a performing human. There is no handicap attributed to any performing human in this study.

The idea of human capital is compatible with human investment. But there is a difference. It is not the human capital concept, but the capital value of the human that is important in capitalising human. Hence, the term ‘capital human’ is introduced without setting aside the term human capital. The value of capital humans needs to be enhanced prior to or during their investment in an activity. That means all the time, assuming there is no terminal disability period. The disability factor, however, needs further elaboration along with the why(s) and where(s) of investing capital humans. Humans are investment entities being of capital value and, therefore, ideal for investment in not only formal activities but also other tasks that are within the activity pyramid.³ In this process, individuals can invest themselves where they are not organisationally invested. This means in all the activities of the activity pyramid, the human is worthy of investing for better results. The nature of the activity is not relevant. Yes, it means also the activities that are not in congruence with the prevailing social norms. But before getting into deeper waters of human investment management, it is important to see and examine the more or less identical sounding terms of human capital and capital human to understand the spot of difference. But before calling for a change, the resource similarity of humans needs

³Investment instruments in the applied sense of economics are the instruments one will invest money, which is the medium of exchange. In human investment management the term investment instrument takes an additional hue as the medium that is invested for the purpose of explanation. This is especially so considering the productive nature of humans which is different from other drivers of wealth and affluence.

to be examined promptly to rule out the possibility of residual inertia in the system.

6.2 About Resources and Humans

Resource is an oft-used term that speaks about everything such as a stock or supply of money, materials, personnel and other assets that can be drawn on by a person or organisation in order to function effectively. Resources go into the input that is processed for a result as an output. Optimisation of resources is the performing human's task while working for result. Managing is the task of getting things done through people by optimising resources. Optimising resources is necessary for competitive advantage and also since they are in restricted supply. Resource, thereby, is capital when they are used for wealth generation. Human beings are not resources if they can be seen as capital. They are a different form of capital according to the current trend of considering them as (human) capital. This trend too needs to be changed and upgraded while appreciating the capital value of different humans. Here, individual human becomes capital human of different values in wealth-generation investment. Wealth generation for this purpose is not just fungible wealth alone. It includes every forward-looking activity for augmenting human quality leading to total well-being.

6.3 Arriving at Capital Human Through Human Capital

Human capital as a term was introduced in human studies in management and economics by scholars who identified the value of people in productive activities. Capital in business or the overall management terms denotes wealth in the form of money or property and other assets. In business, capital is the net worth of it. Capital is the asset or advantage of business. In all its examinations in economics, capital is an asset that is nonliving. Inclusion of humans in capital finds a hitch in such a situation. Therefore, the idea of capital needs to be examined more carefully to allocate the term to the active human. In this statement, a disabled human is not considered a capital. The term disabled human in this study means a human who is temporarily or terminally disabled and is incapable of performing any constructive activity especially in an organised system.⁴

⁴Human investment management does not subscribe to the theory of disability in a human. It considers every human capable of productive outcomes unless the brain is locked off its designed functions completely. This can happen in various ways.

6.4 Understanding Capital

The definition of capital relates to the context in which the term is expressed or used. There are several ways to look at it. In general, it refers to financial and other assets used in production and manufacturing. Capital is anything that supports productive activities. Increase in capital can ideally increase productive results of the concerned activity, where production is value addition towards an objective. But there are problems in identifying capital among what is normally mentioned as capital. Also it can go beyond the items defined. Capital becomes financial wealth in finance and accounting that is used to start a business. Classical economics further modifies capital. It is one of the four entities of the factors of production. The others are land, labour and enterprise.

The common denominator in all these definitions is the idea of usage. Any item qualified to become capital becomes capital only when used for productivity or the absence of which affects productivity. For example, money is not capital when spent for purposes that in no way enhances production. Use of money for purchase of items exclusively for consumption cannot be treated as capital investment. Money when invested for capitalisation becomes capital. Besides money, any other entity that impact on productivity is termed capital. Natural environment is being considered as capital under the term natural capital in today's ozone-depleted world. Capital is used to generate wealth through investment. That could be anything from money to brand names, from humans to environment.⁵ Capital, thereby, becomes the input that generates output in terms of wealth in business and enhanced productivity in a human system as a whole in the form of well-being. So to say, capital is anything that has capital value and can be capitalised to generate that value. The capital value qualifies the thing or person for investment. It is more or less a direct function. Hence capital is a productivity-enhancing ingredient in an activity. Capital by itself is a productive element. Humans, therefore qualifies to be capital. Capital has to be generated, developed and retained. All these are parts of the investment process. In non-human inclusion, capital is considered a necessity for humans in the form of labour to produce. This is wealth focused capital. But human activity profile goes beyond wealth creation in the generation of the overall well-being of the human system.

Any type of capital has value. It is this value that is converted into productivity. Capital is owned. This ownership is visible even in human management. From the much condemned slave and bonded system ownership, today humans are 'owned' by mutual agreement or contract in the performance of an activity for a consideration.⁶ For example, an actor is contained by the producer under an agreement to perform the way the agreement is prepared. It is a kind of development without

⁵The names of Stephen Hawking, J.K. Rowland, David Beckham, etc. are brands that could fetch wealth by appropriate investment.

⁶Slavery as well as bonded labour still persists today supported by unlawful activities such as human trafficking, coercive bonding, etc. in every part of the world.

much difference from the past. In this manner humans are owned for the moment by those who need to produce or generate an activity. Every law and associate rules, therefore, leads to strengthening the ownership formally or empathetically. This is exactly what persisted in the earlier times too except that they were aggressively coercive and exploitative according to the norms of the modern society. Where they exist today is considered illegal. But the underlying theory of human ownership still prevails in a different form. This study too is based partially on human ownership except were human becomes capital and gets self-capitalised.

Individuals or companies can claim ownership to their capital and use it as they please. They can also transfer ownership of capital to another individual or corporation and keep the sale proceeds. Government regulations limit how capital can be used and diminish its value; the trade-off is supposed to be of some benefit to the society. For example, a stock may invite tax in terms of capital gains if sold and deduction in tax in case of loss. What about human capital? Does the value of an employee go up and down once he or she is acquired by a company? It could happen. Mostly it will be up. A human being can be capitalised.

It is already mentioned that capital is different from money. But the money that generates wealth is capital. Wealth generation is possible through prudent investment of capital. Productivity in the case of a human is generation of wealth in productive terms. Here productivity has to be seen as the end result and not the subsequent or collateral result. Commodities produced when stuck as inventory on shelf leads to loss by low sale. But human productivity as the wealth-generation factor stops at the end result—the produce. Thereafter it is a matter of outward chain management involving marketing and sales. Productivity in terms of quality and quantity is what is looked upon the human capital. Here humans are different from other types of capital in terms of capital generation. Thereby, this study views them individually as capital human with respect to the individual human, the human in a group and the human as part of the group. Capital can even be rented out for a consideration. And so is human through human lease organisations that are in plenty around the world.

In the original sense, capital too needs to be produced. Capital then is assimilated in various forms jointly to generate wealth. This productivity brings the sense of well-being and quality life. The total quality of life improves with capital. Human capital too is produced. Countries may not have the number of people required for production. They have to find them elsewhere. This is production or identification of capital as in the case of other capital entities. Besides, in the course of training and development, the capital human is getting processed to improve the rating and grade for investment in activities.

6.4.1 *Capital and Human Capital*

Human capital thereby can be separated into three factions: (1) individual human, (2) human as a group member and (3) human in a group. The behaviour pattern of a human, however, can be a mix of all these factions at any given time based on his or her personality. Here, personality is taken as the behaviour of the individual human as a particular time and, thereby, a variable.⁷ It is outwardly complex. Variables can be disruptive, but human personality variations can be appreciated with respect to situation to a great extent. Being a variable, the personality of an individual can alter. That makes the system complex. What does the human capital hold in this multi-personality matrix that gives it the status of investment capital? Basically, in the conventional sense, they are the five principal skills and their corollaries and other acquired behavioural stimuli such as habits, culture, values, attributes, creative talents and other brain-embodied traits in the ability to be productive towards generation of value.

Human capital comprises knowledge, skills, personality and other forms of attributes that can be used as capital for generation of value in relation to a human activity. Knowledge-endowed skill is required for performing at various levels of the activity pyramid for the transiting human engaged in the activity profile. This is a form of wealth that can be invested in achieving the desired goals of a human system. The human system could be a formal group at the smallest level or a nation or global system. The human capital can be invested in the accomplishment of the goals of the concerned human system in the form of value generation. Human capital for economic purpose is the aggregate value of humans in the system that can be utilised to perform the activities leading to the end objectives. The human capital is complex. It works within the matrix of sociocultural, biological, psychological and technological complexity in explicit transactions that is decided by wealth generation. But human capital is an economic term. It is associated with economic development in usage but can be extended to other faculties also in matters of management and overall governance. Usage of the term, thereby, becomes situational and purpose based.

There are differences of opinion among scholars and experts about human capital. For most of them, human capital is a term that is too shallow in pragmatic sense of economics. They feel it is a term that borders on abstraction without clarity of definition. It is seemingly true. The term human capital does not have sufficient

⁷There are many theories on personality from the very early times. Human investment management considers the definition under the erstwhile topic of industrial psychology (presently, industrial organisational psychology) being straightforward and application-friendly appropriate for the study. It is quoted in the chapter. This can also be seen as one of the definitions in Merriam Webster Dictionary that states personality is the set of emotional qualities, ways of behaving, etc. that makes a person different from other people. Ways of behaving—the behaviour pattern—can change, and hence personality of an individual can change with respect to time. An individual's personality traits at the time of interview for recruitment and selection (recruitment) can change thereafter.

back up in economics. But it is also true that without humans, capital cannot be put to use. The transition lies in the fact that humans use human capital. It is similar to the statement humans use resources. There is a kind of reification in the usage of the term human capital similar to the use of human resource. This can be examined separately provided the allure for the usage of both the terms is taken off. But how?

Humans comprise the workforce or labour. Humans are one of the four factors of production. Among the other three, land was an asset that subsequently became natural capital. But the idea of natural capital went beyond land occupying everything in natural environment that caters for human survival. The term natural capital is now extended to the world's stock of natural assets that included geology, soil, air, water and all living things. The natural capital caters for ecosystem services that make human life sustainable. Capital remained as it is among the factors of production. Enterprise is a later addition, an afterthought of some kind.

Human capital was reified by usage. This reification sans any definite explanation made it rally behind every productive activity without sanctity of appreciation. The human capital was not directly usable. It has to be worked out and developed through various training and development models to become suitable for better performance. Capitalisation of human capital dimmed when the human is disturbed in spite of his or her value as an item of capital. The human resource managers had to find ways and means of strategically and tactically exploiting humans in a competitive world.

Human capital, though reified, is an aggregate concept with various fragmentations. It is natural since human beings are the ultimate organism that runs the worldly factors for its survivability. 'Use the nature and survive' is the motto that is built in. Therefore, in the process of survival, humans use human capital for productive action. Here humans come to be known as social capital under distinguishable titles like politicians, leaders, scholars, technicians, common people and so on. All of them were reified. It is simple to understand. There are many anomalies in this process. A celebrity is a term in usage but not defined. A leader can be different from the possessor of original leadership skills. A leader is an individual human recognised in that role. The leadership skill is different from the leader by position. Leadership skill is used but the positioned leader may not have it. Take the case of a kid anointed as the leader of the group as a king or a divine avatar. It may lack leadership skills being too early to acquire and develop it. Even prominent leaders created by situation will have to hone their skills to lead the followers after the situation. But generally, everyone who is involved with people in the interactive matrix displays leadership skill in some form or another.

In the study of human resource accounting, humans become value creators with their own values.⁸ Can this valuation be applied to financial accounting or

⁸There is a slight anomaly in this statement from the original. Human resource accounting according to Rensis Likert (1903–1981) and other scholars who introduced the concept is based on the assumption that humans are resources with asset value. Therefore, the valuations of human resources along with other assets are also required in order to find out the total cost of an organisation. In 1960s, Rensis Likert along with other social researchers made an attempt to define the

book-keeping purposes? Certainly, not. But it can be applied to strategic management and understanding operational effectiveness of a set of people engaged in an activity. There was a time when developing countries like India used to be seriously alarmed about ‘brain drain’. Now they are worried about brains getting trumped (2017)! The usage, ‘brain drain’ has vanished over the years. Sometimes it comes out as human capital flight where the term human capital embodies the situation. There seems to be a loss for the country that had spent capital elements in them, whereas countries that have not spent on them benefit by their capitalisation. How true such findings are is not a matter of discussion here. But the idea of human capital itself is ambiguous by untenable explanations.

Capital is identified in different ways. There is fixed and variable capital. The acquired and useful abilities of humans in a formal system are considered as one of the four types of fixed capital by Justin Slay. The others are machines and other instruments of trade, land and building (Banerjee 2012). There is a problem in appreciating this statement. The humans within the human system have been taken as a singular entity. They are not singled out as individual human capital. Besides, they are considered fixed. In other words, they are not time functional. It means the human capital in a human system remains constant all the time. That is not acceptable as situations and people keep changing. It is only a collective term and thereby not precisely measurable. According to Slay’s findings, the fixed capital element of humans is ‘The acquired and useful abilities of all the inhabitants or members of the society’. Adam Smith (1723–1790) mentioned about capital as ‘That part of a man’s stock which he expects to afford him revenue is called his capital’ (Wikipedia). There are many such varying viewpoints.

Economist David Ricardo (1772–1823) viewed fixed capital among goods falling under the definition that items that is not used up for immediate production, unlike raw materials or intermediate goods. Ricardo termed raw materials and intermediary goods of production the circulating capital. But the fact is that goods used for production whether now or then were always considered capital.

In the acceptance sense, anything that supports production is a capital in the neoclassical economics. It is genuinely so in capital economics. With the backing of human psychology and sociology, the humans too could enter classical economics in a more detailed manner. Capital, however, remains within the context of usage. In spite of all these appreciations, finance still remains the prime capital, if such a term can be used, probably because of its fluidity in every sense (literally⁹). This is in spite of the induced contradiction that money is not capital always. But, is money real, like a human?

concept of human resource accounting which ultimately means the valuation of human assets from a cost-benefit point of view along with other inputs. In human investment management, the definition does not vary from the original meaning except that it is a stand-alone return-based assessment in terms of each performing human.

⁹Though out of context, it is this fluidity of money more than the fungibility nature that is the cause of parallel economy in a country forcing governments to indulge in extreme governance methods of introducing demonetisation, etc. This aspect can also be examined with humans as investment capable entities (not attempted here).

Capital in this sense becomes something that is more durable than money and used to generate wealth. Capital, however, should qualify for investment. Anything that supports wealth generation, in whatever means it may be, can thus qualify for capital. Humans have value for wealth generation. Wealth generation is not just income generation. This argument generates a question: 'Is capital income?'

The question was posed by George H. Earl Jr. (1856–1928) of the Philadelphia Bar. He worked as a 'financial diplomat' for ailing business corporations of his time. He toyed with the idea of capital and income way back in 1921. It was appropriate for the period when the Supreme Court's guardianship of the constitution as the last defender of freedom was acclaimed by him who felt, 'but for the Supreme Court of the United States, the country would have plunged into communism as many other parts of the world by then'. For him income became capital. The question was vital considering the period of time. Capital was one of the prime necessities of employment and production, without which neither the people nor the government could thrive. Earl stated, 'As population increases and business succeeds, if the community is not to run into idleness and distress, there must be a corresponding growth of capital to insure the necessary employment and industry to produce contentment and plenty. It is, therefore, absolutely essential that there should be an adequate increase of the amount and efficiency of the capital item requisite to additional employment and production' (Wikisource). He brought out this conceptual argument to show that capital was not income for taxation. By such taxation the government could bring down the very purpose of freedom to generate wealth using capital. All these points out capital was always about money; humans never figured as capital in the early pronouncement of learned people. It happened much later.

6.4.2 Division of Labour and Human Capital

Productive powers of labour have been an interesting aspect of economics related to activity leading to capital results of wealth generation. The proponents advocated that improvement in the productive powers of labour was through individual and group skill upgradation. The latter is further amplified as teamwork. Here, what one has not examined is the individual behaviour in a group. Individual adorns exclusive individual-in-the-group behaviour besides individual-as-individual-in-the-group behaviour. A political or religious gathering of frenzy can be quoted as an occasion where an individual may behave differently from the other two patterns. A suicide can be shown as an example to the individual-as-individual behaviour and breaking a public system during a mass strike as the individual in a group. Any kind of a human behaviour in a social system can be attributed to one of the behaviour patterns for human investment study. How do we classify such behaviour? This study follows a normal linear mode of classification without hierarchical connotation as class A, B and C. Accordingly a human behaves in one of the three forms (also see Table 6.1):

Table 6.1 Human behaviour modes in activities

1	Class A	Individual	All individual tasks
2	Class B	Individual as part of a group (cohesive)	All tasks as assigned in the group along with the group in a cohesive manner
3	Class C	Individual as individual in a group (noncohesive)	Tasks deviated from the group objectives but individually decided remaining in the group. Most of the violence in group activities originates from such people (this is just an example)

1. Class A: Individual as individual
2. Class B: Individual as part of a group (cohesive)
3. Class C: Individual as individual in a group (noncohesive)

This is not a psychological explanation, though behavioural. The differentiated explanations about an individual in three different categories is mainly to drive home the difficulties in considering a performing human as a capital in a productive activity. Capital doesn't change value abruptly. The behaviour pattern of the human normally will be a combination of all the classes leaning on the nature of class that is important to the occasion.

In the division of labour, there is uniformity of cohesive individuals in performing different tasks. There were many scholarly propositions of division of labour since very ancient times. Each one of them had its period prescription which did not vary from the previous appellations with respect to productive activities seriously. The pronouncements in the ancient Hindu scriptures of the *varna* system could be the earliest professional division of human occupational tasks. The society benefited out of the system by having specialists in different tasks. People knew the location and availability of people within the talent pools of the *varna* system. In a different perspective, the pronouncement of *varna* system was mistaken as a kind of hierarchical class system in which one was seen superior to another in the division of occupation. It was a kind of job analysis in society. The class system cannot be avoided according to the prescription of the division. It is hidden in the word 'labour' itself.¹⁰ If that is so, the distortion of human class system that accompanies the division of labour is more evident in modern times than in the past. People are still divided in occupational class systems as the human society cannot avoid such differentiation. This will be visible in the political system which is the highest class down to the meagre 'worker' (the party worker?) in the social systems anywhere in the world. People are benefitted according to the class system created by occupation. *Varna* system is not to blame. Differentiation by occupation can be seen in the human system throughout the periods. It is natural. *Varna* system was the beginning of job-related specialisation in the society. It was a job-related differentiation of humans. It is there even today all over the world in different forms.

¹⁰Labourer (worker) and supervisor belong to two different classes with different privileges and so on. It is a natural differentiation of the organisational environment.

Varna system has been subsequently amplified in various forms of chance disguise in the works of philosophers and other scholars leading to the division of labour. Scholars, since the early days, have been pointing out human differentiation in terms of capital and productivity. There was participation of scholars in thinking about humans and their position in productive regimes at all times. The result on the ground towards increased productivity and human upgradation beyond natural evolution still remains debatable. The idea of division of work is going to stay and evolve. Simply put, it is an old concept of identifying and recognising people with respect to work. It is not directly related to economics from this perspective. Division of labour contrasts with wealth generation to the extent the latter doesn't seem to be the sole purpose of it. At the same time, it dissolves within the framework of human productive activity without any difference from the other. It all amounts to activity. Activity may generate results, and some of the results may lead to wealth generation in various forms. Among them the human capital substantiates wealth generation. A human is a capital when used for the purpose of production towards wealth generation. Each human generates wealth differently through the combination of their behaviours according to their personality at the concerned time and potentials, conditions and skills of the time. All of them are variables. Hence each individual should be seen as individual human capital, which, in other words, is capital human. It is in the line of capital goods for better understanding. This way, the human productivity can be streamed in the desired direction at a given time. Each human has a different value in an identical activity of the activity pyramid at a particular time. This is the yield value that could be expected and developed in each individual. Division of labour has an appendage of division of work. In division of work, the labour is divided into smaller work elements. Division of work refers to the allocation of tasks to individual humans or groups or organisations. All these are related to economic activities in the contemporary sense or wealth generation as normally called.

The understanding of division of labour is necessary to appreciate human labour and thereafter the capital human. The relationship between division of labour and human capital is considered complex. But in the real sense, the complexity is only when they are considered as part of economic activity where capitalisation is the important observation. The capital human is different from other humans and, the most important aspect, from the individual self as the process is variable with time. The idea of capitalising human for investment is to increase the capitalisation of the capital human continuously until the critical limit is reached from whereon the decline will start in productivity. This (critical) point is different for each individual human. From the critical point onwards, it is a matter of retaining the capitalisation potential of the capital human as far as possible.

Western studies point out to the idea of human capital to the theory of Arthur Lewis (1954) on the unlimited supply of labour.¹¹ From the experience of developed countries, Lewis analytically combined the theory that they (the capital sector)

¹¹ Nobel laureate William Arthur Lewis (1915–1991) was primarily known for development economics. In 1954 he published *Economic Development with Unlimited Supplies of Labour* (Manchester School) which was later called the 'Lewis model' or the dual-sector model.

develop by taking subsistence labour from noncapitalist countries (Is there any such country today?), thereby having a cost advantage. This is especially so in the early stages. The higher return on capital thereby can be reinvested, which results in more employment demanding labour naturally from the subsistence sector. The process, based on assumptions, becomes self-sustaining and leads to development.

The idea, therefore, would be taken as conceptualised within the division of labour though it differs vastly from it as per the arguments so far. However, the term human capital was considered not a decent term as people opined to its negative undertones. It was Arthur Cecil Pigou (1877–1959) who brought a change ([research-Clue.com](http://research-clue.com)). According to him, there is a consideration for investment in the term capital whether it is human or other than human (1928). If it is recognised, as he mentioned, the distinction between economy in consumption and economy in investment becomes blurred. Hence it was not considered till Jacob Mincer mentioned about human capital in 1958. According to him human capital analysis deals with acquired capabilities. He mentioned that at national level, human capital could be viewed as a factor of production coordinating with physical capital. According to him, growth of human capital was both a condition and a consequence of economic growth. The views were from the economic perspective (Mincer 1981).

Various scholars such as Theodore Schultz, Gary Becker and subsequent researchers supported the idea of human capital, and the term was lavishly spread out. All the usage was related to human economics where humans were considered capital. But all these terms have a common concept that human capital is a term applicable to every human employed under the division of labour and division of work in a formal organisation designed to generate economic wealth. It was not just productivity alone, but productivity that was leading to wealth generation. Here wealth is the ingredient for economic growth and economic development, two different objectives of national economic planning. The study of capitalising human for investment does not look at wealth generation alone. It also doesn't look at humans as a common capital. It looks at productive activity that supports human well-being as an economic model dealing with future in every faculty of human life. This model is primarily on development of knowledge for assessment in the quaternary and quinary sectors of GDP (gross domestic product), which grant assured support to the other three preceding sectors of economy for GDP assessment.¹² This idea is seemingly suitable for a world that is getting burdened with demographic enlargement and resource limitations.

Human capital is considered a vital factor in economic growth in modern times. Nations, where demographic expansion is taking place, ideate and eulogise about the rich demographic dividend awaiting them.¹³ The demographic dividend

¹²Primary, secondary and tertiary sectors. Humans are the vital factors in all the five sectors with their value flowing in a hierarchical factor from agriculture (primary) to independent identity (quinary) in the case of a nation in matters of economic security which is an element of national security (Paleri 2008).

¹³Demographic dividend also has the opposing dark side in a nation's economy. The dividend will be in ruins if the population is not developed in a balanced manner. Nations that are reeling under

according to the governments is the positive output the nations can receive from its young people. What if many of them rebel and become highly productive in the negative sense as demographic time bombs? This is something that the leaders have not thought out. Quantum of human productivity can be positive or negative in relative terms. The society may face the consequences of increased negative productivity under rebellious situations as much as the positive productivity under expected and acceptable conditions. How does a government minimise negative productivity under the illusory demographic panacea? It means the government will have to ensure the positivity of demographic dividend all the time. Many youngsters get attracted to the dark side (if such a term can be used) of productivity. It is evident all over the world. The task of maximising positive demographic dividend has to be seen through national governance taking cues from capitalising human for investment and managing them for constructive returns. It is an unremitting task in human management. It has to pound like a heart in a human system.

Investment in human capital was advocated by all who nurtured the policy of treating humans collectively as capital. This study is not about investing in human capital. This is the major difference. Without denying the concept of human capital which is already active in the growth and development of economic studies, this study investigates into the possibility of investment of the 'capital human' with the objective of capitalisation in national and global well-being by very special means and under extreme complexity. The complexity evolves from the fact that it is the capital human that has to invest the other capital human. Is it similar to a bank investing in another? It is not exactly so; but there is certain similarity. Investing in human capital focuses on human development; investing capital human focuses on maximising productivity as defined for the purpose where investment in human capital remains a corollary. In human investment every human is considered investable. Even those whose values rest on negative dividend explained earlier. They need to be turned around for the desired dividend in the form of relative return.

The economic system is surprisingly divided into capitalism and Marxian philosophy under various names. This is perhaps the most ridiculous idea or belief system in the process of wealth generation that the world has been following for a very long time. The idea spread out as different perceptions like an ink blot. The absurdity is that the ideas are 'identical'. There is no serious difference as projected from the point of view of capitalising human. Even a Cold War was fought on identical (at the core) ideas only because the packages were different. This argument doesn't mean capitalism and Marxian ideology are similar. There are differences. But they are superficial and incidental. It is like dividing a ground with a wall and considering the parts on either side are different (Am I right?). Both the economic systems are identical as far as the end objectives of wealth generation and retention are considered. Here is the catch. The proof lies in China's rise as an economic supergiant today. Had anybody envisaged it 40 years back? It exposes the false bottom of the two systems that permits the good magus to sneak through from one

insurgency and haphazard progress and poor governance will yield a set of population that can cause negativism in its progress.

to another and survive because at the core both are similar. Wealth distribution may be different. The difference is only in the practice followed. China can economically collapse or cave in like any other capital system on one fine morning. Of course, scholarly ideas of wise men cannot be ruled out or negated because of situational changes. There would have been underlying causes for such developments in the human political system, when they were formed and followed. The ideas were surely acceptable under demanding situations.

According to this study, the only difference in human capital outlook with Marxism is the term 'labour power'. Everything else is 'not so randomly' identical. The similarity of unity can be described simply by appreciating that both sides have people and are talking about their employment and employability in the economic system. The needs and wants cannot be changed by altering names of ideated prescriptions of the same kind or following different procedures in an identical human system. At the core, capitalism and Marxism or any of the associated offshoots are identical. They will meet identical privileges and privations. This is becoming slowly visible in the globalised world even for a laid back protagonist, the less knowledgeable under the sheer control of respective amygdalae.

Human capital figures seriously in business finance. The value of business includes human capital along with tangible assets. Here human capital is calculated as value they possess in the form of skills, talents, expertise and so on. It is the sum of human capability. But the question is, 'What if this capability is not exploited or feasible to exploit?' Inability to extract the value can also originate from the absence of interest in the individual. It is not like harvesting fish. It is more similar to getting the fish's cooperation to harvest it. Agree; it is not the same. The human, in spite of the exceptional value he or she possesses, should be willing to turn them to productivity enhancement. It may not happen on the ground. Here is where the human capital enters the books. Worse is when the same human capital is transmuted into negative profiles that endanger even the existence of the organisations and groups. There are visible and intelligently manoeuvred self-destructive activities the humans engage in. Parties in breaking up groups focus on humans who have exceptional skills and expertise but a certain paraphernalia of opposite feelings towards the systems that they consider opponents. Human capital, therefore, is within an individual human and not an organisation whether business, corporate or otherwise. Smart choice is to invest them where returns are required in a desired manner. When people leave an organisation, ideally the human capital too leaves. The value of available human capital lessens. This counters the argument on layoffs. A company actually should be losing value when laying off humans who are considered capital. Somewhere this idea doesn't match. If layoffs support business continuity and survival during the lean period, then company's value must be increasing or remaining unchanged when people are laid off. That means jettisoning people is considered good for the company in bad times. In other words capital depletion helps the company to survive. Isn't it a paradox? It is not if humans are not considered capital. It also means humans are not capital. Hence the term human capital perhaps could give way to the theory of capital human as envisaged in this study. A capital human is worth investing when the situation permits. The value of each capital human can

be different in relation to a task where he or she is being invested. The clarity in appreciating this lies in the perception of reality.

6.4.3 *Universality of the Term: Capital*

According to early definition, everything that supports productivity enhancement and advancement is capital. When used for such purpose, the entity involved gets modified by the term capital. Examples are capital goods or capital resources.¹⁴ It is in this bandwagon human capital appears on scene in human management. It could also be viewed from the universality of the term capital provided it is accepted as the input for wealth generation or productivity enhancement.

Adam Smith defined capital as part of a man's stock that can afford him revenue. In this appreciation capital is an input. The stock could be anything that can generate wealth where wealth is considered anything that has value to human life that assures and ushers in progressive well-being. This term becomes a modifier in economics. Examples are capital goods, capital assets, etc. They are real capital that has assessed values. These values are considered collective for a particular genre of capital. Capital in modern times is the input for goods and services, the two produces of direct economy. The capital good remains as it is till it is used for production. The capital human on the other hand is indestructible through production. The capital human unless declined through disability is available for continued production. The capital human is recurrent, barring the natural disability advance. A stone-tipped spear could be considered a capital for the hunter-gatherer who would have never thought himself as a capital human among contemporaries for meat production. Goods are not capital unless they are capital goods and used for production. Money is capital when used to generate assets but not when used to buy a consumable product.

Capital in its universality of acceptance by usage is one of the factors of production. Here land, labour and enterprise, the other three factors of production, are not considered capital. Capital stands separate from them. It is acceptable as factors of economics. Anything other than factors of production becomes intangibles in economics when used for production. But slowly the tide is turning. Is nature intangible? It is not considered so today. Nature, more precisely the natural environment, is treated as natural capital in the globalised world. Environment is pervasive. It is of global nature especially as global commons.

Karl Marx and his associated theories that lead to various forms of governance look at capital as anything that doesn't lead to capitalism (here lies the pun on which the earlier argument of capitalism against Marxism is based) or change the base plan of the Marxist theory. For Marx, the capital or other wealth-generating means were a kind of funny means. Today economists harp on intellectual capital, human capital, knowledge capital and so on. The latest term is capital human (repeat, not

¹⁴ See [Glossary](#).

human capital) introduced in this study. The economists mostly follow the same ideology. Though they have courted controversies, the ideologies are straightforward and denote identical inputs without much deviation. Economics can be realistically unreal but very practical as a benchmark in the quest of human well-being. Is there a contradiction? Look deeper.

Capital, as a term, applies to various other entities considered in investment and investment transactions aimed at wealth generation. These entities may deserve brief examination to understand the difference between human capital and other type of capitals for clarity of perception of the term capital human.

6.4.4 Abstractionism and Types of Capital

Reference to capital as a term is frequent in business and economics since the early days. Various scholars and experts contributed to the evolution of the theory and principle of capital. In all the scholarly findings, the common factor is that the term capital stands for wealth in the form of money, of property or of value that can generate further wealth. Under such appreciation, the concept of capital evolved over time. The change, as in the case of any evolutionary concept, was traditional to contemporary and classical to neoclassical. The definitions and appreciations and usage of the term itself changed during the process. In this study, the process is examined to lead the noncapital arguments further ahead, where each human is considered as a stand-alone capital entity, the capital human, with a very peculiar aspect of non-dissolution but assured inversion due to disability at certain periods of time. Hence, as long as the capital inversion (terminal reduction in value without possibility of increase) is not set in, the capital human can be progressively validated for increased capital value. Here lies the crux of capitalising human for investment. The attempt is to introduce the idea of capital human in the noncapital terminology, where every active human is considered productive and, thereby, a capital human who is capable of generating wealth. The difference lies in the individual value for capitalisation with respect to a particular time function. So to say, every able human is of value in maximising human well-being in a social system however small or large it may be. The classical or traditional, contemporary and neocapital theories include various types of capital. The theories too have their resulting concepts and operational definitions. They are not just modification of the term capital. All these theories may remain underdeveloped or sans absolute clarity for a student, but such shortcomings may not affect in understanding the principle of the capital human in human management as there are distinct differences for which lack of clarity of expressions on capital need not be a barrier. The semantics of capital extends to various fields of study and not economics alone. It moves all over—sociology, economics, political science, social psychology, business studies and so on. Capital is a less appreciated aspect of human resource management, the topic that this study attempts to do up to the next level. Understanding capital human in a differential as well as exclusive manner is a major aspect in this process.

A close examination will reveal that the ideas of capital wherever it occurred do not hold any serious difference. The ideas are actually old but they keep coming in new appellations. During the process, the intangible forms of capital got recognised as tangible. This also indicates that the future holds more stocks of capital. In this melee, the subject of capitalising human deviates from the old ideas to the extent that each human has distinctive capital value which can be interpreted in individual, individual within a group and individual as a part of the group. The interesting part is that the value is a function of time unlike any other capital. The capital value is in the productive performance and as a constantly developing potent of capability unless debilitated by disability. In this study, about human management, the term is taken differently from the accepted explanations so far.

The accepted explanations that articulate the types of capital follow the perceived assumptions that are more or less identical in the leading thoughts. The approach is as a collective abstract and mostly inestimable precisely, though considered tangible in appreciation. Randomly they include the following:

- *Financial capital*

Financial capital is the money set aside for trade. It is owned by legal entities. Financial capital represents obligations and is maintained in the form of capital assets (each asset has separate value, hence capital assets). This principle is used to point out that the capital human is different from human capital. The latter is collective expression of entities that actually have different values. This is a point to note. The market value of financial capital is not based on the accumulation of money invested but on the perception by the market of its expected revenues and risk entailed. There are different types of financial capitals—equity capital, debt capital and specialty capital. (In the case of capital human, there are the perceived values of the individual worth in three different forms of behaviour—individual, individual in group and individual as part of a group—and the associated risks as in financial capital. Hence the term capital human qualifies in the line of capital assets which is the prime capital historically of any human venture, as capital human.) The bottom line is that the humans are not similar to financial capital.

- *Natural capital*

Natural capital is a new terminology that drives home the fact that the natural environment is not just a part of the business or organisational environment but also a supporting factor in wealth generation. Natural environment is the ecological sensitivity of an organisation, the absence of which can negatively impact on the organisation as is seen in the enhanced appreciation of it subsequent to the findings of global warming and climate change. It is important to retain them. Natural capital is the invigorating factor of an organisation in wealth generation. This is a separate and comparatively recent term.

- *Physical capital*

Proponents of capital theory at times use the term physical capital to explain about tangible physical accessories that go into productive activity such as cash,

equipment, tools, inventory, property and so on. The physical assets are owned by the business. Physical assets do not include the employees.

- *Human capital*

In the original sense, human capital is associated with instructional capital. It broadened in meaning and usage slowly along with intellectual enhancement through education and social changes. Interestingly, individual human talent is considered as an ingredient of human capital. It is factual, but human capital was taken into consideration as a collective concept. This is the aspect that is being considered for differentiation in human management in this study. The individual human is very important in deciding the outcome of an action even in a group scenario. A person can hold the rope in a game of tug of war or while getting a ship alongside in all visible connotations, but the contribution towards the grip, hold and pull in a group will be different for each individual just like the respective biometric indicators. It is a common effect but invariably a find that is very essential for understanding the productive human to increase productivity. The subject of human capital is associated with human development theory which also adds three other capital values to human capital. They are social capital, individual capital, instructional capital and cultural capital.

- *Social capital*

Social capital has been used to express goodwill or brand value of an organisation showing the power to influence the desired niche in the society. It relates to human interactions and the benefits in terms of value the organisations can accrue through them. This aspect is further examined in the subsequent paragraph on social capital and human resource management.

- *Individual capital*

Individual capital is inherent capabilities in individual human which is converted into productive activities. These inherent qualities have been pronounced under various terms of skills, talents, brilliance, excellence, etc. All these are pointed out in the factors of production as labour and in various other ways as the gender-biased 'manpower', class-biased 'workforce', team, buddies and so on. The individual capital slowly gets lap dissolved into group capital. This is obvious from the fact that individual capital does not have an addendum as group capital. The individual capital is also mentioned at times as talent, capacity, ingenuity, leadership, innate skills, inherent ability and so on. Traditional economics assumes individual capital as labour, but in factors of production, there is capital besides labour.

- *Instructional capital*

Instructional capital had its roots among academia and comprises knowledge transfer as the process of teaching. It is a transferable asset since not inherent in individuals. The other terms used in place of instructional capital for such transfer are knowledge capital or intellectual capital (that governs the intellectual property rights). However, these terminologies are not exactly identical and have been used

relative to various situations and occasions. Instructional capital is often termed as human capital as a broad term for social, instructional and individual human talent combination. It is used in technical economics in the studies of balanced growth of human capital and economic capital. There is also introduction of spiritual capital that refers to the power, influence and dispositions created by a person or an organisation's spiritual belief, knowledge and practice. This is also taken as an aspect of human capital. All these leads to serious abstractionism that causes difficulties in appreciating the exact contribution an individual human can make towards his or her activity in an economic or other set up.

- *Cultural capital*

Cultural capital is about the education a person acquires and the changes that could be visible in the individual output subsequently. This could be taken as part of human capital.

- *Intellectual capital*

Intellectual capital is often mentioned in intellectual property matters, where it is about capital investment and trade under rewards of patent, copyright and trademark. These aspects are already seen in social capital or instructional capital.

- *Public capital*

Public capital is an unclear but still considered definitive term in economic calculations in relation to the economy. An example is infrastructure. In general, public assets are widely used by private industries for asset generation. This shows private industries use public capital as a kind of national commons¹⁵ and thrives under them. There is no private productive activity that is not dependent on public capital. But assessing the value of public capital involved in private productive activity is difficult. It is the absence that is seriously felt.

- *Fixed capital and circulating capital*

Fixed capital and circulating capital were Adam Smith's ideas. The assets in a production process that are not consumed came under the category of fixed assets, for example, tools and machinery, whereas those consumed became circulating assets. Under this assumption, humans are neither fixed nor circulating. Where do they stand? They are assets that change in the course of production, either advancing or declining in their performances.

- *Variable capital and constant capital*

The distinctive findings of Karl Marx was to separate variable capital from those that did not add value. Variable capital, according to Marxian thinking was the capitalist's investment in labour. The labour is the human. It is of surplus value according to Marxist theory. It is variable because the amount of value it can pro-

¹⁵(Author's usage) National commons are commons collectively owned by the people of the nation.

duce varies from the amount it consumes by creation of new value. Investment in non-human factors of production, such as tools and machinery which are fixed capital according to Adam Smith, is constant capital in Marxian economics. According to Marx the constant capital takes to contribute only its own replacement value to the commodities it is used to produce.

- *Capital goods*

Capital goods are used to produce other goods. Production of increased capital is capital accumulation in traditional economics. These are the capital goods in economics. They are goods produced not for consumption but to produce more goods. Capital goods according to economist Eugen von Böhm-Bawerk (1851–1917) are goods of higher order or goods that produce other goods for consumption. Their value is derived from produced goods. They are future goods.¹⁶

Where does the capital human stand within the types of capital explained above? Strictly, nowhere. That is the differential introduced in the concept with a huge mascara of abstractionism. Abstractionism enters uninvited while explaining fast-changing forms and ideas. Presence of abstractionism in an explanation or finding is indicative of impending change. Explanations of capital in economics had its dose of abstractionism. The term ‘capital human’ introduced in this study is abstract in an existential tone. The ingredients are abstract with many inherent unknowns that make a capital human. All types of capital carry this abstractionism in explanation. The abstractionism further summons argumentative debates on the idea of capital. It is natural. It also indicates and proves that abstractionism is inherent in capital specifications. But the idea of capital is the bridge between activity and production in the economic process. Is it so in the noneconomic activity process of humans? It may not be. The effort here is to see the human at the organisational workplace without getting much into capital arguments. This is necessary, because human management by investment in the chosen task delves in the boundaryless terrain of human activity. All of them can be codified or brought within the human activity pyramid. The objective is to benefit by human activity productivity in the very field for well-being of the individual human who has the potential of a capital human within the human system. Needless to say, it is a closed loop system.

In all these examinations, it is obvious that capital is a necessary but run-of-the-mill term and, to that extent, used in a definitive fashion in economic activities. Reversely, it is abstract but clear as in financial accounting. It is also definite if human resource accounting is a facet of interaction in work environment, where humans are considered resources. The topic of human resource accounting shows definitively that humans have inherent value for wealth generation and productive excellence. This value varies among individuals. The value of a human in human

¹⁶Eugen von Böhm-Bawerk was a leading member of the Austrian School of economics. His major contributions were in the areas of capital and interest and helped pave the way to the modern interest theory. His criticisms of Marx’s economics and exploitation theory have not been refuted to this day. He argued against both the Ricardian labour theory of price and Marx’s theory of exploitation (mises.org/profile/eugen-von-b%C3%B6hm-bawerk. Accessed 23 June 2014).

resource accounting could be different with respect to the time he or she is assessed. Human beings by nature are indefinite assets with varying value.

Among the types of capital so far examined, natural capital and social capital are two terms that originated under the contemporary compulsions of human system in wealth generation. The terms are widely accepted and are of value that deserves consideration in modern business and social governance. They show the link between nature and social systems. The two are intricate and closely connected inclusively with one reflecting on the other in sustaining well-being. They are, therefore, credible as capital for quality life. They can be used up in productive activities and also can be enhanced with understanding and responsible efforts of people.

Another issue in understanding and appreciating capital is the question of endowment. Capital appears in the form of endowment. The endowment is turned into capital. Endowment is the act of providing with income, source or property. If so, it can be argued that inducing talent or quality is also forms of endowment. Endowment turns into capital by production and wealth generation. Endowment functions closely with capital creation. There are scholars who differ in views about the types of capital. According to them what doesn't affect the sum of wealth in the human system cannot be considered as capital. Therefore, inputs that sound like capital have to be treated as 'funny capital' when they, in real terms, are not wealth generators. The economic value should lead to the intent of wealth generation in the considered human system. There are many such arguments and feeders in assessing and arriving at the idea of capital in an economic system. All these lead to the fact that there is a need to redefine humans in relation to the idea of capital for embarking further on the study of capitalising human for investment.

In between the arguments and conclusions so far, there is also a counter point. Political scientists, Jonathan Nitzan and Shimshon Bichler, point out that capital is not a productive entity (2009). According to them capital is solely financial, and capital values measure the relative power of owners over the broad social processes that bear on profits. Under this argument, the focus shifts on power from production. According to them, capital represents the organised power of dominant capital groups to reshape—or creorder (the term they use)—their society. It means, they conclude, capital is power. The new ruler is the capitalist creorder. The authors remark, 'The power of God, once vested in priest and king, now reveals itself as the power of Capital vested in the 'investor'. Still the investor is a human who cannot discount the capital human for creordering the society. Where do we stand in understanding capital human? It is fine if we can at least derive the difference between the capital human, introduced in this study, and the normally used economic term, human capital.

6.4.5 Social Capital and Human Resource Management

Among all the arguments of capital complexification, osmotically transcending the barriers of knowledge across social science and human studies, it is the social capital that has relatively stronger links with human resource management. But the idea

of social capital per se is not modern. It is a middle-range theory that offers human resource scholars a chance to implicate it with individual performance in organisations through social relationships (Storberg 2002). The key is the term social relationship. The theory was advanced by sociologist Nan Lin, who worked on social network and social capital among others. Social capital is grossly magnified by social networks today in such a way that a human sitting in Antarctica can share the experience of a seal hunt by the Eskimo on the other pole or the *Kumbh Mela* on the banks of the Ganges River in India. Yes, almost. In 1934 historian Arnold J Toynbee (1889–1975) mentioned the Eskimos belonged to the so-called arrested civilisation. Today there is no such arrested civilisation though indigenous peoples exist without clutching a smart phone or an electric beard trimmer. The collective effervescence of Ganges can travel into the wilderness of the mental landscape of humans, especially Indians, wherever they are, in one form or another based on their belief systems. To be insular one has to chain oneself up in a box and get dropped into the sea. Still it could turn out to be a Houdini act where one remains exposed to the externals. Human relations are not unipolar. Every relation is multipolar—individual with individual, individual with group and group with group. Multipolarity is not a correct expression. It is a catch phrase for many bipolar interactions. At any moment, in any meaningful interaction, the humans interact one on one either as individual or group (communication experts use the term ‘eye contact’). This is the hidden message of social capital. The human system can never be unipolar.¹⁷ The political and economic systems of the world still nurture the dream to command a unipolar world. It is a misguided and a dead-ender idea. For all these explicit summations, the idea of social capital needs a separate look in human studies.

Social capital is the expected collective or economic benefits derived from the differential treatment and cooperation between individuals and groups. Social contacts are considered capital as they can have an impact on the productivity of individuals and groups. Social capital is a collective appreciation. The social network induces the force necessary to convert social capital into productive output.

Social capital is not linked with social capitalism. The latter is a theory about the economic system. Social capital assertions advocate mutual inclusiveness of socialism and capitalism. It has been mentioned in this study as part of an observation in a passing phase that all economic system theories are similar when the base factor, the wealth generation through productivity, is taken into consideration. Such productivity cannot be achieved without keying in capital. ‘So, what is the difference?’ one may ask. That is exactly what this study advocates. The difference in any system is in the approach and not in the system as a whole. Every social system, thereby, becomes inclusive and exists for individual well-being. Well-being is the central arena of governance. Every approach is aimed at the central arena. Productivity-induced well-being is the outcome of action. It needs capital in various forms. Humans become capital with a difference in this game of survival. They are the living capital in the form of capital human, not human capital.

¹⁷As believed to be immediately after the post-Soviet Union world.

Managing within the idea of human capital, not capital human, is the function of the present-day human resource managers. They are quite adept in it today. In this statement, human capital is identified abstractly as skills, know-how and experience of individual human. The problem is that the goal posts were moved before the human resource managers becoming aware of their own importance under pressures of economy. With the pressure continuing and the gravity of globalisation making the world shrink, it is time for human resource management to re-establish in a new avatar if the demands have to be met. More than reordering, the humans need to be capitalised into capital human to get more from one and, through the one, from all.

The much touted knowledge economy becomes somewhat resonant in rhapsody when information overload irks the human system. The situation becomes perky when the competitive edge one has over the other slips under resonance in a highly gung ho world. Humans are very competent today. There are many reasons for it. Knowledge is just one among them. The focus of human resource managers is only on the employees. They don't revel even in business environment. It is evident in the postmortem of any industrial violence.¹⁸ Appreciation of depressions in business environment could solemnly save decisions that may lead to catastrophe. Another mismatch is in the appreciation of the employees. Mostly the focus is on the internal attributes. External attributes are neglected. Social capital demands the external attributes of the employee or the productive human to come to the fore. This has to be recognised by the human resource managers. The connections of the capital human in the social system thus become conspicuous by the imposed demands of competitive survival. Social capital takes in communities of practice, task-oriented knowledge exchanges, information flows sans overload, interest groups, stakeholder groups, social network between employees and so on. Social capital connects human capital and charges and recharges the capital human along with other sources.

Social capital is expected to become the game changer in human resource management. It will be prudent to understand this probability in future interactions of human resource management. This statement is a kind of warning for strategic human resource professionals to watch out. Knowledge-based organisations may find social capital as one of the core competencies, according to Ronald Burt of the University of Chicago (Blog).¹⁹ But human resource management is not just academics; it is a battle field of knowledge administration in an organisation and is wide open in every human system where human output is demanded. The profes-

¹⁸ Major violence erupted in India's Maruti Suzuki plant between workers and management on 19 July 2012. The violence erupted when a worker beat up the supervisor on the shop floor for allegedly making obscene remarks. The general manager, human relations, died of burn injuries and 40 were injured. The plant has seen violence on various occasions before. There were also complaints that many who involved in violence were not from the plant. Also, Paleri. P, Case 2—Maruti Suzuki Indian Ltd., Manesar (2012) in *Examining the Role and Functions of Independent Directors in Forestalling Industrial Violence—Indian Perspective*, dissertation, Institute of Directors, New Delhi, August 2012.

¹⁹ Social Capital and Power of Weak Ties, blog.nus.edu.sg/audreyc/2015/03/29/social-capital-and-the-power-of-weak-ties/, accessed 31 March 2015.

sional outlook is obvious from the fact that many theories on social capital and human resource management originate from corporate sectors.

Social capital is an attribute to the capital human to grow further within a human system. The social capital net worth of an employee contributes to his or her capitalisation as a capital human. In any recruitment process, the human resource managers could examine the gross social capital value of the prospective employee. The gross value is the social capital limit of the individual at the time of recruitment. The net value is what that can be extracted after placement. The task in front of the human resource manager is twofold: (1) extract the net worth as close as the gross value, and (2) increase the gross value while in employment. The gross social capital in the organisation needs to be established for maximising extraction through the capital human. This includes managing their individual social capital. In spite of the projected individual approach in the capitalisation of social capital, it has to be understood that the proceeds of the attempts to enhance social capital go to the entire group of individuals unlike in personal development programmes. There are many individual development programmes in various organisations. In social capital development, the attempt is collective development as a group aiming at the individual as part of the group behaviour. However, the intake of each individual of the social capital factor will be different because of the natural individual differentiation. Simply put, the recipient of human capital development is the individual, whereas that of social capital development is the group and the individual as part of the group. Both together add value to the capital human. The human resource managers engaged in training and development should appreciate the difference.

Social capital supports the enhancement of the organisation by linking internal connections of individuals with external connections as a group. The individual's channel will not remain just vertical as in a hierarchical organisation but will also spread out diagonally and horizontally. It will create the matrix effect giving more room for effectiveness in an organisation even if it is in line or any other non-matrix format. Growth is a passage from now to the next. For that, the organisation should know where it is now and where it has to go and should have precise measuring and control mechanisms to plot the passage or appreciate the direction towards future. The gaps will indicate the requirement of knowledge exchange.

Like any other dynamic conceptions, the ideas of human capital and social capital too change constantly. These changes are to be observed precisely to enhance their value to the organisation.

6.4.6 Enter the Capital Human

In all these studies, the main issue is to search and identify the position of a human in the abstractionism of capital. The odds against humans as capital are in the definitions of factors of production and the conventional definition of capital. Capital is separate from labour in factors of production. Hence humans are not capital under this argument. In classical studies only finance is capital. That also matches closely

while deliberating the factors of production. Humans are not involved as investment means or instruments in a productive activity. If not, what are they for? Under the creorder principle, capital is not finance and hence not capital but the acquired or inherited power vested in a few people who decide the spin of the world beyond governments. Does it mean such people are chosen at random by another abstraction called destiny? That complexifies²⁰ the already existing abstractionism in capital theory, unless destiny is termed as the 'end point'. Not a practical idea to add, yet another abstractionist conundrum.

In one of its definitions, human capital is considered the stock of knowledge, habits, social and personality attributes including creativity, embodied in the ability to perform labour so as to produce economic value (Wikipedia). This seems to be an acceptable one according to the period. In this process labour becomes capital, and the capital in factors of production becomes the financial capital or any other capital that is not human. But there is a more interesting qualifier. They are capital when employed in the production of economic value which certainly means wealth generation. Hence any entity when used for wealth generation should qualify for branding as capital. Here human beings certainly become capital when involved in wealth generation or productive activities.

The qualifier for humans to be capital are when (1) employed for economic output which means any form of wealth generation leading to enhanced quality of life and (2) in possession of the properties that a capital should have in the case of human which includes skills, knowledge, etc. Under these conditions, a human who possesses the productive vitality in select activity when employed for economic purposes as part of wealth generation becomes a capital in a business or other activity environment. The factors that govern the human to become qualified for capitalisation are the following:

1. Possession of the vital qualities for production in the select activity. The quantum of vital quality is not critical. The vital qualities are the principal skills mentioned before—conceptual, technical, managerial, governance and leadership, in relation to the concerned activity.
2. There should be an activity that needs to be performed appropriate to the chosen activity profile within the human activity pyramid. Under this principle, the individual human extends beyond the business or economic activity into the human activity pyramid.

Accordingly, the individual qualifies as capital that could be invested in the activity desirably for maximum return. Maximum return is an indefinite condition since the return from the human will vary individually and the conditions the individual faces at the time of activity including his or her own vital quality limitations. This makes each individual performer a separate asset with different value for investment. Hence each human is an independent capital asset. This qualifies the productive individual human a capital human. Capital human is different from human capital to the extent of his or her capital value at a given time. This aspect is vital to

²⁰The term complexifies in this expression 'almost' means to make things complex. Related to the act of complexification (mathematics).

measure the return from the individual. In this case a human being is not fungible. In another sense, a human in an activity environment cannot be replaced by another of exact replacement value. The replacement (succession in human resource management) will be by another capital human whose value can be either higher or lower than the one who is replaced.

Every capital asset is replaced at one time or another. Humans are the only one who is replaced under a variable capitalisation theme. Because humans are:

- Expandable and self-generating with use: for example, as doctors get more experience, their competence base will increase, as will their endowment of human capital. The economics of scarcity is replaced by the economics of self-generation.
- Transportable and shareable: competence, especially knowledge, can be moved and shared. This transfer does not prevent its use by the original holder. However, the transfer of knowledge may reduce its scarcity value to its original possessor.

The possessions of the capital human lead to the individual's productivity quotient. Within the vital skills required for a human to perform an activity, the productivity quotient will remain as a factor of human capability. Ideally, the more capable, the more will be the output. But the output will depend entirely on the combined physical and mental frame of the individual during performance. Hence, the productive output even in the highest physical and mental order of a person will depend upon the individual's maximum capability. Both are variables. While the capability varies with knowledge, the physical and mental framework becomes conducive with the necessary biogenic or physiopsychological motivational factors of survival.

6.5 Summation

This chapter introduces the idea of considering every human with a capital value for investment and reinvestment in identified activities. The capital value of humans in an activity can be enhanced externally by human investment managers and internally by the humans themselves at all times. The methods of capitalising humans are yet to be explored from this perspective. Various methods of developing a person in an organisation exist within the ambit of the present-day human resource management. They are known under various names and titles—organisational development, training and development, executive development, etc. Various techniques are employed—classroom training, simple advising, sermonising, anecdote discourses by those who think they have seen it all, stuffing alive in coffins for short durations, dispatching to islands for survival, training through belief systems, live situations, etc. Organisational heads and honchos experiment a million ways to get their people strike it better than their competitors. It works, because they believe it works. But the question is, 'Does it increase the value of the human under guaranteed increase in productive returns?' This is the question in capitalising human. The first step for that is to shift the gear

from the principle of the fungible human capital to capital human which every individual is, with values that will not only vary but also vacillate.

The idea of capital human evolves from the fact that the human can be capitalised before and throughout the investment. Productive returns can be harvested out of him or her as from the grape vines in a vineyard or any other plantation. The subject is capitalising human. The shift required from the present-day human resource management is a simple alteration of course so minor that may not be even felt. But the diversion in productive outcomes could be in an arc that will continue widening in terms of productivity and individual growth as time progresses.

The world is already late for a change to the next level of human management in every field. Even the terrorists and militants who got the maximum freedom in human deployment are basically in the same sack experimenting with the old methods (there are comical reasons why militants can't do better). The world needs to understand the investment value of a capital human and not human capital and, thereafter, how to capitalise the individual for increased returns in individual and group activities. It calls for a human guidance system.

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Chapter 7

Guided Human

Can humans be trained towards performance targets like guided missiles?

No, but yes, by programming them to guide themselves.

Abstract Humans can be guided to guide themselves in whatever they do. It is a reality factor in human engagement that is amplified in this chapter. The task of a human manager in this regard is to programme the people to guide themselves towards the target—the identified activity objectives. They, of course, cannot be compared to a guided missile. The missile is an allegorical expression to drive home the idea of guidance with respect to an active human. Humans are smart investment material (see [Glossary](#)) by their intellect. The intellect can appreciate the principle behind guidance and can easily absorb the idea to apply by itself after intellectual substantiation. Human managers can guide the people under them with whom they interact in an activity profile to guide themselves towards the objective of productivity maximisation, whatever the activity may be.

Keywords Guided human • Investment material • Psychophysiology • Physiopsychology • Knowledge generation

7.1 Introduction

Humans are not guided missiles. But they can be guided onto the (locked on) targets. A guided missile is guided by the programmes made external to it by humans. The programmes drive the missile to the locked on target or the altered and relocked target with precision accuracy barring misses and near misses at times. The missiles can also turn rogues under misplaced guidance. A missile is trailed by humans directly or indirectly from conception to destruction. Even when it misbehaves roguishly, it has a human element somewhere attached to the behaviour. The missile follows the guidance external to the warhead. This is applicable to all smart

weapons or various other homing devices like an autopilot in an airplane or a ship, a torpedo in a submarine or a futuristic smart bullet that will hit the dot.

Can a human be guided accordingly? Yes, with a difference. Human is smart and could be invested smartly in the workplace to achieve the desired perfection. In fact the human is smarter than any of the 'smart whatever'. Why? Because, humans make them. The human, unlike a missile, can also change the programme superimposing self-created 'programmes' during the flight of activity. A human engaged in an activity controls the activity by such superimposition. This straightforward look-into-the-whole explains the most important aspect of human management: a human cannot make another human to produce the desired result in an activity to perfection unless he or she has the permission or tacit understanding of the individual under controlled guidance. In other words, ultimately one needs the permission of the other to 'guide' him or her. This is true even in directing a subject towards hypnosis. However, the weapon designer doesn't need the permission of the missile to engineer it for the desired requirement. This statement may not find acceptance as a finding. Because it is too simple, everyone knows it. There is nothing new about it. The matter is that such statement has not been stated categorically so far. It doesn't come in the media or reflect in academic discussions. Stock brokers suggest when to buy or sell a stock; they don't do it themselves to earn profit. They are satisfied with the meagre commission of broking. Humans function under many limitations, often self-imposed. That is why humans teach or coach others to become smart or resort to mediate communication like this book to convey a point. They are smart in that activity but need not be in what they teach their tyros to become. A war is not fought well by the generals but the soldiers, the generals included. But the real meaning of the statement is still hidden. A judo master or a ninja sensei need not be killers, but they can change a person to a perfect killer. Even an individual human may find it difficult to produce results under the conflict of external control and internal acceptance unless he or she has permission to do so from the 'self' within. Here lies the catch in human management.

'My boss wants me to do it; I agree it should be done, but I am unable to do it' is an elemental syndrome guided by psychophysiological (unlike physiopsychological) cues in a person's life. Let us get into the cesspool a bit deeper without invoking a duel between art and science. It can be done using plain and simple common sense. A term that will come handy is physiopsychology.¹ The term stands alone in this study. When combined with psychophysiology,² the word needs to be comparatively assessed for clarity of perception. First, the terms are not reciprocal to each other. The meanings differ far and wide. In this study on human management, the term physiopsychology is used to explain the combined effect of body and mind in performing an activity. It is not exclusively or seemingly the way the physical functions or demands on them affecting the brain or the mental faculty function.

The words may not be incisive to the extent of impression and direction but have liturgical meanings to explain the basics of an investigating thesis to understand the

¹ See [Glossary](#).

² See [Glossary](#).

guided humans.³ The only difference, as in every individual, is that the guided humans are also not identical. This separation is retained by everyone in a human system. That is the purpose of examining the two combo words for their meanings relative to the topic of study. The term psychophysiological is about the effect of the brain functions over the body. It is the study of correlations between the mind, behaviour and body mechanisms. Psychosomatic behaviour is induced by psychophysiology. The behaviour can be common or identical in two individuals. The term psychosomatic relates to disorders or abnormalities having physical symptoms originating from mental or emotional causes. A healthy person who witnesses the death of a close colleague by cardiac arrest may soon start getting the feel of the symptoms psychosomatically. A student may experience numbness of shoulders and arms if under stress and strain of impending examination. The psychosomatic indicators may need treatments. It is about the 'disease' that has physical effect under mental influence. The term is sometimes called physiological psychology but not physiopsychology as mentioned in this study. The term physiopsychology is not in vogue yet. When used in this study, it does not mean symptoms in the mind caused by the body or, in the near reciprocal term, a kind of somatopsychic condition. It is important here to seal the meaning of the word as the combined effect of body and mind where mind is the consciousness exclusive to humans (*Homo sapiens*) that originates in the brain and is manifested especially in the thought, perception, emotion, will, memory and imagination. Of course, it is much more than that; it is to be studied further. Ultimately it is the human intellect that guides. But intellect is still an abstract term. Dependence on abstractionism is essential in knowledge generation⁴ and retention. Abstractionism can serve as the scaffold of knowledge generation. But it has to be removed once it is done, and advance on to the next, again by scaffolding. Conjuring hard realities through abstractionism, when the process and structure of the argument are not lucidly clear, allows handling knowledge faster than time-consuming manipulation of data. Abstractionist perception is a brain function that probably is there by default to overcome delay in thinking stimulated by sensory perceptions. They have very limited power. The power of the human is in the brain. Human brain is a ploy tucked as part of the body of the *Homo sapiens* for being the smart survivor of the new kind. The brain is the power behind human occupation for survival.

7.2 Human Occupation

Human occupation is the general term for the activities associated with the existent living of humans individually and collectively. Human occupation characterises human nature under associated conditions. The term is primarily associated with career as well as health and being. Career, besides being a chosen activity pursuing the source of livelihood, is also causal to health and well-being of humans through occupational exchanges. The focus of human occupation is on daily life. Career or

³ See [Glossary](#).

⁴ See [Glossary](#).

vocational occupation consumes maximum time in the human activity profile. Career as an activity, whether paid or unpaid, contributes to human identity, especially in the individual mode of behaviour. There are various studies on human occupation.

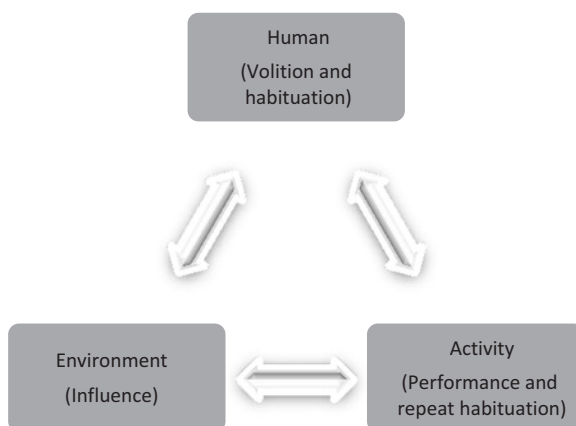
7.2.1 Model of Human Occupation

The model of human occupation (MOHO) performs in three layers: (1) sense of capacity and self-efficacy, (2) values and (3) interests. In this process, the human is guided by habits and roles to interact with the environment through occupation (Kielhoffner 1980).⁵ The performance is enabled by physical and mental components that form the subject of physiopsychology, the physical and mental components that work together. Under these parameters the human has to perform within the inherent capacity limitations.

The model considers the human an open system which is self-organising in interaction with the environment. Occupation is the key for the human to interact with the environment. Humans cannot remain without being in interaction with the environment. It also means that humans are ever occupied to be in constant congruence with environment. It is a need for survival (Fig. 7.1).

Figure 7.1 shows the closed system model of human environment–activity congruence with MOHO incorporation. Human interaction with environment results in activity. Humans are always in interaction with the environment. It means activity is manifested in humans. Therefore, productive results of an activity can be maximised by the prepared support of humans.

Fig. 7.1 Human environment–activity congruence with MOHO incorporation



⁵Gary Kielhoffner (1949–2010) was the originator of MOHO. It further led him to the study of occupational therapy.

The MOHO theory attempts to explain how a person uses ‘whatever he or she has’ as inputs to interact with the environment. The output is the result through occupation. Some scholars may consider the occupation as output. It doesn’t matter. ‘Whatever-the-person-has’ is more important. That is the input of the open system. That includes volition, habituation and performance capacity. Volition is a conscious decision. Here consciousness matters as there could be subconscious and unconscious decisions. Volition motivates the occupation by conscious decision. Habituation patterns it. According to this concept, individuals are motivated by values, interests and personal causation. The occupational performance is structured through doing or performing, which turns it to occupational behaviour all the time reactively absorbing feedback into the system. This is the driver of change in occupation and performance. All the parameters of occupation not only drive it but interactively resonate according to occupational therapist Gary Kielhoffner (1949–2010), the originator of MOHO.

The purpose of human occupation model according to Kielhoffner is to understand how human occupation is motivated (volitionally decided), to be accustomed or organised (habituation), performed (performance) and influenced (by environment). Motivation is a volitional decision. Habituation makes the occupation familiar and organised. Performance makes it practical and result oriented. The environment influences every occupation. The concept of MOHO is not aimed at improving productivity but providing occupational therapy to people. This is important to understand. In this study the theory is examined to identify and appreciate the guiding human, who ultimately is everybody, and the ‘whats’ and ‘hows’ of guidance.

According to MOHO, humans are motivated to perform activities with the desired objective of filling and fulfilling their lives. In this process the people carry out different tasks. MOHO explains why people perform different tasks. Interestingly MOHO finds one person may like to engage in an activity that another may abhor. It happens every day, every moment in one’s life. It explains why one doesn’t do what the other may attempt. One may find an activity valuable, whereas for another it may be a waste of time. The mental cues behind such activities are complex but can be used for behavioural modification in the workplace or activity arena. MOHO finds life made up of recurrent patterns of behaviour in familiar physical and social environments. People repeatedly follow particular behavioural patterns in doing things repeatedly over and over without change. Major part of the time span in life is dedicated to repeat patterns of activities. These routine patterns support the fulfilment of role responsibilities. These activities give life a purpose or sense influenced by the environment regularly. Does this mean people prefer repeat work and not change? Does this answer the perennial and omnipresent resistance to change visible in humans all over the globe? Does this answer the denial to acceptance delay through the five steps mentioned earlier in this study? Watch a stay-at-home Maori lady in Waikato in New Zealand caring for others in the household day and night, office goers of Manhattan in America on a busy morning, an almost static homeless person residing in a small park in Akasaka in central Tokyo in Japan carrying one umbrella or more to sell to the commuters caught in an unexpected cloud burst or

the lone policeman at the tri-junction of a road in Kannur in South India who never leaves his place of duty come scorching sun or pouring rain.⁶ They are all engaged day after day after day in repeat occupation or activity. According to the old-fashioned industrial psychology, now almost redundant in usage as a term, such people should feel the activity monotonous or boring with or without fatigue. But they don't. Instead they feel amazingly fulfilled and enjoy their interaction with environment they are in.⁷ According to MOHO, people perform daily activities repeatedly with an uncanny ability to figure out how to get things done by coordinating action and share information through communication. Daily activities of humans are motivated and organised into everyday life pattern for performance in the context of the environment. This is how occupational therapists deal with their subject of profession.

7.2.2 Occupational Therapy and Occupational Rejuvenation and Development

In occupational therapy (OT) trained experts apply the occupation as a therapeutic tool to cure or regenerate the active functions in a person considered suffering from dysfunctional problems in performing activities. The problem is the inability of the person to cohabitate with the environment. A person has to interact with the environment constantly under activities according to the concept of MOHO. It is a need of life. The idea of such interactive habitation through activity existed in very ancient times when simple daily activity like bathing has been used therapeutically to treat mentally restless people and those with psychosomatic symptoms. Such treatment existed in Greece, India and various other countries. People with physical, mental or cognitive disorders were found responding to occupational therapy, and the practice continued. Today, it is widely practised for handling physiopsychological and psychophysiological imbalances in individuals. The methods used are for reviving the daily work style based on activity and not as promotional methods for increased work output. The purpose is therapeutic. It is not developmental. The idea is to remove the visible disorder. But the reality is that every human, from presidents to pan handlers (all varieties of them), has limitations in getting along with activities in daily life. The only common denominator in the activity profile of a human is the need to perform activities. It is common in all able human as a vital necessity for life.⁸ But the ability to perform and, accordingly, the quantum of result of performance vary in each performing human not only in comparison with others but also in comparison with oneself at different times. This is a significant finding. Extension of occupational therapy in a nontherapeutic developmental or rejuvenation mode

⁶From author's select and repeat observations.

⁷Self-actualisation explained earlier at the levels 1 and 2.

⁸It is reiterated that an able human in this definition is anybody and everybody including physically disabled congenitally or by diseases unless the brain damaged for normal intellectual functions.

has never been tried out or researched seriously. Occupational rejuvenation and development (ORD) as an upgraded version of occupational therapy or treatment for 'normal' people could lead to performance upgradation in cases related to work output according to this study. A person who fails to produce the desired result has a problem even though it is not identified or treated as a problem. Examples can be found in employee turnover, absenteeism or other behavioural patterns such as gossips, rumour mongering and unvarying complaints in the work environment. Human experts believe such patterns are linked with dissatisfaction and adaptability issues in work environment. It could also be the act of guidance from within the individuals when faced with dissatisfaction and inability to focus on output perfection. Such acts could be self-correcting devices or procedures by default. Gossip weans away the choked feeling induced by activity sentiments in a human system. There are humans who may not attend a crucial recruitment process for not missing a function at home even if the probability of getting selected is high. They don't care that they are missing a vital job opportunity. They may rationalise their action talking about the second chance. And, life goes on incessantly. Such behaviour as well as low performance in work area can be considered normal according to standards. This limiting line is based on the fact and understanding that a human in anyway cannot cross or surpass the boundary of individual capacity at any given time. There are two issues here: (1) getting the individual to reach the boundary or perimeter of performance with respect to his or her own capacity and (2) further extending or stretching the boundary as far as possible. There is one more. That could be the third option: make the person get into a boundaryless frame of capacity. Prior to such an attempt, one has to ensure whether the individual can bear it. In all these perspectives, occupational rejuvenation and development (the modified and suggested form of occupational therapy in this study from the human management point of view) can come handy at least in tapping the maximum within the capacity perimeter of the human at all times. Stretching the boundary is another matter and is not believed to be possible within the realm of ORD, the suggestion for altered occupational therapy. The theory and findings of Asclepiades of Bithynia (124–40 B.C.) about the power of occupational methods should work for modern-day (limited capacity) humans. That means for everyone. Only one has to site the alternatives related to contemporary activities and change them as and when the scenario changes in the future to enhance human productive returns.

The attempts in this direction since the middle of the last century revolved around ergonomics and anthropometric data management. It was closely associated with occupational therapy. The aim was improving workplace productivity. The subject is still taught to students of organisational productivity in human resource management and other topics. The idea of ergonomics has been popularised by smart business operators to increase productivity. The results have been encouraging. But the focus again was not on enhancing productivity—stretching beyond boundary of capacity—but preventing injuries, accidents and other discomforts and discomfures in relation to production. The companies seek the support of OT experts in this activity to improve workplace productivity. It could be better if OT is upgraded to ORD in productivity-oriented studies. Of course, the subject needs to be researched

and made pragmatic for human application. This will be required for developing human management beyond the conventional human resource management.

Ergonomics covers almost all aspects of workplace and product design. The aim is to provide the performing human access at ease to perform and continue an activity till end. The focus of ergonomics is mostly in the areas for physical stress and strain. The aim is to eliminate or reduce them. There are also cases where ergonomic studies cater for physiopsychological functions. However, it could be seen that ergonomics similar to occupational therapy allows the tapping of human ability within the limits possessed by the individual, but not in stretching it by enhancement. ORD allows both, for which appropriate methods have to be identified. In human resource development, stretching the capability is attempted by various means related to development. Job enrichment, job enlargement, flexible schedules, etc., are methods that are being tried out among many to tap the employee capacity. But it ends up as kinds of methods for assured employee retention more than employee productivity. In all these attempts and possible solutions for human occupational rejuvenation and development, the attempts are to increase or enhance productivity qualitatively and quantitatively. It is a kind of precision delivery of the attack weapon to the target with a guidance system. In general, it means the individual human is guided personally or through the group he or she belongs to. Before examining this phenomenon—the guiding system for humans to act precisely—it is necessary to examine some of the human facts and fallacies related to occupational activities.

There are many situations where a human being performs what are often depicted as ‘extraordinary’ feats. There are many ‘lists’ to record such feats. Human investment management does not recognise this aspect. No human can perform extraordinary feats. A listed extraordinary feat performed by a human is just an ordinary activity for the individual who did it perfectly at a particular time. Humans are simply not capable of performing amazingly (like a friendly neighbourhood whatever) according to human investment management. Every feat is ordinary with respect to the person who performed it. It is within the limited capability of the performer. The kamikaze pilots of the imperial Japanese forces destroyed enemy warships by crashing on them in the concluding stages of the Second World War. The war had become decisive by then, and Japan didn’t want to surrender to the allies. The kamikazes guided themselves to crash their aircraft loaded with explosives on enemy warships. They spread fear and panic among the enemy naval personnel who could not believe what came down from the sky. Such incidents are frequent among military and non-military combatants facing self-guided death in an activity. Such acts may be talked about as extraordinary. But to seriously think of it, doesn’t every soldier or adventurer have a tendency to self-guide to self-destruction in their acts? Is there a difference between a soldier who hits the enemy deep into the territory and a kamikaze pilot? There doesn’t seem to be a difference, as all soldiers know death by self-destruction could be the end of their act. In an extended version, it happens to all. The lumberjacks and marine fishers perform the most dangerous activities on Earth according to surveys on occupational safety (List 25). Maximum casualties are associated with these professions (yes, the military may

take a back seat). But this does not stop them from working and experiencing their jobs. These people guide themselves or, what others may call, drive themselves to perform and so are those involved in high-risk adventures and many other activities—the fire fighters, mountain guides, sea rescue operators, high-rise building workers and many who may volunteer for such activities and operations that were never carried out before. How do they achieve such performance at the exceptional level? Outstanding or exceptional performance is the kind of performance that one may not normally expect from someone. It can be seen in entertainment, sports, adventure activities, etc. Many of the performers in these fields may be watched in awe by people. The results will be amazing according to them. In reality the so-called exceptional performances are actually non-exceptional. Exceptional is a relative term. The performer is capable of doing exceptional performance relative to the observer. Such performance is within their capability. Even a person who is physically disabled may perform exceptionally well. But do they perform when mentally troubled? No, not exactly. Performance is seriously influenced by the mental process. The mind has to be healthy to the standard where the perceptions have to be to the point with healthy neurons and neural system. The guidance comes from the mind, the intellect that supports all human primal activities of survival. All these show that every human is guided by cues and stimulations external as well as internal to him or her. Cognitive development, education, determination, cues and stimulus, occupational therapy, etc., are some of the vast guidance systems that the humans consider for self-guidance for performing actions. The self-guidance system of an individual human can be different from another at a particular time and in relation to the action. That is also the reason why different humans perform differently in similar acts under similar conditions.

The behavioural sciences and the present-day human resource management have identified many types of humans in performance. Some of them, familiar to human managers and management students, are examined further, basically to drive home an idea that could be taken as universal in the study of capitalising human for investment: the common trait of guidance within a human.

7.2.3 Protean Human

Proteus was an early male aquatic deity in Greek mythology. He could change his looks whenever he wanted to. He didn't need a cosmetologist or makeup artist for that. Is that what the human wish for? We do not know. Proteus could change shape and form easily. He possessed heightened versatility and mutability. He was not a transformer in the Hollywood parlance. There is an element of physiopsychology in this appreciation of transforming-at-will personalities. Still there is not much talk about protean human going around. But the field of human resource management recognises protean careers. In a protean career, the individual takes ownership of his or her career. It means, under the protean career principle, a protean human should be simply someone who takes ownership of the career. Rather, the term protean

human is more appropriate than protean career since career cannot change by itself unless there is a human behind it. Career is a human attachment. Humans are not attached to career (should not be). One has to look deep to understand it. It is this human, the one on whom the career or action is attached, the topic of human management intends to refer to as a guided human. But there are some difficulties. The protean human assumes difference from others in the activity environment by performing different activities in the life span similar to changing form and shape without externally visible reasons. The protean humans are expected to be relatively flexible, versatile and adaptable. They manage all their work, education and training experiences and make changes in the type of career whenever they feel to do so. For the protean human, success comes as exclusive psychological sensation unlike what is perceived by the external human system in the form of position, income or power. Protean human is on a personal appreciation drive unlike others who cling on to external perception drive as far as success is concerned. This argument is valid when the humans are divided into two classes: protean and non-protean. What if all humans are somewhat protean if not totally? Here the entire scenario changes. The hypothesis is that in every human there is a Proteus. If that is proven then it is only a matter of pleasing or, in a more godly sense, propitiating the Proteus inside the human to wean away the performer from the reward of money to psychological success for productivity leading to the ultimate objective—wealth or affluence generation for improving quality of life. The question then will be ‘How protean is today’s Proteus in appeasement?’ In this odyssey, one may find that everyone works for reward, even those who declare otherwise. In this statement reward also includes award, bestowed for performance or quality, which is considered a reward in a different form in human management. Reward, including award, is the light that is needed to attract the performing human. The only aspect is that the meaning of reward is different for different humans. For some it could even be the need to deny the reward at the end of an action for conveying a political or social message. Opportunity to deny the reward or negate it is a reward by itself. The reward the individual expects from such an act is more than the reward the individual negates. Therefore, in this complex world of performance, rewardlessness is also a reward. ‘I want to be rewarded big so that I can deny accepting it for a still bigger return’ is the principle of vanity in the latter case. For such people, non-acceptance of a reward is larger than the acceptance of it for action performed. Non-acceptance also means returning a reward or award which many do implying ideological differences that may actually mean accruing higher benefits through recognition.⁹ The protean theory explains perception of reward more than the characteristic flexibility and instant mutation of action.

⁹There are elected politicians in India (and perhaps elsewhere) who take home as if in the most humble way just a rupee from their salary in the job as a minister that could be valued a fraction more than a penny in the United States (1-cent coin). The question whether they are just a penny worth or craving for a ‘penny for thought’ may find voluminous answers in humans and their hunger for rewards and awards beyond monetary compensations.

Table 7.1 Protean human and traditional human in career

Elements	Protean human	Traditional human
Career	Owens the career	Organisation owns career
Mobility in career	Freedom and growth	Advancement in career line
Core values of career	High	Lower
Criteria for success	Psychological satisfaction	Power, position, remuneration
Attributes	Committed to work	Committed to organisation

The protean defines performance in an activity-driven career by self-driven views on success which is based on psychological achievement. It is not materialistic or power-centred success as one can argue. But, strictly, they too are motivated psychologically, hence not different from the origination. This viewpoint can be seen even in the rich and powerful who first years for material benefits and then for non-material benefits in the form of recognition. They are not devoid of Proteus in them. But those who originated the theory may disagree with the argument that every human is protean to some extent. Even otherwise, by reversing the protean career theory to protean human theory, one could identify the protean human different from a traditional human, if one such human exists, according to their ways with their careers. Table 7.1 shows the protean human against the traditional human. The table is a reversal of Douglas T. Hall's (1976) idea of protean career and traditional career.

The viewpoint emphasises that there are two types of performing humans. One looks for psychological satisfaction centred on work, whereas the other looks deeply on power, money and perks of affluence (assuming power, money and perks are considered different from psychological satisfaction in this argument, though it may have physiopsychological motives). There is no other human in the action world. Everyone needs something from a career though it is only one of the activities he or she is engaged in. Nobody performs an action for nothing in the human system though such action is advocated in ancient scriptures (the *karma* theory based on don't think of reward while performing duties). The advocacy remains within the strictures encapsulated in time. Everyone attempts to maximise reward through action. Out of the two types of people mentioned, the former is more committed to work than the other who will go along with the organisation. However, it is not sure whether humans can be divided into such cut and dry exemplars. The topic of protean human turns around here as a separate human.

This study considers the idea of protean human more mythopoeian than Proteus himself at the outset but doesn't intend to leave it. The interesting fact is that the findings of the scholars on protean career are proper because it is through them one could reach to the protean human who, if exists, is none other than all the humans with varying degree of protean philosophy embedded in them. The finding of a scholar branches out for another to delve deeper in the course of time. Hence, the protean principle should stay. If so, all humans can be proteanised for productivity without much difficulty. Another argument is that the power and status are held by an absolute minority of people in the world. It is arrogantly factual and will not

change. That is how human systems function. The powerful minority in the global human system possess unimaginably (even for them) extreme wealth and power to control the governments and people of the world. They can be counted on the fingers of the limited members of a happy joint family. Amazingly, quite a few among these few could exhibit proteanism by nature in spite of the huge wealth and power they have accumulated. Turn around and view closely; one can witness this phenomenon in everyone whether rich and powerful or not. Here the expressions rich and powerful mean the quantum required to control and lead the governments and the people of the world. That is why this study takes the steps to consider proteanism is common to all. This also means proteanism is nothing but one of the guiding principles in the guided human. The ultimate conclusion is that there is a kind of self-guidance in all humans to shift as they individually feel right. It is caused and shaped by the internal and external cues and stimuli in their mental and activity profiles. To understand the guiding human, one has to look for at least a select variety of inducements even beyond the proteanism of the guiding principles.

7.2.4 Self-Destructive Human

Are humans self-destructive? Here, the arguments show that destruction is in the minds of the humans as many of their acts reveal. This is not visible in other life forms. The phantoms in the human brain can guide them towards self-destruction. It has been once commented that the psychology of invention is destruction (Paleri 2008). Inventor and science fiction writer Arthur C. Clarke (1917–2008) had doubted whether human intelligence had any survival value (Quora). What if self-destruction is the need for human survival (see Chap. 2)? Self-destruction is destroying self, not others. The latter is also a human specialty. This has been mentioned in the beginning. Theoretically, the ultimate act of self-destruction is killing self. The argument is based on depletion of death resistance in a human being. The depletion occurs only when all the forms of genomic survival defaults within the individual erode completely. Self-destruction has another form. In this form the individual dies knowingly engaged in the act of killing others, which, probably, is the only purpose of the act. Killing self in such acts is incidental though mindful. It is a productive act, whereas killing self under erosion of survival instincts is non-productive in action. Consequences of such act are irrelevant to the individual. Hence, self-destruction is different under different situations and conditions. The study of capitalising human has to look deeper into both as they impact on production. Humans become non-productive only when disabled for activity or dead. However, the analysis at the moment is with respect to the act of self-destruction in the direct process of productive action. The next question is, 'If humans are self-destructive in the productive fields, up to what degree the tendency towards the act will be visible?' The commonly held assumption that suicide killers of the militant variety were driven by direct experiences of deprivation and flagrant injustice is not supported by any strong evidence. They still hold the survival instinct in spite of being dead

enders. The equally popular belief that they must have been severely disturbed psychologically is also not confirmed by studies of those suicide combatants who had survived. The lone survivor of the shabby backpacker terrorists, who came across the border and attacked Mumbai in India on 26 November 2008 slaughtering innocent people of the metropolis, never showed any remorse or depression. He wanted to live. Further, it is clear that suicide bombing is not limited to one fundamentalist or radical group. Every human can get into it without differences. Therefore, although there are ideological and religious aspects to the belief systems of many such killers, they do not explain why any given person would actually carry out the attack. There is thus a value in giving more attention to the psychological and socio-psychological processes by which individuals become radicalised to the point they will take their own lives as part of killing others. It is proposed that consideration of the parallels between suicide bombing and other forms of suicidal acts as well as violent crimes will assist an understanding of how educated, apparently modern, citizens could perpetrate and carry out suicidal attacks of the type of July 2005 bombings in London and the 11 September 2001 (in four coordinated attacks) destruction in the United States. The perpetrators executed the activities flawlessly well. It was the culmination of a long-term engagement with a purpose. The output was unbelievably perfect to the extent it looked as if they had been given a free hand within a time frame to do what they wanted to do.¹⁰ They were not deranged people with respect to their performance in action. They were normal within the relative abnormality of their deeds. The limited material available on the experiences of suicide bombers suggests that some at least are most readily driven by sophisticated understanding of guerrilla strategies or political or religious dogma. Analogies to spree killing or mass cult suicides are therefore illuminating. Even individual, depressive suicides throw some light on what may be the cognitive processes that enable people to carry out such destructive acts. Central to all these processes are two focal aspects of the killers' cognitions: (a) a 'cognitive simplicity' that makes a very stark distinction between the 'in-group' the bomber identifies with and everyone else and (b) the belief that the 'out-group' is implacably set on an immovable path that denies the 'in-group's' identity so that suicide is the only way of influencing that 'out-group'. This is summarised as the 'Samson syndrome', according to the findings published in investigative psychology. The analogy is given after the biblical example of a final act of self-destructive vengeance. Therefore, it follows that to reduce the likelihood of such occurrences beyond the widely discussed political strategies, effort should be put into enriching the conceptualisations held within various subgroups about the diversity of society, encouraging potential bombers to accept the complexity of their own identities (Canter 2006).

Another guided group is the already mentioned kamikaze pilots who destroyed American warships in the Battle of Leyte Gulf in October 1944. The soldier became the weapon. Vice Admiral Onishi Takijiro who turned the kamikazes on to American warships was the human manager at that moment. It was his idea to hit the enemy

¹⁰The intonation of free hand in the militant operation is neither tested nor proved. It is used only to emphasise the perfection in the act of the unlawful activists.

when Japan was already losing. The planes turned to missiles guided by human pilots. Here the pilots did not need the normal training. They were not trained to land. They were only taught to take off and crash! It was fast and killing more for less if the cost and time of training was considered. This is how the suicide or rather disposal humans are managed for work output. It is not easy to shoot down a self-destructive pilot. The word 'kamikaze' means divine or spirit wind recalling the storms that were believed to have protected Japan twice from the invading naval forces of Kublai Khan, the Mongol, in 1274 and 1281. The term thus became a national propaganda for guiding the kamikaze and instilling courage to kill as a dead ender in them. The term guided the pilots who were fresh students picked up from universities. They were provided with limited training. In Okinawa 300 airplanes at a time crashed on to the allied fleet. The thought of kamikaze sends shivers down the spines of American naval personnel. Kamikazes, all in all, sank around 300 American warships. The casualties were about 15,000. Takijiro, their chief supervisor and director, committed suicide on the eve of Japanese surrender after Truman nuked Japan twice. Takijiro's end was a plain committal of an act with no productive results unlike his kamikazes. The pilots gave results that exceeded the inputs. The power of self-destruction is seemingly high when it comes to productive results. They were guided, though some of them were said to have been forced. Forcing is also guidance of the harsh variety. In both cases, the kamikazes were invested for desired returns. Takijiro deserves credit for attempting a different style of human management for what he felt right. He invested his people for the desired return, though it was only a tactical gain that didn't contribute to strategic victory.

Is war a profession or a normal human activity? Or, as a friend asked me, is it a paranormal activity carried out by normal people? Let us forget the last one. If a profession, is it a self-destructive one? Here one can see a divide. War may not yield as powerful an output as one can witness in the Samson syndrome or option¹¹ (Atteberry 2003) or kamikaze dive of the dead enders. The psychology of war is not exceptional. The lawful military is known to be a place where one is well treated with dignity and respect and provided with amenities that safeguards the most desired quality of life: health. The duty of the military among others is combat. It is not the exclusive function. Many of the militaries or certain branches of them in the world may not witness a war in the life of a soldier whatever rank he or she may be holding. The chances of a direct and declared combat are becoming bleak with day-to-day advancement in ethical warfare as one needs international approval to go to war. The soldiers in the military unlike in unlawful militias and militant packs are not dead-enders. They are no ragtag backpackers with a stock of dry dates and nuts to eat and survive till they end. Often, the dates and nuts outlive the dead-end packers of the killer variety. It need not be so with the reality soldiers. They shall continue

¹¹ According to author Mark Atteberry, Samson syndrome comprises 12 traits that can bring down a 'strong' person. They are not relevant to this study. Here the term is used to highlight the destructive tendency the humans may engage in when everything is seemingly going against own survival and existence. More aligned with the Samson option of massive military retaliation as the last resort when the enemy destroys own side more or less permanently.

life with their 'field' rations. Most of the soldiers are not in combat in many parts of the countries. Even for a country in combat, it is mostly the land-based forces that fight and rule the game. Such forces face more war casualties. There are many examples of a country at war with only their land forces in combat. Other forces carry on in readiness with practically nil combat activity. But this perception can turn around. The role of a combatant is different from what the world commonly perceives. It is not to kill and take over but to save, protect and earn the goodwill of people as their protectors. The role of the non-combatant militant or militia is to kill and destroy as a dead ender or not. Both have to be managed accordingly. The productivity factors are different.

The topic of self-destructive human is not based on the idea of self-destructive behaviour that is prevalent in humans. Interestingly, humans destroy themselves using the very weapon that is required for them to survive: the brain and its intelligence factor. Self-destructive behaviour is a term used by objective psychologists. Psychologically self-destructive behaviour is the self-inflicted harm or abuse to self-masking the right discriminative behaviour. They are impulsive or habitual. It is aimed at self or the satisfaction of self. Of course, the self peters out (vamooses could be a better word) before being satisfied. There are no serious studies of self-destructive behaviour and destructive human in the work areas or environment. But being human behaviour they are related to intellect and may not have distinct lines to separate one from the other. Suicide, substance abuse, extreme anger, eating disorders, negative obsessions, etc., could be correlated with such behaviour. It is believed to be a kind of coping mechanism in people who may feel things are getting a bit too much for them to manage. People may sabotage their work rather than coping with stress. By destroying the object, the individual may not have to deal with the stress associated with it. It is there in every human in varying degrees if it is a coping mechanism. The turn of events is indicative of its seriousness. Suicide is said to be the extreme self-destructive behaviour. Can the self-destructive behaviour be changed? Yes, because it is a behavioural pattern. Behavioural patterns change; they get modified. It could be decided more firmly by individual self than external guidance though seeking the latter is actually invoking the former. Quitting the simple self-destructive behaviour of smoking or, on the other end, eliminating or at least putting off suicide is possible by adopting coping shift. Self-destructive behaviour may find its milder variety in people damaging their own life by irrational behaviour often laced with indifference. This is visible in all activity profile, more so in career. The blame for failure will be attributed to others or situational environment instead of their self-destructive intelligence (SDI). Intelligence is a tool for even human failures. Intelligence can assist failure in self-destructive human.

The personality of a person reflects through his or her behaviour at a particular time projecting the individual differences in thinking, feeling and response to various stimuli that could be real or imaginary. There are various definitions and opinions on human personality. Behaviour is one of the underlying facts. Behaviour is variable; it can change. Hence personality too can change. Altering or modifying behaviour of a human and, thereby, his or her personality in the normal productive scenario can be a constructive factor in human investment. This will also lead to

non-destructive output. For example, a commercial pilot who crashes an aircraft to destroy self (allegedly) may also kill the rest of the people besides destroying the aircraft and the reputation of the company.¹² Simmering group rivalry among different departments could explode one day into a major clash causing mayhem and destruction in a high-profile organisation.¹³ That is bad. There is self-destructive intelligence at play in such cases in professional environment. Self-destructive intelligence can stretch its tentacles in every human activity—from family management to national governance. The guided human can become a rogue-guided missile under its influence. Human management believes such behaviour is common to all guided humans. That means everybody. It needs to be checked for productive finesse in action.

7.2.5 *Determined Human*

One of the interesting facets of human capability etymology is the tag ‘handicapped’ which, of course, is considered derogatory in applying to an individual human. Strictly, handicap, according to dictionary meaning, is an impediment in performing something. It is not a personal qualifier. Still the term had been used as an expression in association with the condition of dysfunctioning of the body or mind among humans from the appreciated normal. The term also expresses shortfalls of one kind or another. A golf handicap gives an appreciated measure of an amateur golfer’s potential. The higher the handicap means the poorer the player relative to others with lower handicaps. It is used to arrive at the net score from the number of strokes actually played during a game. In this way amateur players with different proficiency can be pitted against each other on the course. In golf, it is a good idea of sorts. Can this be applied to different people with different productive potential while active at level 1 or 2 (see Chap. 3)? Though not officially announced, it reflects in one form or another in everyone’s activity profile.

Usage of the term handicap among humans was abolished in 1980. A different term was proposed to explain them: differently abled.¹⁴ This came from the so-called

¹² It was reported that the co-pilot in command of the Germanwings aircraft deliberately crashed the aircraft on 24 March 2015 on the French Alps with a loss of 150 lives on board in an attempt to commit suicide. The report also said that in the last minutes, he attempted to override the automatic descent as if he had a change of mind. www.dailymail.co.uk/news/article-3071932/Germanwings-pilot-tried-avoid-Alps-crash-minute.html. Accessed 7 June 2015.

¹³ An example is a clash between the security personnel and fire force officers under the Airport Authority of India at the Karipur Airport in Kerala, India, in the night on 10 June 2015. The clash that sparked with a skirmish between the security officer and an airport fire force officer while the former was carrying out the security check flared up uncontrollably resulting in the accidental death of a security officer on duty and serious damages to airport property. It was unprecedented. <http://www.hindustantimes.com/india-news/firing-at-kerala-airport-kills-one-as-cisf-personnel-staff-clash/article1-1357240.aspx>. Accessed 10 July 2015.

¹⁴ The term is expected to be positive without hinting at discrimination. The accepted term in general use is still disabled. www.oxforddictionaries.com/definition/english/differently-abled.

disabled people who said, 'We are not disabled; we are differently abled'. The idea behind the change of the term was to make such people feel similar to others, which anyway they are according to this study. Every human is similarly dissimilar with the varying potential for investment in a task in the normal. Differently abled, though gave a more positive message to the individual and the society about treating human, still picked up criticism of over euphemism and condescension. The term is absolutely right from the point of view of capitalising human because it considers every human differently abled not only with respect to each other but also with self at a particular time in relation to an activity. The personal attributes of a human can alter every moment in his or her life. The individual thus becomes differently abled with respect to action and more importantly as a function of time. That is how the next level of human management should view humans. Every human who is capable of performing will have different types of aptitude to perform. This statement also endorses and accepts that there are performance limitations in every human. Disability, on the other hand, is a state attributable to a human incapable of any action that will yield a productive result in the activity pyramid. But still the accepted term for the deviation from the perceived normal is disabled (2014). It needs to change for legal appreciation and priorities such people require under rules. But managing them can be similar to anybody else under the principles of capitalising human for investment because humans perform physiopsychologically—by the combined activity of body and mind. The mind holds the trigger for action.

The difficulty is in deciding the term 'abled' in matters of productivity. How does one identify the abled? Are they the ones who are not differently abled? Unless there is a definition with guiding standards for the abled, it is difficult to define the differently abled. This is the catch. Human management needs to consider every human differently abled in value creation as a function of time since the study is about the return on investing a human in a task. A currency note, whether soiled or fresh, does not make a difference in its investment value. But humans differ in values from each other as well as from self at a particular time.

The examination leads to a new way of assessing the productive factor of a human. It could be visible among people who gained publicity by fighting with their disabilities and gaining fame and contributing to society in various ways. Extending this to all humans, one can witness an inherent weakness or limitation in all people as if capped by a threshold in layers of limitations. Many humans try to overcome these limitations of ability in performance and succeed. This urge to succeed is generated from within. This urge is visible in all humans. This only means that the people are determined in spite of what they are. The determination comes from the knowledge of their limitations. It is mostly subconscious. It is not clear whether determination rises with limitations. It is not tested to identify correlations or the factors that lead to such determination. But at least the urge to go beyond the limitations that one faces is there in every one. This makes the people determined in

Accessed 26 November 2014. Human investment management does not accept any such terms and considers all humans abled unless the brain damaged and intellectually dysfunctional as mentioned elsewhere.

action in whatever they perform. This should be a common trait—determination. If so, it is a mode of guidance and, therefore, is naturally useful in human investment management.

7.2.6 *Learning Human*

Knowledge is the guiding light of human development. Asking questions starts from childhood. Mostly this inquisitiveness is in the thinking process. The questions are asked to oneself. The universal example is the self-directed question, ‘Who am I?’ The rest are additions to the trip along this fundamental quest. It may not come out loud and direct. But learning by asking is part of the process. Therefore, acquiring knowledge becomes the incessant path of progress for people. Every human is on a learning path cognitively or otherwise. This is visible in the knowledge acquired by humans since the time the biped understood it was different from the rest. It is not proportionate to time. It is beyond the harmonics of knowledge acquisition. It is also the sign of brain growth. It is an argument to get more productivity from humans who are developing at an amazing rate and proportion. The levels of human management have to change to achieve more productivity from people. Scientists, researchers and teachers go further in identifying the yet unknowns, that too in a competitive manner. This process brings a new kind of approach to human life. The urge to explore, investigate, enquire, search and re-search for knowledge is omnisciently undertaken as an odyssey by humans. This process goes further when they are actively involved in the task of learning where productivity on task is the productive gain of knowledge not only for the individual but also the entire social system. Humans learn either by self or through the findings of other learners.

7.2.7 *Precision Human*

There are humans who home on to target in their actions. Examples are soldiers, sports persons, circus artists, adventurers, intelligence gatherers, surgeons, etc. They have to be precise in their actions. They achieve it with certain simplicity. The activities of such people are targeted through precision movements at each stage of their activity. They are, perhaps, those who achieve maximum perfection in the output of their action. Do such people have a precision activity personality or a profile that guides them towards the desired targets? Can everybody be a precision human in everything they do? Or does this precision accuracy taper off with respect to the time span of the action? Are there any correlations between the period of action and the precision accuracy in the output of the action? There are many such questions in human performance. The precision human too is guided on to the task precisely. One of the ideas of capitalising human is identifying how humans are guided—internally and externally. Prima facie there are evidences that every human

could be self-guided and externally guided in their actions towards an objective like a moth towards the light. The end result is achievement in a task. The study is about the guidance factor. If the guidance factor is evident in the human as in precision humans, every person should be able to achieve precision accuracy by invoking the guidance principle in whatever they do barring the physiopsychological limitations. Supporting the guidance factor is one of the keys for higher returns in activity from a human.

7.2.8 *Controlling Human*

The controlling humans are those who exercise control over others. In fact these controls do not come out of such people by any qualified skills or authority. They do not exercise controls over the people by sheer leadership but an automatic submission of the followers. People are submissive to people who control them. The submissiveness gives the controlling human power or authority over the controlled human. The latter term is actually a mismatch in this study, though relative. Examples of such controlling humans are sovereigns, chieftains, cult leaders, politicians of all variety and so on. In a human system that is rooted in relations that are actively or passively submissive, the controlling humans will have to be natural. In fact every human is a controlling human based on authority. Here authority is delegated not only from power centres but also passed on by submissive followers. 'Protect me' the submissive human says to the controlling human with a byline 'so that I can control others'. This completes the controlling human's personality. It is even found in a democratic system of the so-called modern variety.¹⁵ In today's democratic system, people elect their representatives through electoral ballots from politicians, who are actually the recruits of the public and are often termed as their servants in their professional placements as presidents, ministers, secretaries, chancellors, etc. But literally the elected politician becomes their controlling force as an extremely powerful boss who controls the owners of the 'organisation'—the country incorporated or the system incorporated. The common person, the employer, who selects the 'employee' through elections (electoral recruitment) submits to him or her (the employee) as a slog. The servants become the masters and control the actual masters. It is an interesting turnaround based on primal behaviour. The common person who is the actual boss accepts the submissive status. It is a kind of wilful submission out of expressive feelings of insecurity. It is from this principle the 'yes, minister' or the titled exaltation 'honourable' whoever are perceived by people to submit themselves to higher authorities which helps to gain control over others.

¹⁵Democracy is an ancient and still valid concept. It has been there since the beginning of human system in one form or another. It is certainly not a modern idea. And, for this reason, it cannot be asserted as an advanced form of governance of a human system. On a deeper thought, democracy reflects human system. The parties in it reflect religious regimentation of the old order (Paleri 2008).

It is an imperative in human interaction. The much abhorred publically, but critically practised privately, VIP or VVIP culture originates from such submissions. The public turns the servants into bosses or more than gods in many cases. It is the pharaoh syndrome. It still exists under the law of invariance. The pharaoh syndrome is an extension of the ancient status of the pharaohs who were thought to be none other than immortal gods even by themselves. In every case of such controlling behaviour under submission, they met the ends violently. The pharaohs were eliminated by the Barbarians and sand storms. The submissive human turns treacherously villainous as controlling human. It is visible in the treacherous killings of the believed to be immortal controlling humans like Pharaoh Tutankhamen (1341–1323 BCE) or, in China, ironically that of the man who made it all, Emperor Chin (Qin Shi Huang) (260–210 BCE). They were eliminated at the end by the fellow humans whom they controlled. The controlling personality of humans by active submission of the controlled people is easily visible in many big- or small-time controlling humans whose authorities are accepted by the people. This is visible in any human system: from the families to religious or political systems. The controlling people exercise adamant control over the people simply as the controlled has permitted them to do so either consciously or subconsciously. It is not known whether the unconscious mind plays any part in it. This submissiveness can be visible among people in any group surrounding the controlling human.

The creorder power, mentioned elsewhere, is actually the controlling power in modern times. In the studies on the capitalist creorder, the power of god, once vested in priests and kings, now reveals itself as the power of capital vested in the ‘investor’ (Nitzan and Bichler 2009). Controlling humans exercise creorder power. In their hands the creorder power becomes the authority to usher in change. Creorder principles are based on guidance.

7.2.9 *Questing Human*

The humans are gifted with an extraordinary ability to look through time (fore and aft) or to appreciate things that are not within the direct sensory perception. The ability to look beyond time back and forth, though highly limited, even figures as a kind of sixth sense (though literally wrong as an expression) in human approach to handling problems to clear the path of survival clobbered with uncertainty. Sense is an input device to the brain. To that extent this ability cannot be termed sensory. It is a brain function. This has been the secret of survival of the new-generation living things—the *Homo sapiens*—the first of its kind at the top. This ability helps them to look back into the past in an investigation and forth into the future in a situation appreciation—the things that has come and yet to come, respectively. It is a kind of multidimensional expanding search beam into time purely as a function of the brain. It is not a gift but more a survival shore up. It is inherent to the brain, the only, repeat only, survival kit available to humans. Humans use this power all the time, knowingly or unknowingly. It is the latter, most of the time. Humans, surprisingly, are not

seriously aware of this amazing, though limited, capability they possess. That is the tragedy. Perhaps it is a survival necessity by default. People consult others to know their future and past at times. The consultants are called in different names. They are considered mystical experts. The experience is a drive through time back and forth; present is normally neglected. Probably present cannot exist without the admixture of past and future at any given time. People get a thrill out of dabbling in mystical predications of any kind—from the neighbourhood psychic to the best-selling Nostradamus. The thrill is hidden in the anxiety about the future, not the past which, they are aware, is gone. The psychics predict their clients' future and also analyse their past presumably triggered by compatibility of the client and the medium. The medium could be anything—crystal ball, ink blot, boiled tea leaves, soul of the dead, answer to a question, name of a flower, feel of the pulse, date of birth, the zodiac sign, extended palm or an elaborately written birth chart, usually called the horoscope. Are these psychics in different names extraordinarily gifted people? No sir, they cannot be, for obvious reasons, mentioned earlier, of human limitations. The mystics focus through an unclear vision of patterns in their mind under such limitations. The phantoms in the brain guide them to answers in a believable manner. They are simply using the kit in the brain to see through the past and the future that, of course, cannot be clear and precise, especially when it is about another person's time slide. The media helps them to focus on the act next. Strictly, the kit in them is meant for their use for their individual survival, not for the client. The client has his or her own kit clogged from use by anxiety and skill. Both are survival necessities, but people take them as survival blockers. Water diviners seemingly can locate water tables with a pointer made out of a whale bone, wooden stick or anything else twisted in the form of a handheld catapult grip in the reverse along with a pendulum. These are all interesting fields where there are no serious studies. A run on the system shows that these methodologies can be argued true. They cannot be ruled out as anxiety induced superstitions, black magic or voodooos except for the fact that the performers themselves cannot explain how such things go. Though there is no mystery behind forecasts, premonitions, oracle predictions or past readings that turn out to be true, the problem lies in the inability of humans to understand themselves and their surroundings. This could be understood easily from the two facts mentioned earlier. One is that human beings are designed to survive using their brains and associated neural systems unlike animals or other living things. Two, the brain has many unique functions out of which one is the ability to see beyond time and associated space in certain bandwidth with respect to time. Perhaps this bandwidth can vary or extended in humans. This function—the ability to see back and forth in time—is activated in everyone. Humans cannot perform conscious actions or engage in activities without knowing the results clearly, almost. Result is a function of time. For this, time has nothing to do with the calendars or chronometers one follows. Time lies within the rhythm of aging one follows. In fact it could even be said time is generated by humans while performing an activity. It is associated with the process of aging. The fact that people can look through time is very well established in investigations and enquiries. Finding out the past, the ability to look 'back' in time is a human forte. That means it is also possible to look

‘forwards’. Time is not a vector; it doesn’t follow the laws of vector addition. It has no spatial direction. Through investigation, people chase the past and the future, though it is more believable about the past as it can be verified to conclude the finding. Humans are capable of it: investigation through time. Or is it investigation by creating time? An interesting fact here is that an investigation of the past (say, a murder) is an investigation carried out in the future relative to the act!

In understanding humans, these aspects do not need extensive elaboration. But as an example of human ability to see through time, the investigative enquiries they undertake in law enforcement, archaeology, historical studies, investigative journalism, etc., can be quoted. The trail leading to an assassin or a killer, genesis of a historic battle, throwing light of knowledge on a set of people lived earlier, etc., needs looking back through time. It is a journey through time by creating or recreating it. This study refuses to endorse mysticism by using terms such as looking back, time travel, traveling into past, etc. It is just rationally gliding through time by generating it exclusively for the purpose using one’s intellect. This can be into the future as in strategic studies or into the past as in a murder investigation. This way a human oscillates like a charged (vibrating) piezo through time all the time surviving the odds. This is a kind of guidance from within that is time centred. The capability to quest is decisive for a human in an activity.

7.2.10 Putaway Human

The putaway human earns for not working. Interesting, isn’t it? There are many such people in human systems who are rewarded in a state of nothing, rather zilch. They earn for nil activities. Here, nil activity too is an activity. They are the beneficiaries of social security systems, free drolling by governments, third-party compensation regimes, princely regimes, privy purses and many others, where the human is active in an activity-related scenario by total inactivity. Well, not always. There is an interesting phenomenon in the state of Kerala in India where a system persists in which otherwise putaway humans will put themselves in and do nothing but claim wages for active inaction. It is not surprising as a profession. It is normally an organised group activity, though there can be individual cases. There will be no intimidation, but the air will seemingly have the lingering feeling of assault if ‘you don’t listen to the demand’ attitude from unfriendly intruders who will force themselves for work. An artist who participated in an art exhibition in the state in 2015 trashed a part of his work in protest of the putaway input by a group of performing humans of this special variety at Kochi, a heritage town in India. He was baffled at the thought of someone claiming huge amount in wages for doing nothing but simply ‘looking’ at the work being done by someone else. These earning putaways are usual sight in exhibition grounds and similar labour active areas in Kerala, India. The stall owners of exhibition grounds will need special people to handle their wares because of their delicate nature and professional arrangements. The putaway humans cannot do such jobs that need special procedures. But still they demand and

get paid huge sums that they share, all under recognised organisations driven by collectivism. Unlike the other putaways of the world who earn for nothing, these people at least stand around and watch the performance by those who replaced them for doing it better. They ‘look’ at the work their missed out clients are going about and charge them for simply looking. The wage they claim is known as *nokkukooli* (‘wage for looking at’ in *Malayalam*, the language of the state). According to them, the wage is for simply looking at the work being done! It can come as a shocker for people who are not used to such activities. Under this rule which has a kind of customary legal sanctity as well as a brush with the mafia demand that one dare not refuse, the state of Kerala may earn notoriety, but the study of capitalising human for investment may amusingly identify the ritualistic wage demand as strictly normal.

According to everyone in the state of Kerala, except those who practise and support it, the *nokkukooli* is considered an absurd unionist wage ritual (Viju 2015). The irony is that Kerala is a state of unenviable success in social upheaval and advancements in a highly established manner in India. It serves even as a model to many social system developments and programmes in the world. The world’s second democratically elected communist government came into power in 1957, a year after it came into existence as a separate state in India under newly introduced legal provisions.¹⁶ The state tops in literacy and has the highest human development index in India at 0.790 in 2011 (Wikipedia).

According to the media observation, *nokkukooli* followed in the communist dominant Kerala is a kind of Kafkaesque practice. It is payment paid to head loaders of the packers and movers variety affiliated to a localised union even if they have not done any service to the prospective client. The reason is simple. Loading and unloading anywhere in the state are their prerogative, and if the prospective client doesn’t use them, they should be still paid as if it is their right. But the practice is on the decline. The CPM (Communist Party Marxist) had spoken against it. The Kerala high court considers the practice in par with extortion. For the Communist Party of India (CPI), *nokkukooli* is compensation for job loss.¹⁷ And everyone is right in Kerala on this issue. But human investment management finds a niche, a very special one. It is money for work done; they perform by not doing the job but spending effort to look at it being done. There are others too who perform an act and earn—the panhandlers. Here the putaway human comes in two different varieties—the one who earns by doing nothing and the other who earns by doing something without being engaged by the payer. Here the payer is a pseudo-client to the payee. Companies could become pseudo-clients to many such non-productive authorities.

¹⁶Kerala became a new state in India in 1956. The second democratically elected communist government in the world came into power in 1957 for the first time in India (the first elected communist government in the world was sworn in the Republic of San Marino in 1945).

¹⁷Lately *nokkukooli* is abolished in the state by declaring *nokkukooli*-free districts. But the practice still continues on the sly under local coercion. Most of the time, police intervention was called for (Action against Workers who Take Nokkukooli, *Times of India*, Kozhikode, 20 February 2017, p. 3). The workers who earn money by looking at the work being done by someone else often indulge in mass protests against police action guided by the group leaders.

Benefiting from them could be one of the challenges of human investment management.

It is an interesting subject on the job front on managing people. The human investment as a topic is recommended ab initio in this study also to delve into such topics of human management in performance. *Nokkukooli* is a localised matter. Some experts believe the growth model of Kerala's deprived manual workers such as the head loaders without alternate employment was the cause of it. They were left with the option of *nokkukooli* what the others call daylight mugging or extortive intimidation. For human investment management, there is nothing abnormal in it. It is a system in which people behave as privy personalities guided by the urge for survival. They are doing what they are best at—looking what others are doing. In this way they are guided humans of a different variety. They are part of the external microbusiness environment. They exist in the intermediary business environment (Paleri 2014b). The local government had introduced many reforms to occupy them in alternate employment. But the members of the *nokkukooli* cult did not find them attractive. Probably because they found getting paid without working or by active inaction is better. The leaders in the political parties that support them find some benefit in such demands. Human investment does not consider anything abnormal about such practices as they cultivate human nature the way it is. This also raises a question: How does one compare this practice with the social security recipients declining job offers in advanced countries?

7.2.11 *Shifting Human*

A strange phenomenon in the work environment is reported from various corners of the world especially the developed ones in recent times. Many workplaces around the world, more in developed countries, witness employees under the guidance of themselves (self-guided) and no more under the employers' care. It is not protean behaviour at the workplace. It is a shift from the normally followed and practised 'employee-under-care' status in human resource management. Human resource management advocates an employee will produce more if looked after well. Here the problem is to define 'how well is well'. Besides, it is also not the case in modern workplaces anymore. Employers limit their responsibility at the point of providing employment opportunity. If that is so, the governments too can become job providers and not job mentors or job parents. The government will focus on providing jobs and limiting unemployment to the extent possible. Unemployment, surprisingly, is also an economic necessity. Is this a wildcard statement? No, because the lower the unemployment, the higher will be the inflation and cost of living as projected by the Phillips curve. Inflation is a necessity, but problems begin beyond the optimal inflation. Hence, optimum inflation could be the limiting factor for employment threshold in a human system. This cannot be calculated by simple methods or by thumb rules. It is a kind of moving average that needs to be monitored continuously. This, added with the employment shift that workplaces witness, is the critical factor of

productivity in the future. The demographic upsurge will demand people taking care of themselves and not expecting their employers to manage their lives. They will, however, have their varying demands for the employers to fulfil.

The workplace shift is visible in technology and outsourcing. The demographic dividend is not the young and able professionals but the inductance of workers into the globalised free market system today. This will reflect in future too and change the workplace demography. Everyone, irrespective of their political or religious affiliation (both are identical behavioural models (Paleri 2008)), is getting freed from the shackles of bonded and looked after markets into free markets without having to lose the tag of ideology they follow. Lately, this is evident in China and India. Many bubbles have been burst in the economic front in the world by now.

These factors of economy and the conventional principles of guided human personality in various forms from the protean human to the putaway human bring a new development of self-guidance. The guided humans now will have to find ways of understanding the category they belong to. Under each category they have to decide their activities appropriate to what they are and find activity satisfaction whether it is a career, job or any other type of activity. Here, activity satisfaction is doing it well according to the intention of the active human. The protean person is said to be the most capable of appreciating the shift and adjusting self to the environment for better productivity. This is a hypothesis. It lacks evidence. There are academicians who believe an employee today should have the strength of Proteus to predict the future and transform to acclimate to the new environment.¹⁸ Here the assumption is that the function of adaption is external to individual, and therefore the individual will have to learn and practise to adapt. But a close look at nature will show adaption is an inherent quality of life forms, humans included. Humans should be capable of adjusting with any kind of environment, though it may take time. The time of adaption for each human will also be different. It is under the principle of the five steps from denial to acceptance. It is about adaption to change. It will happen once the individual reaches the acceptance stage. It will be different for different humans. Besides, this principle is connected with life as it is. It is not exclusive to job or career. Hence, it is clear that humans are always shifting under external and internal guidance.

¹⁸One of the primary signs of human intelligence (which one can test by self) is the ability to see the future to near accuracy and prevent or preempt the bad or maximise the good. The reach into the future determines the sharpness of intelligence more than accuracy. There are more. The brain and its associated systems are the weapons that the sapiens are fitted with for survival. Use it well; you win (almost!).

7.2.12 *Responsible Human*

Every human is engaged in the performance of activities that are either assigned formal duties or other activities associated with life's existence. The activities are driven under the principal triad of authority, accountability and responsibility, one balanced by another and mutually inclusive. The result of the activity is based on the strength of the triad. But the elements of the triad are somewhat misunderstood in human occupational studies. They act as the assigner elements related to an activity and last as long as the activity exists. It is similar to situational leadership. Authority allows the person to perform the activity by influencing people; accountability limits the liability towards the assigned duty or considered action; and responsibility acts as the obligation that is self-generated in varying degrees demanding action. In the management sense, duties are assigned activities, authority is delegated power to carry out the assigned duty, accountability is the liability towards the assigned duty and responsibility is the commitment that the performing human feels towards the end result of the assigned duty.¹⁹ Responsibility is the most misunderstood term in the triad. The end result of an action will be according to the responsibility as perceived and obligated by the performing human. Here lies the difference in human output in an activity. Responsibility varies within the assignees, whereas duties, authority and accountability are relatively fixed. Simply put, duty is assigned, authority is delegated, accountability is discharged and responsibility is personally (self) discerned. The definitions do not end here.

A person needs authority to perform an action. In formal action it is the power delegated to the performer to discharge the assigned duty. The authority is associated with the delegating authority as well as the content of the duty. It is necessary for the doer to influence the system to perform the action. Authority is the genesis of organisational framework in a human system. Authority leads to decision making in executing the job. But the performer need not feel that the authority delegated from the higher source is adequate. There are various reasons. Authority is complete only when it is delegated fully and appropriately and further allowed by those who are to be influenced by the individual to whom the duty is assigned. They are there in the system around the individual excluding the delegating authority. Hence, an individual in the system is empowered with delegated authority from higher up in the system and approved authority by the rest of the members. It is with this wholesome authority the individual can attempt the functions of the assigned duty comfortably. This is the supporting element of doing. The second part of authority, other than the delegated authority, is also called the social sanction in management studies. Wholesome authority exacts willing obedience from the team or individual whom the order is given for performing the assigned duty. In the absence of social sanction, the performance will be under enforced situation.

Accountability is supposed to be proportionate to the authority. It may not happen. In a situation, where the authority is more than accountability, the individual

¹⁹Responsibility cannot be given or assigned. It has to come from within.

may deviate negatively from the path of activity that may lead to sleaze and abuse.²⁰ This happens most of the time. Sleaze and abuse are attempts to cope with insecurity in relation to perceived security. If there is an authority deficit in relation to accountability, the individual will face serious problems in the execution of work. The assigned duty becomes a ghost protocol (Paleri 2014a, b).²¹ The individual needs superior capabilities to execute ghost protocols.

Next is the assigner factor of responsibility. It is an obligatory propagation of the assigned duty. Responsibility is a feeling associated with the duty. It has to come from within. Responsibility cannot be assigned, delegated, enforced, slapped on or 'given'. It is a feeling hence an assigner factor of the duty. It can vary with respect to the individual. This is a critical find. People may feel differently responsible with respect to a duty that is empowered under identical authority and accountability. Responsibility is interlinked with personality traits that attach a person with everything that is possessive. Work or action is a possessive function of a human by default or nature. Parents may feel responsibilities differently towards their children. Workers may feel responsibilities differently towards their work even if authority and accountability are identical.

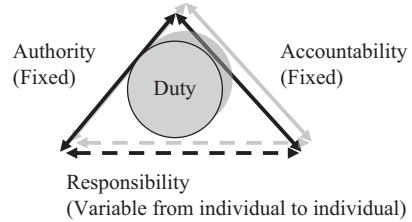
Under formal work environment, responsibility is associated with the duty assigned to a position. It is actually an obligation felt by the person in that position towards the work. In this manner responsibility, being a variable, does not qualify to be linked with authority and accountability which are fixed. In another perception responsibility is very much a part of it if everybody feels accountable in the same obligatory sense. In such cases it becomes part of a triad. In this study responsibility is considered as an obligatory trait that differs from people to people. It is important to understand it that way because people are guided by responsibility towards job performance more than accountability as accountability associated with an action need not be balanced with the authority delegated and sanctioned. There will always be a mismatch either as a deficit or surplus. This mismatch has to be balanced with supplementary responsibility to push the individual to perfection in results. Many consider responsibility is the duty. Human investment management takes it as the obligation the duty creates in the mind of the performing human and acts as a driver of action along with accountability. Responsibility cannot be enforced. Accountability, therefore, becomes a demand associated with the duty. Responsibility is the obligation associated with the duty. This leaves authority as the power associated with the assigned duty. All the three are required in balanced degree for a duty to be performed to perfection. Imbalance can make the results vacillate. The reiteration of the three aspects is intentional and is meant to drive home the point firmly.

Every performing human is accountable to the social system or its representative in the performance of the assigned duty. Accountability is the liability towards the discharge of authority.

²⁰The term sleaze and abuse used in this study include every act of authority-driven negativism in the activity environment of a human system. Corruption is one among them.

²¹Ghost protocol is a procedure that refers to a mission ordered without proper backup and support (Paleri 2014b).

Fig. 7.2 Authority, accountability and responsibility triad in job performance



In the performance of a duty, responsibility has many characteristics. They can be summarised as:

- The obligation of a person towards assigned duties or intended action.
- The obligation, being a feeling, varies from person to person that may reflect in performance.
- The obligation of an individual towards his or her duty can swing around based on situations such as relationships with superiors and peers and factors extraneous to the work environment.

Every person in a performing scenario is subjected to responsibility in varying measures. The responsibility guides the individual towards performance. The triad is shown in Fig. 7.2. Responsibility is a variable assigner with respect to the individual personality and hence shown in dotted lines.

Figure 7.2 shows the triad of the three factors behind a performance—authority, responsibility and accountability. While authority and accountability can be more or less precise and definite, responsibility will be individual based. The precision in the performance of a human is primarily guided by the responsibility the individual feels towards the job or the task. Responsibility is hard to measure.

7.2.13 *Ambitious Human or Confident Human?*

Another specific and interesting aspect is the frequently used terms such as ambition, perseverance, determination and so on to indicate human beings, at least some of them, have exceptional competency at times. The implied meaning is that one needs such qualities for success in life. Success is an abstract expression. It is relative to the individual who espouses it. It is not a onetime destination and objective. Any talk about success gives a feeling that it is the end and only purpose of life, something like a one-way ticket to *paradiso*. Forget it. Just like paradise, success is also undefined. It is left to the concerned individual to imagine and estimate or, rather, rationalise or fantasise. But ambition could guide a human to perform, when ambition is not mistaken for greed. The purpose alone cannot confirm action, and one may deviate from the results of action that needs more focus in whatever one

does. In a situation when humans cannot remain without action in order to adapt to the life's environment, fine tuning the result of such action is a logically favoured idea. Here, such words presuppose that an individual human wants to keep invading new heights in life in quest of appreciated success. The study on capitalising human does not consider these terms in the exploratory investigations for increased productivity. However, it may be interesting to examine the terms. All of them, if collectively termed 'ambition' or associated with what the individual human means about them, become an insatiable desire for achievement leading to perceived security. The idea, though debatable, may fail here. If there is a strong desire for achievement, then such desire should have been guiding the individual to get a work done, without any difficulty, to maximum capacity and capability. It simply doesn't happen in most of the cases. In the words of some of my erstwhile subordinates, 'It is not possible, sir'. It is something that is pushed around more emotionally than determined productivity in action. Hence, ambition becomes a desire or rather a wish to achieve something other than what the person is facing as drudgery including occupational activity, the work. In other words, ambition is the gap between apparent and perceived needs that sways between human dissatisfaction and illusive desires. This is management science, not management philosophy. But still it is worth reexamining ambition from the human resource development approach.

'Humans race to achieve the best' is a common saying. It is also said that humans today walk that extra mile to show that they can perform. They are driven by ambition. Every executive or nonexecutive is burning to burn out. There are many more such pseudo-dialogues by human on human. The question why people still cannot perform well in their jobs driven by sheer ambition, if that is an inherent quality rather than by other factors such as need, insecurity, remuneration, perks and welfare concerns, is not readily answered. If ambition is a guaranteed and real facet of every human, a person can be levitated on that factor alone to drive to maximum productivity. Human resource personnel do not have to introduce multi-coloured sops such as compensation, benefits, welfare measures, etc., aiming at productivity maximisation. Another interesting term is overambition. This is used when the person fails or gets into trouble in the process of action driven by ambition. This term, whatever it may mean, actually presupposes ambition as an inherent quality in humans. Only the ambitious human can be overambitious. Overambitious is an oft-quoted qualifying term for ambition. In other words it also shows ambition is a term that functions more as a filler in dialogues and writings than a considered and realisable human quality. Otherwise, the term doesn't need a qualifier. There are no terms such as over-capable or overgreedy. It shows greed and capability can be realised. This also shows that any attempt to capitalise human may have to wade through a host of terms unacceptable under ambiguity in interpretation. One of them could be ambition. There are more. These are the terms that are used hypothetically without credible proof on their practicality for application in human activities. Efforts to capitalise humans should ensure that undefined terms that wedge human performance analysis are clinically avoided.

In this aspect, ambition may be given the connotation of the object or goal desired. Realisation of one's goal is a time-consuming process. But what if the goal

doesn't exist and is veiled in uncertainty? Here ambition too cannot exist. It will be like chasing a chimera. Often people do that. Chasing a goal that is a mere desire and changing in course of time are more for personal reasons than situational or environmental. This can happen even in a work environment. A person in the days of the old-fashioned assembly line (a la Chaplin in *Modern Times*) may not know very well the shape of the final product. Today's assembly line worker is very clear about it. This scenario can be appropriated for wilful productivity.

According to some human resource managers, today's generation are goal oriented. They want to achieve life's dream in a very young age. Pushing oneself beyond one's capacity is not a realistic deed. Dreams may vanish and the individual will burn out. Burning out is another terminology which actually means collapsing. Does this mean they collapse under stress? In fact stress is considered to be necessary for maintaining health and vigour. Such stress is termed eustress. The stress that can damage is distress. Studies show eustress is favourable and necessary.²² In that case ambition and associated stress if turned out to be eustress could actually encourage people to do more without burnout. A considerable space in human management is reserved for providing 'how to do' advice to people in short burst programmes on ambition as a success requirement. They advocate absence of ambition guarantees sure fire doom.

Ambition, according to this study, is supposed to be a personality trait that cannot be clearly defined and confirmed in people. It can be substituted by the more amiable terms like greed, survival instincts, etc. A more acceptable term is confidence. Confidence is a visible and plausible trait. The human experts say that ambition and confidence are two great drivers of humans in their careers. People are there who are enthused with their work. They show confidence which is more innate compared to the sheer sense of ambition. Confidence can be felt from within, whereas ambition is more of an outcome of an insecurity feeling and is more observed by others external to the individual. Confidence can be built up, created and even feigned. Faking confidence makes the brain confirm it. It is good, if one can.

There are also people who fail in confidence. These people develop cold feet when faced with reality in action. People normally prefer to wish for goodies according to their perception of physiopsychological conditions in the work environment. They are guided by themselves and others as in other cases.

7.3 Ultimately, the Guided Human

Ultimately, every facet of a human qualifier leads to a useful and identifiable factor in relation to performance or action: guidance. Guidance is an innate trait. It can also be external, but the cues from external guidance shape the internal process of guidance in a human, leaving the individual to guide self. From infancy, a human

²²One should differentiate between distress and eustress while managing stress.

guides self for continuing life through action. This guidance is influenced by external stimuli processed internally. The stimuli approach the performing human constantly from superiors, unions, family members and every other stakeholder. It happens every moment. They resonate in the neural system collectively to conclude self-guidance for action. This can be modified to achieve the desired behaviour for the required output. Somewhere there is a similarity with the guided missile in the entire process. But humans are infinitely complex in comparison with a missile. In spite of the complexity, they are manageable for productive action. They can be guided along the required trails using their inherent trait of guidance. Ever wondered how the stranger at the wheel of a taxi does take every customer to the desired destination every time even in an uncharted town? No? It doesn't matter. It seemingly looks a simple task. No one has ever thought about the complexity behind it. The complexity lies in the fact that a person could execute a task that he or she has never done before to near maximum perfection on just one or two oral stimuli from the customer. This can be called the taxi model guidance, one of the methods for a perfect hit. The individual has been able to perform a task by willingly accepting a few words of directives from the customer. The rest was by transformation into a guided human. This is where one finds reverse communication; learning about the other through communication to communicate to self becomes important. It is an area that has not been seriously studied in (human) communication. Studies in capitalising human for investment can provide plenty of scope to try out reverse communication in work environment under the guided human principle.

Every human is guided either by self or others. Other living things too exhibit this process. But humans are entirely depended on this factor. One of the hypotheses embedded in this finding is that a human, in the process of guiding others, is guiding self. This could answer a fundamental question why everyone is engaged in advising others, directly or indirectly, all the time through various media of communication. It may answer another question why people are hesitant to follow the advices from others. In the real sense, the advice is an outcome of the process of self-guidance in human. However, these aspects and answers to such questions are not relevant as long as one can understand a human is guided all the time. All these are natural processes in the life of a guided human. This force of guidance can be unleashed towards productivity inducing self-guidance mechanism in a human through effective approaches. There are many approaches—education, induction, training, teaching, programming, conditioning, indoctrinating, etc. All these methods are controlled by one single activity—communication. Communication is, perhaps, the most intriguing aspect of life forms on Earth. Humans are yet to master the art of communication perfectly. Perhaps they will never master it. This negation could be a survival need (not amplified). People find it very difficult to communicate. The sender feels the intended receptor is not a good listener. The problem is that human communication needs transcription and vocalisation of the idea brewed in the mind and a compatible medium for dispatch to the receptor, like insulin for dispatching glucose to energise the living cells. The receptor has to inverse the process to absorb the idea thus communicated. Communication doesn't flow directly from mind to mind. Understanding a mind, including one's own, is still not possible.

The problem is in the process. Transcription and vocalisation get corrupted. Adding to the woe is the medium. Ultimately what the receptor receives may not be what the sender intended. There will be flaws at both ends and in between. This, in a nutshell, is the problem of communication probably post the ‘Tower of Babel’ period when, it was said, God irately cursed the humans that ‘then on’ they would never understand the other.²³

The bottom line is that if communications from self to self (intrapersonal) and self to others (interpersonal) are bound to get distorted, then there could be problems in the programmes that a guided human goes through. The missile can misfire without warning. Hence, human managers will have to disentangle the Gordian knot of communication if they have to manage people. The Gordian knot was cut by Alexander the Great,²⁴ not unwound. There is a catch here; Alexandrian solution is not permitted under the rules of communication. The knot has to be unwound in one piece, like a ball of wool that has been knotted up by the playful kitty. Human investment managers will have to essentially resolve this conundrum to get to the guided human while capitalising him or her.

7.3.1 Guidance and the Communication Conundrum

There are many theories of communication. Almost all of them assert communication is a human activity. But other living things too communicate. Bacteria ‘talk’ to each other. This has been revealed in the study of bioluminescence where trillions of bacteria in the sea lighten up (YouTube). Sailors witness this. They were my companions when I drove ships in lonely nights. Why do they light up in this manner? According to molecular biologists, they do it to seek cooperation, perhaps, in times of threat. Communication is necessary to do tasks that the individual living entity cannot do alone. It is cooperation by quorum sensing in the case of bioluminescent bacteria, the cause of the milky seas. Visual, auditory, tactile and chemical communications help other living things to survive. Bacteria are perhaps the very first communicators on the planet. All of them light up at once if they are bioluminescent. They exchange chemicals that are direct like words.

Bacteria need to work as a group to achieve anything important. Single unicellular bacteria cannot perform tasks that need a quorum. The quorum comprises a minimum required number. It is the critical number. It is similar to a group in the

²³ In fact the story in the Book of Genesis of the Tanakh meant to explain the origin of different languages that broke down the possibility of unification of humans with an implied meaning that heavens at the top are unapproachable for them. This can also be taken as a concern that existed for long about the unavoidable distortion in human communication. Or, perhaps, that may be what the story attempts to communicate. Much later in 1887, an idea crept into the world that it could be gotten rid of all problems if people used just one language to communicate. Ludovic Lazarus Zamenhof painstakingly created (constructed) an artificial language later came to be known as ‘Esperanto’. Well, we know it didn’t work.

²⁴ Alexander III of Macedon (356–323 BC).

Table 7.2 The ways of animal communication

Visual	Auditory	Tactile	Chemical
Fire flies (glow to attract mates)	Elephant (trunks others in the heads for long distance truck)	Dog (licks to bond)	Cat (rubs objects to mark them with their scent)
Peacock (dances with open tail during courting rituals)	Whale (male whales sing to communicate with females)	Baboon (touches to communicate affection and the intentions to groom)	Ant (sprays pheromones on trails to follow each other)
Cobra (inflates hood to scare attackers)	Wolf (howls to call to others in the pack)	Horse (kicks to dominate)	Skunk (releases foul odour to distract predators)

human system. Every group has to fulfil the quorum. Microbiologists call it quorum sensing. Humans too form groups under a satisfying quorum, the critical number to work together, to perform a task that an individual cannot perform in the desired manner. The single-cell bacteria group up to hunt together. The importance of bacterial communication is more or less transmuted into the human cells too. Bacterial quorum sensing is very analogous to the way human cells group together according to molecular biologist Bonnie Bassler.²⁵

Quorum sensing may have particular application in getting to the guided human. Before discussing further, it will be interesting to have a quick look at some of the patterns of animal communication. Unlike humans, they do it well (perhaps). Table 7.2 gives a few examples under the different processes of animal communication.

Author and scholar Marieke De Mooij quotes the Ghanaian philosopher Kwasi Wiredu²⁶ to state communication an existential necessity for humans. Without communication there can be no human society (de Mooij 2014). A closer look will reveal that the art and science of human communication is based on the principle that communication is a topic (like many other topics on human management) of study. There are many courses on ‘how to improve communication skills, improve your interpersonal skills and so on’. Communication is taught in courses in management, journalism, military, etc. Only humans learn it externally. Animals do not go to communication schools. Humans use all the types of communication that animals use. In addition, humans developed communication further in the auditory and visual areas through languages. That is when God cursed them. Otherwise, the

²⁵The author strongly feels in his studies of national security that the 7th terrain and 16th element of national security will be the biome and biomic security, respectively, as the concepts stand according to him at present. This is not examined critically. The author believes there is a strong connection between the microbes on the human body and the individual well-being and functioning. They may also provide more clues in the future on human behaviour. This will take time to test.

²⁶Born in 1931 Kwasi Wiredu is one of the foremost African Philosophers working today. He was originally interested in practical psychology but took to philosophy influenced by the writings of Plato and Bertrand Russell.

whole world would have probably been speaking just one language that too without accentuation (well, I may be wrong; ask God). Hence, humans needed external help to communicate for the required purpose that is not far too different from bacteria to overcome the barriers. Still, the curse holds. This curse in workplace and activity scenario is felt almost every day by everybody.

Have a look at this. In a bizarre incident, investigators found that the members of a family alleged to be in a mentally confused state, living with dead relative and dogs, in the city of Kolkata, India, have been communicating with each other by hand-scribbled notes (Times of India). They were shocked to find so many notes that would take time for them to decide who wrote what to whom. Police have called experts to establish the line of conversation or rather the communication pattern. And, amazingly, the family was totally unified in all what they did. The members were psychotically central to the theme whatever it would have been as one of the diary notes pointed out. What is of interest in this study is the communication between the members. The abnormality in this case is that they were seemingly deranged, hence incapable of performance in the normal state. Though a puzzle to the investigating agencies, the communication methods they used still followed the principles of human communication. Written notes in communication follow executive practice. Notes are verbal communication through written medium. It has nothing to do with extra-human communication of other living things or totally deranged mentality, nor it was something unusually different. The difference was that the members were mentally abnormal for rational thinking, hence not performing humans who can be counted for productivity maximisation.

Rooshikumar Pandya (1939–2013), professor, communicator par excellence, ardent musician, hypnotherapist and a pioneer in human resource development consultancy, placed human abnormality very aptly. In one of his lectures in 1975, I remember him saying, ‘The neurotic builds castles in the air, and the psychotic lives in it’. While a neurotic may be acceptable, it may be difficult to supervise a psychotic for productive functions of organisations. Such people are not considered performing humans in this study. They cannot guide themselves.

7.4 Summation

Parsing the name ‘guided human’ for this study will point out to the natural ability of an individual human to home on to the target in a task or activity in which he or she is engaged. That perhaps primordially originates from the hunter-gatherer inheritance of the species.²⁷ In the early days (much before the advent of agriculture), the

²⁷There is another side of this statement. Invention of agriculture and domestication of animals, according to some scholars, brought an end to the hunter-gatherer lifestyle and benefits associated with it—strength, determination, role assignment, activity focus and more than anything else ‘the spirit of team work and togetherness’. Farming made humans to withdraw into themselves individually. The team spirit declined among humans who also became comparatively weaker in shape

most important human activity was getting out and hunting for wild berries and animals over the land and fish in the water. They set out to forage a definite item (the food, the entrée of the day) and came back with it. They were sure to get it—well, almost. They guided themselves towards their target by natural instinct. They were hunter-gatherers, every one of them. In some cases the term is used separately to indicate post-agricultural nomadic people who relied more on hunting animals than agriculture and domestication. This ability is there in every living thing without which they cannot survive. There are people who foray for natural games and fishing in the modern human systems also. It is a continuing aspect of survival. Modern humans at the top of the ladder still forage as their ancestors did. Each one of them, therefore, is a guided human. This is carried forwards in every activity that a human is engaged in. Everyone is capable to reach the end of a task assigned according to the principle skills (Chap. 5) by invoking the ability of guidance. The precision of the guidance will decide the outcome at the end of a task. Studies in capitalising human believe that this inherent ability of the guided human can be tuned to utmost precision in human investment management for obtaining the output that is exactly identified before the task is assigned to the individual. In a work environment, people are assigned duties at various levels. They are trained, developed, moved, compensated and churned around in many ways expecting loyal and ethical performance that could take the system they belong, the organisation, to higher levels. Throughout the career of any performing human, the organisation is with him or her in every possible manner within the limits of organisational capacity. But a closer look will reveal that that the guidance towards the target is left to the individual. The time and effort spent by the organisation with the employee for precision guiding towards the target—the desired output—are much less than the time spent in training, development, compensating, negotiating, appraising, etc. The organisation is there before and after but not during the activity. Prior to the activity, the organisation makes the individual ready for it; after the activity, the organisation identifies the deficit (surplus is not viable for practical reasons) in the output and critically appraises the individual in performance. Here the guidance factor is missing or is at a low.

Yes, there are practical difficulties in doing it. But considering every human has the inherent capability to absorb guidance or is willing to follow guidance, a change in approach in guiding the people while on task as well as to guide selves towards the desired end result could make a change. For this, there is a requirement of identifying methods extraneous and in addition to the normal organisational practices of employee development as precision guidance for the guided human to fulfil the task. These methods have to be identified with respect to each human system including organisations. This, perhaps, is the most difficult task in human investment management but a task that could be carried out.

and build. Advent of farming made them more individual oriented even in a gated community. This is visible in residential associations. This shows a general decline of human system caused by agriculture. It is considered to be the worst mistake that happened to human race (Diamond 1987). If this theory holds, guiding humans can be a difficult proposition in the future.

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Chapter 8

Random Human

The world is chancy; it reflects on the random human.

Abstract Randomness is caused by the patterns of uncertainty (see [Glossary](#)) in a system. This is applicable not only to human systems but also to individual humans in them. Meta-analysis of human behaviour, concluding from the analysis of the results of various other researches, is indicative of the existence of randomness in human behaviour. Randomness hinders predictability of productive output in a human activity profile. Human managers have to understand the certainty of this aspect not only in the people they manage but also in them. In any human system management, the managers and the managed will encounter certain resonance from the manager-managed randomness in the results of the combined activity. This study, instead of looking direct to the theory of randomness and associated reactive aspects in work environment, suggests approaching the problem accepting the individuals involved in activities as random humans ab initio. It means certain allowance for randomness with respect to each individual has to be permitted in human interactions in an activity profile in an organisation.

Keywords Random human • Chance • Uncertainty • Inconclusiveness • Biomodel

8.1 Introduction

Uncertainty triggers randomness in human life and consequentially in every action an individual performs. Life is ruled by chance.¹ Randomness follows like a shadow that humans are unable to light up, eliminate, overcome or at least predict with the

¹This statement is very evident in all life forms though it may stand some scrutiny in human life as humans feel they can command life. The argument in this statement is that if other life forms are governed by chance, it has to be similar to humans also. Hence, humans have to use their intellect to manage chance for survival. According to Leonard Rastrigin, the Russian scientist and author of *This Chancy, Chancy, Chancy World* (1973), chance is unpredictability based on human ignorance. Also, see [Glossary](#).

desired accuracy to handle constructively. Normally, predictions by humans are expressions of desires, wishes and anxieties. To a great extent, the randomness blocks a person from appreciating how the work will end, if at all it ends conclusively! Even conclusion is uncertain under many circumstances. Majority of activities are inconclusive in the world. A micro activity like a start-up to a macro ambition of waging and winning a war for territorial annexation or gaining control over a strategic issue, whether in business or national governance, may end up inconclusive. Every government, to be modest, many of the governments, winds up the seat of governance inconclusively. This macro uncertainty can also be visualised in organisations from the largest to the smallest, whether temporary or otherwise. Size doesn't matter. The inconclusiveness² will continue with the next one. Activities move on in staccato fashion in a continuing system. The end result is a collage of activities randomly placed instead of a well defined mosaic of results. In many cases of inconclusiveness, the activities would not have been initiated in the first instance, if the end was known. This can also be seen in micro organisations like a family that can serve a biomodel³ for a nation or even larger human systems. That is the mayhem in randomness. The humans transform isomorphically into uncertain formats within the randomness of the work environment. Such human transformation affects the work procedures and stalls progress. Every individual, thereby, becomes a random human⁴ in a work or action environment. Uncertainty is real, certain and present in every execution of action. The invisible sheath of uncertainty can unleash havoc in a workplace or make a government lose its job because of a policy that would have looked an exotic master stroke in national governance. A simple act of random performance in a mega project can turn around the whole precision planning without warning. It is visible in every action a human performs in the plight to survive. It is not visible or appreciated in clear perception in activities because humans are used to it. Randomness exists in every action—from lighting a candle to handling a nuclear weapon. How does one burn the finger while lighting the candles? How did a sheath of cumulous clouds make the Americans drop the bomb in Nagasaki instead of the previously targeted city of Kokura on 9 August 1945? Studying a candle model for randomness may help the world to perfectly prevent or preempt the nuclear arsenals shifting position to terrorist munition depots and flea markets, if not garage sales, one day. The random human has a complex affinity for activity malfunction. The terrorists and others on the other side of law also can face it and fail, which often they do, which governments may attribute to their alacrity and preparedness. Unlawful actors too are random humans. But that is no excuse for discounting randomness in governance.

Humans evolved over time developing survival abilities faced by challenges en route. These include intuitive abilities too which presumably continues to evolve. Still the power of human intuition is limited to the level that is just necessary for plain and simple survival. It is not in excess. That is the law of nature. No one can

² See [Glossary](#).

³ See [Glossary](#).

⁴ See [Glossary](#).

be a wizard beyond the rest for that extra little edge in survivability. Acquired intuitive abilities may guide the humans through uncertainties to a certain extent. It means only to the extent that is required. In the 1990s there was a much touted topic under the name 'management by intuition'. In spite of all the acquired intuition collectively and simultaneously employed, the work area or activity station is still a black box with respect to time though the people may not be veritably cognisant of it. That is good news, because people are not overly concerned about uncertainties, when they are not conscious about them. Humans are comfortably uncertain about uncertainties.

According to some schools of thought, randomness is a catalyst to work–life balance.⁵ Uncertainty probably makes life interesting. Randomness means unpredictability. Randomness in workplace, if not controlled, will make the output unpredictable. Coupled with chance variables, randomness can induce serious problems in any activity process. Managers are aware of it. Hence, they look for patterns to penetrate the cordon of uncertainty. They follow various theories and try out different tools that deal with randomness—the theories of probability, chance, chaos, information, entropy, etc. More will crowd human inquisitiveness in the pervasive attempt of breaking the unknowns to make decisions. The randomness in human activities can be caused by human as well as non-human parameters.

The unknowns in management or result-oriented work culture are far too many. All of them are not human. Human factors associated with uncertainty in productivity can be contained to some extent as is attempted in management efforts. The human parameters of randomness that are certain in the work environments or action situations are the changing personality traits of the random humans under varying circumstances and situations. The randomness that surrounds the doers or performers is not a serious matter as long as the non-human parameters of the work environment function sans any serious deviation. The problem that could be contained to some degree of appreciation is their mental state at the zero hour—the moment of action. Variations in mental state are possible at all times in an otherwise able person—a person who is capable of performance. Such variations block or constrict the limiting performance. Management by intuition does not work in the case of blocked human. The individual forfeits the ability to intuit under a mental block. It has to be seen very specifically in human management where the objective

⁵According to the study on capitalising human and human investment management, the term work–life balance does not have a single definition. It is a relative expression strictly with reference to the individual and his or her life. Therefore, the human investment manager has to understand the meanings of work–life balance with reference to self and others who are being invested. The randomness naturally gets embedded ab initio in managing work–life balance within an organisation. Work–life balance could be work–life effectiveness for one, reaching the top for another or having a 'dutiful spouse' who can spice up the life for the other to focus on climbing up the ladder. The first may take a vacation; the second may stay in the office late after the hours; the third may have a ball either at home or office. There are many more. All of them need to be identified and applied individually for return upgradation.

is to swipe the overlay of foggy matter on the activity drive. It is considered possible by psychological approach embedded in the supervisory activity while guiding the performing human to clear the block.

8.2 Blocked Human

Blocked humans are not rare personalities. They can be seen everywhere in every action. Everyone succumbs to such situation. Their potential to perform gets blocked by randomness in their behavioural system. Work suffers as they are not able to perform to their maximum. The blocked human can be cleared of this temporary condition to a large extent by overall appreciation and approach. The five stages of coping behaviour in the event of an unpleasant occurrence any time in one's life—denial, anger, bargain, depression and acceptance—passes through two major emotional vortices that could result in career (and even life) disasters.⁶ They are anger and depression. They are very strong emotional states that humans find extremely difficult to manage or wade through. They can rotate and churn the randomness by reflex actions. This impacts the constructiveness of human actions. The will to perform diminishes. The study on capitalising human could focus on them in the attempt to limit the impact of randomness in human performance.

Mental blocks are incredible irritants not only at the workplace but also in every other activity a human is involved. A human has to be engaged in action to balance with the environment. When blocked, the individual becomes helpless in performing action. The exasperation of such an individual can only be left to imagination. It can be visualised by another from personal experience. Mental block prevents a person from moving further in what the individual has been doing. The person gets hung on decisions. An author gets stuck for words or ideas; a researcher feels blurred; a teacher jabbars; a priest stutters the homily; a surgeon misses the deftness of his or her fingers; a potter slips his foot on the wheel; a cook splatters boiling oil; an actor minces the script; a politician blabbers through his throat; a driver mows down footpath sleepers; a soldier shoots the colleague; a gracious model slips her cups on the ramp, etc. Mental block is not a kind of mental blank. It is a situation when the options are exploding in one's mind causing a jam for reaching out to the only one that is required at that moment. Under such situations even the ability of recall gets paralysed.

But human intellect won't give up easily. It will always find a way out. That is the reason that, unless the neurons are seriously damaged, a mental block can be made to pass by wait, which according to the English psychologist Graham Wallas (1858–1932) follows a four-phase process of creativity: preparation, incubation,

⁶The Kübler-Ross model (1969) was originally applicable to grief. In this study, the idea is extended to anything that comes as an unexpected disclosure for the moment in one's life whether pleasant or unpleasant demanding time for the person to adjust. The response begins with denial.

illumination or insight and verification (1926).⁷ But the catch here is that the mental block could be caused by three different circumstances: (1) the brain is out of sync or jammed temporarily because of physical or psychological conditions, (2) the brain is dysfunctional because of injuries or damages or (3) the brain is overpowered by mental illnesses such as schizophrenia, epilepsy, multipolarity,⁸ manic depression and so on. Graham's idea applies primarily to the first condition. It is a natural process of the brain. The brain takes a bit of time to come back and resolve the problem. It is not clear whether a mind blocked by other reasons can be revived for desired action within a short span of time. Normally the mind recalls the forgotten with a little rest in the case of natural blockade. But it might have limitations when the blockade is caused by agents of illness. Natural blocks are noticeable in all humans irrespective of ethnic differences. Mental blocks are a regular affair of the brain. One can always come out of it. The problem is when it is beyond the endurable normal. However, in human management, the issue for the organisation is the time lost by mental blocks of employees. It matters considerably, as time is productivity. The mental blocks can happen to any performing human without any observable cause. Can this be overcome? It can. One of the ways is that of a child. It is for the curious among you.

One of the ways to handle the stalemate in switching on the mind for action is from an observation of the author in his long (informal) observation of children under executive research. It is called the Kashish paradigm. Kashish is the 3-year-plus-old (2015) adorable granddaughter of the author. Though the paradigm is older than the little darling, almost similar to gravity and apple, the author could strike a name for it only when it was found directly working on people including himself very effectively. The little girl, at times, gets into a block (like any other child) to respond not only when coming across a stranger but also when she has to get on with her close family members including the author, the lucky grandfather, after a short separation. She is thrilled to meet him when he visits her after a break, but finds it difficult to receive him on the first look all of a sudden. She will close her eyes, run to her dad or mom and refuse to look at the person whom she wants eagerly to cling on. This is when the Kashish paradigm works. Her joyful father, turning to the grandfather, will tangentially communicate with her in a soft voice, 'Please wait; Kashish will

⁷Popova, M. The Art of Thought: Graham Wallas on the Four Stages of Creativity, www.brainpicks.org/2013/08/28/the-art-of-thought-graham-wallas-stages/, accessed 11 January 2014. Graham Wallas (1858–1932) was an English social psychologist and co-founder of London School of Economics. It is still considered an insightful theory on the topic of creative thinking and performance.

⁸The reference is to multipolar disorderly behaviour manifestations in humans as extensions of bipolar disorder.

be ready in 3 min’, raising the pitch a bit to repeat, ‘THREE MINUTES’. Then he will reaffirm telling her, ‘You can go to nanu (granddad) after three minutes’. She is getting ready to get out of the block. The moment her dad declares the three minutes are over (anytime), she is all eyes and smiles to greet her ‘long-time, no-see’ nanu she is otherwise very comfortable with.

This happens to all humans in an activity shift. But, the method works only on a child, that too externally, unless the humans learn to control the child within them directly without playing emotional games.⁹ Kashish too may have to practise it once she grows up. Anyone can follow the Kashish paradigm in an activity jam.¹⁰ Prick the block like a soap bubble allowing a short time lag. Decide the time prior hand, but do not follow it exactly. Make it early, if possible. Your mind believes you. Kashish paradigm can work for anyone including the battered heads of states. It is one of the super tools for upgrading human activity returns.

Another observation with a difference is the Kunjipaulo advisory. Author’s revered professor of mathematics A. O. Kunjipaulo at the Regional Engineering College, Calicut, (1963) often used to get stuck at certain points while teaching even from books authored by him. He will say, turning to us, the students, from the blackboard (the board was black then), ‘I can’t recollect; there is a mental block. This normally happens to anybody; it is not about memory loss. Wait, and think something else; it will soon come back’. I do not know the science behind it, but it happens to many people while attempting to rewind memories. It gets caught as if in a jam. The solution is to switch off and restart after a short while. It works. This could happen before an interview, negotiation, an address, a crucial board meeting, facing a task of high expectation, etc.

Simply put, an active human should understand that a mental block is a normal state and not a mental infirmity. Similarly the various stages identified by Ross are just healthy occupational roadblocks. They could even be used as drivers of productivity once balanced. Before examining them, it may be worth clearing the views people have on mental illnesses.

⁹Psychiatrist Eric Berne explains in detail about emotional games among people in his book *Games People Play: the Psychology of Human Relationships* (1964).

¹⁰Not further elaborated being not seriously relevant to the topic. Kashish paradigm can be used in situations of dispute management, conflict resolution, etc., by providing a fresh start by preventing the past stalking the present.

8.2.1 *Mental Illnesses*

Any human can fall ill mentally.¹¹ It may not be exactly similar to falling sick physiologically. But, it has to be treated. Unlike a physical disease that ‘hurts’, the individual may not be able to appreciate it. Any disease can turn the humans functionally disabled in varying degrees. There is nothing extraordinary about falling sick mentally. However, there are certain stigmas associated with mental illnesses arising from ignorance and belief systems. Regrettably, this situation still prevails among most of the human systems. According to the accepted theories, mental illness is a condition and is not the result of conditioning in early life. However, dealing with mental illnesses could depend on social conditioning. Mental illnesses can be treated effectively. But, mostly, people are hesitant to visit mental clinics. People have no reservation to flock in physiological clinics. A physiological disease earns concern and sympathy (the get-well card syndrome), whereas a mental illness is a stigma that in the maximum ostracises the person. (There is no get-well card given to the subject in a mental illness case. Such cards will be a business and social disaster.) It will be difficult for an organisation to refer their employees to mental clinics. Besides resistance from the individual, the organisations may also face opposition from the associated human system.

Mental illnesses will interfere with functioning in different ways. The employees have to be treated if they suffer from mental illnesses for rehabilitation. Unlike with physical illness, the problem with mental illness is recognising the symptoms and accepting them by the subject. The symptoms have to be diagnosed by experts (note: nobody else) to understand the problems and prescribe remedies. The symptoms can be hidden in personality changes, delusive disorders, confused appearances, extreme feelings, withdrawal from normal activities, substance abuse, suicidal prompts, behaviour polarity, etc. There are many symptoms that the experts on mental health can diagnostically recognise and identify. Since these symptoms are not readily apparent, the managers or peers in the work environment will not be able to recognise them easily. The work environment symptoms are likely to include the following:

- Absenteeism
- Presenteeism¹²
- Late reporting
- Lack of cooperation

¹¹ This study takes the view that the human brain is not different from the body. Mind is the faculty of consciousness and intellect. It is part of the neural system. Hence, mental illness is not different from any other human illness. It is not different from physiological illness in the study of human investment management. There can also be injuries to the brain that may not be treated as a mental illness. This appreciation is strictly for productivity management purpose. It is not aimed at any clinical purpose or opinion.

¹² There are people who will not go home even after work hours. There are also people who come to work just to get away from the problems they otherwise experience elsewhere. Also see [Glossary](#).

- Lack of concentration
- Lack of stamina for full time engagement
- Critical findings and projections
- Inability to work with people
- Late leaving
- Accident proneness
- Frequent feelings of fatigue and other physical complaints
- Inattentiveness
- Poor work and missed deadlines
- Declining interest in organisational activities
- Outbursts without identifiable reason

There are many more. All these are functional limitations in a person's active life. It is important to understand that symptoms are not diseases. People with symptoms need to be treated by experts to accommodate and rehabilitate them in the work environment. There is no easy way or home remedy to get over mental illnesses. There is no quick fix. The person needs expert external treatment. This study neither recognises nor recommends any other means of handling mental illness other than by expert consultation. It means all the training and development programmes in the workplace need to be replaced with individualised methods targeted to specific human at a time and, probably, embedded in the daily activities. People with mental illnesses won't be able to work productively in comparison with those ailing from physiological infirmity. Worse, people with mental illnesses may also cause collateral damages in the organisation based on their positions, if not diagnosed and treated for rehabilitation.

8.3 Angry Human

Anger is an emotional state. From the activity point of view, it is neither a mental illness nor a permanent emotional state. Anger is a strong feeling of displeasure or hostility. However, mental experts may view it differently. The angry person expresses resentment through livid response to an unpleasant occurrence. For all one knows, with the knowledge available today, is that denial manifests into anger on its way to acceptance through depression. To sum up, anger is a strong feeling that human beings experience when overcome with annoyance, displeasure, hostility or many other unacceptable situations that are strongly refuted or denied.

Anger follows denial post an unpleasant incident. For the normal observer, anger may appear as the first reaction of the individual against an undesired involvement. Anger, it can be said, is triggered by denial response even if it is not projected explicitly. Any rage is an example. The quantum of anger will be proportionate to the unpleasantness of the incident as experienced by the individual expressed by the force of denial. The incident can be real or imaginary. For example, a belief that things are going to go wrong may trigger denial and subsequent anger even before

the thing actually goes wrong. Sometimes it may not happen. This varies from people to people for the same feeling or actual incident. It is based on the personality of the individual. One of them is traffic rage. The blame is always on the other driver. It is a common example for angry behaviour. Even a small degree or quantum of anger can block the productive output of the individual. Any human emotion in the natural sense will be with a purpose. The purpose is believed to be health supportive. The emotion gets misdirected and, thereafter, leads to confusion. Anger under such argument has to be a healthy emotion according to practising psychologists. Anger needs to be positively directed for necessary support. Anger originates when the presumed boundaries are violated. The violation could originate also from within.

In the Kübler-Ross model of handling grief, anger appears when denial cannot continue. Denial lap dissolves into anger as a kind of transformation. Similarly anger changes into bargain, the next stage en route to final acceptance. It may take time. By then, the loss would have occurred or, rather, productivity gain would have been curtailed. The angry person will not be able to contribute to the maximum limit of capacity and competence. Anger originates as a psychological response in the subject towards any identified target individual or entity. It may turn to physiological response towards the target. In most of the cases, the target could be symbolical. It could be anything—a door, bowl, glass, tool or even god. For many humans god is the principal pin cushion (author's expression for punching bag). They prick the gods with all their pain for solace. God and godly symbols adorn many workplaces in one form or another based on the belief systems the individuals follow. Even then the entity may have to face the wrath of the individuals who placed them there if things go wrong. People may change their respective gods who did not protect them (conversion?) like they change political parties or jobs. They pray to the god for believed protection and support. Change of god is an angry response to teach the entity a lesson if the belief fails. It is not known whether the gods understand this phenomenon among their believers. This is visible onscene and during the post habitation programmes of major disasters. The fury of anger is difficult to handle. Anger is a naked behaviour. It is not normally covered. It is an emotion that disrobes rationality. If it hits god at the higher end, it is only natural for it to dent work and productivity even at the lower end of seriousness. In other words, anger impacts productive results in action at all times. The impact will be in varying degrees. Often it will not be visible at the point and moment of occurrence. The activity of the individual gets affected by anger. The impact of anger on work is of interest to human managers. Anger can cause damages to life and property in the workplace. It is not a concern for them unless associated with direct work output. But anger is a matter that may be of serious interest to individuals as it can impact every faculty of his or her life, not alone the work or other performances. It is difficult to identify the part anger plays in action or activity output. A human manager may have to carefully diagnose the anger of the performing human to minimise the impact on output or alternatively use it for higher productivity. It is possible.

Every workplace or the location where activity is performed will have resonating anger at all times. The anger quotient of the surrounding environment matters.

Human managers should understand the factor and calculate it to keep the environment free from residual anger. This is applicable to every human system. This resonance originates because of various denials taking place among involved individuals in the human system. Before invoking anger against the gods, there is always a lull packed by various types of prayers and suggestive ablutions. Anger emerges when the concerned god doesn't buy them. Of course it occurs only when the unpleasant outcome is anticipated as in a judgement, game or competitive effort, work and so on.

What causes anger in an individual? There are various theories. The accuracy of these theories may not be important as the study of capitalising human looks at the nature of anger, anger subject and the action the subject is engaged in. The fact is that humans will be angry, every one of them. It is a natural behaviour to overcome human debilitation under circumstances. It is not an extraordinary behaviour. It is needed to keep them mentally healthy. They cannot reach the level of acceptance unless they pass through anger. There lies the focus on anger-handling in workplace. For the human manager, it is about managing anger. It is not about controlling anger in a performing human to 'balance' the individual. Managers are not psychoanalysts, workplace gurus or preachers. Their job is to make the performing human perform to the maximum.

There is no psychological grouping of anger. It is not easy to identify the colours or shades of anger. The responsive behaviour is one of the methods of identifying anger and its nature. Employees or affected persons can respond to anger differently. Visible opposition, sarcasm, rumours, refute, slowing down, disinterest in activity, highlighting the 'they-are-after-me' syndrome, paranoid complaints, delusion disorders, sudden bursts of irritation, increased sensitivity, grumpiness, emotional games, righteous admonitions, physical movements, habitual response of disagreement and a host of other oddities in behaviour indicate the mood change in an individual surrendering to the otherwise healthy emotion of anger that may derail without warning and, along with it, take away a chunk of the work output. Anger is an emotion; it can be experienced. The experience is not only for the angry human but also to those associated.

According to experts on the topic, people express anger differently. But for human investment managers, it is not the expression, but the experience that matters. It is not the anger signature of the individual, but the individual who can be susceptible to anger that is of interest. Human investment management is not seriously interested in anger management or managing the random human to get out of anger. It has to ensure anger does not impact on the individual's productive prospects. The outcome of the individual should not decline under the coping anger. It should also not impact the possibility of maximising the individual's productive returns. The subject of anger management is to train individuals to cope with anger. But from the perspective of Kübler-Ross model, anger is part of the five-stage coping behaviour. When the individual steps into the next stage of coping behaviour, which is bargaining, expression of anger naturally disappears. Coping behaviours are insular, they do not exist simultaneously. Is there a clue here? Can a gradient in

work environment that could lead to bargain allow the anger to subside sooner? Doesn't it happen while dealing with small kids where the bargain of a chocolate candy may wipe out angry outbursts in a jiffy? Will such action reflect positively in productivity all the time? In this study, a more wayward and sceptical challenge is thrown in: 'Can human anger be used to drive productivity on the track to maximisation?' This needs to be experimented.

There are many suggestions and advices on anger management. All these are individual or topic centred. Various methods are recommended; some of them are seemingly ridiculous such as advising the angry human to laugh it off or count from one to ten. It is not Kashish paradigm to break and reengage. Anger is a passing phase into another. It has power in it that yields strength to the following phase of bargaining. It should not be stopped by managing. It should be contained and used till the energy lasts. Some of the methods of anger management may make the subject more furious besides draining off the money for such consultancy. There are no methods advocated in controlling or containing anger from the point of view of productivity. There are advocacies that anger can be constructively channelled to make the subject more productive. If that is so, human investment management can strike a chord with keeping people at high adrenaline level while in action. Channelling anger as a productive agent can open up new possibilities. Constructive anger is a matter that needs to be explored. Constructive anger can prepare an individual to face the challenges better. Anger hibernates in every individual like fire in the ember. It has to be clawed and separated and thereafter used for productive gains in the respective activity.

8.3.1 Anger and Productivity

Anger, in this study, is considered an emotion which every human experiences at different times as life traverses through the stages of denial to acceptance at different nodes of change. From this appreciation, anger is one of the emotions that become a constant companion of sorts in one's life. People are not aware of it. Anger is noticed only when manifests in the realm of consciousness. It is quite serious by then. But anger, especially at its minimalistic stage can be a motivating factor for fuelling productivity. Anger can turn passivity to purposeful action. There is hidden energy in anger. It could be channelised for desired results in action. There may be an immediate denial to this argument by people who are not patient enough to stop and think. They may go through anger if this argument is not withdrawn immediately. But in a different environment, the continuation of the argument could help a lot to find reason. More than the argument, the anger could be used constructively in the work environment as a consumable source of human energy. Anger is a passing phase and hence an expendable human energy. Energy can turn out to be destructive or constructive for the purpose it is channelised. In the process, the energy gets attenuated. So, better use it constructively; that is the argument. It is

being done in many activity processes. Militancy to some extent is an example. Hence, the attempt should be to channelise anger towards productive results. Here productivity is the return from individuals in the assigned duties. This way its destructive energy can be redirected. Destructive energy is what destroys the intended purpose. Constructive energy supports the intended purpose. This has to be understood. The major requirement is to treat anger as one of the tools of productivity by exploiting the constructive energy in the rage. It also includes eliminating anger induced loss in productivity.

Another way people look at anger is as a behaviour that wards off a perceived threat. In this argument the function of anger is to push away threat like a dog keeps the perceived predator away by growling and barking. It is an audio communication. The dog is actually not expressing anger. It is just following a response by default conditioned by circumstances for its survival. There is an attempt of quorum sensing. The dog is not protecting its owner but itself from danger. In the process it protects the owner too. This could be made applicable in the case of humans also. There is a catch. The human emotion of anger is not only different from animal behaviour but also much more complex. Human investment management does not subscribe to anger as behaviour in the presence of adversity. It is a kind of emotion, not personality factor. It is an animal instinct. Animal instincts are applicable to living things that use physical characteristics designed for fight or flight. Humans are in a different genre. They are provided with the brain as the only survival tool. The brain is meant to face and overcome difficulties, not to turn back. Here let us pause for a moment.

Similar to Kashish paradigm mentioned earlier in the chapter, where a determined pause for a brief moment prepares a person to slide into the next activity with, perhaps, more vigour and involvement, the author has another example to quote in a random approach in the search for the random human in the study of the human activity profile. The example is more a principle than a paradigm. It indicates a hidden power in humans to leave behind the barriers by going past them towards fulfilment. There is no turning back. The key word is 'leaving behind'. It means the 'obstacle' is not destroyed. Humans will face obstacles or barriers on their paths to determined objectives. Mathematically there are infinite ways of going past an obstacle leaving it behind. Retreating is not an option unless it is one of the ways of going past. Among the infinite ways, one—just one—option is to destroy the obstacle and make the way past. Once destroyed, the 'obstacle' ceases to exist in its previous form. Humans by nature prefer this option without knowing it could cost them dearly. Perhaps they forget their childhood while doing so. Here is where the author was virtually taught by a toddler.

Ishika, the second darling granddaughter was just past two (2014) when the author observed her movements. Since the time she started crawling, she never stopped moving forward. She will target a point and move towards it. Obstacles in between cannot stop her. She will climb any heights (relative to her) and get on to the other side, crawl under anything and leave the obstacle behind, climb and jump over, etc. She has her way (Spiderman is her hero, naturally). She may even ask you to lift her over the obstacle. Yes, that is one of the ways. The author's playful communications with her were ever encouraging. Nothing could stop her. There are infinite ways she can or she believes she can 'leave behind' an obstacle. It was a drive that the author had realised very early and practised while investing people as part of his career. It worked all the time. But it was only recently he named it the Ishika principle.¹³ Soon she will grow up to an age when she will lose this natural instinct of moving forward by natural conditioning. She may stop at an obstacle and respond to her action by rationalising. She will learn about fear and anxiety and get into randomness in decision making. But moving forward leaving behind an obstacle can always be rekindled in her as in anybody else by human investment management techniques, an open area for research.

Humans, thereby, are an exclusive and perhaps the foremost genre of living things that is evolved to face danger and overcome it using the brain progressively and cognitively. In this behaviour, individual humans have no other choice but to face difficulties in the face-hold-overcome mode rather than fight-or-flight mode. Many humans may not overcome them in the span of available life but may get over them through evolved generations. Generations are extended life span of an individual in action. This is a lemma, not a hypothesis. Animals do not follow the principles of generations or dynasties to complete a task that their forefathers have left behind. An animal won't harp, 'What my father, grandfather or family have started...'

Another line of argument is that a dog's growl cannot be taken as a responsive behaviour caused by anger. Anger is considered an exclusive human emotion for this study. Animals cannot have emotions for obvious reasons. Hence, the flight-or-flight syndrome of animals cannot be compared with the human emotional behaviour though there can be comparisons and evolutionary signatures in physiopsychological conditionings. It is mentioned later without being contradictory. This study, thereby, looks at anger as one of the exceptional emotions that cues in various types of behaviour patterns among humans in the face of adversities. If that is so, it has to be a leading emotion for a coping behaviour as people will have to cope with adversities in their daily lives. In such case, anger is a prospective emo-

¹³Ishika principle is intentionally left short without further explanation being not relevant to the topic beyond a mention. One of the examples of 'leaving behind' or not destroying the 'obstacle' can be quoted in preserving environment, an 'obstacle', in urban development or industrialisation.

tion for better life design. If that is so it can be managed favourably. This argument can also give an entirely different outlook to anger management. It is for the experts in anger management to examine.

Anger management in the present context and practised in the world today is about guiding people to manage anger. In capitalising human for activity investment, managing anger is supporting the production of anger in a controlled manner so that it can be used for increased productivity. But major action involves in reducing loss of productivity by the overflow of anger. It can be summarised as below.

Anger management in human investment management	= Contain anger to prevent loss of productivity + Control and convert residual anger to increase productivity
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Anger is a reflex action caused by a stimulus or a multitude of primary and secondary stimuli that on the first instant would have caused a denial reaction in a human against an unpleasant incident in the individual's perception consciously or otherwise. Being a reflex, it curtails other rational abilities for the duration. People will 'experience' their senses only after their anger is subsided and slipped into bargain. 'Angry people do not listen' is an oft-repeated statement. Their other senses too are down when angry. Listening is a kind of bargaining. Once a person starts listening, it is clear that the individual's anger has moved out. Anger blocks sensory perceptions considerably as the brain is fully engaged in expurgating the unpleasantness and succumbs only when it understands that reality can be different. Anger motivates the individual into action, but such action when guided by anger is often not very well thought out. Among the five reactive emotions of Kübler-Ross Model, anger and depression are the strongest in the work environment, according to the author. Out of the two, anger can be harvested better. Anger and depression together can be more damaging than others if not handled carefully. This brings us to the point of variations in human emotions. A human goes through the five stages at any given time for coping with changes. In other words, a human could be at a stage of anger on one and bargain or acceptance on another and a wee bit depressed yet on another incident. A multitude of incidents can fall on a human at the same time like an all-out attack from various terrains in war. It is a complex life unless the individual manages to go through unscathed besides taking advantage of all. That is an individual matter. For capitalising human, it is not enough to see a person at various stages of DtA (denial to acceptance) in a compounded manner, but also on how to use these changes towards productivity maximisation. It is similar to extracting energy from waste, though not exactly the same. It is just a misguided comparison to put across for now. The topic of this study is just being introduced. It needs to be further researched before professional implementation. At this stage, it is believed that a human emotion can be converted into productive drive internally or externally. The study of capitalising human aims at external active conversion and also passive conversion of the human by encouraging the individual to grab the initiative. Understanding the creativity hidden in anger itself resolves the issues related to internal and external anger management.

8.4 Depressed Human

Depression is the next stop after a short break from anger through bargain. It is also the stop before the last, when acceptance concludes the plight of change. At the end, the individual accepts the situation and starts all over again with another challenge for action that may again encounter many denials en route to conclusion. It is necessary to reiterate here that this outlook is strictly from the standpoint of capitalising human, a topic that is yet to be tried out except for the limited endeavours of the author though for a considerably long period of career. The idea of capitalising human does not indulge or is not competent to enter into the field of professional psychologists, psychiatrists, psychoanalysts and other hardcore brain and behaviour scholars. It may dabble a lot in behaviour science, though. The study believes depression has application in personal lives other than employment. Randomness affects life as a whole. Hence, the study of depression is important for managing active life as a random human.

Discussions on depression revolve around various other terms, all meaning disturbance to one's peace and tranquillity. They include anxiety, panic attack, stress, etc. These are household words today, though not understood clearly. Everybody splatters the word around along with other topics of the interactive turnpike such as climate change, political sleaze, local celebrities, etc. Of course, they are blank on inputs. But everyone knows that depression is bad, that it is a kind of psychological constriction. They know that depression can impact their lives as career burst and psychological burnouts. For them and the human managers, which every human could be at one moment or another, it is enough to understand that depression is that singular state of emotion that a person goes through before accepting the situation and refreshing oneself for life. But, there are situations when a depressed human doesn't reach there. Scientifically, it is this state that is considered depression. There is a difference in human investment management. A human who is in denial and reached out to depression stage will have to be guided towards acceptance stage and prevented from turning back to the previous stage. In other words, a relapse has to be prevented. It is a difficult task because depression reverberates for a prolonged period and may even need medication, sometimes serious.

Depression causes mood change in humans. Moodiness or mood change is not a passing occurrence. It happens to everyone, every moment. Depression at workplace can be either an in situ phenomenon or an off scene import. Human managers have to appreciate it correctly lest they should engage in gratuitous activities to contain them. If unchecked, employee depression can impact productivity. The effective yield of the performing human reduces. The measures for the in situ depression may lie within the organisation. For the brought in depression, the measures could still be applied within the organisation by introducing changes and making workplace more adaptable than the external environment that causes depression in the employee. Organisations will not be able to change the external environment. But can modify the internal environment to adapt to it. They can also take advantage of the changes in the external environment, whatever it may be. Here is where modi-

fied SWOT (strengths, weaknesses, opportunities and threats) parameters can be of help. Modified SWOT can be used ancillary to human management. It is a simple and pragmatic theory that attempts to convert threats to opportunities and weaknesses to strength among various other activities connected with the inputs of the analysis. It is not explained here in detail.

In psychological terms, depression is a condition of feeling despondent. It affects all humans in varying degrees in the effort to cope with the terms of life. This study considers every depression the suppressant of human potential that is otherwise available to process for output. Depression limits the potential from showing and extracting. Hence, among various other activities to increase the potential or worth of the performing human, removing depression is like taking off the opacity of the potential. In this outlook there are two types of humans: (1) the angry and (2) the depressed. The difference among them is that they are at different stages of DtA. The problem is that they are not aware of the route to acceptance of what they deny in the first place. Human management has to open the route for it. It is like opening up the choked sewage or a blocked artery. It could be as simple or as complicated. Anger comes first, followed by depression much later—almost near the end for a possible solution or leading to a mental illness. The individual needs help at this stage so that he or she doesn't fall off the cliff of the mindscape into the abysmal depth of illusory existence. What is important to understand is that there is acceptance and the chance to phoenix back to normal situation immediately after depression provided the individual is able to come out of it. This study considers it possible.

8.5 Stressed Human

Stress, in the not so professional manner, or rather for the purpose of human management, can be expressed as a kind of 'simultaneously' compressed and stretched out feeling that humans may experience. It doesn't get loosened. The latter, the stretched out feeling, is often mentioned as strain. In the collective executive usage, stress includes strain. Stress creates a kind of randomness in humans that will be reflected in the work output. In contemporary human behavioural aspects, stress is an all-encompassing word for that compacted feeling resulting from the push-pull effect that continuously rings within the physiopsychological system of a human. Only the individual can get the feel of stress within, provided it is felt. Yes, stress need not be felt by the individual all the time, even when it is too much. Its presence has to be estimated in such case by other means including physiopsychological behaviour indicators (Greenberg 2007). There are too many of them. The interest of human management is not in the killing or chilling aspects of stress, but its impact on productivity. 'Can stress be a driver to incessantly produce more in the workplace or action scene?' tops the interest more than its negative impact on productivity. First it is important to analyse stress regarding its nature and characteristics before examining its interfacial work concerns.

There is a reference to the fight-or-flight response in this chapter when the blocked human was explicated. It was in connection with anger where anger has been depicted with the example of a growling dog. Dogs do not get angry; they cannot be treated in an anger management clinic. But they can get stressed being a living thing. Every living thing can get stressed to gain the momentary power to survive the odds that is causing the stress or rather injects the stressors into the living system. For example, it is said that phytoplankton, the microorganism of the sea, becomes luminescent when stressed. This has been mentioned earlier about the bacterial way of communication in the ocean (Chap. 7). The trees of the national park lined along the long superhighways get stressed by the continuous traffic passing through showing untimely responses to the seasonal changes. The human as a living being cannot be free from stress-related survival behaviours. The earliest researcher on stress, Walter Cannon (1871–1945), was said to have enunciated the term ‘flight-or-flight syndrome’ to explain the stress reaction in humans (1915). It simply meant the body would find a ground to stand and face the stressor or run and scoot far from it (Wikipedia). Such stress reaction includes increase in heart rate, blood circulation, respiration and serum cholesterol. Researchers thereafter had confirmed the changes under stress. The blood runs down to the feet to give it the power to run or jump as prompted by the stressor in case the choice is flight. That makes the face pale indicating the sign of fear. It can also cause the person to faint with reduced blood circulation in the brain before he or she could lift the legs to run. All these are necessary in the balancing of life. Rather, without such survival games, life won’t be possible. The flight-or-flight response is triggered by the stressor in the living thing. A human will have to face or avoid stressors for survival. There are different types of stressors—environmental, physiological, psychological, sociological and so on. Some stressors are even identified as philosophical where an individual tends to philosophise about life, develop ideas on human lives in relation to environment and so on. In the philosophical mode of stress, people tend to argue, make statements without calling or advise others devoid of asking based on the self-developed ideas mixed with reality and falseness, rights and wrongs, etc. All these are indicators of stress at various stages and occasions of life and the way the individual copes with them to survive life. Stress is part of life and has a relation with anger and depression for survival. For this reason, stress too is necessary for productivity observing from the positive outlook.

Stress, like anger and depression, is a complex subject. But for human management, it is a kind of physiopsychological package for open and use application. Before that, it is important to define stress appropriately (Greenberg). There are many complex definitions of stress. Greenberg emphasises that defining stress is a problem even for experts. He also appreciates stress as a stimulus-response interaction. Stress is the interplay of stressor and stress reactivity. The reactivity will vary among people. The combination of stressor and stress reactivity manifests as stress in individuals. This can be visualised on every occasion in work situation. Different people may view a particular stressor differently. An employee who receives the pink slip may find the loss of job as catastrophic, whereas for another it may be a relief or an opportunity for a much needed change. The first gets depressed by the

loss of job; the second gets energised being ‘between jobs’. The first is distressed (negatively stressed); the second is eustressed (positively stressed) by the incident. This statement is only for example. Stress for human management is much more than just an individual gaming through the stressor and stress reactivity. Here the concern, as in anger management, is to accept stress as a major and sure to exist parameter and, therefore, needs to be seen from the performance perspective for taking advantage as well as minimising disadvantage. Prima facie it is possible to use stress effectively in work scenario and not to consider it as a totally negative aspect of work related activities. The concern here is not stress management but managing productive action appreciating the impact of the human stress on it.

A human should remain under stress to be healthy. It is up to a certain level. Beyond that level, the stress turns negative, and the individual’s health regulatory systems get affected. The positive consequences of stress—healthy and energetic demeanour in an activity, enthusiasm, willingness to achieve more, perfection, precision and so on—are a kind of default. Often the limit exceeds and the immune system collapses as there are no cut-off valves. This may sound silly. But the imaginary cut-off point or line may offer a clue or two. This is the point at which the positive stress in a human turns turtle and slides into the crevices of negative stress—illness, disease, conflict reactions, lackadaisical and tired approach to activities and productivity, etc. The positive part of the stress is called eustress and the negative part the distress (mentioned earlier). Human life encounters eustressors and distressors all the time. This can be shown in a simple stress model (Fig. 8.1) called the Yerkes-Dodson curve in the form of an inverted catenary.

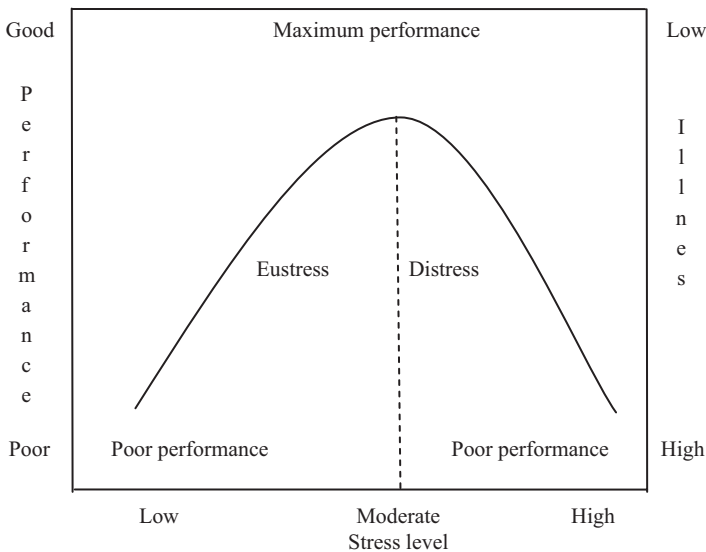


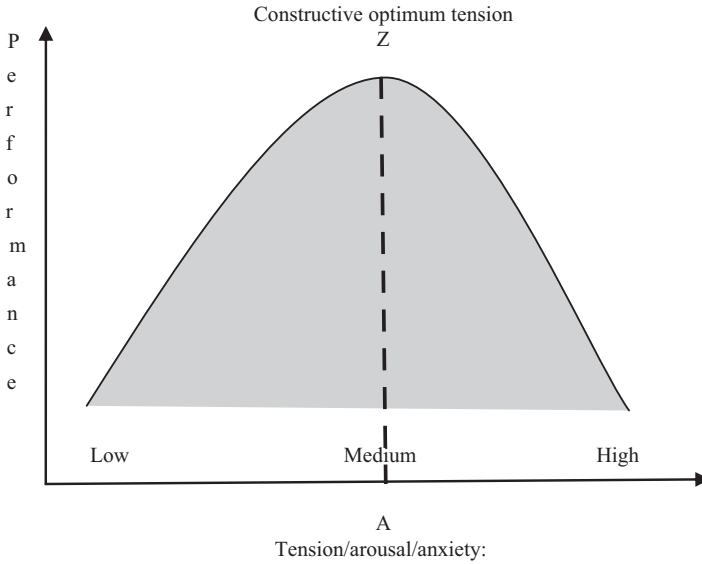
Fig. 8.1 The Yerkes-Dodson curve

There is no way a human manager can attempt to create eustressors and contain distressors among the employees for maximising stress positive and minimising stress negative. If they could, the productivity can be built up. Presently, it is a theoretical assumption without any scientific examination. But there are many situations that prompt such efforts. The cheering party that cheers their favourite team and the booing party that boos the opposite team are just doing that. But can a cheer that exceeds the limit (e.g. a fan attack) turn out to be a jeer that ends in negative effect for the own team? This is something that has not technically examined. Encouragement from the parents and peers to a child or the discouragement causing negative strokes in them can produce similar results. This too happens all the time. Within this reality matrix, how a human manager can effectively use stress by induction of eustress and destruction of distress is a matter that has to be seen. Technically it is possible.

Figure 8.1 shows the redrawn Yerkes-Dodson curve, in this study that highlights the eustress and distress. Humans need eustress for their productive activities. Here stress is a driver of productivity. Further ahead is distress when stress becomes destructive in productive action.

The Yerkes-Dodson curve basically highlights the two different forms of stress, the positive stress, eustress, and the negative stress, distress. It also shows that humans need eustress to improve their performance. This could now be concluded that humans need stress as a driver of action and in excess turns out to be distress. This law is an interesting parameter in human life for existence. Anything that is indispensable for life when in excess can be toxic to life. It is a hypothesis but could easily be seen in relation to food consumption. Food is essential but excess food is toxic. Only humans indulge in eating excess barring some exceptions in the living world. It takes time for the human brain to notice and inform the individual, who is devouring the food, about excess eating. According to this study, the emotions like anger and depression are parts of productive activity being natural to human life and hence could be used to increase productivity if managed constructively in a portfolio manner. Contrary to common belief, anger, depression and stress could be guided towards increased productivity. Of course, it is a complex proposition. It calls for further application research.

An altered presentation of Yerkes-Dodson Curve is given at Fig. 8.2. The center-line is the stress bearing capacity (SBC) of the individual according to this study. Each individual will face the inverted catenary segregating eustress and distress at varying times. Strictly speaking, the second half is not of much interest in capitalising human for investment, whereas it is of considerable interest in human resource management. It is only the fill of eustress that matters in human investment management. There is no effort in reducing or wiping out the distress except for the purpose of shifting the stress bearing capacity further.



AZ: Line of stress bearing capacity

Fig. 8.2 Performance vs. tension/arousal/anxiety: modified Yerkes-Dodson curve showing line of stress bearing capacity (The Yerkes-Dodson Curve: Performance under Pressure, challenging-coaching.co.uk/the-yerkes-dodson-curve-performance-under-pressure/. Accessed 3 June 2015)

Figure 8.2 the performance vs. tension/arousal/anxiety curve. Under the human investment management, the peak of the curve shows the maximum stress bearing capacity of the individual (AZ). The idea is to shift the line to the right for every employee to reclaim further eustress and benefit from it.

The curves in Figs. 8.1 and 8.2 basically indicate that stress up to a certain level is necessary for improving performance. The constructive optimum tension at the highest point is when the human performance rises to maximum. Thereafter any increase in stress ideally reduces performance because the individual may find the incremental stress turning out to be distress. The curves are for explanation, and they cannot be scientifically drawn for a particular individual or group for various reasons. One of the reasons is that stress cannot be accurately measured in defined units and so is performance. It can only be assessed in relative merits of the situation. But the idea that stress is an ingredient of human life for performance is acceptable. There cannot be a stress-free person.

In any research, scholarly and expert opinions hold great value as a base for further examination. Scholars and business people argue that workplace stress leads to

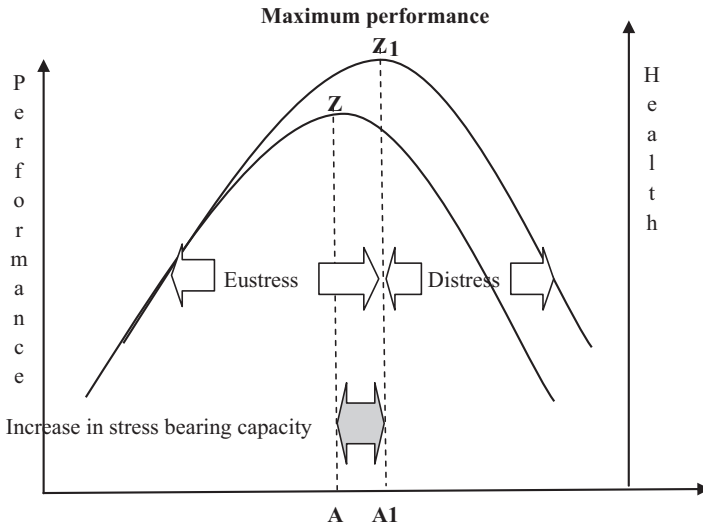


Fig. 8.3 Increase in stress bearing capacity and increase in performance

reduced productivity. Here an important aspect that should draw the attention of human managers is that productivity depends more on the stress bearing capacity of the individual and collectively the groups than the stress itself. Here there are needs to carry out studies on stress bearing capacity (Fig. 8.3) of individual employees, individual groups and individuals within groups. It is possible the stress bearing capacity of a group wading down to the employee in the group whose stress bearing capacity is at the minimum. He or she becomes the instigator of stress or the distress supplier in this case. Or it may surround the one who has maximum stress bearing capacity in the group. In this case, the individual leads the group as an instigator of stress where it is supplying eustress to the group. This situation exists in every group and can be seen clearly in political parties. These are aspects that should be seen at all stages starting with human recruitment in an organisation. One of the points to consider at the time of recruitment is to assess the stress bearing capacity of the individual with respect to the future. It may not be possible to extend the stress bearing capacity in an individual who is highly saturated by conditioning. Assessing the stress bearing capacity of a candidate for a job may also not be possible as there are no assured methods except what the recruiters call stress interviews. Such interviews have many limitations. However, any effort is good in maximising the stress bearing capacity of an individual. This is more an organisational job than an individual effort. To some extent, it is a joint effort with organisation having a larger pie of contribution. This is also important at the time of employee movement towards higher stress areas especially on promotion or transfer. All these arguments are based on the findings that the eustress increases the individual's performance capacity. Eustress and distress for this matter are nothing but stress in the basic sense. The stress is eustress when it is within the stress bearing capacity of an individual. It

turns to distress when crosses the line to the other side. It will be different in different individual. Many succumb to minimum stress. Individually people should learn and practise to push their stress bearing capacity to space out eustress to a large area like shifting the wall in a seminar room to increase space to accommodate more. There are no methods of lowering stress. Even if there are, they won't help productivity enhancement.

Figure 8.3 shows the application of stress bearing capacity by reclaiming distress. This is an amplification of Fig. 8.2.

'Workplace stress makes employees less productive' is a kind of cacophony that reverberates on the corridors of productive business organisations, academic institutions and various other organisations. Distress causes absenteeism and lower engagement, it is said. It may matter to those under distress. But observers may visualise stress as distress, something that is not desirable. Eustress is desirable. But those under eustress may not show the corresponding enthusiasm on their own. It has to be induced along with eustress. It is difficult when eustress cannot be identified easily. The whole process is like pouring water into a bottle blindfolded. One has to have methods to understand the overflow. There is also another problem. The bottle may have a hole. These kinds of tests—filling stress in a human and preventing it from turning into distress (preventing the overflow)—have not been professionally experimented. Here the concept of the hole in the bottle is important. In capitalising human, it can be tried out by 'filling' stress in individuals through group activities. The fill will not be equally distributed among individual members. Many of the individuals may leak. It all depends upon their stress bearing capacity. This has to be understood.

Most of the surveys and studies conducted by research and professional organisations reveal that workplace disengagement increases under high-level stress among employees. Some of the studies show that there are disengagements at low-level stress also, though not as much as in the first case. There are difficulties in defining high-level stress and low-level stress. They cannot be precisely measured. If the high-level stress is distress for some, those who disengage at low-level stress may too feel the level is high relative to them or may have some other reasons. There cannot be precise measurement of low-level stress and high-level stress. Besides, stress is an individual issue. It varies even within an individual based on various parameters—age, physiopsychological conditions, carrying stress level, genetic makeup, etc. In addition, many of the parameters that lead to employee disengagement may originate from various other factors or a combination of all factors including distress. Hence, the approaches available today cannot measure stress with respect to an individual or group in an organisation or any other human system. It is possible to fill stress in an individual according to his or her limit of eustress. It is important to keep the potential level of productivity of the employee at maximum according to human investment management. The job of the human investment

manager focused on productivity may be complex, but everything about such manager will be of value to the organisation. Notwithstanding, every manager along the line function will require ample competence in human investment management on investing the random human for increased productivity.

An important example of such approach is the military where capitalising human supports the doctrine of winning. Stress is effectively utilised in the military. When the stress bearing capacity does not match with the prevailing stress relative to the individual, things go wrong. It becomes self-destructive for the military. Fratricide and suicide (though rare) are examples. The stress that a soldier cannot bear may be bearable to the peers. In such case the dipped person has to be identified and removed from the spot. It is a better choice than attempting to expand the stress bearing capacity that too by direct counselling. Direct counselling is not at all preferred in capitalising human. It could even be considered a taboo. But it is the most practised method of communication in any other workplace or activity scenario. A soldier in the military, unlike most of the non-military counterparts, is expected normally to have a higher stress bearing capacity for the assigned job. However, it needs to be assessed before resorting to direct advisories that have the potential to turn eustress to distress.

Researchers' enquiry on the causes of stress often leads them direct to the distressed humans. Many stressed out individuals ventilate. But do the individuals know the cause of distress? In that case they can more or less diagnose themselves and get relief from distress at least partially. However, researchers may get some lead from their answers if they are willing to depose their problems to them without exaggeration, suppression or rationalisation. But in the actual sense, for an error-free examination, the cause has to be identified by the experts diagnostically. In all such examinations, the causes mentioned by the distressed humans in an organisational set-up can be varied. They include demanding boss, sexual harassment, abusive boss, trouble making peers, subordinate indiscipline, family demands, absence of social life, inadequate compensation, travel time to work, late return, understaffing and so on. While understaffing is the biggest cause in some place, in another it may be sexual harassment. How does an employee define understaffing? Or is there anything called understaffing in a multitasking work environment of expert generalists of the day and the future? Not only in management but also in other life situations, exclusive specialisation is weaning away in relation to activities. Multitasking ability is necessary for quick or permanent replacement without loss of time and going up on the career ladder of an organisation. It is also necessary for performing many of the activities of the technology-driven life. There is no standard formula for staffing except what the human managers attempt to conclude within the organisational policy. In India, it is said that every government organisation including public sector industries is overstaffed. If that is so, there should not be any stress at all, and the productivity should be at the highest possible level. It is not the case. Employers differ in their view about inadequacy in staffing. For many it is not a serious problem; some concur with the view. But when one says stress is caused by lack of work-life balance, it is agreeable. At the same time the causes for absence of work-life balance have to be seen. An employee who accepts a particular job will certainly be aware of its nature and how much work-life balance can be possible in such

work. Once known, it is for the employee to balance work with life. It is possible by expert approach to one's career. This is an area to ponder before investing human.

Certainly the findings of the subjects towards the causes above categorically lead to admission of distress. 'Yes, I am stressed; that is not my fault. It is this abusive boss or the sexual pervert in the office who is causing me stress. Ok, let me add on to that the management has understaffed the workplace, and the result—I have to do all the work'. It can give a lead though the statements could be hypothetical. But what about the distressed humans who are not aware that they are under distress, but their psychophysiological metrics are silently giving away taking the toll on their work output?

Ultimately, this study would like to ponder on the topic whether reducing stress in workplace is a good idea or not to increase productivity or at least prevent its decline. Human resource management recommends lower-stress level should be achieved at workplace if not a stress-free environment. Whereas the argument in this study is let the stress level remain but extend the employees stress bearing capacity to range over the distress level to reclaim more area for eustress. In this effort including the employee in the stress relations along with attending to anger and depression is important.

There can be many expressed situations of stress besides what is mentioned above. Some of them may linger on all the time in the business environment. Eliminating them will not be possible. Under such cases, stress removal, stress elimination or stress armouring will not be the appropriate solution. Stress recycling for productivity will be a solution provided one can find ways of doing it. It is for the management to see whether the right method is preventing the appreciated cause or making the employees face stress positively and raise the productivity. The known approaches for the former may not yield the desired results. The latter is yet to be examined and studied. After all, in the long run, humans want identity not a brand to talk about in relation to their career. The identity comes when one can talk about the prowess in performing. This can be achieved by stress tolerance, not stress elimination. The latter is harder to achieve besides being less result oriented.

8.6 Anger–Depression–Stress Randomness

The three states: anger, depression and stress (ADS) may look related and inclusive. The inclusiveness is only in the fact that all these together can mutate a human into a random human in performance-related activities. This happens to everyone most of the time impacting the engaged activity in one way or the other. It is a reality fix in human life. Besides, it is a fact that they are natural and necessary for life. There is nothing to complain about. The step is to appreciate them and explore the hidden yield in them. This is where the human manager can function as a d'Artagnan to

handle and drive the three musketeers—anger, depression and stress—effectively to achieve the desired organisational objectives.¹⁴

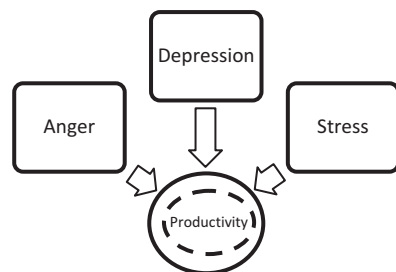
Among the three, anger and depression are major stops en route to acceptance of reality in human life, whereas stress is a primordial driver to survive in the face of danger. Together they deal with dangers to existence and the unpleasantness associated with it. This drives the world of productivity into a highly dynamic conundrum where people get churned. Some smile, some scream and yet some may swoon. That is not all; there are many more reactions that people exhibit when they get caught in the maze of the ADS triumvirate that impact productivity. There could be more. But these are the initial finders that may energise the study of capitalising human while dealing with randomness in productivity. Human managers should be trained to be alert in the ADS management. ADS management is necessary to manage the random human in a productive scenario and environment.

A symbolic diagrammatic presentation of ADS and productivity is given in Figs 8.3 and 8.4, respectively. In conventional human resource management, it is ideated that ADS can suppress and push down productivity. The productivity shrinks. Human investment management believes that ADS can be productively recycled to fire up and pull productivity. The productivity thereby swells. But there are limitations; there could also be collaterals that could damage the situation.

Figure 8.4 shows the conventional human management in which the three states of ADS push down or shrink productivity. Productivity declines in their presence.

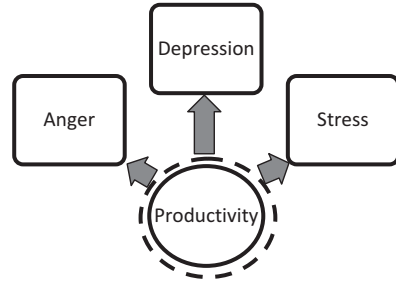
Figure 8.5 shows human investment management utilising the ADS to pull and enlarge productivity. The idea is to enhance productivity by constructively managing the three states in the workplace.

Fig. 8.4 Conventional human management ADS push down productivity



¹⁴The *Three Musketeers* is a novel by the French author Alexandre Dumas (1802–1870). Set in the seventeenth century, it recounts the adventures of a young man named d’Artagnan after he leaves home to travel to Paris, to join the Musketeers—Athos, Aramis and Porthos—of the Guard. In human investment management the ADS combination can be handy to human investment manager if used eruditely towards positive returns.

Fig. 8.5 Human investment management: ADS pull up productivity



All the time, ADS randomness is considered a productivity blocker. The view is from the psychoanalytic formats of management focused on individuals, not organisations. There are crash courses on handling ADS and ‘how to do it’ formats for individuals in every piece of unregulated communication media. Everyone is an expert advisor in managing ADS separately (now the author too is included). Some of them advice meditation; some of them deal with activities as normal as breathing in different styles. So far no one has advised to stop breathing to control the ADS randomness. That is good news. All the identified and available ADS blasters focus on the individuals. That also helps the practitioners to indemnify themselves from damages in case their methods won’t work. They look directly at the individual in focus. If it doesn’t work, the individual subject is at fault. Every method is under directive counselling for most part. Even non-directive suggestions are under directive mode called subject participation. The suggestion in capitalising human is to view them from the workplace or onscene perspective with the productive output in focus. There is no doubt that psychological disorders including mood changes can affect human performance. The consequences for the organisation can be serious. It could be devastating for the employee. Human resource management deals with many such issues in various organisations. Human investment management looks at them from the organisational point of view, not from the individual perspective. The answer is simple: the interest of human investment management is in productivity and productivity-oriented employee satisfaction. It doesn’t aim to improve the employee morale to increase productivity but improving it through productive activities and openings.

The problems associated with the blocked humans within the ADS conundrum ultimately limit their potential capacity for productivity in the workplace in the normal case. The collaterals associated with main point of decreased productivity are equally precarious in the work scenario. Among them are the following:

- Occupational friction
- Absenteeism
- Health issues
- Aggressive behaviour
- Conflicts
- Delays
- Errors

- Lack of cooperation
- Difficulty in coordination
- Communication distortion and blackout
- Barriers to the flow of authority
- Accident proneness
- Family imbalance
- Work–life disorders

The issue here is not just how the damages caused to productivity can be prevented and even preempted, but whether the destructive energy of ADS can be constructively used for generating higher productivity. It is a tricky attempt that has not been heard so far. The idea is not actually to create them but recycling ADS for yield. ADS are momentary and normally ride on the career. They work on the individual blocking him or her to randomness repeatedly. They have to be examined from the specifics available at the moment of time in the work environment. The probable causes of the moment for an employee in the work environment can be varied. Every employee may have different ADS signature though collectively the impact can be less varied. ADS generators are normally the following according to observant human resource managers:

1. Family issues (related to spouse, parent, children, relatives, property, illness, traumatic incidents, economics, conflicts and so on)
2. Social issues (cultural, religious, political, local, economics, community and so on)
3. Personality issues (endurance limitation, easy emotional excitation, low stress bearing capacity, behavioural polarity and so on)

They get superimposed with issues of the workplace. This way human investment management considers them external to workplace but interactive with it. The ADS randomness is not seriously included in human management even in modern times though the field of study recognises the elements as productivity blockers. But there are generalised attempts for constructive recycling aimed at action results. Spotting an employee who is a temporary or permanent victim of depression and extending psychoanalytic or psychiatric support is not done regularly in any organisational set-up. ADS randomness can spread from one to another and cause a domino effect in the organisation. Most of the managers who have experienced employee depression are unanimous about the warning signals appearing much late. The reason could be that the managers are not generally experts to appreciate the warning signals that would have inchoate much before the behavioural and subsequent productivity changes at the workplace become noticeable. Most of them presume that employee depression can last for a certain period and change subsequently when the cause is either gone or diluted and the individual regains confidence. But the fact is that people under depression go through horrible phases in their work–life process as the mental state has a habit of building and rebuilding enlarging the issue beyond its original size by sheer thoughts that wander in the brain. Here lies the key in ADS and capitalising human: prevent the issue from enlarging and turning into phantoms in the brain. The individual may be able to do it to some extent, but the organisation

Table 8.1 Factors for modelling ADS management

Primary objective	Enhancing productivity recycling the ADS randomness in the organisation
Secondary objective	Limiting decline in productivity under ADS randomness prevailing in the organisation at any time by preemption, prevention and containment
Tertiary objective	Prevent or preempt ADS causing domino effect and subsequent productivity decline
Factorisation of ADS	Individual factor, collective factors
Factorisation of employee	Individual, individual as part of group, individuals as a group
Methodology	Anger: direct towards result enhancement
	Depression: break out by work enhancement
	Stress: enhance eustress by maximising stress bearing capacity

can do it better by helping the individual to snap out. This is envisaged in human investment management.

Anger, depression and stress are factors of human emotions and subsequent randomness in behaviour. So far they are considered negative in output or as factors that cause debilitating effects in productivity. They could be recycled for constructive results. This aspect is not examined in contemporary human management in any organisation barring the military where anger and stress tolerance are key factors. Advanced militaries have taken care of using anger and stress bearing capacity in productive output. But depression is still a serious problem, and the present-day containment measures are increasing cohesion (binding energy) among the members of the forces. More cohesion means less depression among troop members. However, depression has not been seen as a productivity enhancer. Depression needs to be contained to prevent productivity from petering out.

ADS randomness as productivity enhancer is considered only an assumption at the moment. It has not been professionally processed and tested yet though there are many examples. The war cry originates from anger. There are other methodologies too. Strategy originated as a military subject and has been brought into management to deal with business competition. It has even percolated to human resource management. All these deal with career development and career talent generation to create talent pools, etc. internal and external to the organisations. Talent pool is a means of productivity. Many companies engage in healthy competition among their peers. Healthy competition has the underlying factors of anger, stress bearing capacity as promoters or drivers in traces. In all these measures, depression is taken care by the possibility of containment but not used as a driver of productivity. Depression is considered best handled along with anger and stress not independently in an organisational environment.

ADS management has to go through various factors to model it (Table 8.1). The model is for restricting the activities within a fixed management frame to avoid superfluous incidents and efforts.

Conventional human resource management and allied topics advise many methods to minimise ADS either individually or in the workplace. But they haven't been found effective as more and more issues surface all over the human system. The primary objective is to minimise them, not use them to improve production. Human investment managers will have a difficult nut-exciting task of turning around ADS constructively. Serious research is required in this aspect.

8.7 Summation

Randomness is linked with chance. It lurks all around in the human activity environment. The order of predictability succumbs to randomness. The effect of randomness in work environment has not been seriously studied in human resource management from the productivity perspective. There are no provisions for such studies. A simple example is analysing the probability of an employee being absent or late and its echoing impact on the total work environment. Randomness prevails in every activity for one or more reasons. This study considers every individual a random human. Everyone exhibits a kind of random binge with respect to activity outcomes. Equal probability of outcome is improbable under such circumstances not only between people but also between the outcomes of activities of the same individual. Therefore, it is all the more important to consider individuals as non-identical entities even with self in any activity with respect to performance outcomes. Precision outcome can be hit by random characteristics inherent in the random human. The study in capitalising human recommends examination of the known factors that could trigger randomness in a human activity externally as well as internally. There are many other unknowns.

The study of the behaviour of a random human is external to the present-day performance management process (PMP) widely adopted by human resource managers. It is based on supervisors. Employees are assessed by the supervisors in their performance. But the randomness study recommends inclusion of every person in the hierarchy of an organisation and the factors that could be decisive in causing random behaviour. There are many approaches. One of them is Kübler-Ross model. The idea proposed is to reverse the weaknesses and threats in a SWOT model—convert weaknesses into strengths and threats into opportunities. From this model one could reverse many factors such as anger, depression, stress, etc. into productivity enhancers instead of productivity spoilers.

These ideas need to be tested and practised by human resource managers in the course of their activities. They could make anger target higher productivity, use stressors to the load bearing capacity of the random human and various other methods which itself develop them. Success in such efforts will transform them into effective human investment managers.

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Chapter 9

Investing Human Capital

Unlike resources, an active human can be upgraded for higher returns by capitalisation and repeat investment in the activity profile.

Abstract At the tail end, this study introduces the idea of considering an active human as an entity for investment (see [Glossary](#)) in select activities in a work environment for the highest possible productive return (see [Glossary](#)). The entity is the capital human. Capitalising the individual as a capital human for the desired work output is the key point. The concept of treating the human as a resource is a strict no-go in this process. Along with it, the usual practices of human resource management may also need to be modified, if not totally scuttled. It will be a choice for the daring practitioners whether they like to reinvent or reengineer. Some may even find novel ideas in the process. Whatever may be the choice, daring managers may find new approaches to human management along the track. The methods of going about it demand further research and participation of every human manager to whom the idea appeals. The methodologies subscribed to human resource management will undoubtedly have to be tested for their compatibility in human ‘investment’ management besides identifying new methods of capitalising human and investing the individual thereafter. This chapter closes with a subliminal suggestion to the human managers to begin the journey in the elevated level, where humans are valued as unique living beings irrespective of their nature, towards their maximum potential.

Keywords Entity for investment • Productive return • Human system environment • Passive evolutionary process • Value engineering

9.1 Introduction

Capitalising human is not about using the individual human as a resource or even capital, in the usual sense, of a productive activity. It is about increasing the value of the individual human in a task with the sole objective of maximising the productive return from the engaged or assigned activity. The task could be anything which is

performed as an activity¹ in the human system environment.² The human manager has to steer the human towards the desired objectives. This way, the topic of capitalising human is expected to raise the level of contemporary human resource management and strategic human resource management to the next level by inclusively breaking away from the wavering and evolutionary process of development. More so, there are chances of merging both—human resource management and strategic human resource management. This will also elevate the topic from a ‘detached’ staff function to an ‘attached’ line function in the overall principle and process of management in any kind of organisational structure. It is also a process that is expected to help to adjust the mismatch between the normal evolutionary process of growth and development of human performance, which follows the natural frequency and rhythm, and the impact of aggressive and demanding socio-technological changes surging in every human system. Humans, anyway, are getting upgraded by passive evolutionary process³ guided by chance. While the element of chance cannot be eliminated in anything about life and life forms, certain degree of ‘certainty’ could be added to the whole process of output management through human tasking. This could be accelerated with a little push by capitalising. The tasking could be an ordinary task at level one of engagement or maximum governance of a nation at level four of the activity pyramid. The performing human decides the fate of any activity at any level.

People are finding it difficult to meet the requirement in their activity-centred work–life environment because of the deviant surge in technology-based social advancement. Human resource management, as being practised, needs to undergo sea change to meet the demand for productive returns and work–life balance which has to be embedded in action, not external to it. Experts in human resource management have been vocal about human and organisational development and work–life balance, in the modern ‘small is beautiful’⁴ (Schumacher 1973) productive world. But their efforts still remain within the limiting lines of human resource management. Capitalising human is intended to change the subject itself to give a new look at human performance aimed at not only work–life balance but also activity–life balance in every kind of human system. For that, the first step is to go beyond any

¹An activity means every activity whether lawful or unlawful, ethical or unethical, social or anti-social, etc. that could be brought in the realm of managing human on the levels 3 and 4 of the activity pyramid. The author firmly believes, though not tested, human investment management can be a powerful tool in managing positively active human in a socially acceptable activity for the simple reason that it may be difficult to apply it in a socially unacceptable activity to perfection. This will also give an edge to the socially acceptable activity performers over the socially unacceptable performers in every activity including rule of law. This aspect is not explained in this study as it needs collateral studies and research besides being digressive.

²See [Glossary](#).

³See [Glossary](#).

⁴Schumacher in his 1973 book written against the backdrop of the then prevailing energy crisis argued against the idea of ‘bigger is better’ industrial policy edifying the need for the environment-based economy and human sustainability. The book paved the way for other landmark studies on sustainable systems. Ultimately, it is about the value of being human.

limiting line and stray into the unknown. The focus is on activity and performance results through the individual human. The responsibility for work–life balance moves to the person instead of the manager. The course is to be charted with productive returns in mind.

Simply put, this study is about the idea of investing a human in a task or activity, whatever it may be, for maximum possible return or yield at any given time and then repeating it by raising the bar. It doesn't stop there. The bar will keep sliding up or down till minimised on its own to an acceptable level. This level has to be decided by the organisation or the concerned human group for the specified task. Any move further down the decided level is not desirable. That is, where the individual's productive value and corresponding return will be unacceptable to the organisation. By then, the organisation would have exhausted the methods to revive the individual's original investment value. This stage opens up organisational succession by another human whose investment prowess matches with the intent of the organisation. This calls for organisational decision for replacement. This method can be modified for any task and situation. This is the model in an ideal situation exclusively from the point of view of the terms of reference of productivity. But strictly, it has a necessary appendage—the value of human at the moment.

9.2 Value Engineering Human

Value engineering⁵ identifies four different values with respect to a product (good or service)—(1) use value, (2) cost value, (3) esteem value and (4) exchange value. Value engineering the capital human cannot be done in the same manner as in production or purchase for various reasons. One of them is that humans do think, simple. Besides, humans are neither resources nor products. They create products out of resources engaged in an appropriate activity. The value of an employee as assessed by the organisation can vary any time. It can abruptly decrease even below the minimum acceptable limit even though the results the recruiters assessed at the time of recruitment and selection would have shown otherwise. In the case of human management, value engineering telescopes on the investment value of the human. The value comprises all the four values of a product in value engineering in different measures but divergently. A human incurs cost value, delivers use value, possesses esteem value and wields exchange value relative to an activity. While it is easy to understand the cost and use values of the performing human, top-seeded executives, players, politicians, academicians, entertainers, scientists, technologists and so on can be quoted to drive home the meaning of esteem and exchange values in a human system as individuals. This aspect will be clearer when the estimation of gross domestic product (GDP) or value of gross national product (GNP) is assessed taking into consideration the quaternary and the quinary sectors associated with knowledge and people one day. The cost and use values are the only factors that are taken

⁵ See [Glossary](#).

into consideration in the present-day human resource accounting as well as strategic human resource management. Human investment management (HIM) extends beyond this limit. Besides being an individual with value, a human also has values as individual in the group and individual as part of the group. All the three stasis act together in a resultant fashion in most of the human activities irrespective of the levels on which the activity is performed in the activity pyramid. People exercise work demand through their esteem and exchange values in all the three forms as individuals (actors, models, sports personnel, consultants, academicians, etc.) and in groups of associations under various system characteristics (based on religion, nationalism, politics, unionism, radicalism, cult, collective bargaining forum decisions and so on). These factors can be quite critical in making or marring a productive activity. Therefore, it is important to examine the value-based assessment of humans on their productive returns before investing them in an activity.

In the human investment language, an organisation should look for real return from a human to the organisation, that is, the investment value. The value is assessed by the real return which in capital human investment is in terms of value not money alone. Here, it is important to understand that the four values depicted in value engineering and value analysis for a product are not strictly the components of the investment value of a human. They are examples for explanation and appreciation. Value engineering human is to assess his or her investment value, which is the sum total of the expected values of the estimated productive return. In other words, analysing the investment values of a human is strictly based on the returns from a capital human in productive investment at any given time. This will be a deviation from the contemporary human resource audit and human resource accounting.

9.3 Investing Human

Real return is what smart investors look for in monetary investments such as stock markets. It is not about attractive interest rates, but returns after taxes and other charges. Investors want a return that can beat inflation. In investing the capital human, it is about beating perennial competition and winning the war in a sustainable mode, not even in a Pyrrhic mode. Monopoly privileges were an old ball game in organisational management. Today, it is an odd ball game. Competition rules in equal playing fields. The only difference in the competitive business environment is the human medium for productivity that can penetrate competition by spiky capitalisation. Every other parameter is more or less identical for organisations. In the modern world, a human being or an organisation will have to compete for sustainability, sometimes even with oneself in the absence of a competitor.

In capital human investment, the humans are not just employed but invested in various productive tasks according to activities expecting real returns from such investments. The real return is maximum productivity (yielding maximum value) within the capability and capacity of the invested humans. The value depends on the task. Competition is about progressively winning moves. The return is in terms of

desired productivity. Desired productivity is what the system that invests the human in the task or action expects. The human, thus invested, is sans disability to perform the desired action. It means every human with the required skills and capacity to think and perform. As mentioned earlier, any human who is mentally capable can be a performing human. The tasks in which the humans are engaged may vary. Such people could even be those who are laid-back physically but perform with a capable mind. There is no handicapped or differently abled human in the study and process of capitalising human for investment. Everyone is differentially abled from another in one way or the other. Everyone is capable of performing an identified activity. A human can be skilled and capable for a particular task or incapable and unskilled for another. For that reason, every human has a value for action within the concerned system. Every human can provide returns in a task decided by the skills and capabilities of the individual. All the more, these potentials can be upgraded.

Accordingly, human management by capitalising the individual deals with investing humans in activities based on their profiles and values for maximum return and benefits. Unlike any other return-compatible exchange medium, humans have the extraordinary capability of changing their own values. They are expandable, upgradable, self-generative and even regenerative (the phoenix syndrome)⁶ after a decline in most cases. The real returns from a human thereby vary at all times. Maximising the real return within this variation is the task of the human manager. The value of a human being in terms of productivity is a function of time not static as in the case of a resource. Outside the organisational boundaries, humans are part of the social systems sharing the space with many other humans engaged in various tasks. There too the individual human brings in productive returns. However, the concept of capital human advocated in this study deals with humans within an organisation worthy of investing in a task appropriate to their skills and capabilities. Humans deal with resources through productive actions for achieving the desired objectives. Their task is to optimise resources and gain maximum productivity and not to behave as resources. This is not an idealistic monologue, but a winning proposition in management. This way, the study approaches the issues differently from the contemporary human resource management to the extent that humans are viewed as valuable investment entities where each one has a different and non-linear value that will change or can be changed with time. The values, of course, can be different and also can be changed by adopting different approaches.

At this stage, there can be a comparison of humans with money in the form of investment input. But such comparison does not hold water as humans are different from money. But, money, as an example, can be used to appreciate the idea of investment of a human to a limited extent.

⁶The phoenix syndrome in this study refers to the capability of a human to rise from declined or failed performer to a higher performer. In the prevailing business terms, it is the ability of a company that has gone liquidated to come back with more vigour than the past as a new company. In human investment management, phoenix syndrome does not mean renewed or substituted appearance as another entity. It means every human is capable of rising from a fall down under in an activity profile.

The value of money changes with inflation and other economic conditions and states. Money is in the form of currency that includes coins and bank notes. The latter are a promissory note (a negotiable instrument), whereas a coin was expected to be the value by itself in metal. There is no bank or state promise behind a coin. The value will be as printed or stamped on the currency. The self-value is fixed, and its purchasing or exchange value will differ with respect to the prevailing economic conditions. Not only the self-value but also the shape, size and colour and other contours remain identical for every unit of currency according to the time of printing or minting. It is not so with humans. Each individual human is different not only from the other but also from those who were born so far and, by that evidence and valued by time, will be born in the future. The individual also changes from self with respect to time. Currency and every other monetary instrument are fixed in value as an investment media. The instrument in which money is invested gives the return the value of which will be based on associated risks of investment. Returns will vary, but the base value of money will remain fixed. In the case of humans, the returns are in terms of productivity. The difference is that the return as well as the associated base value of the investing human will vary.

The only commonality between currency and humans is that they both behave identical from the point of view of transactions as return yielding media. While money is fungible, humans are employed in a fungible manner though they are not in reality. This can be seen in every succession plan, whether temporary or permanent, in a particular task. Human resource management does not suggest a method to match a human with a human exactly identical—an activity doppelganger, an apparition of the other in activity. That is how situations change when people change and organisations or human systems move in a staccato manner surging fore and aft in any kind of succession or replacement. The rhythm of the flow gets interrupted like a train changing track though the way is still forward. A human in such case is replaced by another, but they are not similar in value for return whereas money is. The direct return for money and other monetary investment media is money for wealth generation. The direct return in human investment is productivity for wealth generation. Productivity or, rather, productive return is the focus of capitalising human. In this process of activity, the study of capitalising human appreciates the following:

1. Every performing human has the capability to produce results in an activity.
2. Every performing human has an action-compatibility profile.
3. The profile can vary or made to vary as a function of time.
4. The profile changes according to the randomness in a human.
5. Humans, though not fungible, are tasked in a fungible manner, one replacing another in an activity scenario.

Every human is a special type of investment media or entity in a productive instrument in the form of individual human who changes shape in three different formats—individual, individual as a collective element of the group and an individual who stands alone in the group. All the formats of behaviour can be witnessed in the same individual. This behaviour is further modified according to the time

function. It is this behaviour that drives performance and productivity. This creates the capital human. Each one of them is a unitary capital in three-dimensional roles that can be invested in ventures of productive action leading to human well-being. How does one go about it is the quest of this fledgling study of capitalising human for investing in an activity. In this process, there is no good or bad human; there is no enabled or disabled human. There is only performing human under natural limits. The performance varies from one to another and one to self as a function of time. The performance will either advance or decline. Mostly, it is expected to advance in the productive employment period. Rather, only those whose investment value is advancing will be seen in the regular employment of a formal organisation. The rest will decline, withdraw or retire. The critical factor of performance is that no human can exceed his or her natural limitations by default.

At this stage, to understand the process of investing human, it will be appropriate to peep into certain terms used so far, in a more focused manner. Investment is about capital accumulation. In classical economic theory, investment is the production of increased capital. They are capital goods—goods used for the production of other goods. Investment becomes thus associated with saving with a difference. Saving contests stagnancy—not spending—whereas investment means spending on specific type of goods, goods that make goods. This term that was formidably argued by Keynes doesn't support the human investment theory. It cannot be processed for investing human.

By another definition, investing is the act of committing money or capital to a productive endeavour for profit.⁷ Investing takes further extension in terms of time and effort. In business, investing is the key for wealth generation. Investment is considered to be the asset on which the investing medium is committed in the expectation of wealth generation. For example, in finance, an investment is a monetary asset purchased under the expectation of value appreciation. The ideas of investing and investment have to be clear to appreciate investing human and human investment. In both the productive demeanours (investing money in an enterprise and investing human in a productive function), it has to be understood that neither of them indicate any kind of speculative or zero-sum engagement. Speculation is not investing. Committed entity under speculation is not an investment. This is an intended restructuring of human management by invoking the concept of capitalising human. Consideration of an investing human is sans every kind of speculative premonitions and chancy aspirations. There is no speculation in the process of human investment. Investing human is the act of human investment in actuality. Other forms of human management depend seriously on speculative human application. The present-day performance appraisal systems are examples of such speculative assessment. Expectation deficits or surpluses reflect such appraisals. Even there could be speculative amplifications of prejudice by the appraisers.

⁷In this study, capital is considered different from money. Money is used simply to purchase goods and services for consumption. Capital is more durable and is used to generate wealth through investment. Examples of capital include automobiles, patents, software and brand names. www.investopedia.com/terms/c/capital.asp, accessed 12 January 2015.

9.4 Reality of Money: A Comparison

A serious look at money makes one wonder whether it is real. Sometimes it is felt real; sometimes it is not. Whatever, money is needed like many other metaphysical or unrealistically realistic fundamental appendages of socially interactive human life. Humans cannot be compared with money to appreciate capitalising human because humans are always real and they use money to exchange goods and services as a subsistent requirement. Money in return doesn't use humans. In an improbable approach, human investment in management needs such comparison from a far distant point of view. The value of money is frozen as printed or stamped on it. It doesn't change. The value of a 10-dollar bill is always 10 dollars. The purchasing value of money declines over time even for the fresh money out of the mint or press. The highest value of a unit of money is 'now'. The value of a performing human in terms of productivity normally increases. The highest value in such case could be expected in the future unless already minimised to the bar explained earlier. The highest and lowest values of a performing human can be estimated by close observation as in portfolio management.

The reality of money can be examined from the three types of value application of money: (1) commodity money, (2) representative money or (3) fiat money. Commodity money has use aside from the use as money. Commodity money with its inherent value is real. Representative money represents the exchange commodity for that money. It is backed by items for which it can be redeemed. Fiat money is what is in circulation with temporary stopovers in various wallets or closets. It is called money by the government and chorused by those who are governed. It is not backed by anything of value. Of course, one should value the promise of the government. The promise could go for a jump when the government fails or falters. There could be situations in a country where the safest place to keep one's fiat money is one's own pocket, not the banks. It happened in the Soviet Union on its last journey and Greece in mid-2015.⁸ It happens in many countries where banks or governments collapse overnight. The fiat money has its value set by the market in today's world. It will not change.

To think of it, are human beings real? Well, they are. That is a big relief. The productive characteristics of humans provide them value. Therefore, they can be invested in activities for returns. The returns can be increased by investing them correctly and wisely according to productive capabilities and, in addition, increasing their value unlike that of money till they are limited to the sink. The twin shot value—assured return and progressive return—makes the difference in investing human. A human is a wee bit, if not more, better than money to invest. Ultimately, it is wealth generation in both the investments. Every 'money' is not capital; every human can be capitalised.

⁸ Greece closed its banks and imposed capital controls on 28 June 2015 to check the growing financial crisis as the European Central Bank froze vital lending support to the country's banks. msn.com/en-in/money/topstories/debt-burden-capital-control-way-ahead-all-about-greece-crisis/article/AcgnNos?ocid=mailsignoutmd. Accessed 30 June 2015.

9.5 Turning Around Human Resource Management

Contemporary human resource management is a staff function except for a minimum degree of line function within the department in a formal organisation. The line function is performed according to the principal functions of management. The operative functions of human resource management reflect through staff functions for the entire organisation. This is the standard functional format. The human resource manager will have to establish very special relationships with all the functional heads and senior executives for performing the staff functions. Within this functional package, the human resource department evaluates, acquires, processes, upgrades, adds value, administers and replaces people for organisational purposes—all for a short period. It is a constant process, though. The established operative functions involve a host of activities related to people. The activities comprise job evaluation, job analysis, recruitment, selection, placement, induction, training, compensation, performance evaluation, movement, development, career planning, welfare, (legal) compliance, retention and, finally, succession. Some organisations go even beyond succession. They care for their employees even after their final departure by superannuation from the organisation by extending benefits of pension and allied supports. In some cases, even the families are taken care of on the employees' and ex-employees' demise. The need for such extension in the present-day environment can be questioned especially when the burden of postretirement benefits, etc. mounts on the organisations.⁹ This happens to governments mostly. There are also many examples in the private sector.

The entire process of human resource management from recruitment onwards goes by textbooks, independent policies of organisations and the expertise of human resource managers in executing them. There is no standardised procedure even for identical tasks in different human organisations. The process of human resource management encounters occupational bias in judgements, assessment of values and returns and finally accounting and auditing the human resources for value assessment. Prospective employees at all ages worldwide suffer from the impact of occupational bias unleashed by organisations and human resource personnel, in spite of present and future prospective talents of investment value. There are multitudes of examples all over the world in human employment to demonstrate this statement. The so-called Vyapam (Vyavsayik Pariksha Mandal) scam in admission and recruitment in the State of Madhya Pradesh in India (2015) had its origin understandably in 1998. It is a typical example of the pathetic situation of human resource management more than any kind of political and social sleaze in education and employment.¹⁰ *Vyapam* literally means all around!

⁹The US auto giant General Motors was an example for a flawed case of retiree benefits in the private sector that faced quite a few legal proceedings. See GM Canada to Pay \$9M in postretirement benefits, www.cbc.ca/news/canada/windsor/gm-canada-to-pay-9m-in-post-retirement-benefits-1.2724887. Accessed 26 September 2014.

¹⁰*Vyapam* is the Hindi acronym for the Madhya Pradesh Professional Examination Board in India incorporated by the state government. The board conducted entrance tests to various recruitments

Interestingly, human investment management can also be applied to people recruited and selected under sleaze under the lemma that every human is investable.

Not all organisational structures are alike with respect to human resource management. It also applies to people. Most of the organisations that have exclusive human resource departments may manage it with generalists. Some may seek the attention of specialists. It is based on the organisational policy. Yet another organisational policy is to handle human resource management as part of other departments. Many organisations bring the department under the purview of general administration or administrative management. Obviously, such methods have various drawbacks that will reflect in productivity. Many such organisations may not even know the reason for their sluggishness. Dropping sales need not be by fluctuating market forces, but the absence of dedicated human management. Organisations primarily collapse on human incompetence which means negative returns from human investment. Such organisations may look for reasons elsewhere externally. Most of the conservative companies, who are easily satisfied with average leap forward, are shy of dedicated human resource management systems in their organisations.

Organisations will naturally face various challenges as time advances. Whether business or otherwise, an organisation will have to perform under extreme competition within its environment. Otherwise, its natural life span could shrink. A business could succumb to the pressures hibernating in the business environment. These pressures may reveal abruptly at the most unexpected moments. The organisation may not be able to face them unless strategically managed for adaption. It is only the performing humans in the asset pool of the organisations who can steer the organisation out of danger. It is a futuristic appreciation, hence, invariably of strategic intent. Those who cannot face the challenges may come under pressure. That is the rule of any formal human system. In such cases, the classical approaches in human resource management may not yield the desired results or provide the desired competitive advantage. Against this appreciation, human resource management in its evolutionary process apparently crossed the conventional limits and waded across the boundaries of strategic management. This gave rise to strategic human resource management (SHRM) as an approach to managing human resources for long-term business or organisational goals within a strategic framework. The emphasis on SHRM was laid in the 1990s. SHRM packs a lot of topics in it such as long-term human issues, matching human force with future goals, generating talent

in the state government and admissions to state professional educational institutions. Irregularities were reported in the conduct of recruitment and selection since the mid-1990s, and the first information report (FIR) was filed in 2000. However, until 2009, such cases were not thought to be part of an organised syndicate. When major complaints surfaced in the premedical test in 2009, the state government established a committee to investigate the matter. The committee released its report in 2011, and over a hundred people were arrested by the police. The case flared up in June 2015 in the national media when it caught the attention of the Supreme Court of India and became an ignominious sleaze involving fraud, impersonation, coercion, suicide and murder. More than 2000 people were arrested and many people were allegedly murdered by then.

pools, macro-concerns about organisational structure, quality management, cultural context, values, commitment and so on. There is scope for more. SHRM is in close loop with trending in the human organisational matrix. It evolves with work and work culture besides having cultural affiliations with various human systems to which a business transcends.

However, the subject of strategic HRM is more spoken and written about than acted upon (2015). SHRM is said to hold the key to business performance. The question whether SHRM has to be viewed as a part of strategic management or an exclusively aligned topic with HRM is one that needs answer. But the introduction of strategic human resource management itself was a major change. It showed that the evolution of human resource management continues to be dynamic and rapid.¹¹ SHRM brought human resource managers to the strategic tables of corporate houses with a view to align the organisational needs and objectives with a futuristic approach to conventional human resource management. But in spite of the entry of strategic human resource management as a specialised field, the concept, process and methods of human resource management remain unchanged in the form of routine operative functions. Of course, they are critical for the present. Operationally, human resource management functions as a firefighting model.

Human investment management is a tool that may revolutionise the entire process of human management in an organisation and give the necessary finesse to strategic human resource management by absorbing it within. Consequently, the entire aspect of human management assumes the aura of strategic management where the concern is about productivity which is futuristic even in a short span of time. Strategy deals with future planning and consequential reactive management till end. With the assimilation of strategic human resource management with human investment management, the entire outlook becomes strategic. At the same time, it has the capabilities of replacing human resource management into a different paradigm taking it to the next level, out of the slow-paced evolutionary confines. It may mature the evolution of human management which began with a human engaging another for productive rejoinder in the field of action. It would have started with brutal authority exercised in the most vicious manner in getting the desired output. The evolutionary train crawled through the changing human approaches of empathy depicted in the Hammurabi Code to the present-day world of extreme competition and interim executives and other employees who work for multiple companies (Singh 2015). But the process is slow; transformation is insignificantly reckonable. Human investment management can erase the scented trail of the slow-moving evolutionary ant column of human resource management liberating the indolently pacing followers in the column to stop and revolutionise their next moves. Getting out of the evolutionary progress of human management is expected to speed up the

¹¹The evolution of human resource management is not leading to strategic human resource management alone but also to various other branches such as international human resource management, green human resource management, human resource accounting, human resource audit, etc. All of them, however, are following the same principles of HRM—attending to people in the premise of increasing output, which in the 1970s was the hallmark of industrial engineering.

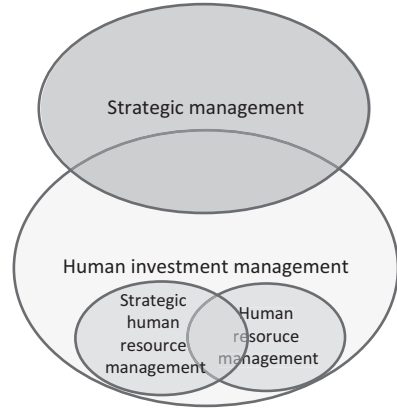
process in the much needed productive activities in a style that otherwise won't come for ages if the path is evolutionary. It is essential when the world is brimming up with people. It is the end of the old that will usher a new beginning in a huff-puff environment where competition never ends. It is time to amalgamate conventional human resource management and the strategic human resource management with human investment management and hold and alter the forces of evolution into lateral displacements for competitive returns. The lateral displacement will see the evolutionary forces converging on investing human rather than the old concept of managing human which even Emperor Hammurabi was worried about. It is long time. It all started with the supervisor holding the restless whip or truncheon depicted as a sadistic brute forcing slave labourers to yield in historical plays. Today, humans are the most valuable and dignified media for investment. They are neither resources nor capital for optimisation or management. This demands investing human in everything what a human does, everywhere a human does it, in every level of the human activity pyramid and in every respect of the activities that only humans can perform within limits that may perhaps enhance ecologically when challenges mount.

But the sole purpose of investing human is to make a person work for the organisation in all its fervent vigour and heightened returns. Channelised to productivity, the performance will ever go on.

Human resource management needs to be turned around to provide a more dignified outlook to human management. This is possible only when the natural evolutionary process of human management from historical times is checked, blocked and diverted in a multidimensional approach of diverse lateral approaches. Human investment management, it is expected, could provide this facility. The evolution will stop with warts and all. Multidimensional creative and competitive development will take place. Strategic human resource management will assimilate with human investment management into exclusively futuristic approach of human management. It will alter the approach to productivity based on competition eliminating wasteful actions and dead or negative results. The world is in an appropriate time with its globalised outlook where the talent pool can stretch to global limitations, literally to the edge of the world. Time and effort will be channelised rhythmically within the human investment management. Human resource management will turn around in unique partnership with strategic management linking strategic management, human resource management and strategic human resource management (Fig. 9.1).

Figure 9.1 shows the affiliations of human investment management with strategic management, strategic human resource management and human resource management. Human investment management, relative to human resource management, is expected to be closely affiliated with strategic management. At the same time, the strategic human resource management and existing human resource management will alter and dissolve into human investment management by design.

Fig. 9.1 Affiliations of human investment management



9.6 Objectives of Human Investment Management

The objectives of human investment management will follow an altered cataloguing compared to conventional human resource management with a strategic inclination being strategic in nature. In this light, the objectives can be summarised as follows:

- To identify prospective employees in the open social system and prepare a talent pool much before their recruitment, selection and placement in the organisation to meet organisational objectives. This process will start simultaneously with the establishment of the idea of an organisation. Subsequently, it will continue as an ongoing assignment of human investment managers. Identifying and developing performing humans for maximum return is a continuous task which could even be termed as corporate educational responsibility (CER).¹²
- To recruit, select and place investment-compatible employees in the organisation as required from the open talent pool.
- To continuously enhance the investment qualities of the individuals and the groups in the organisation according to strategic organisational planning.
- To assess the net investment value (NIV) of the individuals and groups in the organisation on a daily basis as an audit and control system. This has to be tracked continuously for capitalising them for higher returns in a productive investment.
- To strategically align the individuals and groups with organisation.
- To observe and execute employee movement and succession plans.
- To enhance value-based returns from employees through organisational governance.
- To ensure continuity of organisational development.

¹²Under CER, students can get recruited much earlier in their studies than at present. It will be an encouraging factor in continued education among the young.

- To strategically manage the internal business environment for maximum productivity through training, development and ADS management.
- To brand the organisation through employee cohesion.
- To contribute to the enhancement of the survival factor of the organisation through employee investment.

The objectives identified so far are in a generalised manner. Many more could be identified with respect to organisational requirement. There is immense scope for developing these objectives and enhancing the field of study of human investment management for future applications.

9.7 Human Investment Manager: The New Avatar

One of the catches in human investment management may come from the definition of a human investment manager apropos a human resource manager. There are no human investment managers so far unless it is about the humans who are managing fund investments. They are in a different job. Human fund managers are often called human investment managers in financial organisations. They may, perhaps 1 day, will be totally replaced by electronic or robotic fund managers. *(There is much scope for the latter—the robotic or bot investment managers of the future. Bot fund managers won't be fatigued, bored or monotonously emaciated or, in human investment language, suffer from ADS randomness. Maximum of their batteries may drain off. That, of course, can be recharged. They may not be sensual, though. Perhaps, 1 day, there could even be bot human investment managers who could scan through employees' investment value by just one look and guide them accordingly. This is on the lighter side.)*

If the future is a great energiser, human investment management, being a futuristic proposition, could be a refreshing idea in everything that is connected with human interactive engagement. For organisations to turn around and replace human resource management from its present structure with human investment management should not be a difficult task. But one may wait to give a definite shape to the latter. It is not an overnight proposition. To begin with, there is enough space for both the approaches. In such case, initially, human investment management may be assimilated with strategic human resource management. Thereafter, once it achieves credibility and operational ease, it can slowly absorb strategic human resource management on which it is riding and subsequently dissolve human resource management that is running parallel by fine-tuning itself. Presto! The game is over and the organisation is on a track to fully invest humans for the future instead of resourcing them. Neither human resource management nor strategic human resource management will be a topic of discussion thereafter. They will shift to the background like the erstwhile topic of personnel management. The topic now is within the ambit of strategic management, where everyone from the top to bottom is involved in the new context. Strategic management was a bastion of the higher ups in the organisation

in the past. It has also evolved and percolated carefully to the lowest link in the chain through strategic communication and relationships for effective implementation and reactive correction. It is the human links in the chain that have to implement the thoughts into productive applications. The last link is very important, especially when it is also the lowest. To sum up, there is place in today's organisations for both the approaches with the future definite, where human resource management may dissolve into human investment management at the end for a new beginning. This process would last some time before human investment management can build up on its own. It should not be an abrupt process even in a new start up as human capabilities are limited.

The new-generation executives will be human investment managers with a role matrix that will be entirely different from that of the conventional human resource manager. The most perspicacious minds today consider employment a highly demanding activity under extreme competition. The human investment manager is expected to change this paradigm. He or she will be an enthusiastic human investment manager and an employee at the same time, expected to maximise returns from performing humans including oneself. It should be the most gratifying experience of one's life with productivity cascading to maximum count. That is exactly what is expected of a human investment manager. The path towards it has to be pragmatic and acceptable. Here, the means are equally important as the end. End doesn't justify the means because continuity and permanency of result are assured only when the means match and balance with the ends. The end is intrinsic whereas the means is instrumental. While the compensation regime advocates that the paycheque should balance employee's knowledge, time and effort, it is not often so. It is inversely proportional to the security indemnity of the job. As heard in some seminar rooms, 'less the pay and incentives, more the stability of the person in the job' is the feeling in many organisations. This is not a researched view but matches with the human conditions in the activity place.

9.8 Human Investment Management: Core Competencies

Competency is all about skill and ability to perform certain tasks in a generic form. In human investment management, it is about the overall ability to gain command and control over the activities associated with the career position. It will vary with respect to one's position in the organisational hierarchy. Like the five principal skills required for any performing human with respect to the task, the core competencies for every human manager will be identical with respect to their approach. In human management, there are three different approaches including human investment management that this study advocates. The other two are the conventional human resource management followed by the present-day organisations and the strategic human resource management, the strategically elevated version of human management. The core competencies required for the latter are the strategically modified version of the core competencies of human resource management. The core

competencies required for a human investment manager can be outwardly identical with those identified for the human resource manager but different in form and practice. Some of the accepted competencies for a human resource manager are examined and compared with the competencies required for a human investment manager which also include strategic adaptation.¹³

1. **Employee service provider versus employee investment manager.** This competency in HRM is based on the model of customer relations. In this process, the employees are taken as an organisation's primary customers. The human resource manager is expected to be competent to provide efficient, accurate and timely service to them. Major components of service include compensation and benefits management and ensuring welfare measures. The expectation is that the employees, if served of their legitimate needs, will automatically focus on their productive prowess. A human resource manager will have to spend considerable time as a service provider. The legitimate needs are relative to the employee. The perspective of the company and the employee can differ. This is an area that human investment managers can effectively tackle as part of enhancing the employee investment value with added functions of employee identification, honing investment value, dynamic retaining and appreciative release and replacement when time comes. The employee is considered an investment medium with increasing value in productive returns.
2. **Objective and goal alignment versus strategic alignment.** Human resource managers need the competency to align organisational and human objectives and goals. This requirement is part of strategic human resource management. It is a kind of management–employee partnership. Such a strategic partnership between human resource management and the company's leadership is emphasised within the modern organisations, where importance is given to strategic human resource management. The competency of the human resource manager in developing a strategic partnership is the ability to produce human resource metrics that demonstrate a return on investment in the human resource activities and functions. Such strategic alliances are worth the time they take to build, but they require forward-thinking management principles. This is automatically achieved in human investment management as its principal purpose is to align individual–organisational goals strategically.
3. **Resource management processes and practices versus investment management processes and practices.** Human resource managers will require honing their skills in processes and practices related to human management frequently. This is needed for delivery of services to employees and external customers. External customers include applicants, former employees, vendors, suppliers and so on. Recruitment and selection steps, workplace investigation procedures and safety and risk management measures are among the human resource

¹³Comparisons and suggestions are random variables and projected only as examples. The human investment management aspect of suggestions may vary from organisation to organisation. This needs organisation-based research. The author found them possible in his career in the military and non-military armed forces and a civil (public) organisation.

processes that comprise the human resource management competency. All these will remain with human investment management, but the approaches will be based on the single factor—the ultimate return on human investment. Processes and practices, therefore, will undergo change in human investment management in an exclusively competitive and tactical approach.

4. **Regulatory compliance and audit *versus* legal and procedural compliance.**

Human resource managers should have regulatory compliance competency to limit organisational liabilities caused by legal regimes in force in employee management. Regulatory compliance is necessary to avoid exorbitant legal fees, penalties and fines after a violation. Noncompliance with labour and employment laws can damage the company's business standing. Compliance and audit are critical HRM competencies—the human resource department staff must maintain up-to-date knowledge of federal, state and municipal employment regulations and ensure the company demonstrates a commitment to fair employment practices. Human investment management also will have to be legally compliant but may dilute it by seeking support from the legal departments or external legal advisors of the organisations and limit the competency to appreciating the regulatory regime to support the legal professionals acquired by the organisation. Regulatory compliance and audit can undergo certain changes in human investment management. The proposed viewpoint is that human investment managers should be relieved of exclusive involvement in legal proceedings so that they can focus on strategic initiatives. Besides, human investment managers are not expected to be legal experts (this is also true with human resource managers). This may be handled by the legal departments (internal or external) limiting the functions of human investment managers parallel to the tasks they perform towards human investment and as being suggested by them from the point of view of human investment returns.

5. **Training and career development *versus* investment value enhancement.**

One of the competencies of human resource management is long-range planning for employee training and development. It is a key component in preparing the workforce for increasingly responsible roles using promotion-from-within policies. Workforce planning and development prepares the organisation for projected demands for the company's products and services. An essential human resource management competency is the ability to conduct and analyse needs assessments for future workforce skills and capabilities. Looking at current employees' skill sets and using that information to determine what type of training or employee development is necessary requires knowledge of workforce planning and delivery of training. This human resource management competency helps the organisation achieve or maintain a competitive edge and industry status by readying it for employment trends and the availability of workers. Human resource development also positions the organisation to become an employer of choice through long-range planning activities that include innovative recruitment, selection and talent management. Talent management is a human resource concept that refers to employee expertise, which is an employer's most valuable resource. The entire process undergoes changes in practice in

human investment management without loss of sheen. Training and development in human investment management is systematic and structured to increase the investment value of an employee in the identified activity at the desired time. It is central to human investment management.

6. **Employee relations versus human investment relations.** Effective human resource managers establish successful employee relations based on values. They can communicate and negotiate with the employers and employees. Keeping the employee relations in human investment management will not be rigid as the human investment manager will be in constant touch with the employees for assessing their work output and guiding them for better returns. This is where the portfolio style and approach are recommended. In fact, human investment management may reward the organisation with improved employee relations.
7. **Resource value identification versus investment value identification.** Human resource value identification begins with recruitment. The human resource value identification is limited to the processes of recruitment, training, development and performance appraisal, whereas it has to be a 360°, 365-day affair in human investment management. It begins with the identification of a prospective employee much before actual recruitment within the desired geographic area that can extend globally. It could be by various means including talent pooling. An example, as a suggestion, is identifying talents at the school level and developing the talent to suit the organisation at a later stage through the normal educational institutions that the individual may follow. It is prepooling. An example of prepooling can be seen in family-oriented business where the prospective successor is trained and developed years before the assignment in the organisation.¹⁴ The area of such pooling is more or less limited within the close family circle. The succession plan is premeditated, and the prospective successor is brought up by developing for future tasks. A human investment manager is expected to exhibit considerable competence in identifying people suitable for the job from the productive returns' point of view. The manager should be able to assess the individual's value for the organisation on a real-time basis. The values of a prospective employee as well as an employed person for returns have to be assessed as the net asset value (NAV) of an open-ended mutual fund on a daily basis and recorded for the use of strategic managers to understand the career path of an individual. This is possible. The net investment value of an employee besides being an index value will also be the change agent in human management. Human resource management depends on the appraisal process of the employee once a year or so. This age-old practice is plagued with many shortcomings that compel the appraisers to experiment for equity and accuracy in spite of its continued practice. NIV assessment has never been tried so far. Believably, the NIV

¹⁴While many social systems may find fault with family-oriented business and dynastic systems, one may find traces of human investment management in all such succession programmes. To that extent, human investment management is not a new subject. Dynasty in business and politics has been an all-time history.

assessment process can completely eliminate the performance appraisal process which continues to be lackadaisical and imperfect besides consuming a lot of time that otherwise could be used for more productive activities. Performance appraisal system is not without complaints and grievances. A human resource manager will have to develop the skill to understand the proactive employee at the time of recruitment, selection and placement, whereas a human investment manager has to identify the talents around the job seen before its design within the identified boundary. The human investment manager attracts the individual to the organisation based on the investment value for return. That means the person has to be identified by creating talent pools. This, coupled with the ability to generate competency models for employees, will qualify a human investment manager for high investment value in an organisation.

8. **Talent management versus talent capitalisation.** Talent management is an advanced topic of modern human resource management. It also acquires a niche in human investment management. In the former, it is an expectation, whereas in the latter it is an application for continuous higher returns. Talent development is already an established practice that focuses on attracting productive employees with an objective of developing and retaining them. The objective is to create a workforce of cutting-edge efficiency. Inside the organisation, it is an integrated process. It can be applied to human investment management wherein the attention goes beyond the organisation by talent spotting and developing external to it and thereafter within once recruited. The ultimate objective is to enhance investment value continuously.

New approaches and serious studies about competencies will be required in establishing human investment management by replacing human resource management. They will further undergo research and analysis for long periods as and when the subject advances by practice and development. The human investment manager has to see oneself like other employees as a medium of investment for maximum return in the assigned job and therefore needs to upgrade for continuous and increasing return in the profession. This is a task for the management and the human investment management department, including the individual, in the line and staff functions. In the overall outlook, it is the five principal skills—conceptual, technical, managerial, governance and leadership—appropriate to the nature of the task in hand that will decide the outcome in human investment management as in any other task. Of course, it is also what is expected out of a human resource manager except that the focus and approaches may differ, sometimes, widely. Human investment manager focuses on returns from the individual and oneself with the eyes of hawk. It is a unitary track approach that will never change.

9.9 Competency Model: Differing Shades

By scanning the core competencies, it can be seen that the competency model of human investment manager will be different from that of the human resource manager though both deal with people in an organisational environment. Both will have identical parameters. Organisations and schools of human resource management will picture the competency models of human resource management in different formats within identical parameters. In human investment management, the pictured models are expected to be identical as the focus is sharper and singular—increasing returns from humans by investment in tasks. The main deviation will be in the approach to the objective. The objective is not a dead ender but a running one—maximisation of returns. For the human resource manager, the objective is about creating and sustaining a productive workforce. The definition becomes a bit vague and indistinct here. For the human investment manager, it is about getting the maximum return from an employee by effective investment in organisational tasks irrespective of the status of the individual in the hierarchy or matrix. It is not blurred but never ending as an ‘end’ objective, a goal. It is a promoting one if the process of maximisation is taken as the objective. Then it becomes perennially ongoing. The underlying law is that every human when he or she performs a task is not fully conversant of it and hence may do better next time. This had been mentioned earlier.

Competency model in its basic terms of organisational human management helps an organisation to select and keep the presumed-to-be-right people. This is most important to practise first among those who are to select and keep the best on behalf of the organisation. Hence, a competency model for effective human investment managers should primarily deal with their human investment acuity and ability to improve business results through effective employee investment. A competency model is a framework of personality, qualities and skills that impact quality of work. Competencies are foundational to effective talent management and upgradation in human investment management. A human investment manager should be identified through the competency model designed by the organisation appropriate to its objectives. This includes the core competencies weighted against the competency gaps that can be filled by training, development and assistance and self-inspiration. This way, competency models become valuable inputs to creating highly targeted human investment efforts. Competency models can be designed in singular or multiple profiles. The singular profile covers all the core competencies in one format, whereas the multiple profiles will call for designing separate models for each core competency. It depends on the size and demand of the organisation interested in implementing human investment management. Competency models for human investment managers are to be made by the organisation as part of strategic planning, whereas the human investment managers would design the competency models for other employees. They have to be taken as critical components of human investment management. It is through the designed and redesigned competency models the return from investment of humans is enhanced. The competency model brings human investment management closer and closer to the power centre of the

organisation. The final expectation of this study is reaching the state when human investment management becomes the centre of gravity of any organisation, large or small, private or public, organisational or non-organisational—everywhere, where a human is engaged in a task with a purpose. Words such as investment, competency, skills and returns will reverberate inside and outside the organisations of the future more than any other terminologies or office speak providing hypno-suggestions to performing humans to raise the bar.

In human resource management, a core competency model will comprise various aspects such as principles, capabilities, duties, professional vantages, processes and so on besides the identified core competencies. This varies from organisation to organisation based on the ideas of the management. Whereas the core competency model of human investment management will be just the competencies required to increase the productive return from humans by investment; it is a singular requirement that makes everything else incidental. This should make a standard model. Such a model is not attempted here as it will need separate research. This study is principally to introduce human investment management as the next level of human management outpacing evolutionary developments.

One of the countries with an articulated human resource management competency model is South Africa. This was thought out by the South African Board for People Practices (SABPP).¹⁵ The word here is people, not human resource. It is for careful notice. The purpose of the model was to set a benchmark in human resource professionalism. The country has to be appreciated for thinking about human resource application as part of national governance. It is the thought that matters more than the application. The objective in the framework to the model was clearly stated as continuous professional development (CPD) of human resource professionals. The idea behind it is developing strong fundamentals for people's effectiveness in national progress. It was not the first time. The earlier version was in 1990. Various models evolved in the developing and developed world. Mark the word 'evolved'. But only a small percentage of South African companies had a model for human resource competency. Even those who had them were borrowing the idea from abroad; they were not country specific. Here, one strikes at a major find. Companies and advocates of human resource management feel that an entity should have its own model. The entity could be a country or a company and anything in between. These models can be mutually adapted relative to the character of the organisation. A random look at the South African human resource competency model of 2012 shows the following parameters:

- Three broad areas:
 - Four pillars of professionalism comprising HR and business knowledge, duty to society, ethics and professionalism
 - Five core competencies, considered as the building blocks for the superstructure between the pillars comprising leadership and personal credibility, organisational capability, solution creation and implementation, interpersonal

¹⁵sabpp.co.za/about/our-projects/hr-competency-model/. Accessed 23 February 2015.

communication and citizenship for the future: innovation, technology and sustainability

- Five HR capabilities comprising strategy, talent management, HR governance and risk compliance, analytics and measurement and HR service delivery that will form the roof for protection
- Six design principles that are recommended to be followed in the model:
 - Coverage to all functions, elements and components of HR profession
 - Integration to the competency models considered best in the world
 - Focus on the unique needs of the country and thereby avoiding duplication
 - Balancing between personal, business and HR competencies
 - Compliance to the present and future operating environment
 - Compatibility with international application and consideration
- Systematic developmental process
 - In-depth content analysis of international and national HR competency models
 - Learning from other leading organisational models
 - Consultation with scholars and experts on the subject

The model is ambitious and dynamic for human resource management purpose. However, there will be difficulty in the implementation because most of the qualities are assumptions that can turn out to be wish lists. Interpretation of the components can vary from individual to individual and organisation to organisation. There is clarity in the core competencies. They have to be created for the implementation of the model. The identified competencies are expressed to be the basic competencies needed for a human resource professional to be competent in the workplace. They are diagrammatically expressed in Fig. 9.2 and further compared with the core competencies required for a human investment manager.

Figure 9.2 shows the core competencies of the human resource management model for South Africa as recognised by the South African Board for People Practices. The choice of the model is country specific. This is for explanation. Human investment management differentiates between core competencies and principal skills.

The internals (amplified components) of each of the core competencies by SABPP are interpreted in Table 9.1.

The core competencies in human investment management may have to have a universal appeal. That is the objective. Human investment management should be identical for the entire globe including global governance and undeniably acceptable irrespective of a country's or organisation's special requirements. That is why it is all about maximising returns. The competencies, skills and approaches need to

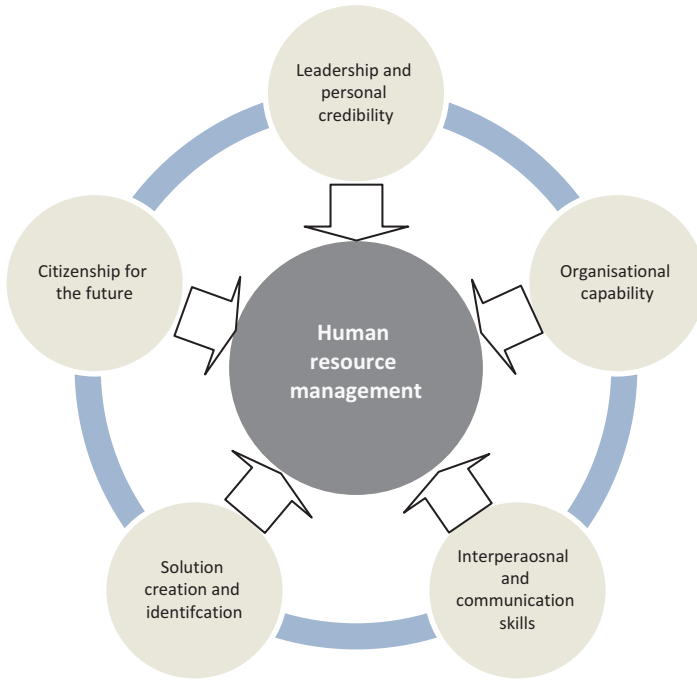


Fig. 9.2 Core competencies for human resource professionals (SABPP)

Table 9.1 Core competency internals in HRM (SABPP)

	Core competency	Components
1	Leadership and personal credibility	Leadership skills Personal credibility and acceptance in the organisation Professionalism
2	Organisational capability	Conceptualisation of organisational context Appreciation of business needs Process planning ability Understanding of human resource practices
3	Solution creation and implementation	Problem-solving skills in HRM Planning and implementing HR solutions Ability to intervene and practise HR solutions
4	Interpersonal and communication skills	Ability to interact with people Ability to communicate well
5	Citizenship of the future	Skills for strategic partnership Adaptation to changing business environment Ability to drive innovation Ability to optimise technology Ability to contribute to sustainability of organisations and the environment

be standardised in a globalised world which, in all probability, will grow or sink together when there is growth or meltdown respectively. In the normal process, the entity that can maximise the returns normally succeeds and sustains. It can also prevent, preempt or slow down the fall. In this management, it is considered that any manager should have all the competencies and capabilities to work in the concerned environment and the organisation, without which one cannot be an executive. All the qualities required for such selection can be identified as executive qualities as interpreted by the entity including the organisation. The entity here is a human system from a small formal group to a state or global system itself. Every executive needs to possess the executive qualities. Executive qualities are those that are required for an executive to perform as one in an organisation. Human investment manager's executive forte is the ability to invest humans. In the process, he or she also gets upgraded for investment in the desired role. This is one of the peculiarities of being a human investment manager unlike a human resource manager. The core

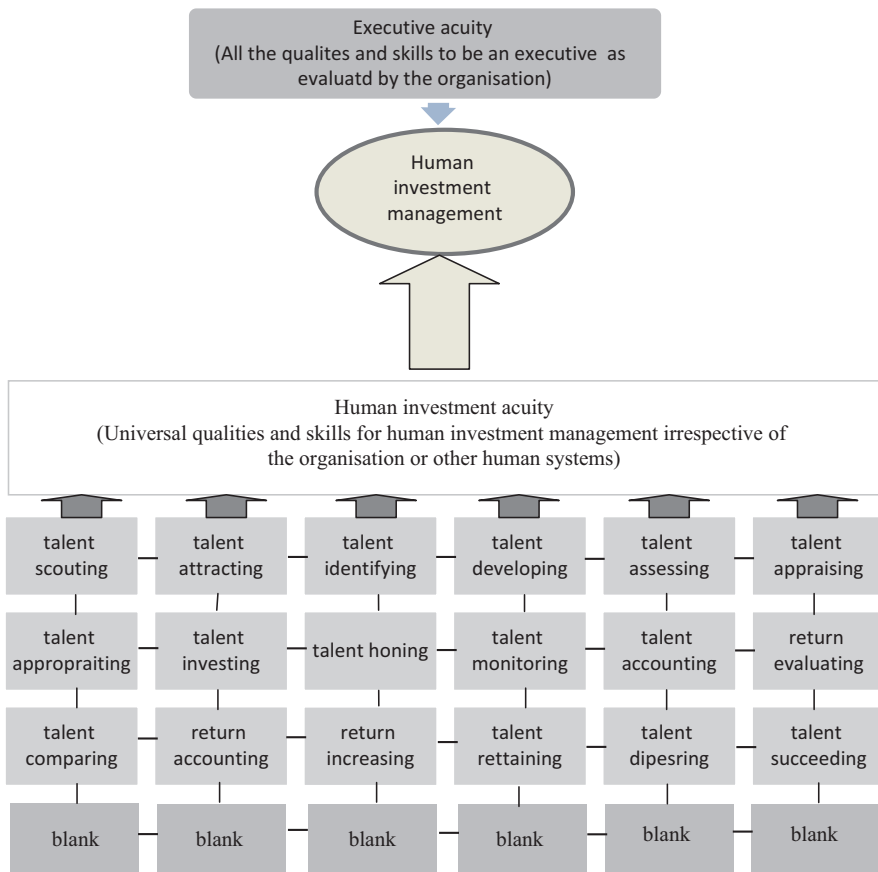


Fig. 9.3 Human investment competency model

competencies are, therefore, assimilated within the desired requirement with many internals. These internals can only be prepositioned at the moment, as the subject is not in force. The investment qualities mean the human investment manager should be capable of maximising the return from an employee of the organisation including him or her simultaneously. This is the catch. If this catch can be overcome, human investment management will be singular and universal with respect to every entity. Even the process and procedures will be identical. The difference will only be in the capacity of people handling it. Within this universality, a human investment manager's competency can be hypothetically modelled as in Fig. 9.3.

The competency model for human investment management is shaped according to the human resource management model with the difference that the former comprises universal components and not organisation-specific ones. The human investment officer is primarily selected according to the executive qualities, which also include compatibility with human investment skills. Thereafter, it is the development of human investment capabilities that matters. This can be established based on the role the human investment manager has to perform according to the organisation's policies. It will be different with respect to the organisation. In every organisation, the human investment manager's singular outlook is to improve the performance or any identified quotient of capitalisation of the people including oneself.

Figure 9.3 shows the human investment competency model, which is a preliminary one, for explanation purpose. The competencies are identified based on the appreciated task for an individual evaluated in a matrix format for returns. This is combined with the organisational requirements. The variation will be on the organisational requirement. The matrix may include maximum envisaged parameters. Blank spaces shown are for parameters that an organisation may further identify.

9.10 Role Appreciation

The primary difference in the functioning of a human resource manager and a human investment manager is that while the components are variables in the former, they are almost universal in the latter. Human investment management will be common to any form of organisations or other formal groups in any of the human systems. There is not likely to be any difference between the human investment managers of one organisation and another. Human investment management to that extent is a specialised task ab initio. The investment manager has to have the overall ability to appreciate the talent in an individual human and assess the expected return and the possibility of upgradation of investment value in a specified task in him or her. This is the key role of an investment manager. The difference between one human investment manager and another will be in their own abilities to invest a human. This can be quantified as a quotient after further studies.

Both the managers (the human resource manager and the human investment manager) are expected to approach their roles functionally with a strategic intent. The feel of responsibility is the driver in any executive domain differentiation. It is not exclusive to a single domain. The level at which a person feels responsible towards the assigned duty can be different from another who has been assigned the same duty. The sense of responsibility varies from people to people in a job matrix. However, the domain of responsibility of the human investment manager is slightly different. The feel of responsibility towards one's assigned duty has to be uniform and is expected to be the maximum. Variations will affect functioning. This is a catch situation. It is the feel of responsibility from within that has to motivate the functioning of a human investment manager. If not, the individual may find it difficult to perform the role, and human investment management may go out of hand. The results will deviate from the desired. Inducing responsibility in an individual cannot be carried out externally. It cannot be done just by providing authority. Authority induces accountability on the individual for the time being. Human investment management, therefore, has to cross this bridge. There is no other alternative. A human resource manager has the expertise of an HR generalist combined with general business and management skills. In large organisations, a human resource manager reports to the human resource vice president, director or a senior executive. In smaller companies, HR functions may be performed by other managers such as those in administrative or public relations activities. Regardless of the size of department or the company, a human resource manager should have the skills to perform every human resource function.

There is no generalisation in human investment management as in human resource management. Everyone is a human investment manager dedicated primarily to strategic human management. For explanation sake, the job can be considered to be that of a specialist most of the time. But the specialisation is assessing the individual for capabilities and returns and preparing him or her for higher returns by reinvestment. All activities associated with discipline and legal matters should be done in line with the legal department where human investment managers examine whether such legal issues can support performance enhancement. This could also be done by a special counselling department aimed to deal with discipline, legal entitlements, ADS management and so on. All of them are aimed at productivity enhancement. The targeted end result of every action is productivity enhancement for the purpose of maximising productive gain and minimising productive loss. In one part of the role, the human investment manager is a kind of portfolio manager who, at every moment, is with people making decisions about investment mix and policy, matching investments to objectives, allocation of individuals to activities and balancing strategic risk against employee performances. Instead of stocks, the portfolio contains performing humans who are invested for maximum returns; the human investment manager too is included. The role is continuous with precision knowledge about people in the portfolio and their individual investment values. The major difference is that there is no serious risk-taking as in a financial portfolio management unless there are exceptional situations. The appetite for risk will be

defined by an executive decision and not by the role of the human investment manager.

The role of a human resource manager is inclusive of the following:

1. Job analysis
2. Job design
3. Human need identification and talent pool establishment
4. Recruitment, selection and placement
5. Employee allocation
6. Training and development
7. Regular assessment of NIV of the human portfolio
8. Regular upgradation of own NIV
9. Employee communication about job specifications, organisational needs and alignment, organisational policies, work environment, opportunities for career development, NIV assessment, discipline, grievance procedures, etc.
10. Employee communication on compensation, benefits, welfare measures, work-life balance programmes, etc.
11. Troubleshooting and conflict resolution—staffing, labour relations, accidents, safety and security, disputes, disciplinary procedures, etc.
12. Handling employee relations on equity principles
13. Planning work activities
14. Legal and procedural compliance
15. Managing information system related to human resource
16. Archiving and statistics
17. Exit interviews and record-keeping
18. Forecasting future requirements
19. Retirement, succession and relocation

The role of the human investment manager may seem to be identical to the human resource manager. But it is not. The end objective is maximising calculated returns from human investment without any speculative judgement or sceptical waver. For this, the competency model of human investment management has to be reoriented to achieve maximum return by modifying the approach. The modification will be in the following:

1. The entire process will be strategically weighted and, therefore, will be in the future perspective.
2. The end goal is exclusively maximising the returns from each individual and group.
3. Creation of organisation-specific talent pool by identifying talents and expanding the boundary of talent availability.
4. Recruitment and induction from the prepositioned talent pool.
5. Close monitoring of performance at the induction level that continues till retirement and succession on individual and group basis.
6. Continuous investment and reinvestment after upgradation of the capital human.

9.11 Functional Appreciation

There is not likely to be serious differences between the functional roles of human resource management and human investment management in an organisation. Human resource management follows the line functions within the department and staff functions in relation to the organisation. This characteristic is likely to continue with human investment management except that the dynamics of interaction in and out of the organisation may require changes with reference to the organisation. The staff function may dissolve. Human investment managers may become much sought-after executives in crucial decision-making gatherings of the organisation. Human investment management will have different operational dynamics as it is a kind of human portfolio management. It is for the management of the organisation to decide on the appropriate functional roles of human investment managers appropriate to the organisation. Certainly, human investment management will have deeper interaction with the functional framework of strategic management of the organisation.

One of the primary functional demands on a human investment manager will be self-improvement and development in terms of self-investment value. The manager will have to constantly upgrade his or her NIV in relation to the organisation. This is a serious matter. The NIV of a human investment manager is central to the topic. It is similar to the physician's requirement of being healthy to perform the task. This issue may require serious attention of the management. Increasing the NIV of a human investment manager is left to the individual to a large extent. It is also an organisational function to support the effort of the individual besides ensuring the upgradation of value in the process of human investment management. Unlike other managers, a human investment manager is expected to be a kind of specialist in improving the NIV of a performing human including self. This also means curriculum change in business and other schools connected with human management.

9.12 At the End: HRM to HIM

It is time for the final question, 'Is it HIM or HRM?' Is there a choice? No, not yet. The former is only an idea still in the conceptual stage, though the author had tested and practised it adequately within the organisational limits, in his career in the military, other armed forces, law enforcement, academics and public sector corporate boards. The author considers the concept very pragmatic. It needs time to develop for universal acceptance to replace human resource management. Human investment management has many similarities with human resource management. Both deal with people and workplace relations and effectiveness. Human resource management is an exclusive organisational activity. Human investment management, whereas, is applicable to people either individually or in groups in any active human system and percolates into every department. Every person in an organisation has a

functional role in it either with oneself or with those whom he or she has to invest in a task. The topic may break into a matrix function far different from the line and staff functions of contemporary management. Everyone could capitalise everyone including oneself directly (active) or indirectly (passive). There is a point here. While formal organisations continue to be engaged in human resource management, interested extraneous human groups could work out with human investment management. It also includes investing oneself in a task rather than engaging in a task. Human resource management doesn't relate to managing oneself. One can invest oneself in a task including chores and improve returns. Human investment management in organisations will not be an evolved state but an altered state of human resource management. It is a deviation not an evolution. It is not necessary to treat it as an entirely different faculty. The evolution of human resource management stops at the point of alteration and branches out to human investment management. The latter too may undergo evolutionary process. It is something like how human predecessors diverged from the chimps about eight million years ago. Human investment management is not human resource management. It may contain traces of the latter for some time while developing. Human investment management, once introduced seriously, is expected to develop faster and revolutionise the workplace whether in an organisation or other human systems. Even after the introduction of human investment management, there could be a parallel track of human resource management for some time until the benefits of the former become distinctly clear. That is the time when human investment management will come of age (or break even, in management language).

In all probability, the next stage for human resource management will be based on the evolutionary process of human management. It will not be upgradation but a natural alteration with respect to time. In any case, the future of human management will be either through the evolved human resource management, the altered human investment management or a hybrid system incorporating some of the ideas of human investment management. Human resource management will continue to evolve on its present track discovering new processes, methods and approaches, whereas human investment management will wait for a formal opening and develop on its own once accepted. Hybridism is when the evolving human resource management stumbles upon some of the theories of the proposed human investment management and assimilates them. Hence, it is important to stop the evolutionary changes of human resource management and take a bold alteration to human investment management. It can be thin, lean and more effective in a demanding human system. The ultimate choice of the majority cannot be predicted at this stage but will be known probably more than a couple of decade from now if organisations are bold enough to try out human investment management and develop it. Otherwise, there are enough opportunities for human investment management to develop extraneous to the formal organisations by individuals and teams engaged in tasks. It is already on in group games and group activities where the best is given the right spot for performing the best. A simple scenario is an operation theatre in a hospital or a football match in a premier league. The role and expectation of individuals in the team under such situations are precisely articulated. Human investment manage-

ment is already embedded in strategic human resource management. The outcomes of such strategic practices are the already existing human audit, human resource accounting, human resource information systems, etc. Introducing human investment management formally can energise these faculties further.

The key parameters of the three human management systems are summarised in Table 9.2.

Table 9.2 Key parameters of HRM, SHRM and HIM

Key parameters	HRM	SHRM	HIM
Status of human	Resource	Resource	Productive investment and reinvestment medium
Status	In use	In use	Embedded use
Terms of reference	Productivity through employee relations	Strategic alignment	Maximise productive returns
Executive focus	Employee relations	Partnerships with internal and external customers	Maximising productive returns from human investment in a task
Characteristics	Conventional and evolutionary	Random, strategic and developing	Dynamic, strategic, futuristic, not yet introduced
Role definition	Transactional—relations	Transformational—change	Targeted—returns maximisation
Performance initiative	Slow, reactive, responsive, fragmented	Fast, proactive and integrated	Intense, focused intense individual and group strengths and weaknesses
Activity period and frequency	Short term, natural frequency	Short, medium and long—changing frequency as required	Continuous on daily basis—all-time frequency
Command and control	Bureaucratic roles, policies and procedures	Organic—flexible, what is necessary to succeed	Dynamic—investor, developer, builder
Job design	Tight division of labour, independence, specialisation	Broad, flexible, cross training of teams	Focused on human investment and reinvestment by development
Key investments, accountability, responsibility	Capital, products, cost centre, specialists	People, knowledge investment centre, line managers	Human capital, returns, strategy
Status of activity components	Tried out	Being tried out	Never tried out ^a

^aThe author had tried out HIM in his long and eventful military, enforcement, governance, academic and development career for 46 years and found the idea very practical

9.13 Summation

At the end (let us be frank), it is the human beings who make or break the system they belong to. In this statement, the extraneous factors are given a strict ‘no, go’ as causes of ‘organisational’ decline. Human decampment from a system leads to the collapse of the system. The lemma here is ‘no human system can normally collapse unless the humans themselves accept the decline’. This is applicable from a gated community to a nation. It is extendable to the global scenario. The argument in this study is that human capabilities, though limited, can preserve any system even when on the verge of collapse. It is about human determination. Hence, an organic system such as a business enterprise can die only when the humans in it die, unless they decide to allow it to die. This is a firm resolution in this study though the author is fully aware that this statement may not sell.

So, what’s next? Let us see how close one can get to this idea in the explanations given so far in this book. The study doesn’t advocate that the humans should always keep their systems going. They can decide to end it, if and when they feel appropriate. For example, when an acquaintance closed down his company, his reason was, ‘This is due to the fact that we have lost two of our major clients to ... (name withheld) company’. But why didn’t they decide to hold and turn around? Was it because there was a subliminal opportunity to end it? If not, it was humanly possible.

Humans are extraordinary beings sitting on the top of the evolutionary ladder. The closest genetic partner is miles away unseen beyond the horizon behind. There is something in the complexity of being human. It is that something a human manager has to capitalise in oneself as well as in others in the matrix orientation where everyone can capitalise everyone in an interaction under positive sentiments in any mode of organisational balance: downwards, upwards or horizontal.

The phantoms in the human brain wear different masks or, rather, voice differently at different times. Every human has relationships with one’s own voices as if they are disparate entities, not the unitary self. They change in shade every moment like the landscape at the Grand Canyon or something more complex than it. The mood variations are visible direct to a keen observer. It is against this background humans have to be capitalised for the sole purpose of investing in an activity. This can be done by anybody, not the managers alone. The result will be astonishing, because human potentials are finitely infinite (Chap. 5). Now is the time to think about it as a perfect solution for the swelling demographic density.

An individual human is more beautiful than life. Treat her (him or her) with respect because there was, is or will be nothing like that in the living world.

End Quote

If we did all the things we are capable of doing, we would literally astonish ourselves. (Thomas Alva Edison 1847–1931)

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Postface

From the individual human sitting next to a strange another in a village restaurant or barbershop to the utmost secret societies of the world, humans gather individually or in groups projecting three different behaviours vacillating between group or collectivity and individual. Individual behaviour is also visible even in a group or a crowded gathering. The human system, it is advocated, is nothing but misery embodied. Read what Sopho, author's favourite among the rich and famous, had to say about life (Chap. 2). Or read, listen and watch the news media all around the world. But life can neither be a misery nor a mysterious 'whatever'. Everything that happens in life does not happen for a reason, or rather intended for a reason, but because of a reason (cause), individual or compounded, as a result (effect) only to become a reason for another. The cause-effect-cause...continuum reflects in human activity too leading to variations in productive results. The author believes firmly. Life is irreversible. Life is activity performed by humans for results. The results in the form of returns of the continuous activities, either alone or as part of a group, lead to the ultimate ending. The ambiguity of this statement lies in the threat-risk-uncertainty triad. It is yet to be identified or explained seriously, though people are ready to get into the paradiso of their own imagination mostly by suppressing, destroying, annihilating or converting others into their mould. This is not something that should not happen; it is something that has to happen until we break through uncertainty. It is an impossible task. The law of invariance will prevail. Forecasters will have a heyday as they will have millions to follow them justifying what they said had happened. A few will contradict. Still they won't be asked to test their hypotheses.

Notwithstanding the idiosyncrasies of life, the human race is surging forward. For some, the surge is towards annihilation. For others it is for a better future based on knowledge and survival chances. There are many scholars who argue that human race is declining seriously, especially in the use of their only survival weapon—

intelligence.¹ These are not the themes of this study. They are hazy props in the background. The focus of this study is on human achievements in work or activity environment that can contribute towards the future and shape it in the form of returns. In this process the author peeps into the idea of maximising the productive returns of humans engaged in an activity. The term ‘productive’ means any return in any activity that the performing human accrues and not in a relative expression of good or bad.

Humans are homogenous functionally and structurally. That is what an external being will observe. But they behave differently even though every human mind has common characteristics. This behaviour makes them heterogeneous, though such term is not recommended to explain the difference in personality (behaviour). ‘Humans are similar, but different’ is a kind of explanation the author would like to give where ‘different’ is used with respect to personality differences relative to the moment in time. For example, two people experiencing the same trauma could be at different moments of the Kübler-Ross model at a given time. An individual experiences multiple agonies at any given time. Again, it could also be so with two individual humans winning exactly identical mega windfall lotteries on the same date and time. An ecstasy is also an agony in this model. The individual still goes through the stages of DtA. The differences the homogeneous humans experience with respect to the moments in time and associated personalities (leading to behaviours relative to time) they exhibit, lead to actions that makes life dynamic. This is applicable to history that extends not only in the past but also in the future. In fact the future and past are nothing but a time dimension. Time, again, is a concept of convenience exclusive to humans. Here, human intellect is like a beam of light that can travel through time, which is causal to entropy (irreversible) change in a human life form. Time is for human. Pigeons don’t wear watches.

This study is about all these but deviated to productive returns from human activity seeking how to maximise them. The finding is that maximising returns from humans or getting the maximum out of human capacity at a particular moment in time is possible. This will demand a serious deviation from the past and present practices of human management, though. It is going to be a tough task. This will also need serious studies and experimentation which every human manager can undertake in an active scenario. He or she can also attempt the study on self.

This study explains about various types of humans: active human, performing human, maximum human, random human, etc. It is reiterated here that they are not different humans but the roles played by an individual human in an action or activity scenario under personality change. Managing them should be based on this point with reference to the activity engagement.

The author invites the attention of scholarly readers on this aspect. It needs continuous and serious study. This is the beginning, not the end.

¹Connor, S. (2012). Human intelligence ‘peaked thousands of years ago and we’ve been on an intellectual and emotional decline ever since’. <http://www.independent.co.uk/news/science/human-intelligence-peaked-thousands-of-years-ago-and-weve-been-on-an-intellectual-and-emotional-8307101.html>. Accessed 12 January 2015.

Glossary

Active Human An active human is any human in an activity environment, who is capable of performing a task that will provide returns in the form of results, which could be maximised within the capability of the concerned individual. The words ‘capable’ and ‘activity’ are important in defining the active human with respect to an activity.

Binding Energy The term is borrowed from nuclear science. It is the energy that holds the nucleons in the nucleus of an atom together. It is equal to the mass defect of the nucleus. This energy is released when the nucleons are split. In this study the binding energy is taken as the ‘energy’ that holds people together like the nucleons in a human system. This, in some terms, is also called cohesion though there is much more to it. (Cohesion as a term is often mentioned in military studies.) This binding energy can be ignited to increase productivity. It means the more binding energy, the more return from people in a productive human system. One of the ways of increasing productivity is storing binding energy in a human system.

Biomodel A biomodel in a human system is a micromodel of an actual situation studied seriously to understand the behaviour of a macro system which may exhibit similar characteristics. Studying a local election as a biomodel often gives the clue to politicians in planning the election campaign for national elections. A fratricide in the military can be taken as a biomodel for studying the general attributes of the military as a whole for its war worthiness.

Capital Human Capital human is an entirely different concept that deviates from the normal. First, it should not be misunderstood with the term human capital. It does not replace the usage of human capital but changes the management approach in which a human is treated as a ‘capital human’ when he or she is invested in a particular activity environment through assigned tasks. Capital human is the ideal entity for investment in a work environment. The return on investment is in terms of productivity. Hence, maximising productivity is the

As applicable to select terms used in this book

only purpose of human investment management. Converting an active human into a capital human is the process prior to investment.

Capitalising Human Capitalising human is the process of converting a human aimed at maximising the capital value of the individual(s) for investment in a particular task.

Capital Resources Capital resources are the goods produced and used to make other products—goods as well as service. This may include capital services also. Human beings are not capital resources but capital humans.

Chance Chance is the possibility of happenings in the ‘future’ in relation to time in the realm of uncertainty. According to the author, there are three realms of occurrences in relation to the human system—threat, risk and uncertainty. It is a triad of human activity system that needs to be studied further in the study of decision-making. They are not similar in human thinking process. At the same time, they are linked together in the triad. Chance is embedded in uncertainty. Presently chance is only observable, but not precisely explainable. Causal or physical determinism has not been able to explain chance. Managers have to give due allowance for chance as it cannot be handled the way threats and risks are handled in management and its extended form—governance.

Cognitive Learning The theory of cognitive learning is quite wide. It deals with the acquisition of abilities for problem solving using intelligent approach consciously. This is influenced by internal and external factors of the individual human. It is also learning that induces behavioural change based on the acquisition of circumstantial information from the environment. Thinking is a critical activity in cognitive learning. Cognitive learning theory also indicates the power of the brain in human survival.

Collective Productivity Collective productivity is the result of organised human activity. In human capital investment, there is an interesting aspect: collective productivity has individual human intervention. This demands special attention to individuals in a group where collective productivity is the target. There is a difference between team building and building individuals for a team.

Conditions Conditions in capitalising human are part of the PCS (potentials, conditions and skills) packet data triad. Conditions are the factors that will support the rightful application of potentials and skills of a performing human in an activity environment for maximising productivity.

Disorderliness Disorderliness in this study is the cause for action in which humans are engaged from life to death. The disorderliness as interpreted by the individual is causal for action aimed at bringing orderliness. Disorderliness makes people act. People are in action all the time.

Effectiveness Effectiveness is not efficiency. The latter is the input–output ratio. Effectiveness is the degree to which an activity is successful with the results. In human management it is about the success of people in achieving close to maximum productivity under optimal admixture of resources. Human investment management is based on increasing the effectiveness of this admixture using people by appropriate investment.

Entity for Investment An entity for investment is anything that acts positive for a return if invested. Human beings can be invested in an activity which will yield ‘productive’ returns for the investor. For this reason this study considers humans as entities for investment.

Executive Research Executive research, according to the author, is a methodology of thinking process that considers the triad of threat, risk and uncertainty for arriving at the best decision of the moment at the quickest possible time where in other research methodologies cannot be adopted but can be depended upon wherever possible. Breaking the uncertainty is the most difficult aspect here too. A decision by executive research will be a decision that is not based on wayward, casual or stress-embedded thinking.

Food Chain Food chain means a series of organisms that depends on another as a source of food for energy and survival. The food chain is a linear relation of living things in a food web in a specific ecosystem. There are also other meanings for food chain.

Fungibility Fungibility is the property of an entity whose individual units are capable of mutual substitution. Fungibility gives freedom of interchangeability to the entity in legal contexts. A coin can be replaced by another of the same value being fungible. But a human cannot be replaced with another human in exact terms in work environment. Hence, human managers have to capitalise the individual for investment in work environment.

Governance Governance is the management when the end objective shifts from the exclusivity of organisational benefits (profit by any means) to social benefits along with organisational sustainability. Governments perform governance of the human system of a nation as a whole. Socially responsible organisations perform corporate governance with the stakeholders in focus.

Group Group is a set of individual humans located, gathered or involved with a common purpose. Every individual will be part of several groups—formal and informal. The behaviour of an individual also changes with respect to a group. Individual’s personality can change as a member of a group in similar situations. This study identifies three types of human behaviour: individual behaviour, individual’s behaviour as a participating member of a group or individual’s behaviour in the individual sense in a group. An individual in a group can behave entirely differently with respect to the accepted norms of the particular group.

Guided Human Guided human is the one who is externally or internally guided towards the desired results precisely in a work environment. This has to be part of capitalising the concerned human in human investment management.

Human Activity Pyramid Human activity pyramid is a finding of the author to explain the changes in the performance objective of an individual in various activities and at different stages within a single activity. It also deviates about the concepts of self-actualisation from the present norms for consideration in the topic of human investment management. Maximum returns come at the levels of self-actualisation which according to human activity pyramid occurs in an individual, though for short periods, in the middle of any action as a separate level.

The human activity pyramid is not a hierarchical pyramid but is based on the population base of individual human activities. Occasion for self-actualisation is the narrowest (the tip of the pyramid) in a human activity pyramid, whereas level 1 is the broadest (at the base of the pyramid). This also indicates self-actualisation is momentary and rare in a human activity format.

Human Capital Human capital is a kind of ‘buzzword’ in intellectual circles to explain about human power in production economics since 1958. Human capital is more of a collective term. Roughly put the term includes the skills, knowledge, etc. that individuals in a population contribute towards organised human systems.

Human Investment Within the ambit of this study, human investment means investing a human for maximum returns in an activity, where investment begins with recruitment and ends with termination at the end of the purpose as a continuous process.

Human System Human system in this study means the formal and informal groups of human beings with patterned series of interrelationships formed as a coherent system within a boundary for any identified purpose. A human system can exist between two or more people under a common purpose and orientation. Examples of human systems are friendship circles, family, corporations, nations, international systems and so on. Even a crowd can be a human system.

Human System Environment Human system environment is similar to a business environment where the human system interrelationships are reflected or impacted. It will comprise internal, intermediary and external environments, relative and influential to the characteristics of the system.

Inconclusiveness Inconclusiveness happens in a system when data is unavailable or when results do not prove anything.

Investment Material Investment material is a term used in this study to refer to an investment entity in a neutral manner. The reference is to humans as suitable for investment in assigned activities unlike detailing for duties. The crux of human investment management lies in this consideration.

Knowledge Generation Knowledge is the key in the knowledge world. Knowledge needs to be created from available knowledge or by fresh human thinking process using the intellect. Knowledge generation is the first step in knowledge management which includes knowledge generation, knowledge retention, knowledge application and knowledge regeneration in human governance.

Management Management is the process of accomplishing the desired goals in an organisation through people by optimising resources, for the benefit of the organisation, in a competitive environment. Management can also be defined in other ways based on the context.

Maximum Human Maximum human is the level to which a human can be transformed by human investment management techniques of capitalising human, according to this study. It is a kind of horizon objective (moving target) that cannot be reached conclusively. But the efforts can be made in that direction in human investment management.

Natural Capital Natural capital is a term used to address to the natural assets of the human environment from which humans derive wide range of services that make human life possible and sustainable.

Optimum Population In the study of demographic security, one of the elements of national security (where the concept is about the overall well-being of the people (Paleri, 2002)), a question that comes up is how much population a country should have for maximising its national security (NS_{max}). This is under the idealistic assumption that every member of the population may be useful and supportive to governance in nation building. This number is the optimum population above or below which the national security measures may be less effective from the point of view of demographic dividend. Though idealistic in theme, it can be made practical through realistic approaches for decision-making in national governance.

Organised Human The study of human management is based on the reality assumption that human beings are compatible for organised life and, hence, for being organised human, who can produce results for the human system through activities.

Passive Evolutionary Process Passive evolutionary process is the term used to explain the evolutionary process guided by chance in the realm of uncertainty.

Performing Human Performing human is a term used in this study for a human engaged in a productive activity being activity-prone.

Physio-psychology Physio-psychology is a stand-alone term in this study, which expresses the influence of the combined effect of the body and the mind on the work output. It is not a term used in reciprocation of or opposite to psychophysiology which is more a psychosomatic aspect.

Potentials Potentials in capitalising human are part of the PCS (potentials, conditions and skills) packet data triad. Conditions are the latent and resilient capacity of a human to build up, sustain and conformably discharge the skills as required to perform an activity adapting to the conditions in which a performing human is engaged and is expected to engage in the future.

Presenteeism Presenteeism is opposite to absenteeism. Presenteeism is when the employees in a workplace are present and engaged in work even after the working hours (when they don't have to be there). This is a subject that is not studied seriously. The author finds it could be under certain invisible policies of the management or sociocultural stasis or simply that the employee has reasons to avoid serious problems elsewhere. The employee may also be feeling certain degree of insecurity in the manifestation of assigned duties. Presenteeism can also result in productivity loss.

Productivity Productivity is the result of the productive effort, which is considered the return in the activity environment where humans are invested for this study.

Productive Environment Productive environment is the environment that a human engaged in a productive activity experiences.

Productive Return Productive return is the outcome of an activity in a productive environment where a capital human is invested and managed for maximum return.

Prospecting Humans Prospecting is a term borrowed from mineral exploration especially gold prospecting and applied to humans in search of qualities for capitalising them for productive investment.

Psycho-physiology Psycho-physiology is the effect of the mind over the body.

Random Human Random human is the one whose behaviour in the work (activity) environment is governed by chance in the realm of uncertainty.

Self-Actualisation Self-actualisation in this study is the level 5 of the human activity pyramid, where an active human engages in his or her activity with maximum productive involvement (beyond the call of duty). The term is borrowed from Maslow's hierarchy of needs.

Skills Skills in capitalising human are part of the PCS (potentials, conditions and skills) packet data triad. Skills are the overarching knowledge required for carrying out a particular activity by a human at any level of the activity pyramid adeptly and efficiently.

Uncertainty Uncertainty is the driver of randomness in a human system for this study. Uncertainty is something that is 'uncertain' in a system governed by chance. The study of governance can be seen within a triad of threats, risks and uncertainty. While threats and risks can be identified to certain accuracy, uncertainty causes randomness in the whole system. Certain scholars consider uncertainty as an unintelligible expression.

Unitary Civilisation Unitary civilisation is an argument by the author (2002) in his study of national security, where the entire human system is seen as a single civilisation. In the unitary civilisation, humans remain at various levels of belief systems and expressive behaviour associated with them that cannot be visibly graded. Hence, the clashes between human systems are within the unitary civilisation and not between civilisations.

Value Engineering Value engineering is a systematic and organised method of assessing the value of products (goods or services) in terms of their cost value, use value, esteem value and exchange values. This technique, originated in the 1940s, was also called value analysis.

Worm Train Worm train is an example used to explain the concept of the unitary civilisation by the author (2008). The idea is based on the different ways people in an infinitely long train will see and experience the passage environment and create belief systems. The worm train is the fantasy model of the unitary civilisation. Humans are in it.

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