

Unleashing Intellectual Capital

Foreword

It has been approximately 70 years since the Hawthorne studies were reported. These studies went against the grain of Taylorism, which provided the rationale for managing workers as if they were robots. In these 70 years, evidence grew for the fruition of the concepts about people and the organization of plants. Only recently have these ideas come to the consciousness of management, mainly because of the explosion of knowledge and the increasing value of people who possess knowledge.

Dr. Ehin goes further than most writers in exploring the reasons why management has to change from reliance on only the obvious need of workers for decent treatment as a means of motivation. He explores the other side of human nature, which is not avoidance behavior, but rather, the equally important need of workers to express their need for creativity.

Dr. Ehin has had tremendous experience in a variety of situations and, therefore, is unique in undertaking this task and relating it directly to present-day situations in the “knowledge time.” His erudition to support his call for drastic changes in what he refers to as a transition from management to “unmanagement” is delightful to read when contrasted with the surface books on how to handle human relations. Beginning with A (anthropology) to Z (zoology), he reinforces his radical suggestions to management in traversing so large an area of human potential and its value.

This endeavor would seem pretentious, but the reader can see not pretention but scholarship, as evidenced by the bibliography that follows every chapter, right up to the time Dr. Ehin started writing his book. The other accomplishments of this book are in covering such a wealth of material and the coherence of his arguments and suggestions. *Unleashing Intellectual Capital* is so well written that it is a delightful treat in management books.

As for me, having spent my life on similar issues covered in this book, I bow to Dr. Ehin.

Frederick Herzberg

Cumming Engine

Distinguished Professor Emeritus