

## Motivation in the Knowledge Age

In their 1994 essay, "The Year 2044, One Hundred Years of Innovation", William R. Kesting and Kathy K. Woods took the audience 50 years into the future before looking back at 100 years of innovation. From that vantage point, they traced how innovation in the year 2044 was the result of evolutionary developments since the early 1940s. The authors described innovation as a visualization process by which people shape a holistic mental picture of a subject and then move to recreate their picture.

The authors had hypothesized that: "Individuals, who know how to develop holistic pictures, see past and future as present. Like Einstein, they have learned to see everything as if they were astride a light wave. At the speed of light, sequential time has no meaning and we see all the detail of past, present and future at the same time. In algebraic terms, past, present and future blend together to become one. They are equal. People can't vision present and future without the past."

In the present, people must learn to see through their firmly established paradigms. This is difficult to do and leads us to the subject of motivation, which will be discussed in this issue of breakthroughs in knowledge management.

Kesting Ventures® Corp (KVC) believes that we have moved from an information age to a knowledge age. The need for new rules is upon us before the rules for the information age have been established. In 2005, people are not being challenged to see through established paradigms. They are being asked to stop working to establish paradigms for an information age and begin working on paradigms for the knowledge age.

### Motivation Theory

Dr. Larry Repucci, a psychologist and chemical engineer, who was responsible for an industrial innovation program during the 1960s and 1970s, developed a motivation equation. Dr. Repucci's **motivation equation** can be used to help people understand today's challenge of entering the knowledge age.

$$\text{Motivation} = \text{Importance} \times \text{Ego} \times \text{Program} \times \text{Ps}$$

**Motivation** is proportional to Importance (to the individual) x Personal self-worth (Ego) x Program (program strength) x ps (probability of success).

**Importance** concerns whether or not an assignment is important to an individual. When KVC begins working in partnership with a company, KVC's assignment is usually considered to be additive to the other assignments that the company's people are working on. KVC's assignment will only be important to the company's people if the company's management tells them that the assignment is not only important but will be included in their performance appraisal. Today, people don't have time to work on assignments that are not important to them.

**Personal self-worth (Ego)** is proportional to successes ÷ failures. Successes have a half-life and failures never go away.

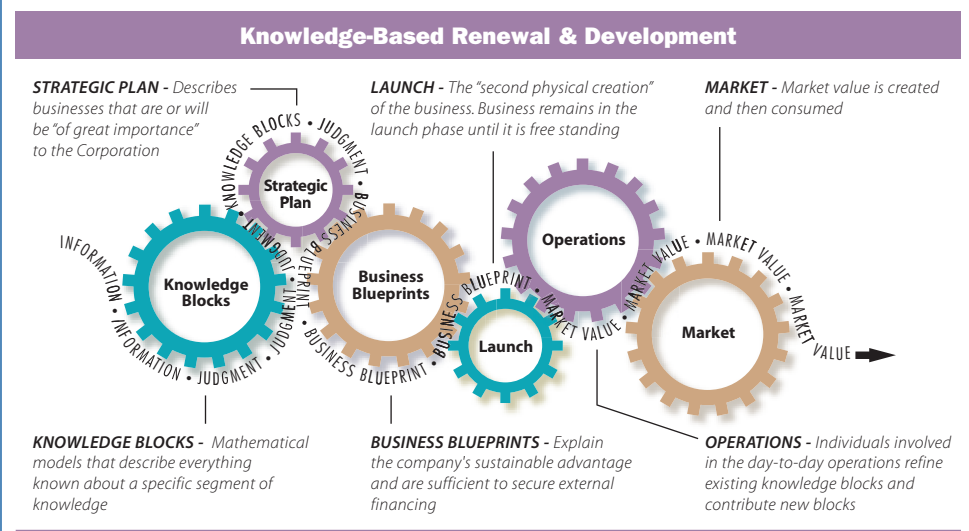
Ego describes individual performance for all similar assignments. For example, if someone has succeeded on similar assignments with no failures, he/she will have a strong Ego for that type of assignment. If someone has had failures on similar assignments or has no experience, he/she will have a weak or undeveloped Ego for that type of assignment.

People will generally avoid assignments that remind them of past failures or don't relate to their experience.



**Program Strength** is determined by means of rational arguments. See "Breakthroughs in Knowledge Management" Volume 2, Number 2, February 2004 for a discussion of Logic, the rational science. All business puzzles ought to involve rational argumentation to prove or falsify propositions. Hence, we should know how to construct propositions and develop syllogisms to show how we have proven our conclusions and forecasts. Strong programs are based on rational arguments that prove with certainty that the goals will be achieved. This will happen if the rational arguments are based on knowledge blocks that are known to be true. People are motivated to work on strong programs and treat weak programs with caution, indifference and avoidance.

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**Probability of Success (Ps)** deals with the probability that the rational arguments that prove with certainty that a project's goals will be achieved are valid. This will happen if the rational arguments are based on knowledge blocks that are known to be true. People are motivated to work on action steps that have a high probability of success.

### Motivation to be Creative

KVC's Start® Program identifies, develops and launches a "new-to-the-company" business, which utilizes the company's assets, skill sets, competencies, information and knowledge.

Initially, the company makes the decision to create a "new-to-the-company" business, which establishes the company as a market value leader in a strategic industry. The only criterion for the selection of an industry is that multiple successes of a dimension that enable the company to achieve its financial objectives are possible. Most industries fit that criterion.

Next, KVC helps the company organize a multidisciplinary voluntary Start Team. Candidates are assured that they will be given all of the tools, time and assistance they need to succeed. KVC's experience is that 95% of the candidates volunteer to actively participate on the team. Furthermore, people jump at the chance to join when they realize that the new tools will also help them succeed in other assignments.

Making the Start Program voluntary ensures that the assignment will be important to each volunteer and guaranteeing success strengthens their Ego. The Start Program creates a business blueprint that is proven by knowledge blocks, which are created by the entire team and judged to be true. Therefore, the Start Program will be viewed as strong and will have a high probability of success. Everything is structured to encourage high motivation.

Conversely, few people volunteer to work on an unstructured program to develop a "new-to-the-company" business, which does not have the support of a Start Program. This is because unstructured programs don't:

- Consider the needs of individuals,
- Strengthen egos,
- Develop strong business blueprints, and
- Ensure a high probability of success.

### Motivation to do your Job

As previously mentioned, strong programs are based on rational arguments that prove with certainty that goals will be achieved. This will happen if the rational arguments are based on knowledge blocks that are known to be true. This means that strong programs prove that success will be achieved before the programs begin.

With regard to innovation, some companies promote a culture that accepts failure. For example, calling for ideas as the first step in

creating a "new-to-the-company" business doesn't ensure success and may even promote failure. This approach evaluates and sorts numerous ideas to find those that are most likely to succeed. In doing this, the company accepts that most ideas will result in failure. Rationale that states why most ideas are not likely to succeed does not lead to a strong program. At best, a call for ideas is only a small step in the creation of a strong program.

People submit ideas and other people evaluate them because, in this process, the Company accepts the total responsibility for creating the "new-to-the-company" business. When the company does not create a new business, it is the company's failure. Those who submit ideas are just doing their job.

People are motivated to do their job because:

- Compensation is important to people.
- People generally have strong Egos for doing their job.
- Tasks that people must complete as part of their job are considered to be a strong program.
- The probability that people will do their job is high.

### The Changing Role of Professionals

Both motivation to be creative and motivation to do your job (use your skills) can be explained by the motivation equation. However, most people are motivated to do their job; whereas, few people know how to be creative.

In the knowledge age, creativity will be an important part of the job of most professionals. "Breakthroughs in Knowledge Management" Volume 1, Number 4, December 2003 discusses the changing role of professionals.

KVC's Market Value System, made possible by experiential modeling science, is also an innovation program that can teach people to develop their creativity skills. Peter Drucker, in his 1985 book "Innovation and Entrepreneurship Practices and Principles" said: "We cannot yet develop a theory of innovation. But we already know enough to say when, where and how one looks systematically for innovative opportunities, and how one judges the chances of success or the risks of failure. We know enough to develop, though only in outline form, the practice of innovation."

Developing creativity skills requires that people see through the firmly entrenched paradigm that teaches that there isn't any theory of innovation. In 2005, we know that experiential modeling science can be used to create new tangible blocks of knowledge, which can be used to surface complete pictures of future market value. Companies should now provide the opportunity to their employees to learn to develop their creativity skills.

Skills are acquired through education and

training. Knowledge is the understanding of people, which is used to accomplish objectives. For many complex puzzles knowledge does not exist. The potential for people to increase their knowledge is infinite; whereas the potential for people to increase their skills is quite limited and skills can all too soon become outdated.

In the past, the earnings potential of skills increased because there was a shortage of professionals. Today, the earnings potential of skills has peaked because skills are available throughout the world.

For the past decade, many companies have said that their lack of market knowledge is a weakness. In the future, the professional role will emphasize knowledge rather than skills. The market value potential of markets is very important knowledge.

KVC believes that the developed world is entering the knowledge age. The most valuable skill to have is the ability to create new knowledge blocks that can be used to solve complex business, technology and market puzzles and this skill can be learned. This is what creativity and innovation means.

The most important puzzle to solve by professionals, who work in both manufacturing and service industries, is how to achieve market value leadership in their company's strategic markets.

## breakthroughs

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### About Kesting Ventures

Since 1984, the mission of Kesting Ventures Corp. has been to develop, improve, record and facilitate the problem-solving methodology required by R&D, marketing and commercial development specialists.

The powerful problem-solving methodology of Experiential Modeling embodied in KVC's Extend® and Start® Programs enable your organization to form specific operational plans for entire businesses, envision and then invent new products and technologies – even renew the growth of existing businesses.

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