

DYNAMICAL AND MOTIVATIONAL MODEL OF EXTENDING OF SPECTRUM OF SUBJECTS AND OBJECTS OF HUMAN POTENTIAL MANAGEMENT AND DEVELOPMENT

MARTINA BLAŠKOVÁ

Abstract

The article deals with a possibility to extend (to wide) usually used spectrum of subjects and objects of human potential management and development. It contents the explanation of term of model and modeling and presents basic arguments for support the effort to theoretical and practical realization of an idea of higher, fuller realization of potential of employee and managers. Afterwards, article is oriented to the proposal of graphic and verbal model of extending the number of participants of processes of human potential management and development. Verbal model is focused to presentation of it's content and philosophy by twelve dynamics which are indicative in this modeled area.

Key words: human potential management, subjects, model, dynamics, efficiency.

Classification JEL: M12 – Personnel Management

1. Introduction

At last time, the effort of lot of theorists and practitioners in the area of human potential management and development is concentrated to the disclosing of more effective ways of building of strong base of present and future successful of organizations. The future stays more and more demanded time period of analytical and synthetical proactive pains of authors and managers. But the future is obtaining it's own starting points from permanently evaluated and improving organizational present.

From point of view of achievement the intention to introduce dynamical model of extending of spectrum of subjects and objects of human potential management and development, it is priority to explain several key terms. Concretely, at next part of article, the attention will be oriented to identification of term a model and a modeling, and to presentation of contemporary classification of model, with the aim to explain the possibilities of modeling of processes of human potential management and development. Afterwards, the proposition of graphic and verbal model will be intentioned, by those will be possible more rightly to comprehensive and exploit the possibilities of more effective engagement of usually *participating subjects and objects* in this area. However, the illustration and realization the opportunity to *substantially widen the spectrum of subjects and objects of human potential management and development* will be the ambition of proposed model especially. By this approach will be able tenaciously strengthen the motivation of all members of organizational team.

2. Identification of key terms: modeling and model

At general understanding the modeling is one of basic methods of scientific knowing and it deals with the creation of models and with the study of objects or phenomenon on the base of study of their model [1, p. 80]. Paulička is defining the modeling analogously; he is presenting that modeling is the process of creation of purposely simplified depiction of objective reality which will enable the study of attributes of modeled reality [3, p. 203]. At coherence understanding, the *model* is well arranged, often at a certain extent simplified illustration of a certain part of reality. It concerns about a disclosing the connections between searched magnitudes. Usually the model reflects only the part of reality which is considered as just relevant; other are abstracted from. It is suitable to supplement that models thought (those are typical for the area of human potential management and development) are always subsidiary

constructions at logical treating with reality. At the same time, the simplest models are characteristic by high degree of abstraction. These models are improved by implanting the assumptions of nearer reality step by step, respective by including of higher concreteness and relevancy into the models. It means that at the creation of models must be used the principle of reduced abstraction. Also, at global quality of the model is evaluated by an information (knowing) value [3, p. 202].

Interesting is also opinion of English authors Soanes a Stevenson, which present that model is a three-dimensional representation of a person or thing or of a proposed structure, typically on a smaller scale than the original. It can be understood as a simplified description, especially a mathematical one, of a system or process, to assist calculations and predictions [4, p. 1128]. In spite of knowing that mentioned opinion of authors was dealing namely with definition of model at severe or technocratic meaning, which are not fully related with intentional affecting of social processes, the idea of three-dimensional representation is excellent inspiration – it is reflecting an accent of necessary dynamics, much more points of view to searched social reality, mutual overlapping of much particular influences and consequences.

Considering with preceding ideas it is possible to generalize that the model is giving the illustration of certain reality, phenomenon, process, those are topic of searching. The creation of a set or system of components of reality (process), mutual relations between the components and exactly defined set of key factors affecting the modeled reality is the mission of modeling. At social – interpersonal – area, the presentation of various dynamics characteristic just for searched process has namely to be the intention of creation of models. It means that model could consider an explanation of procedures and recommendations by which searched process will be run more effectively than till now. By this way the creation of rightly worked out social-process models can permanently develop existing basis of theoretical knowing in the area of human potential management and development. But also it can be valuable impulse for development of knowledge, skills and competences of managers at their effort dynamically strengthen a future successful of organizations in which they are working.

The endeavour to classify (structurize) some types of models can help to higher quality of identification of thematic of modeling and models. This presentation of models classification will consider not only the typology of models, but also at fuller sense can characterize the most often used forms and possibilities (effects) flowing from presented types of models. Thus, at the widest meaning, **models can be classified** by these four points of view: character of matter of modeling, way of depiction of modeled reality, degree of dynamics illustrated in searched model, and measure of concreteness of reality.

From point of view of *character of modeling topic (matter)*, respective from point of view of dependence on “grabbing” of searched topic, it is able to consider with following types of models:

- a) *Material/physical model* – it is concerning about material, physical shaping of searched reality or topic. At the dependence on a number of the users, models can be made manually or made on production machines at higher number of pieces.
- b) *Mathematical model* – it is concerning about the expressing of searched phenomenon by mathematical apparatus. The tools of information-communication technologies can be used in these models (efficient hardware and software can be better arranged, friendlier for users) at present time.
- c) *Model of thoughts (social model)* – it is concerning about the processes and phenomenon which are characteristic by necessity to express thought, intellectual processes, procedures and relations. This type of models is finding the application namely in the area of modeling of processes of human potential management and development.

From point of view of the *expression manner of modeled reality* it is able to classify the models by the following way:

- a) *Graphic models*, which by graphically attractive and jolly way are expressing and illustrating searched reality, phenomenon or process. These models are often used as a graphical supplement (reviving) of verbal model.
- b) *Verbal models*, which by verbal, descriptive way are presenting and theoretically developing the knowing about searched phenomenon or process. Often this type of models is oriented especially to the solving of appeared problems and imperfections (of organizations, processes), to calling attention to hidden negatives, and it is recommending more effective progress in searched area.

From the point of view of *dynamics expressed in created model* it is possible to classify the model to static and dynamical, whereupon:

- a) *Static models* are expressing almost only a structure of searched magnitude, for example concerned components, key pillars affecting searched reality.
- b) *Dynamic models* are expressing not only the structure of modeled reality, but namely relations and feedbacks between components of reality. These models present a running or progress heading to achievement of higher level of searched phenomenon or process quality.

From point of view of exaction, complexity or comprehension of *concreteness extent* of searched reality/phenomenon, it is possible to meet with simple, more complex and very extensive models.

It is convenient to present that mentioned graphic model and also verbal model of extending of spectrum of subjects and objects of human potential management and development is possible to classify as dynamic and more complex models.

3. Arguments for creation of model of participants on human potential management and development

The endeavour to well-found the need of modeling of subjects and objects of management and particularly of development of potential of employee and managers demands to present the results of questionnaire research, which was realized at 2006 by team of researchers leaded by author of this article. The verification of hypothesis about the impairment of motivation of universities employee and the obtaining information about important influences, which caused a low extent of their motivation and satisfaction also was an intention of realized research. An analysis, evaluation and synthesis of obtained information helped to identification of the biggest imperfections at processes of management and development of universities employee. In spite of the specificity of searched conditions (Slovak, Polish and Bulgarian universities), and with some extent of tolerance, it is able gained results to generalize and theoretically transfer into the environs of other types of organizations (rendering a services, making a products). The fact, that just the employee and managers are the key pillar of success at all types of organizations, was starting point of this generalizing transfer of knowing to other organizations. It is obvious that human potential and management and development of this potential at their own matter (without regard of concrete sphere of organization action) are characteristic by concurrent signs and problems (low degree of motivation, low measure of informedness, low functionality of communication systems, impaired interpersonal relations, dissatisfaction with rewards etc.).

Nearly 950 filled questionnaire from almost 3 000 offered questionnaire was obtained. It was approximately 30 % of return. 452 men (47.58 % from all respondents) and 498 women (52.42 %) were participating at this research from point of view of sex. More information about this research is in [2, pp. 245 – 45].

The results concerned about the measure of exploitation, respective non-exploitation of human potential, result about ascertained willingness of employee and managers to improve their complex performance in situation of higher motivation efficiency, and suggestions which could be implanted to management systems by managerial part of organization, are the most important information from point of view of proposed model of the expanding of usually understanding spectrum of subjects and objects of human potential management and development. Mentioned results are presented at following parts of text.

3.1. The exploitation of employee and managers potential

The situation at the area of exploitation, respective non-exploitation of human potential was at realized research evaluated as *unfavourable*. Namely, more than 73 % of managers perceived that their potential is non-used often, very often or even *always*. This result was expressed by more than 77 % of employee (table 1).

Table 1: Answers in the area of non-exploitation of high-qualified human potential

Non-exploitation of potential of respondents	Answers of employee in %			Answers of managers in %		
	Together	Men	Women	together	Men	Women
Non-exploitation of potential (answer "yes")	28.26	30.37	26.75	22,62	22.22	23.81
Non-exploitation of potential very often	18.03	14.72	20.39	28,57	24.60	40.48
Non-exploitation of potential often	31.07	30.98	31.14	22,02	24.60	14.29
Non-exploitation of potential seldom	19.31	20.25	18.64	17,86	20.63	9.52
Exploitation of potential (answer,,no")	3.32	3.68	3.07	8,93	7.94	11.90

Source: own

These ascertainments witness that managerial structures of the organizations really could lay emphasis on identification of present and future potential of all employee and experts, and also could project for them work places on which they will achieve more effective using of their competencies.

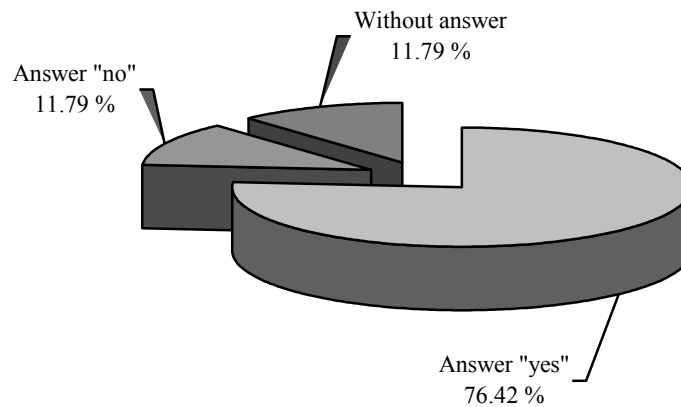
3.2. The willingness to improve the quality of performance under the influence of more efficient motivating

The ascertainments of non-exploitation of human potential can certainly be removed (it is true, that only after very demanding and long effort). Thereto, research also showed that most of the respondents expressed *high willingness to increase the level of their total work effort* if the motivation approach of managers (superiors) and top management of organization will be more efficient. The readiness of respondents to improve the quality of their performance is presented in figure 1.

From figure it flows that the majority of respondents (76.42 %) expressed the willingness to improve level of their complexity work effort in the situation, that motivational approach asserted by managers and management of organization would be more effective. Over and above, the respondents with positive answer in this question are willing to **raise the level o their work behavior up to at 38.8 % averagely**. From this number, **the men would be raising their own performance averagely at 33.53 % and the women averagely even at 43.04 %**. From the point of view of work category, the employees are willing to improve their effort at 40.62 %

(men at 36.13 % and women at 43.57 %) and the managers at 28.68 % (men 25.61 % and women at 36.61 %).

Figure 1: Answers of respondents about possible increasing the level of their work after more effective motivating



Source: own

Detailed results also hinted that women are less-motivated by their environs than men, and in situation of better motivation approach to them, the improvement of their performance level will be more marked (the women in the group of managers are willing to increase their performance nearly about 10 % more than men; in the group of employee it will be about 7 % more than men). These ascertainments mean a good opportunity, but also a great commitment for the theorists, managers and personal experts at organizations.

3.3. The instigations for improve the quality of organizational processes

The exploitation of opinions and impulses of respondents flowed from realized research can be a good inspiration at the area of strengthening the motivation at other organizations. The respondents in their questionnaires presented *varied set of tools, steps, suggestions and instigations*, those after efficient realization could strengthen the level of felt motivation and enthusiasm (table 2).

Table 2: Spectrum of the most often wished and recommended tools and suggestions for increasing the motivation of high-qualified human potential

Instigation, recommendation, suggestion	Number of answers	Share of respondents in %
Participation on educational activities and trainings	96	10.11
Higher salaries	68	7.16
Motivation part of additional payment and rewards	59	6.21
Better material, technical and space conditions of work	52	5.47
Higher interest of executive about people and respect of them/help	43	4.53
Correctness and justice	37	3.89

Career (promotion)	32	3.37
Social acknowledgement of university employee work	29	3.05
Ascertaining the employee opinions/exploitation of innovations	27	2.84
Team work and projects and informedness about projects	26	2.74
Better availability to information and necessary literature	24	2.53
Good interpersonal relations	24	2.53
Strengthening the confidence of employee from superior	23	2.42
Higher independency for employee	21	2.21
Better informedness	17	1.79
Clear rules and criterions from executive and keeping to promises	14	1.47
Removing of needless bureaucratic duties and barriers	12	1.26
Improving the organization of work, better deadlines, lower stress	10	1.05
Higher integration and social activities for employee	9	0.95
Clearer definition of strategy/improving the system of management	8	0.84
Higher stability and social security	8	0.84
Using of cars and telephone of organization	7	0.74
Creation of concrete criterions of evaluation and it's application	6	0.63
Flexible work time	6	0.63
Higher collectivity and humanity	6	0.63
More professional approach from organization executive	6	0.63
Changes of stereotypes at learning and at organization, e-learning	5	0.53
Praise for good work results	5	0.53
Financial resource for development of science	5	0.53
Higher number of holiday days to rest	5	0.53
Regular work meetings oriented to future intentions	4	0.42
Decisions making has to be realized by competent people	4	0.42
Organizing of transfer of experience and new knowledge	4	0.42
Better exploitation of knowledge and qualification of employee	4	0.42

Source: own

From point of view of wider participation of subject on human potential management and development, the most important instigations are following:

- a) higher interest of executive about people and respect of them/help,
- b) ascertaining the employee opinions/exploitation of innovations,
- c) strengthening the confidence of employee from superior/cooperation.

From all of three mentioned output of questionnaire research it flows that really it is possible, even demanding at higher extents to exploit the potential of all members of organization. This fact very strongly accentuates the convenience and the well-founding of

modeling of thought assumptions of extending of usually used spectrum of the subjects and objects of human potential management and development. Presented willingness of the most of employee and managers (of campus) to raise the level of their total work performance is the argument with higher relevancy even. But the origin of proposed model is the most strongly accented especially by the concretization (structure) of willingness of respondents to participate on improvement the organizational activities not only by several instigations, but even by real effort too.

4. Motivational model of wider including of participants of human potential management and development

The intention of proposed graphic and verbal model is to present and concretize one of the ways, by those is possible to simplify the implementation of new knowledge and experiences at the area of management and development of the most valuable and the most efficient factor or organization – people and their total potential. To this time at the majority of organizations, the employee and managers are understood only as human resource (HR). But the speed and dramatics of the changes running at present require to change also used approaches, and by this meaning also to prepare and achieve higher effects flowing from carefully considered exploitation and especially from development of potential, which is characteristic for the individuals and teams (HP).

Proposed model is illustrated on graphic form in figure 2. The content, logic, convenient steps, system independences and recommended components are explained at following text by **twelve types of dynamics**:

1. First of considered dynamics deals with **causing the influences to organizational action**. The organization as a system and also a system of human potential management and development (HPM&D) are influenced by factors of external and internal environs. All external factors (competition, customers, partners, suppliers, legislation, economic situation of country, new trends of technologies, social factors, work potential market, image of organization etc.) have to be attentively followed, analyzed and evaluated from point of view of extent of consequence (positive and negative too) on present and future action of organization. The same attention must be dedicated to internal factors. The attention has be concentrated namely to the structure of employee (age, sex, qualification, work putting, practice), organizational structure (measure of centralism or decentralism, numbers of employee subordinated to one manager, flexibility of structure), course and imperfections at organizational processes, financial situation (especially from point of view of future financial ambitions).

It is necessary to analyze unique area of “living” social system of organization. For example: pro-activeness of culture and philosophy of organization, level of motivation (motivation profiles of employee and managers, motivation preferences, wishes, expectations), recognized values and priorities of teams and individuals (strong power ambitions versus effort of identification with, harmonizing of individuals and teams goals with goals of organization). Also felt satisfaction, level (opening, mutuality, flexibility) of communication and communication skills, characteristics of all communication systems (organizational, sectional – team, individual), level of obtained skills, experiences, knowledge of employee and managers, and level of relations and characteristics of atmosphere in organization, these elements are important parts of social system. Extraordinarily consistently must be considered the reality that organization is not only influenced by external and internal factors. Also the organization (at higher or lower extent) permanently affects own external and internal conditions. It means that this is a *permanent and action-reaction dynamics of model*.

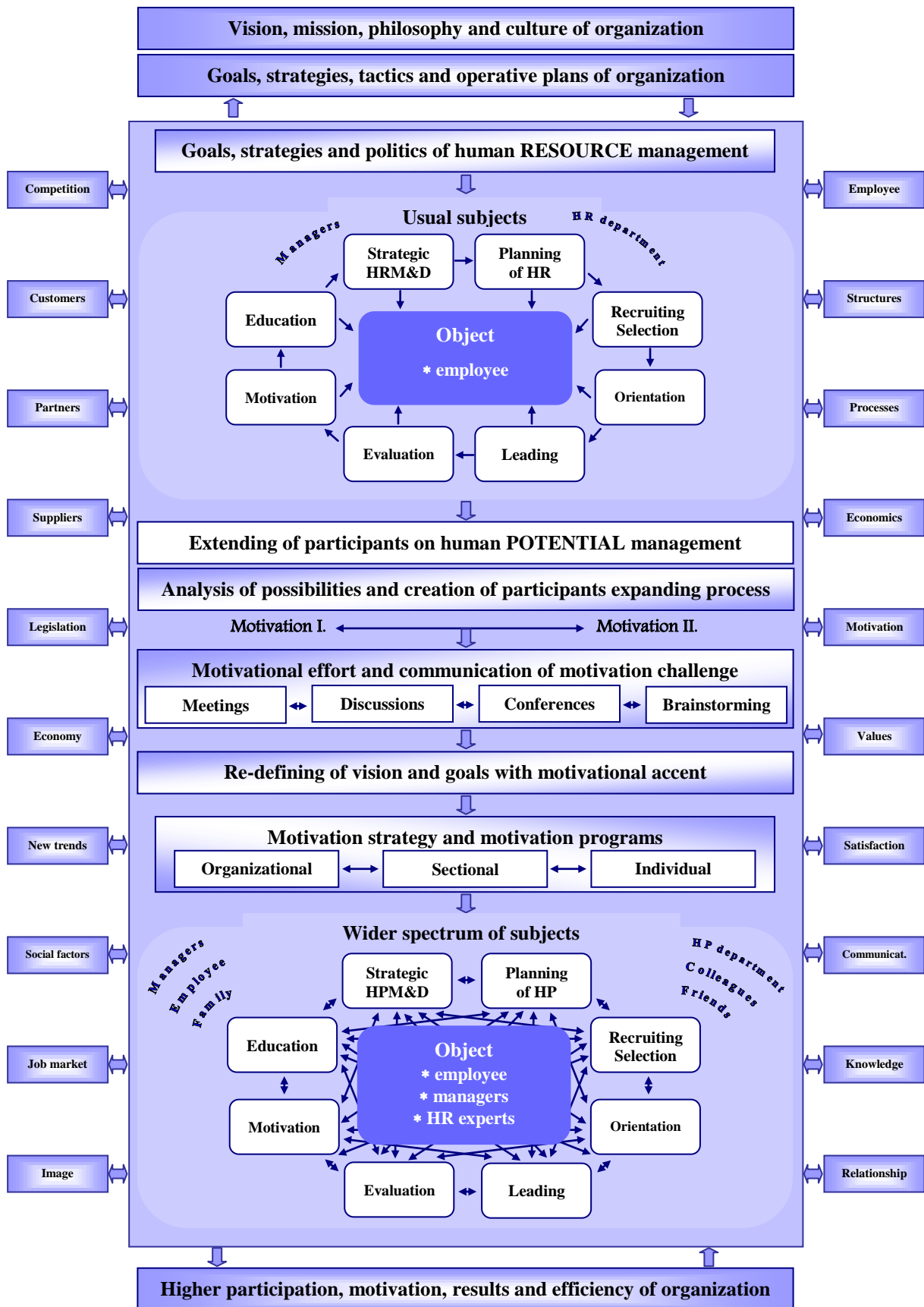


Figure 2: Motivational model of extending of spectrum of human potential management and development participants [own source]

2. Second form of model dynamics reflects the topic of **creation and realization of strategic phenomenon of organization**. The organization has to define its own vision and mission on the base of analysis of the environment. Both these phenomenon predetermine present and future indication (heading) of the organization. Both could be formulated sufficiently attractively and with strong action accent, especially for the customers, partners and employee of organization. The vision and mission have to be concretized by the system of strategic objectives. Then the objectives are transforming to the strategies, the strategies to the tactics, the tactics to the short-term plans (procedures, budgets, rules). This *process strategic dynamics* will find its achievement in consequent realization of suitable net of the processes and activities coursing in the organization.

3. Third form of model dynamics characterizes the influence (affection) of the **subjects of human resource management to defined objects**. Generally, the holders of the qualities, states (conditions) and actions are understood as the subjects [3, p. 325], respective the holders of qualities, activities or relations [1, p. 461], respective a person or thing that is being discussed, described or dealt with; a person or circumstance giving rise to a specified feeling, response, or action [4, p. 1758]. In the intention of mentioned ideas, the subjects of human *resource* management can be characterized as the individuals (teams), which prepare and realize basic interpersonal processes and activities. At a lot of organizations (as was presented at previous text) the managers and the employee of human *resource* department are working at the roles of the subjects of human *resource* management. These are influencing the employees – employees are understood as an object of human resource management, respective as an addressee of interpersonal activities. This dynamics can be marked as a *narrowly-relational*.

4. Fourth form of dynamics is existence of **relations between key processes of human resource management**. From point of view of system approach, it is possible to perceive the processes as the processes relatively demarcated (closed). But, it is undisputable, that each process affects the other processes of this system. It means that the result and outputs of all interpersonal processes (strategic human resource management, planning, acquisition, selection, orientation, leading, evaluation, motivating, educating) predetermine the results and outputs of other processes. Because this dynamics considers only with the philosophy of human resource (not human potential), it can be called as a *narrowly-systemic dynamics*.

5. Fifth form of model dynamics expresses **internal, dynamical matter of fact of each process** of human resource (potential). Namely, every process is managed by its principles, every process has its own mission, intentions, used procedures, methods, preferred approaches, mechanisms, documents. Each process must be projected (prepared) in advance, verified with using pilot project and then, after including convenient corrections, it must be rightly realized. Also, every process must be permanently improved (by full feedback), every process has to avoid of last mistakes, has to exploit of positive experiences. This dynamics can be understood as an *internally-process*.

6. Sixth form of dynamics describes just a **core of model**. There is a gradualness of activities in this area, which will lead to extending (enriching) of usually used spectrum of subjects and objects of human *resource* management. It is necessary to make deep analysis of available capacities, threatening limitations and risks, but also of possible effects, contributions flowing from planned transformation of the system of human *resource* management to the system of human *potential* management and development, by multi-subject and multi-object effort. After thorough evaluation of prime intentions and goals it is useful to create a plan of logical (topical) procedures and graduations, timetable, determinate the costs and responsibility of preparers and performers of whole project.

It is necessary to choose with what methods (tools) will be *communicated a challenge (opportunity)* to all member of organizational team for their higher engaging in the processes of human potential management and development. Suitable tools are the meetings, managed discussions, conferences, non-formal information-motivational meetings, techniques of group creativity (brainstorming, Delphi method), building of expert teams etc. The explanation of importance of wider participation on interpersonal, managerial and decisional processes could be a result of mentioned tools and techniques. It is equally important also to obtain the agreement of organizational members with dealt project, and especially to obtain as more as possible of relevant suggestions and instigations in this area. Various educational and development activities for employee and managers (trainings, seminars) can be an excellent help. On the basis of instigations and impulses it is convenient *to create more actual and motivationally more emphatic vision, mission, philosophy, system of objectives, tactics and short-term plans of organization, with including of strong motivational accent*. At the same time it is necessary to define the appropriate motivational objectives of human potential management and development, and these objectives to transform consensually to motivational strategy. An attention must be putting to the re-creation (revision) of motivation programs. Thereto, it is able this dynamics characterized as *expand-(motivationally)-process*.

7. Seventh dynamics flows from previous and it reflects possibility, even necessity to treat all employee and managers from point of view of contemporary knowledge – from point of view of their **potential**. At present time, it is not suitable to perceive the member of organization only in the meaning of human resource. Potential of the employee, specialists and managers is just the most creative and most strong power of organization. Human potential inherently considers unique complex of the knowledge, skills, abilities, experiences, competences, motivation, personality attributes, capacity, attitudes, creativity, convenance, reactions of every individual and team to various impulses, situation, claims and possibilities at organization. It is important to understand the potential of people with prism of new knowledge and recommendations of behavioral science (psychology, sociology, social psychology, organization behavior, management, anthropology etc.). It is needed to accept a qualitative complex of individuals and groups potential at three dimensions of time: past, present and future. Permanent effort of people to advance, develop of their own potential, define and achieve their own ambitions and priorities, can be fully exploited by more emphatic engaging – participation – of them in processes of human potential management and development. It means, in processes by which employee and managers are forming their own potential and potential of their collaborators also (colleagues, superiors, subordinates). This dynamics can be defined as *actually growth (developing)*.

8. Eighth form of model dynamics reflects the topic (matter of fact) and implementation mechanism of **motivation program**. Motivation program of organization has to be based on actualized (new) analysis of motivation atmosphere, motivation preferences, till now felt efficiency of used motivation tools, felt satisfaction or dissatisfaction of employee and managers etc. It is necessary to concretize the philosophy, intentions, time horizon, topic and financial demands of motivation program, mechanism of signalization in situation of deviation from expected parameters (productivity of work, profit, fluctuation, HP ROI...).

The motivation program of organization is good starting point for creation of motivation programs of groups. These have to reflect also specific motivation requirements of appropriate groups. Motivation programs of groups (teams) together with motivation program of organization have to be a relevant basis of creation of individual motivation programs. Thereto, only individualized set of motivation approaches, events, tools and techniques can be really efficient and can head to it's realization. But, it has to be implanted a backward mechanism too: motivation programs of individuals could be a basis of creation of group motivation programs

and of motivation program of organization. On the grounds of mentioned facts, it is possible to understand of this dynamics as *implementation-motivational*.

9. Ninth dynamics is concerning about the **expanding of spectrum of participants** on processes of human potential management and development. At original understanding (introduction of graphic model, mentioned already at dynamics number 3), only the managers and employee of human resource department was instituted as the subjects of human resource management. However, the intention of proposed model is to include a higher number of actors to the preparation and realization of interpersonal processes. In this meaning, it is able to define the group of subjects by following way: superior managers, HR experts, all employee, collaborators, managers of other organizational levels and other segments (parts) of organization, partners of organization (suppliers, customers, employee of co-working banks and institutions), family dependents (partner in life, parents, children, siblings), friends, acquaintances, accidentally met people with important influence to motivation preferences of individual.

It is obvious, that employee must not be only affected by some other. They have to get a chance of fuller exploitation of their own potential. The **employee** could get a chance:

- a) to affect their work future (participation on planning and realization of process of their education and development),
- b) to influence the form and outputs of their performance (participation on management and evaluation of work performance),
- c) to affect their own motivation and satisfaction (participation on creation and realization of motivation programs and processes),
- d) to form their work environment and relations with other (participation on process of care about employee),
- e) to render an impulses for creation of strategic objectives of organization,
- f) to participate on creation of system of criterions of selection and on realization of new employee selection process) etc.

Participation of **co-workers** on human potential management and development can be realized at:

- a) creation of criterions of work performance evaluation at organization and departments,
- b) realization of evaluation of their collaborators performance,
- c) orientation after engagement of new employee or transfer to other place in organization (socialization, explaining of work procedures, elimination of orientation stress),
- d) inspiring leadership of colleagues,
- e) motivating of co-workers (superior, subordinate, organizationally equal),
- f) development of skills and experiences (knowledge management) etc.

The **managers of other level or segments** of organization can help at:

- a) planning and realizations of carrier (information about possibilities, realization of job rotation),
- b) placement of employee at organization (transfer to other work or to lower function),
- c) more objective reference (evaluation) of work performance, f. e. 360 ° feedback, evaluation matrix,
- d) education and development (exchange of experience, information about new trends) etc.

Partners of organization (suppliers, customers, banks, insurance companies, public) can participate in a certain extent at:

- a) identification of necessary objectives and strategy of human potential management and development,
- b) planning of human potential (qualitative, time and process dimension),
- c) selection, especially of managers and experts,

- d) evaluation of total work performance (of contact and end employee),
- e) education and development of skill (simulators of procedures, seminars) etc.

The influence of **family dependents** can be the most strongly showed for example at:

- a) improving the quality of motivation (help at specification of motivation priorities, determination of the ways of it's achievement, harmonizing of individual motives with organizational),
- b) supporting of realization of carrier (temporary "relief" at family environments),
- c) mastering of demanding work pressure (psychic support, help, regeneration of power, keeping of good health condition) etc.

Proposed spectrum of subjects of human potential management and development at a great measure crosses the border of narrowly understood environment of organization. There is a premise at this area, that an influence of family, friends, acquaintances, partners etc. is *not absolute* from point of view of motivation to the work – but it is *very important* surely.

At the theme of **object** of human potential management and development, it is possible to specify as the addressee of purposeful influencing not only the employee, but also *all managers and employee of human potential department*. They (managers and HP experts) need impulses, wider cooperation, help and strong-minded attention at interpersonal area – they need to be motivated, inspired, educated, evaluated, rewarded with motivation accent too. These ideas are achieving a *wide-relation dynamics of model*.

10. Tenth dynamics characterizes a **consequence flowing from engagement of wider spectrum of participators** on human potential management. This positive consequence of qualitative transformation of human resource management to the human potential management and development means, that higher number of the subjects and objects can achieve higher promptness, pro-action, flexibility, systematism, backward demandingness of all processes in real time. Original, narrowly-systemic dynamics (number 4) is transforming by mutual overlapping to a *fully-systemic dynamics*. This dynamics is expressed at graphic model by more rich net of feedback relations between the processes of human *potential* management and development (opposite the number and quality of relations on human *resource* management).

11. Eleventh dynamics is illustrated at the centre of graphic model as a **motivating I.** and **motivating II.** The *motivating I* can be understood as attendant (parallel) intention/mission of process of expanding the number of actors of human potential management and development. Thus, an including of richer spectrum of subjects and objects in this area, achievement of higher efficiency of interpersonal processes, better exploitation of potential of employee and managers, it is a primal mission of this expanding process. At the same time, *the strengthening of motivation* of organizational team is a parallel mission of participation-extend effort. It means that apart from the achievement of priority of this process, it is also very important in this effort to use all possibilities and conditions for improving and righter heading of motivation.

On the other hand, the *motivating II* means: if could be achieved a primal and also an attendant intention of mentioned process (higher engagement of participators on human potential management and development, and by this way also the strengthening the motivation), the preparer and realizators of whole effort must be conveniently (intensively) motivated. Respective, the successful of participation-expand process (it means the increasing a motivation on organization) depends on a level of motivation of the individuals and groups which are treating with this effort. Thereto, it is possible to call this dynamics as a *two-planar-motivational*.

12. Dynamics number twelve is the reflection of the **completing and possible effect of implementation** of proposed model. Right realization of all previous procedures and instigations will surely lead to higher and more efficient exploitation of expert-personality competences of all

members of the organization. From this effect will stem a higher measure of felt motivation and satisfaction, self-realization, growth of capacity, and then higher level of synergic performance and results of individuals and groups at organization. By this way the organization will be internally more harmonized, more purposeful – it will be more resistant to external pressures and in it's action will be surely more successful. Thus, last dynamics can be understood as a *process-completing*.

5. Conclusion

At conclusion of this article is suitable to express the wish so that presented model was accepted with positive response. Perhaps the description of the model was sufficiently explained and at suitable extent also argumentative. Maybe, this model will inspire the theorists those are dealing with human potential management, to next development of knowing about the most strong and at the same time about the most fragile pillar of each organization: human potential. And also, perhaps this model will be sufficiently attractive and helpful for managers in their effort to permanently strengthen and develop their organizations.

References:

- [1] Kol.: Ottova všeobecná encyklopédia, časť M – Ž. Martin. Neografia. 2006, 776 pp. ISBN 80-969159-4-0
- [2] Blašková, M. a kol.: Riadenie a rozvoj vysokokvalifikovaného ľudského potenciálu. Zvolen. Vydavateľstvo Technickej univerzity vo Zvolene. 2006, pp. 121. ISBN 80-228-1701-5
- [3] Paulička, I. a kol.: Všeobecný encyklopedický slovník, časť M – R. Praha. Ottovo nakladatelství. 2002, 1068 pp. ISBN 80-7181-708-2
- [4] Soanes, C. – Stevenson, A.: Oxford Dictionary of English. 2nd edition. Oxford. Oxford University Press. 2003, 2088 pp. ISBN 0-19-861347-4

Acknowledgement

This paper is supported by the grant of VEGA No 1/4647/07 Dynamical Model of Motivation of Human Potential

Address of author:

doc. Ing. Martina BLAŠKOVÁ, PhD.
Department of Managerial Theories
Faculty of Management Science and Informatics
University of Žilina
Univerzitná 8215/1
010 26 Žilina
e-mail: blaskova@fria.uniza.sk