HUMAN PROCESS AUGMENTATION: A CONCEPTUAL PERSPECTIVE

TABLE OF CONTENTS

Introduction and Definition ............................................................................................................................................ 1
Background ................................................................................................................................................................... 1
Human Input Within Organizational Activity .................................................................................................................. 2
Traditional Approaches to Personnel Training .............................................................................................................. 2
HPA Constituent Components ....................................................................................................................................... 3
Application of HPA ......................................................................................................................................................... 3
Summary........................................................................................................................................................................ 5

Introduction and Definition

Human Process Augmentation, HPA, is a methodology for improvement of business activity and overall effectiveness by addressing human functions and interactions holistically, as a process, rather than by the sum of its parts. The best practices within the core elements of communication, personality and leadership are applied in an integrated and coordinated system of usage to maximize human potential. Because these core elements exist in all government and commercial activity, HPA can be adapted to any entity including the military.

Background

All government and private sector business activity includes human input and interaction. People plan, organize, lead and operate at critical points in all organizations even when they are highly automated. Output is easiest to measure when utilizing data related to cost, revenue, production and tangibles which are relatively easy to quantify. For this reason, time and attention in business processes are primarily geared toward improved production, effectiveness and economies of scale rather than human activity.

The most highly recognized system of standardization and certification among professional and industrial enterprises is ISO 9001 which establishes benchmarks of performance and quality based upon easily
recognized and measurable factors. The other highly popular operation improvement methodology, Six Sigma, utilizes models to increase output while lowering defects or errors significantly. Principally based upon mathematical models, few of these methods address the human element in organizational operations. While the concept of training, education and improving operational effectiveness of humans in business has existed for more than a century, there has not been a broadly accepted protocol or agreement as to key elements and standards of training or education which are fundamental to human function and behavior in organizations.

**Human Input Within Organizational Activity**

The human factor is less often the focus of efforts to improve operational effectiveness or the bottom line because these elements vary considerably from person to person and do not lend themselves well to the application of metrics. Other than the implicit mandate of one's job description, which directs individual behavior for the reward of compensation, participants at all levels of an organization typically function based upon personality types, attitudes and moods. Consolidating these diverse variables and directing them toward an organization's strategic objectives is much more difficult than for example increasing a marketing budget or implementing new technologies.

The concept of human input in organizations as a collective process fosters the potential to improve functional capacity and effectiveness of the entity just as it would seek to improve automated or mechanized processes. While production processes and general output are directional and lead to end states, the human process is continuous, reciprocal, and influences itself and everything that it contacts perpetually. Production and output have little impact on leadership, effective communication and personality type, but the latter have a significant impact on production and output.

**Traditional Approaches to Personnel Training**

Although much has been written and applied within the discipline of managerial psychology, the main focus of intervention, innovation and training continues to reside within the areas of the easily measurable. This is due in large part to the fact that there is no established baseline for acceptable cognitive skill whether within or outside of business.

Professional and technical skills are essential to the performance of work, however the shortcoming in contemporary business practice is that little or no attention is placed on assessment of personality, communication ability or potential leadership skills. Once people are placed in operational units, the misalignment often becomes apparent and the technical or professional skills are underutilized. Current approaches to training personnel focus on long-known, traditional methods that have been used for many decades and do not take into account individual differences or the potential to develop their input as a refined and coordinated process. What this tends to do is perpetuate standardized mediocrity. At best, it brings the worst functioning individuals up to average, or what would be minimally expected of them once they have “punched in”.

HPA Constituent Components

HPA consists of three principal components: personality assessment, communication and leadership. Personality type and communication are factors exhibited by all humans in organizations. Personality type can be reasonably identified, understood and integrated effectively to assure coordination and maximum potential of the individual toward broader objectives. Communication can in most cases be greatly improved and further enhanced through consideration of personality type. Good leadership considers personality and capitalizes on effective and positive communication. While these are the core elements of HPA, their application is broadened and adjusted to accommodate differing business, government or military requirements.

Application of HPA

The utilization of best practices should be seminal to the establishment of a protocol for any training. There has been no formula or regimen recognized as critical, superior or necessary when addressing human input in business. HPA challenges this proposition by incorporating the latest scientific advancements and proven methods as applied to the core elements of the human process which are common to people in all organizations.

Prior to the advent of personality typing, problematic integration of personnel was accepted as part of the human condition. Today, this methodology has become highly refined to the extent that noticeable results can be achieved and even predicted. Utilizing personality assessment, individuals not only understand themselves, but also how they best interact with others. This applies to leaders as well, who can learn how best to align and utilize personnel based upon their personality traits.

Training in communication and speech conditioning has vastly improved over the past year. What previously may have taken years to reduce fear and anxiety in public speaking now can be accomplished in a matter of hours. This problem affects the majority of the adult population and often inhibits the ability to communicate critical information or to address important people. Improvements that are derived from communication and speech conditioning are further amplified when the benefits of personality assessment are harnessed.

Leadership training that capitalizes on enhanced communication and personality typing is critical to increase the impact of human input on organizational and team objectives while maintaining morale. The elevated level of guidance derived therein, fosters maximum implementation of both human and technical applications.

Finally, HPA is most effectively utilized by considering organization-specific characteristics so that human function is augmented in concert with operations. The application of HPA therefore looks to the individual, then their input as a process, followed by human process in their organization. In practical terms, individuals are trained to achieve their highest communication potential, understanding of personality interaction and leadership; they are taught how to most effectively interact cooperatively and as teams; and, they receive training to apply these new and higher levels of proficiency to meet specific entity objectives.
The following flow-chart depicts HPA as applied.

**INDIVIDUALIZED SPEECH CONDITIONING:**
Eliminate or significantly reduce fear of public speaking.
Enhance overall communication skills.

**INDIVIDUALIZED PERSONALITY ASSESSMENT TRAINING:**
Determine individual personality type.
Develop skill in identifying personality types of others.
Develop capacity to adjust the individual's personality type to coordinate with others.
Develop ability to properly place individuals within teams or organizational structure based upon personality type.

**LEADERSHIP TRAINING:**
Instill leadership skills to increase efficiency, output and morale.
Promote leadership principles based upon respect and character.

**ORGANIZATION-SPECIFIC TRAINING:**
Train and apply best practices learned while engaged in actual or simulated team or organization operations.
Summary

HPA uses the most current methodologies available to improve human input in organizations. Unlike traditional approaches which train or develop human resources generically, HPA applies a holistic approach to human input and advances the proposition that personality and cognitive functions of people in organizations are more advantageously addressed individually and then collectively, as a system or process. HPA also provides the optimum environment for utilization of technical competence in personnel while enhancing the ability for operational units to direct efforts to meet all organizational objectives.

---

1 Modified and more effective versions of the Myers-Briggs Type Indicator have been utilized in organizations as evidenced by the acknowledgement of the Arizona Diamondbacks crediting its World Series victory in 2001 to effective personality assessment and placement. More recently, in 2012, the U.S. Marine Corps experienced significantly reduced divorce and suicide rates based upon similar applications.

2 Based upon statistics generated at the University of South Florida, Tampa, during a Defense Intelligence Agency administered program in which students experienced a 49.1% decrease in fear and anxiety in public speaking after a three hour deconditioning training. It is important to note that these results were achieved even though the majority of students did not have time to complete the entire training. This training was administered on August 22, 2013.

3 According to the National Institute of Mental Health, 74% of the U.S. population suffers from Glossophobia, fear of public speaking. NIMH, August 28, 2012.

CONTACT: Patrick Guarnieri
patrick@hpa-pro.com
(727) 444-0762

© 2013 Patrick S. Guarnieri, All Rights Reserved