



Maslow on Management

By A.H. Maslow

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A seminal work on human behavior in the workplace—now completely updated

"At last! We have all been quoting Maslow for years and to now have such an excellent compilation of his seminal thoughts on management and organization comes like a timely gift from heaven. The values and principles he taught decades ago are even more relevant today." -Stephen Covey, author, *The Seven Habits of Highly Successful People*.

"Maslow's book is a readable, impressionistic masterpiece that extolled the virtues of collaborative, synergistic management decades ahead of its time. This edition reveals just how much the management thinkers of our day, including Peter Drucker, W. Edwards Deming, and Peter Senge, owe to Maslow, and how much, at the dawn of the twenty-first century, management can still learn from his insights." -Andrea Gabor, author, *The Man Who Discovered Quality*.

"Maslow's brilliant and humane perspectives are made easily accessible in this exceptional book. It's also quite humbling—why haven't we yet actualized the truths about human nature and the nature of work?" -Margaret J. Wheatley, author, *Leadership and the New Science* and *A Simpler Way*.

"Maslow's profound concept of self-actualization could generate a Copernican Revolution of work and society, catapulting us out of what future generations will look back on as the dark ages of management." -Jim Collins, coauthor, *Built to Last*.

The pioneer behind the hierarchy of needs and the concept of self-actualization, Dr. Abraham Maslow was—and is—one of the world's most esteemed experts on human behavior and motivation. However, while perhaps most famous for his work in the area of humanistic psychology, his legacy of work encompasses much more, extending into the realms of business and management. Having explored and studied the relationship between human behavior and the work situation, Maslow translated the science of the mind into the art of management—an important interpretation first published in the far-sighted treatise, *Eupsychian Management*, and whose impact continues to be felt today. Now, this seminal work has been updated, primed to introduce new readers to—and reacquaint old admirers with—what some have called the renowned

psychologist's best book.

Bringing into perspective the lasting impact of Maslow's groundbreaking principles, *Maslow on Management* illustrates how they have withstood the test of time to become integral components of current management practices, such as continuous improvement, Theory X, and empowerment. Offering insight into using these and other tools to effectively tackle present-day business situations, from heightened competitiveness to globalization to emerging technologies, *Maslow on Management* covers a wealth of timeless topics, including:

- * Self-actualization-the freedom to effectuate one's own ideas, try things out, make decisions, and make mistakes
- * Synergy-what is beneficial for the individual is beneficial for everyone; individual success should not occur at the expense of others; align organizational goals with personal goals
- * Enlightened management policy-assume that all your people have the impulse to achieve; everyone prefers to be a prime mover rather than a passive helper; everyone wants to feel important, needed, useful, successful, and proud; there is no dominance-subordination hierarchy.

To complement Dr. Maslow's original writings and to demonstrate how his forward-thinking ideas are being played out in today's business world, *Maslow on Management* features interviews with Perot Systems Chairman Mort Meyerson, Non-Linear Systems founder Andrew Kay, Esalen Institute founder Michael Murphy, and other prominent figures who provide incisive commentary on subjects ranging from creativity in business to leadership lessons for the digital age.

Epitomizing the genius of its author and embodying his elegant ruminations, *Maslow on Management* is still as important as it was when it first appeared. A true classic, this is essential reading for all managers.

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Editorial Review

Amazon.com Review

Anyone who has sat through a psychology course has seen Abraham H. Maslow's hierarchy of needs, a pyramid capped by the highest human need of all, the need for, what Maslow famously termed, self-actualization. Since his death in 1970, Maslow's voluminous writings have made him one of the most influential thinkers in counseling psychology. He is a revered father figure to the human potential movement. But few know him as a brilliantly insightful analyst of how to lead people and make organizations more productive. *Maslow on Management* should change that.

In 1962, Maslow spent the summer at an electronics factory that was one of the first to try giving workers a say in organizing production. He watched and kept a journal, later published under the intimidating title *Eupsychian Management*. The book, which had been long out of print, has been republished with extensive commentaries as *Maslow on Management*.

Some of *Maslow on Management* is, as Warren Bennis writes in the foreword, "hilariously innocent." Reflecting on the power of well-managed workplaces to unleash creativity, Maslow suggests that the U.S. economy would benefit "if we kept all the factories running at full blast and simply gave things away." Yet his deeper point--that good management leads to good psychological health--is startlingly advanced for 1962, when the business world was still widely thought of as nurturing nothing more than soulless conformity. He was surprisingly prescient, too, in warning that participatory management taken to excess becomes sloppy and weak. While encouraging open communication, an effective leader "should have the power and the ability to keep his mouth shut," Maslow writes. He advises that gentle, permissive management is fine if workers share democratic values, but if not, "break their backs immediately."

Full of rambling, half-finished thoughts and provocative speculations, *Maslow on Management* is no nine-step plan for building winning work teams. But anyone seriously interested in understanding management will find the book useful as a fascinating reflection of a brilliant mind thinking deeply about the nature and purpose of work. --Barry Mitzman

From [Booklist](#)

Coordinated by Maslow's daughter, Ann Kaplan, this book is an updated version of his *Eupsychian Management*, a series of his journal notes from the early 1960s. Originally considered to be a seminal work on human behavior in the workplace, it offers Maslow's theories on such issues as how to encourage people to express their creativity, the importance of psychological health, and leadership ideas that are commonly accepted notions in management circles at the end of the twentieth century. He led the way in demonstrating to corporate executives that the development of individual workers positively affects their bottom line. Although Maslow is most famous for his hierarchy of needs theory, his book for today's managers develops ideas on enlightened management that puts emphasis on the individual worker and posits that everyone prefers to be a prime mover rather than a helpless pawn in the workplace. By adding interviews with current executives and academics from Harvard and Stanford Business Schools, this reprint of Maslow's ideas still resonates with truth after 33 years. Mary Whaley

From the Publisher

Dr. Abraham Maslow is one of the most widely-known and renowned experts on human behavior and motivation. He is probably most famous for his perspective on the "hierarchy of needs" a theory of behavior which states that people will strive to fulfill progressively higher levels of need--from nourishment, safety,

love, and esteem to self-actualization. This book, which is a revision of a previous book entitled Euspychian Management, applies Maslow's seminal concepts of human behavior to today's workplace and marketplace. This book offers new generations of managers insights into Maslow's influential theories which have emerged in current business approaches such as continuous improvement, enlightened management, Theory X, and empowerment.

Users Review

From reader reviews:

Byron Jorgensen:

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Barbara Fontenot:

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