

Table 4-1. Human Capital Development

LEVELS OF FUNCTIONING	PHYSICAL	EMOTIONAL		INTELLECTUAL				
	Physical Fitness	Personal Motivation	Interpersonal Relating	Information Relating	Information Representing	Individual Processing	Interpersonal Processing	Inter-dependent Processing
Leader	Stamina	Mission	Initiate	Objectives	Multi-D	Act	Go	Interdep. Acting
Contributor	Intensity	Actualize	Personalize	Applications	Nested D	Understand	Merge	Interdep. Understand
Participant	Adapt	Achieve	Respond	Principles	3D	Explore	Give	Interdep. Exploring
Observer	Survive	Incentive	Attend	Concepts	2D	Goal	Get	Interdep. Goaling
Detractor	Sick	Non-Incentive	Non-Attending	Facts	1D	Non-Preparation	Non-Engagement	Non-Engagement

As may be noted in Table 4-1, the scientists have defined the areas of HCD:

- Physical Fitness,
- Personal Motivation,
- Interpersonal Relating,
- Information Relating,
- Information Representing,
- Individual Processing,
- Interpersonal Processing,
- Interdependent Processing.

The scientists have also defined the levels of HCD:

- Leader,
- Contributor,
- Participant,
- Observer,
- Detractor.

The areas and levels operationally define **HCD**. For example, the *Participant Level* may be defined as follows:

- Physically Adaptive,
- Motivationally Achievement-Oriented,
- Interpersonally Responsive,
- Informationally Relating to Principles,
- Informationally Representing at 3D Level,
- Individually Exploring,
- Interpersonally Giving,
- Interdependently Exploring.

Together, the areas and levels of **HCD** yield diagnoses and prescriptions for training and empowerment.

Carkhuff and Berenson summarized the formula for **HCD** as follows:

$$\text{HCD} \leftrightarrow \text{P} \cdot \text{E}^2 \cdot \text{I}^5$$

As this formula makes clear, the power of **HCD** is in the intellectual processing.

First, these scientists seized upon the opportunity to generate models for individual **HRD** and converged them with the organizational and economic divisions of **HRD**. Then, they transformed **HRD** into **HCD** by empowering and elevating intellectual processing systems. The following is a summary of their convergent conclusions, written by Carkhuff in 1983.