

Marsha Forest & Jeffrey Forest

Jedmar Company

*An analysis of the relationship of
Marsha Forest and Jeffrey Forest*

Part I

Jedmar (1) is a very small company composed of just two people, Jeffrey and Marsha. It was formed on May 27, 1970 with the expectation that within this union these two individuals would be better able to meet their needs collectively than they would separately.

In its five years of operation this company has grown from an embryonic state to a fairly sophisticated team able to determine its own motives and incentives (2) and organize itself in such a way as to satisfy these.

This case study will utilize Maslow's hierarchy of needs (3) and Herzberg's Motivation-Hygiene Theory (4) as perspectives by which to view the Jedmar Company. Further, according to Blanchard, (5) Maslow's theory can be considered as dealing with motives while Herzberg's deals with incentives.

Utilizing Maslow's perspective the Jedmar Company can be seen as being primarily concerned with physiological, security and affiliation needs in its initial phases of operation.

In a physiological sense the company was concerned with such things as eating habits, body tone and health, losing weight, stopping self-destructive habits such as pulling hairs from beard and biting nails. There was a fair amount of emphasis in getting in touch with their physical beings, reducing tensions, and dealing with sexuality in a very bodily (as opposed to psychological) sense.

With regard to security the individuals in the company began to feel increasing safety as a result to their union. With their collective abilities and financial resources the individuals were able to begin to realize some of their goals - a car was bought, a long summer vacation was taken, and housing and clothing were secured. In short, the company was in a fairly solvent and affluent position in a material sense and was able to finance plans of action which resulted in much satisfaction and well-being on the part of its members.

This company can also be described as an intimate union of two individuals and as such deals very effectively with affiliation needs. Jeffrey and Marsha have created an environment where their needs for acceptance, belongingness, warmth, understanding and love can be met. Here they have created their own primary group which functions as a center for them in exploring both 'inner and outer space' (6), for exploring their beliefs, for living according to their values and for receiving the support and

encouragement they need to explore the above and at times stand counter to the prevailing norms.

As the organization began to mature and consolidate it began to move on to dealing with Maslow's higher order needs. Esteem became a need and the company moved out into an educational institution to gain recognition for its ideas and capabilities. It sought to be more than just ordinary members but rather rise to positions of preeminence among its peers.

As it accomplished these aims self-confidence grew and the company moved from a position of helping other people to do their things to initiating and implementing its own programs (e.g. *Explorations!* (a teacher-education program created by the authors and workshops).

The company began to assume its own power, taking increasing responsibility for its own direction and action. It began to assume position power as well as personal power (7), began to orient itself toward a more equal balance between input and output, began to see itself as a strong unit capable of taking on challenges, initiating change and following through on its ideas.

The individuals within the company began to feel a new sense of power and prestige as they received recognition from others and saw their dreams begin to take shape. They began to feel that they were in increasing control of their own destiny.

Jeffrey and Marsha are attempting to move toward self-actualization. This is a difficult concept to get hold of. As talked about by Hersey and Blanchard (8) it is seen as related to competence and achievement. In terms of these concepts the company is growing - its ability to manipulate the environment and make things happen and to offer opportunities for personal achievement and increasing. With this company the individuals can test their abilities and skills against the environment in a contest which is challenging but not overwhelming and significant personal rewards can be gained.

As well, self-actualization can be thought of as a process of actualizing one's potential. Seen in this view the company promotes such growth. It pays for its members to attend workshops for personal growth and to be involved in various situations and experiences which are judged to be growth enhancing. As well, the company allows its members to engage in these activities on company time.

In an address recorded on the Esalen Institute tape series (9) Abraham Maslow gives his description of the self-actualized human being. He sees this person as being concerned with the eternal verities such as truth, beauty and justice. He categorizes fourteen or fifteen of these verities, yet also sees them as all interlocked, as various facets of one whole. For him, a self-actualized person must be concerned with one of these verities and must be concerned with it as an end in itself. For example, a lawyer must be concerned only with justice as an end in itself and not be concerned with what being involved in justice can bring him/her such as fame, money, etc. For a man/woman such as this, impingement on justice anywhere are felt as impingements

upon himself/herself and he/she moves into action. Maslow also describes the self-actualized person as having 'peak' or 'mystical' experiences.

In relation to the above, the members of the Jedmar Company are not sure where they stand. For them, this is clearly a domain of unknowing.

Jedmar Company, a la Herzberg, is a company which is dealing more than adequately with the hygiene factors and the motivators. In terms of the hygiene factors its members enjoy wages which allow them to live in a style which they desire and feel comfortable in. They are able to rent a large house in the country, own a car, hi-fi, works of art, etc., and as well indulge themselves in good eating and long summer vacations.

Working conditions are excellent. The company runs its own programs (*Explorations!*) and takes responsibility for its own growth (company responsible for choice of jobs). Working hours are also determined by the company members.

They also have a large degree of control over the conditions within which they work and, as well, have many modern accessories such as electric typewriter and cassette tape recorder. As all company policies and administration arise out of the two members there is an exact congruence between these members needs and desires and the companies policies. In short, individual goals and organizational goals coincide.

The company has no hierarchal organization, rather, both members have an equal footing. Decision making is shared and is based on a working consensus. The agenda of the company is mutually agreed upon and it should be noted that in Jedmar process is as valid as content. This means that at any time emotions arise which inhibit the work level (10) these are dealt with within the company.

Leadership is flexible and passes between the members according to the situation. There are on-going separations such as finances which are looked after by Jeffrey and cooking which is looked after by Marsha. Other tasks which appear regularly are done jointly such as house cleaning, work assignments, driving and correspondence.

Job security is tenuous. The company is completely informal - not at all bound by legal or religious contracts. Membership is completely voluntary, as well as being exclusive. This arrangement requires a constant negotiating as to whether to stay in business or not and thus the company deals primarily in short term contracts.

Interpersonal relations are excellent. This company is founded on love and voluntarism and one of the main reasons for its existence is its ability to satisfy the interpersonal needs of its members.

Supervision is present in the sense that each member has the other to call upon and share problems with, as well as joys, as the need arises. In fact, this sort of verbal expression is one of the norms of the company. As well, the company maintains close contact with others who can help it to reach its goals and deal with its concerns.

The successful nature of this company and its attractiveness as perceived by others results in a good deal of status for its present members. Its good reputation, the doors it opens, the opportunities it offers and the bonuses it pays all contribute to its status.

The motivators of Herzberg's theory are also a part of Jedmar. Closely allied with the above stated status factors is the recognition for accomplishment. Members of the company are extremely supportive of one another and frequently recognize each other's accomplishments. As well, the company receives much recognition from the outside environment.

Most important, however, the company allows and encourages personal achievement. As the members have full say in its operations, there is complete responsibility, and, as they so choose, the possibilities for challenging work and increased growth and development.

Because of the intimate association between members and policies, the priorities of the company are organized in such a way as to meet the goals of its members. Thus, the extent to which the company involves itself in motivators is directly related to the member's desires.

Over time, the company has moved its priorities from hygiene factors to the motivators. After establishing a good environment within which to carry on its business the company has now begun to branch out into those areas which will bring its members more achievement and challenge, more responsibility and growth.

Part II

This analysis of the Jedmar Company is from the point of view of an observer-consultant. The data of this case study was presented in terms of Maslow's hierarchy of needs and Herzberg's Motivation-Hygiene Theory. It is therefore already coded for analysis in terms of these theories and the discrepancy between the 'real' and the 'ideal' is readily apparent.

Because there is a strong correlation between this company's policies and organization and its members motives and incentives, our view is that the only factor holding back the members from attaining the ideal is their personal growth. Thus expressed, we see a strong positive relationship between the organization of the company and the direction its members are moving in.

Presently, the company is encouraging and supporting the personal and political growth of its members and as this takes place the members will be more able to satisfy their needs and realize their potential in terms of the motivators. Hence we see an interplay between the individuals and the company.

In terms of this analysis the recommended action seems also readily apparent. The company ought to continue in the same direction as it is going - continuing to provide for the personal growth and development and self-actualization of its members. As well, its present activities seem able to meet their lower level needs and their hygiene

factors. This we believe will enhance the possibility for the above mentioned personal growth to take place.

Note: Analysis of the Analysis

The analysis continues in the same vein as the description of the company. It really says that more of the same will result in the continued growth of the members of Jedmar. This realization raises for us the possibility of exploring some alternative solutions. Presently, though, all that comes to mind can be contained in the recommendation made above. This is possible for since we are both the members and the policy makers we can continually orient the company to meet our needs.

The only solution which at first appears to run counter to the above would be the dissolution of the company in the belief that each member pursuing their separate path would satisfy more of their needs and realize more of their potential. But of course if we thought this was true we could also implement that policy. At present we choose not to.

References

- (1) **Jed** is the nickname for Jeffrey
 Mar is short for Marsha
- (2) **Paul Hersey & Kenneth H. Blanchard**, *Management of Organizational Behavior* (Englewood Cliffs, New Jersey: Prentice-Hall, Inc., 1969), pp.10-11
- (3) *Ibid.*, pp.21-30
- (4) *Ibid.*, pp. 46-50
- (5) **Kenneth H. Blanchard**, *The Relationships of Theories in Organizational Behavior*. Course Handout.
- (6) **Jean Houston**. Lecture given at University of Massachusetts, Fall semester, 1970
- (7) **Hersey and Blanchard**, p. 27
- (8) *Ibid.*, pp. 29-30
- (9) **A.H. Maslow**. *Self-Actualization*. Esalen Institute Tape Series.
- (10) **Work-Emotion theory**. See **H.G. Dimock**, *Group Development* (Montreal: Sir George Williams University, 1966), p. 78.