

(This group organizes the Wall Street Journal's "Winning Workplaces" awards for small business)

Paul Herr has spent 30 years exploring the links between biology, psychology, physics and the workplace, and has proven that there is scientific evidence that employees have natural emotional needs that are often overlooked at work. He defines these hardwired needs, demonstrates how they operate and presents tools that can help create organizational superorganisms that achieve extraordinary results in his new book *Primal Management*.

Herr's thesis is that organizations that work in harmony with human nature can achieve far more than those that resist it. He defines five "social appetites" that motivate human behavior and work in congruence with five basic biologic appetites and argues that if organizations can tap into these basic needs, they will be far more successful.

The book goes beyond theory to offer tools to measure an employee's "emotional paycheck" and gauge an organization's overall "horsepower metric." He also demonstrates how the tools he offers can be used as a diagnostic to understand which employee needs should be addressed to improve the horsepower metric.

With this book Herr provides a new way of looking at employee motivation and creates a compelling argument that if organizations can effectively work with the basic needs of people, defined in his social appetites, they can achieve far more than they ever imagined.