ISSN: 2584-0142

PSYCHOPEDIA JOURNALS

International Journal of Interdisciplinary Approaches in Psychology (IJIAP)

The Configurational Architecture of Human Capability (CAHC) Model of Human Resource Flourishing

Sankalp, Wholism, Effortlessness, and Feel-the-Feel Awareness, with Sustained Improvement of Functioning as Delivery Mechanism and a Capability-and-Measurement Architecture Built on Wholism

A Conceptual Paper

[1]**Prof G S Ramesh Kumar**, *Consulting Psychologist and Organizational Consultant, Coimbatore - 641401, India*

Orcid ID: 0000-0002-0401-654X

consultingpsychologist@gmail.com

Abstract: This paper is proposing a new and integrated HR system. It is offering a theoretical proposition built around four applied-psychology constructs—Sankalp (a felt, values-anchored commitment that goes beyond ordinary goal setting), Wholism (a configurational rather than additive reading of workplace behaviour), Effortlessness (a flow-congruent mode of task engagement), and Feel-the-Feel (present-moment, non-suppressive emotional processing). Combined through a delivery mechanism called Sustained Improvement of Functioning (SIF), these four may produce more coherent human capability development than the same constructs pursued as separate HR programmes. Each construct is treated as an *applied extension* of an existing, independently validated literature — implementation intentions, configurational and complexity theory in organization science, work-related flow, and workplace mindfulness and error-management-culture research, respectively — rather than as a new discovery in its own right. Beyond the four pillars, the paper specifies the level of analysis at which each construct and the delivery mechanism operate, works through critical and cross-cultural questions raised by importing indigenous-psychology constructs into a secular workplace mechanism, and follows Wholism outward in two directions: toward a

capability pathway linking skill development to sustainable comparative advantage, and toward a KPI Value-Control Bridge that gates appraisal and compensation decisions on validated, non-gameable metrics. Throughout, the model's central integration claim is treated as a hypothesis to be tested, not a finding already established.

Keywords: *Sankalp, Wholisim, Effortlessness, Feel-the-feel*

1. Introduction

1.1 *The Problem and the Gap*

Organizations routinely procure well-evidenced HR practices—mindfulness training, goal-setting systems, psychological-safety workshops, competency frameworks—as separate line items, each evaluated against its own narrow outcome. Meta-analytic evidence on workplace mindfulness illustrates the resulting ceiling directly: across 99 studies and over 16,000 participants, mindfulness-based programmes improved task performance relative to passive control groups but showed no reliable advantage over *active* control conditions (Vainre et al., 2025), and a separate meta-analysis found mindfulness's effect on performance operates only through specific mediating mechanisms rather than as a direct effect (Zhang, Meng, Zhang, & Chen, 2025). The pattern generalizes: individually well-evidenced practices under-deliver when deployed without a structural account of how they are supposed to fit together.

Research question: Can four applied psychology constructs — intention, configuration, engagement, and affect-processing — be theoretically integrated, at specified levels of analysis, into a single low-infrastructure mechanism, in a way that yields testable propositions rather than a checklist?

Theoretical gap: Existing integrative frameworks (the Harvard map, job demands–resources theory, high-performance work systems) are clear about *what* outcomes HR should target but say comparatively little about the *moment-to-moment behavioural mechanism* by which intention, feeling, and learning convert into sustained capability change at the point of work. That mechanism-level gap, rather than a new outcomes taxonomy, is where this paper tries to contribute.

On novelty: The four constructs map onto existing literatures, worked through construct by construct in Section3.1, so nothing here claims to be empirically new on its own. What is new is a *sequencing claim*: felt commitment (Sankalp) holds up better when it follows, rather than

precedes, non-punitive affective processing (Feel-the-Feel) and self-generated solution-finding (Effortlessness), and all of this is read within a configurational rather than additive frame (Wholism). It is that sequencing, not any single pillar, that the paper argues should actually be measured and tested.

Stated as a single sentence: Configurational Architecture of Human Capability **(**CAHC) proposes that a specific configuration and sequencing of affect processing, flow-congruent problem solving, and values-anchored commitment can provide a micro-level mechanism through which HR practices are converted into sustained capability development. Wholism does not enter that sentence as a fourth step in the sequence; it is the frame within which the sequence's output is read, at the team or organization level, as either an isolated fix or a distributed capability gain (Section 2.5).

Are adding guide, so the paper's scope is visible from the outset rather than left for the reader to reconstruct: the sentence above is the paper 'score, falsifiable claim, and Sections1–5 and 8–9 test only that claim—the sequencing mechanism, its levels of analysis, its propositions (P1–P4), its measurement gaps, and its boundary conditions. Section 2.9 and Sections 6–7 are a different kind of content: explicit positioning of that core claim against established HR traditions (Ulrich, the German dual and co-determination traditions, Toyota/Lean, Japanese management) and two longer-horizon extensions of Wholism specifically (a capability-to-comparative-advantage pathway, and a KPI Value-Control Bridge), each carrying its own, separately labeled propositions (P5, P6, P7) that are not tested by the same pilot design as P1–P4. Both kinds of content are retained deliberately: the positioning sections exist because a new mechanism has to be located relative to what already exists, not asserted in a vacuum, and the two extensions exist because Wholism's implications do not stop at the boundary of the SIF loop. But the two kinds of content should not be mistaken for one another, and a reader interested only in evaluating the core mechanism can read Sections 1–5 and 8–9 as a self-contained unit.

1.2 *Why Integrate These Four Literatures*

Each pillar is defended, in Section 2, against its nearest independently validated literature. The justification for treating them together rather than separately is configurational: complexity theory in organization science holds that organizational outcomes often emerge from the *joint configuration* of practices rather than from any single practice's additive contribution

(Meyer,Tsui, & Hinings, 1993; Anderson, 1999), and fuzzy-set/configurational methods have been developed specifically because linear, one-variable-at-a-time models mis-specify such systems (Fiss, 2011). That literature — not the author's own prior BIA paper — is the primary warrant for treating Sankalp, Wholism, Effortlessness, and Feel-the-Feel configurationally rather than as four separate initiatives (see Section 1.3 on self-citation).

1.3 *A Note on Self-Citation*

An earlier formulation of this model cited the author's own 2025 Behavioural Intricacies Analysis paper as validation for the Wholism construct, which is a circular argument no matter how it is phrased. "Configurational Complexity" as applied to HR is grounded instead in the independent organization-science literature cited above (Meyer,Tsui, & Hinings,1993; Anderson, 1999; Fiss, 2011).The author's own prior work (Ramesh Kumar, 2012, 2022, 2025) still appears in the paper, but only where it is the direct empirical or conceptual source of a claim — chiefly the SIF mechanism itself and the felt, embodied framing of Sankalp—and each time it is flagged as a self-citation that needs independent replication, not treated as if it were external validation.

2. Theoretical Foundations

2.1 *The Harvard Map as an Outcomes Discipline*

The Harvard analytical framework (Beer, Spector, Lawrence, Mills, & Walton, 1984) is used here as an outcome taxonomy, not as a claim that each pillar maps one-to-one onto a single outcome; the four categories — commitment, competence, cost-effectiveness, congruence — supply the vocabulary Section 5's propositions are stated against, and nothing more than that should be read into the framework's role here. With that said, a rough illustrative correspondence is worth naming, since it shows why each pillar was connected to configurational theory and error-management research the way it was in the sections that follow: commitment is the outcome Sankalp is most directly theorized to affect, since a felt, specific resolve is the psychological state closest to what "commitment" denotes in the Harvard map; competence is Wholism's illustrative target, since configurational skill-visibility is a competence-development mechanism rather than a motivational one; cost-effectiveness is illustratively connected to Effortlessness, on the logic that flow-congruent task design reduces the friction, and associated cost, of getting work done, not from any claim about wages or headcount; and congruence, the fit between employee and organizational interests, is illustratively connected to Feel-the-Feel, since

a non-punitive climate is what allows employee-reported problems to surface as organizational information rather than be suppressed. Each pillar plausibly affects more than one outcome, and Section 5's propositions, not this illustrative mapping, are the paper's actual empirical claims.

2.2 *Effortlessness and the Flow Literature*

Flow — "the holistic experience of intrinsic motivation and effortless attention" (Bartholomeyczik, Knierim, & Weinhardt, 2023, p.1)—is the validated construct Effortlessness extends. A 2023 meta-analysis of work-related flow found consistent positive associations with performance and well-being, while confirming flow is empirically distinct from work engagement (Liu, Lu, et al., 2023). Nolan's (2023) Cognitive Control Model specifies that grit, flow-meta cognition, and workplace mindfulness jointly predict flow entry, with downstream effects on performance and, inversely, burnout. The incremental claim Effortlessness makes beyond "flow" is narrow and stated explicitly: that flow *entry* is more reliable when preceded by the Feel-the-Feel and Sankalp steps of the SIF sequence—a sequencing hypothesis, not are definition of flow itself. Flow research also carries a caution CAHC must inherit rather than ignore pursuing flow states can, on poorly designed or ethically compromised tasks, increase errors or entrench harmful patterns of overwork (Bartholomeyczik et al., 2023) — a point developed further as a boundary condition in Section 9.

Worth being blunt about how much day light actually sits between Effortlessness and flow: **there is not a new construct here.** Effortlessness is simply a label for flow entry under two specific antecedent conditions — prior non-punitive affective processing (Feel-the-Feel) and self-generated rather than imposed problem-solving (SISS). Everything the paper claims rests on that sequencing hypothesis alone, not on redefining flow itself. Wherever the sequencing claim is not what is being tested, "flow" already does the job, and that is the term used throughout the rest of Section 2.2.

2.3 *Sankalp, Implementation Intentions, and Its Cultural-Philosophical Grounding*

Sankalp denotes a resolve that is felt and embodied, not merely stated. Structurally, its closest validated analogue is the implementation intention — a specific if-then plan shown, across 94 studies, to produce a medium-to-large effect on goal attainment (d=0.65), markedly stronger than goal intentions alone (Gollwitzer,1999; Gollwitzer&Sheeran,2006). That structural mechanism is well evidenced. What is **not** independently evidenced is the additional

affective/embodied Component the term Sankalp carries in the author's Wonderfeelz practice, and this paper states that gap directly rather than implying validation by association.

That affective/embodied surplus is not, however, an idiosyncratic invention; it sits within a documented tradition. Indigenous-psychology scholarship has long argued that Western psychological constructs built primarily on discrete, verbally articulated cognition—of which the implementation-intention literature is a clear example — do not fully capture emotion- and relation-centred constructs from Confucian, Daoist, and Buddhist-influenced traditions, which treat felt, embodied resolve as analytically distinct from verbally stated intention (Sundararajan, 2015; Hwang, 2012). Positioning Sankalp within this literature does two things: it gives the construct a defensible scholarly home rather than treating a meditation-practice term as free-floating, and it raises directly the ethical question of whether a spiritually rooted construct can be responsibly imported into a secular workplace mechanism once detached from its original context. The honest answer offered here is only partially, and only if the SIF mechanism's RISS step, which is currently a cognitive/behavioural self-report, is not mistaken for a validated measure of the felt component itself (see Section 8).

Four distinctions are worth separating explicitly rather than left blended together, since collapsing them is where a claim like this typically goes wrong: (1) the historical and philosophical meaning of Sankalp within its originating traditions, which this paper does not attempt to represent in full;(2) the author's own proposed workplace operationalization of the term, which is deliberately narrower than (1); (3) the empirically validated psychological analogue closest to that operationalization, namely implementation intentions (Gollwitzer,1999); and (4) what is actually tested by this paper's propositions, which is (3), not (1) or (2) in the ir fuller sense. The paper does not claim to operationalize the full traditional meaning of Sankalp; it uses the term as a culturally situated heuristic for a proposed form of self-authored, values-linked commitment whose empirical distinctiveness remains to be established. It is also worth correcting a possible overreach in how the indigenous-psychology citations above are used: Sundararajan (2015) and Hwang (2012) write from Chinese, Confucian, and Daoist-influenced traditions, not from the Sanskrit and Indian traditions Sankalp itself draws on, and they should not be read as establishing the specific cultural meaning of this term. What they establish is a broader methodological precedent, that emotion-and relation-centred constructs from non-Western traditions are not reducible to Western cognitive categories without loss, which supports

the general shape of the argument here without validating Sankalp's particular cultural content. A fuller cultural grounding specific to Sankalp's own Sanskrit and Indian philosophical sources remains outside this paper's scope.

Sankalp also needs to be set apart from its closest neighbours, since a new label is only defensible if something is actually left over once the nearby constructs are subtracted. Goal-setting theory's own construct of goal commitment already captures persistence toward a specific, difficult goal (Locke & Latham, 2002); what Sankalp adds is the affective, embodied component argued for above, not a claim that commitment itself is new. Self-determination theory's autonomous motivation (Section 2.6) captures the internalization of a goal as self-congruent but says nothing about the specific point in a work interaction at which that internalization is meant to occur; Sankalp is a claim about timing and sequence, coming after Feel-the-Feel and Effortlessness, not a redefinition of autonomous motivation itself. And "calling," in the meaningful-work sense of an enduring, identity-linked orientation toward one's work (Bunderson & Thompson, 2009), operates at a much longer time horizon than a single RISS statement; Sankalp is proposed as a repeatable, moment-to-moment practice, not a stable disposition. Where these constructs already do the job, this paper uses them; Sankalp's incremental claim is narrow enough to state in one sentence, which is itself an admission that the label should not be doing more conceptual work than that.

2.4 *Feel-the-Feel: Individual Capacity or Organizational Climate?*

Feel-the-Feel was, in an earlier formulation of this model, mapped simultaneously onto trait/state mindfulness (an individual capacity) and error-management culture (an organizational climate). This paper resolves the ambiguity by specifying levels explicitly (Section 3.2): Feel-the-Feel operates as an **individual-level practice** — the employee attending to their own affective state during LISS — **enabled by a team/organizational-level climate condition**, namely a non-punitive error-management culture. The two are not the same construct; the individual practice is only sustainable where the climate condition holds. Empirically, this parallels findings that non-punitive, psychologically safe responses to error are what allow error-related learning to occur at all (Edmondson & Bransby, 2023; Oliveira, Santos, & Ratten, 2023), while the individual affect-processing step draws on workplace mindfulness findings that training improves well-being and self-reported performance under stress (Schubin, Seinsche, Pfaff, & Zeike, 2023).

Feel-the-Feel also needs to be placed against two closer clinical-psychology neighbours than mindfulness alone. *Emotion regulation*, in Gross's (1998) influential framing, covers the full range of strategies, including suppression and reappraisal, by which people influence which emotions they have and how they express them; Feel-the-Feel is deliberately narrower, specifying only the non-suppressive, attend-and-name strategy at one particular point in a work interaction, not a general regulatory repertoire. *Acceptance*, in the sense developed within Acceptance and Commitment Therapy, involves allowing a private experience to be present without attempting to change its form or frequency (Hayes, Luoma, Bond, Masuda, & Lillis, 2006); Feel-the-Feel overlaps with this stance but adds a specific behavioral target the ACT literature does not: naming the situation aloud, in one sentence, to a supervisor, as the first step of a further sequence. Without that added specification, Feel-the-Feel would simply be acceptance under a different name; with it, the term is doing a narrower and more operational job than either of its neighbours.

To give reviewers a more neutral handle on the underlying mechanism: the psychological process this paper is pointing at is best described, in standard terms, as *non-suppressive affect labelling*— naming an emotional or bodily reaction in words, without acting to change or hide it, before moving to problem-solving.“Feel-the-Feel” is retained as the practitioner-facing label used in the SIF loop itself, since a supervisor running a floor conversation needs a memorable instruction, not a construct name; the two terms refer to the same mechanism at different levels of formality.

2.5 *Wholism, Configurational Theory, and Skills-Based Organization*

Wholism — the refusal to treat behaviour as a sum of independently modifiable elements — is grounded in organization-science complexity and configurational theory rather than in the author's own prior clinical-domain paper (see Section 1.3). Meyer, Tsui, and Hinings (1993) established configurational analysis as a distinct mode of organizational theorizing in which practices are understood as internally consistent bundles rather than independent variables; Anderson (1999) extended complexity theory into organization science on similar grounds; Fiss (2011) formalized fuzzy-set methods precisely because linear regression mis-specifies configurational causation. At the practice level, this is consistent with the shift from role-based to skills-based talent management: Jooss, McDonnell, and Burbach's (2024) qualitative study of 15

organizations found skills-matching, treated as a dynamic configuration rather than a static inventory, is what enables strategic agility.

Once Wholism's grounding in configurational theory is made explicit, the two could look identical, so the added value has to be stated plainly. Configurational theory, as developed by Meyer, Tsui, and Hinings (1993) and formalized methodologically by Fiss (2011), is a general claim about how organizations should be studied and theorized. Wholism is the specific, practitioner-facing translation of that claim into one HR artefact: a configuration map read row-wise, by process, rather than column-wise, by person (Table2). The incremental contribution is not a new theory of organizations; it is a specific claim about which unit of analysis a supervisor or HR function should actually look at when deciding where risk sits, and the single-point-of-failure logic in Section 5's propositions is the concrete, falsifiable form that claim takes.

2.6 *Self-Determination Theory as Motivational Substrate*

Autonomy, competence, and relatedness need-satisfaction predicts autonomous motivation and adaptive workplace outcomes (Deci&Ryan,2000) a pattern confirmed in a large multilevel meta-analysis, noted here explicitly as a preprint/in-press manuscript rather than a finalized published meta-analysis (Hagger et al., 2026). Employees can also proactively craft their own need-satisfaction rather than depending solely on organizational provision (Olafsen et al., 2024), consistent with CAHC's view that Sankalp and Effortlessness are partly self-authored.

Read this way, the SIF sequence can be stated directly in self-determination terms rather than only alongside them: Feel-the-Feel supplies accurate awareness of one's own internal state, a precondition SDT does not itself specify but does not contradict; SISS is autonomy-supportive solution generation in the SDT sense, since the solution is self-generated rather than prescribed; and RISS is where autonomous, internalized commitment gets expressed as a specific behavioural statement. On this reading, Sankalp is best understood as the situated behavioural expression of autonomous motivation at one particular moment, not a rival motivational construct competing with it.

2.7 *Adjacent HR and Organizational-Behaviour Literatures*

Five adjacent literatures are addressed directly, each with a specific, bounded connection rather than a general gesture:

- **Job crafting** (Wrzesniewski & Dutton, 2001): employees proactively reshaping the boundaries of their own tasks and relationships is the individual-level mechanism through

which Sankalp and Effortlessness are most plausibly enacted day to day, rather than SIF being the only route to either.

- **Job Demands–Resources theory** (Bakker & Demerouti, 2017): specifies the boundary condition under which Effortlessness—flow—is possible at all, namely when resources meet or exceed demands. CAHC does not claim to create resources; it claims only to help convert existing resource-sufficient conditions into engagement more reliably.
- **High-performance work systems** (Huselid,1995):CAHC is best positioned as a *practice-configuration logic* within the broader HPWS tradition, not a competing framework to it; Huselid's foundational finding that bundled, internally consistent HR practices predict firm performance better than isolated practices is the closest large-N empirical precedent for CAHC's configurational claim.
- **Meaningful work** (Rosso, Dekas, & Wrzesniewski, 2010): Sankalp's values-anchoring component overlaps with, and should be read alongside, the meaningful-work literature's finding that perceived meaning is constructed through several independent pathways — agency, contribution to others, self-continuity — not a single "purpose statement."
- **Andragogy/self-directed learning** (Knowles,1984): SIF assumes employees are capable of self-directed problem-solving (the SISS step). This assumption is not universal — Knowles's adult-learning framework specifies conditions (prior experience, readiness, internal motivation) under which self-direction is realistic, which becomes a further boundary condition for SIF (Section 9).

2.8 *Levels of Analysis*

Following Kozlowski and Klein's (2000) multilevel framework for organizational theory—which distinguishes constructs by whether they are individual-level, unit/team-level (via composition or compilation processes), or organization-level, and requires cross-level mechanisms to be specified rather than assumed — Table 1 states explicitly the level at which each CAHC element operates.

Table1. *Level of Analysis for Each CAHC Element*

Element	Primary Level	Cross-Level Dependency
Sankalp	Individual (felt commitment)	Enabled by team-level psychological safety; aggregates to unit-level commitment only through repeated, observable RISS behaviour (a compilation

		process, not simple averaging)
Feel-the-Feel	Individual (affect-processing practice)	Requires organization-level error-management climate as a boundary condition (Section 2.4)
Effortlessness	Individual (flow experience)	Bounded by job/task-level design (JD-Rresource-demand balance) and supervisor behaviour
Wholism	Team/organization (configurational reading of skills, behaviour, dependencies)	Cannot be instantiated at the individual level; it is by definition a property of how individual elements are read together
SIF loop	Dyadic (supervisor–employee interaction)	Individual outcomes (LISS, SISS, RISS) aggregate to team-level metrics (completion rate, recurrence rate) only under consistent supervisor practice — a further compilation, not composition, process

2.9 *Positioning CAHC Relative to Established Integrative HR Frameworks*

Four established traditions offer alternative ways of organizing an integrative HR account, and CAHC's relationship to each is stated explicitly here rather than left implicit.

Ulrich's HR Business Partner architecture. Ulrich's (1997) tripartite division of HR into Business Partners, Centres of Expertise, and Shared Services is still probably the most widely adopted HR operating-model blueprint in practice. Its strategic promise, though, is frequently unrealized. A 2024 case study using paradox theory found that HRBP–line-manager and HRBP–HR relationships tend to settle into a persistently *operational* frame of reference rather than a strategic one, which quietly limits the partnering the model is supposed to deliver (Bennett, McCracken, & O'Kane, 2024). CAHC and Ulrich are simply answering different questions, so there is no real competition between them. Ulrich is about *how the HR function should be organized*—who does strategic work, who does transactional work. CAHC is about *what happens inside a single point-of-difficulty conversation*, and that question stays the same no matter which HR operating model sits above it.

The German dual/vocational and co-determination tradition. German HR practice tends to get flattened into a single "German model" in casual discussion, but it is really at least

two distinct traditions and conflating them muddies more than it clarifies. The dual vocational training system (Ausbildung), which combines classroom and workplace instruction, has a substantial and genuinely mixed empirical record. Apprenticeship success and later retention depend heavily on how well conflict is managed and support is provided during training (Weißmann&Roth,2025), and dropout remains a persistent, multiply determined problem even where the institutional structure is strong (Böhn & Deutscher, 2022; Beckmann, Wicht, & Siembab, 2023). Separately, statutoryco-determination through works councils (Mitbestimmung) has been shown, using large administrative panel data, to raise wages and reduce turnover without the productivity costs sometimes feared of it, although its prevalence has actually been declining within Germany itself (Jäger, Noy, & Schoefer, 2022). What CAHC borrows is narrow: only the combined classroom-and-workplace training pattern. Co-determination, works-council legal standing, and sectoral bargaining are left out entirely, since none of them have a comparable institutional basis in the Indian SME context this paper is written for.

Toyota/Leanpeople-management practice. Lean production's people-management component— standard work, visual management, worker-as-trainer, small daily problem-solving cycles — was never meant to be a formal HRM model in the way Harvard or Ulrich are. But it has real HRM content: a systematic review of how lean and HRM practices integrate found that training and development, teamwork, communication, and leadership are the specific levers determining whether lean deployment succeeds or stalls (KaurPaposa, Thakur, Antony, McDermott & Garza-Reyes, 2023), and a study focused specifically on manufacturing SMEs found top-management support and employee involvement to be the most influential factors in lean HRM adoption, in exactly this size and sector of firm (Subramanian & Suresh,2024). CAHC's Wholism configuration map and worker-as-trainer practice draw on that literature's visual-management and involvement findings, though it stops short of claiming Lean or Toyota as a peer HR model.

Japanese management principles, distinct from Toyota specifically. Popular accounts tend to fold long-term development horizons, collective learning, discipline, and consensus-oriented teamwork into "Toyota" as if it were one thing, but the two pull apart under scrutiny. Toyota's contribution is a specific production-floor method, PDCA and Kaizen. The wider Japanese employment system sits on a different institutional foundation altogether — long-term employment horizons and seniority-linked development—and a 2022 special-issue review argues

this foundation is now under sustained adjustment pressure from labour shortages and shifting worker expectations, rather than being a stable system ready to import wholesale (Haghirian, 2022). What carries over into CAHC is the long-horizon, collective-learning orientation, which fits naturally with a configuration map that gets read and updated continuously rather than filled in once. The lifetime- employment structure that traditionally went along with it in Japan does not carry over, since nothing like it exists in the Indian SME context this paper addresses.

Uniqueness as capital. Section 6's capability pathway needs to be kept conceptually distinct from a framework the author has proposed elsewhere under this exact name, rather than treated as a restatement of it. That framework, Uniqueness as Capital (Ramesh Kumar, 2026 — an explicitly unpublished working paper, flagged herewith the same self-citation caution applied to the author's other prior work throughout this paper), defines UaC as the capacity to generate durable value by creating new dimensions of comparison that other organizations come to adopt as a benchmark, and it draws an explicit line between this and ordinary competitive advantage. Competitive advantage, in Barney's (1991) sense, asks whether an organization can perform better within a shared evaluative frame; the UaC framework's comparison advantage asks whether an organization can redefine what performance means in the first place, by shifting the frame itself. Section 6's pathway, grounded in standard resource-based and dynamic-capabilities logic and supported separately by the strategic human capital literature's finding that firm-specific human capital generates advantage largely through the mobility constraints it creates (Campbell,Coff,& Kryscynski, 2012; Kryscynski & Coff, 2024), answers only the first question. It does not, on its own, establish the second and more demanding claim the fuller UaC framework makes: that an organization's distinctiveness becomes so widely recognized that others measure themselves against it. Where the two connect, and where they diverge, is made explicit in Section 6.

3. The CAHC Model

Configurational Architecture of Human Capability **(**CAHC) and Sustained Improvement of Functioning (SIF) name two different things, and it helps to keep them apart from the outset. CAHC is the configurational theoretical model: the four pillars, plus the claim that their coherence matters more than any single pillar on its own. SIF (Section 3.2) is the operational delivery sequence through which the model actually gets enacted at the point of work. Their

internal orderings do not even match, which is worth flagging rather than smoothing over: CAHC's conceptual identity runs Sankalp–Wholism–Effortlessness–Feel-the-Feel, but the sequence a supervisor runs in practice is Feel-the-Feel→Effortlessness→Sankalp, with Wholism sitting around the loop as a frame rather than taking a turn in it. The acronym names the model's four theoretical commitments; SIF specifies the empirically motivated *order* in which they should actually be engaged. Those are different jobs, so it is fine that they read differently.

Stated as a causal chain rather than a list: Feel-the-Feel is proposed to enable an accurate reading of the situation, which is a precondition for Effortlessness's self-generated problem-solving; a solution reached that way is proposed to produce a more durable Sankalp commitment than one imposed from outside. Wholism does not sit inside this chain as a fourth link; it determines how the resulting behavior is interpreted afterward, as an isolated individual fix or as a data point in a team-level configuration. Each arrow in that chain is a separate, falsifiable claim rather than a single bundled hypothesis, and Section 5's propositions test them accordingly.

3.1 *Constructs as Applied Extensions, Not Novel Discoveries*

Each CAHC construct is stated here explicitly as an *applied extension* of an existing literature, with its specific incremental claim named:

Table 2. *CAHC Constructs as Applied Extensions*

Pillar	Extends	Incremental Claim (Testable)	Level
Sankalp	Implementation intentions (Gollwitzer, 1999)	A commitment formed after affective processing (Feel-the-Feel) and self-generated solution-finding (Effortlessness) is more durable than one formed as a first step	Individual
Wholism	Configurational/ complexity theory (Meyer, Tsui, & Hinings,1993; Fiss, 2011)	Reading skill and behaviour data as a configuration, not a checklist, identifies dependency risk that item-by-item appraisal misses	Team/ organization
Effortlessness	Work-related flow (Liu, Lu, et al., 2023; Nolan,	Flow entry is more reliable when preceded by non-punitive affect-	Individual, bounded by

	2023)	processing	job design
Feel-the-Feel	Workplace mindfulness (Schubin et al., 2023) + error-management culture (Oliveira et al., 2023)	Individual affect-processing is sustainable only under an organization-level non-punitive climate	Individual, climate-dependent

3.2 *The SIF Delivery Mechanism*

The Sustained Improvement of Functioning mechanism (RameshKumar,2012) is retained as the dyadic-level delivery vehicle: a three-step Learning (LISS) → Solution (SISS) → Responsibility (RISS) sequence run by a supervisor with an employee at the point of difficulty, with an optional Consequence(CISS) step for motivational rather than skill problems. Its ordering—feeling before fixing, fixing before committing—is consistent with, though not directly tested by, findings that emotional processing of an error precedes effective meta-cognitive analysis of it (Muehlfeld, Seifried, Semrau, & Sieweke, 2023) and that non-punitive climates are what allow error-related learning to occur (Oliveira et al., 2023).

The mechanism rests on two premises the original paper states directly: that people are motivated to progress and engage more fully with a task when it carries a visible sense of progress, and that accusation or unsolicited advice in response to a mistake reliably produces resistance, since people respond as basically logical beings rather than as subjects needing correction (Ramesh Kumar, 2012).The same source also proposes working definitions for two constructs the mechanism depends on: organizational learning as a relatively permanent, collective change in team members' behaviour, explicitly excluding transient shifts and changes confined to a single individual, and resistance to change as any behaviour that works against an agreed change being implemented within its agreed time limit. Those definitions set the bar the LISS–SISS–RISS sequence is actually trying to clear — not any behavioural adjustment, but one that is collective, durable, and time-bound.

The three-step sequence is built around what the original paper calls three determinants of learning efficiency—attention, application, and sustained responsibility—corresponding to the Learning, Solution, and Responsibility stages respectively. This paper's mapping of those three stages onto Feel-the-Feel, Effortlessness, and Sankalp (Table 2) is an interpretive addition made

here; those three terms do not appear in the original. The Responsibility stage carries the most specific original criteria of the three: its outcome is meant to be a practiced behaviour that is recordable and trainable, and that incorporates a control against the problem recurring, either by becoming part of the normal sequence of daily work or by being practiced until it becomes habit (Ramesh Kumar, 2012). RISS, as operationalized in this paper, is meant to meet that same bar rather than merely register a verbal commitment—a distinction picked up again in Table 6's discussion of Sankalp's measurement gap.

The original paper also makes an explicit sequential-dependency claim that this paper's own sequencing hypothesis (Section 1.1) draws on directly: if the Learning stage does not occur, the Solution stage is affected, and Responsibility is affected in turn — failure early in the sequence propagates forward rather than staying contained. The same source notes the reverse is also observed in practice: when Responsibility is reached quickly and cleanly, this is read as a sign that Learning and Solution were both processed rapidly, even if not consciously reported (Ramesh Kumar, 2012). That claim is offered in the original as a practitioner observation, not something tested with cognitive measures, and it is treated the same way here — consistent with, not established by, the sequencing this paper builds on.

Finally, the original paper documents, component by component, what tends to make each stage fail: inadequate attention undermines Learning, inadequate thinking or cognition undermines Solution, ego undermines Responsibility, and inconsistent attention from the supervisor running it undermines the optional Consequence step. Table3 reproduces this failure-mode structure directly, since it is one of the more operationally useful and currently underused parts of the original mechanism — it gives a supervisor a specific diagnostic question (which stage failed, and why) rather than a generic sense that the conversation did not work.

SIF's addition beyond the closest existing HR-development mechanism is stated here directly rather than left implicit. Double-loop learning, in Argyris and Schön's (1978) sense, already argues that durable organizational change requires questioning the governing assumptions behind an action, not just correcting the action itself; SIF shares that ambition but adds two things double-loop learning leaves unspecified: a fixed, three-part verbal structure any supervisor can run without training in organizational theory, and an explicit ordering (feeling named before a solution is sought, a solution reached before responsibility is claimed).Where

double-loop learning describes what durable learning requires, SIF proposes one specific, minimal procedure for producing it in a single conversation.

Table 3. *Documented Failure Modes of Each SIF Component (RameshKumar,2012)*

Component	Documented Benefit	Documented Failure Mode
LISS	Feedback; diagnostic tool	Inadequate attention
SISS	Feedback	Inadequate thinking/cognition
RISS	Feedback; culture-building tool	Ego
CISS	Sensitizing; raising awareness; motivation	Inconsistent attention from the supervisor running it (originally: "alertness of the leader")

4. Model Diagram and the SIF Step Sequence

A one-way diagram sits uneasily with the claim that the four pillars are interlocking, so the relationship is represented here as a closed loop rather than a straight sequence, with the SIF steps separated into their own table and the diagram reduced to showing only how the loop closes and where each pillar attaches to it.

Table 4. *The SIF Step Sequence*

Step	Question the Supervisor Asks	Pillar Engaged	What It Produces
LISS (LearningIn Single Sentence)	"What do you notice about what happened?"	Feel-the-Feel	The employee's own naming of the situation, felt and factual, before any correction is offered
SISS (Solution In Single Sentence)	"What could be done about it?"	Effortlessness	A self-generated, not imposed, solution, engaging low-friction, intrinsically motivated problem-solving
RISS (Responsibility In Single Sentence)	"What will you take responsibility for?" followed by "What does the organization	Sankalp	A specific, self-authored commitment (structurally an implementation intention) paired with a named organizational

	need to take responsibility for?"		obligation, so the exchange cannot close as a purely individual fix
CISS (Consequence In Single Sentence) — optional, motivational cases only	"What happens if this goes well versus poorly?"	Feed back into LISS	Re-engages attention where the issue is motivation rather than skill

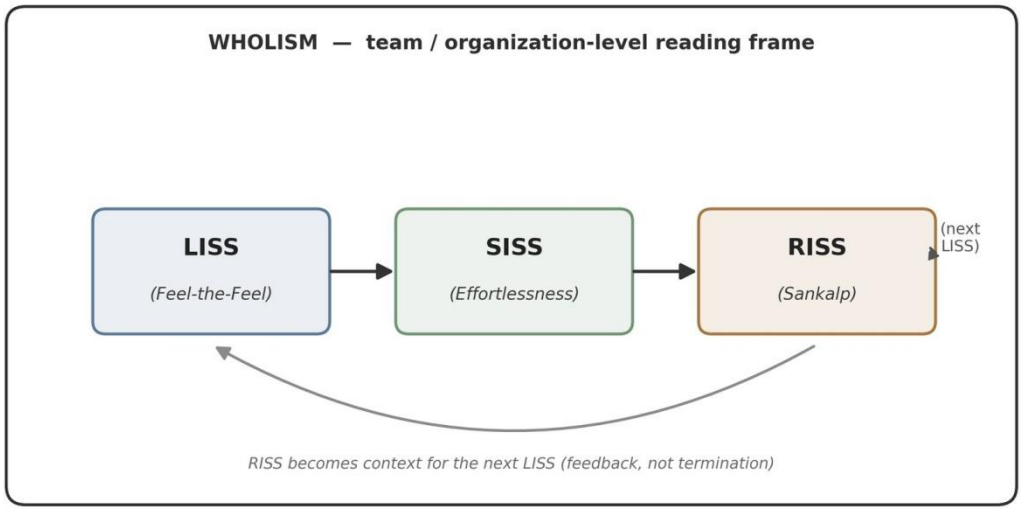

Figure 1. *The SIF Loop Within the Wholism Frame*

RISS does not terminate the loop; the commitment formed becomes context for the next LISS. Wholism is not a fourth step on the loop—it is the requirement that the loop's output be read against team-level skill configuration and dependency data, not treated as an isolated individual correction.

4.1 *A Brief Illustrative Vignette*

The following is a composite, illustrative scenario, not a reported case—it exists to show how the loop reads in sequence, not as a claim that this exchange has been observed or validated.

A CNC operator produces a batch of out-of-tolerance parts. The supervisor does not open with correction. *LISS:* "What do you notice about what happened?"— the operator says the fixture had shifted slightly after the last tool change and they hadn't rechecked it. *SISS:* "What could be done about it?" — the operator suggests a fixture recheck step after every tool change,

not just at shift start. *RISS:* "What will you take responsibility for?" — the operator commits: "I'll recheck the fixture after every tool change from now on, and I'll show Narendar how to check it too." That last clause is where Wholism enters: the supervisor notes it not just as an individual commitment but as a configuration-map update — a second person is now being trained on a check that, before this exchange, only one operator reliably performed.

4.2 *What CAHCIs Not*

Where the model's claims stop matters as much as where they start. CAHC is not a compensation system, not a recruitment or selection framework, and not a replacement for how performance appraisals are conducted—Section7 proposes a validation gate that precedes appraisal decisions, not a new appraisal format. It does not substitute for job design or adequate staffing (Section 9's task-design boundary condition covers this), and it is not a legal or statutory compliance framework. Nor does the SIF loop, on its own, guarantee any of the four pillars; each still depends on the organizational conditions named throughout Section 2—a non-punitive climate, resource-sufficient job design, psychological safety. What the model does propose is narrower than all of that: a way of converting a point-of-difficulty conversation into felt commitment, self-generated solution-finding, and configuration-level learning, more reliably than an accusation-and-advice conversation manages to.

5. Propositions: Harvard Outcomes Stated as Hypotheses

Following configurational theory's insistence that integration claims be stated as testable propositions with named moderators (Fiss,2011; Meyer, Tsui &Hinings,1993) this section states four explicit propositions rather than an outcomes "mapping":

- **P1 (Commitment).** The primary, proximal outcome is that employees whose supervisors run the full LISS–SISS–RISS sequence consistently will show a higher rate of specific, self-authored commitment statements — RISS quality and specificity, assessed by independent coding against implementation-intention criteria (Gollwitzer & Sheeran, 2006) — than employees receiving conventional accusation-and-advice correction. Voluntary attrition is retained only as a *secondary*, *longer-horizon* outcome, since the causal chain from a point-of-difficulty conversation to a turnover decision is long and confounded by pay, external labour-market conditions, and factors outside the model entirely; testing attrition would require longitudinal data over multiple quarters and

should not be treated as a near-term or primary test of the mechanism. Both outcomes are *moderated by* the strength of the organization's non-punitive error climate (Edmondson& Bransby, 2023).

- **P2 (Competence).** As originally stated, this proposition was close to definitional: a matrix built to show who can do what will, almost by construction, surface single-person dependency more readily than an individual appraisal score does. The empirically meaningful version is stronger and separately testable: configuration-level skill and dependency data will predict actual operational disruption — downtime, error recurrence, absence-related loss — more accurately than individual-level competency or appraisal scores alone, moderated by how frequently the configuration map is updated relative to actual skill change. That comparison, an individual-competency model against a configuration/dependency model predicting the same disruption outcome, is what a pilot would actually need to run. A configuration map, in this paper, is a matrix (rows=critical processes, columns = employees) recording, per cell, a skill level from 0 (untrained) to 3 (able to train others) — not a network diagram, and not a single composite score; its distinguishing feature relative to a standard skill inventory is that it is read row-wise, asking "how many people can do this," rather than column-wise, asking "how skilled is this person."Single-point-of-failure risk, borrowed from systems-engineering usage, denotes a process for which only one person in the organization holds Level 2 or higher competence, meaning that person's absence stops the process entirely, regardless of whether that person is on-roll, contract, or daily-wage.
- **P3 (Cost-effectiveness).** Recurrence of the same error type will decline more under the SIF sequence than under conventional correction. The original moderator proposed here, task complexity, did not follow cleanly from the readiness-for-self-direction literature it was attached to (Knowles,1984, is about learner readiness, not task complexity as such); prior task competence and job resources are the moderators that readiness theory and job demands–resources theory (Bakker & Demerouti,2017) actually specify. The effect should therefore be strongest where the employee already has some prior competence on the task and where job resources are adequate — conditions under which self-directed problem-solving (SISS) is realistic in the first place—and weaker or absent where either condition fails.

- **P4 (Congruence).** The proposition concerns the problem-identification-to-closure chain, not grievance behavior specifically, and the mechanism connecting Wholism to that chain needs to be stated explicitly rather than assumed: configuration visibility is proposed to produce clearer ownership of a given process, which reduces attribution ambiguity about who is responsible when something goes wrong, which in turn makes closure more likely. Issues surfaced through worker-voice mechanisms will more often be logged with a named owner and a completed closing action — moving from identification to ownership to closure than stalling at identification—in organizations practicing Wholism-consistent, configuration-based review than in organizations using isolated individual appraisal, mediated by the reduction in attribution ambiguity a shared configuration map makes possible. Framing it around this chain, rather than around "grievances" as a category, keeps the proposition tied to the same configurational logic used elsewhere (Meyer,Tsui,& Hinings, 1993).

Each proposition is falsifiable and none is claimed as demonstrated by this paper.

It helps to state the outcomes this paper touches on as an explicit hierarchy, since listing them together elsewhere in the paper risks reading as a claim to explain everything at once. *Immediate mechanism outcomes* (affective acknowledgement, self-generated solutions, implementation-intention quality) sit closest to the SIF loop itself. *Behavioural outcomes* (follow-through, error recurrence, learning retention) are one step removed. *Team outcomes* (skill distribution, dependency reduction, process resilience) are Wholism's domain. *Long-term outcomes* (capability, productivity, retention, comparative advantage) are the most distal and are where Sections 6 and 7 operate. **Only the first two levels are within the empirical scope of an initial CAHC test**; the team- and long-term-outcome levels are proposed extensions, tested by different, later-stage propositions (P4 and P5), not by the same pilot design that would test P1–P3.

6. A Further Theoretical Proposition: The Capability Pathway

The pathway below is grounded step by step, connecting each transition to CAHC's own constructs and to independent literature, rather than being asserted as a single self-evident chain. It stops short of the fuller Uniqueness as Capital claim introduced in Section 2.9 and revisited at the end of this section; what follows establishes comparative advantage in the resource-based

sense, which is a narrower and better-evidenced claim than comparison advantage in the UaC sense.

Skill→Capability→DistributedCapability→Embedded Organizational Capability→ Distinctive Capability→Comparative Advantage

- **Skill→Capability.**A skill becomes an organizational capability, rather than remaining an individual attribute, only when it is reliably reproducible on demand—the distinction the resource-based view draws between a resource (an attribute) and a capability, the organized capacity to deploy that resource (Barney,1991). In CAHC terms, this transition is what the SIF loop is designed to produce at the individual level: a demonstrated, RISS-committed behaviour rather than a one-off correct action.
- **Capability → Distributed Capability.** A capability held by one person is not yet an organizational-level phenomenon; it becomes one only through a micro-to-macro aggregation process, which recent dynamic-capabilities scholarship treats explicitly as a multilevel problem requiring deliberate mechanisms — worker-as-trainer practices, structured knowledge transfer—rather than assuming individual skill automatically scalesup (Chen, Liu, Li, Xie, &Wei, 2023). This is precisely the aggregation problem named in Table 1 as a compilation, not composition, process, and it is what the Wholism configuration map is built to track (Section 5, P2).
- **Distributed Capability → Embedded Organizational Capability.** Distribution alone (several people can do X) is not yet embedding (the organization reliably does X regardless of which specific people are fostered). Embedding requires the capability to be built into standard practice rather than remaining dependent on which individuals happen to be present—the condition Jooss, McDonnell, and Burbach's (2024) skills-matching research associates with organizational agility under demand volatility, as distinct from a static roster of who-knows-what.
- **Embedded Organizational Capability → Distinctive Capability.** Not every embedded capability is strategically distinctive; it becomes so only where it is also difficult for competitors to replicate—Barney's (1991) VRIO criteria of valuable, rare, inimitable, and non-substitutable. A capability that is merely embedded but easily copied does not clear this bar; one that is embedded *and* configurationally specific to this organization's particular combination of skills, sequencing, and tacit knowledge is more likely to.

- **Distinctive Capability→Comparative Advantage.**The final step follows (Teece, Pisano, and Shuen's (1997) argument that advantage under changing conditions comes from the capacity to *reconfigure* capability, not from a fixed inventory of what an organization currently knows how to do—the specific sense in which Wholism's ongoing, no tone-time, configuration-mapping practice is the mechanism this paper proposes as doing the work at this final step.

Stated as a single proposition: **P5.** *Human capability generates more durable comparative advantage when it is deliberately distributed (Wholism) and continually reconfigured, rather than left as a static individual attribute recorded once in an appraisal form.* This is a second-order proposition, offered for future empirical work; unlike P1–P4, it has not been specified at the level of a single measurable outcome, because it describes a multi-year organizational trajectory rather than a pilot-scale behaviour, and should be read as a longer-horizon research direction attached to the model rather than a claim tested by the same pilot design as P1–P4.

This pathway and the fuller Uniqueness as Capital framework named above are related but not interchangeable, and the difference matters. That framework's own five core principles run: uniqueness precedes differentiation, differentiation precedes valuation, valuation converts uniqueness into capital, capital enables benchmark creation, and benchmark creation produces comparison advantage (Ramesh Kumar, 2026). The five transitions grounded above correspond most closely to the first three of these—establishing capability, distributing it, and embedding it A real still upstream of the point at which competitors, evaluators, or the wider field would treat the organization's approach as a benchmark to measure themselves against. Reaching that further point is what the original framework calls benchmark creation, operationalized there through additional constructs — adoption by external stakeholders, resistance to replication, durability over time — that this paper does not attempt to test. P5, accordingly, should be read as a claim about comparative advantage in the resource-based sense, not as a claim that the organization's capability has become an industry benchmark. Section 7 picks the pathway back up once one further condition, validated measurement, is added to it.

7. The KPI Value-Control Bridge: Extending Wholism to Performance Measurement

Section 6 treats capability distribution as the mechanism by which human capability turns into organizational advantage. There is a precondition to that mechanism the paper has left unstated until now: the metrics used to decide who gets rewarded, promoted, or retained actually have to measure what they claim to measure. When they do not, the capability pathway does not fail because capability is missing. It fails because the measurement layer sitting on top of it is feeding the organization false signals. This section supplies that control layer, taking Wholism's configurational logic and pointing it at performance-metric validity rather than skill visibility (Section 3, Table 2).

7.1 *Why a Control Layer Is Needed*

The underlying problem is not new. Kerr's (1975) classic analysis showed that reward systems routinely pay out for what is easy to measure while the organization hopes, usually in vain, that harder-to-measure behavior will follow anyway—a mismatch he termed "the folly of rewarding A, while hoping for B." A more recent systematic review of 43 years of subsequent research confirmed the pattern generalizes across control system types: gaming, information manipulation, selective attention, and illusion of control are the most consistently documented unintended consequences of performance management systems, and they are more likely precisely when a system's assumptions about goal alignment diverge from the organization's actual state (Franco-Santos&Otley,2018). A 2022 systematic review narrowed this further to performance *evaluation* systems specifically, finding that unintended consequences manifest at both the managerial and operational level and are rarely confined to one (Welter & Ensslin, 2022). The economic logic behind why this happens was formalized earlier still: where an employee's effort is directed at multiple tasks but only some are captured by measurable performance indicators, rational incentive-maximizing behaviour systematically shifts effort toward the measured tasks at the expense of the unmeasured ones, even when the unmeasured tasks matter more to the organization (Holmström &Milgrom,1991).This is precisely the mechanism behind an employee who hits Three operational KPIs, misses the one financial KPI that mattered most, and still receives a strong appraisal rating and a salary increment while the P&L moves the other way.

7.2 *Two Value-Leakage Points*

Two specific, recurring failure patterns are named here as propositions, each a special case of the general dynamic documented above.

Table 5. *Two KPI Value-Leakage Points*

Leakage Point	Mechanism	Grounding
P6— Unsegregated operational and financial KPIs	Operational KPI achievement (productivity, quality, turnaround) is aggregated with financial KPI achievement (revenue, margin, cost) into a single appraisal score, allowing strong operational performance to mask financial non-achievement. The proposition: appraisal and compensation decisions will more often diverge from actual P&L contribution where operational and financial KPIs are scored as one composite than where they are segregated and each explicitly checked against target before aggregation.	Kerr (1975); Holmström & Milgrom (1991); Franco-Santos& Otley (2018)
P7— Unvalidated inter-role KPIs	An individual's KPI achievement depends on a handoff, input, or decision from another role, but each role is appraised independently. The proposition: where interdependent roles 'KPIs are validated jointly rather than separately, a larger share of performance gaps will be correctly attributed to the dependency itself rather than to either individual — reducing both false-positive high ratings and false-negative blame.	Wong & van Gils (2022); Kozlowski & Klein (2000)

Both leakage points produce the same downstream failure mode: a high individual appraisal rating and a salary increment, while the organization's income or P&L simultaneously

moves in the opposite direction—the compensation-side ledger goes up while the value-side ledger goes down. Wong and van Gils's (2022) finding that role clarity mediates the relationship between task interdependence and distributed team performance is the direct empirical grounding for P7: where the dependency between two roles is not made explicit and jointly reviewed, the resulting performance gap is attributed to whichever individual is easiest to evaluate in isolation, not to its actual source.

7.3 *The Control Sequence as a Wholism-Consistent Loop*

Operationally, the two leakage points are addressed through a sequence — KPI effectiveness assessment, KPI gap analysis, operational/financial segregation, inter-role validation, a consolidated monitoring report, and a review meeting — that sits between KPI measurement and the performance-appraisal decision itself (Section 8's Table 6 already flags several of these as measurement gaps; this section is the closing of that gap).The sequence is deliberately positioned as a gate, not an audit after the fact: appraisal and compensation decisions are proposed to follow KPI validation, not precede or run parallel to it. This is Wholism applied to measurement rather than to skill: just as a configuration map reads skill data row-wise (which processes are covered) rather than column-wise (how skilled is one person), the KPI Value-Control Bridge reads performance data cross-role and cross-metric-type rather than as isolated, individually aggregated scores.

8. Operationalization and Measurement Agenda

Naming a metric — such as "RISS completion rate" — is not the same as specifying how a construct is measured. Table 6 separates the psychological construct from its available process indicator and states what validated measurement would additionally require.

Table 6. *Constructs, Process Indicators, and Measurement Gaps*

Construct	**Current Process Indicator**	**What It Actually Measures**	**What Validated Measurement Would Require**
Sankalp	RISS statement logged	Whether a specific commitment was verbalised	A validated self-report or observational measure of felt/embodied commitment, distinct from stated intention, remains to be

		(behavioural /organizational record)	developed. One possible methodological starting point — offered tentatively, not as a preferred solution — is adapting items from the Multidimensional Assessment of Interoceptive Awareness, version 2 (MAIA-2; validated short-form in Rogowska, Tataruch, & Klimowska, 2023), an existing validated instrument for bodily-felt-sense awareness, to a workplace-commitment context. Whether an interoceptive-awareness instrument is the right foundation for a commitment measure, as opposed to a purpose-built scale, is itself an open question this paper does not resolve; the suggestion is offered as one direction among several worth piloting.
Wholism	Skills/behaviour configuration map	Whether dependency data is visualized as a configuration	Inter-rater reliability of configuration coding; comparison against traditional skill-inventory predictive validity
Effortlessness	Flow-state frequency (experience sampling)	Self-reported flow episodes	Should use an established flow scale — e.g., the Flow State Scale referenced in Liu et al. (2023)—rather than an adhoc frequency count
Feel-the-Feel	Psychological-safety survey score	Team/organizati on-level climate, not individual affect-	A separate individual-level measure of in-the-moment affect regulation during LISS is needed; the climates correlation conflates the two levels

		processing capacity	flagged in Section 2.4

Outcome metrics beyond process metrics. RISS completion rate is a process metric, and recurrence rate captures only a negative outcome; a fuller pilot evaluation needs positive metrics as well: skill-matrix coverage growth (competence), voluntary retention among **Core Capability Group** members — defined as the subset of employees, typically 25–35% of a workforce and selected by skill-risk rather than employment category, who hold Level 2+ competence on one or more single-point-of-failure processes identified via the configuration map (P2, above) — (commitment), and reduction in overtime cost attributable to single-point-of-failure absence (cost-effectiveness), each tied to a Harvard outcome and a proposition in Section 5.

9. Boundary Conditions and Critical Perspectives

Three boundary conditions and one critical perspective are stated explicitly rather than left implicit:

Cultural boundary condition. SIF's supervisor-led, dyadic-correction format assumes a work placec on text where a direct, structured conversation about a mistake is culturally acceptable and where the supervisor–subordinate relationship carries enough trust for LISS to be answered honestly rather than defensively. Neither assumption is universal; CAHC is offered as a proposition for Indian manufacturing SME contexts specifically — its originating field setting — not as a culturally neutral universal.

Readiness boundary condition. Following Knowles (1984), the SISS step assumes a degree of readiness for self-directed problem-solving that is not present for every employee or every task; SIF is likely to under-perform, or require adaptation, for genuinely novice employees on genuinely novel tasks.

Task-design boundary condition. Following Bakker and Demerouti (2017), Effortlessness (flow) is only achievable where job resources meet or exceed job demands; SIF cannot manufacture flow on a chronically under-resourced role, and should not be marketed as if it could.

Critical perspective: self-responsibilization risk. A legitimate concern is that emphasizing employee self-authorship (Sankalp, RISS) risks quietly transferring responsibility

for structural problems — understaffing, poor task design, inadequate training — from the organization to the individual, a pattern documented in critical management scholarship on workplace wellness initiatives (Cederström&Spicer,2015). This risk is real and is not resolved by the model itself; it is a governance responsibility. The safeguard proposed here is structural rather than rhetorical: RISS commitments should be reviewed by supervisors for whether the *organization* also owes a corresponding action, such as a resourcing fix, not treated as complete once the employee has spoken a commitment. Where an organization uses SIF only to extract commitments from employees while declining to act on resourcing or design problems surfaced through LISS, the mechanism would be operating exactly as the critical literature warns against, and this paper does not claim CAHC is immune to that misuse.

This is no longer only are view-stage safeguard. The RISS step itself now asks two questions, not one (Table 4): what the employee will take responsibility for, and what the organization needs to take responsibility for. Building the second question into the mechanism, rather than leaving it to a supervisor's discretionary follow-up, is a small design change with a specific purpose: it makes it structurally awkward for an exchange to close as a purely individual commitment when the underlying cause was sourcing or design failure, since the second question has to be answered, even if the answer is that no organizational action is needed.

10. Limitations

Four limitations are stated plainly. First, the SIF mechanism's own supporting evidence (Ramesh Kumar, 2012) comes from two small case studies, not one, and both are worth naming precisely rather than summarizing away. The first is a 156-employee polymer manufacturer, where reported follow-through on the mechanism ranged from 38% to 43% of employees across three departments, and reported problem-solving rates ranged from 72% to 100% of identified problems, figures the original paper presents descriptively rather than through inferential testing. The second is a 3-staff, 23-child learning centre for children with disabilities, reported only qualitatively. Neither case study uses inferential statistics, a limitation the original paper acknowledges itself, and the specific LISS/SISS/RISS sequence is not directly validated by the independently published error-management literature cited alongside it in this paper — that literature is convergent, not confirmatory. Second, Sankalp's proposed felt/embodied component beyond ordinary implementation intentions remains a theoretical extension without direct

empirical test; its cultural-philosophical grounding (Section 2.3) situates the claim in a real scholarly tradition but does not validate it empirically. Third, the "Intricacy Psychology" label used in the author's 2022 paper is an unorthodox disciplinary claim and is cited here only as the author's own prior conceptual proposal, not as an established sub-field. Fourth, the CAHC integration claim itself, and the capability-pathway proposition in Section 6, are both offered as testable propositions for pilot evaluation, not as demonstrated findings; no data reported in this paper tests either.

11. Conclusion

What this paper offers is a proposal, not a demonstration. Four applied-psychology constructs — Sankalp, Wholism, Effortlessness, and Feel-the-Feel — each an explicit applied extension of an independently validated literature, may combine through a specified dyadic mechanism (SIF) to produce more coherent human capability development than the same constructs pursued as disconnected programmes. And that capability, if it is deliberately distributed and embedded rather than left sitting as an individual attribute, may become a source of comparative advantage under resource-based and dynamic-capability theory. Seven falsifiable propositions (P1–P7) are laid out for future empirical work, among them a KPI Value-Control Bridge (P6, P7) that gates appraisal and compensation decisions on validated, cross-role-checked performance metrics instead of raw KPI achievement. At this stage the model's values it sat the level of a mechanism-level theoretical proposition, complete with named boundary conditions and an acknowledged self-responsibility risk. It is not, yet a validated system ready for deployment.

References

Anderson,P.(1999).Complexity theory and organization science.*Organization Science,10*(3),216–232. [Foundational]

Argyris,C.,& Schön,D.A.(1978).Organizational learning: A theory of action perspective. Addison-Wesley. [Foundational]

Bakker,A.B.,&Demerouti,E.(2017).Job demands–resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology, 22*(3), 273–285. [Foundational]

Barney,J.(1991).Firm resources and sustained competitive advantage. *Journal of Management,17*(1), 99–120. [Foundational]

Bartholomeyczik,K.,Knierim,M.T.,&Weinhardt,C.(2023). Fostering flow experiences at work: A framework and research agenda for developing flow interventions. *Frontiers in Psychology, 14*, Article 1143654. https://doi.org/10.3389/fpsyg.2023.1143654

Beckmann, J., Wicht, A., & Siembab, M. (2023). Career compromises and dropout from vocational education and training in Germany. *Social Forces,102*,658–680.https://doi.org/10.1093/sf/soad063

Beer,M., Spector, B., Lawrence, P. R., Mills, D. Q., &Walton, R. E. (1984). *Managing human assets*. Free Press.[Foundational—Harvard analytical framework for HRM]

Bennett,T., McCracken, M.,&O'Kane, P.(2024).The elusiveness of strategic HR partnering: Using paradox theory to understand tensions surrounding the HR business partnering role. *Human Resource Management Journal, 34*(4), 942–959. https://doi.org/10.1111/1748-8583.12538

Böhn,S.,&Deutscher,V.(2022).Dropout from initial vocational training–A meta-synthesis of reasons from the apprentice's point of view. *Educational Research Review, 35*, Article 100414. https://doi.org/10.1016/j.edurev.2021.100414

Bunderson,J.S.,&Thompson,J.A.(2009).The call of the wild: Zookeepers, callings, and the double-edged sword of deeply meaningful work. Administrative Science Quarterly, 54(1), 32–57. [Foundational]

Campbell,B.A.,Coff,R.,&Kryscynski,D.(2012).Rethinking sustained competitive advantage from human capital. *Academy of Management Review, 37*(3), 376–395. [Foundational]

Cederström,C.,&Spicer,A.(2015).*The wellness syndrome*. Polity Press.[Foundational—critical management perspective]

Chen,Y.,Liu,L.,Li,W.,Xie,Z.,&Wei,C.(2023).Micro foundations of dynamic capabilities: A systematic review and a multilevel framework. *Management Decision, 61*(6), 1717–1753. https://doi.org/10.1108/MD-05-2022-0615

Davis,M.S.(1971).That's interesting! Towards a phenomenology of sociology and a sociology of phenomenology. *Philosophy of the Social Sciences, 1*(2), 309–344. [Foundational]

Deci,E.L.,&Ryan,R.M.(2000).The"what"and"why"of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry, 11*(4), 227–268. [Foundational]

Edmondson,A.C.,&Bransby,D.P.(2023).Psychological safety comes of age: Observed themes in an established literature. *Annual Review of Organizational Psychology and Organizational Behavior, 10*, 55–78.

Fiss,P.C.(2011).Building better causal theories: A fuzzy set approach to typologies in organization research. *Academy of Management Journal, 54*(2), 393–420. [Foundational]

Franco-Santos, M., & Otley, D. (2018). Reviewing and theorizing the unintended consequences of performance management systems. *International Journal of Management Reviews, 20*, 696–730. https://doi.org/10.1111/ijmr.12183 [Foundational]

Gollwitzer,P.M.(1999).Implementation intentions: Strong effects of simple plans. *American Psychologist, 54*(7), 493–503. [Foundational]

Gollwitzer,P.M., &Sheeran,P.(2006).Implementation intentions and goal achievement: A meta-analysis of effects and processes. *Advances in Experimental Social Psychology, 38*, 69–119. [Foundational meta-analysis]

Gross,J.J.(1998).The emerging field of emotion regulation: An integrative review. Review of General Psychology, 2(3), 271–299. https://doi.org/10.1037/1089-2680.2.3.271 [Foundational]

Hagger,M.S.,etal.(2026).Self-determination theory and workplace outcomes: A meta-analysis [Preprint/in-press manuscript]. PMC12887546.

Haghirian,P.(2022).Japan's employment system and human resource management–coping with increasing adjustment pressures. *Contemporary Japan, 34*(1), 3–12. https://doi.org/10.1080/18692729.2022.2031506

Hayes,S.C.,Luoma,J.B.,Bond,F.W.,Masuda,A.,&Lillis,J.(2006).Acceptance and Commitment Therapy: Model, processes and outcomes. Behaviour Research and Therapy, 44(1), 1–25. [Foundational]

Holmström, B., & Milgrom, P. (1991). Multitask principal-agent analyses: Incentive contracts, asset ownership, and job design. *Journal of Law, Economics, &Organization, 7*,24–52. [Foundational]

Huselid,M.A.(1995).The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of Management Journal, 38*(3), 635–672. [Foundational]

Hwang,K.-K.(2012). *Foundations of Chinese psychology: Confucian social relations*. Springer.

Jäger, S., Noy, S., & Schoefer, B. (2022). What does code termination do? *ILR Review*. https://doi.org/10.1177/00197939211065727

Jooss,S., McDonnell,A., & Burbach, R.(2024). A skills-matching perspective on talent management: Developing strategic agility. *Human Resource Management, 63*(1), 141–157. https://doi.org/10.1002/hrm.22192

KaurPaposa,K., Thakur,P., Antony,J., McDermott,O., & Garza-Reyes,J.A.(2023). The integration of lean and human resource management practices as an enabler for lean deployment – a systematic literature review. *The TQM Journal, 35*(8), 2598–2620. https://doi.org/10.1108/TQM-12-2022-0355

Kerr,S.(1975).On the folly of rewarding A, while hoping for B. *Academy of Management Journal, 18*(4), 769–783. https://doi.org/10.2307/255378 [Foundational]

Knowles,M.S.(1984).*Andragogy in action: Applying modern principles of adult learning*. Jossey-Bass. [Foundational]

Kozlowski,S.W.J.,&Klein,K.J.(2000).A multilevel approach to theory and research in organizations: Contextual, temporal, and emergent processes. In K. J. Klein & S. W. J. Kozlowski (Eds.), *Multilevel theory, research, and methods in organizations* (pp. 3–90). Jossey-Bass. [Foundational]

Kryscynski,D.,&Coff,R.(2024).Empirical opportunities for advancing theory and research on strategic human capital. *Journal of Management Scientific Reports*. https://doi.org/10.1177/27550311241249947

Locke, E. A., & Latham, G. P. (2002). Building a practically useful theory of goal setting and task motivation. American Psychologist, 57(9),705–717.https://doi.org/10.1037/0003-066X.57.9.705[Foundational]

Liu,W.,Lu,H.,etal.(2023).Antecedents and outcomes of work-related flow: A meta-analysis. *Journal of Vocational Behavior, 144*, Article 103891.

Meyer,A.D.,Tsui,A.S.,&Hinings,C.R.(1993).Configurational approaches to organizational analysis. *Academy of Management Journal, 36*(6), 1175–1195. [Foundational]

Muehlfeld,K.,Seifried,J.,Semrau,T.,&Sieweke,J.(2023). Editorial: Challenges of failure learning and error management. *Frontiers in Psychology, 14*, Article 1286327. https://doi.org/10.3389/fpsyg.2023.1286327

Nolan,K.P.(2023).The cognitive control model of work-related flow. *FrontiersinPsychology,14*, Article 1174152. https://doi.org/10.3389/fpsyg.2023.1174152

Olafsen,A.B.,etal.(2024). Crafting for autonomy, competence, and relatedness: A self-determination theory model of need crafting at work. *Applied Psychology*. https://doi.org/10.1111/apps.12570

Oliveira, M. F., Santos, E., &Ratten, V. (2023). Strategicperspectiveof error management, theroleof leadership,andanerrormanagementculture:Amediationmodel.*JournalofEconomics,Finance and Administrative Science, 28*(55), 160–175. https://doi.org/10.1108/JEFAS-01-2022-0028

RameshKumar,G.S.(2012). Mechanism for sustained improvement of functioning (SIF): Coalescence of applied psychology aspects and industrial experience. Paper presented at the ICSSR-sponsored National Seminar on Building Human Capital, Department of Business Administration, P.V.P. Siddhartha Institute of Technology, Vijayawada, India.

Ramesh Kumar, G. S. (2022). Need for new branch "Intricacy Psychology" and intricate case history taking for new intervention meditation. *International Journal of Research Publication and Reviews, 3*(5), 261–267. https://doi.org/10.5281/zenodo.6519358 [Author's own prior conceptual proposal; not an established sub-field — see Section 10]

Ramesh Kumar, G. S. (2025). Behavioural Intricacy Analysis – As against "elements of behaviour" modification in traditional and ABA methodologies. International Journal of Advance Research Publication and Reviews,2(8),326–347.https://doi.org/10.5281/zenodo.16799556[Author'sown prior work; cited only where directly source of a claim — see Section 1.3]

Ramesh Kumar, G. S. (2026). Uniqueness as Capital (UaC): A strategic framework for creating comparison advantage (Working paper v1.0). Zenodo. https://doi.org/10.5281/zenodo.21100393 [Author's own unpublished working paper; cited only as the direct source of the UaC framework discussed in Sections 2.9 and 6, and explicitly distinguished there from this paper's own, narrower capability-pathway claim]

Rogowska, A. M., Tataruch, R., & Klimowska, K. (2023). Validation of the shortened 24-item multidimensional assessment of interoceptive awareness, version 2 (BriefMAIA-2). *Scientific Reports, 13,* Article 21182. https://doi.org/10.1038/s41598-023-48536-0

Rosso,B.D., Dekas,K.H., & Wrzesniewski,A. (2010). On the meaning of work: A theoretical integration and review. *Research in Organizational Behavior, 30*, 91–127.[Foundational]

Schubin,K., Seinsche,L., Pfaff,H., &Zeike,S.(2023). A workplace mindfulness training program may affect mindfulness, well-being, health literacy and work performance of upper-level ICT-managers: An exploratory study in times of the COVID-19 pandemic. *Frontiers in Psychology, 14*, Article 994959. https://doi.org/10.3389/fpsyg.2023.994959

Subramanian, N., & Suresh, M. (2024). Lean HRM practices in manufacturing SMEs: exploring the interplay among the influencing factors. *International Journal of Organizational Analysis, 32* (10), 2572–2609. https://doi.org/10.1108/IJOA-08-2023-3916

Sundararajan,L.(2015). *Understanding emotion in Chinese culture: Thinking through psychology*. Springer.

Teece,D.J., Pisano,G., &Shuen,A.(1997). Dynamic capabilities and strategic management. *Strategic Management Journal, 18*(7), 509–533. [Foundational]

Ulrich,D.(1997).*Human resource champions: The next agenda for adding value and delivering results*. Harvard Business School Press.[Foundational]

Vainre,M., Dalgleish,T., Bendriss-Otiko,T.,Butler,M., Kirkpatrick,A., Kosugiyama,N.,Mariscotti,F., Martinez-Sosa, C., Sideri, A., Sönksen, S., Wood, T., Hitchcock, C., & Galante, J. (2025). Mindfulness-based programmes for work performance: A systematic review and meta-analysisof randomised controlled trials. *Stress and Health*. https://doi.org/10.1002/smi.70123

Weißmann, M., & Roth, T. (2025). Conflict and support during apprenticeship training in Germany: Consequences for apprenticeship success and further employment in the company. *Empirical Research in Vocational Educationand Training, 17*, Article 27. https://doi.org/10.1186/s40461-025-00201-8

Welter,L.M., & Ensslin,S.R.(2022). How do the unintended consequences of performance evaluation systems manifest themselves? *Journal of Accounting & Organizational Change, 18*(4), 509–528. https://doi.org/10.1108/JAOC-07-2020-0087

Wong, S. I., & van Gils, S. (2022). Initiated and received task interdependence and distributed team performance: The mediating roles of different forms of role clarity. *AI&Society,37*,781–790. https://doi.org/10.1007/s00146-021-01241-w

Wrzesniewski,A., & Dutton,J.E.(2001). Crafting a job: Revisioning employees as active crafters of their work. *Academy of Management Review, 26*(2), 179–201. [Foundational]

Zhang,J., Meng,Y.,Zhang,M., & Chen,H.(2025). Effects of employee mindfulness on job performance and the mediating mechanisms: A meta-analysis. *Advances in Psychological Science, 33*(4), 647–672.

***Author's note**: References marked [Foundational] predate 2022 and are cited because the constructs they establish— flow, self-determination theory, configurational theory, the resource-based view, job crafting, andragogy, and critical management perspectives on wellness — have no more recent equivalent replacing them. Restricting citations to post-2022 publications would either require omitting the original theoretical sources or citing secondary publications instead of the primary works. Both would be less rigorous scholarly practices than citing the original sources while accurately acknowledging their publication dates.*