

## Frederick Herzberg

Dr. Frederick I. Herzberg, was born in Lynn, Massachusetts on April 18, 1923 of immigrant Jewish parents, Gertrude and Lewis Herzberg from Lithuania. He spent his boyhood in New York City growing up as a street-wise scrapper but with a scholar's instinct.

When he was a young man of 16, he excelled on the New York Regents' Examination and was able to enter the prestigious City College of New York where he obtained his bachelor's degree. He went on to receive his master's and PhD at the University of Pittsburgh.

In 1944, Herzberg married Shirley Bedell of Holden, Massachusetts. In 1948, their son Mark was born. Shirley died in 1997.

As a 22-year old battle patrol sergeant in World War II, Herzberg was among the first liberators to enter the Dachau concentration camp. He was assigned the task of provisioning and providing health care for the hundreds of inmates spared in the Holocaust. War decorations include the Bronze Star and Combat Infantryman's Badge.

Dr. Herzberg was brought to Utah in 1972 by the late Dr. James C. Fletcher, president of the University of Utah, with the title of Distinguished Professor of Management at the University's College of Business, then headed by Dr. George Odiorne, also a leading lecturer and author on management. The University considered itself extremely fortunate to have recruited a figure of such eminence as Dr. Herzberg.

Dr. Herzberg had an established reputation long before coming to the University in industrial psychology, consulting, and public

health administration. He was a distinguished professor of management at Case Western Reserve University in Cleveland, Ohio, where he established and chaired the Department of Industrial Mental Health. During his academic years, he also consulted world-wide to corporations and governments—from the United States to the then Soviet Union, and from Israel to Japan.

Known as the "Father of Job Enrichment" and the originator of the "Motivation-Hygiene Theory," Dr. Herzberg became both an icon and a legend among postwar visionaries such as Abraham Maslow, Peter Drucker, and Douglas MacGregor. In academic, management and scholarly circles, the mention of the surname "Herzberg" alone was sufficient to indicate an awareness and knowledge of his concepts and contributions. In 1995, the International Press announced that his book **Work and the Nature of Man** was listed as one of the 10 most important books impacting management theory and practice in the 20th century.

The application of his theories replaced the drudge and tedium of the workplace with a sense of self-esteem, participation, and pride of the worker in himself and his product. "Job enrichment" reinvented the notion of the craftsman who applied his signature to his product. CEOs, statesmen, assembly line workers, soldiers, and scientists are among the beneficiaries of his life's work.

In 1994, the University of Utah School of Business honored Dr. Herzberg with the Distinguished Service Award for the 1993\_94 academic year. In 1994, the Frederick Herzberg Visiting Lecture Series was established in his name. His late wife

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also had made contributions to fund the series. In 1995, he was recognized as the Cummins Engine Professor of Management. Upon his retirement, Dr. Herzberg donated his archives to the Marriott Library at the University of Utah.

He was a long-time contributing editor to *Industry Week* magazine and was listed in *Who's Who in America* and *Who's Who in the World*. He wrote and was published extensively, nationally and internationally.

A stormy figure with a shag of thick white hair, Fred could be assertive and confrontative not only in the classroom, but with colleagues and client chairmen of the board. Students regarded him as a mentor and enjoyed Fred's personal, yet unorthodox, style of teaching that employed autobiography to translate personal experience into the inspiration that gives insight into human nature.

He loved history, particularly the history of the American Civil War. He spent many summer months traveling with his wife and son with battle campaign maps in hand, to second guess the great generals' strategies first-hand. His son loved searching for bullets and cannonballs.

He was familiar with the Yiddish vernacular as well as German, French, and Italian. Fred's language skills enabled him to travel the world with his wife and son to talk to and learn the histories of refugees of the Holocaust. As a one-time resident of an Irish Catholic household in New York, he had a well-developed sense of both Jewish and Christian history and practices.

Frederick Herzberg will be remembered for his humanity and for the significant changes he made in the quality of our work lives.

He is survived by his son, Mark, a psychiatric nurse in New Jersey; and two sisters, Miriam Bernard and Pearl Zucker of Miami, Florida.

Dr. Frederick Herzberg, world renowned for his theories of "job enrichment" died on Wednesday, January 19, 2000 at the University Hospital in Salt Lake City at the age of 76.

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