In other words, in the organizational structure it is important to look at each member individually and how each person relates to each other individually and as a group, but each individual must also be aware of his or her place and function within the organizational structure.

The development of the individual in our culture is omnipotent. It is hypothesized that the development of the human personality, in our culture, pursues direction and dimension. Therefore, in considering the HRM dimension of the organization, growth of the individual, group or structural component of an institution is neither black nor white, but rather a matter of degrees.

This concept postulates that each dimension for any one individual is a continuum that can be plotted at any particular time and which does not take for granted that the adult human is self-centered and interested in only his or her growth. However, one characteristic of an adult in our society or culture being predisposed to a mature end of the continua simultaneously allows others to do the same. Each person’s wholeness is derived from interactions with others.

An adult never assumes that he or she will be independent, have control or be completely active and not inhibit the growth of others. Self-actualization does not mean happiness. It is a state where the person has no tension and everything is going OK; tension might provide motivation for growth and might also be healthy.

According to Plato, individuals typically strive to become ideal, perfect and complete. Ideas are, in that sense, a motivating force. In fact, he identifies the ideal with the perfect goodness. God creates the world out of matter (raw material, matter) and shapes it according to his “plan” or “blueprint” — ideas or the ideal. If the world is not perfect, it is not because of God or the ideals, but because the raw materials were not perfect.

Plato applied the same dichotomy to human beings: There’s the body, which is material, mortal and “moved” (a victim of causation). Then there’s the soul, which is ideal, immortal and “unmoved” (enjoying free will). The soul includes reason as well as self-awareness, ethics, and moral sense. Plato said the soul would always choose to do good if it recognizes what is good. Rather than being sin, it is considered a matter of ignorance. Therefore, when someone does something bad, he or she requires education, not punishment.

If we assume that this is correct, then there is no reason to believe that such phenomena present a threat to the general view that motivational states such as desires always aim at the good or to the view that we only desire to do the bad under the species of the good (sub species boni).

In describing the resource management dimension of organizations, an effective administrator has three basic traits in common: technical, human and conceptual skills:

1. Technical skills for the mechanized part of the job, which might be possible only for larger companies where the CEO has extensive staff assistance, as well as competent, experienced technical operators in the organization. Older companies typically have operational momentum that affords a new CEO to concentrate on strategic issues and planning.

2. Human skills in working with others as an effective and cooperative member of a group. These skills can be further subdivided into (a) lead- ership ability within the manager’s own unit, and (b) skill in inter-group relationships. Outstanding capability in one role often is accompanied by mediocre performance in the other.

3. Conceptual skills for recognizing the interrelationships of factors that led him or her to take action to achieve the maximum good for the organization. This depends upon a specific way of thinking and involves thinking in terms of (a) emphasis and priority on conflicting objectives and criteria, (b) tendencies and probabilities, not certainties, and (c) correlations and patterns of elements, not clear cause-and-effect relationships.

(For more on the similarities of ortho practices and human resources management, read Part 2 in October’s issue of Ortho Tribune.)