Running an office utilizing human resources management

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1. Technical skills for the mechan- cal part of the job are often more applicable for larger companies (and/or offices) where the CEO has extensive competitive assis- tance and experienced techni- cal workers in the organization. Older, more established compa- nies typically have operational momentum that affords the CEO the ability to concentrate on stra- tegic issues and planning.

2. Human skills in working with oth- ers are necessary for effective and cooperative relationships within a group. These human skills can be further subdivided into (a) leader- ship ability within the manager’s own unit, and (b) skills regard- ing inter-group relationships. Out- standing capability in one role often is accompanied by mediocre performance in the other.

3. Conceptual skills are necessary for recognizing the interrelationship of factors that led to taking all necessary actions for achieving the maximum good for the organiza- tion. This depends upon a specific way of thinking and involves: (a) emphasis and priority on conflict- ing objectives and criteria; (b) tendencies and probabilities, not certain- ties; and (c) correlations and patterns of elements, not clear and how we take action (p. 8).

Mental models — the process of comprehending and how we understand the world and how we take action (p. 8).