Running an office utilizing human resources management

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According to Dr. James Caraway, differentiating between person-centered and task-intensive organizations, and between I-Thou and I-It relations, the Sixth Discipline provides guidance for the discipline that members can assess, separately or collectively, to the extent that the group or community is functioning for the individual’s welfare. It includes all workers from the temporary worker to the CEO or Board of Trustees member.

Thus, the Sixth Discipline — “Relational Reality” — is more than an effort of a “fit” among workers, tasks or even the organization and refers to the best possible fit of management. It consistently confirms the primary resource of any organization is its people; the organization only exists to provide some good to the individual.

Relationships are the basis for reality. The Sixth Discipline explains: (a) relationships of I-Thou and I-It — the two types of individual relationships — the I-Thou relations of At-onement and the I-It relations of estrangement; and (b) the two types of organizational relationships — the community and the collective.

The importance of “Rational Reality” is that it relates to something we can study, master or accomplish. According to Dr. Caraway, Martin Ruber said that 25 centuries of philosophers were wrong — we have never experienced aloneness; we have always experienced relationships! That is things, people, etc.

There are two basic relationships: (a) I-H, and (b) I-Thou. All things and people have shape, parts, etc., but our relationship between I (things) and Thou (people) can be summed up as follows:

* things you can use, people you cannot;
* things are not responsive, people are;
* things you know about, people you know.

The scientific method occurs by observation; the epistemology is about knowledge, i.e., “It depends on observation. “Thou” depends on what he or she reveals … but this is not observation. Therefore, to summarize Caraway’s concept, describing the resource management dimension of an organization, it is relationships that permeate all organizations and institutions, and therefore without the Sixth Discipline, the other five would not reach fulfillment.

Team learning

According to Senge, team learning has four critical dimensions that people must think about: (a) complex issues, (b) developing innovative and coordinated actions in order to provide an “organized trust” to complement the actions of all, (c) playing a role on other learning teams, although they are on one team, ensuring that real knowledge transference occurs, and (d) spreading knowledge and openness throughout the organization. It is important to ensure that team learning is about positive learning and overcoming opposing forces.

Senge suggested three dimensions for team learning: (a) dialogue, (b) discussion and (c) analysis of “current reality." A dialogue does not operate as a win-lose position but allows people to realize the collective nature of thought, as well as developing a “sense of community," so that we can reflect on our own concepts, realizing the collective nature of thinking and language itself.

Collective learning is the basis of team learning and has three basic conditions: (a) all people must suspend their assumptions, (b) all people must look at each other as colleagues, and (c) a facilitator must be included to maintain the context of dialogue.

Therefore, in the realm of social sciences, the orthodontic profession and all its staff offer social arrangements that pursue collective goals, which control its overall performance. Social science researchers often examine organizational theory and practice from several different modalities, the most common of which are: sociology, psychology, economics, political science, human resources management and communication.

For purposes of this discussion, the orthodontic office has been referred to as an organization by its relationships to human resources management because the structure, function, and productive ends were virtually the same. The organizational structure is directly related to the function and mission, as well as the rules and regulations for controlling activities in either a boutique practice or the larger office. Therefore, the office structure is a means to an end in order to achieve its goals and create focus on its objectives, requiring the effort of all employees.

Summary

1. Organizations are the strategies of individuals created to achieve certain objectives, and they require the effort of many individuals. Most organizations follow a particular strategy whose roots are found in military theory, industrial economics, public administration or scientific management.

2. The strategy from these roots lead to a pyramid-shaped, formal organization that can be defined by such principles as a chain of command, span of control or task specialization. If the strategy works as intended, the analysis would end here. However, the formal organizational strategy typically hits some snags due to the human influence.

3. Mutual adaptations occur when an organization changes the individual’s personality and the individual in turn modifies the formal organization, which become part of the organization.

4. A total organization is more than the formal organization. The concept is that as a behavioral system, it might be concluded that the organization is a composite of four different but interrelated subsystems that have behavior that results from the (a) formal organizational demands, (b) demands of the informal activities, (c) individual’s attempt to fulfill its idiosyncratic needs, and (d) mutual patterning for each organization of the three levels above.

5. In the organization’s resources management dimension, it is relationships that permeate all organizations and institutions.

6. The development of the individual in our culture is the most important factor for all offices or organizations.

References are available from the publisher.

CORRECTIONS
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