

## **In search of more actual and humane terms for older term of human resources management**

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### **Abstract**

As we all know, change is the very nature of what is happening. What has not changed," laments Hock, "is the mechanistic, hierarchical, command-and-control idea of organization that originated with Newton, Descartes, and the Industrial Age. That concept of organization," says Hock (not to mention the world view that spawned it), "is not only increasingly archaic and irrelevant, but it's also antithetical to the human spirit and destructive to the biosphere. It has become a public menace." [1] Therefore we need a new and more inspiring term in lieu of conventional human resources management.

### **Introduction**

As Dee Hock, founder and CEO emeritus of The Chaparral Steel Company, famously observed, "Change is the very nature of what is happening." However, what hasn't changed, according to Hock, is the outdated approach to work ingrained in our organizations. The "mechanistic, hierarchical, command-and-control" model, he argues, has its roots in the Industrial Age, drawing heavily on the ideas of Newton, Descartes, and their contemporaries. This outdated concept, Hock continues, isn't just irrelevant in today's dynamic world, but it's also actively harmful. It stifles the human spirit, and its exploitative nature damages the environment. He goes so far as to call it a "public menace."

One of the areas where this outdated approach is most evident is in the term "Human Resource Management" (HRM). While the field itself aims to manage the people within an organization, the language used can be dehumanizing. "Resources" suggests interchangeability and a lack of individuality. It implies a focus on maximizing output rather than fostering a thriving workforce.

So, what terms can we use to move beyond this outdated model? Here are a few suggestions:

- **People Development:** This term emphasizes the continuous growth and potential of employees.

- **Talent Management:** This acknowledges the unique skills and abilities that each person brings to the table.
- **Workforce Experience:** This term focuses on creating a positive and fulfilling work environment.
- **Employee Success:** This approach prioritizes setting employees up for success, fostering ownership, and aligning their goals with the company's.

Ultimately, the best term will depend on the specific company culture and values. However, the key takeaway is to move away from language that positions people as mere resources and towards a more human-centric approach.

### **Several alternatives from in-depth perspective of human beings**

By adopting more positive and empowering language, we can start to dismantle the outdated organizational structures Hock critiques. This shift will not only benefit employees but also create a more sustainable and successful future for organizations as a whole.

The term "Human Resource Management" (HRM) has dominated the world of work for decades. Yet, it increasingly feels like a relic of a bygone era. Focusing on people as "resources" overlooks the inherent value and complex needs of human beings within organizations.

Let's delve deeper and explore some alternative terms that reflect a more human-centric approach:

**1. Human Values Management:** This term directly addresses the crucial role of values within organizations. By fostering a culture that aligns with core human values like fairness, respect, and growth, organizations create a more fulfilling work environment for employees. Human Values Management emphasizes fostering these values not just for their intrinsic worth, but also for the positive impact on engagement, retention, and overall performance.

**2. Chaordic Organization Management:** This term draws inspiration from the concept of "chaord," which describes a system that is both chaotic and ordered. It acknowledges that organizations need a balance between flexibility and structure. This approach prioritizes fostering creativity and innovation through collaboration and self-organization - elements often stifled by the rigid structures inherent in traditional HRM.

**3. Human Participation Management:** This term emphasizes the importance of employee involvement in decision-making and problem-solving. By fostering a sense of ownership and agency, organizations tap into the full potential of their workforce. Human Participation Management recognizes that human beings are not simply cogs in a machine; their unique perspectives and ideas are valuable assets.

**4. Talent Stewardship:** This term shifts the focus from exploiting "resources" to nurturing and cultivating "talent." Stewardship implies a responsibility to carefully manage and develop the unique abilities of each employee. It emphasizes continuous learning and growth opportunities, helping employees reach their full potential while aligning their goals with the organization's needs.

Choosing the most suitable alternative depends on the specific company culture and desired outcomes. However, all these terms share a core principle: moving away from the dehumanizing language of HRM and towards recognizing the inherent value and complexity of human beings in the workplace. This shift not only benefits employees but also creates a more creative, engaged, and ultimately more successful organization.

**A deeper look at human-beings from potentiality, beings and capacity.**

**The term "Human Resource Management" (HRM) has long been the standard for managing people within organizations. However, it implies a focus on maximizing output from a fixed pool of resources, neglecting the human potential and dynamism that employees bring to the table. To move beyond this outdated approach, we need to shift our perspective towards a more holistic understanding of human beings within the workplace.**

Let's delve deeper into three key aspects of human beings that necessitate a new approach:

**1. Human Potentiality:** Each person possesses a unique wellspring of potential waiting to be tapped. This potential encompasses not just technical skills but also creativity, innovation, and problem-solving abilities. Organizations that focus on Human Potentiality Management strive to create an environment that unlocks this potential by providing opportunities for learning, growth, and personal development.

**2. Human Beings:** HRM treats people as interchangeable cogs in a machine. A more human-centric approach recognizes employees as complete individuals with diverse experiences, backgrounds, and aspirations. Human Being Management acknowledges the emotional, social, and psychological aspects of work. It prioritizes creating a work environment that fosters well-being, belonging, and a sense of purpose.

**3. Human Capacity:** Beyond potential lies the ever-evolving capacity of each individual. Through learning, experience, and development, employees constantly expand their capabilities. Human Capacity Management recognizes this ongoing process. It focuses on providing opportunities for employees to acquire new skills, take on challenging tasks, and push their boundaries.

By considering these three aspects of human beings, we can move towards a more comprehensive approach to managing people within organizations. Here are some potential terms that reflect this shift:

- **Talent Development:** This term emphasizes the continuous nurturing and growth of an individual's unique abilities.
- **Workforce Experience Design:** This recognizes the importance of crafting a positive and fulfilling work environment that fosters well-being and engagement.
- **Employee Success Management:** This approach focuses on setting employees up for success, aligning their goals with the company's, and providing them with the resources and support needed to thrive.

Ultimately, the best term for this new approach will depend on the specific organizational culture and values. However, the key takeaway is to move away from the limiting language of HRM and towards a framework that acknowledges the complexity and potential of human beings. By doing so, we can create organizations that are not only more productive but also more humane and sustainable in the long run.

**On several new terms with more humane, such as talent development and human growth development**

**To move towards a more humane and empowering work environment, we need to consider alternative terms that better reflect our evolving perspective. Here are a few exciting possibilities:**

- 1. Talent Development:** This term goes beyond simply managing existing talent. It emphasizes the continuous nurturing and growth of an individual's unique abilities. Talent Development focuses on providing opportunities for learning, mentorship, and skill-building to help employees reach their full potential.
- 2. Human Growth Development:** This term broadens the focus beyond just professional development. It encompasses the holistic growth of individuals, including intellectual, emotional, and social development. Human Growth Development recognizes that creating a fulfilling work environment requires addressing all aspects of an employee's well-being.
- 3. People Experience Management:** This term emphasizes the importance of designing a positive and engaging work experience for employees. It goes beyond traditional HR functions like compensation and benefits to consider the entire employee journey, incorporating factors like workplace culture, feedback mechanisms, and opportunities for collaboration.
- 4. Workforce Agility Development:** This term reflects the need for organizations to adapt and thrive in a rapidly changing world. Workforce Agility Development emphasizes equipping employees with the skills and mindset needed to be flexible, innovative, and adaptable.
- 5. Employee Success Partnership:** This term positions the organization and employee as partners working towards a shared goal: the employee's success within the company. Employee Success Partnership recognizes that when employees thrive, so do organizations. It goes beyond just managing performance to creating an environment that fosters employee growth and development.

## **Concluding remark: Beyond These Terms**

While at first glance, what we explore in this review article seems a bit superficial, these are just a few possibilities for replacing the outdated language of HRM. The best term for a specific organization will depend on its unique culture and values. However, the key takeaway remains the same: we need to move away from the dehumanizing language of "resources" and towards terms that acknowledge the complexity, potential, and contribution of human beings in the workplace.

This shift in language is not just a semantic exercise. It reflects a fundamental change in our understanding of what it means to work. By adopting more humane terms, we can begin to create a more meaningful and fulfilling work experience for everyone.

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### References

- [1] B. Durrance. The vision of Dee Hock.
- [2] Dee Hock. *One from Many*. San Fransisco: Berret-Koehler Publ., 2005