



## Admin Scale Workshop

*Based on the works of  
L. Ron Hubbard*

### Section I: *Parts of a Group*

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## Three Parts of a Group

*By L. Ron Hubbard*

"A group, then, can be seen to have three spheres of interest and action.

- The first is the postulation of goals.
- The second is management.
- The third is the group itself...

These three factors or divisions must be satisfied to have a successful group or, actually, a true group."

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## Definitions

**Administer:** "To have charge of; direct: manage."

**Administration:** "...the actions involved in administering an organization. The clerical and executive decisions, actions and duties necessary to the running of an organization."

**- L. Ron Hubbard**

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## Scale

A set of levels or numbers which is used in a particular system of measuring or comparing things.

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## Admin Scale Workshop

*Based on the works of*  
**L. Ron Hubbard**

### Section II: *The Admin Scale*

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## The Administrative Scale

*By L. Ron Hubbard*

"I have developed a scale for use which gives a sequence (and relative seniority) of subjects relating to organization."

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## The Administrative Scale

By L. Ron Hubbard

Goals  
Purposes  
Policy  
Plans  
Programs  
Projects  
Orders  
Ideal Scenes  
Statistics  
Valuable Final Products

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## The Administrative Scale

By L. Ron Hubbard

“This scale is worked up and worked down UNTIL IT IS (EACH ITEM) IN FULL AGREEMENT WITH THE REMAINING ITEMS.

In short, for success, all these items in the scale must agree with all other items in the scale on the same subject.

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## The Administrative Scale

By L. Ron Hubbard

“When an item in the scale is *not* aligned with the other items, the project will be hindered if not fail.

The skill with which all these items in any activity are aligned and gotten into action is called MANAGEMENT.”

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## The Administrative Scale

*By L. Ron Hubbard*

“Group members only become upset when one or more of these points are not aligned to the rest and at least some group agreement.

Groups appear slow, inefficient, unhappy, inactive or quarrelsome only when these items are not aligned, made known and coordinated.”

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## The Administrative Scale

*By L. Ron Hubbard*

“Any activity can be improved by debugging or aligning this scale in relation to the group activity.

As out-reality breeds out-communication and out-affinity, it follows that unreal items on the scale (not aligned) produce upsets and disaffection.”

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## Disaffection

“A feeling or condition of dissatisfaction with the people in authority and no longer willing to support them.”

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## The Administrative Scale

*By L. Ron Hubbard*

“It then follows that when these scale items are well aligned with each other and the group there will be high reality, high communication and high affinity in the group.”

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## The Administrative Scale

*By L. Ron Hubbard*

“Group mores aligned so and followed by the group gives one an ethical group and also establishes what will then be considered as harmful acts or transgressions in the group by group members.

This scale and its parts and ability to line them up are one of the most valuable tools of organization.”

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## The Administrative Scale

*By L. Ron Hubbard*

**Goals**  
**Purposes**  
**Policy**  
**Plans**  
**Programs**  
**Projects**  
**Orders**  
**Ideal Scenes**  
**Statistics**  
**VFPs (Valuable Final Products)**

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## Goals

By L. Ron Hubbard

### "GOALS:

- 1) A *goal* is a known objective toward which actions are directed with the purpose of achieving that end.
- 2) It is the prime intention."

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## Goals and Happiness

By L. Ron Hubbard

"Happiness could be said to be the overcoming of not unknowable obstacles toward a known and desirable goal."

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## Goals and Happiness

By L. Ron Hubbard

"No person is happy without a goal and no person can be happy without faith in their own ability to reach that goal."

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### Goal Examples:

1. **DENTAL OFFICE:** To create the largest and most successful dental practice in \_\_\_\_\_ by providing the highest possible level of clinical quality and care to it's patient base.
2. **PROFESSIONAL:** To become the most successful, well-known and respected professional in my field globally.
3. **BUSINESS CONSULTANT:** To create a lasting and positive impact on the country and our economy by actively contributing to the success of small business.

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### Goal Examples:

4. **FOOTBALL TEAM:** To be undisputedly considered the best football team to have ever been assembled through sustained long-term success and multiple championships.
5. **HOME BUILDER:** To create aesthetic, affordable, high quality homes that make the dream of home-ownership accessible to the average median income family.
6. **DOCTOR:** To be the most successful, prominent and clinically excellent doctor in my field.

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### Goal Examples:

7. **ATHLETE:** To prove to be the most successful athlete at my position to have ever played.
8. **DOCTOR/RESEARCHER:** To make this type of treatment the standard of care amongst the majority of health care providers.

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**Goal Examples:**

8. (OF A COUNTRY): A society whereby the honest and hardworking individual can flourish and prosper; that is strong and successful, spurring other countries to model themselves after us.

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**Goal Examples:**

(Mr. Hubbard's Goal):

"A civilization without insanity, without criminals and without war, where the able can prosper and honest beings have rights, and where Man is free to rise to greater heights."

- L. Ron Hubbard

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**Drill:**

Work out what the goal of your practice is.

If you are not the practice owner, pick another area to start an Admin Scale and work out your goal.

Take a few minutes to work this out. If you're watching online, respond in the comments "Goal!" when you have done it.

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## The Administrative Scale

By L. Ron Hubbard

Goals  
**Purposes**  
Policy  
Plans  
Programs  
Projects  
Orders  
Ideal Scenes  
Statistics  
Valuable Final Products

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## Purposes

By L. Ron Hubbard

### “PURPOSES:

- 1) A *purpose* is a lesser goal applying to specific activities or subjects. It often expresses future intentions.
- 2) The reason for doing something.”

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## Purposes in Relation to Goals

**GOAL:** To create the largest and most successful dental practice in \_\_\_\_\_ by providing the highest possible level of clinical quality and care to it's patient base.

**Purpose(s):**

- a. To help our patients live longer with a higher quality of life by providing top-tier dental treatment and home care instruction.
- b. To create a productive, career-minded working environment that encourages long-term employment and team continuity and rewards active contribution to the practice's success.
- c. To provide the latest and most clinically optimum dental treatments and technology to our patients.

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## Stops

*By L. Ron Hubbard*

“STOPS ALL OCCUR BECAUSE OF FAILED PURPOSES.

BEHIND EVERY STOP THERE IS A FAILED PURPOSE.”

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## Purposes

*By L. Ron Hubbard*

“THERE IS A LAW ABOUT THIS – ALL YOU HAVE TO DO TO RESTORE LIFE AND ACTION IS TO REKINDLE THE FAILED PURPOSE.

THE STOPS WILL AT ONCE BLOW.”

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## Drill:

Work out what the purpose(s) of your practice are. If you are not the practice owner, then work out the purposes for the Admin Scale you started earlier. Ensure this aligns with your GOAL worked out earlier.

Take a few minutes to work this out. If you're watching online, type "Purpose" in the comment section when done!

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## The Administrative Scale

By L. Ron Hubbard

Goals  
Purposes  
**Policy**  
Plans  
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Orders  
Ideal Scenes  
Statistics  
Valuable Final Products

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## Policy

By L. Ron Hubbard

“**POLICY:** *Policy* consists of the operational rules or guides for the organization which are not subject to change.”

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## Policy

By L. Ron Hubbard

“**POLICY:** is a guiding thing. It is composed of ideas to make a game, procedures to be followed in eventualities and deterrents to departures.”

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## Policy

*By L. Ron Hubbard*

“**POLICY:** is a growing thing, based on “what has worked.” What works *well* today is tomorrow’s **policy.**”

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## Policy

*By L. Ron Hubbard*

“At the start it must be assumed or effected that there is someone or somebody to set authorized policy for the group. Absence of this function is an invitation to random policy and group conflict and disintegration.”

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## Policy

*By L. Ron Hubbard*

“If such a person or body exists, new proposed policy must be referred to this person or body and issued, not set randomly at lower levels by unauthorized persons.”

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## Guidelines on Writing Policy & Orders

*Based on the works of L. Ron Hubbard*

1. COMMUNICATE
2. INFORMATIVE
3. CAPABILITY
4. NONACCUSATIVE
5. SELF EXPLANATORY
6. HELPFUL
7. CLEAR
8. ADDRESSED TO SOMEBODY
9. BETTERS THINGS

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## Basic Policy

Not all policy is equal. For example, some policy may be more basic than other policy.

For example, **Mr. Hubbard's Senior Policy** is:

**"We always deliver what we promise."**

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## Sample

Welcome to our practice!

Revised: November 2017

### INTRODUCTION

The following policies are designed to provide working guidelines for all of us.  
Written office policies help to:

- Prevent misunderstanding and lack of communication
- Eliminate hasty, unrefined decisions in personnel matters
- Assure uniformity and fairness throughout the practice
- Our practice is open to change. Changes happen as a result of internal growth, legal requirements, competitive forces or general economic conditions which affect our profession.

To meet these challenges the practice reserves the right, with or without notice, to change, add to or delete any of the policies, terms, conditions and language presented in this manual. Changes in personnel policies are made after considering the mutual advantages and responsibilities of both owner and staff. All of us need to stay aware of current policy and as revisions are made, new pages will be given to the staff to place in their manuals.

The information in this policy is provided to ensure professional conduct so that we are able to obtain our purpose and be a successful dental office. At times there may be changes to this policy whether it be written or verbal. Please understand that if you are given instructions or changes to the policy by a supervisor it is considered to be policy.

Remember, your suggestions are welcome. Notify the Office Manager in writing whenever problems are encountered and wherever you think improvements can be made.

### DISTRIBUTION OF POLICY

The Office Policy Manual and Job Description Manual are the property of the practice. The Master Manual is kept in an appointed place in the office. All employees will be given a copy of all policies for their personal use, although they are expected to remain in the office where they can be used as reference material.

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### Policy Drill #1:

In accordance with your goal and purpose(s), list out some key or senior policies that would be applied. Again, If you are not doing an Admin Scale for your practice, list policy that would be in alignment with the goals and purposes you already laid out.

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### Policy Drill #2:

Write a needed policy for your practice. Ensure that it follows the steps as laid out above. If you are not doing an Admin Scale for your practice, write a policy that would be in alignment with the goals and purposes you already laid out.

If you're watching online, when done, write "POLICY!" in the comments section.

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### The Administrative Scale

*By L. Ron Hubbard*

- Goals
- Purposes
- Policy
- Plans
- Programs
- Projects
- Orders
- Ideal Scenes
- Statistics
- Valuable Final Products

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## Plans

“**PLANS:** A *plan* is a short-range broad intention thought up for the handling of a broad area to remedy it or expand it, or to obstruct or impede an opposition to expansion.”

- L. Ron Hubbard

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## Examples of Plans

- ▶ Come out of the COVID-19 crisis even bigger than before, getting even more patients healthy.
- ▶ Set exact times to further our team’s education as practice managers utilizing MGE training online courses & seminars.
- ▶ Develop and launch a fully effective marketing program that will drive in a volume of new and existing patients.

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## Examples of Plans

Get into immediate production by:

- A. Run a “Use It or Lose It” campaign from now until the end of the year using all channels.
- B. Increase reactivation by contacting the patient base with regular updates and communication and letting them know about the study showing susceptibility of flu and dental hygiene.  
<https://www.todaystrdh.com/the-flu-and-dental-care-a-closer-look/>
- C. Establish the sales line in the practice so a high percentage of patients coming through are accepting full treatment.

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## Examples of Plans

To immediately stabilize the office, properly staff (and train) the office to meet the requirements of patient flow and load, while continuing to keep production up trending.

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## PLAN Drill:

Write out a plan for your practice. Ensure it follows the definitions covered and consists of short range broad intentions as to the contemplated actions envisaged for the handling of a broad area to remedy it or expand it or to obstruct or impede an opposition to expansion.

If you're watching online, type when done, write "PLAN!" in the comments section.

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## The Administrative Scale

*By L. Ron Hubbard*

Goals  
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## Program

**“PROGRAMS:** A *program* is a series of steps in sequence to carry out a plan.

**PROJECTS:** A *project* is a sequence of steps written to carry out *one* step of a program.”

- L. Ron Hubbard

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## Targets

A program consists of targets. Mr. Hubbard defined a target as:

1. A step of a program.
2. An action which should be undertaken in order to achieve a desired objective.

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## Sample Program

**Objective:** To establish an effective staff training program that increases efficiency, morale and production.

**Targets:**

1. Take full responsibility for the successful completion of this program. (OM) \_\_\_\_\_
2. Gather up all company policy from around the office. Ensure you have all of it. (HR Manager) \_\_\_\_\_

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## Sample Program

Targets (continued):

3. Review this policy and do the following:
  - a) If it is outdated, submit a proposal to have cancelled or updated as applicable. (HR Manager) \_\_\_\_\_
  - b) If it is up to date, sort out by which training pack it should be in. (HR Manager) \_\_\_\_\_
  - c) Establish a staff training period to be done once per week. (OM) \_\_\_\_\_
  - d) Work with the owner to create a game for staff to be rewarded for hatting steps they finish, as well as when they are fully hatted. (OM) \_\_\_\_\_

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## Sample Program

Targets (continued):

6. Compile hats (job descriptions) for each post in the office. (HR Manager) \_\_\_\_\_
7. Make a list of all organizational basics that staff would have to know to function effectively. Get this list approved by the OM & doctor. (HR Manager) \_\_\_\_\_
8. While compiling hats, use the staff hatting time to train on each of these basics. Ensure there is plenty of practical time. (HR Manager) \_\_\_\_\_
9. (etc., etc...)

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## Sample Program

PRODUCTION TARGET:

- a. All staff fully hatted by \_\_\_\_\_ (date)
- b. Collections up from \$\_\_\_\_\_ to \$\_\_\_\_\_ per week.
- c. Get 10 patients reactivated per week.

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### Drill:

Write a program for your practice. If you are not doing an Admin Scale for a practice, write a program that would be in alignment with the plan you already laid out.

If you are online, when you have done this write "**PROGRAM!**" in the comments section.

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### The Administrative Scale

*By L. Ron Hubbard*

- Goals
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- Orders**
- Ideal Scenes
- Statistics
- Valuable Final Products

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### Orders

"**ORDERS:** An *order* is a verbal or written direction to carry out a program step or apply general policy."

- L. Ron Hubbard

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## The Administrative Scale

By L. Ron Hubbard

Goals  
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Statistics  
Valuable Final Products

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## Ideal Scenes

**“IDEAL SCENES:** An *ideal scene* expresses what a scene or area ought to be. If one has not envisioned an ideal scene with which to compare the existing scene, he will not be able to recognize departures from it.”

- L. Ron Hubbard

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## Drill:

Work out what the ideal scene would look like for your Admin Scale. Ensure this is in alignment with what you worked out earlier.

If you are watching online, write **“IDEAL SCENE!”** in the comments section.

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## The Administrative Scale

By L. Ron Hubbard

Goals  
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## Statistics

“**STATISTICS:** A *statistic* is a number or amount compared to an earlier number or amount of the same thing. Statistics refer to the quantity of work done or the value of it.”

- L. Ron Hubbard

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## Statistics

### Examples:

New Patients Seen Weekly  
Total Production Weekly  
Total Collections Weekly  
Tx Presented / Tx Accepted

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### Drill:

Work out what the statistics would be for your Admin Scale. Ensure they are in alignment the previous aspects of your Admin Scale.

Once done, if you're watching online, type "STATS!" in the comments section.

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### The Administrative Scale

*By L. Ron Hubbard*

- Goals
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### Valuable Final Products

"VALUABLE FINAL PRODUCTS: A *valuable final product* is a product that can be exchanged for the services or goods of the society."

- L. Ron Hubbard

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## Valuable Final Products

### EXAMPLE:

"Happy, healthy patients who have paid in advance for and received the treatment they needed, now getting their routine hygiene visits as directed and who are so happy with their choice in dental offices that they are referring friends and family to our practice."

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### **Drill:**

Work out what VFPs ("Valuable Final Products") would be for your Admin Scale. Make sure this aligns with all earlier points of your admin scale.

Once done, if you're watching online, type "VFPs!" in the comments section.

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## The Administrative Scale

*By L. Ron Hubbard*

This scale is worked up and worked down  
UNTIL IT IS (EACH ITEM) IN FULL  
AGREEMENT WITH THE REMAINING ITEMS.

In short, for success, all these items in the scale must agree with all other items in the scale on the same subject.

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**Drill:**

Now, review your Admin Scale as a whole. Work it up and down and ensure that each item is in alignment with the others.

Once done, email these in to [alanaj@mgeonline.com](mailto:alanaj@mgeonline.com) who will route these internally for review by our Practical Application Specialist Team.

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**Admin Scale  
Workshop**

*Based on the works of*  
**L. Ron Hubbard**

***THE END***

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