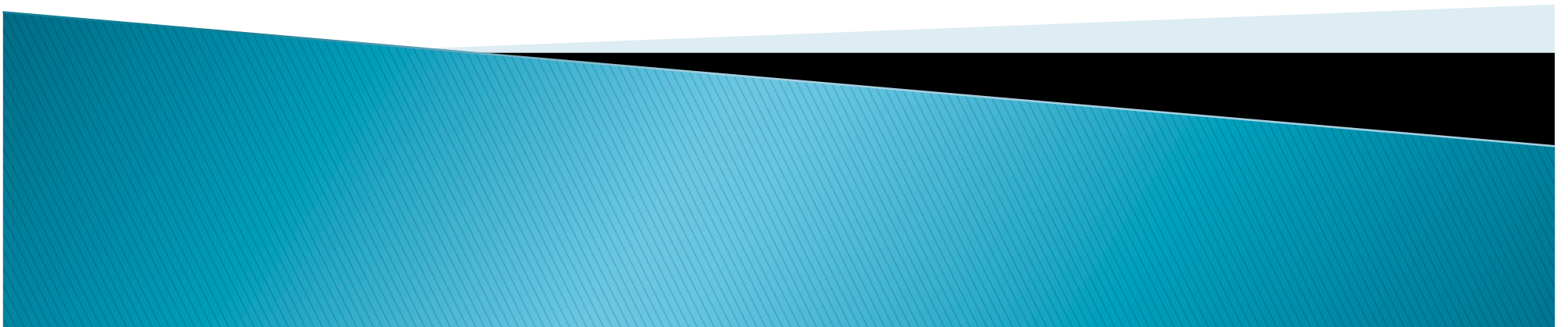
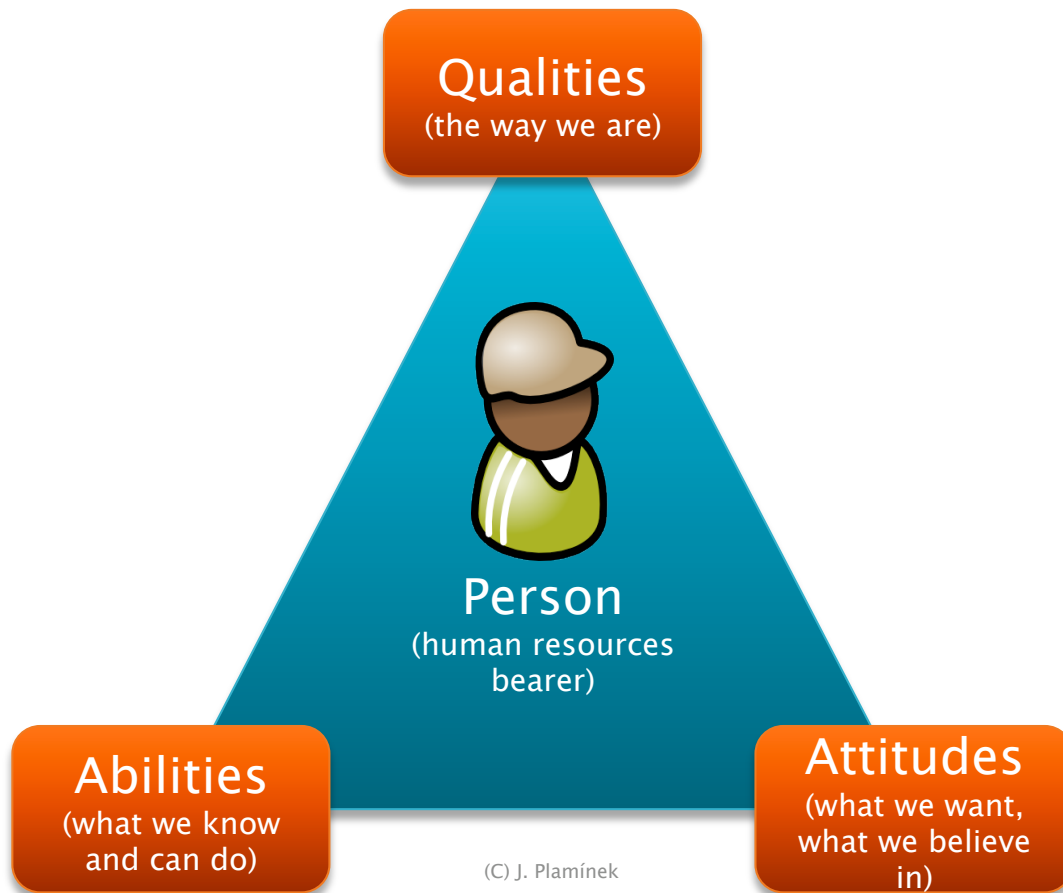


Management by Competencies

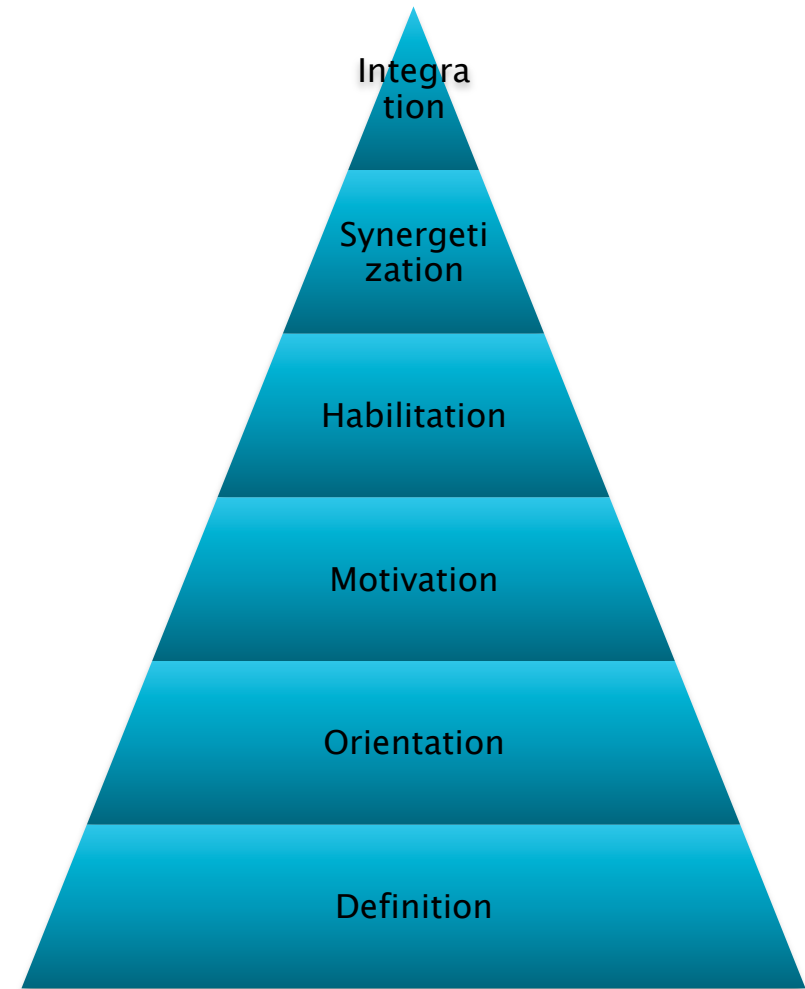
Company management



Previously on MbC



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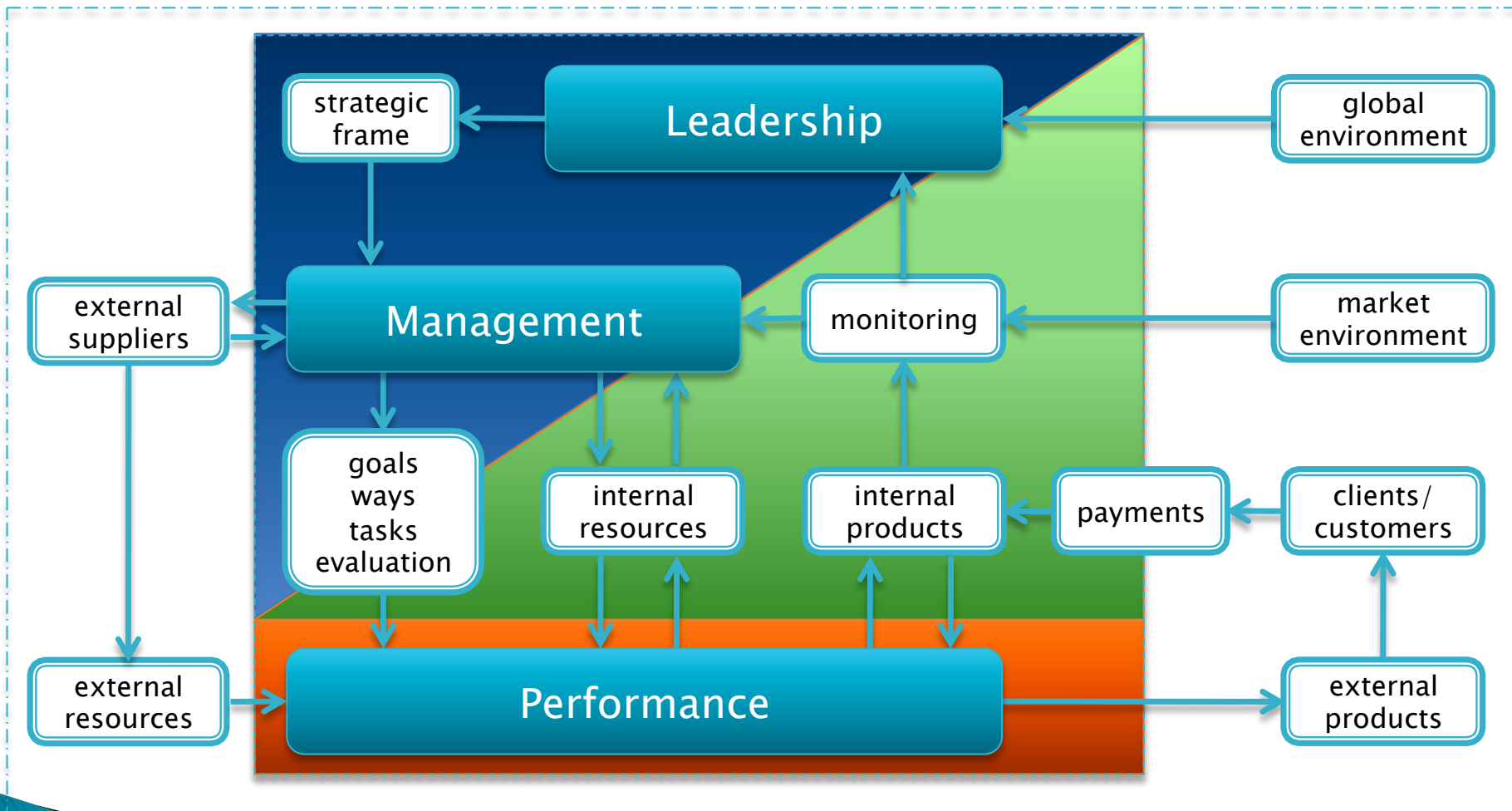


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Agenda

- ▶ Key roles in MbC
 - leader
 - manager
 - worker
- ▶ Development of managerial style

Functional company structure



Orto

Para

Meta

--- company border
 - - - border of company influence

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Key roles in MbC



Leaders



Managers

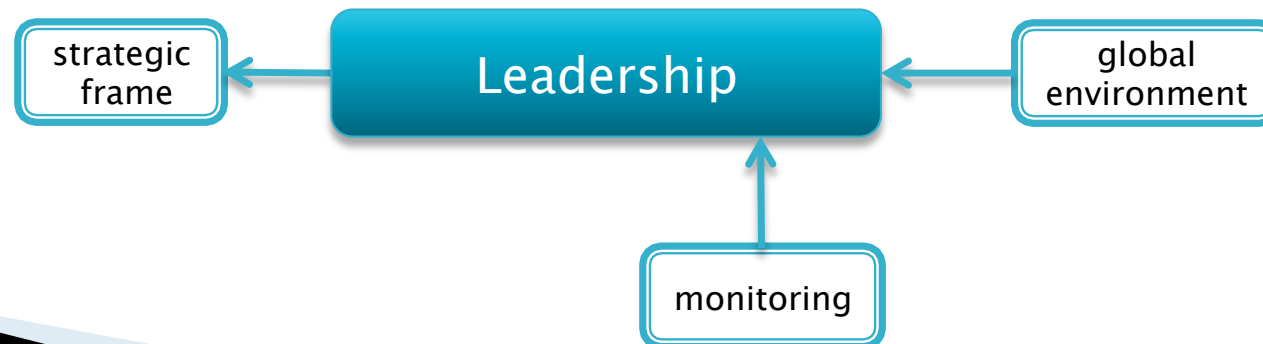


Workers

Role of Leader



- ▶ Leaders continuously
 - receive and evaluate of information to reveal new opportunities or threats
 - generate and formulate new ideas
 - define strategic frame and convincing other people of its meaning



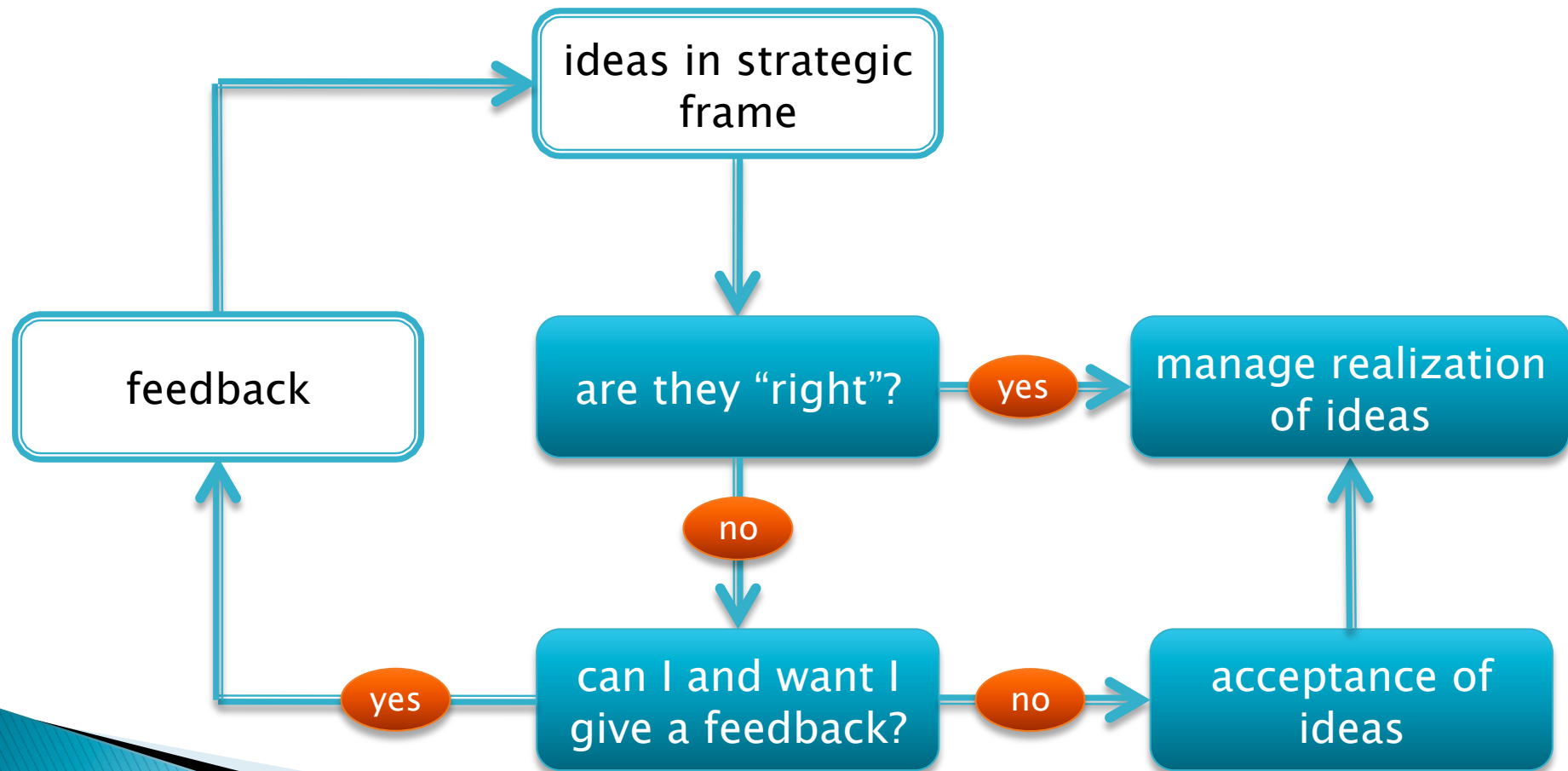
Role of Manager



- ▶ Manager has to continuously
 - understand and accept the strategic frame
 - define consequent requirements
 - explore and develop possibilities
 - effectively communicate with monitoring system



To Understand and Accept the Strategic frame

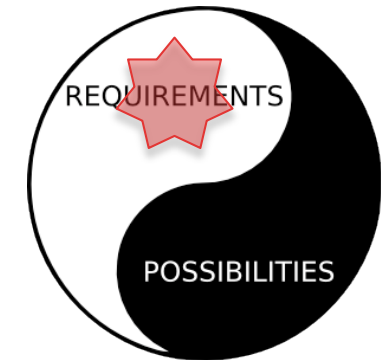


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To define consequent requirements



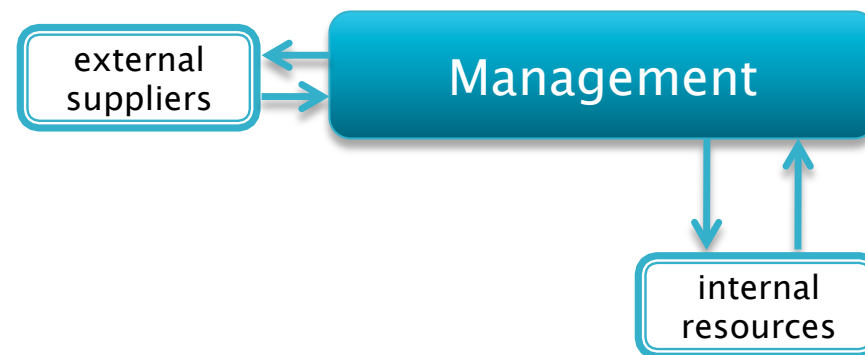
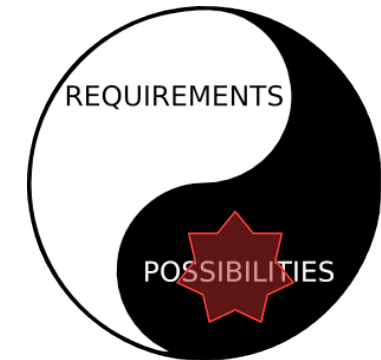
- ▶ Decomposition of strategic goals to
 - sub-goals
 - objectives
 - tasks and activities to
 - be done within projects
 - be done repeatedly within processes
- ▶ Relevant abilities, i.e. human resources
 - analytical thinking, systems thinking, delegation, task submission, coordinate, motivate, accept feedback, argue logically, be flexible and creative, ...



To explore and develop possibilities



- ▶ To be aware of
 - both internal and external resources
 - their properties and resulting potential
 - their price
- ▶ To look to the future
 - to plan structure of resources, their quality and amount



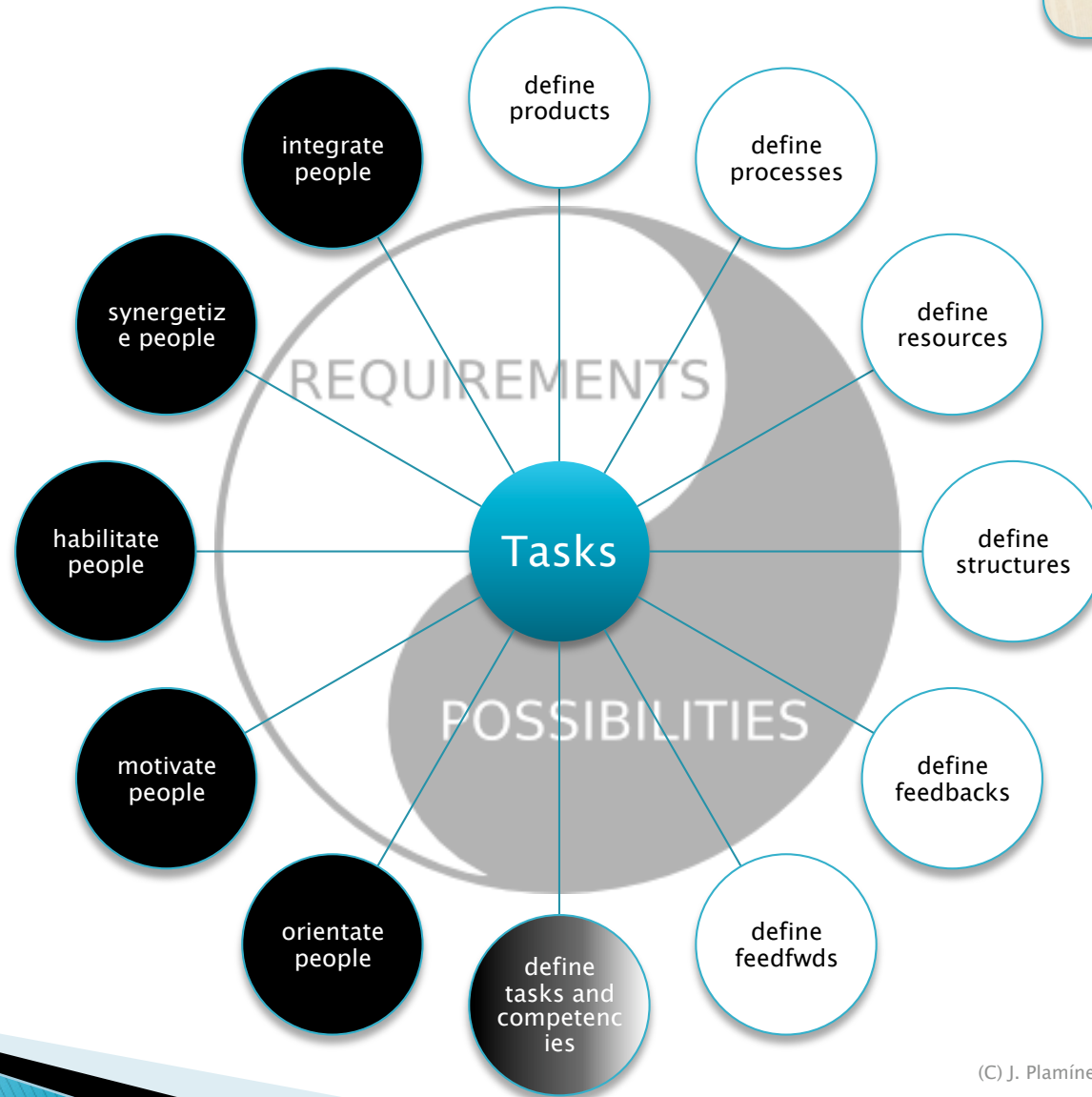
To communicate with monitoring system



- ▶ To receive and evaluate information from monitoring system
 - to be able to consider if changes in goals or ways are necessary and make consequent decisions
- ▶ Monitoring system has to supply relevant information on what is happening
- ▶ Communication has to be duplex



Managerial tasks



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Role of Worker

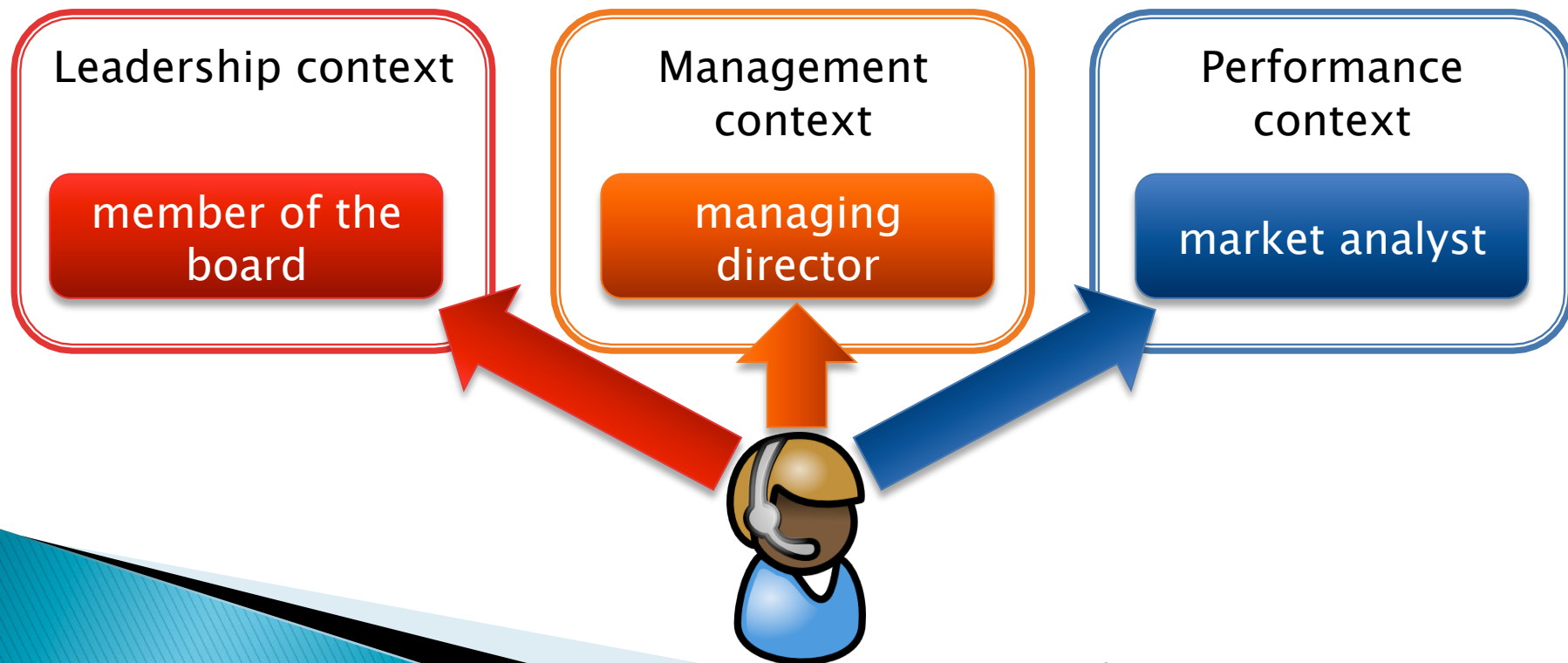


▶ Workers

- achieve goals and performs tasks directly
- transforms directly inputs to outputs while consuming resources
 - material
 - human
 - corporate ideas
- ought to be bearers of
 - special abilities needed for accomplishment of assigned tasks
 - abilities to understand task submissions

Roles and People

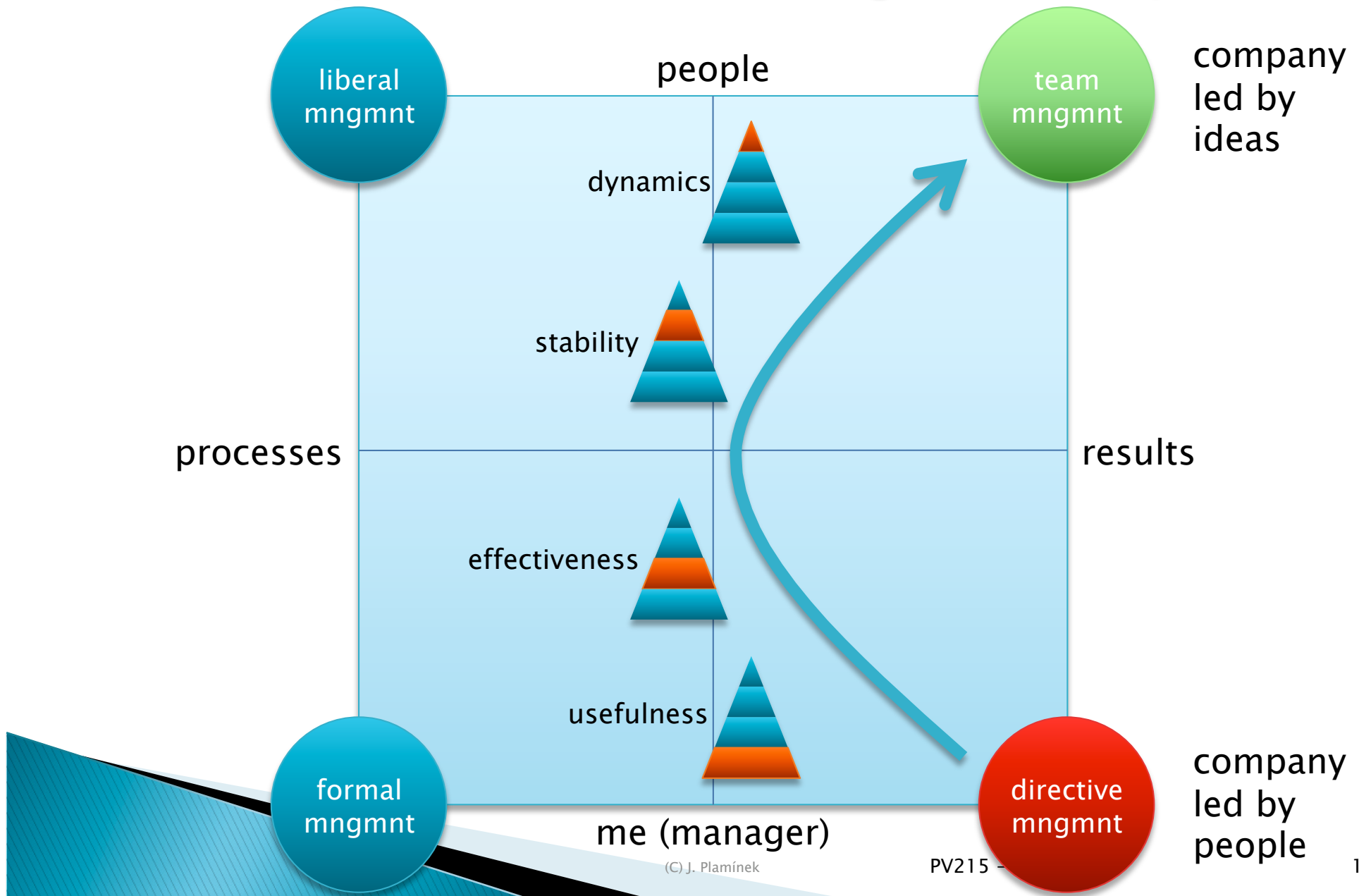
- ▶ Leader, manager, worker are roles
- ▶ Roles have not be confused with persons
 - as well as human resources



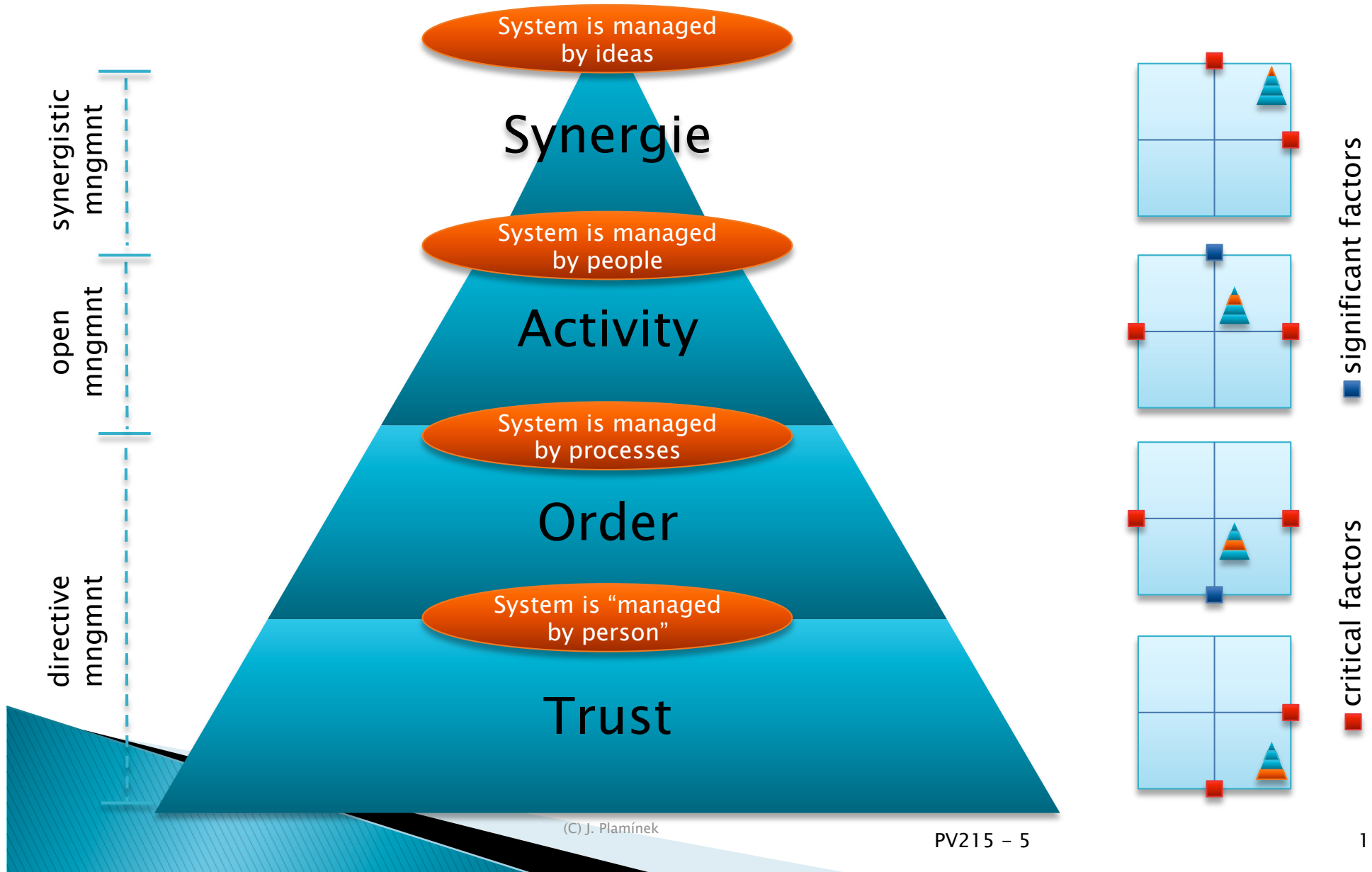
Company management

- ▶ It is about synergy among leaders, managers and workers
- ▶ To lead well is about doing right things
- ▶ To manage well is about doing things in right way

Development of managerial style



Pyramid of Management



Summary

- ▶ Key roles
 - leader
 - manager
 - worker
- ▶ Development of managerial style
 - there is no optimal managerial style
 - it has to be chosen and changed to reflect the state (ideally maturity) of a company