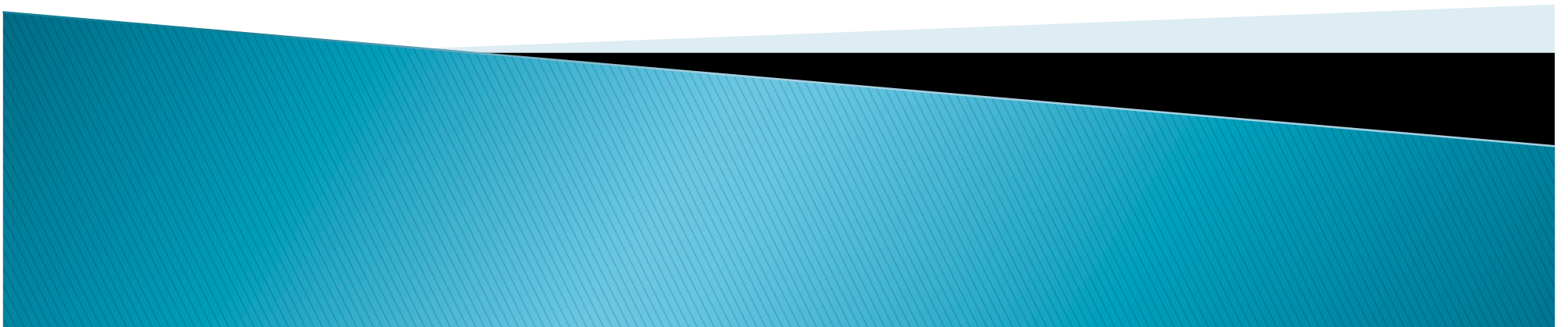
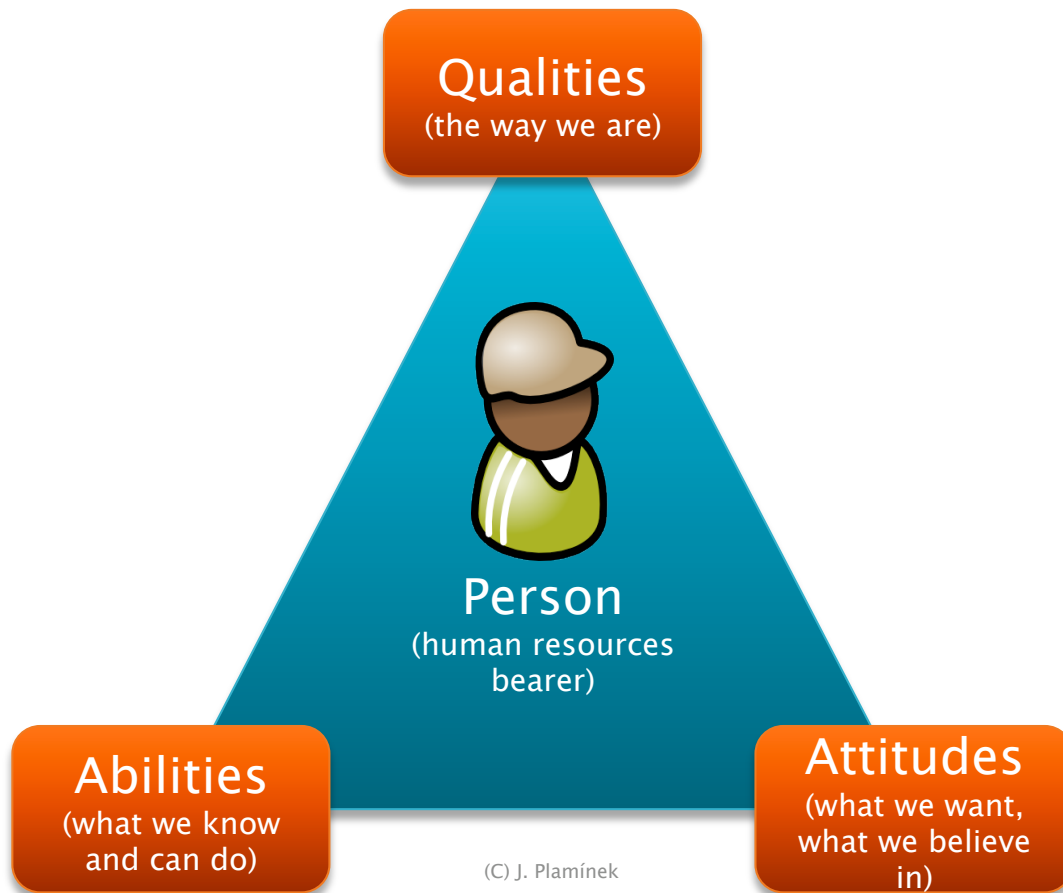


# Management by Competencies

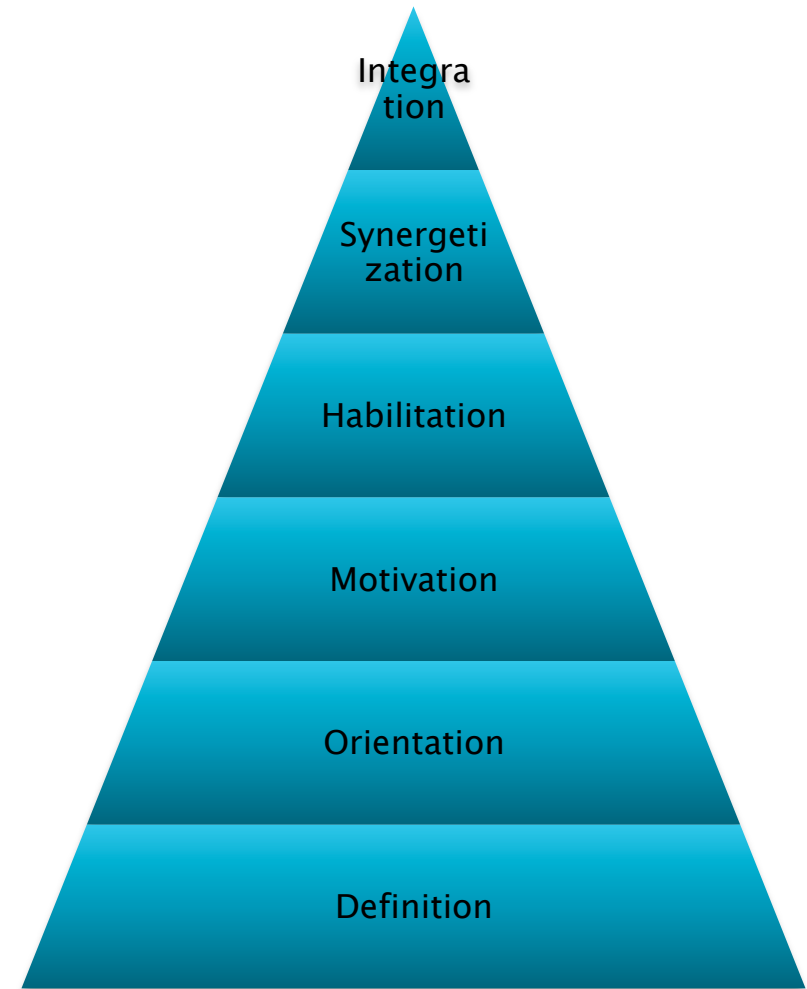
Motivation, Habilitation and Integration



# Previously on MbC



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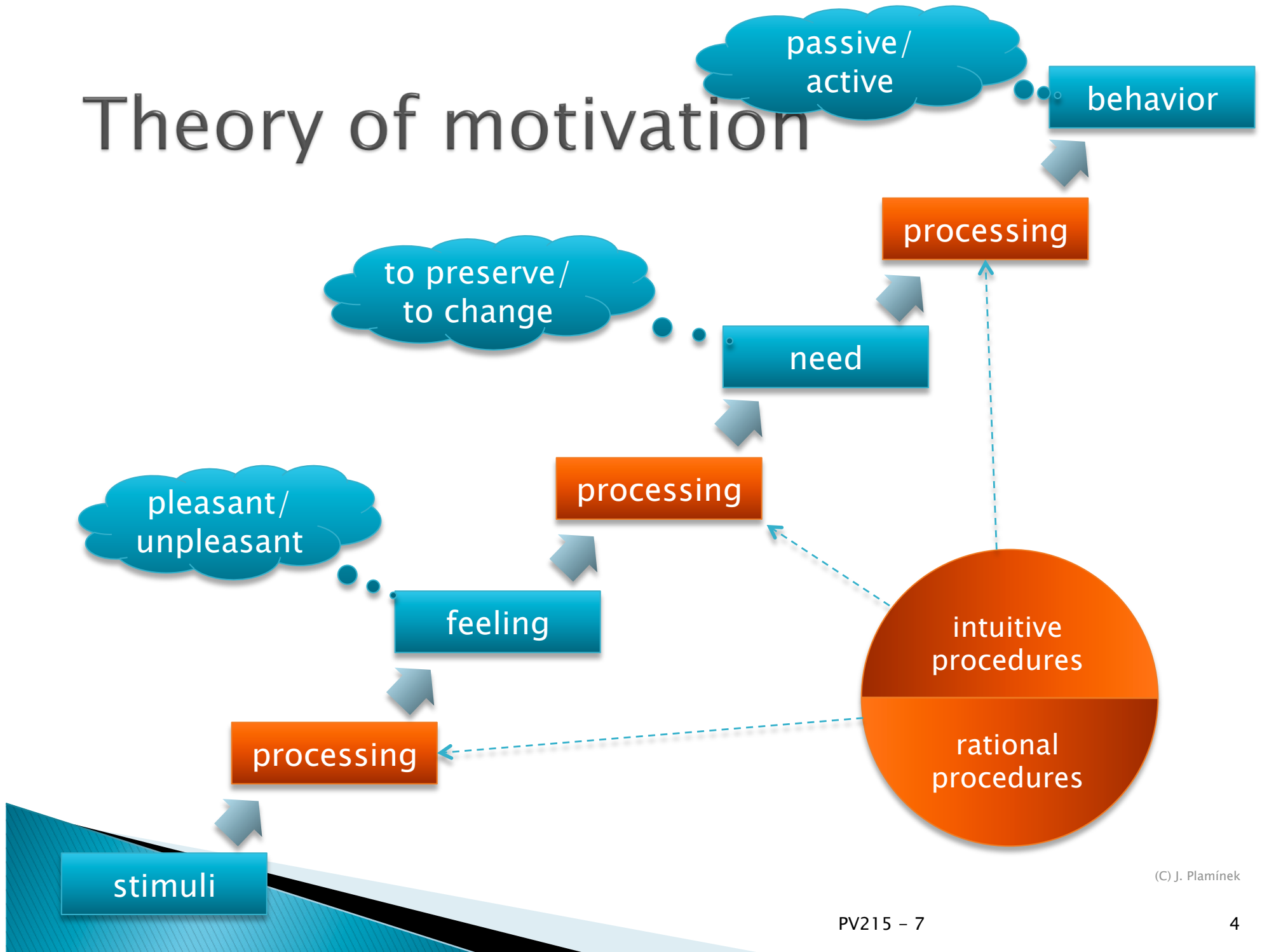


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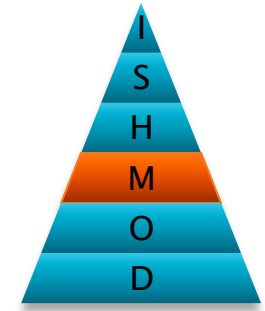
# Agenda

- ▶ Motivation
- ▶ Habilitation
- ▶ Managing conflict people
- ▶ Individual development
- ▶ Principles of vertical and horizontal careers

# Theory of motivation



# Motivation and Stimulation



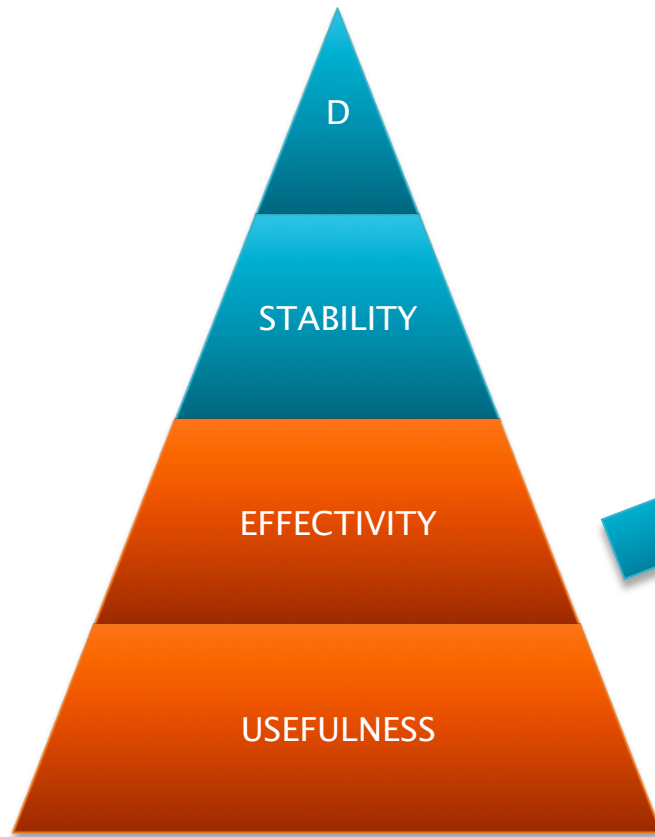
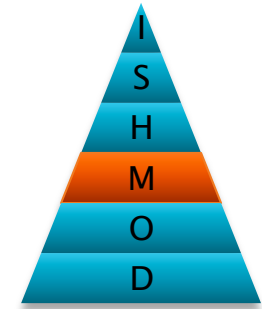
## ▶ Motivation

- the action that is required for people is given in relation to their current needs
- requires the ability to estimate the current needs of people

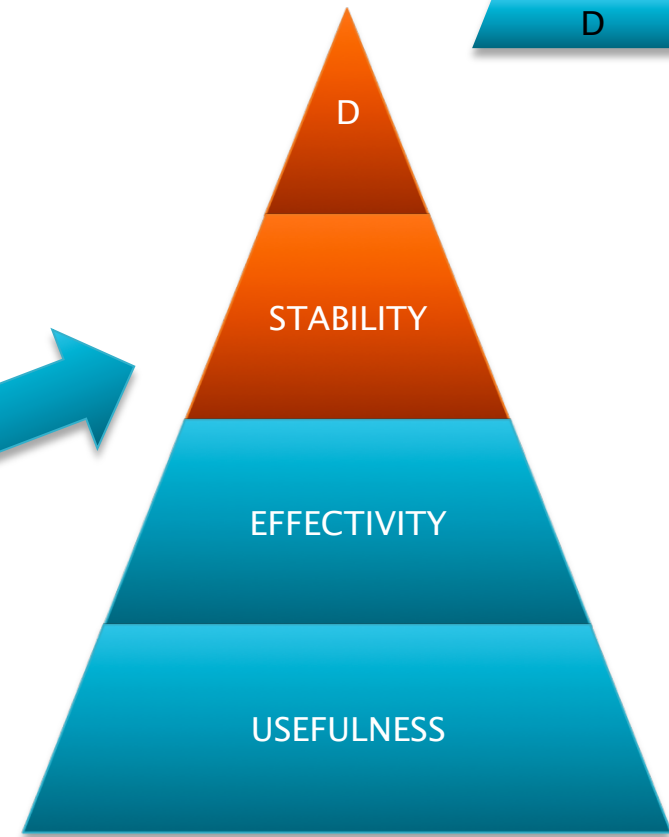
## ▶ Stimulation

- the action that is required for people is given in relation to the general working stimuli (financial incentives)
- requires perpetual input of time, money and effort to stimulate people

# Motivation, Stimulation and Vitality

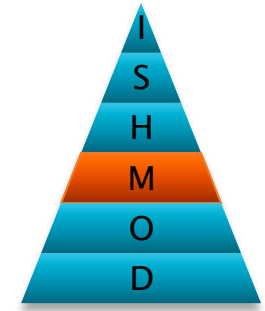


Stimulation



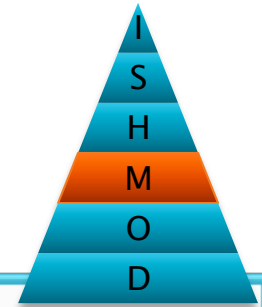
Motivation

# Principles of motivation



- ▶ Motivation is about reaching harmony in
  - what does one person feels as their inner needs
  - what this person is assigned to do for company
- ▶ Making person and task to be assigned to fit each other
  - adjust person to the task
  - adjust task or its submission to person
- ▶ Golden rule
  - “Do not adjust people to their task, but adjust tasks to people and their needs!”
- ▶ Manager skilled in motivating is able to
  - reach desired result and
  - make people happy and satisfied with their work

# Personal happiness and satisfaction



Personal

- satisfaction with the role and position

Process

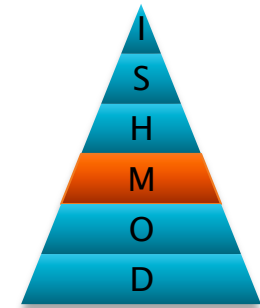
- satisfaction with fairness

Factual

- satisfaction with the outcome



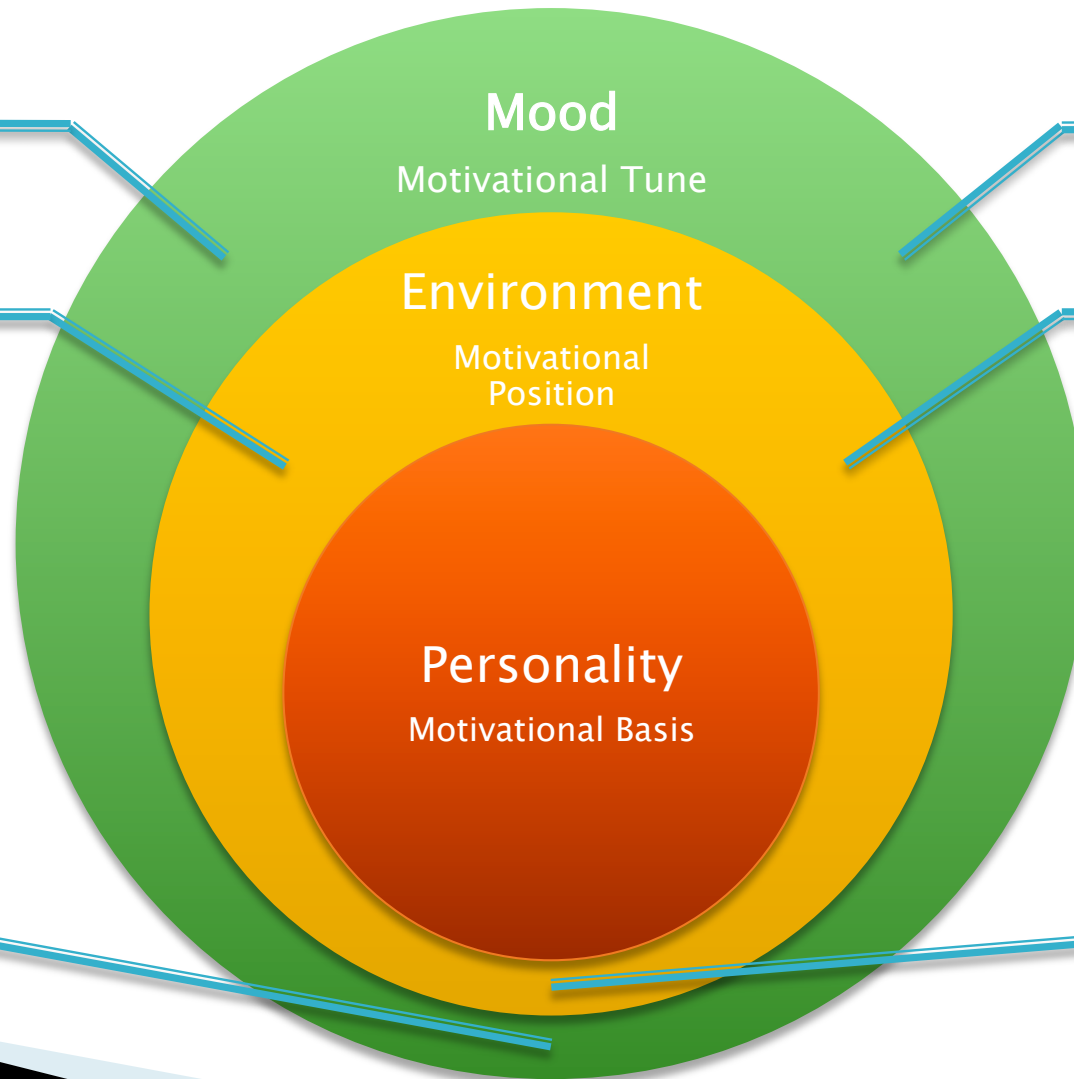
# Motivational layers



reflection of current inner state

degree of fulfillment of life needs

may mask and hide the personality influence in long term

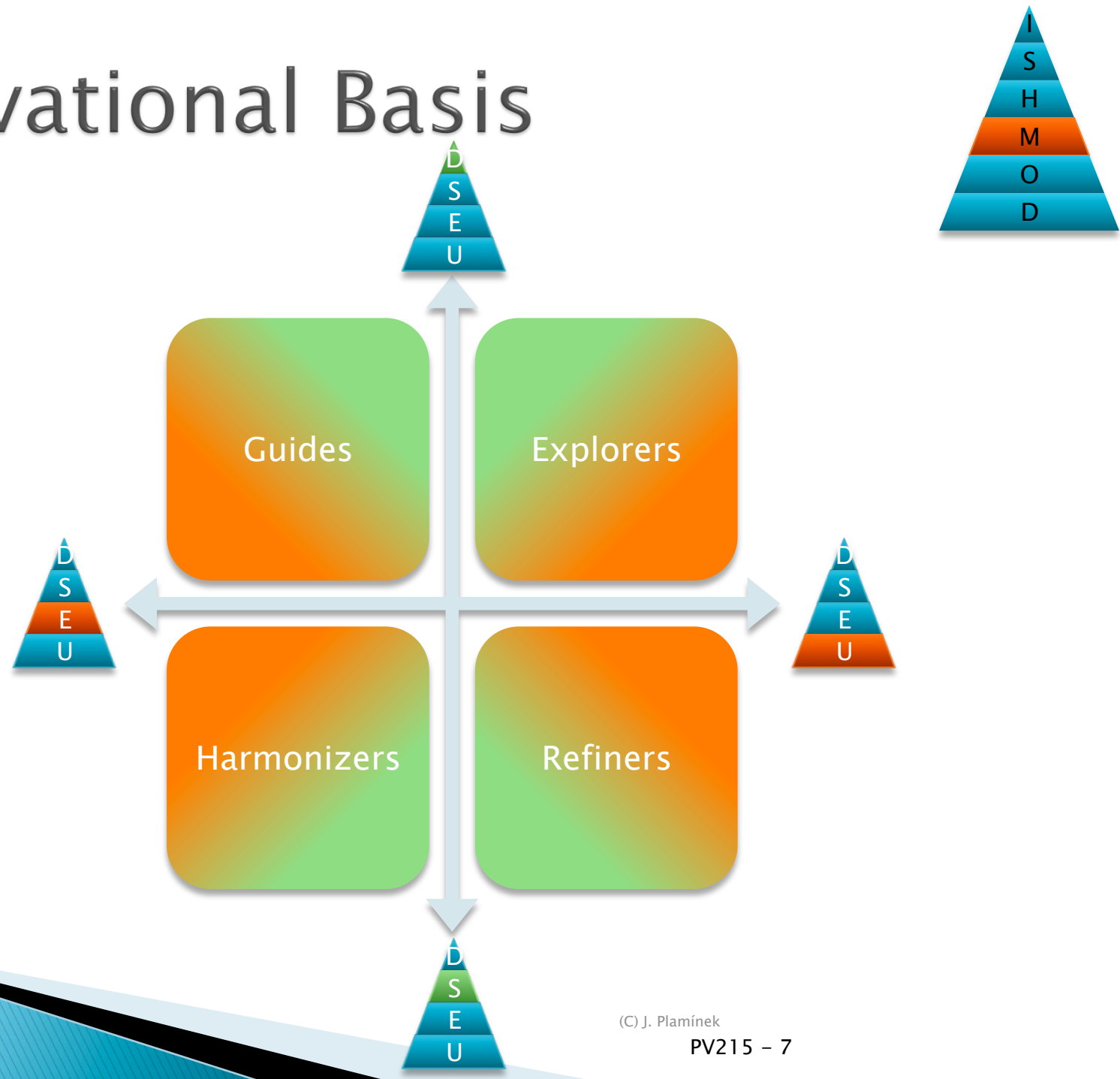


reflection of outer short term impulses

social role and order

may overlap the other factors in short term

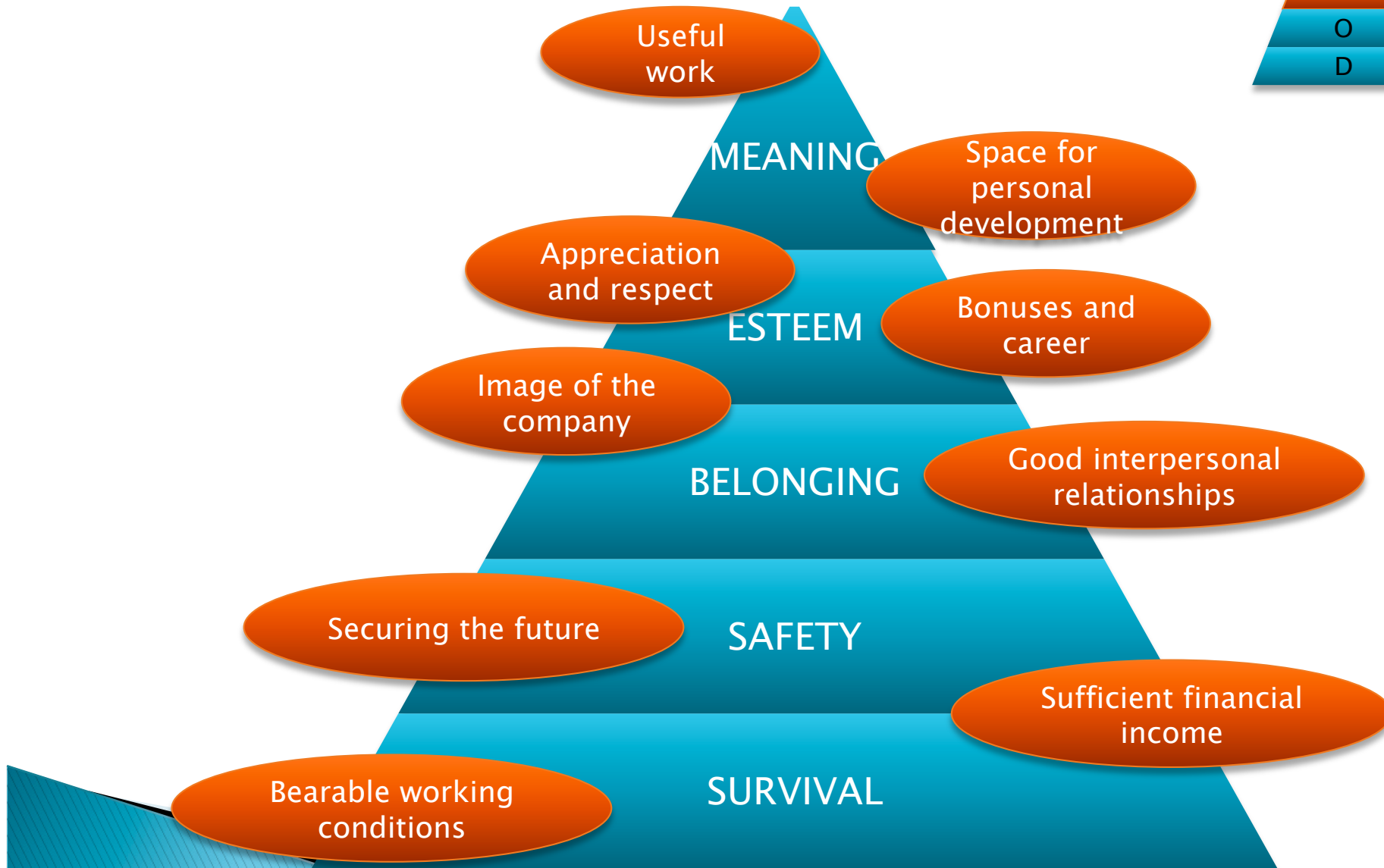
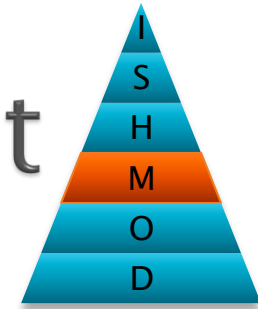
# Motivational Basis



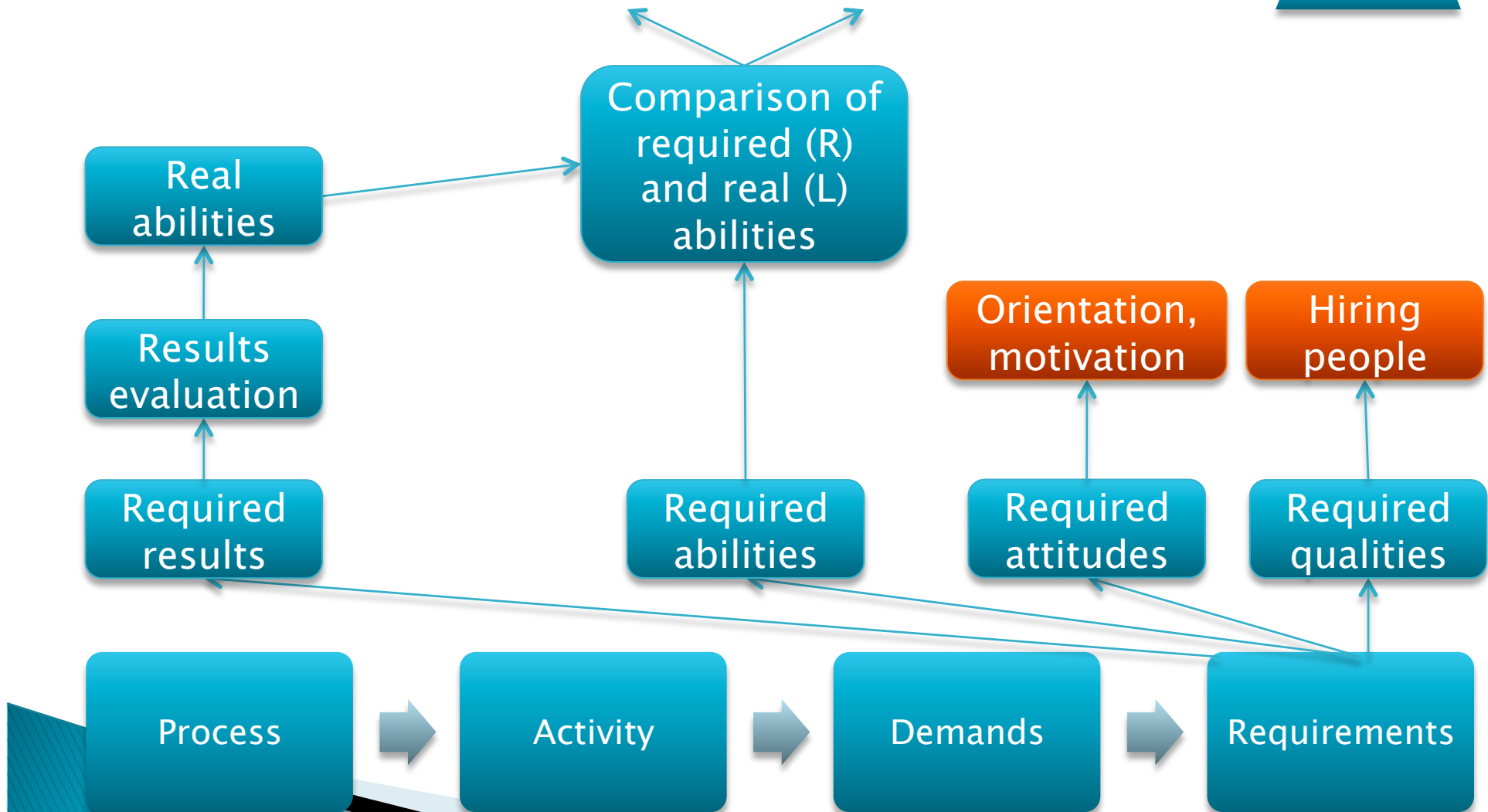
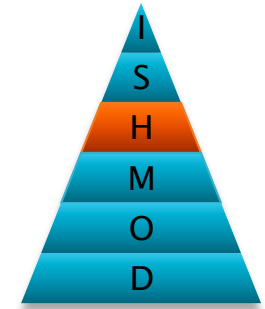
# Motivational Basis

	Explorer	Guide	Harmonizer	Refiner
Typical need	Inner self-assertion: overcoming challenges	Outer self-assertion: influencing people	Outer anchor: favorable environment	Inner anchor: perfection
Response to praise	"I know. Of course it works."	"It was not easy. I'll show what I did."	"Praise also the others."	"Thanks. I did what I could."
Response to criticism	"I know. It has already happened."	(Belittlement) "Who the hell you are, ..."	(Acceptance) "I see. Maybe I disappointed you"	Fair criticism: (Regret) Unfair criticism: (Diplomatic) "If you think so"
Cope with stress	Kick. Higher performance	Delegating to others	Unresponsive	Big stress, collapse.
Motivating formulations	This will be hard. Nobody done it before. Do it in your way.	We depend on you. You are great organizer.	You will be a part of the team. You will help if they struggle.	Here are the instructions. I will advise when it is not clear.

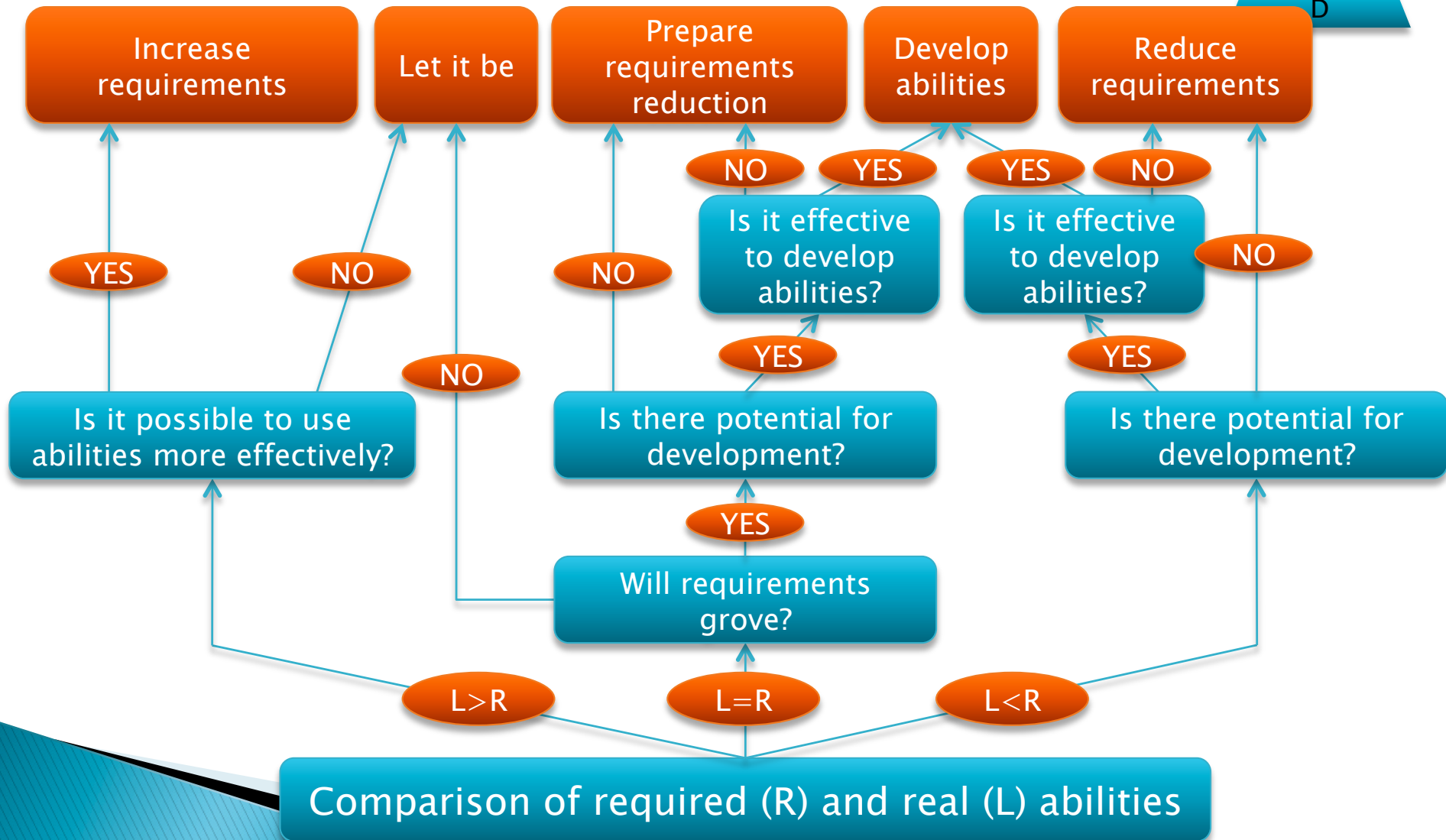
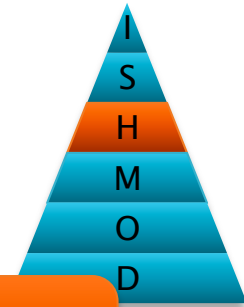
# Motivation and Environment



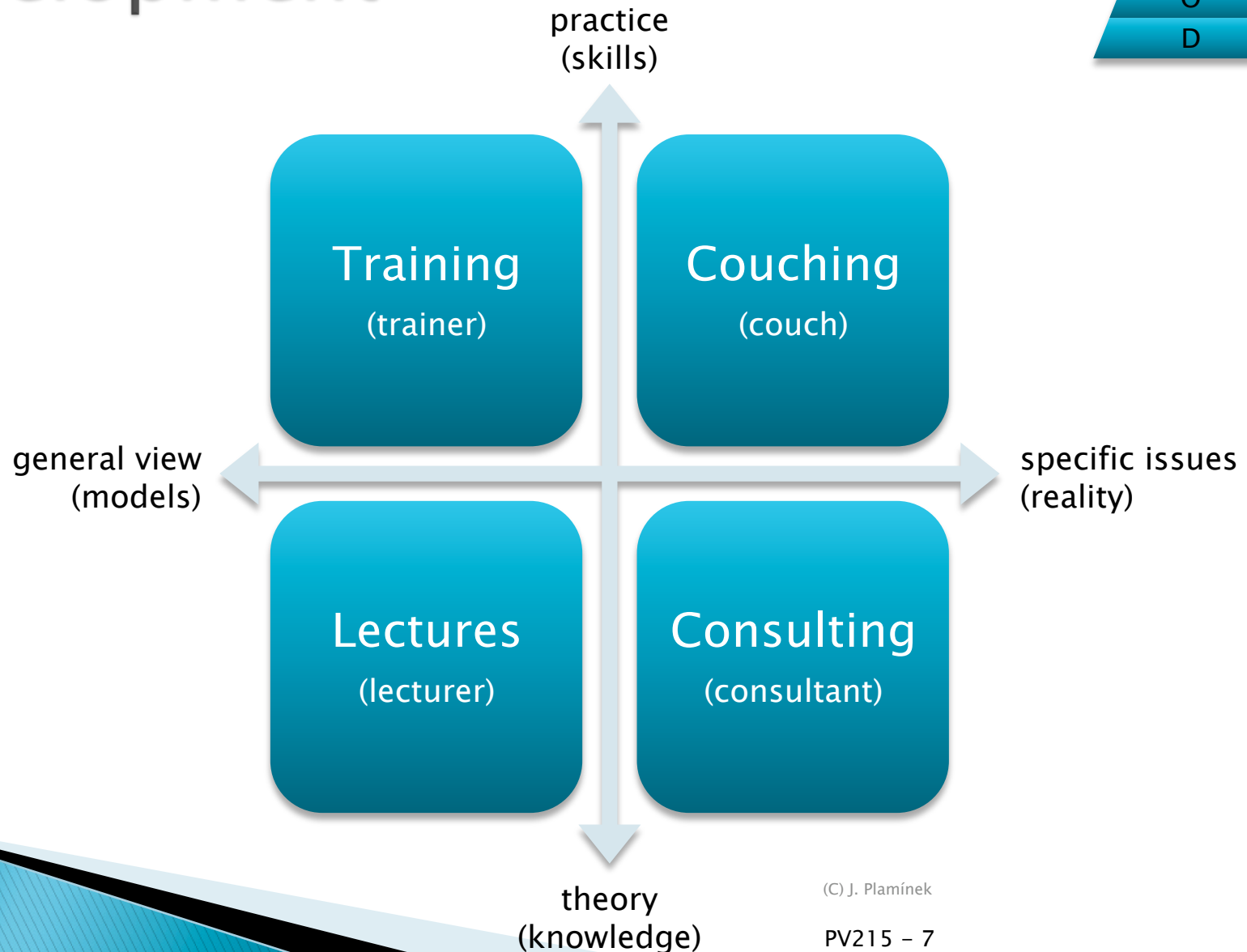
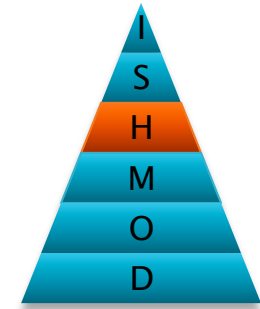
# Harmony of abilities and requirements



# Harmony of abilities and requirements (cntd.)



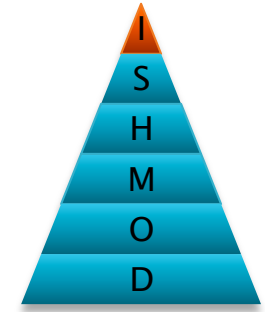
# Methods of abilities development



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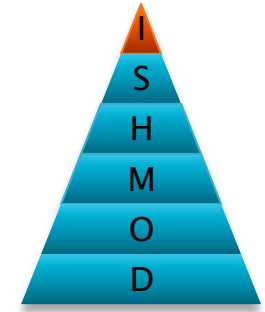
# Managing conflict people



- 1) What bothers me specifically?
- 2) Is the problem on my side?
- 3) Is the problem in the system?
- 4) Does he or she cause the problems intentionally?
- 5) Why does he or she cause the problems?

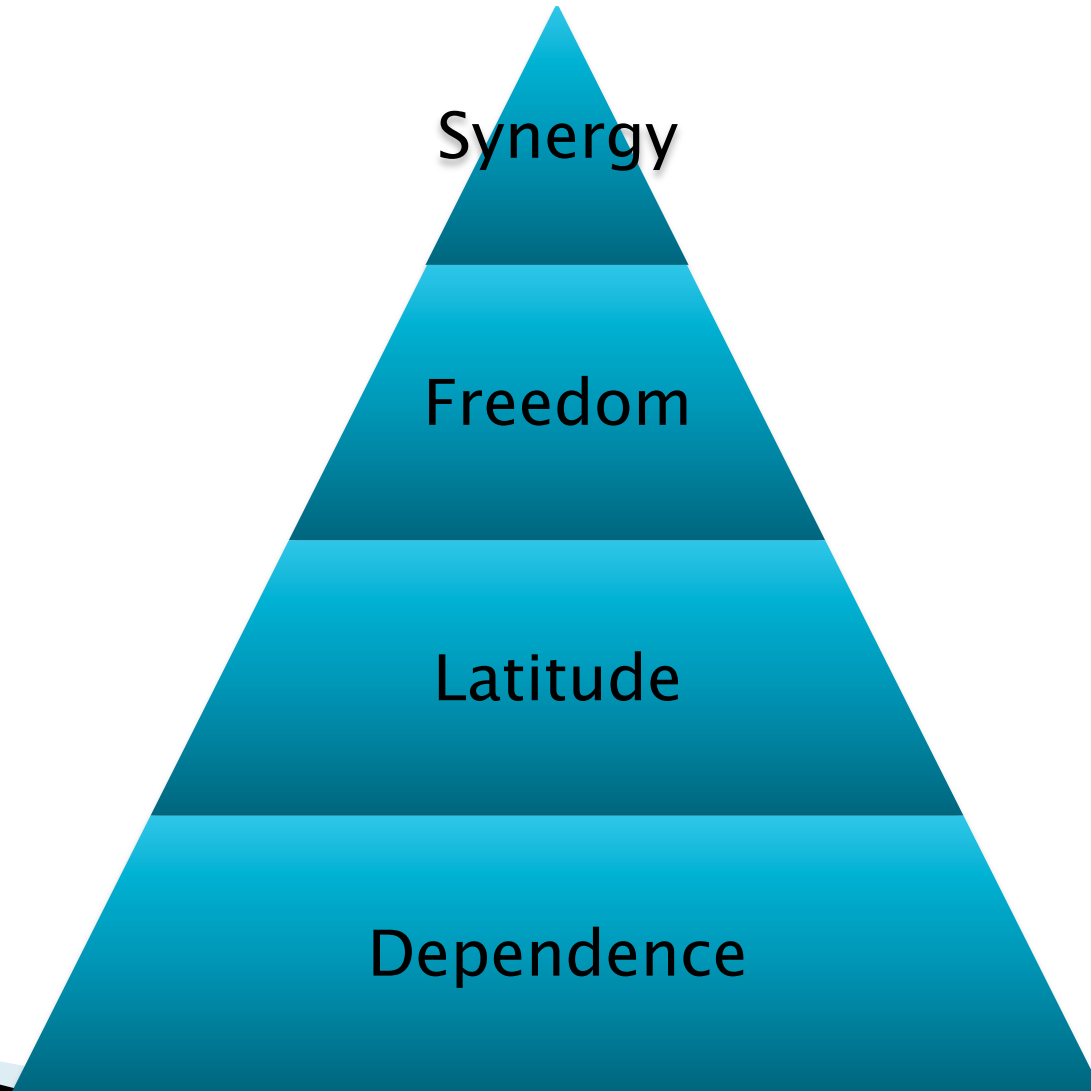
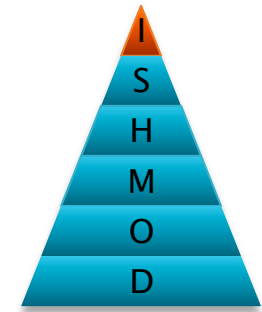


# Typical causes of intentional conflicts (possible answers to question 5)



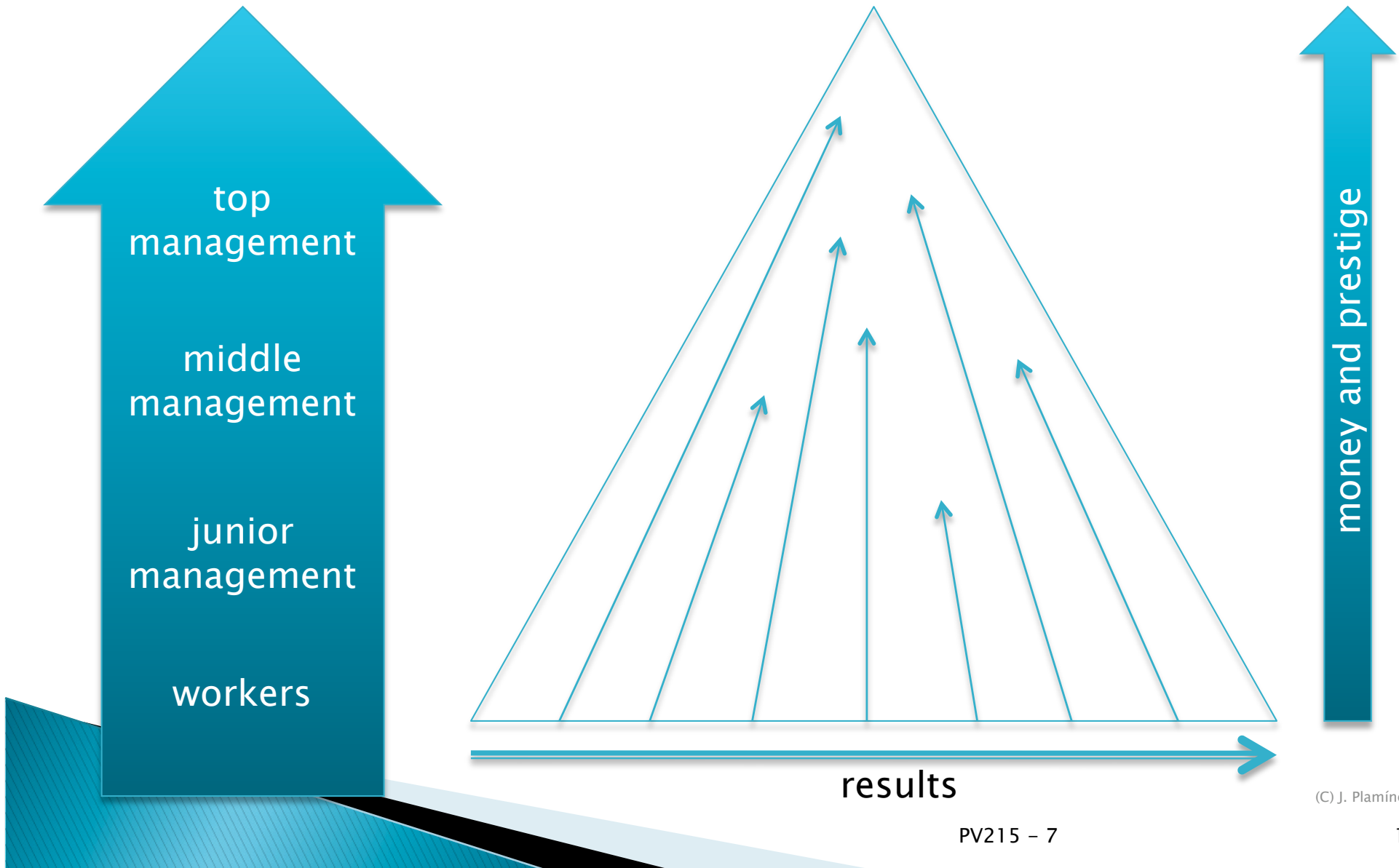
- ▶ Wants to attract attention
  - then assign the role
- ▶ Wants to solve a problem
  - then reveal and understand the problem
- ▶ Wants to mask his or her inability
  - then habilitate him or her
- ▶ Does not like me, want to hurt me
  - are there specific causes?
    - if so, remove them
    - if not, limit contacts
- ▶ Does not care, is passive
  - then orientate and motivate him or her
- ▶ It is his or her nature or unknown
  - if it is important, ask specialist

# Individual development

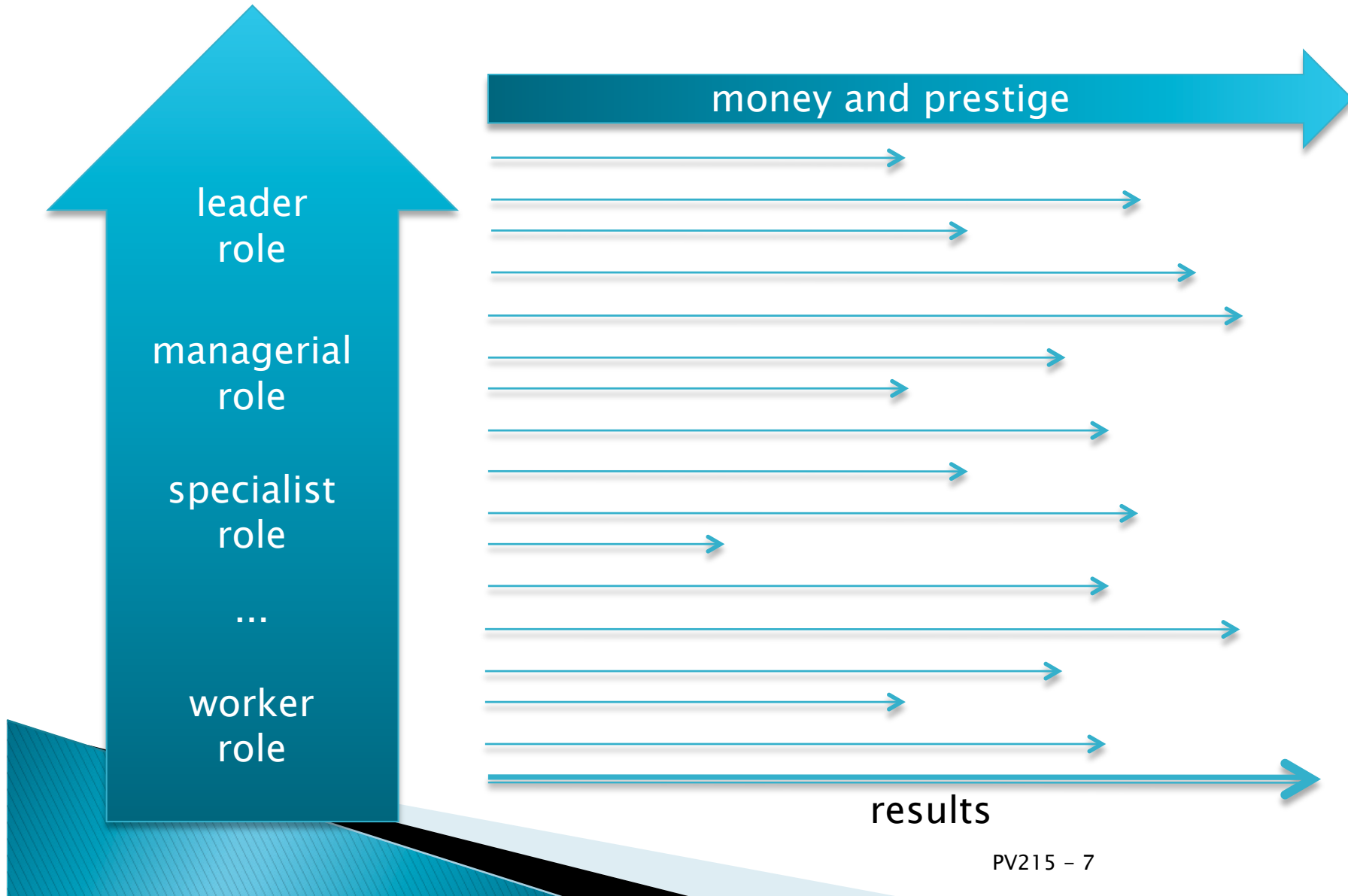


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# Vertical careers principle



# Horizontal careers principle



# Summary

- ▶ Motivation and stimulation are not the same
- ▶ Motivation layers
  - ▶ motivation tune, motivation position, motivation base
- ▶ Habilitation scheme
- ▶ Individual development
- ▶ Vertical careers do not provide enough space for development and career