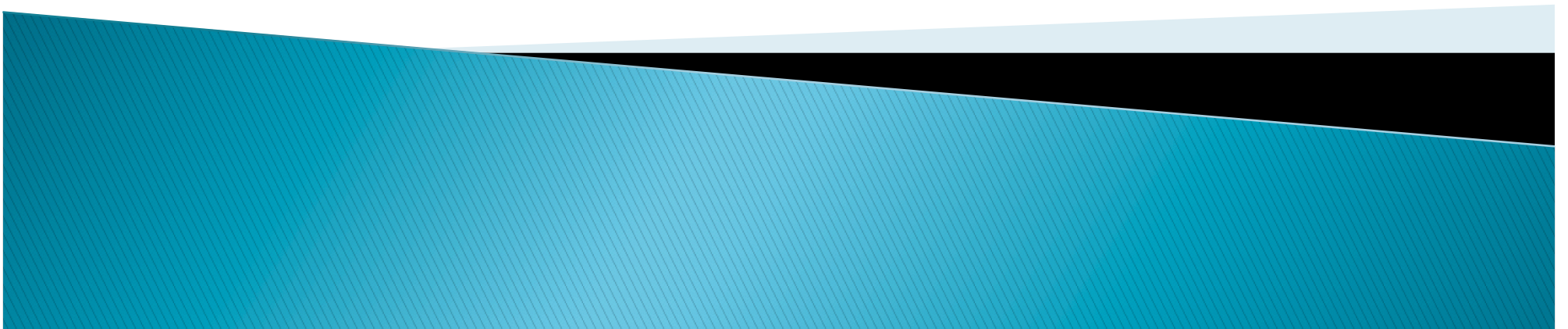
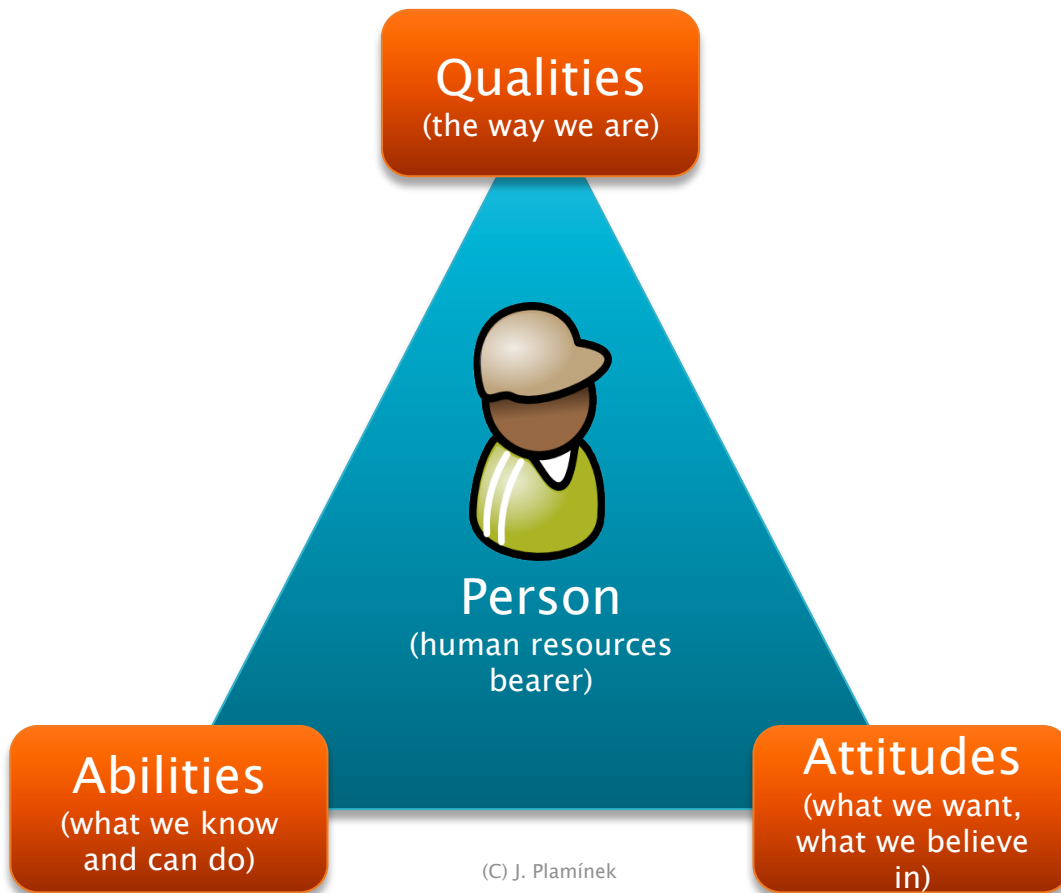


Management by Competencies

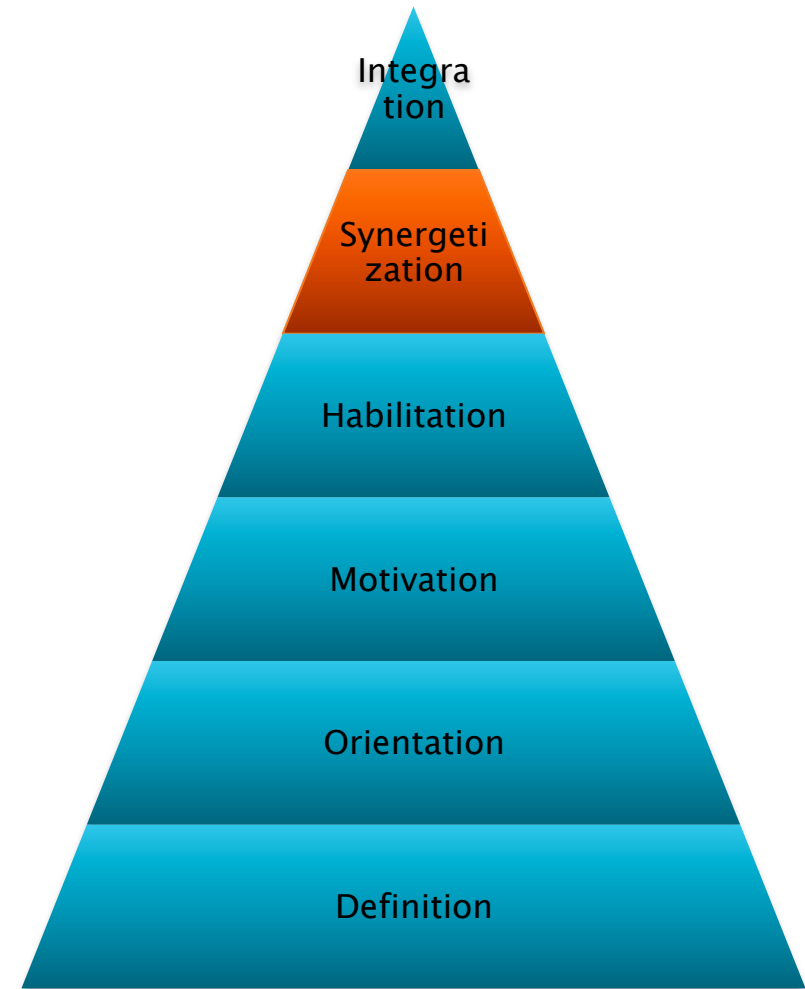
Synergization



Previously on MbC



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Agenda

- ▶ Synergy
- ▶ Interpersonal relationships
- ▶ Differences between people
- ▶ Conflicts
- ▶ From group to Team

Synergy

$$r(\text{Icon 1} + \text{Icon 2}) = P$$

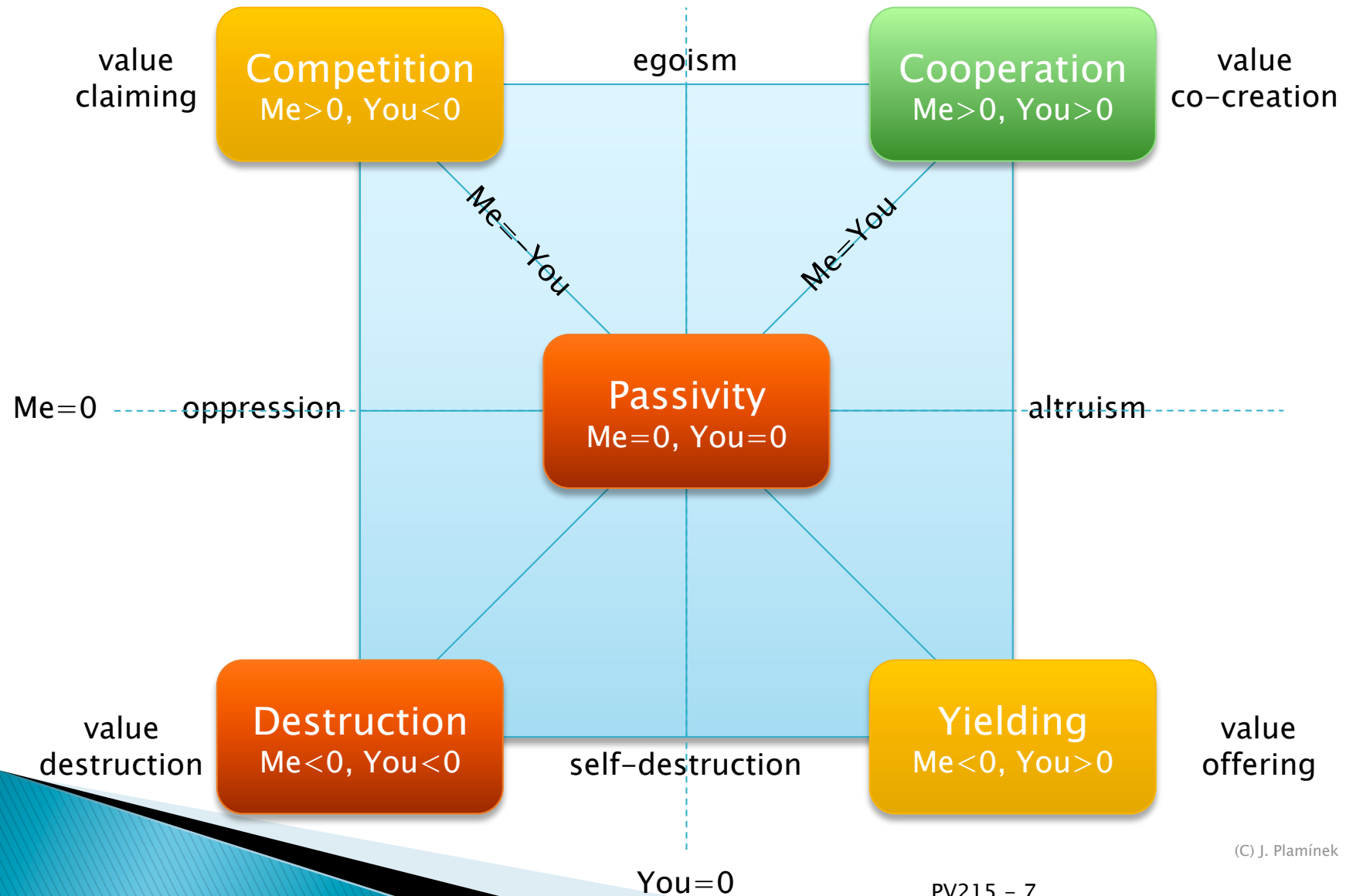
r ... relationship efficiency coefficient

$r < 1$... conflict

$r = 1$... neutral

$r > 1$... synergy

Interpersonal relationships



Competition causes

Competition
 $Me > 0, You < 0$

Managerial Stimuli

Relative evaluation

Support of individualism

Non-discrimination of
roles

Muting external pressure

Feelings

Feeling of Lack

Need to take

Preference of individual
goals

Aggregated competitive
energy

Cooperation causes

Cooperation
 $Me > 0, You > 0$

Managerial Stimuli

Absolute evaluation

Attractive and shared goals

Discrimination of roles

Exposition to External pressure

Feelings

Feeling of joint opportunity and mutual benefit

Need to create

Preference of sharing of goals and values

Shared feeling threat

Self-sacrifice causes

Managerial Stimuli

Self-sacrifice appreciation

Manager as an example

Support of Individual development

Important of goals and values

Feelings

Need of high self-assessment

Need to give

Need to be useful, to excel, to belong

Need to impersonate

Yielding
 $Me < 0, You > 0$

Prevention of Destruction

Destruction
 $Me < 0, You < 0$

Managerial Stimuli

Unfair evaluation

Superiority and disregard

Unclear evaluation

Indifference and
unconcern

Feelings

Feeling of injustice

Disorientation

Uncertainty

Feeling of extirpation

Passivity causes

Passivity
Me=0, You=0

Managerial Stimuli

Absurd or unexplained goals or values

There is example to follow

Lack of incentives

Feelings

Values and goals are meaningless

Pursuit of values and goals does not make sense

Cooperation

- outer relationships: long-term relationships with customers, suppliers, and non-competitive partners
- inner relationships: long-term beneficial

Competition

- outer relationships: long-term relationships with competitors
- inner relationships: long-term for dynamic stimulation

Yielding

- short-term beneficial for crisis situation
- only as a result of self-motivation

Destruction

- undesirable, prevention necessary

Passivity

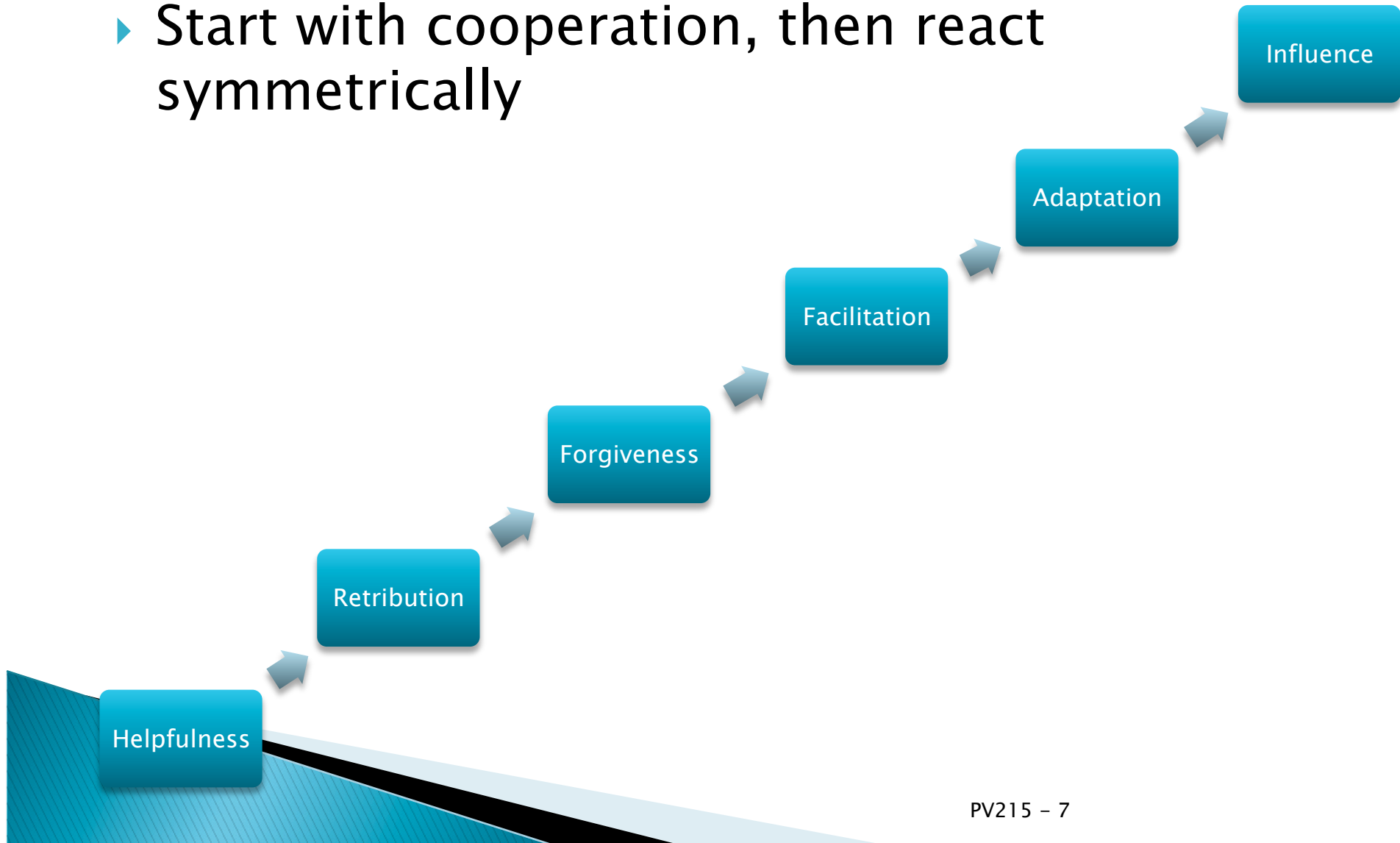
- undesirable, prevention necessary

Strategy of relational behavior

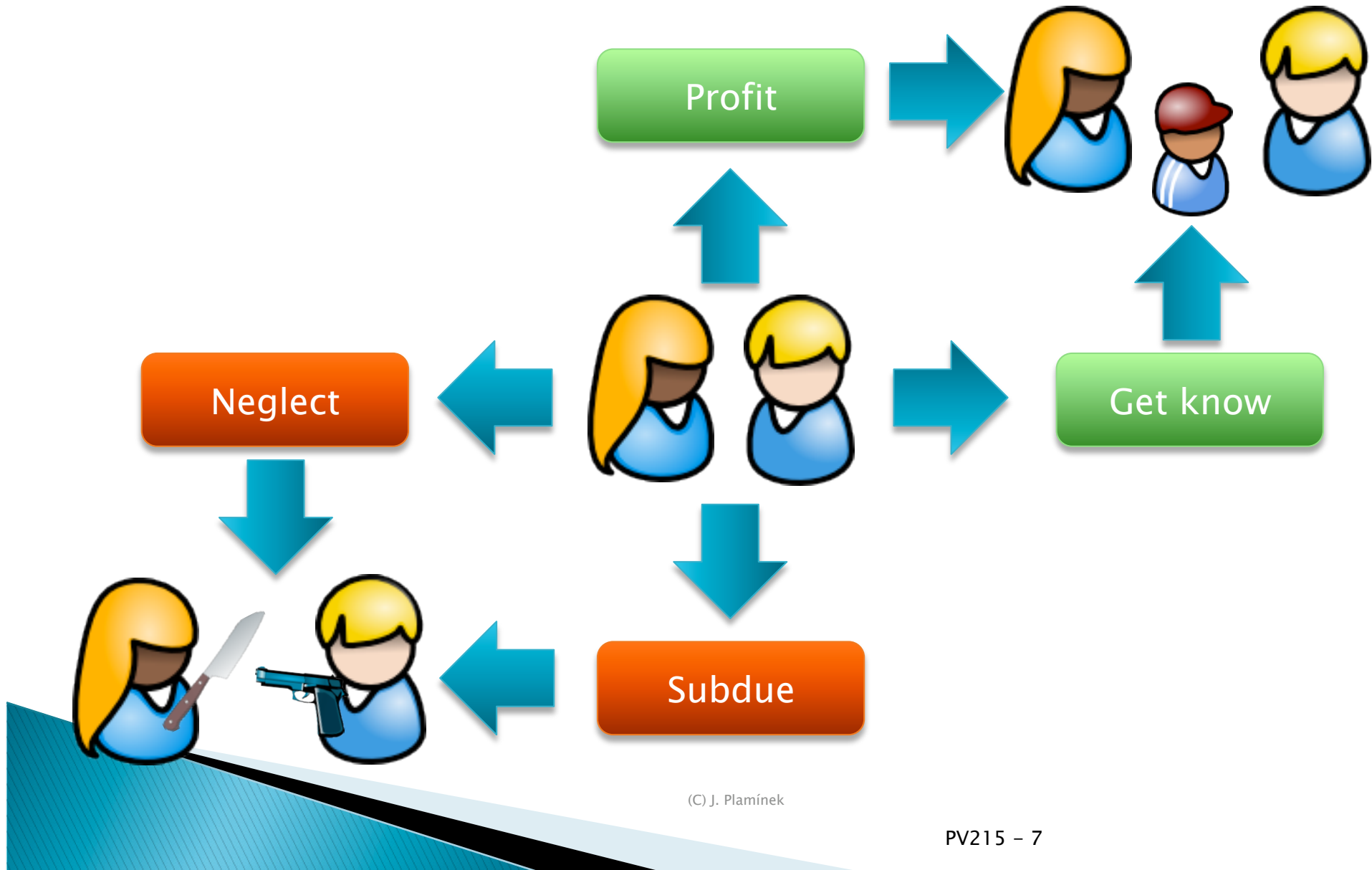
- ▶ Strategically important are cooperation and competition
- ▶ Competition is sustainable if clear rules are defined
- ▶ Cooperation is sustainable if it is symmetric
 - more stable cooperation is based on foregoing competition – partners know strengths of each other and show due respect
- ▶ The most successful strategy designed by Anatol Rapoport: Tit-for-Tat

Tit-for-Tat

- ▶ Start with cooperation, then react symmetrically

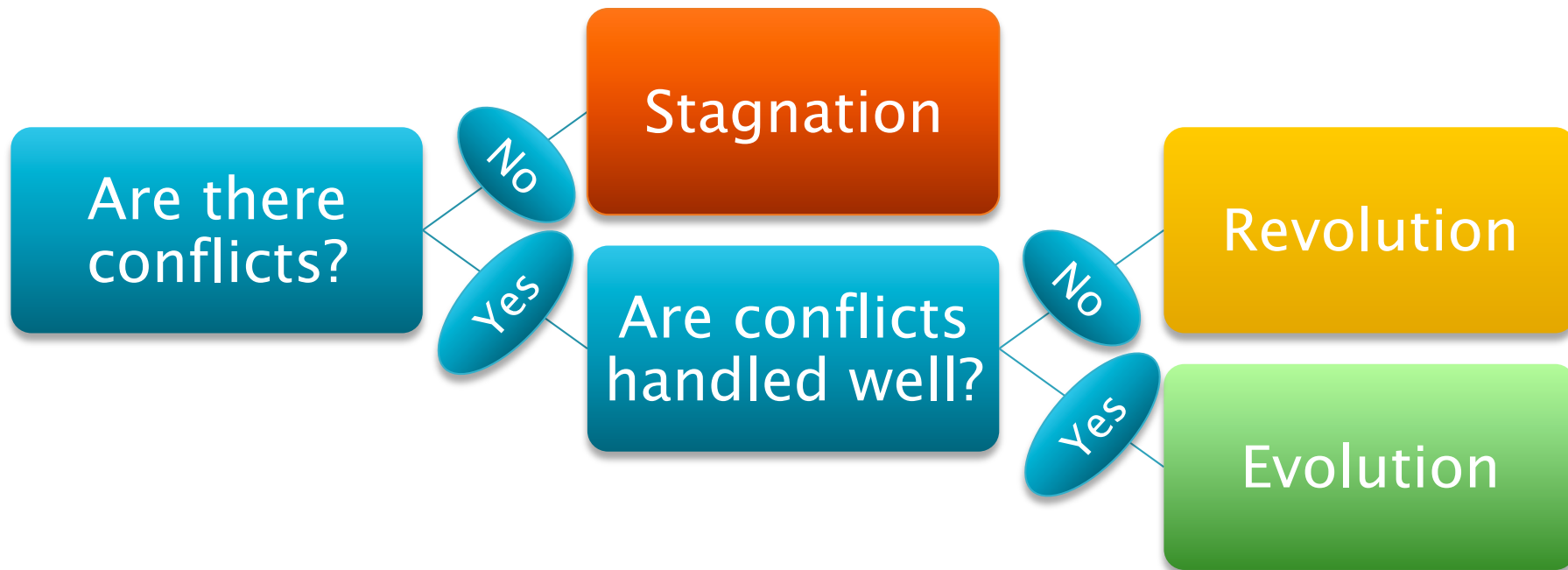


Differences between people



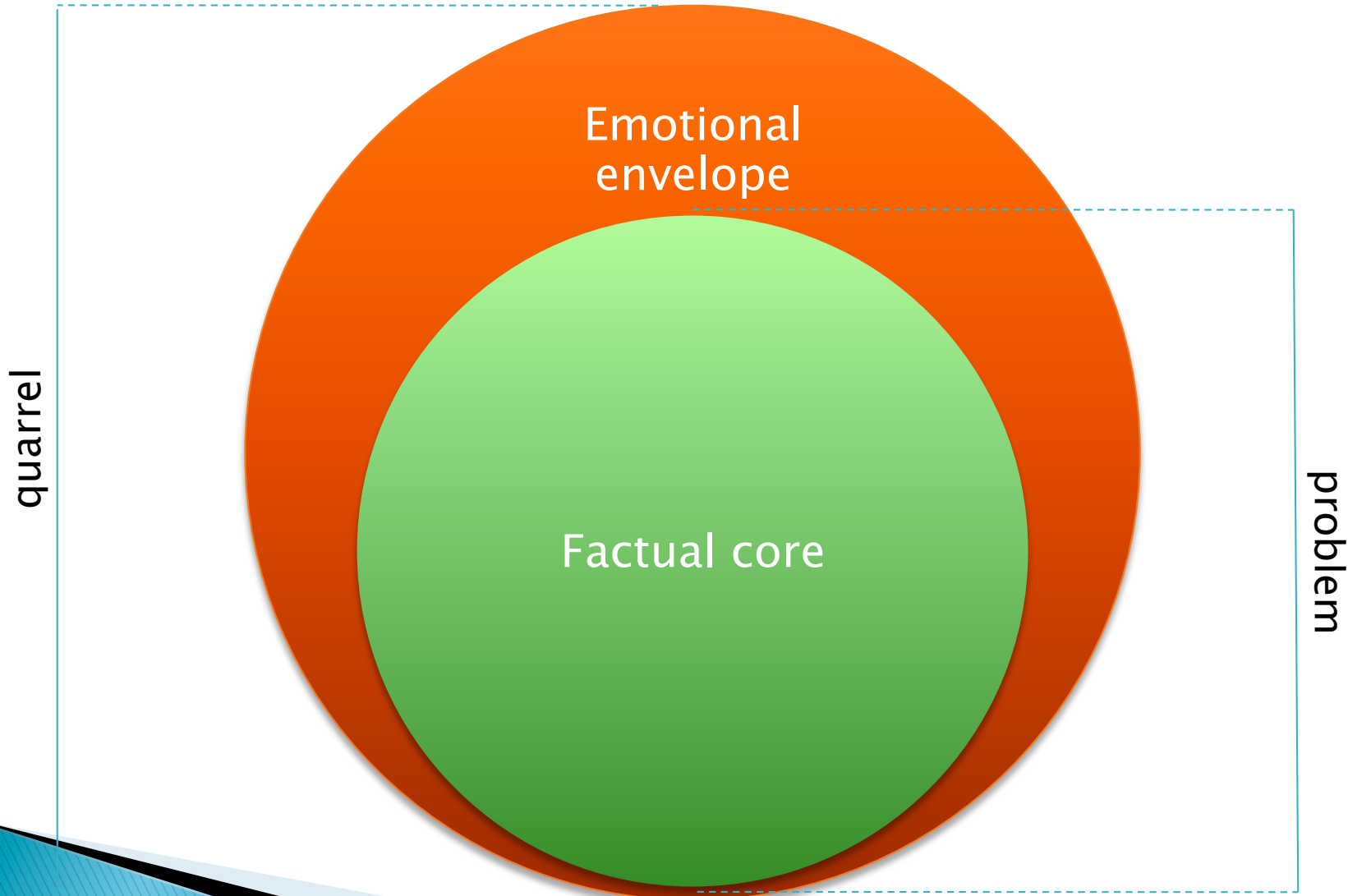
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Conflicts in group

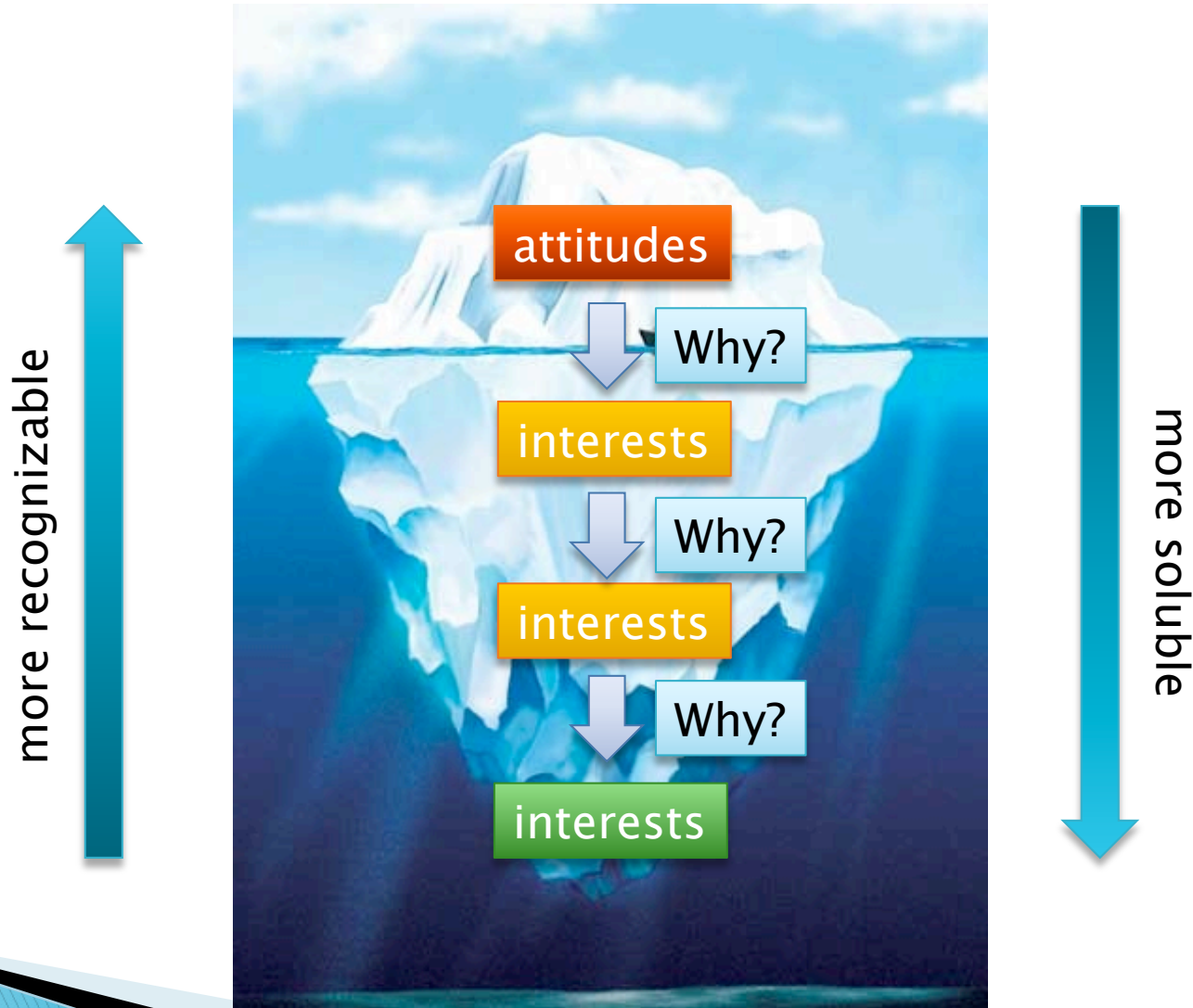


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Human and factual elements of conflict



Obvious and hidden elements of conflict



Principles of conflicts handling

Principle of evolution



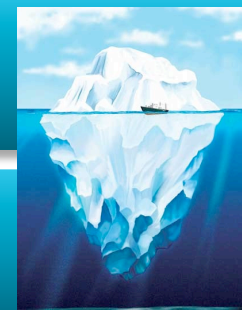
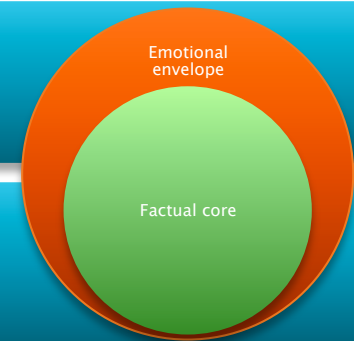
Principle of prevention

Principle of depersonalization

Principle of mediation

Principle of rationalization

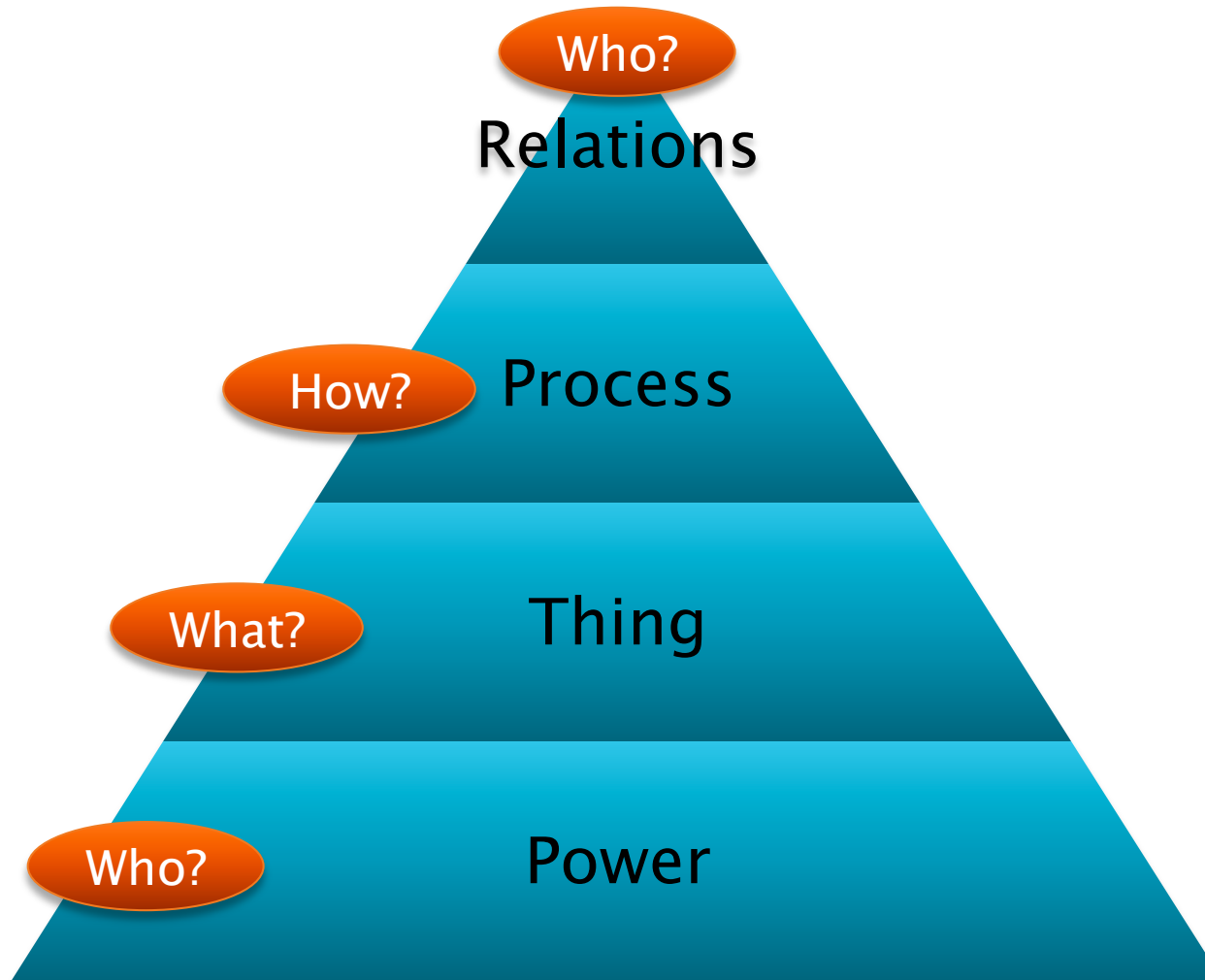
Principle of many dimensions



The origin of the team

- ▶ Cooperation cannot be ordered or learnt
 - set up appropriate conditions so that cooperation pays off
- ▶ Conflicts are natural and essential to avoid stagnation, however they have to be treated well
 - conflicts between interests of group members and group itself
 - conflicts coming from diversity of group members
- ▶ When conditions for cooperation are set up AND conflicts are managed the ordinary group can change itself to the team

Maturation of the group



	1. Gaining confidence and order	2. Waking of Activity	3. Synergy development	
Managing force	Person (manager)	Members (including manager)	Ideas	➔
Focus	Operational task, manager	Processes and rules	Relations and goals	➔
Managerial style	Directive management	Open management	Synergistic management	➔
Typical kind of communication	Monolog	Dialog	Facilitation	➔
Decision making	Authoritative	Consultative	Delegative or participative	➔
Effective incentives	Stimulation	Motivation	Self-motivation	➔
Relationships development	Passivity retreat, onset of competition	Development of competition, onset of cooperation	Development of team work	➔

Team development



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Summary

- ▶ Cooperation is the most sustainable type of interpersonal relationship
- ▶ Competition may be used to support team dynamics
- ▶ Conflicts are natural and essential, but they must be under control
 - 6 principles
- ▶ Maturation of the group