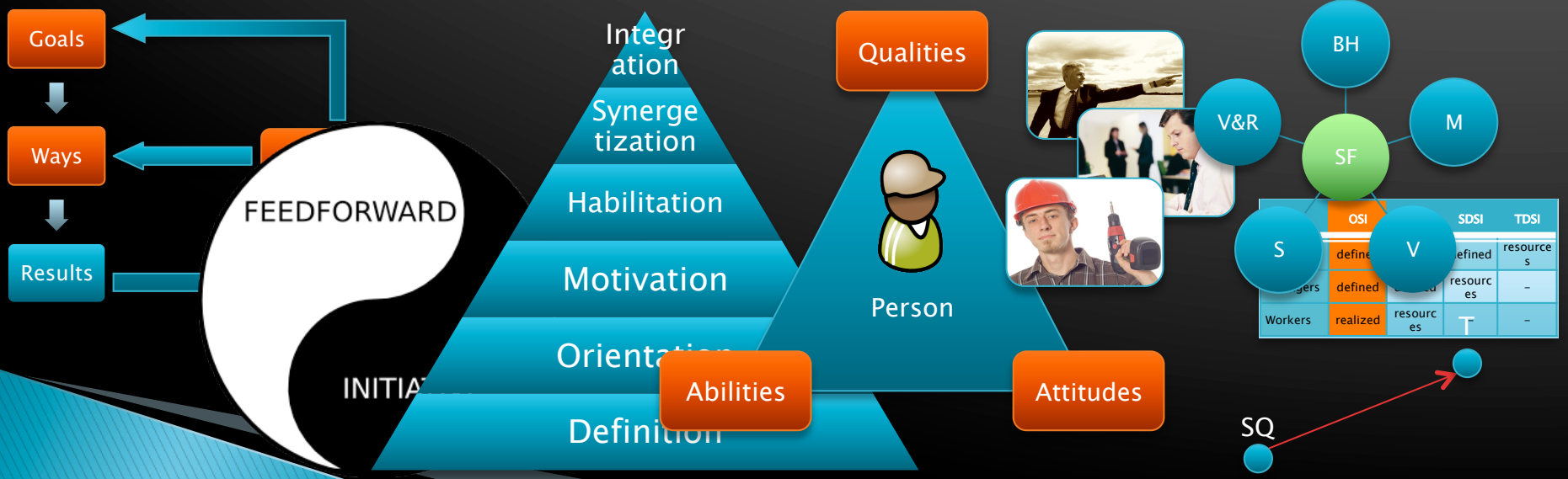
Management by Competencies

- Experience intermezzo II

Previously on MbC

Experience Intermezzo I was focused on development of usefulness in Mycroft Mind

Since then we have progressed through variety of further developing concepts



Agenda

- Nature of Processes in Mycroft Mind
  - Processes classification
  - Sustainable Development
- Paraprocesses
  - HRM Processes
- Metaprocesses
- Organization Structure
- Management Tools

Nature of Processes in Mycroft Mind

Mycroft Mind is project-driven organization, i.e.

- its primary business is made up from projects
- its orto-processes are projects
- orto-processes include
  - CEP-based applications and solutions development

Mycroft Mind executes Project Program to achieve its business goals!

- projects within program are differentiated by several categories

Project Categories

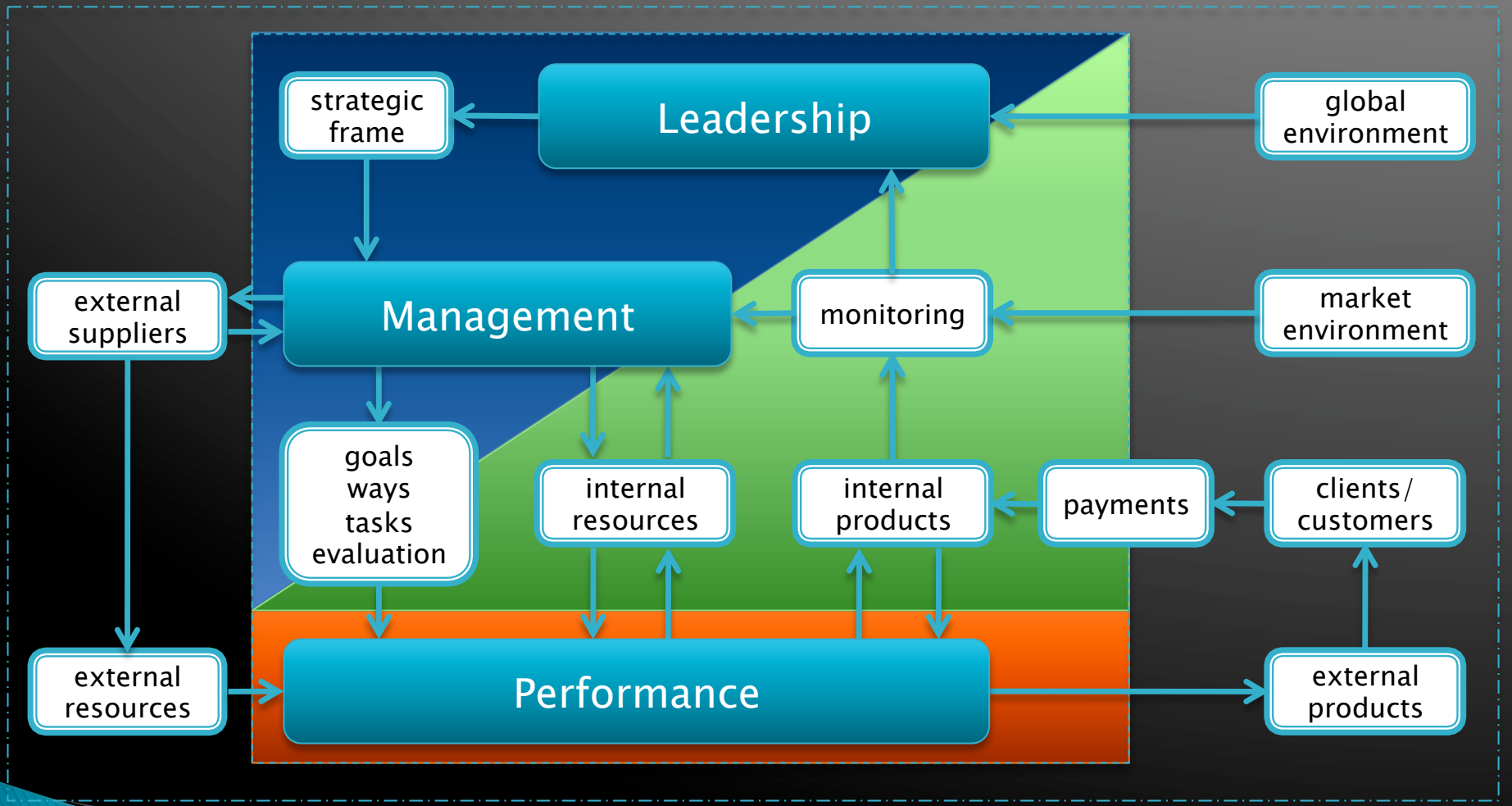
Technology	• research & development • 1 project
Application	• application and solution development • 3 projects
Proof-of-Concept	• sales support by illustration what CEP technology application may bring to the prospect
Flow	• methodology development • 9 projects
Business	• market research, marketing and sales • 1 project
Organization	• leadership and management • 2 projects

Ortoprocesses

Paraprocesses

Metaprocesses

Focus of this lecture



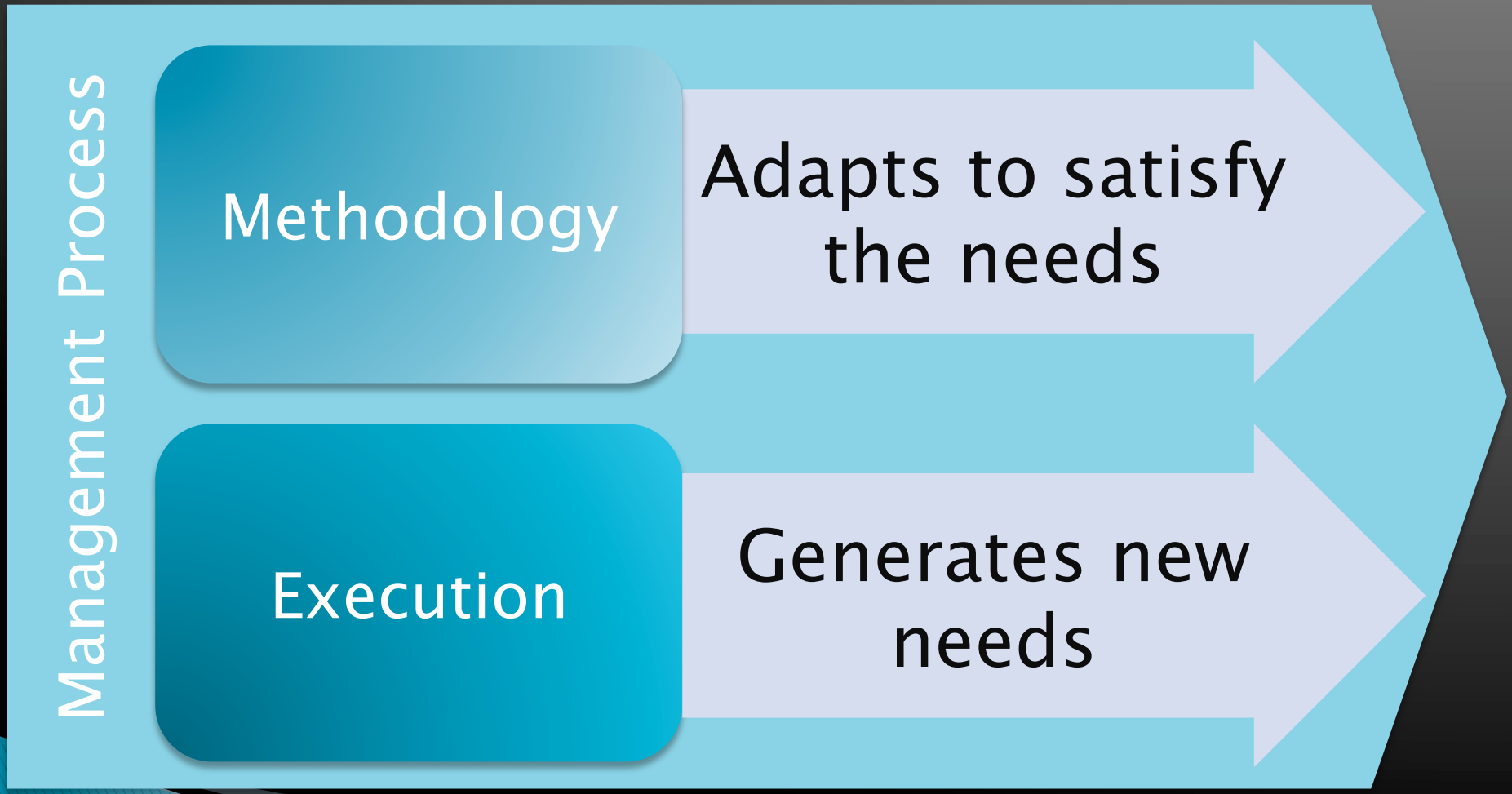
In the beggining...

In the spring of 2007, *Mycroft Mind*, a technology *start-up*, was launched

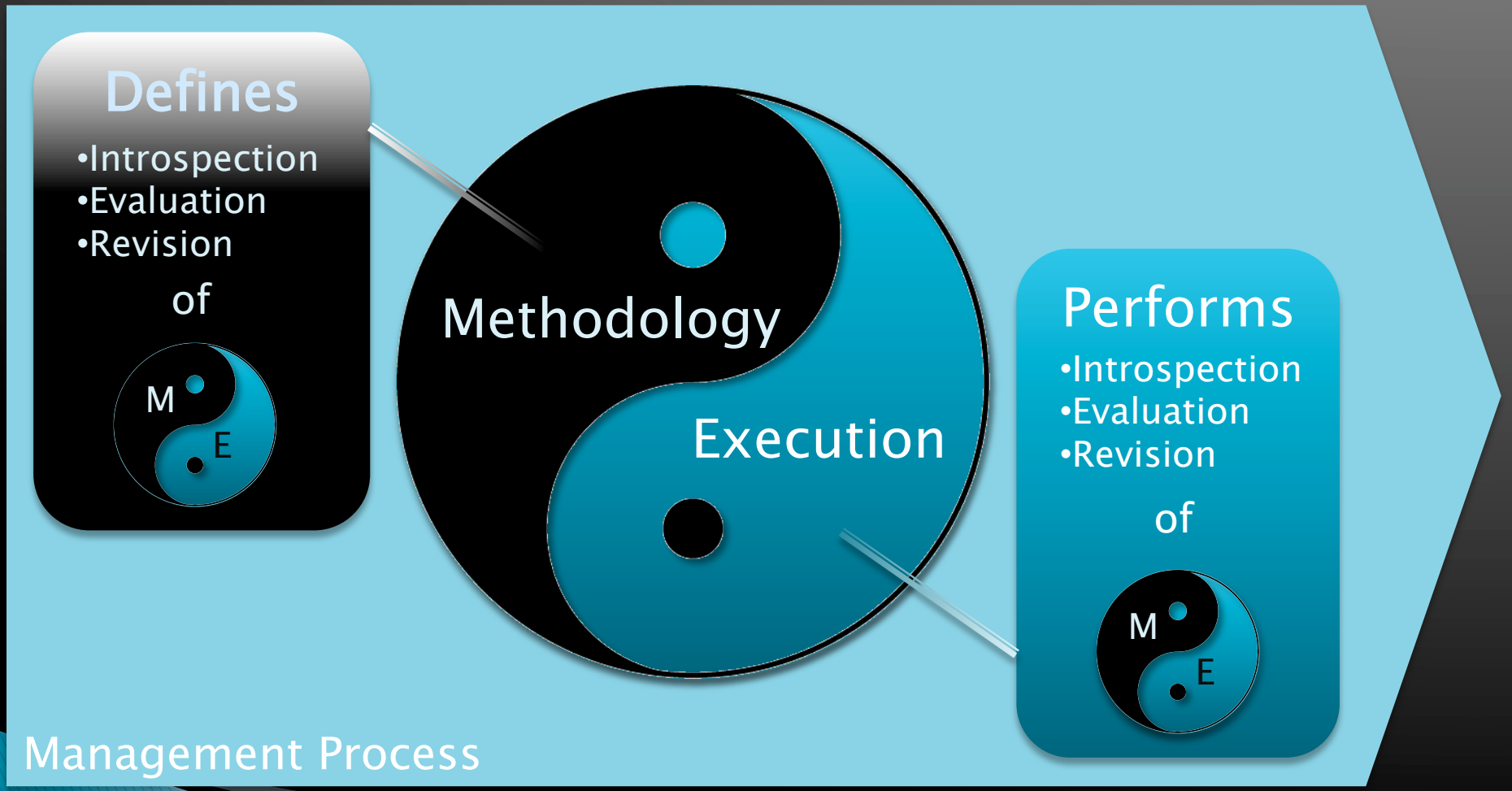
There was *lack of time* and *resources* to set up all meta-processes

All we wanted was to only ensure *sustainability of management process development*

Management Process Development



Sustainability of Management Process Development



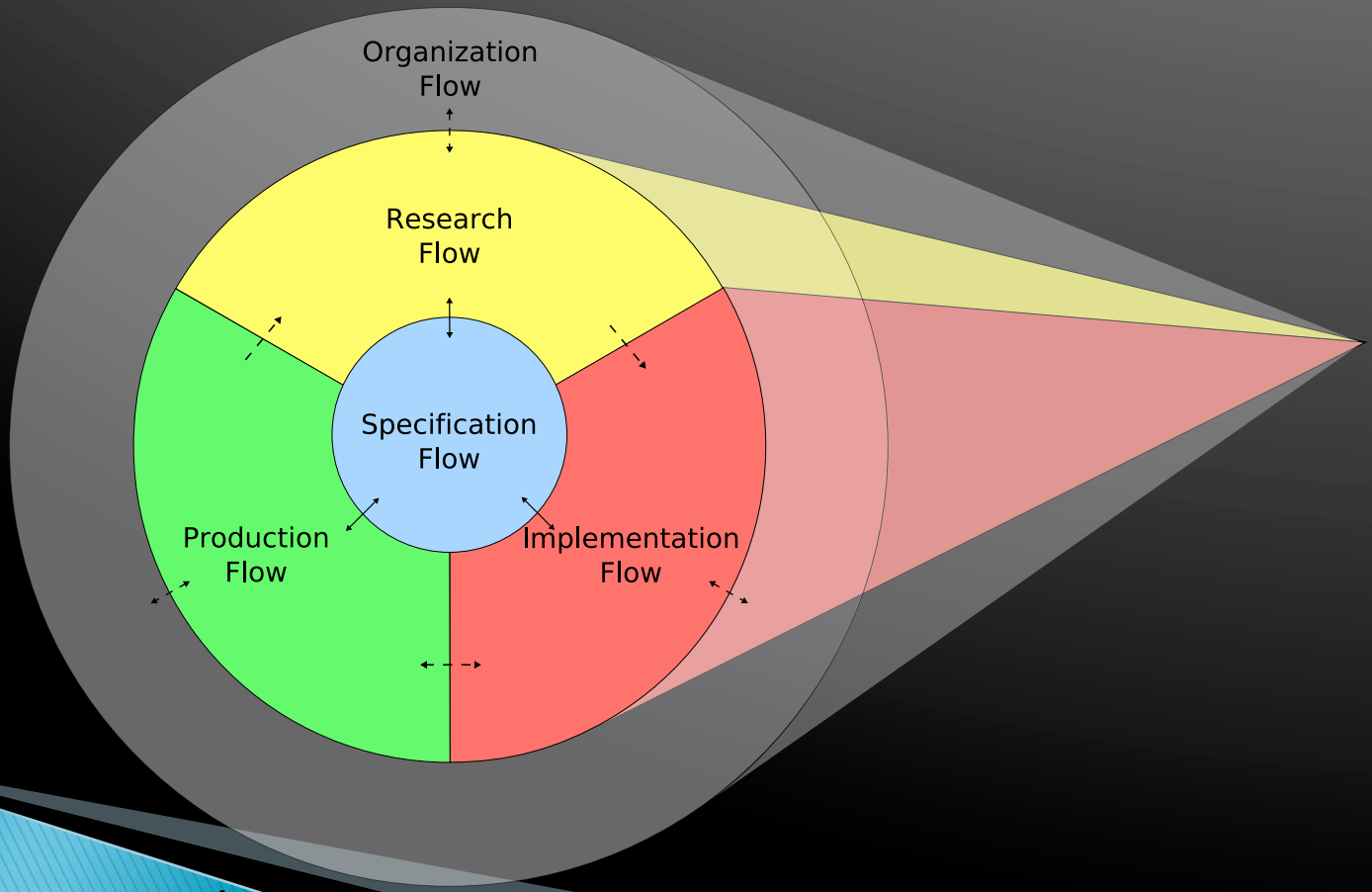
Concept of Flow

Flow

- project **activity categorization** focusing activities from the point of their primary aim by following categories:
  - R – Research
  - S – Specification
  - I – Implementation
  - T – Testing
  - P – Production
  - O – Organization
  - B – Business
  - E – Education

Origin of the Flow name

- Sequence of activities focused by certain categories in times represents flow



Flow projects derivation

Activity Categories

- Research
- Specification
- Implementation
- Testing
- Production
- Organization
- Business
- Education

Flow Projects

- R-FLOW
- S-FLOW
- I-FLOW
- T-FLOW
- P-FLOW
- O-FLOW
- B-FLOW
- E-FLOW

Provide methodological and environmental support for tasks of respective kind

Consequently, evaluate and improve the effectiveness of entire program

Flow projects

- Are *executed* in accordance with the *methodology*
- Change the *methodology* in accordance with the needs and requirements emerging in the execution of all projects
- Distributively and regularly perform introspection, evaluations and revision, i.e. feedbacks and feedforwards
- Pay attention to flow of activities in systematic and proactive way!
  - the attention is universally measured by attention function

Attention Function

- uniform way of valuation of all activities, events and situations is required in respect of attention which is demanded to accomplish or solve the valuated entities
- attention
  - is mental energy, which single person is able to expend within certain time interval for certain purpose labor input on project activity
  - is measured as amount of attention, which is required to be expended to accomplish the given activity

Why attention?

- attention is not strictly bound to the working hours and thus to the capacity of working days
- character of many activities being undertaken is also hard to bound to the working hours
- when the attention is measured, the mental effort is taken into account rather then only time which can be effectively wasted

Attention Function Definition

- Valuation of an activity A by attention is structured by:
  - people, whose attention have been or will be expended to accomplish the activity A → **work group**
  - for every member of work group M is determined the following:
    - **time** that M spent or will spend by paying attention to activity A
    - **role** in which M participate on activity A
- Roles and its credit valuation for an activity A:
  - **author** – 6 points/day spent on the activity A
  - **coworker** – 4 point/day spent on the activity A
  - **onlooker** – 0 points/day spent on the activity A
  - **opponent** – 1/4 of sum of all point valuation of author and all coworkers assigned to the activity A

Attention Function Utilizations

- Motivating aspects
- Aspect of team self-regulation
- Project valuation

Conceptual Overview

Project Categories

- Technology
- Application
- Proof-of-Concept
- Business
- Organization
- Flow

Activity Categories

- Research
- Specification
- Implementation
- Testing
- Production
- Organization
- Business
- Education

Attention Function

Evaluates each task and assigned team member by defined amount of credit

Universal measure to every undertaken activity

Attention Flows

Long term focus of attention on domains derived from *task categories*

Implemented as a project of *flow category*

Paraprocesses in Mycroft Mind

- Administrative processes
  - see examples in an extra mind map
- Development, Grow & Educational paraprocesses are realized through flow projects
- Special flow project HFLOW dealing with Human Resources Management

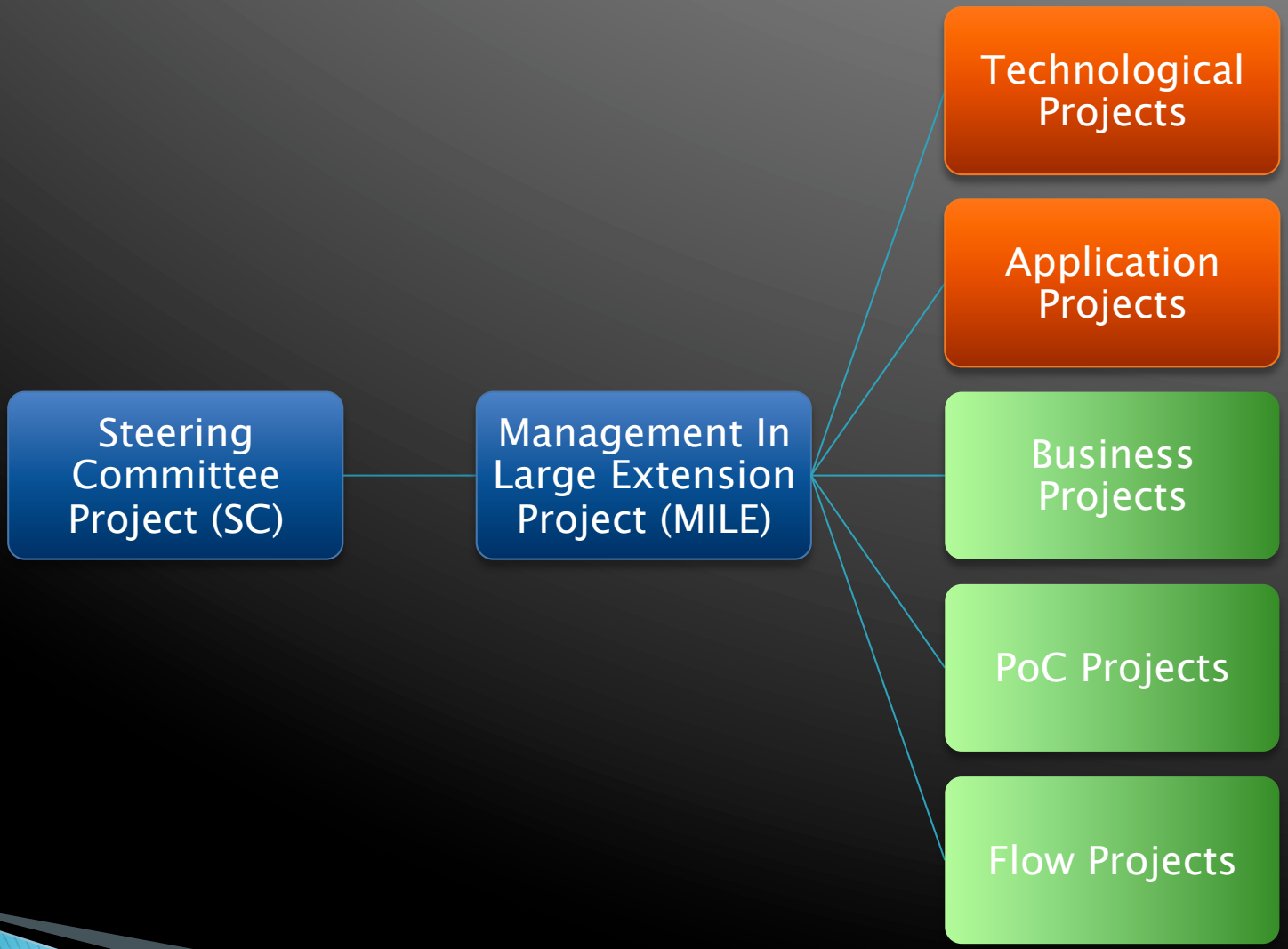
HFLOW project objectives

- Coordinates other flow projects
  - alignment with the current strategy
  - reflection of forthcoming requirements
  - discussion
- Performs short-term evaluations
  - discussion on written evaluations by managers
  - produces suggestion for promotion, extraordinary incentives, ...
- Coordinates long-term evaluations
  - personal interviews
- Collects all information related to acquisition

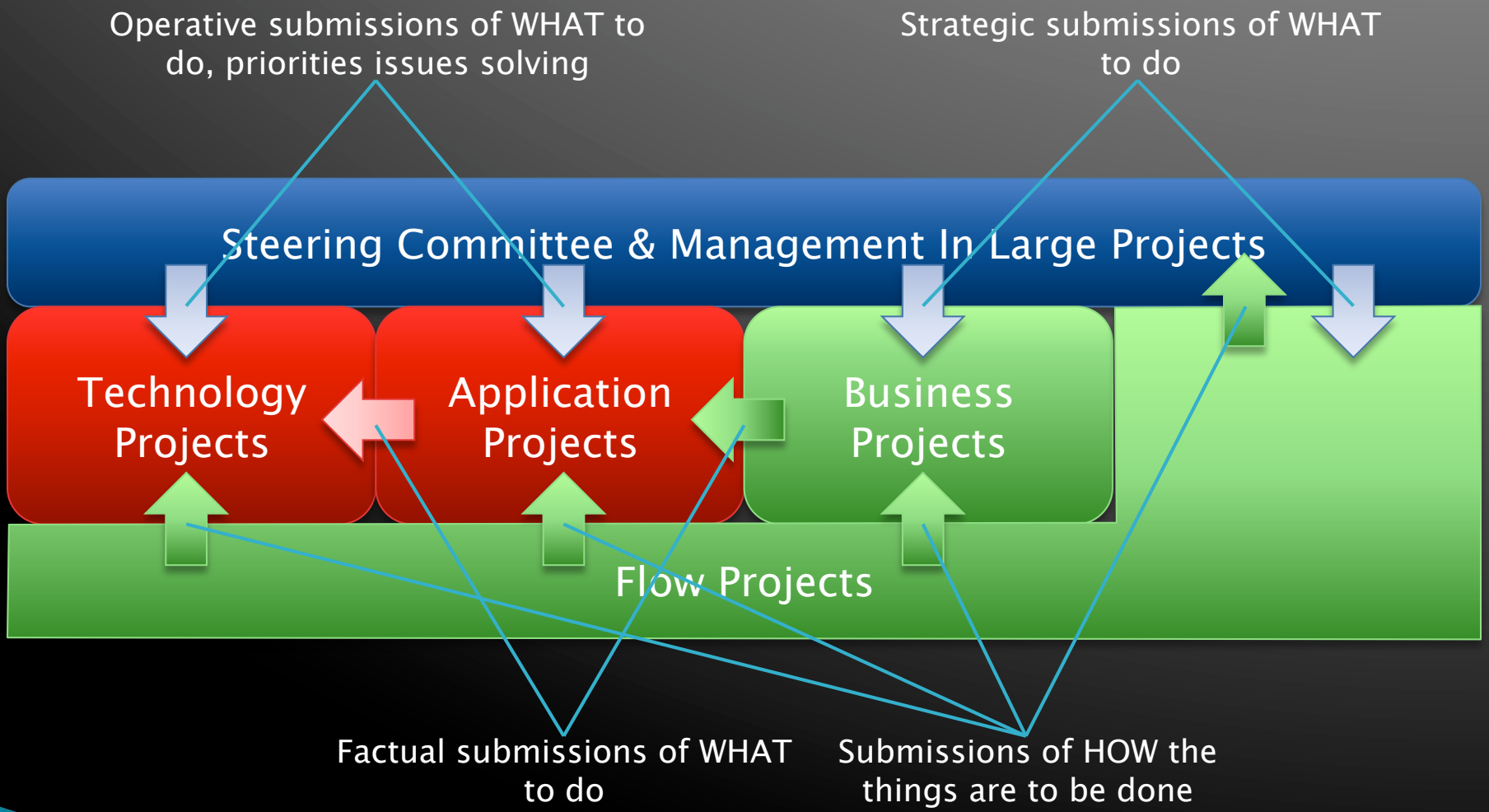
Metaprocesses in Mycroft Mind

- Principles
  - Two-level management principle utilization
  - Mills principle application
- Metaprocesses
  - Steering Committee Project (SC)
  - Management In Large Extension (MILE)
    - Forming In Large Extension (FILE)

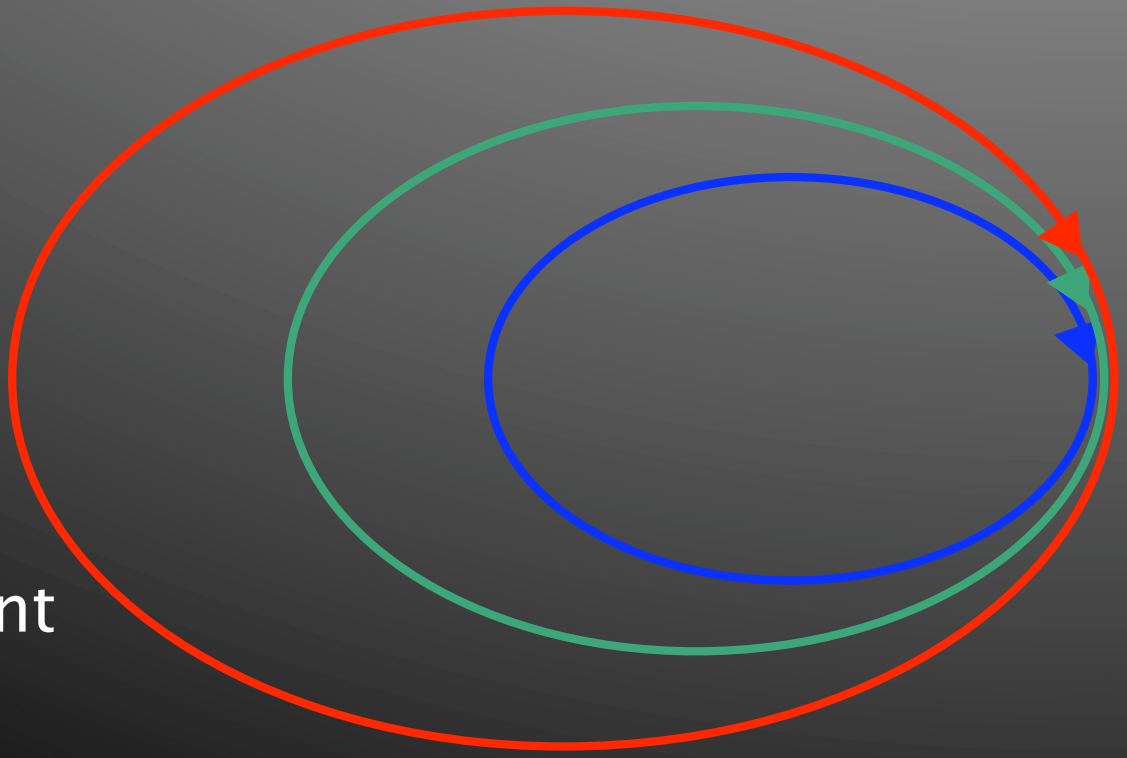
Two-level management structure – Executive Structure



Project Program Scheme

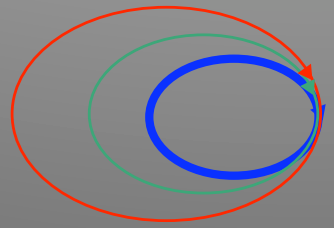


Mills Principle ~ Project Program/Portfolio Management



- Project Mill
  - daily management
- MILE Mill
  - interprojects influences
- SC Mill
  - Strategic Frame for projects

Project Mill



- Each project runs its own project mill
- Deals with project management
  - progress of the project
  - quality of outputs
  - project risks
  - changes of all aforementioned
- All to satisfy the triple-constraint of the project!

Technological Projects

Application Projects

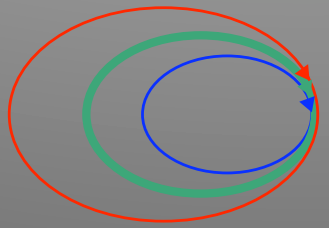
Business Projects

PoC Projects

Flow Projects

MILE Mill

Management In Large Extension Project (MILE)



Focuses on interactions of projects.

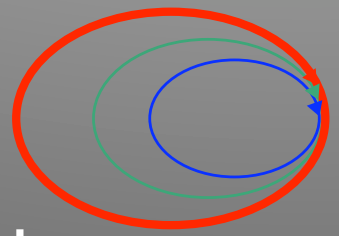
Deals with management of

- allocation and re-allocation of shared resources
  - human, material and financial
- products
  - factual project relations
- time/attention
  - attention distribution among projects in time

All to make project program execution as effective as possible!

SC Mill

Steering Committee Project (SC)



Defines strategic frame, i.e. frame for other projects.

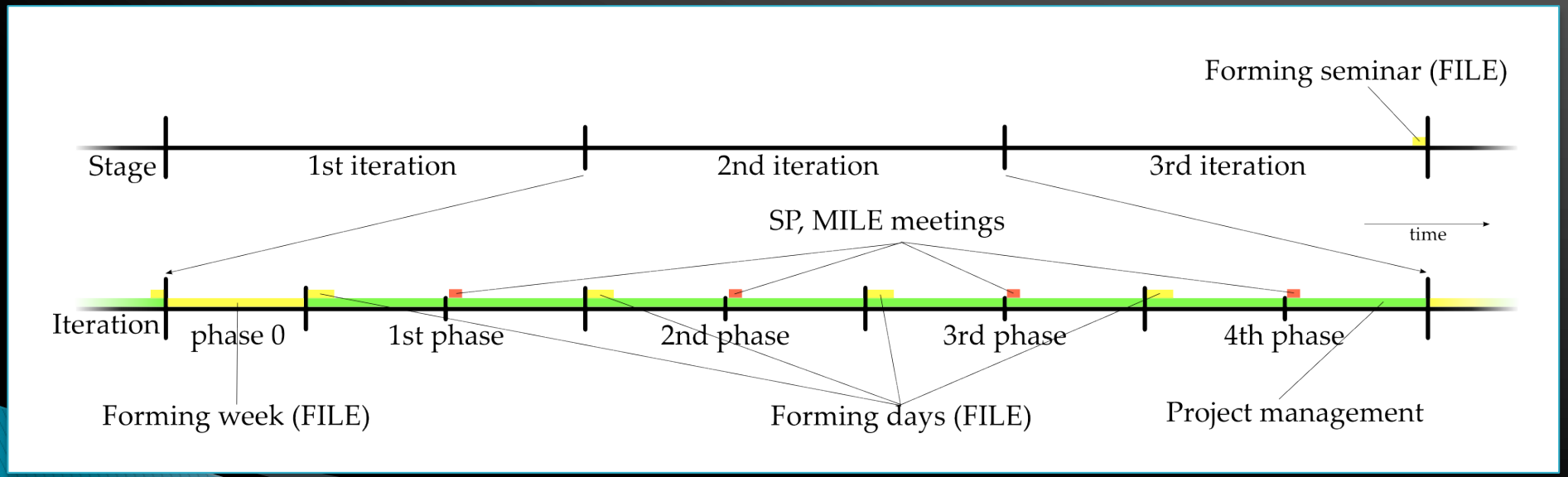
Deals with management of:

- alignment of project objectives with the current strategy
- project priorities in respect of the current strategy

All to achieve strategic goals of organization!

Mills in action ~ Organization Rhythm

- Iterations ~ Quarters
- Phases ~ Two weeks
- Forming seminars, weeks and days
  - forming in large extent (FILE)



Management Tools (1)

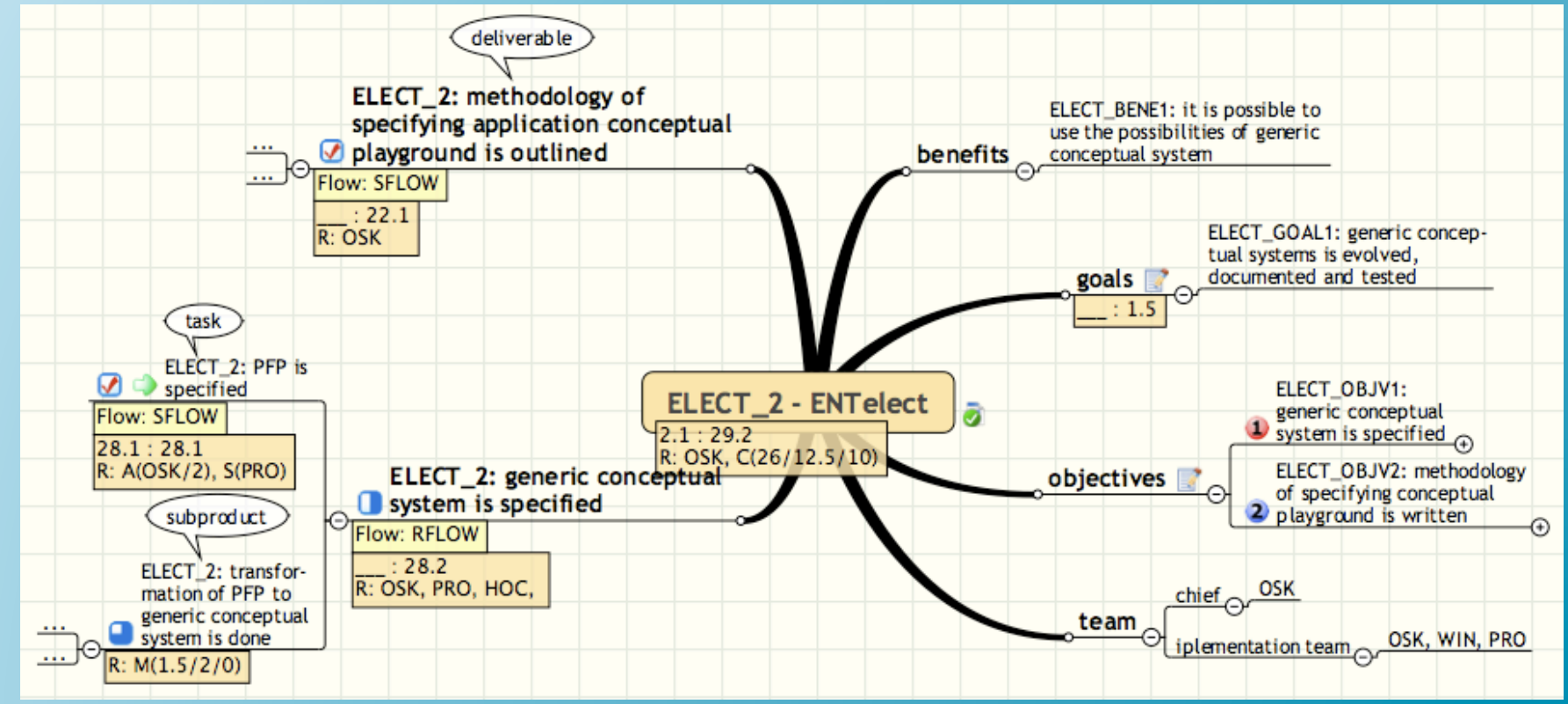
Principle we have applied

- Principle of work with unknown: ICT support of business has to be done in a way it can easily support also such requirements that business owners are not aware of today

Tools we have used

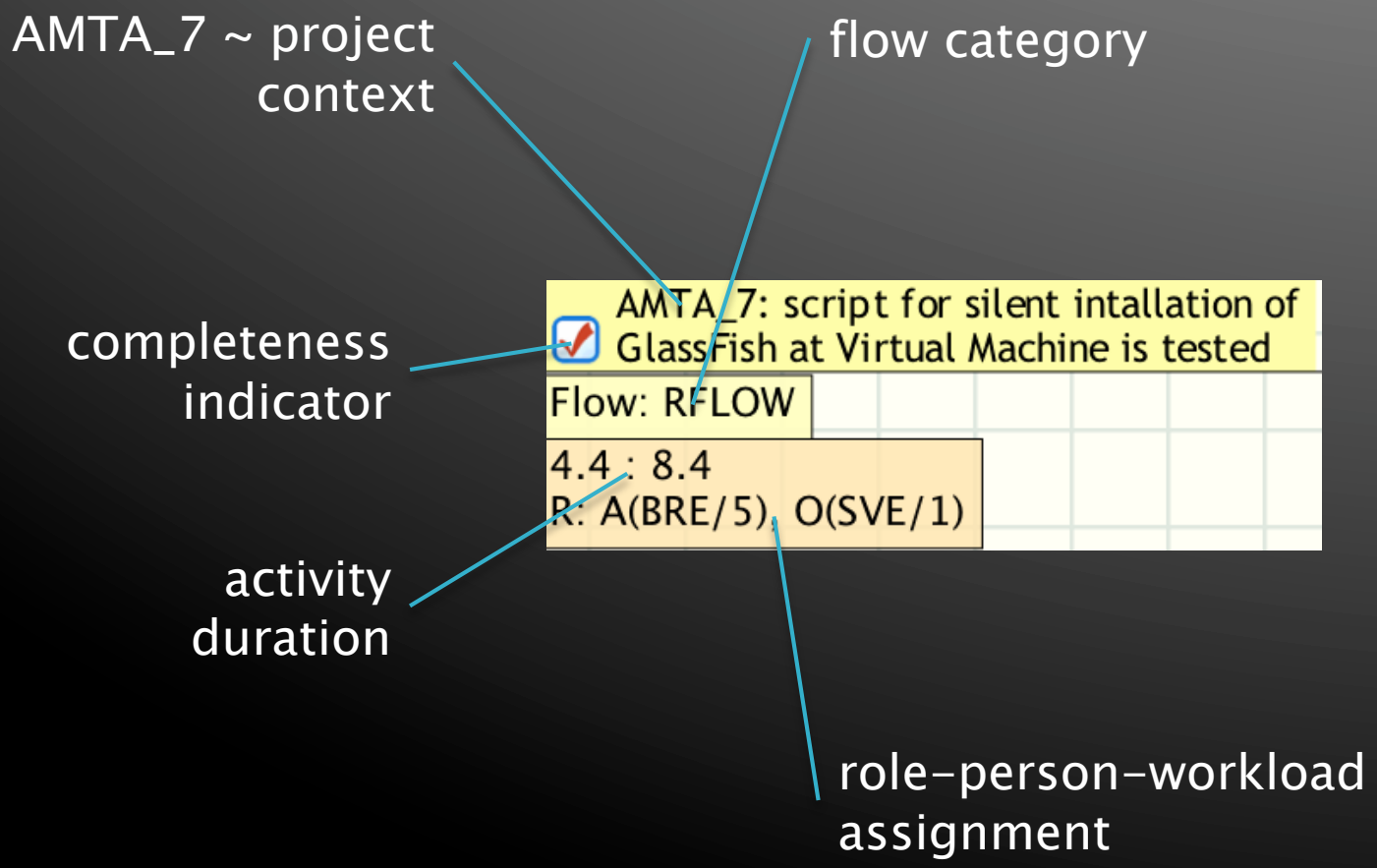
- Mind Manager – flexible mind mapping editor
- Project Explorer – flexible tool for reporting and analysis
- Excel – flexible tool for spreadsheet based analysis and overviews

Management Tools (2)

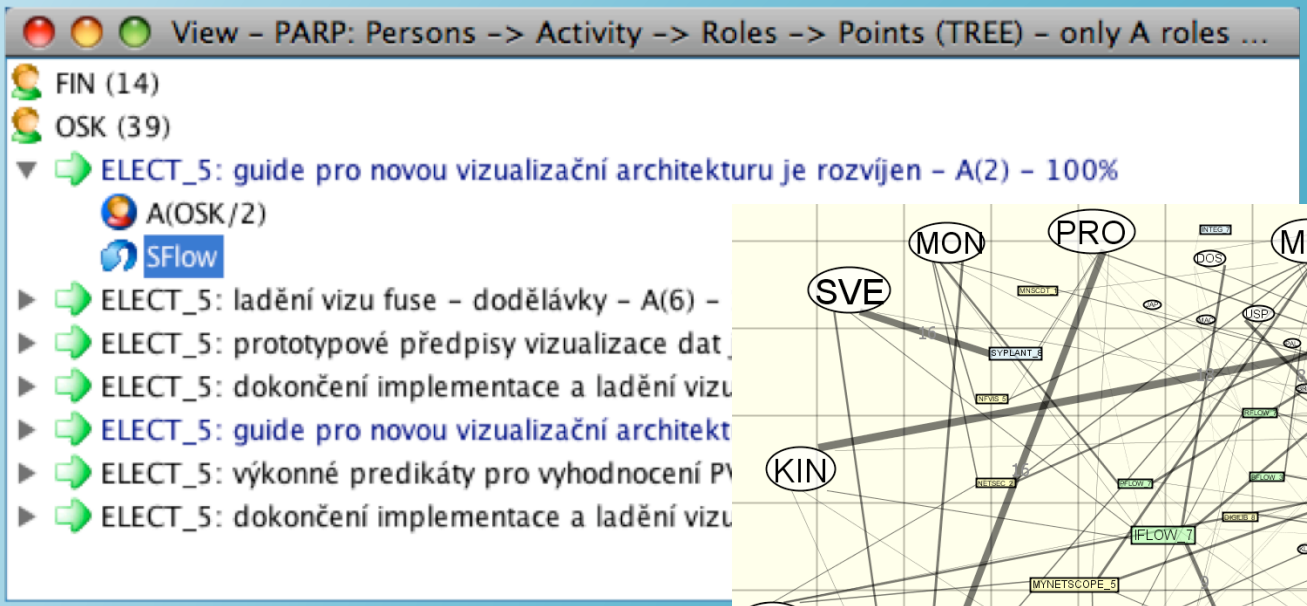


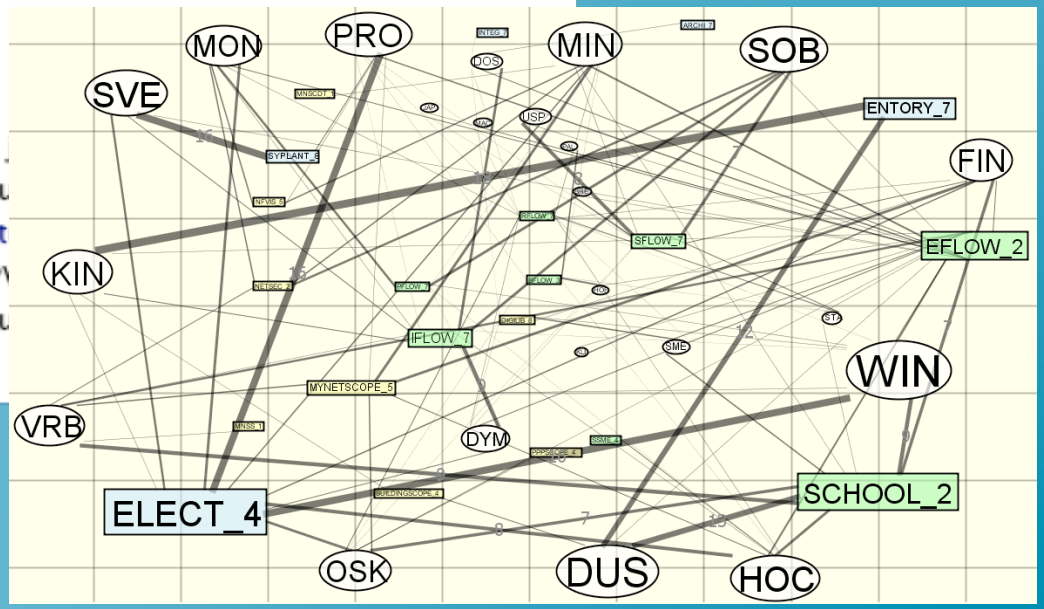
Mind Maps (Mind Manager)

Activity Specification Example



Management Tools (3)





Project Explorer (proprietary tool)