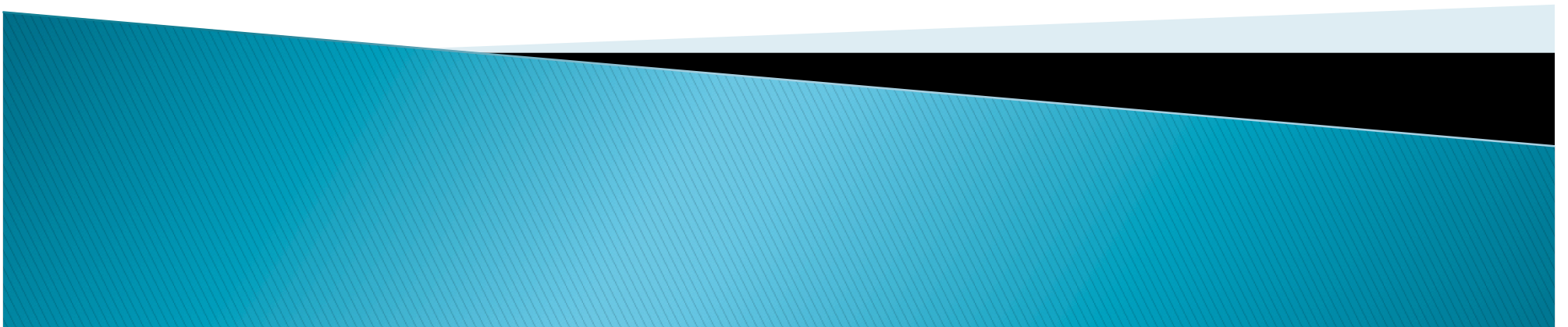
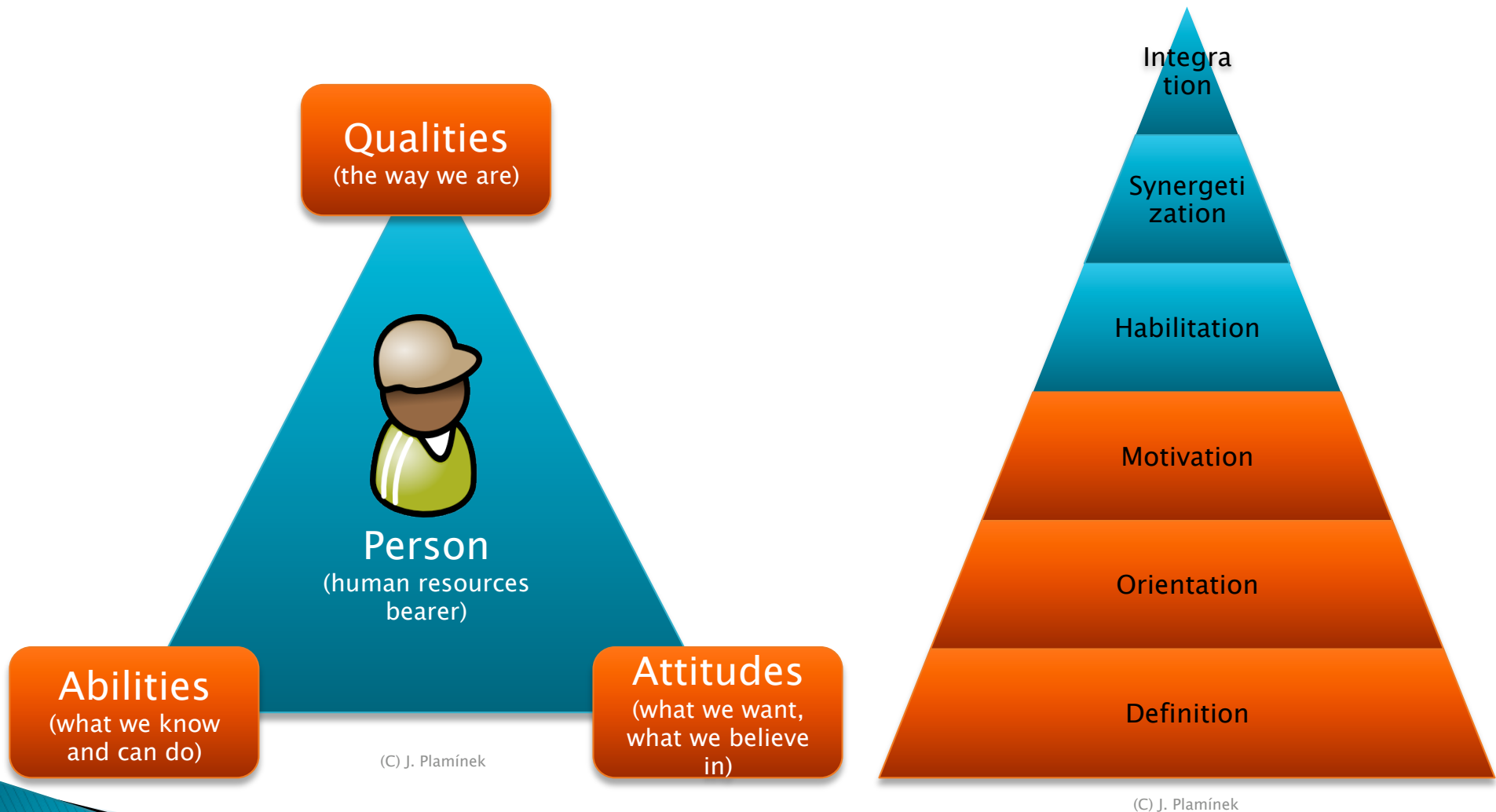


# Management by Competencies

Habilitation, Integration and Synergization

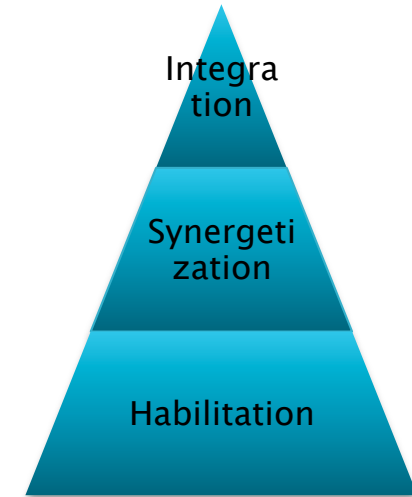


# Previously on MbC

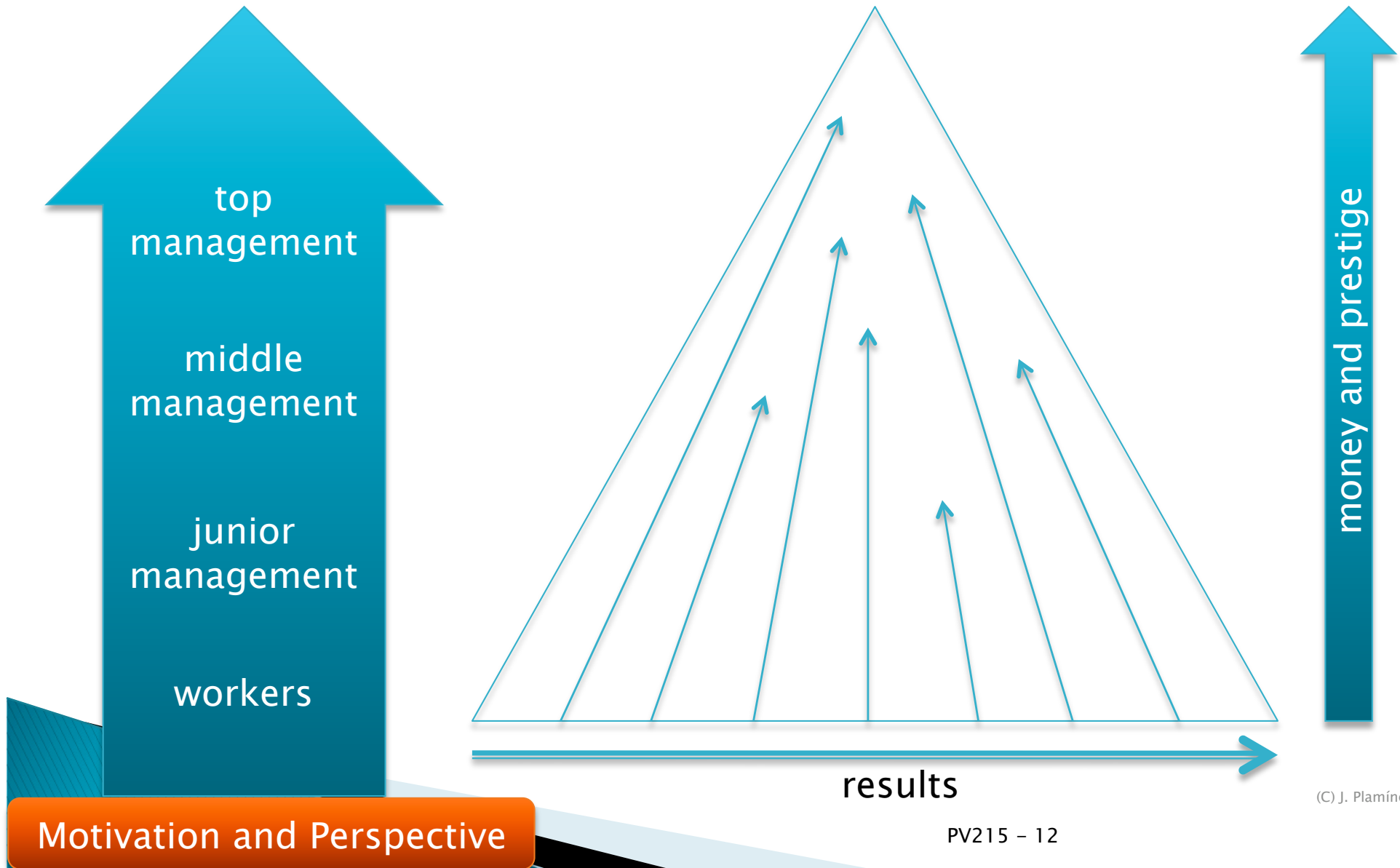


# Agenda

- ▶ Motivation and Perspective
- ▶ Habilitation
- ▶ Integration
- ▶ Synergetization
  - Synergy
  - Interpersonal relationships
  - Differences between people
  - Conflicts
  - From group to Team

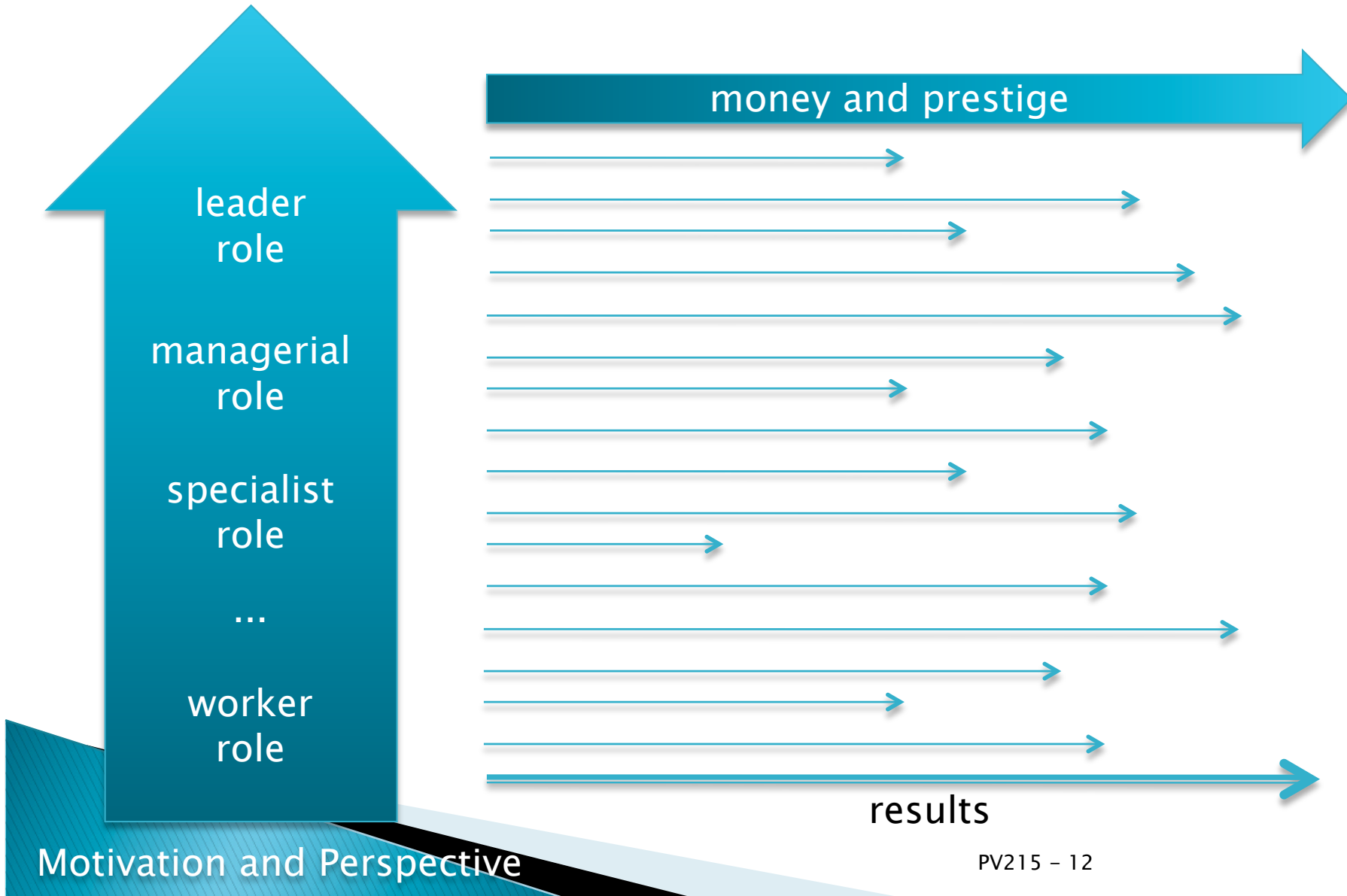


# Vertical careers principle

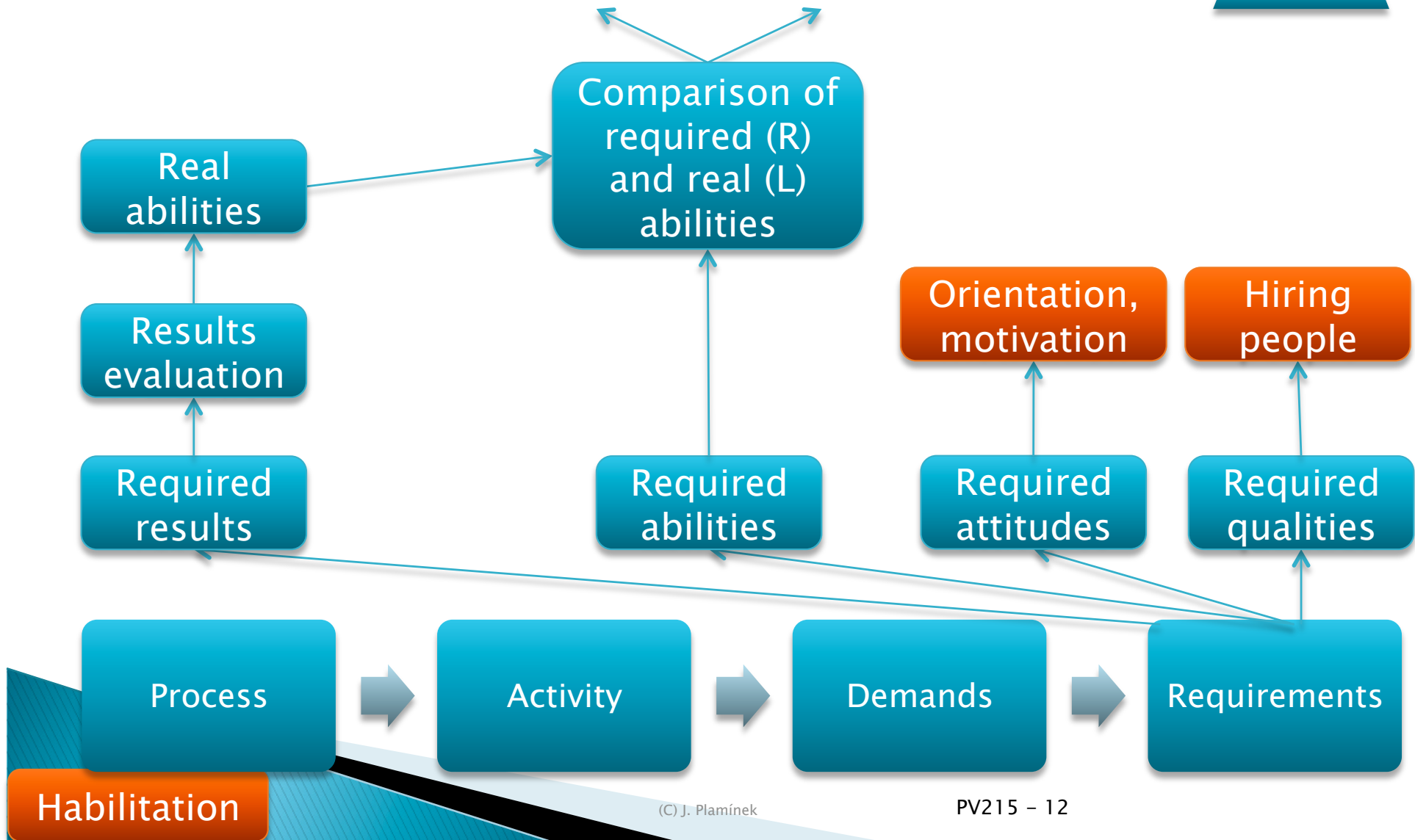
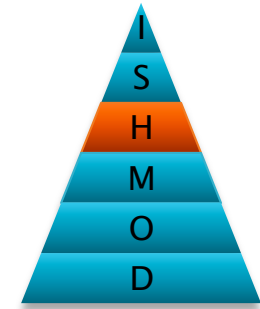




# Horizontal careers principle

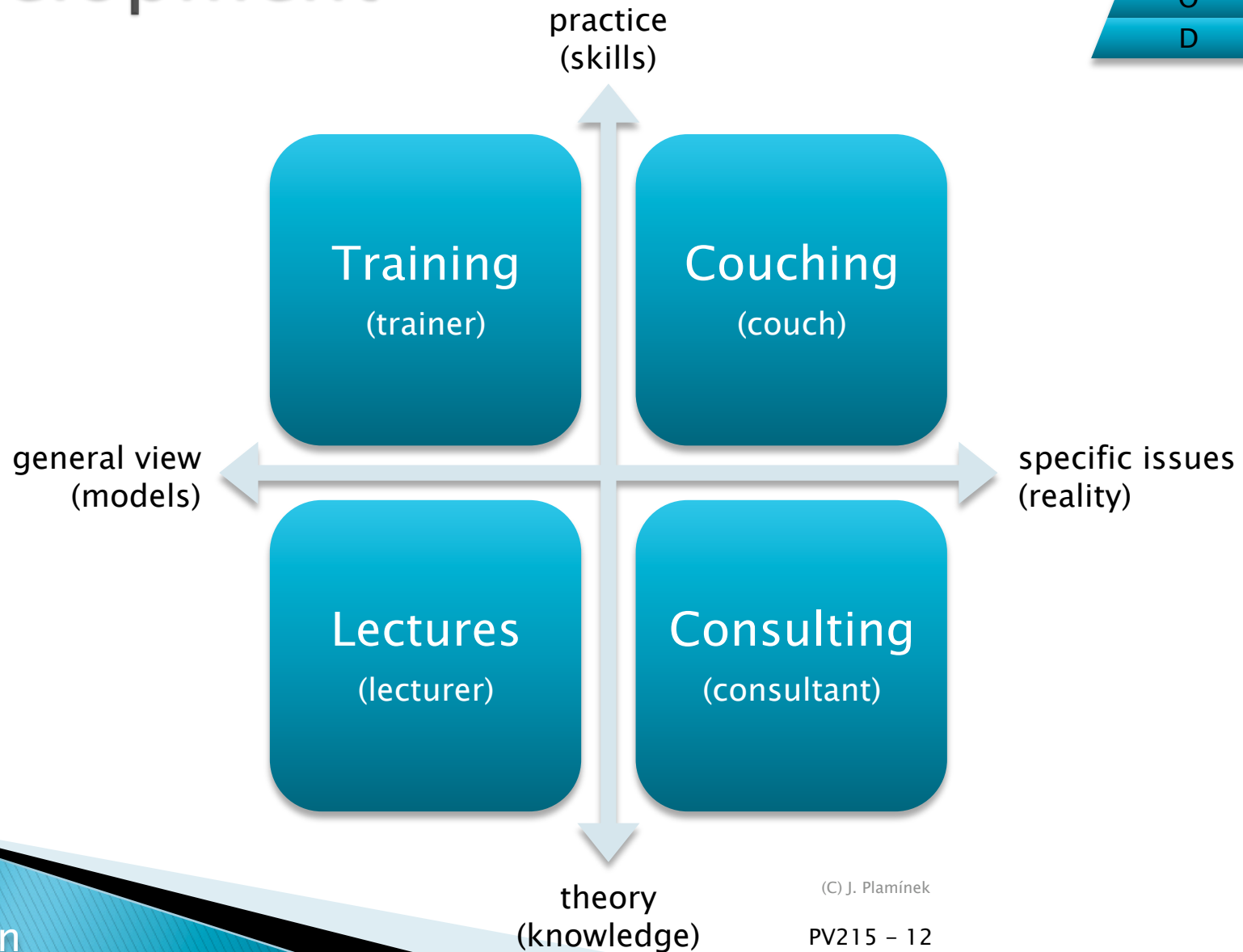
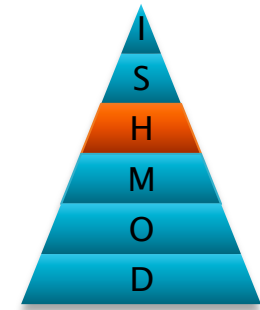


# Harmony of abilities and requirements

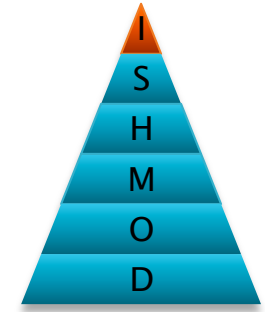




# Methods of abilities development

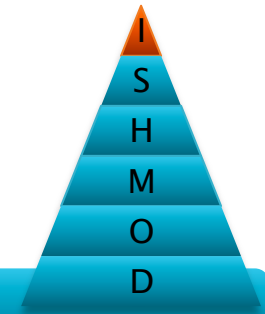


# Managing conflict people



- 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

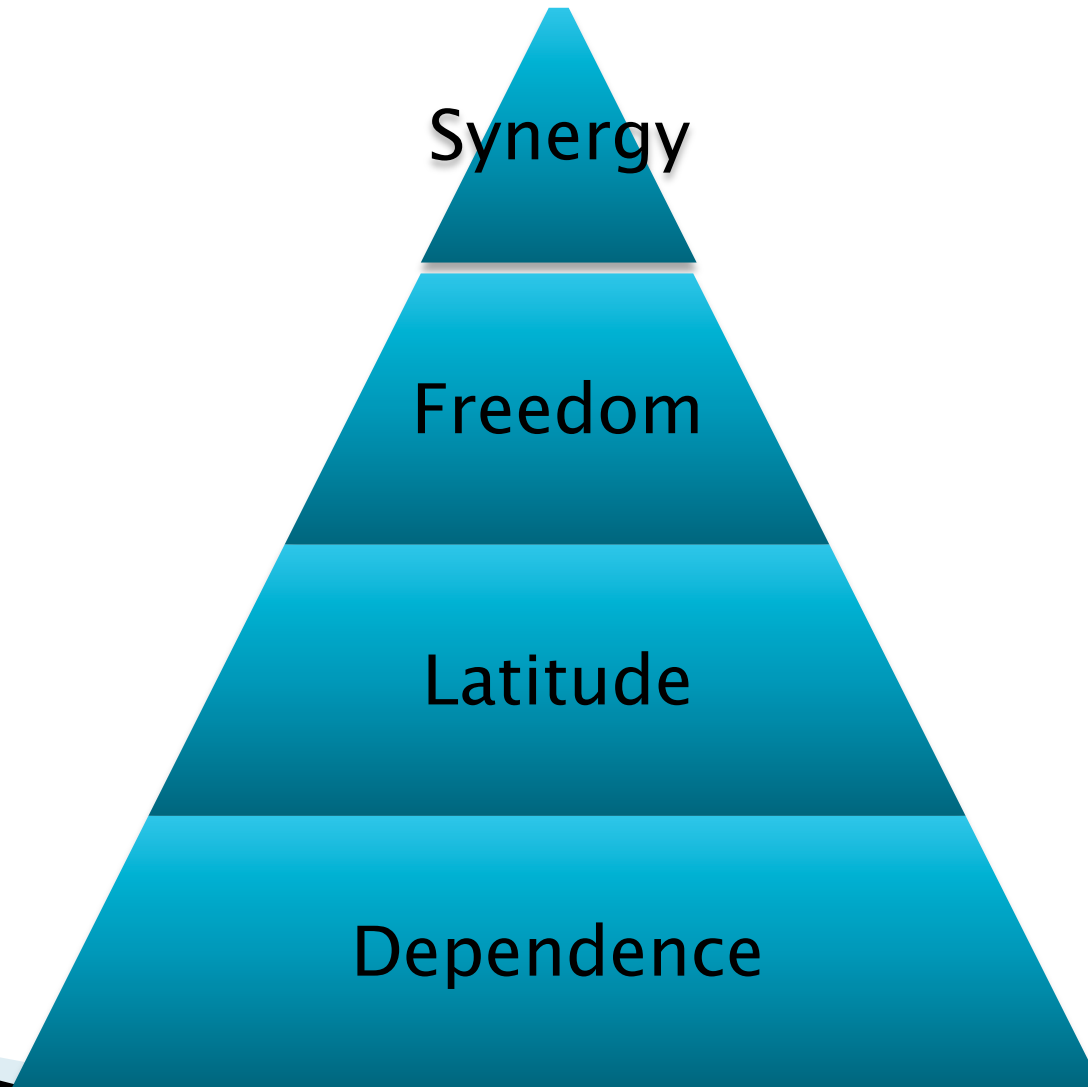
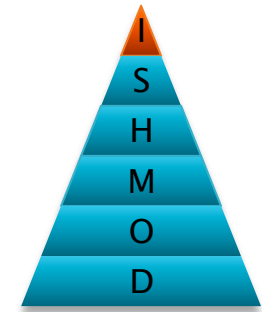
## Does not care, is passive

- then orientate and motivate him or her

## It is his or her nature or unknown

- if it is important, ask specialist

# Individual development



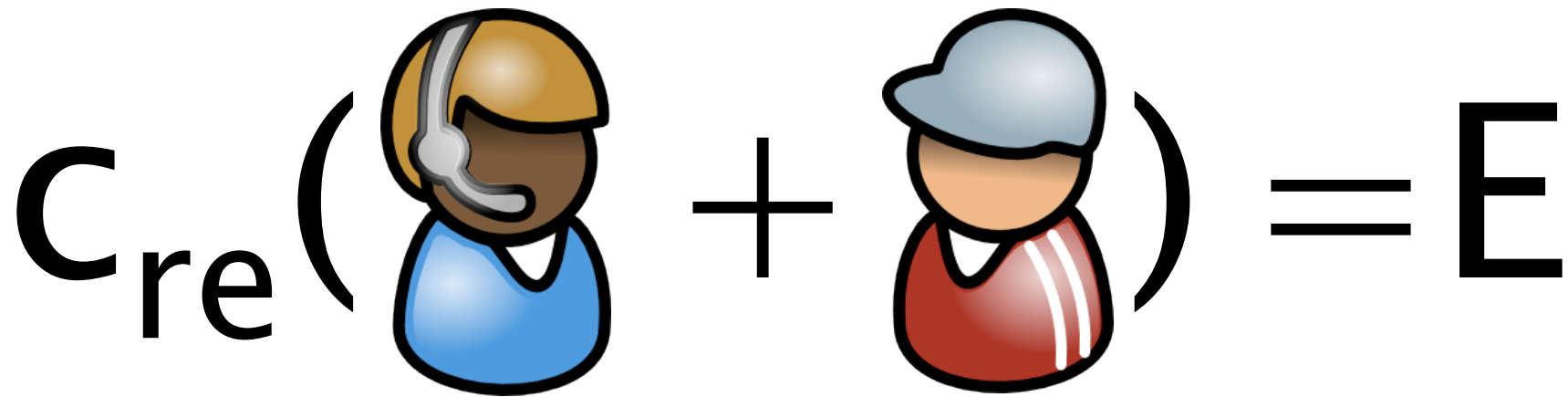
Integration

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# Synergy

$$C_{re} (\text{Icon 1} + \text{Icon 2}) = E$$
The diagram illustrates the concept of synergy using a mathematical equation. On the left, the variable  $C_{re}$  is followed by a large opening parenthesis. Inside the parenthesis, there are two stylized human icons. The first icon is a person with a brown complexion wearing a blue shirt and a yellow hard hat with a white headset. The second icon is a person with a light complexion wearing a red shirt with white stripes on the sleeve and a grey hard hat. A plus sign is placed between the two icons. The closing parenthesis follows the second icon. To the right of the parenthesis is an equals sign, followed by a large capital letter 'E'.

$C_{re}$  ... relationship efficiency coefficient

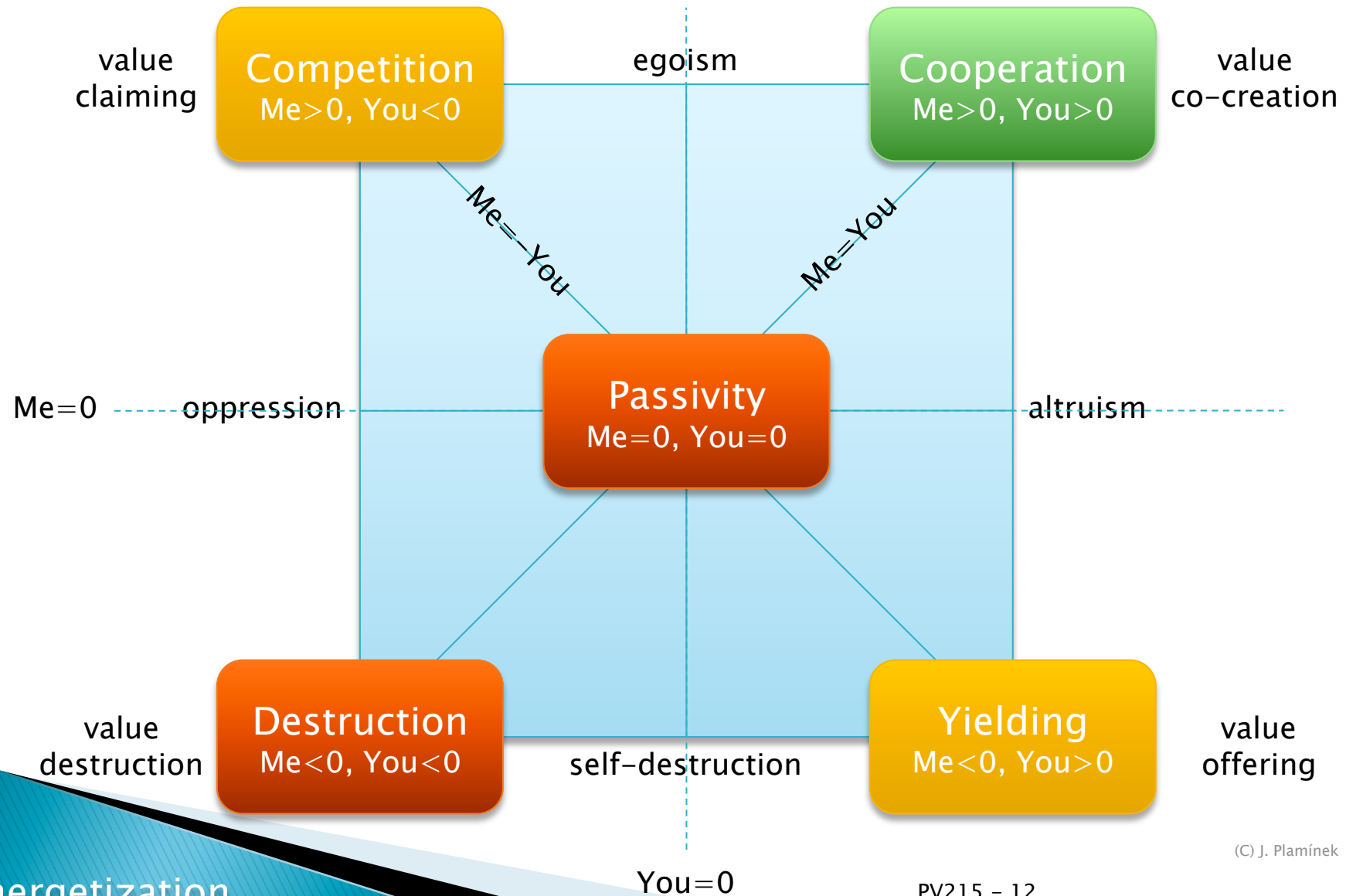
$C_{re} < 1$  ... conflict

$C_{re} = 1$  ... neutral

$C_{re} > 1$  ... 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

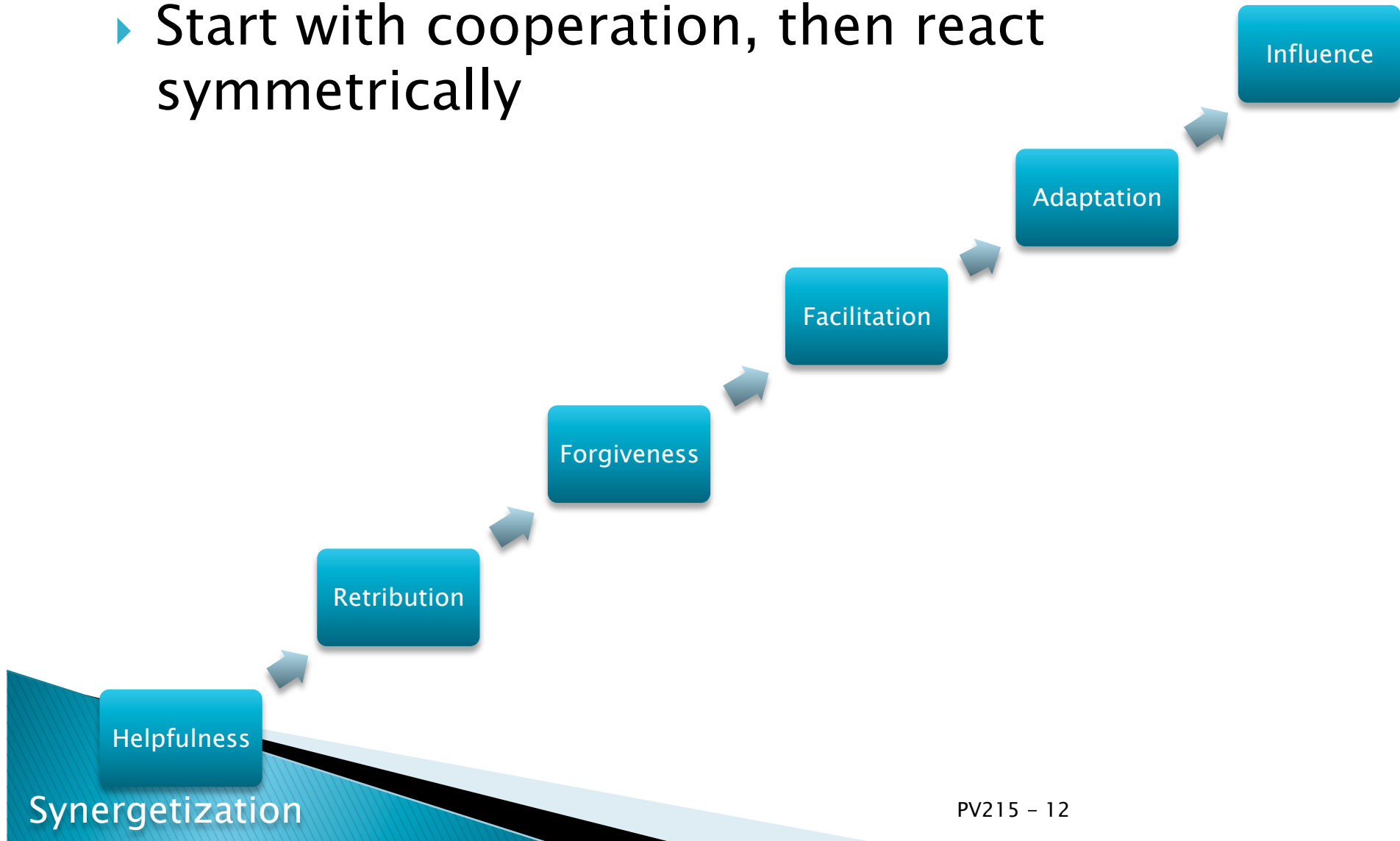
# Strategy of relational behavior

- ▶ 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

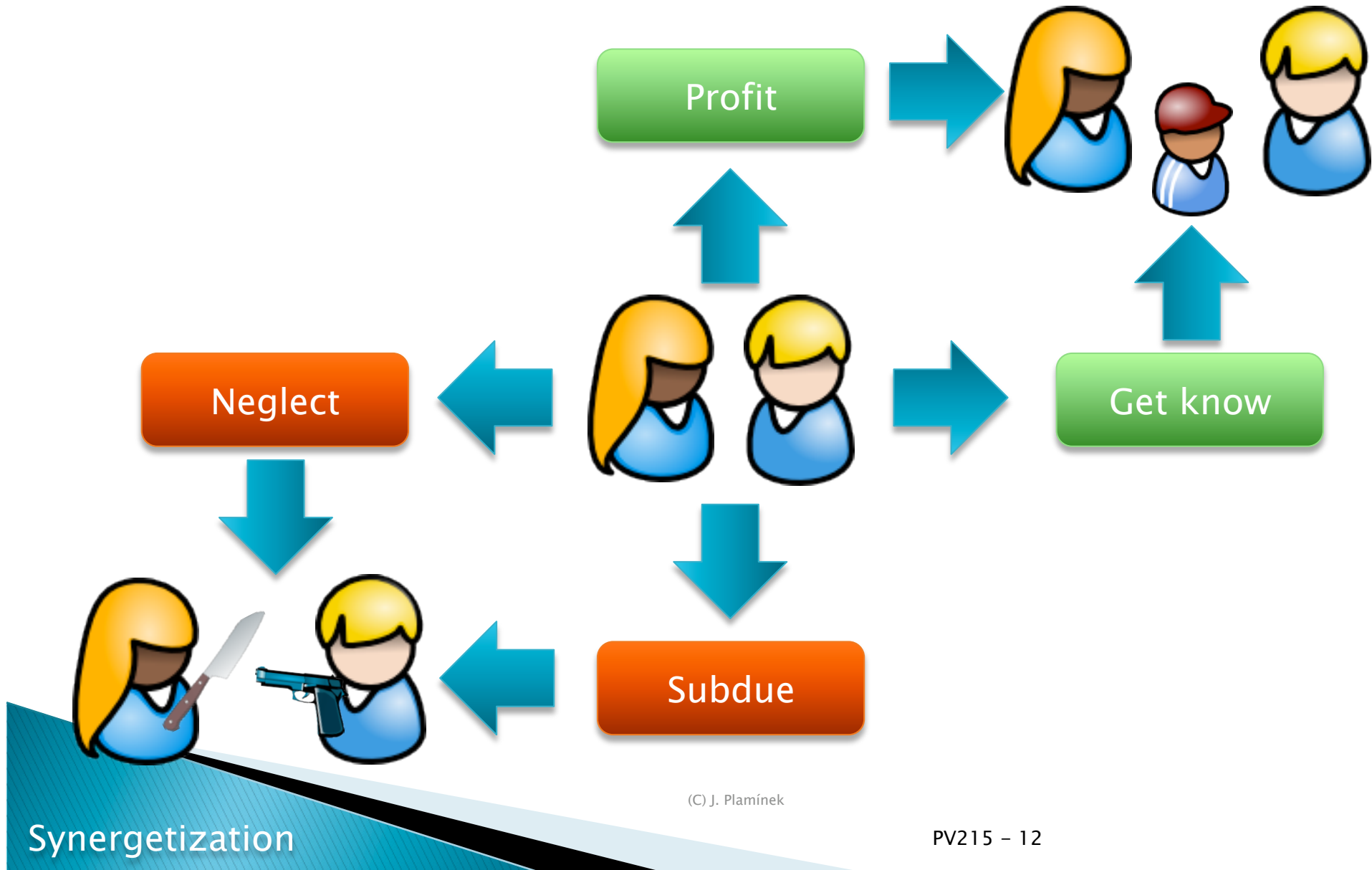


# Tit-for-Tat

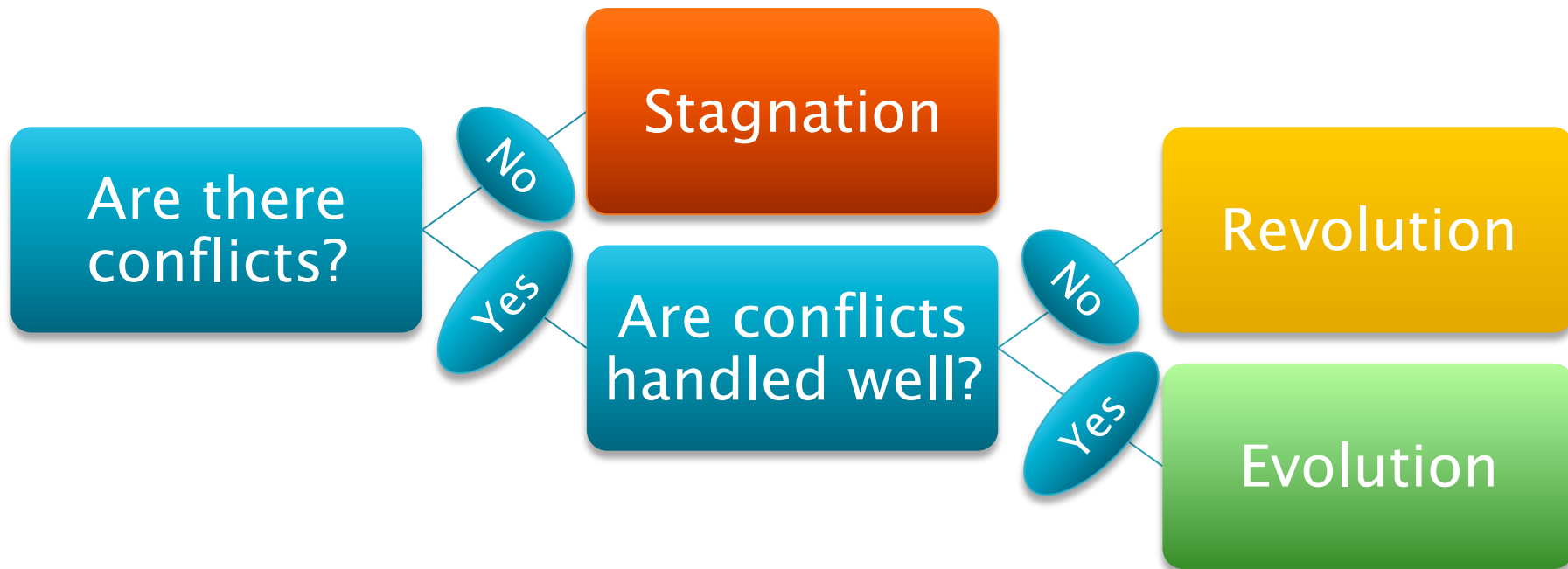
- ▶ Start with cooperation, then react symmetrically



# Differences between people

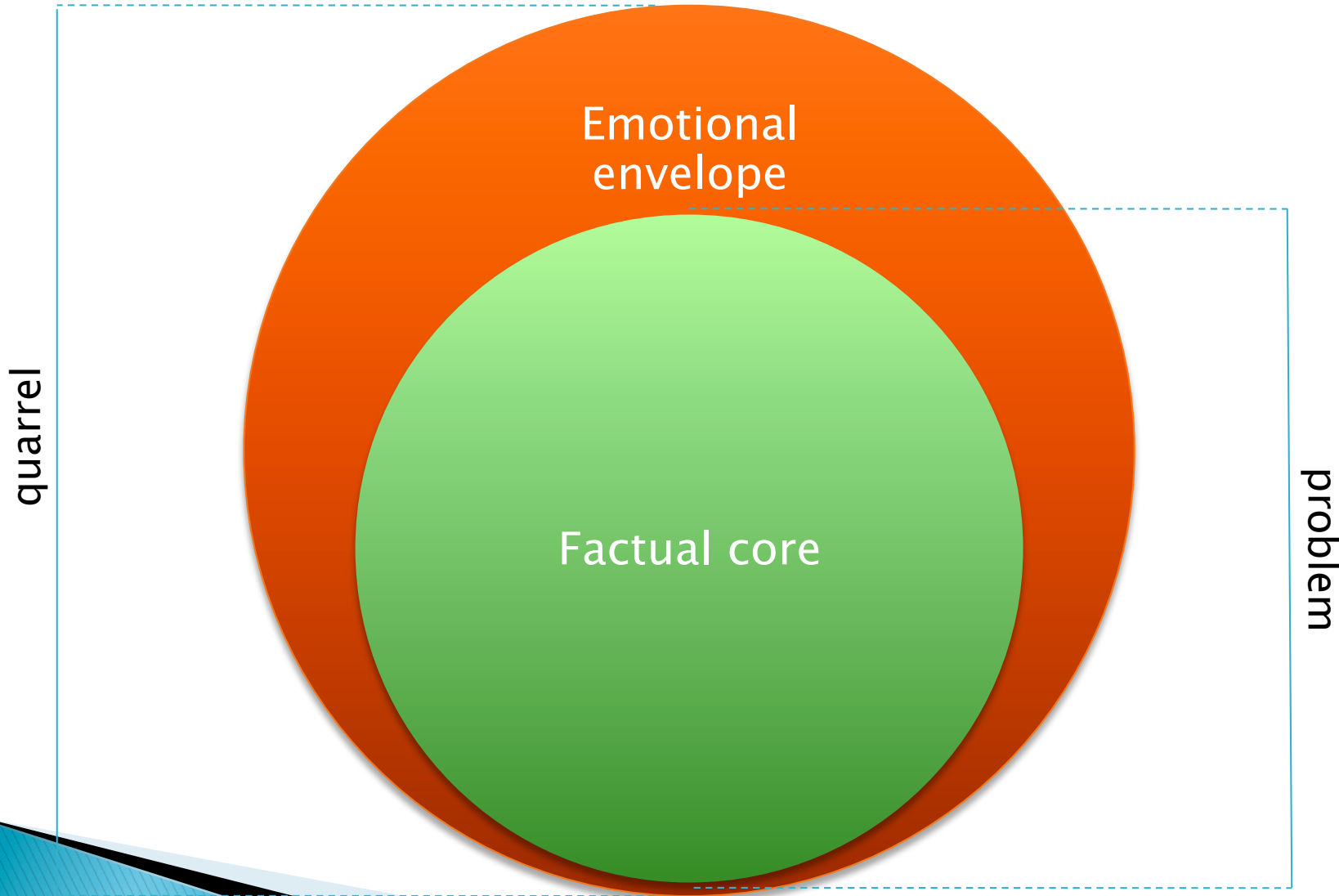


# Conflicts in group

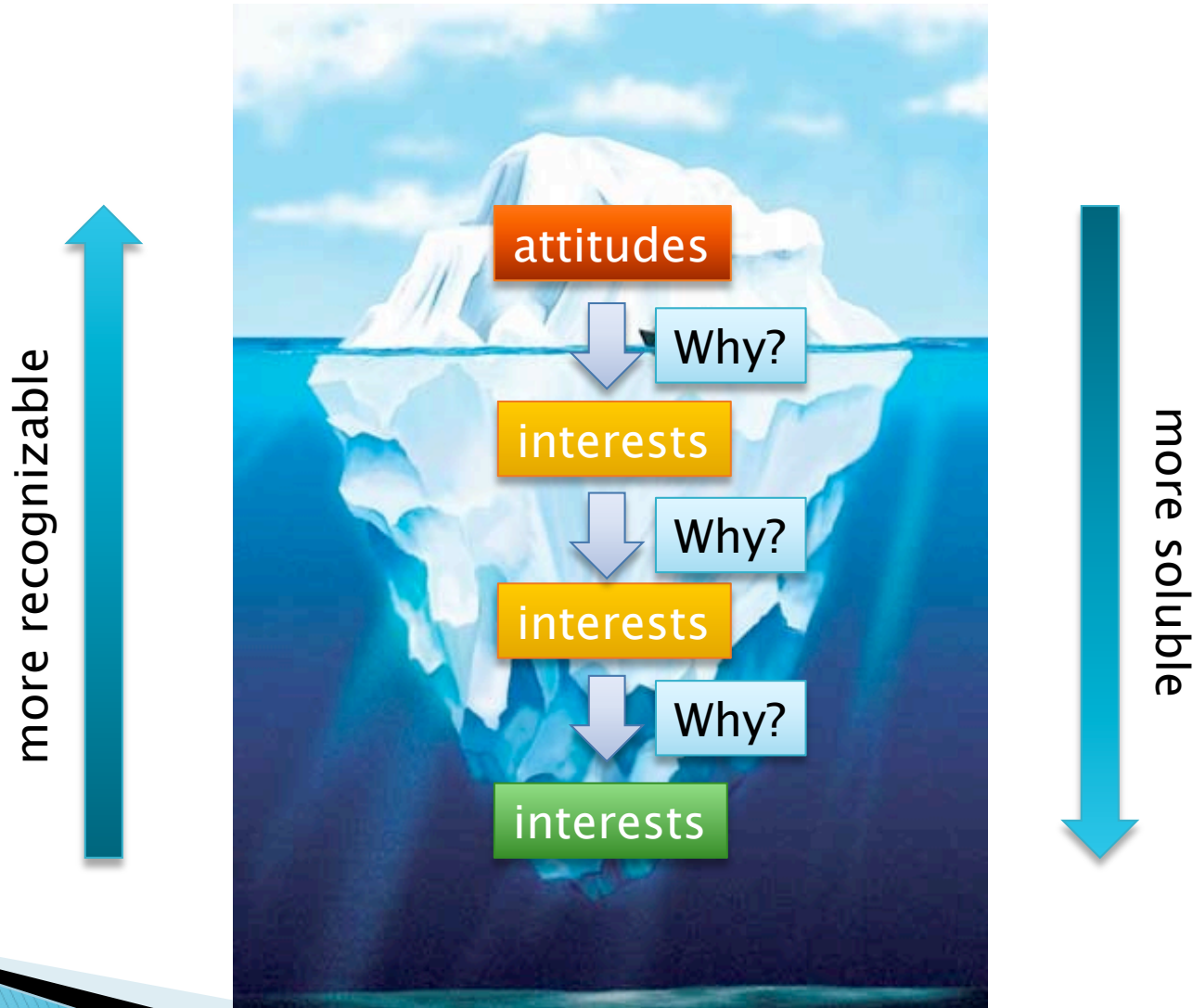


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# Human and factual elements of conflict



# Obvious and hidden elements of conflict



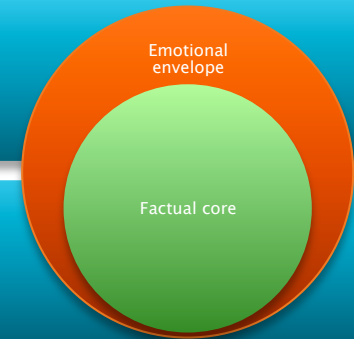
# Principles of conflicts handling

Principle of evolution



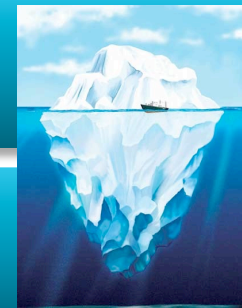
Principle of prevention

Principle of depersonalization



Principle of mediation

Principle of rationalization

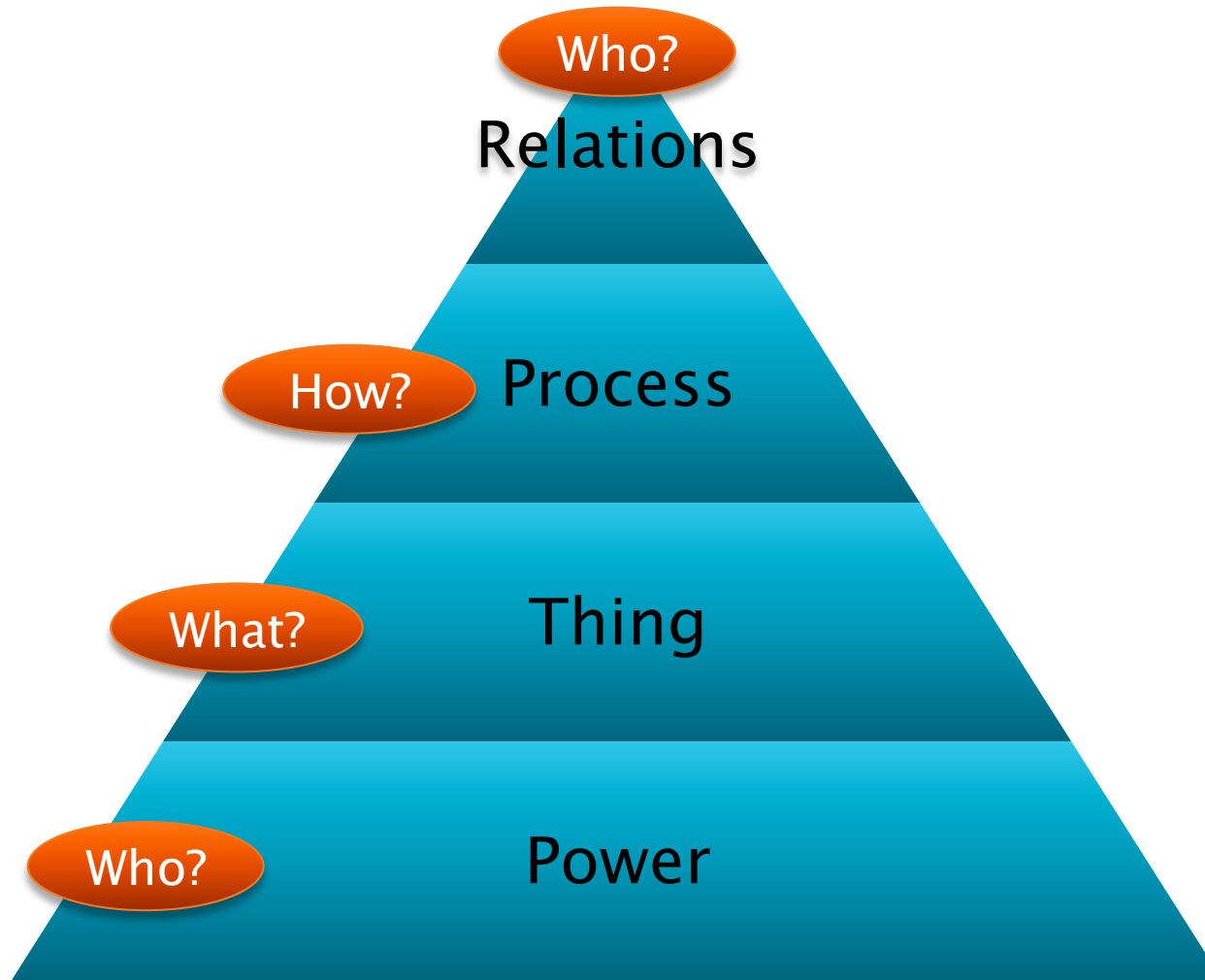


Principle of many dimensions

# 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



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	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