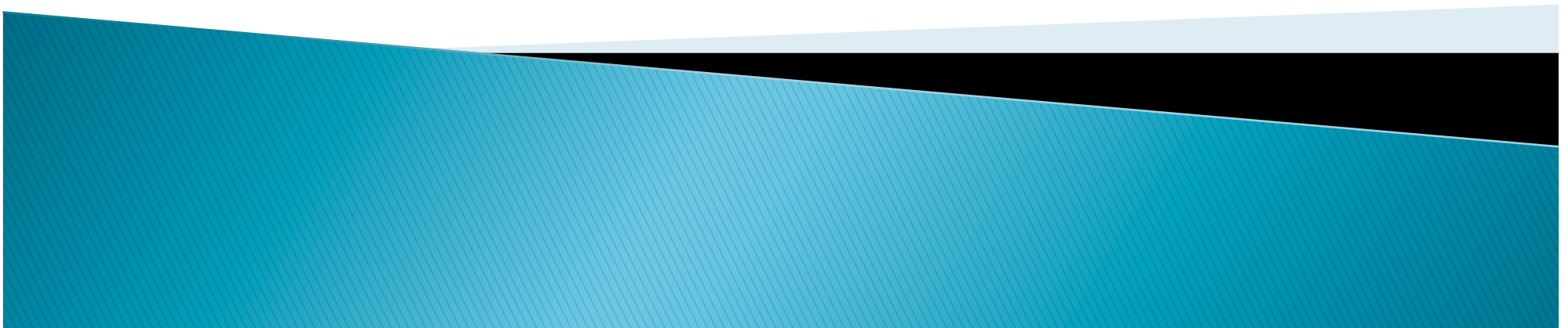
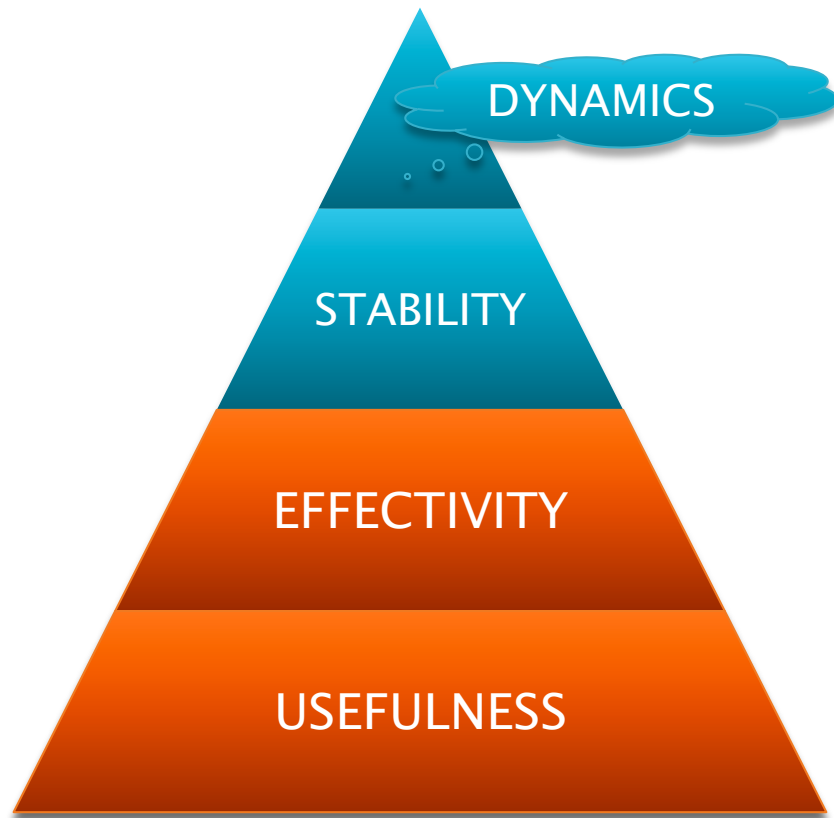


Management by Competencies

World of Requirements – part III



Previously on MbC



theory of vitality

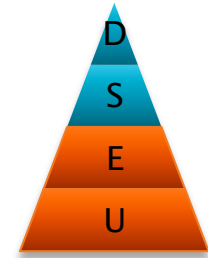


business model canvas

Agenda

- ▶ Achieving equilibrium
- ▶ Linear Management
- ▶ Building up stability
- ▶ Building up dynamics
- ▶ Learning Organization

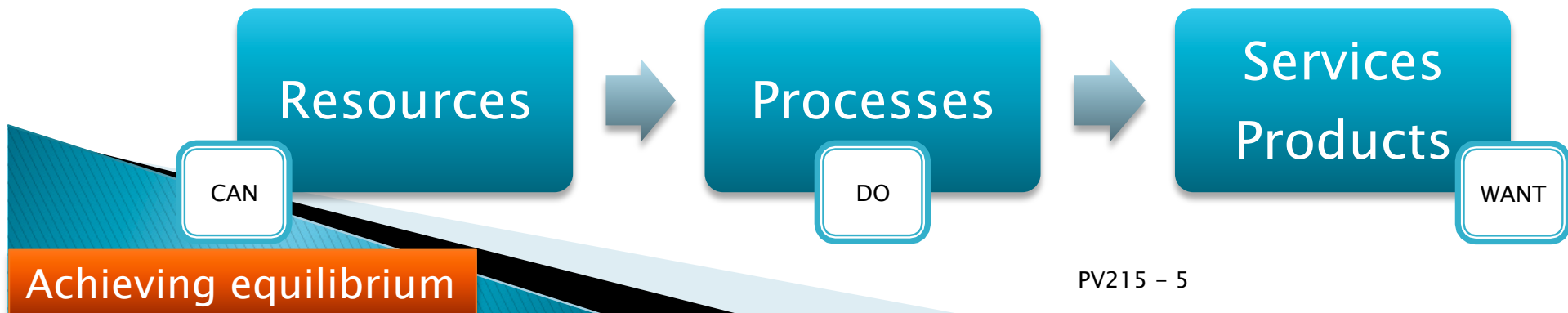
Achieving equilibrium



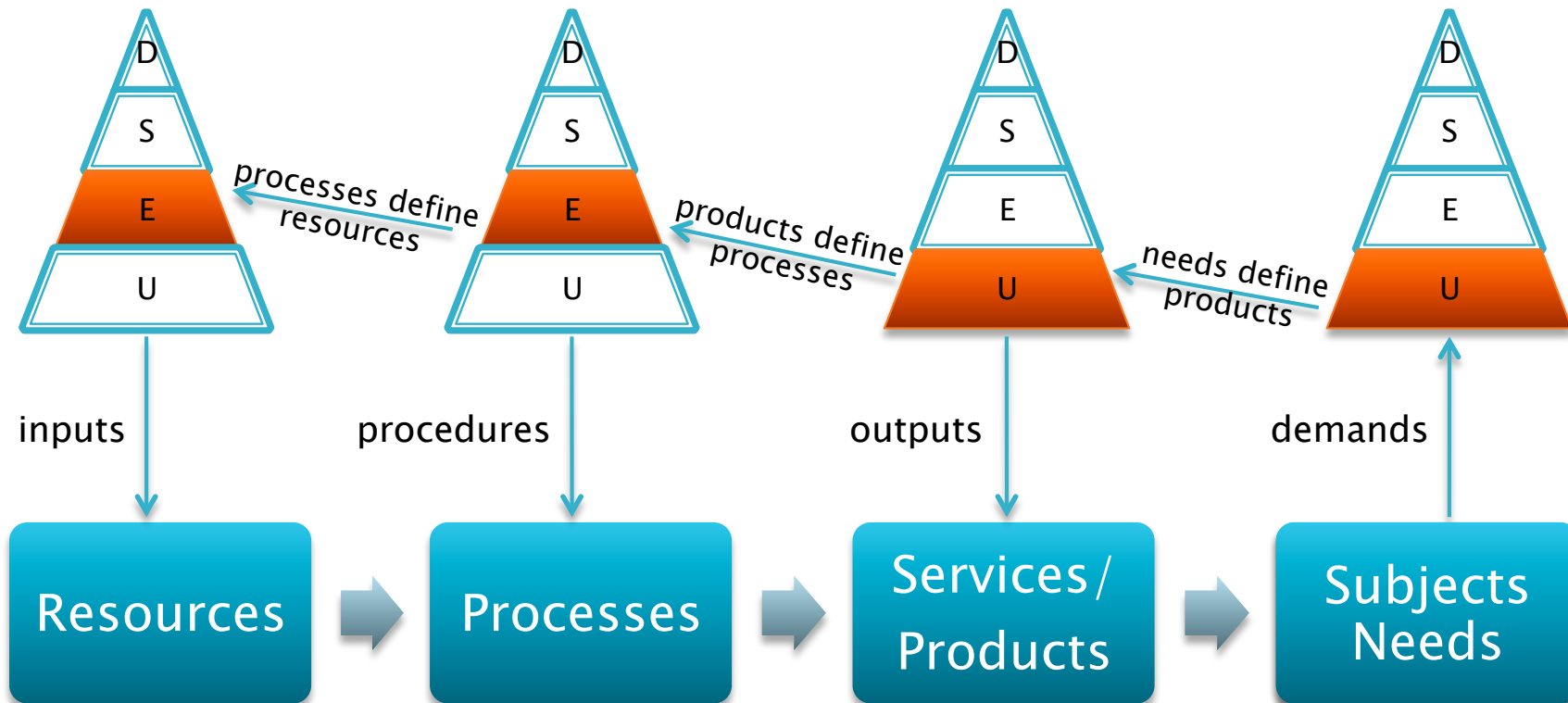
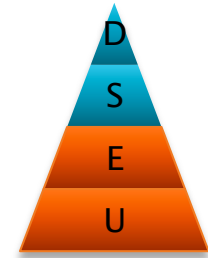
- ▶ Building up Usefulness and Effectivity leads from Crisis to Equilibrium



- ▶ Linear/Crisis management

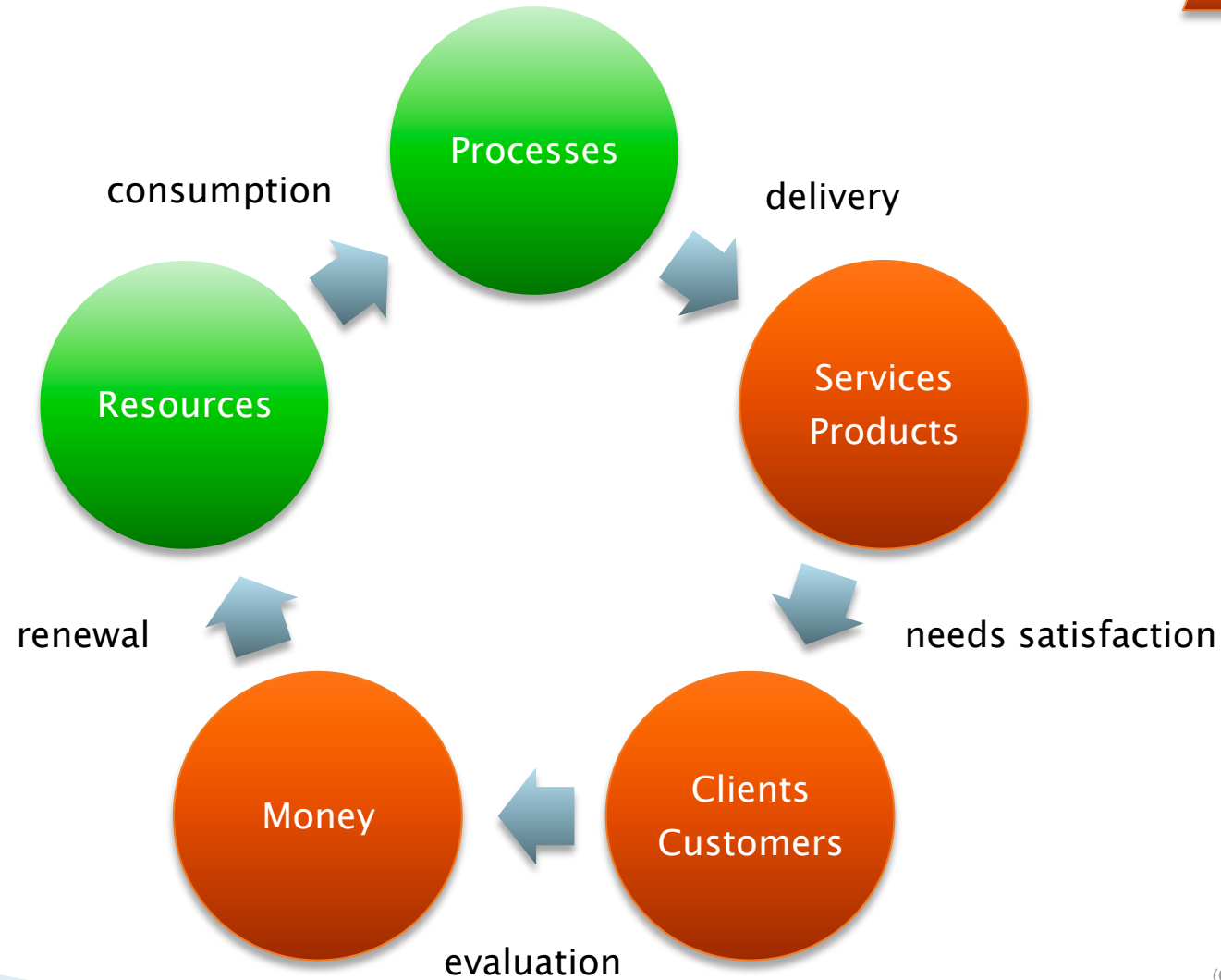
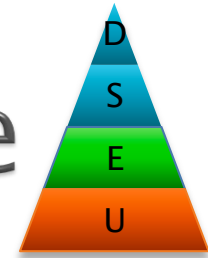


Linear/Crisis Management



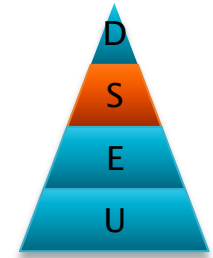
(C) J. Plamínek

Linear Management Lifecycle



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What is Stability?

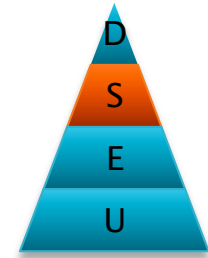


Stability is ability to safely find new equilibrium anytime circumstances change!

It is about sustaining company at worst in equilibrium (regarding semaphore) state under any circumstances

Be stable is to be able to adapt and react to changes

Stability – success criteria



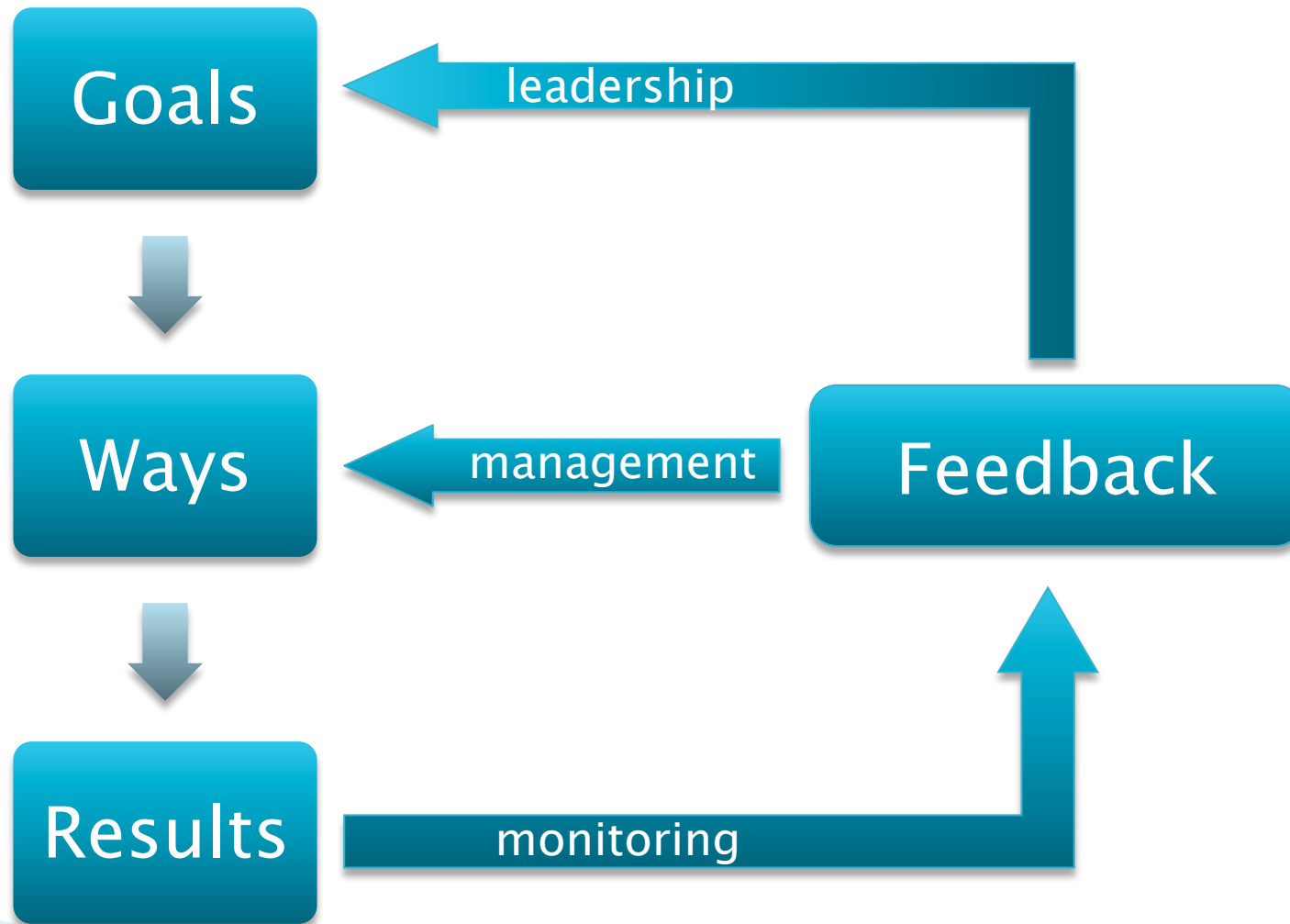
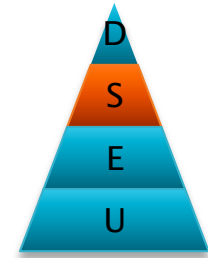
- ▶ To learn from own results (both successes and failures) – a hard requirement
- ▶ To make people accept what is going on – a soft requirement



(C) J. Plamínek

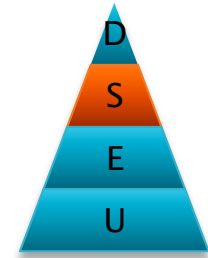
stability = feedback + acceptance

Building of Stability



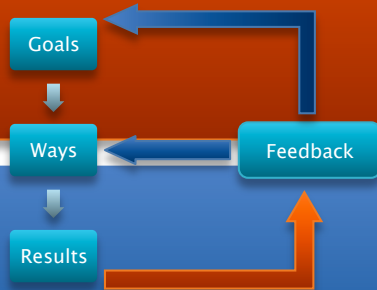
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Cyclic management



Monitoring system

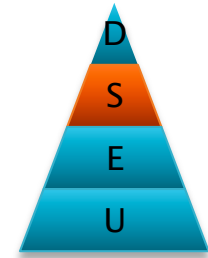
- measures outcomes of activities
- may be automated or semi-automated
- reports deviations from expected values



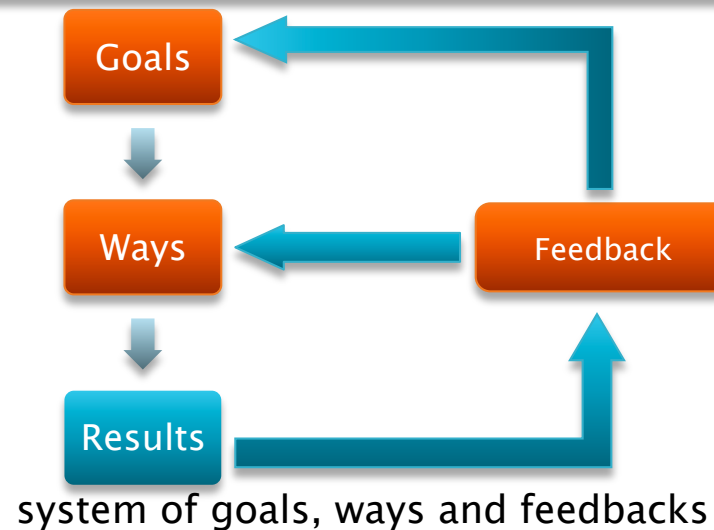
Correction system

- deduce implications
- key role of leaders and management
- *positive* deviation leads to *confirmation*
- *negative* deviation leads to *change*

People support

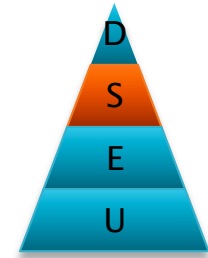


Cyclic management works if the whole System of Goals, Ways and Feedbacks (SGWF) is understood and supported by people



The more people understood it the better it works!

Three styles of company leadership



Intuitive or chaotic led company

- no SGWF exists at all
- better avoid this style!



Company driven by people

- SGWF is understood only by leaders and key managers
- useful and often only possible style in crisis management, i.e. building usefulness and effectivity

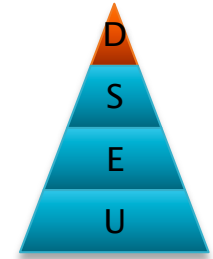


Company driven by ideas (or vision)

- SGWF is understood by majority of people in company
- advantageous when building stability and dynamics



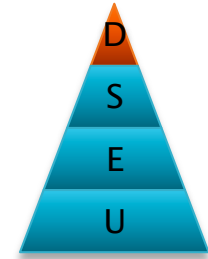
What is Dynamics?



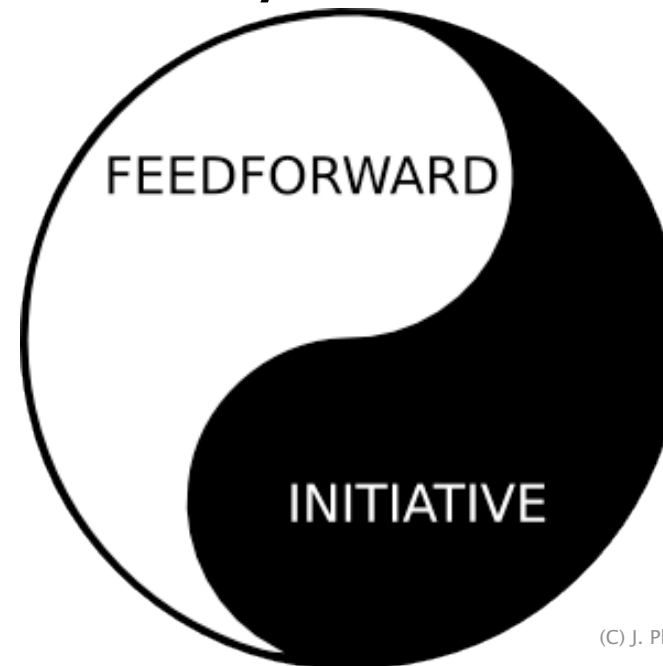
Dynamics is about initiative takeover!

Be dynamic means to proactively predict and influence what is going to happen in both inner and outer environment

Dynamics – success criteria



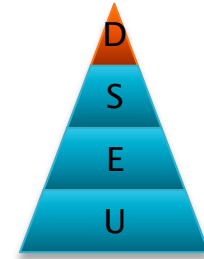
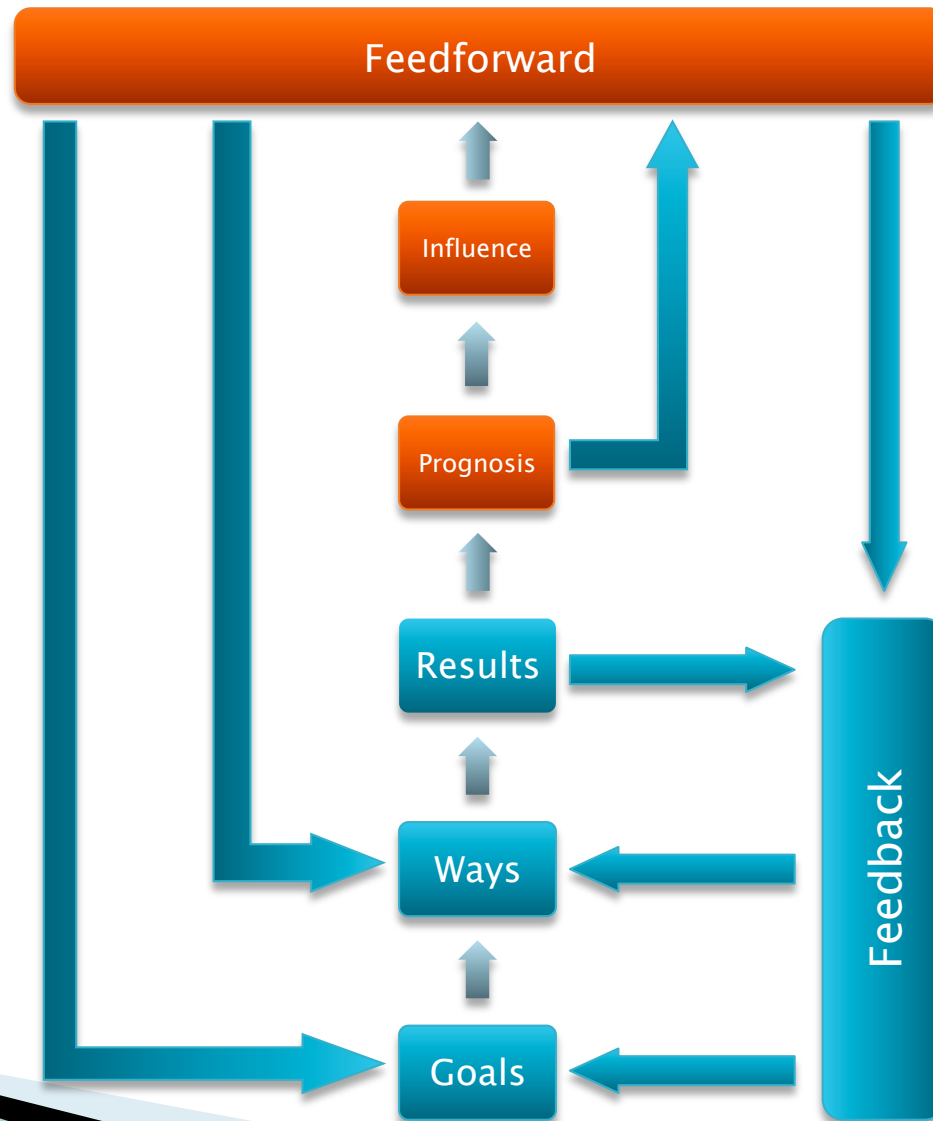
- ▶ To systematically predict and influence
 - Enrich cyclic management by proactive features
 - Hard requirement
- ▶ To make people spontaneously active
 - Soft requirement



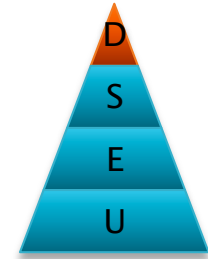
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dynamics = initiative + feedforward

Building of Dynamics



Towards Learning Organization



Well established feedbacks and feedforwards (feeds) involves themselves to their scope

- i.e. they have to treat themselves as a subject to be changed and adapted in the same way as standard business goals and ways are

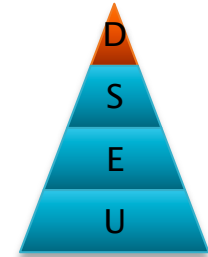
These “second generation feeds” constitute basics for what is called learning organization

- i.e. organization which is able to teach itself

Therefore development of feeds is important to be

- aligned with company culture management and
- accompanied by spontaneous activity of people

Getting people involved



People are crucial to dynamics

- especially their creative work and ideas

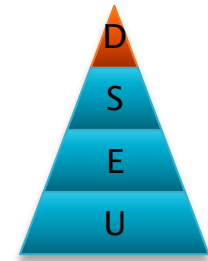
Rapidity and flexibility are other crucial aspects

- what is highly novel and innovative today, may be a standard feature month later

The more people think about their work the bigger is the chance that company will have right ideas at right place and time at the disposal!

Get people involved in decision making!

Decision making styles



manager role

customer

colleague

consulting

seller

submitter

Delegative

Participative

Consultative

Argumentative

Authoritative

worker role

supplier

colleague

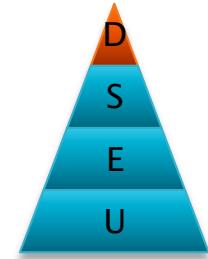
consultant

buyer

performer

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Delegation



“Delegation (or deputation) is the assignment of authority and responsibility to another person to carry out specific activities...

...however the person who delegated the work remain accountable for the outcome of the delegated work.”

Accountable vs. Responsible

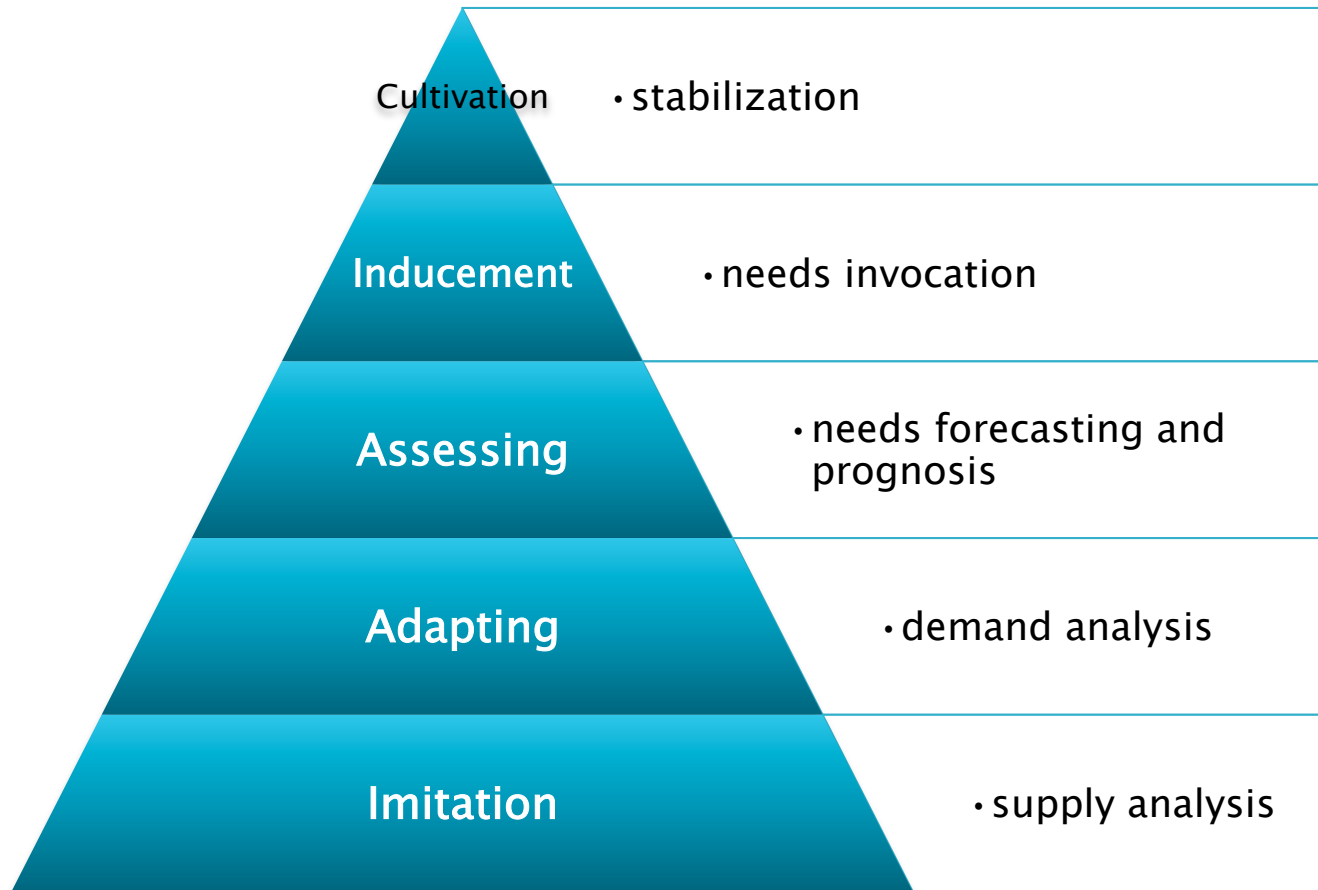
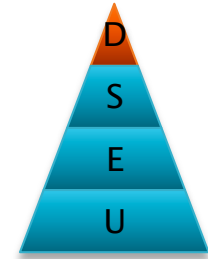
- to be held accountable
- to take responsibility

<http://www.slideshare.net/jurgenappelo/agile-management-authority-delegation/>

<http://en.wikipedia.org/wiki/Delegation>

<http://www.noop.nl/2009/04/accountable-or-responsible.html>

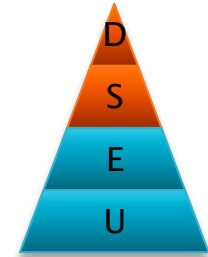
Applying Dynamics in outer environment



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Learning Organization

by Peter Senge



Company that facilitates the learning of its employees and continuously transform itself...

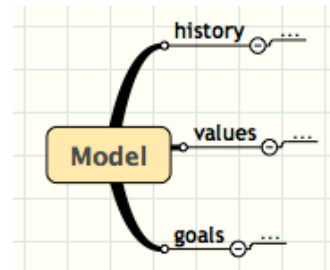
...to remain competitive in the turbulent and rapidly changing business environment!



system thinking



personal mastery



mental models



shared vision



team learning

System Thinking

in the context of Learning Organization

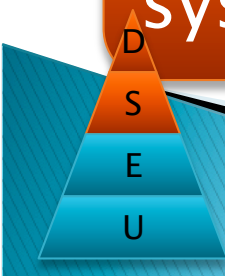


Organizations are a system of interrelated parts (departments, processes, personnel, ...)

The only partial changes in the organization may result into undesirable outcomes in other parts

To succeed with any change or development the organization has to be contemplated as such a system!

http://en.wikipedia.org/wiki/Learning_organization



Personal Mastery



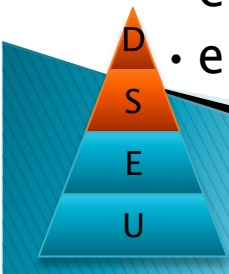
An individual holds great importance in Learning Organization

The commitment to personal development of each worker is of the same relevancy as the commitment to work for the organization

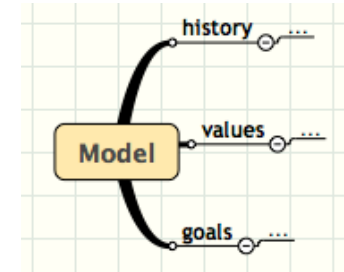
Employees need to grow and work on their goals!

- employers has to set up the system to enable it
- employees has to voluntarily commit to it

http://en.wikipedia.org/wiki/Learning_organization



Mental Models



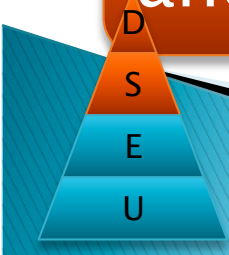
Mental models are the assumptions held by individuals and organizations

Comprise norms, values and other memories that may preserve status quo within organization

Mental Model ~ Company Culture

Company culture has to be carefully managed and developed!

http://en.wikipedia.org/wiki/Learning_organization



Shared Vision

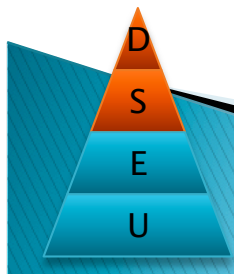


Clear and shared vision provides staff with focus and energy for learning

- i.e. it is important source of orientation and motivation for people

Corporate visions build on individuals goals at every organizational level tend to be most successful

Continuous alignment of individual goals with corporate goals is essential to learning organization!



http://en.wikipedia.org/wiki/Learning_organization

Team Learning

The Fifth Discipline



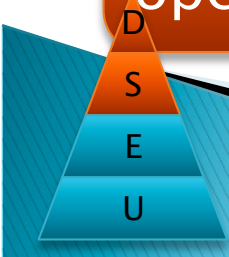
The accumulation of individual learning constitutes team learning

Team learning requires individuals to engage in dialogue and discussion, based on

- open communication
- shared meaning
- shared understanding

Learning organizations have structures that facilitate team learning with features such as boundary crossing and openness

http://en.wikipedia.org/wiki/Learning_organization



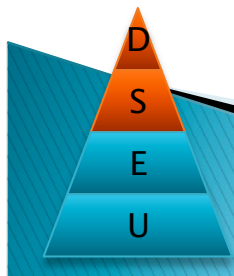
Learning Organization Barriers

Personal mastery are counterproductive without shared vision

- compare with chaotic or intuitive led company

Rigid hierarchical organizational structure may hinder achieving of shared vision

- learning organizations tend to have flat and decentralized or network organizational structure



http://en.wikipedia.org/wiki/Learning_organization

Learning Organization and MbC

System thinking is essential also for all MbC

Personal Mastery is key attitude of employees to build stability and dynamics of organization



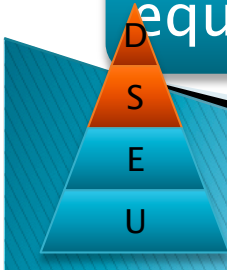
Mental Models and Shared Vision is about acceptance essential for stability



Both individual and team learning contributes to initiative that is essential for dynamics



Learning Organization is to be on the agenda once the equilibrium was reached



Summary

- ▶ **Achieving Equilibrium**
 - linear management
- ▶ **Stability**
 - feedback mechanisms & acceptance by people
 - reactive cyclic management
- ▶ **Dynamics**
 - feedforward mechanisms & initiative of people
 - proactive cyclic management
- ▶ **Learning organization**