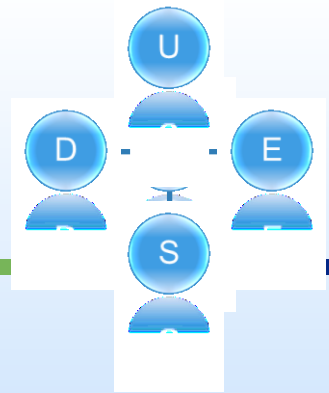


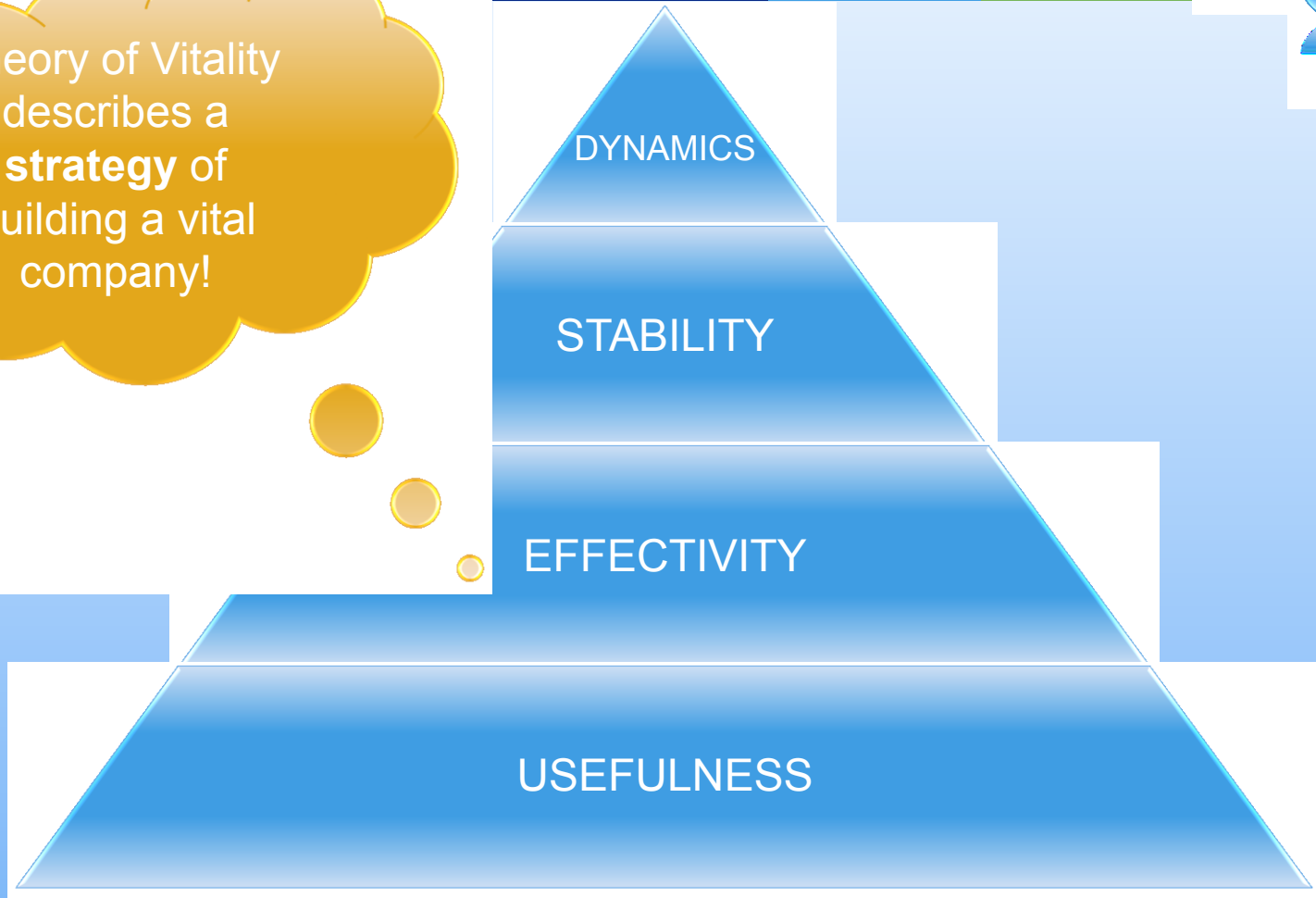
Management by competencies

Theory of vitality

Pyramid of Vitality



Theory of Vitality describes a **strategy** of building a vital company!

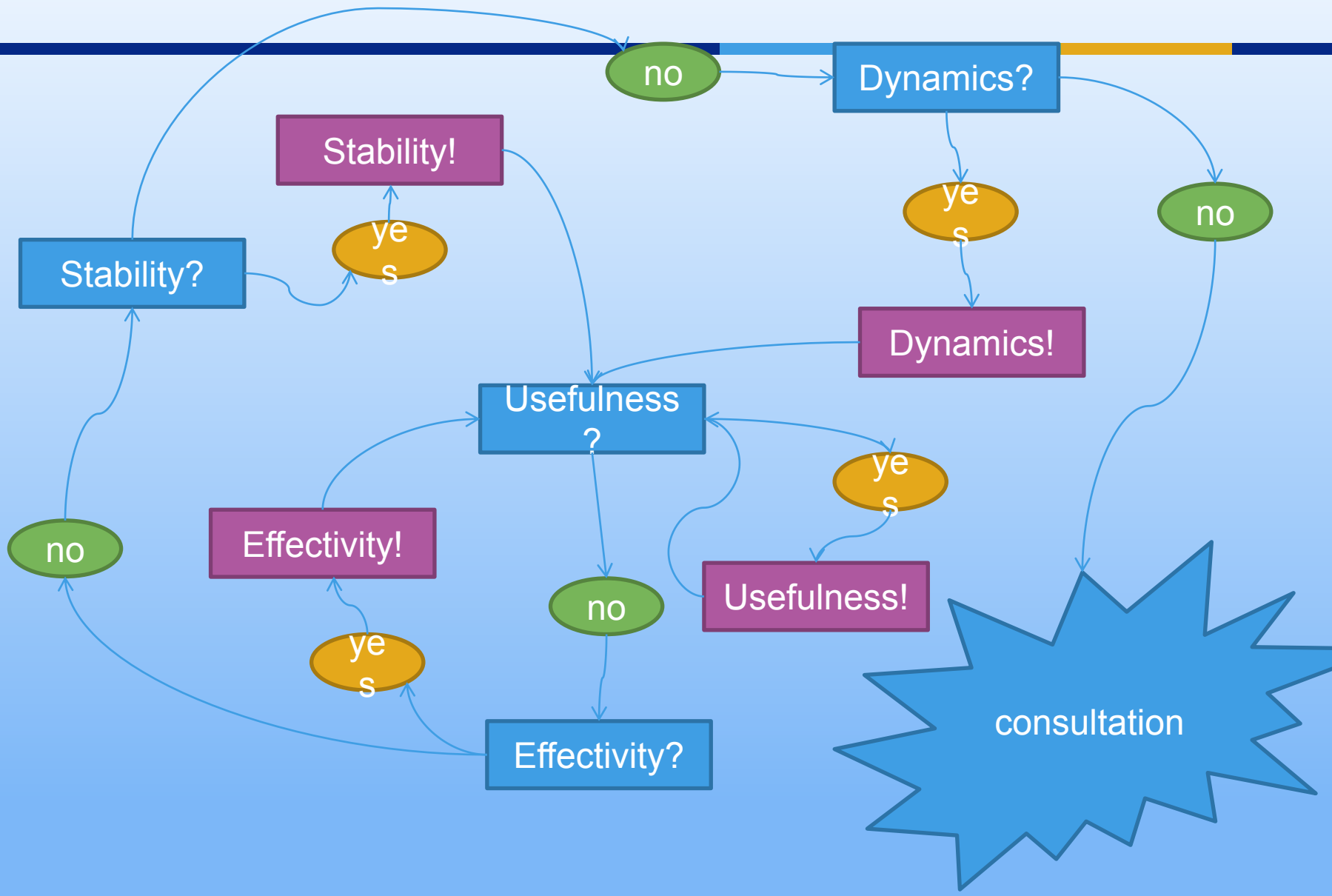


(C) J. Plamínek

Theory of limitations

- The order of the pyramid is
 - Logical
 - Not possible to accomplish to 100%
- None of the vital signs can be developed to 100%
- We improve it until it has any limitations
- That leads to sequence of “curative” interventions

The sequence



Synergistic company culture

Companies driven by people

- key decision criteria is opinion of superiors
- if people do not know what or how to fulfill a task, they ask their superiors
- superiors have good overview what is happening, but may be overwhelmed by operational stuff



Companies driven by ideas

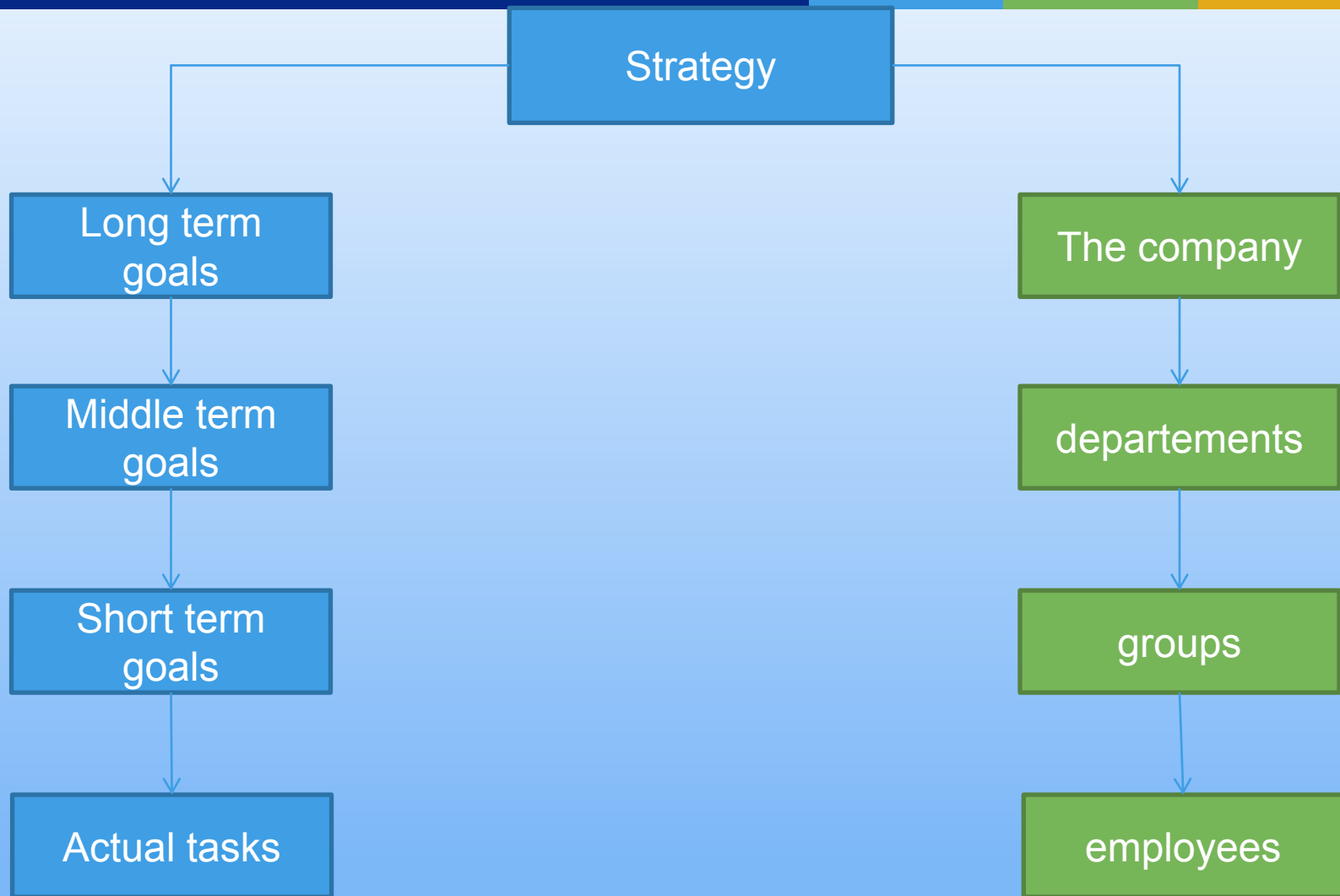
- key decision criteria are visions, objectives and tasks, i.e. ideas the company breathes for
- if people are uncertain firstly they ask what will lead at best to support and reinforce these ideas
- superior can focus more on the broader context operational affairs



The company driven by ideas

- It is necessary to “decompose” the ideas
- Motivation is the basement for listening ideas
- Different people are willing to wait different time
- Motivation must be designed for concrete position

The road of ideas



Political barriers

- Fight for the
 - Power
 - Influence
 - Money
- Support of the high management is the key to vitality

Processes

- All processes must be done for OUTPUT
- Output is giving the money and profit
- Limit the power of OPE and Controlling
 - Administration
 - Forms filling
 - Other non productive tasks
- But it is need to have feed back!!!

Management of the processes

- Needs to be separated from the sources
- Only one owner of the problem (project manager)
- At last one more level of the sub-process
 - More levels adds more problems
 - More levels needs more owners
 - The space for non-profit tasks

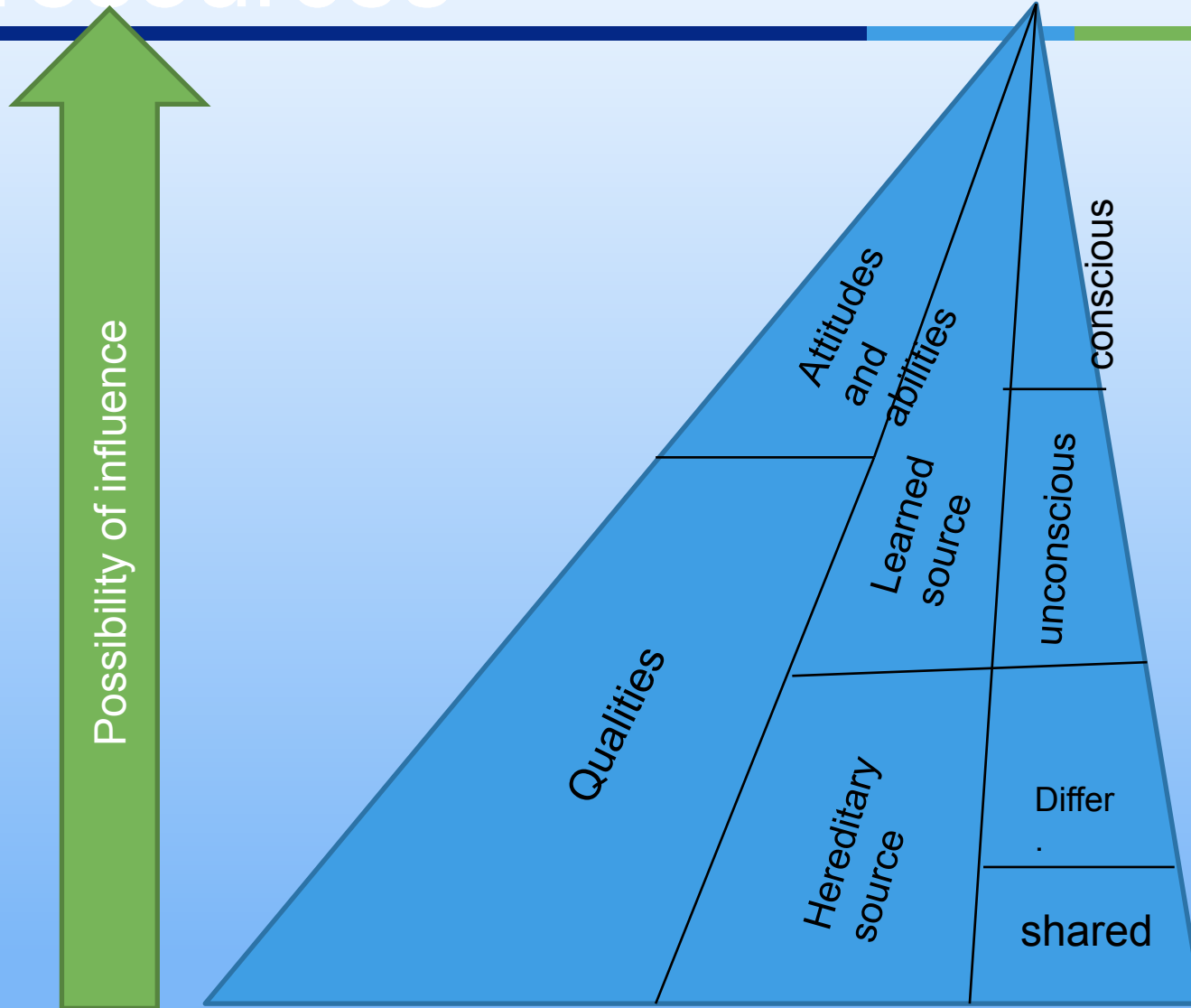
Management of the sources

- As many levels as necessary
- Each manager should have at last 5 subordinates
- Manager is the keeper of the human resources
 - Coach
 - Trainer
 - Consultant

Human sources in MbC

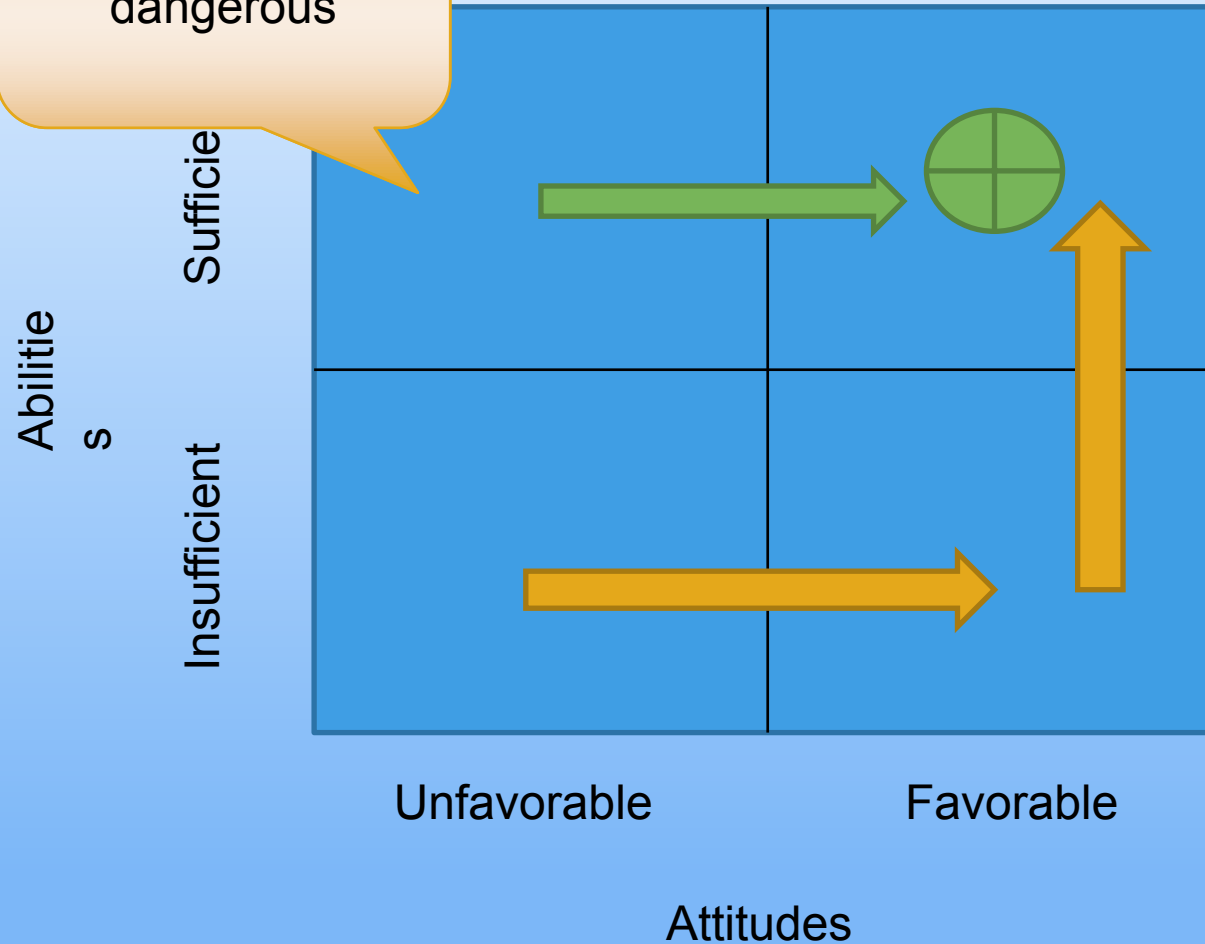
- ▣ Three types of HR
 - ▣ Quality
 - ▣ What we are
 - ▣ Can not be changed, only accepted
 - ▣ Attitude
 - ▣ What we believe in and what we want
 - ▣ Abilities
 - ▣ What we know and what we have learned

Suggestibility of human resources



Strategy of HR development

This is the most dangerous



Management of HR in MbC

- The target is not to exhaust the sources
- The management of HR must be
 - Efficient
 - Effective
- The potential and the performance need to be in a harmony
- The goose can produce the golden eggs till it lives

Pyramid of culture

We need to apply the theory of limitations

