

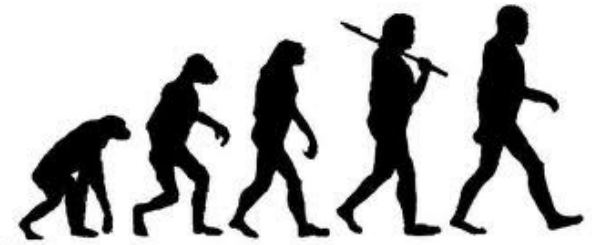
# Management by Competencies

Introduction

# Agenda

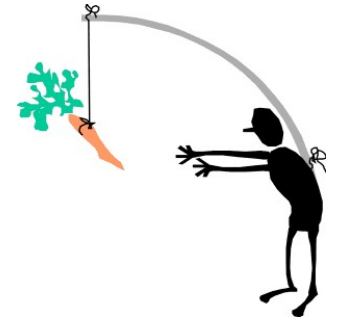
- ▶ Course Introduction
  - origin
  - motivation and goals
  - resources
- ▶ Management by Competencies Introduction
- ▶ Vitality and Competence
- ▶ Company Culture

# Course context and origin



- ▶ Originally being developed for the SSME study program
  - this run is the third one
- ▶ Based on
  - existing *Management by Competences* theory and methodology by Jiří Plamínek
  - 2 years experience of using *Management by Competencies* in practice

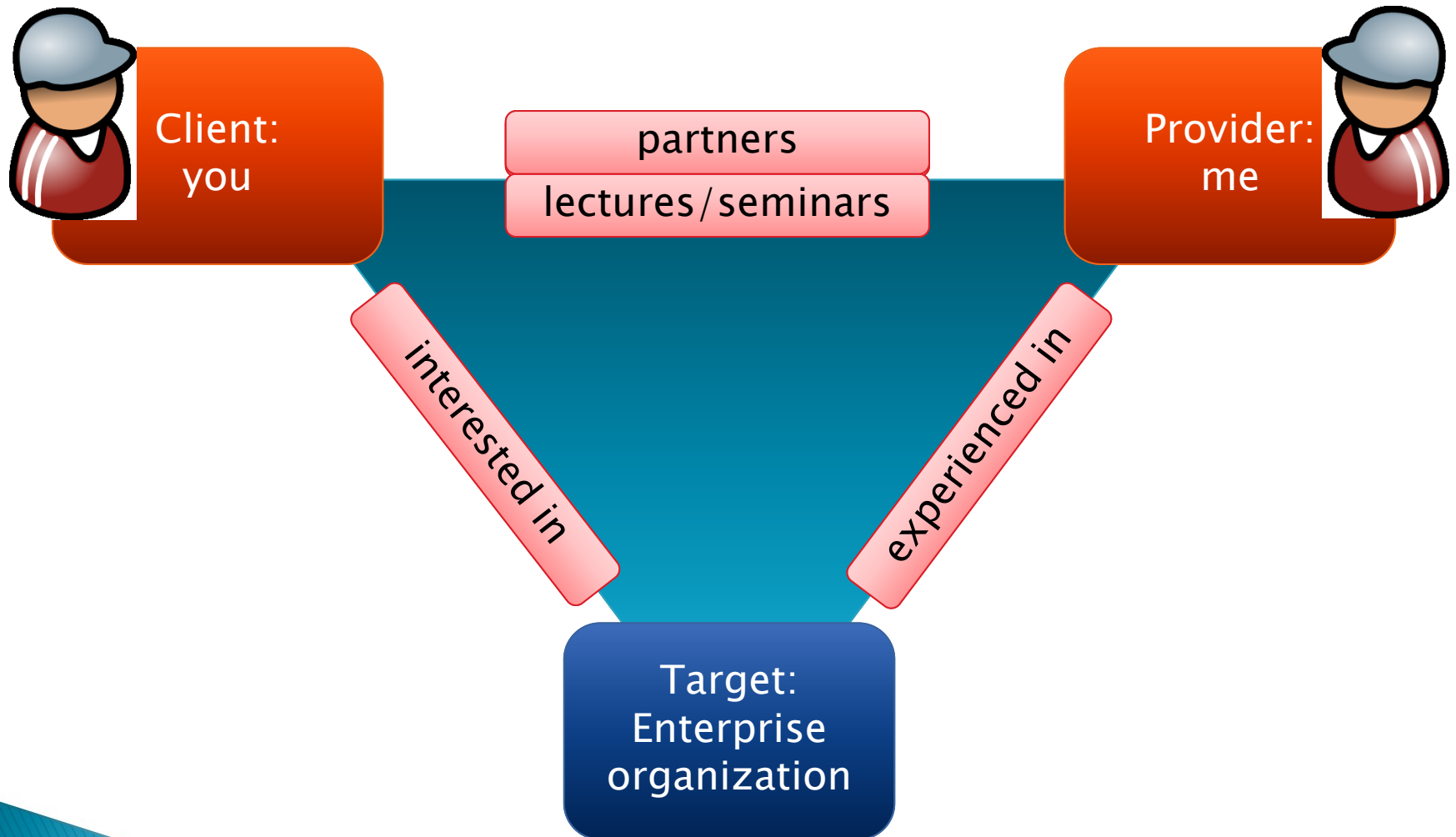
# Course motivation



Management is  
always  
important

Management is  
a M part of  
SSME

# Course as a Service



# Course goals and value proposition



## To introduce

- essence of management of sustainably successful companies
- main aspects, which cause problems in company management
- methods and tools for identification and elimination of such problems

## You will understand

- enterprise organization
- management processes
- the value and structure of business model
- the value of human uniqueness

# Value co-creation

## Lectures

- Theory
- Examples

2 hours per  
week

All together

## Seminars

- Training
- Discussions

1 hour per  
two weeks

Two  
alternating  
groups

“Home” works in teams

# Course resources



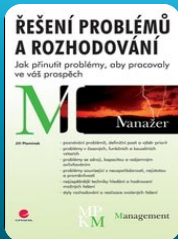
## Management by Competencies

J. Plamínek, R. Fišer – Czech only



## Leading of people, teams, and companies

J. Plamínek – Czech only



## Problem solving and decision making

J. Plamínek – Czech only



# Course and MbC resources



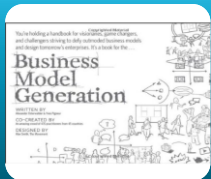
## Synergistic management

J. Plamínek – Czech only



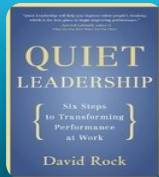
## Theory of Constraints

Elyahu M. Goldratt



## Business Model Generation

A. Osterwalder & Y. Pigneur



## The Quiet Leadership

D. Rock

# Management



Management

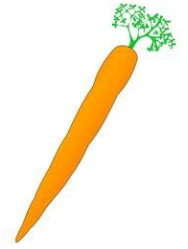
- is a process of achieving desired or given goals and objectives by means of other people

is

Contextual

- human activities can be managed in many contexts
  - projects by project managers
  - abilities and knowledge development by human resources managers
  - companies by company leaders
  - their lives by themselves

# MbC Motivation



## Successful company

- company that achieve its business goals

## Sustainably successful company ~ Vital company

- company where attaining of current goals does not diminish the chance to achieve its goals in the future

**MbC is designed to help companies to achieve vitality!**

# MbC Presumptions and Principles

## Human responsibility

- Every success or failure of any company corresponds to the competencies of people responsible for company performance

## Competence focus

- Problems are analyzed to reveal unsatisfactory or completely missing competencies

In achieving vitality of company, people are the only critical aspect!

# MbC Essence



Problems arise when performance requirements exceeds the possibilities

- MbC interconnects world of requirements and world of possibilities to keep them in harmony

Performance assessment is based on results

- however, MbC focuses on the source of performance, i.e. competencies of people

MbC deals with problems causes, not consequences!

# What is MbC?



Company management approach based on harmonical development of

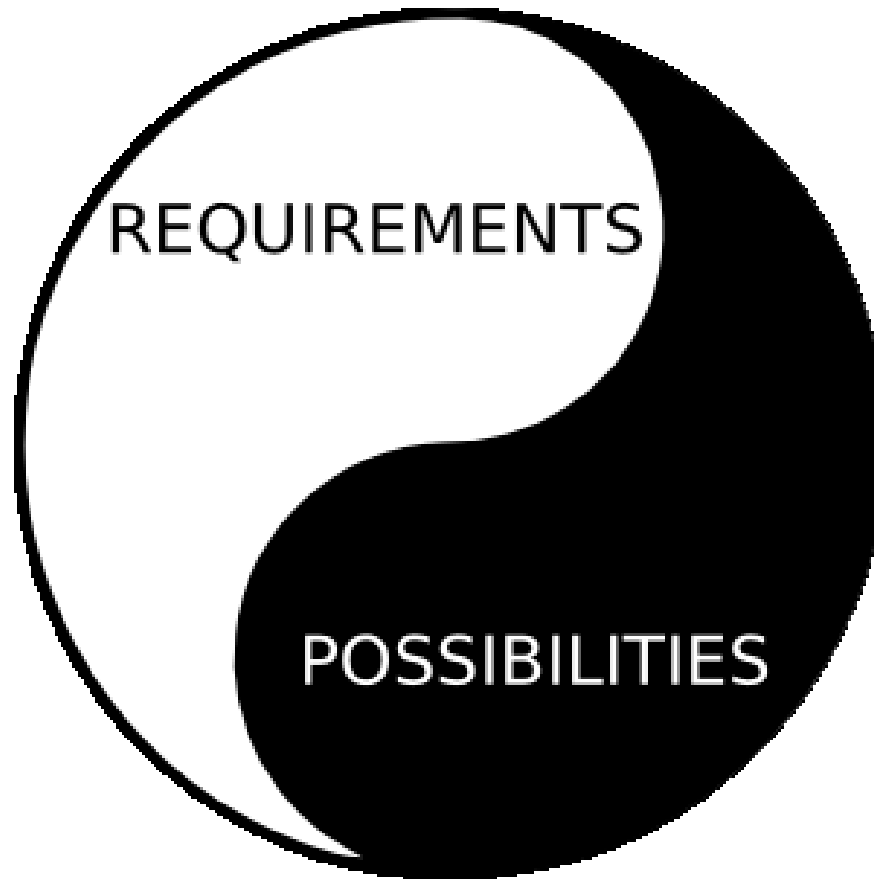
- World of **requirements** and
- World of **possibilities**

Controls and regulates duality of these worlds to achieve synergistic effect

- **Requirements** have to fit to current possibilities
- **Possibilities** have to be developed to be ready to meet requirements of the future

**Ultimate goal of MbC is to achieve vitality!**

# Two elements of Vitality



vitality = possibilities + requirements

(C) J. Plamínek

# Semaphore of Vitality



Crisis



Equilibrium

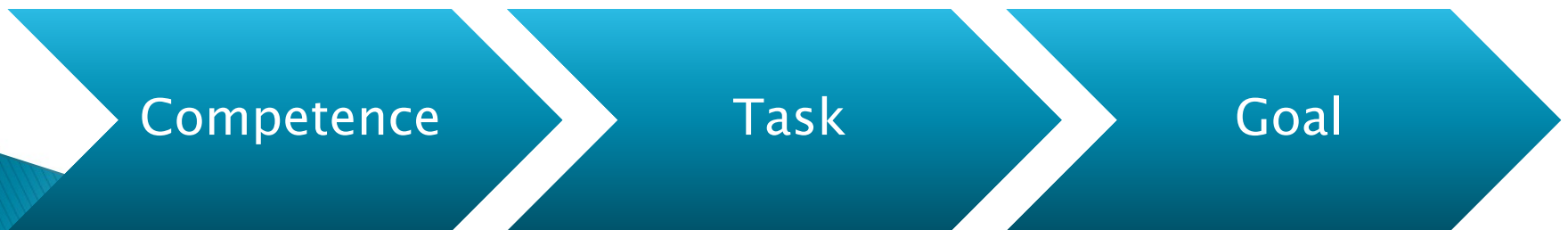


Stability



# What is competence?

- ▶ **Competence** of a person is sum of
  - job performance, i.e. human labor, and
  - potential, i.e. human resources
- ▶ Competence ought to be always contemplated in the context of certain task to be performed



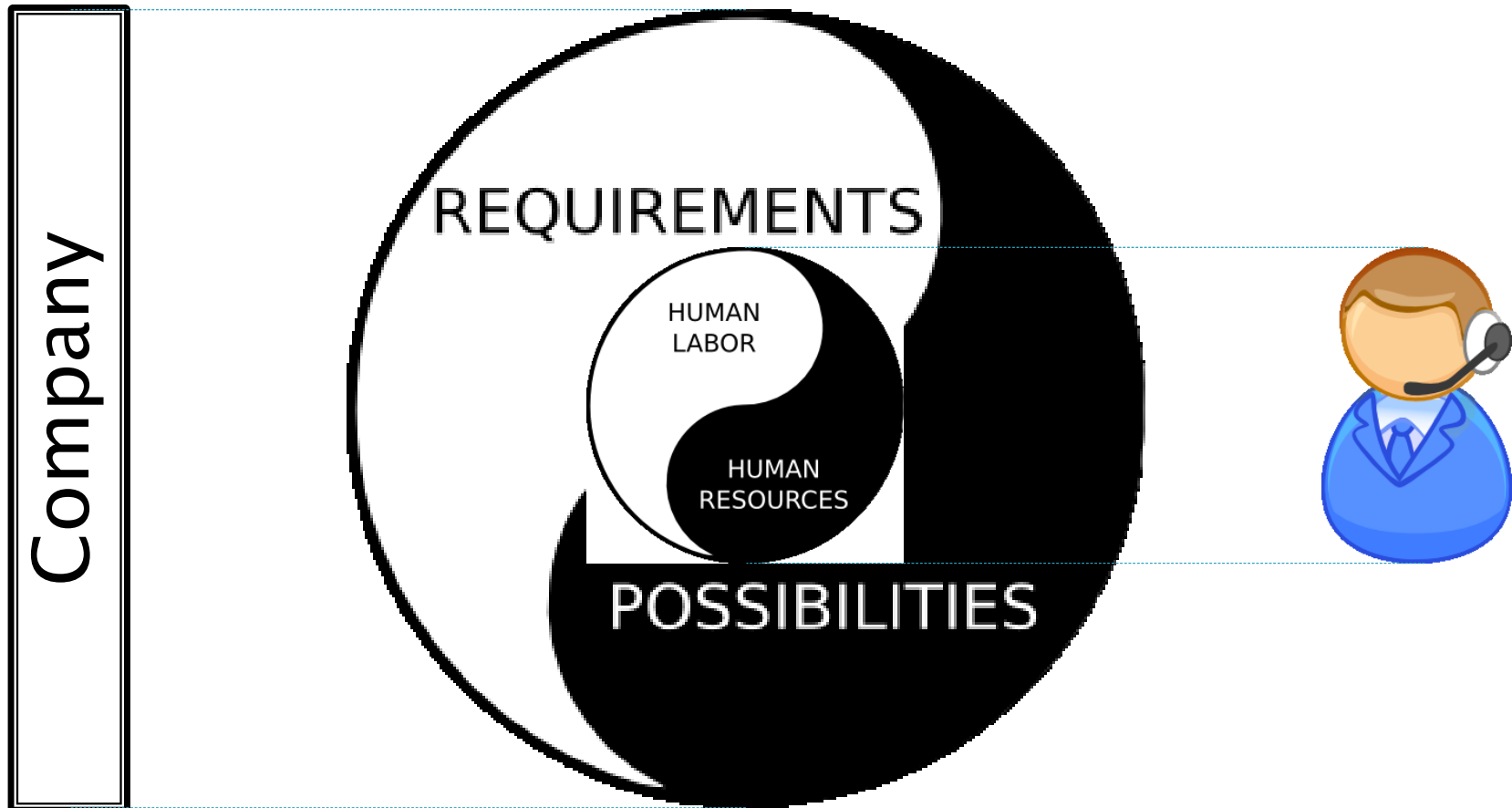
# Two elements of Competence



competence = resources + labor

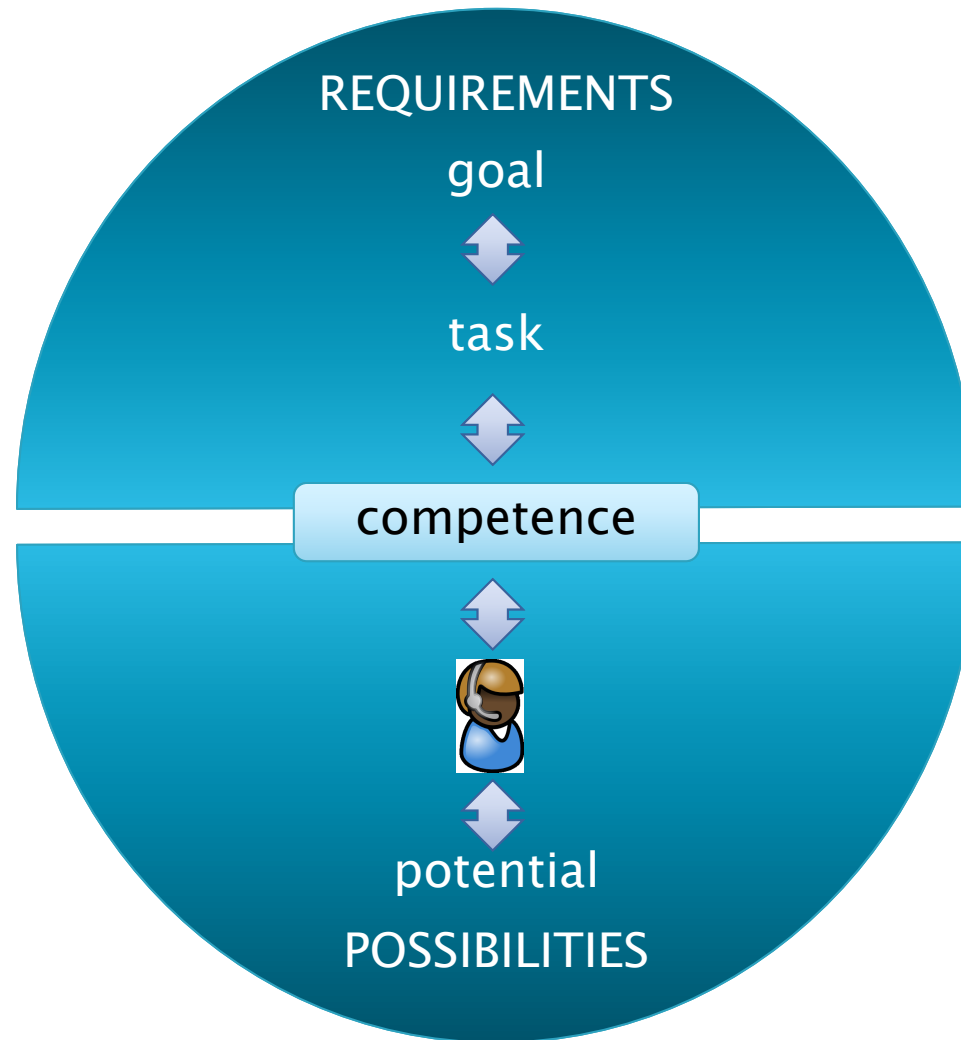
(C) J. Plamínek

# Vitality and Competence

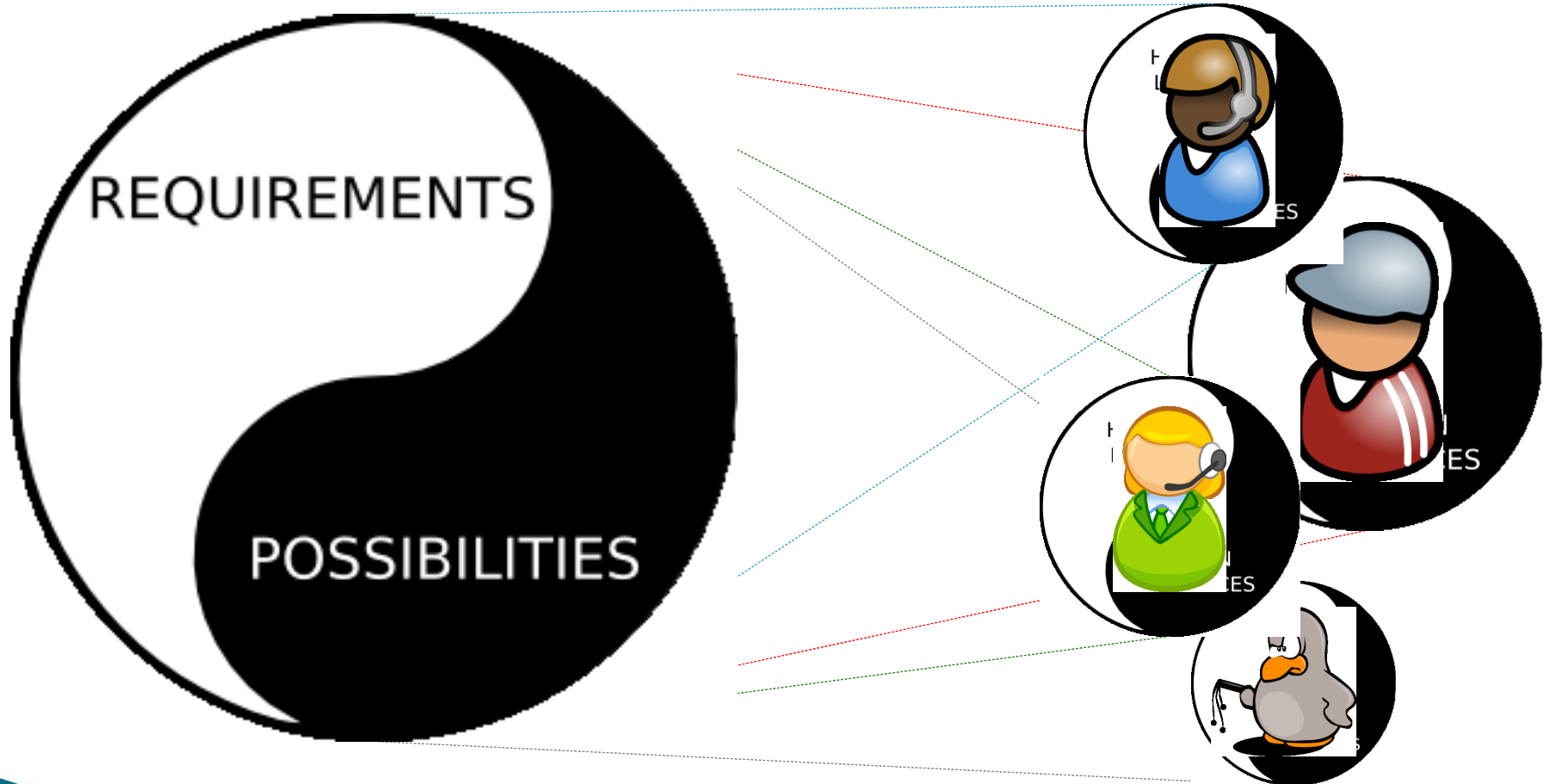


level of vitality ~ set of competencies

# The role of Competence



# Company and Competencies

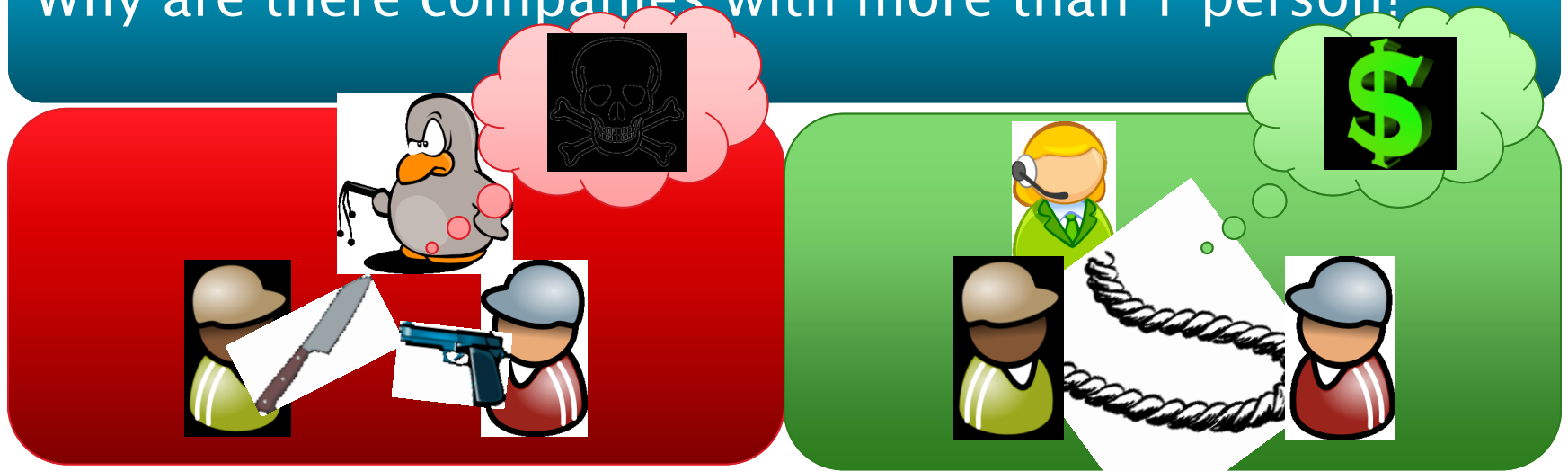


company

people and  
their  
competencies

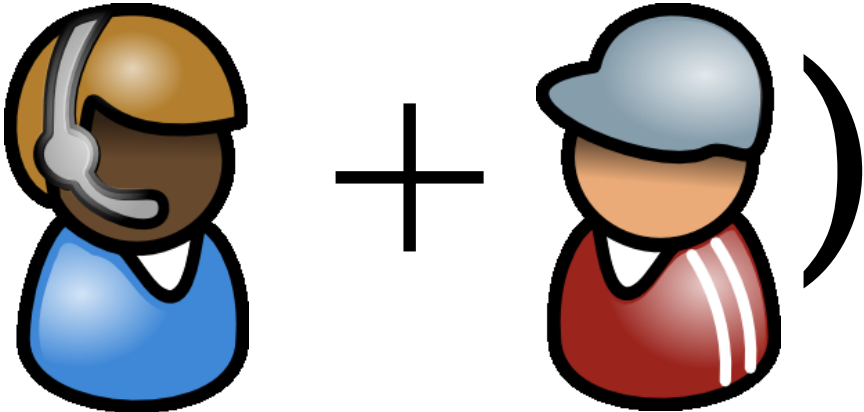
# Success and Relationships

Why are there companies with more than 1 person?



Success and vitality of a company is tightly connected with nature of relationships inside that company!

# Relationship

$$C_{re} (\text{Icon 1} + \text{Icon 2}) = E$$


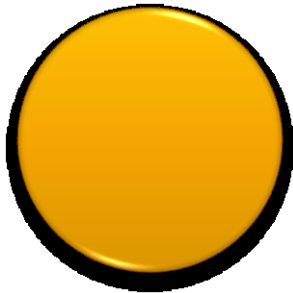
$c_{re} > 0$  ... relationship efficiency coefficient  
E ... resulting effect

# Types of Relationships

$$c_{re}(\text{👤} + \text{👤}) = E$$



Conflict ( $c_{re} < 1$ )



Neutral ( $c_{re} = 1$ )



Synergy ( $c_{re} > 1$ )



# Company culture

$$c_{re}(f_1 + f_2) = E$$

Company culture is the set of relationships between key factors essential for the company

## Examples of factors

- interpersonal relationships, work environment, vision clarity, leader authority, organizational structure, level of formality, benefits, work/life balance