

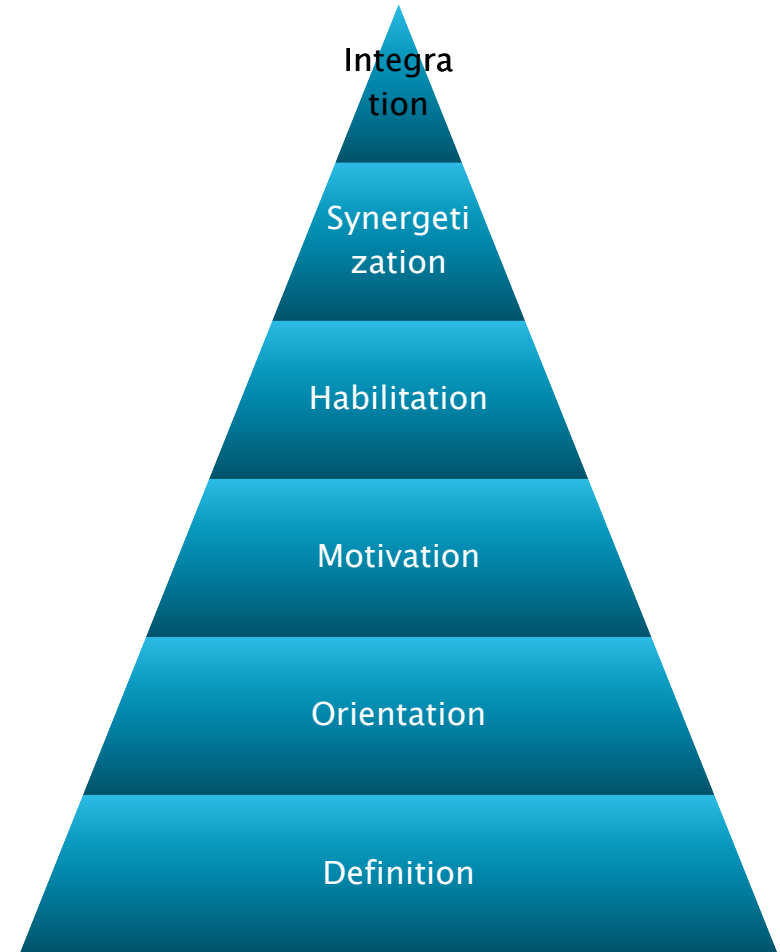
# Management by Competencies

Company management

# Previously on MbC



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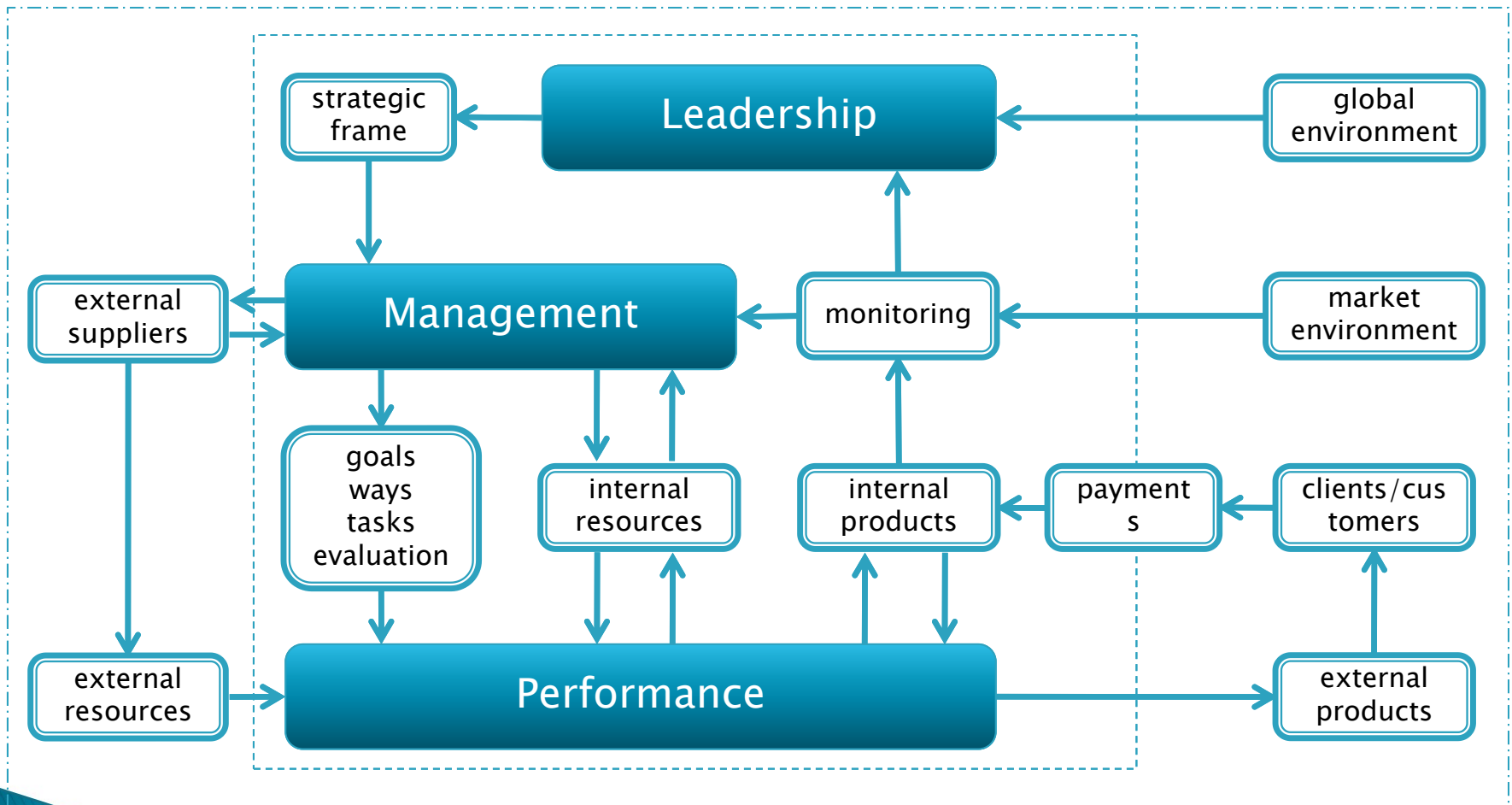


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# Agenda

- ▶ Key roles in Enterprise
- ▶ Development of managerial style

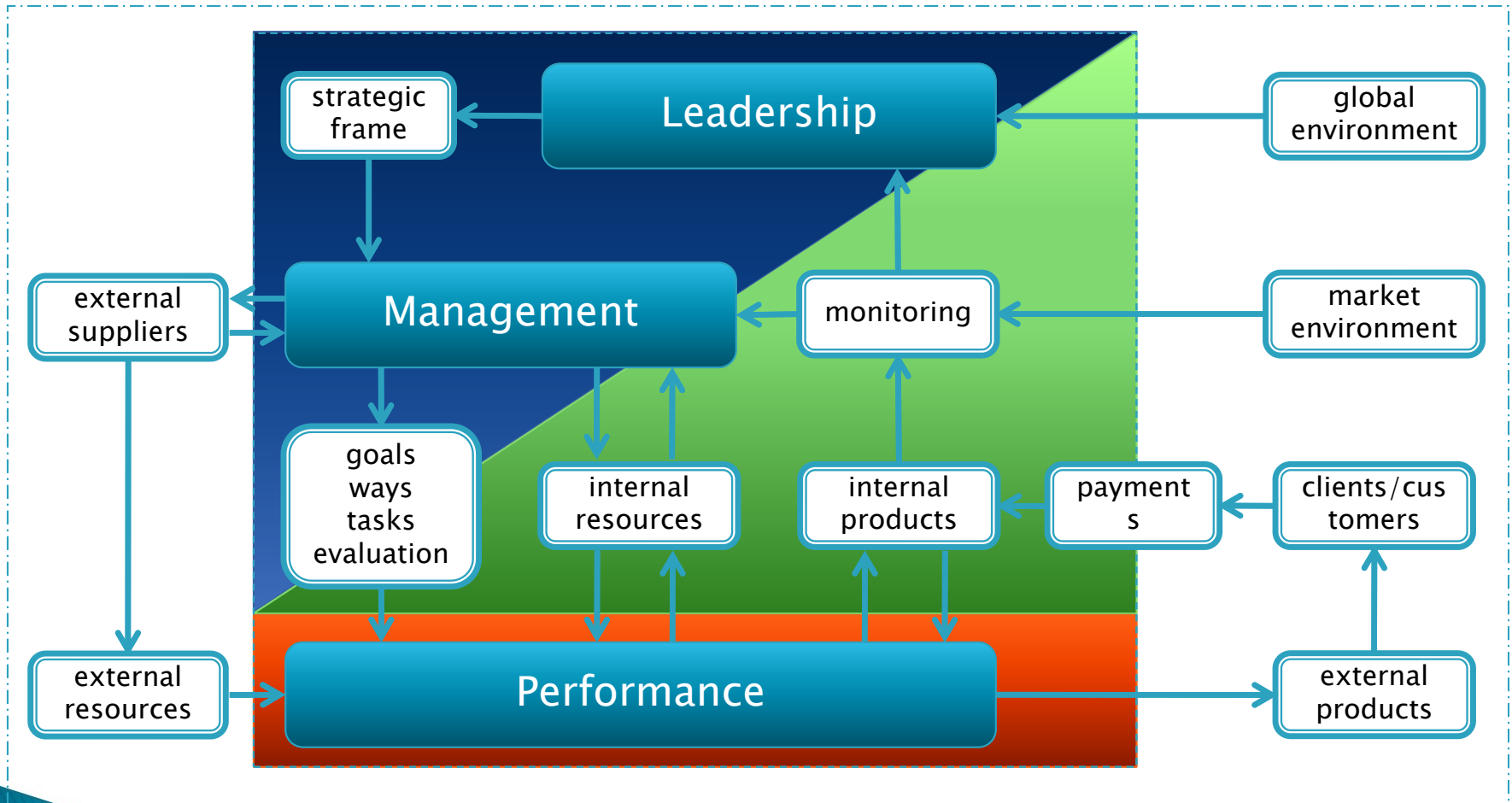
# Functional company structure



----- company border  
 ..... border of company influence

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# Functional company structure



Orto

Para

Meta

----- company border  
 - - - - - border of company influence

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# Key roles in Enterprise



Leaders



Managers

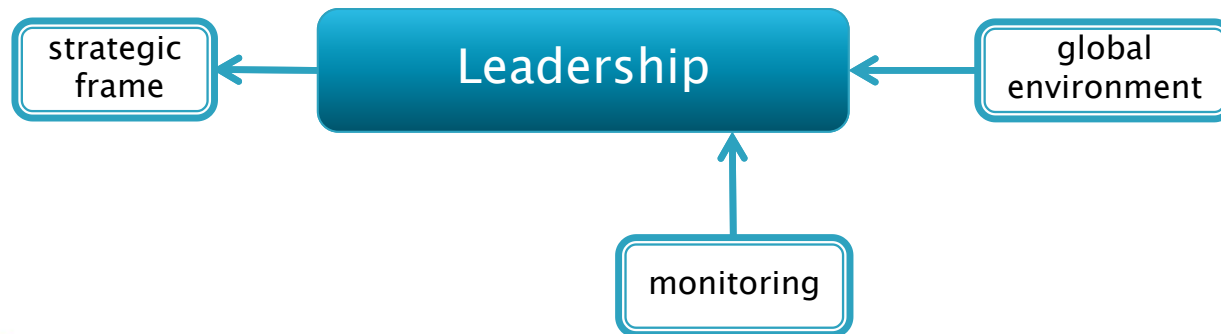


Workers

# Role of Leader



- ▶ Leaders continuously
  - receive and evaluate of information to reveal new opportunities or threats
  - generate and formulate new ideas
  - define strategic frame and convince other people of its meaning



# Role of Manager

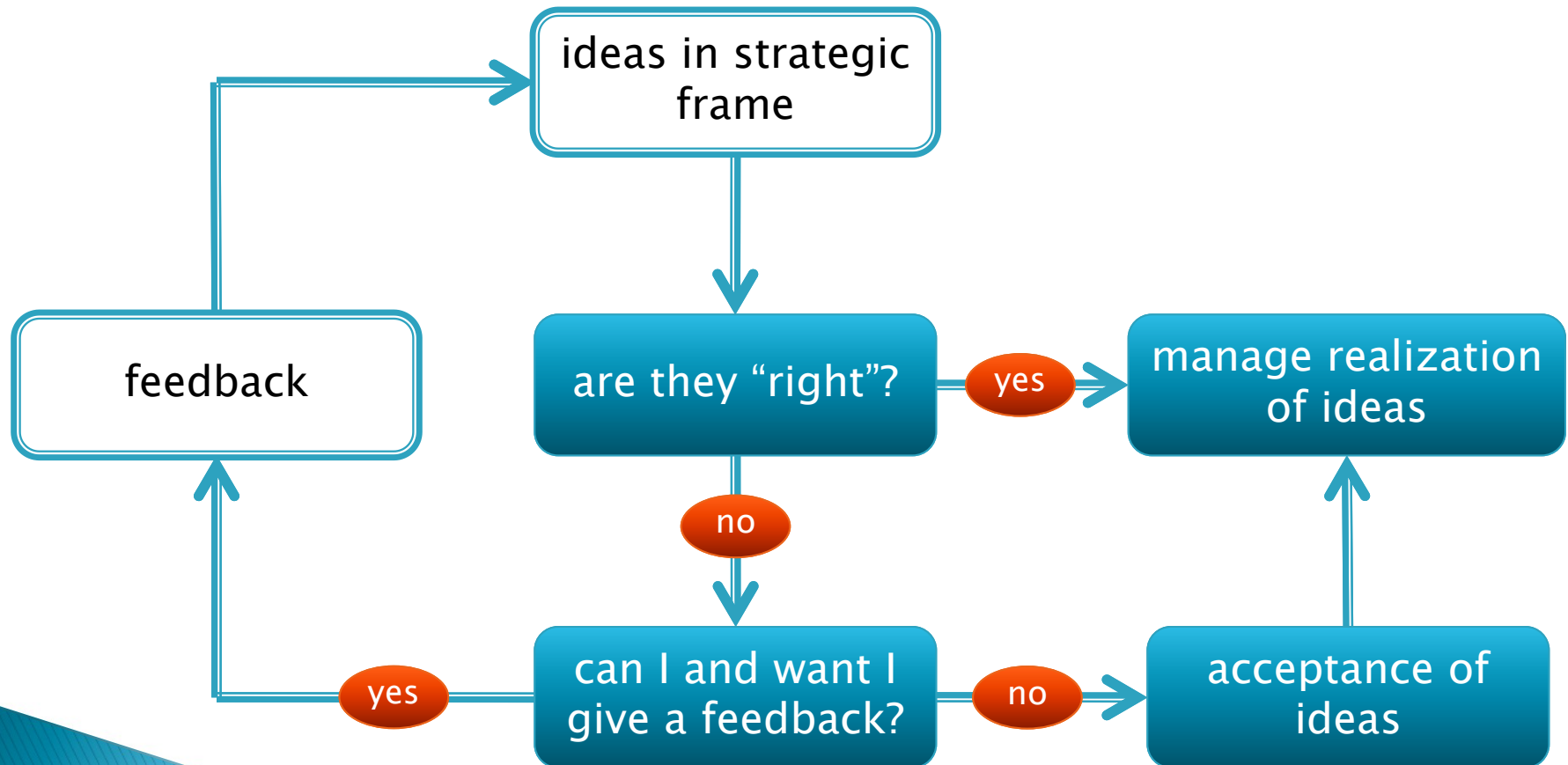


- ▶ Manager has to continuously
  - understand and accept the strategic frame
  - define consequent requirements
  - explore and develop possibilities
  - effectively communicate with monitoring system





# To Understand and Accept the Strategic frame



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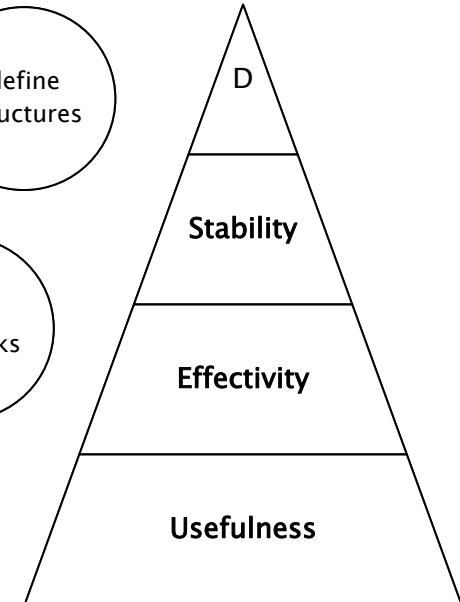
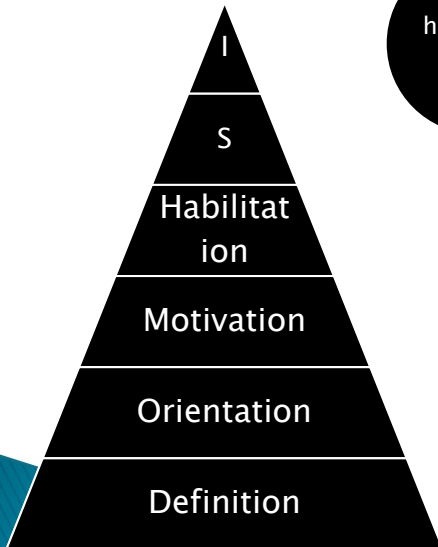
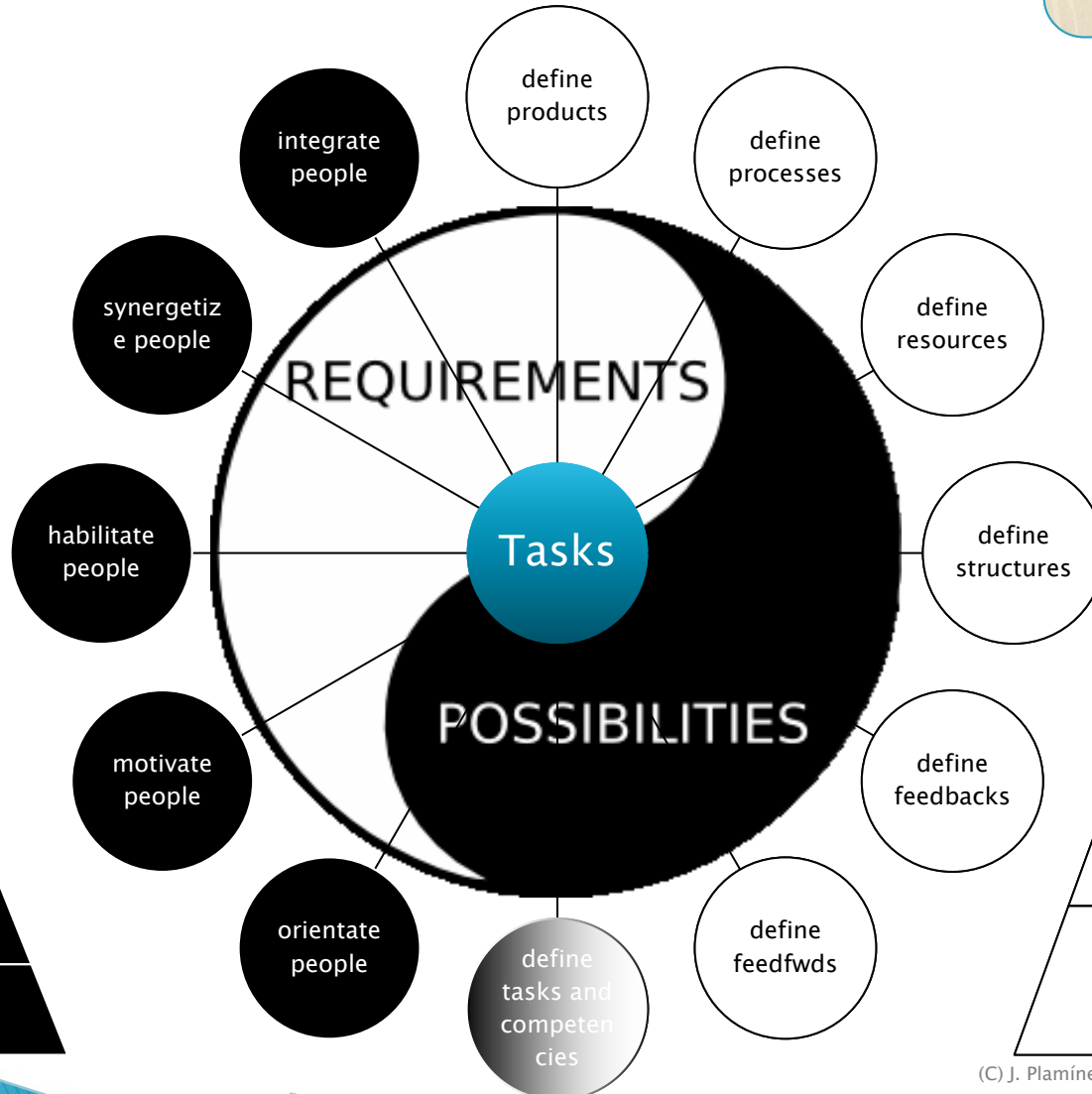
# To communicate with monitoring system



- ▶ To receive and evaluate information from monitoring system
  - to be able to consider if changes in goals or ways are necessary and make consequent decisions
- ▶ Monitoring system has to supply relevant information on what is happening
- ▶ Communication has to be duplex



# Managerial tasks



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# Role of Worker

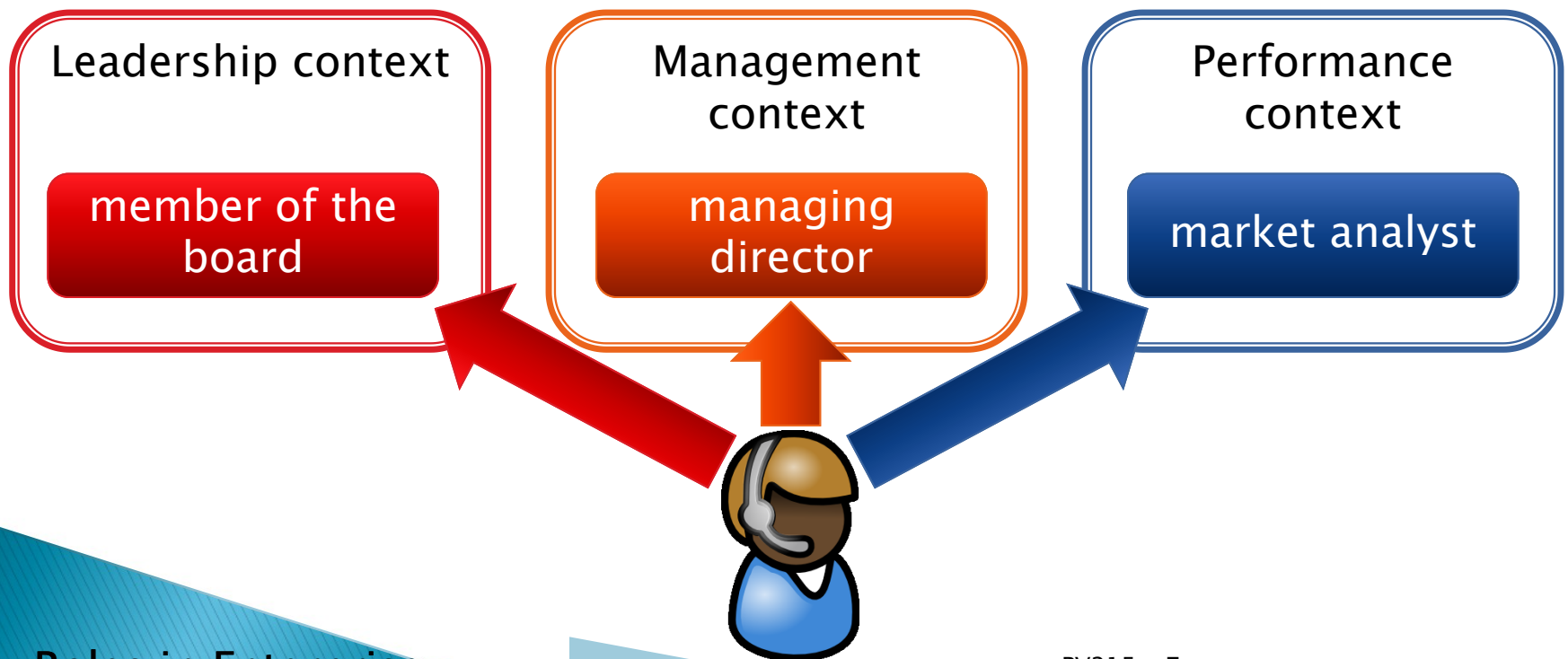


## ▶ Workers

- achieve goals and performs tasks directly
- transforms directly inputs to outputs while consuming resources
  - material
  - human
  - corporate ideas
- ought to be bearers of
  - special knowledge and skills (abilities) needed for accomplishment of assigned tasks
  - abilities to understand task submissions

# Roles and People

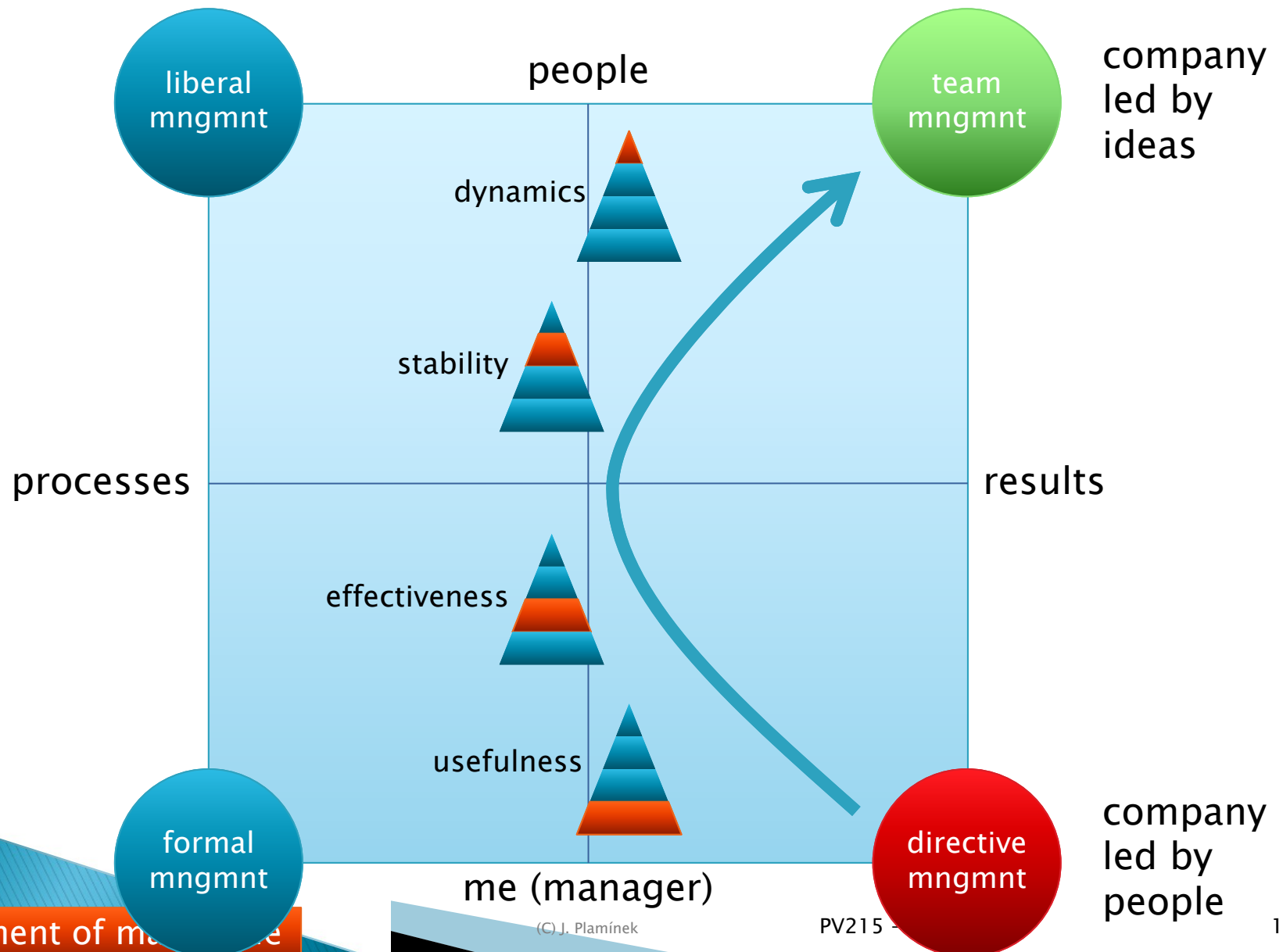
- ▶ Leader, manager, worker are roles
- ▶ Roles have not be confused with persons
  - as well as human resources



# Company management

- ▶ It is about synergy among leaders, managers and workers
- ▶ To lead well is about doing right things
- ▶ To manage well is about doing things in right way

# Development of managerial style



# Summary

- ▶ Key roles
  - leader, manager, worker
  - do not confuse roles with persons
  - company management is about achieving synergy among players of aforementioned roles
- ▶ Development of managerial style
  - there is no optimal managerial style
  - it has to be chosen and changed to reflect the state (ideally maturity) of a company