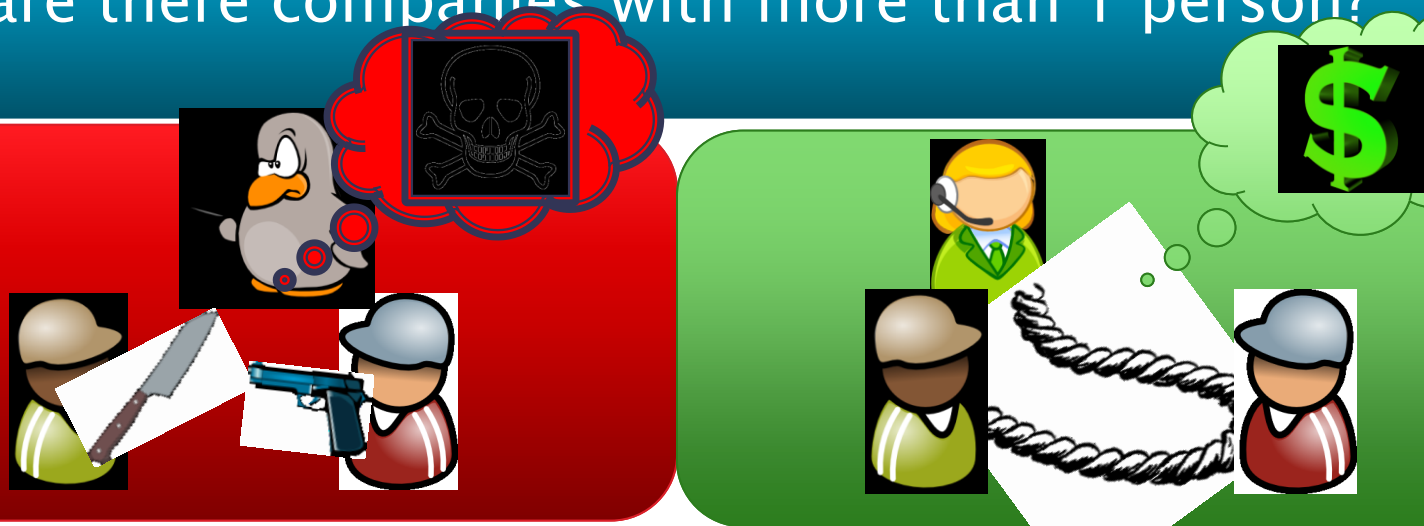


Management by competencies

Theory of vitality

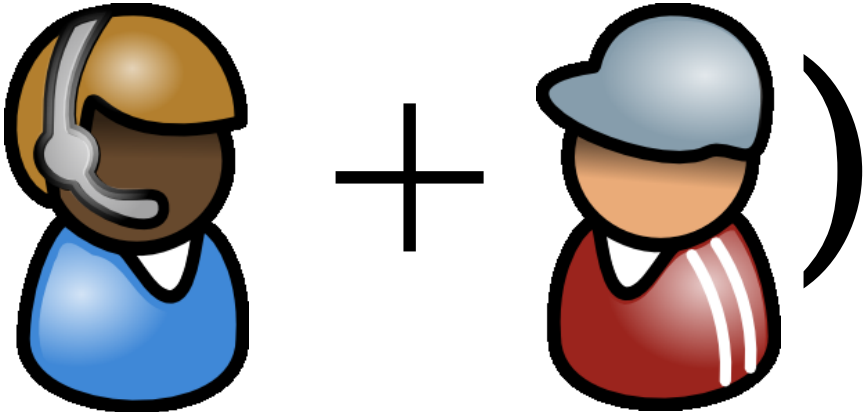
Success and Relationships

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

Elements of culture

- Symbols
- Values
- Rituals
- Heroes

Examples of factors

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

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 breath 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 of operational affairs



Chaotic company culture

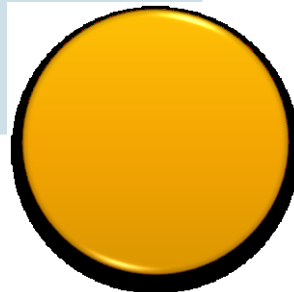
Absence of factors binding people together

People behave totally unpredictably

- Brownian motion
- Results in random, neutral environment

People follow their individual profit

- Organized in interest groups
- Results in conflict environment



Company culture management

Company culture is essential part of company identity

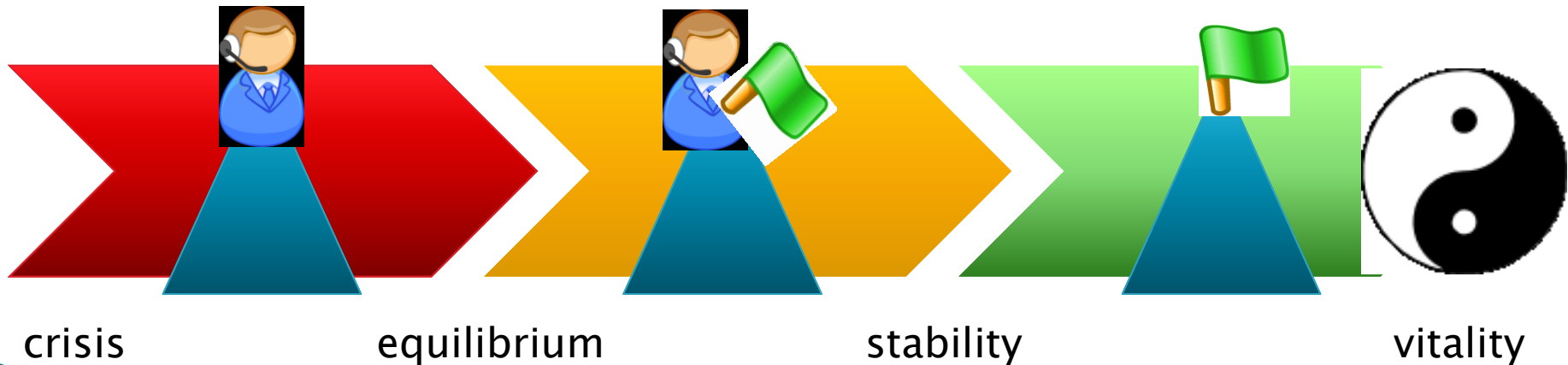
- it is created and formed by long-term evolutionary process
- however, it can be disrupted or even destroyed very quickly by insensitive actions and therefore

Company culture management is a important element in achieving vitality of a company!

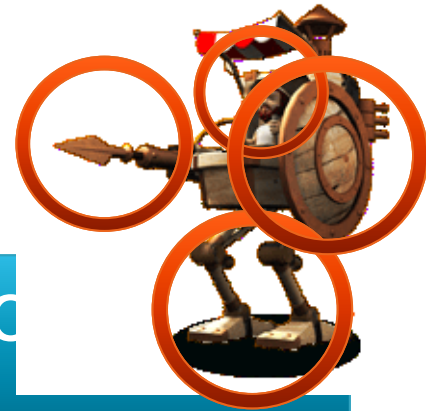
Company culture management objectives

Avoid the culture to become chaotic!

Continually transform the culture:



Theory of Vitality



The existence of organism has to be **gradually** (inspired by ecosystems observations)

meaningful

- useful to someone, even if to itself

effective

- it cannot exhaust itself to death

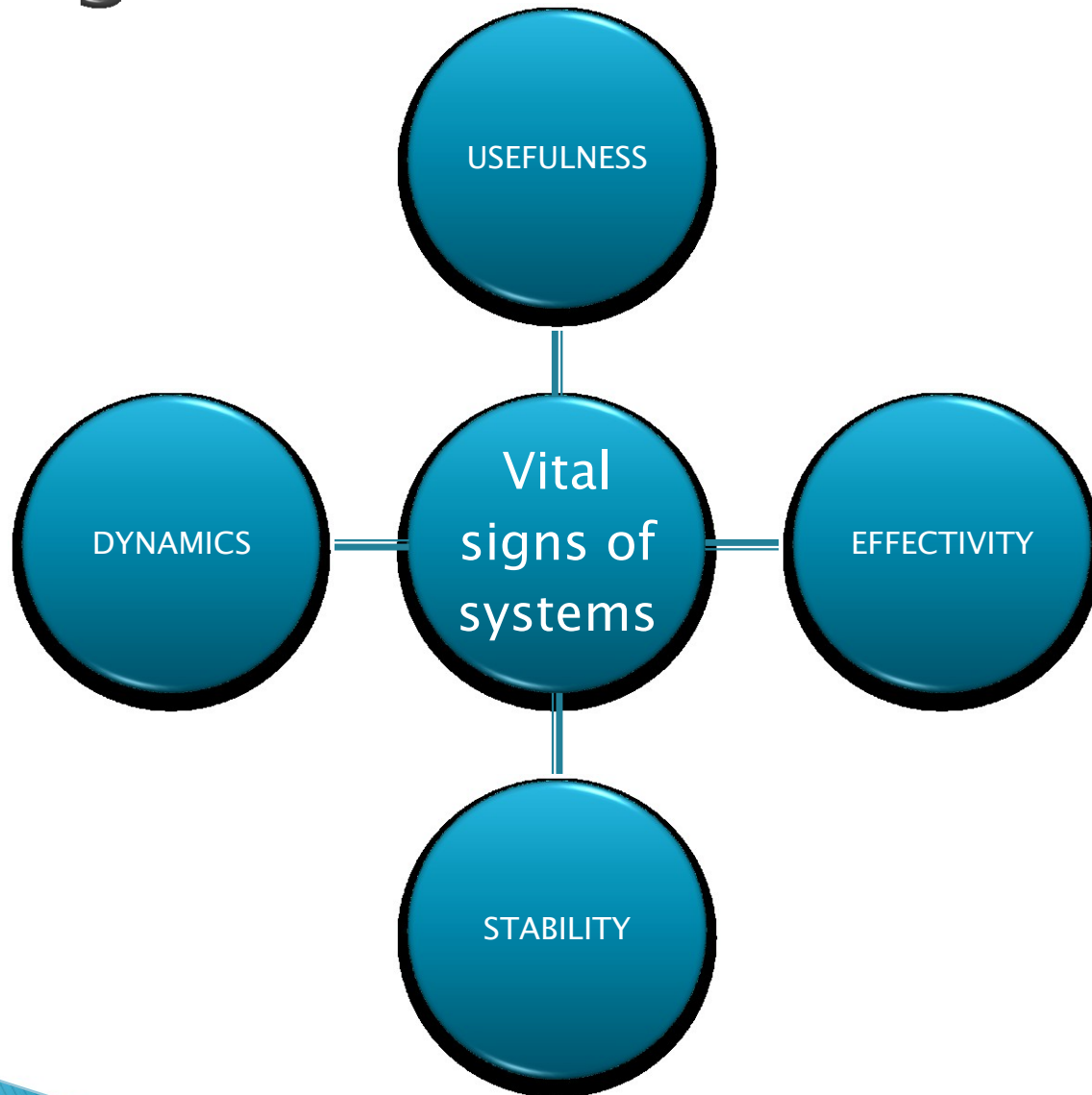
resistant

- to threatening forces and environment changes

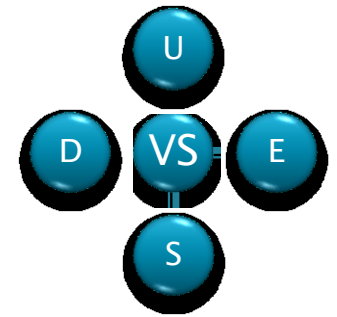
proactive

- flexible enough to generate changes

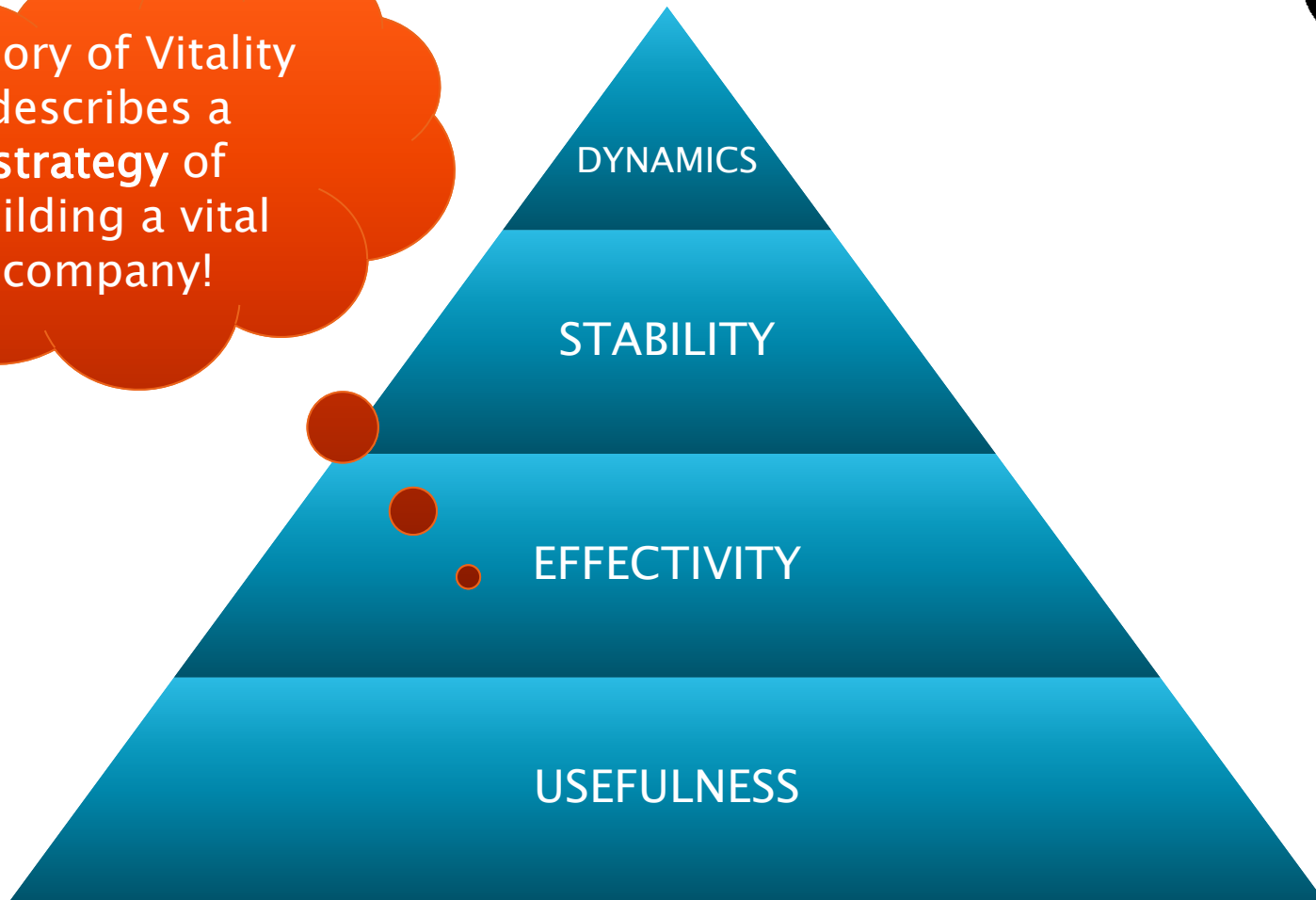
Vital signs



Pyramid of Vitality



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

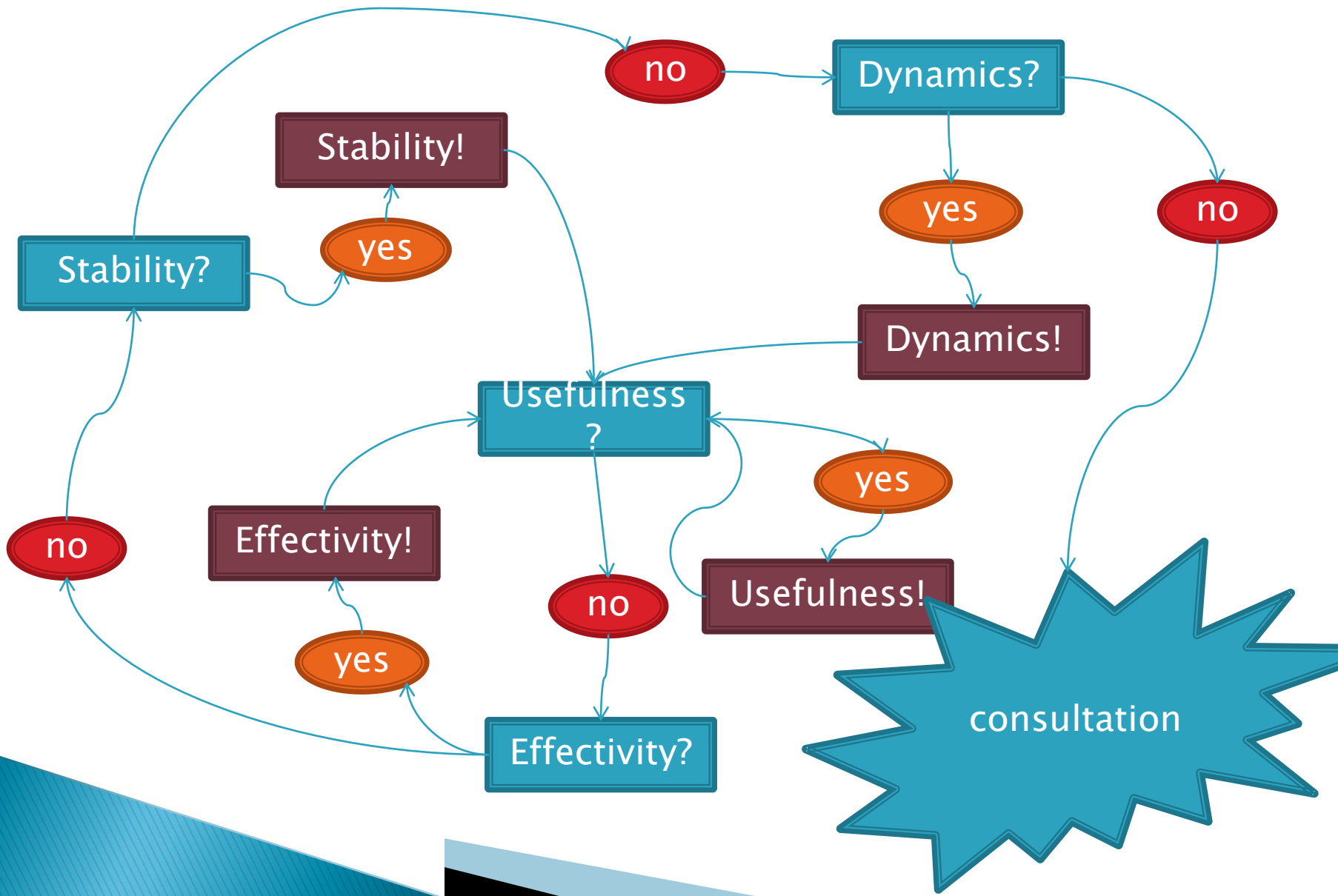


(C) J. Plamínek

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



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Companies driven by ideas

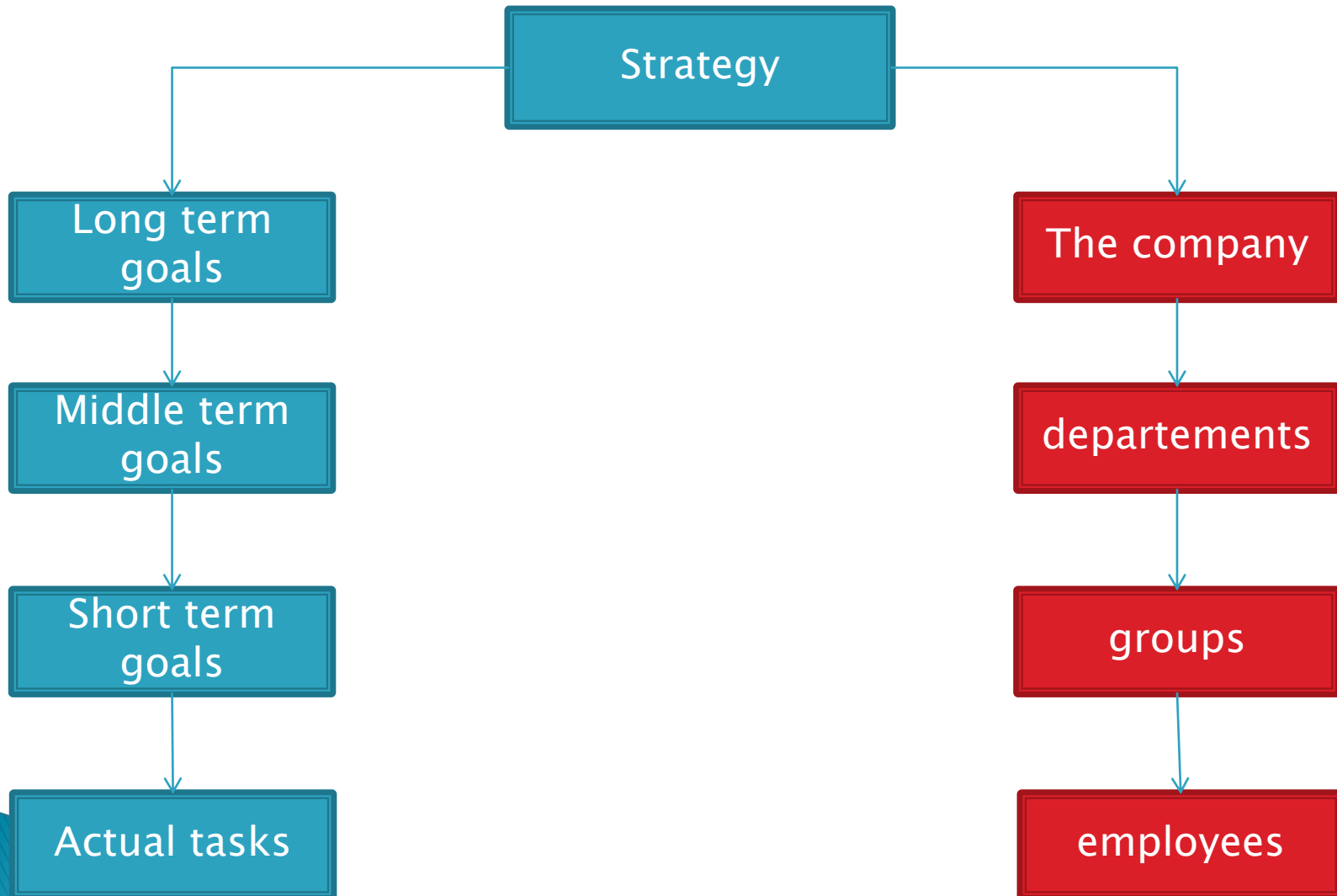
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The company driven by ideas

- ▶ 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

Proceses

- ▶ 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

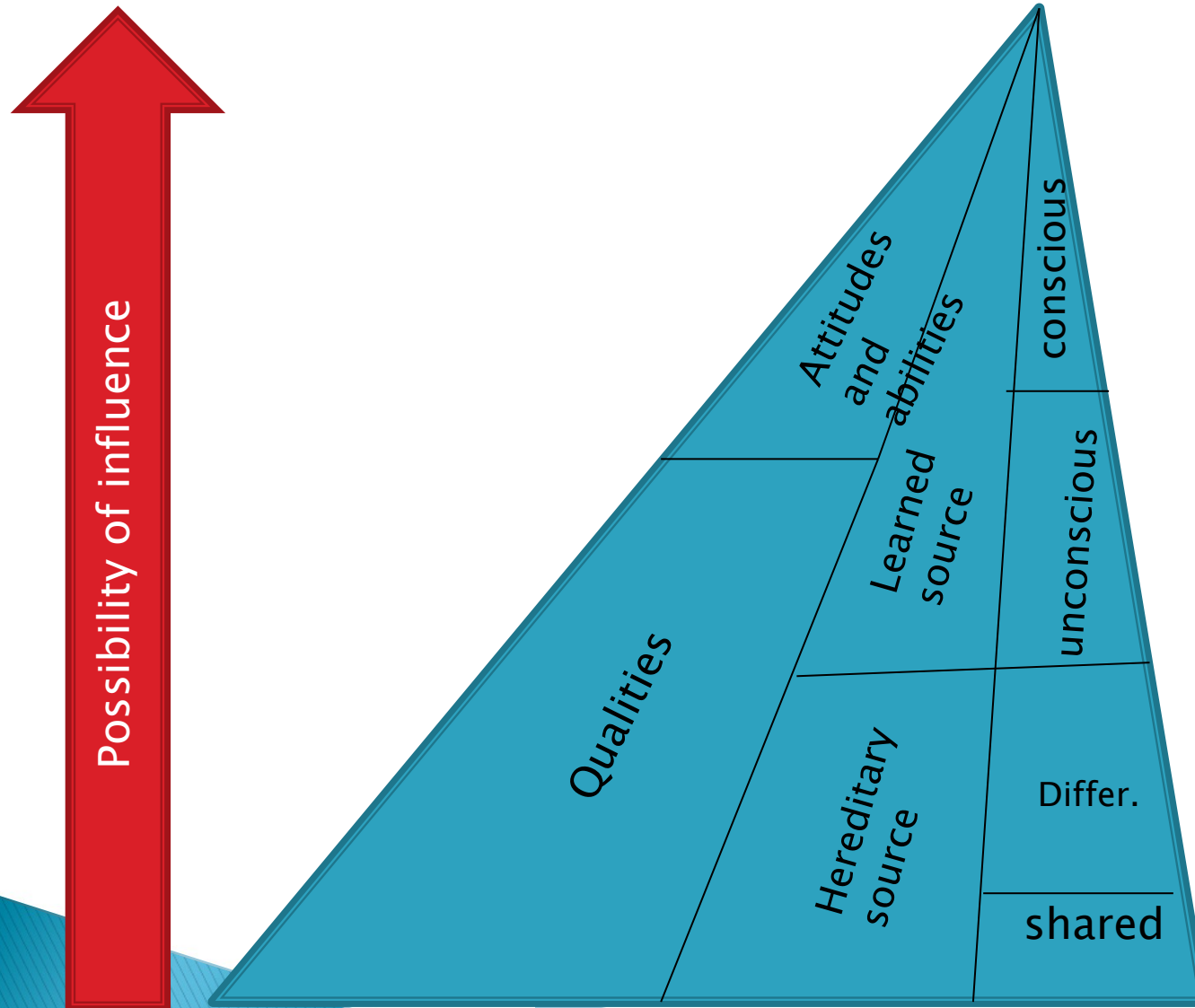
Management of the sources

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

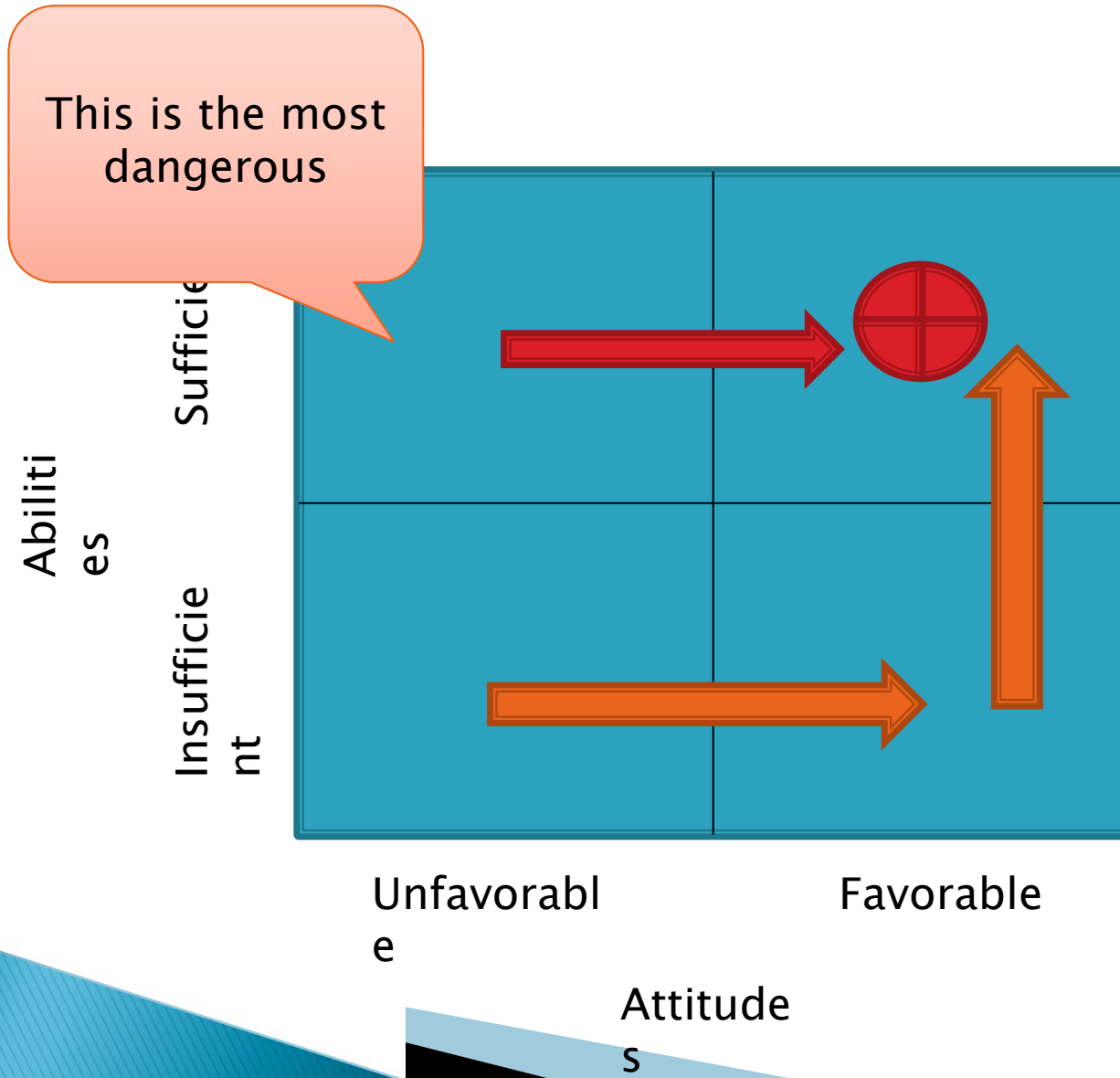
Human sources in MbC

- ▶ 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



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

Integration

Synergetization

Habilitation

Motivation

Orientation

Definition

S R