Management by Competencies

Integration and Subsummary

Human and factual elements of conflict

Emotional envelope

Factual core

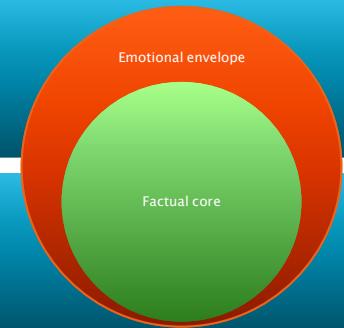quarrel

problem

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PV215 – 12
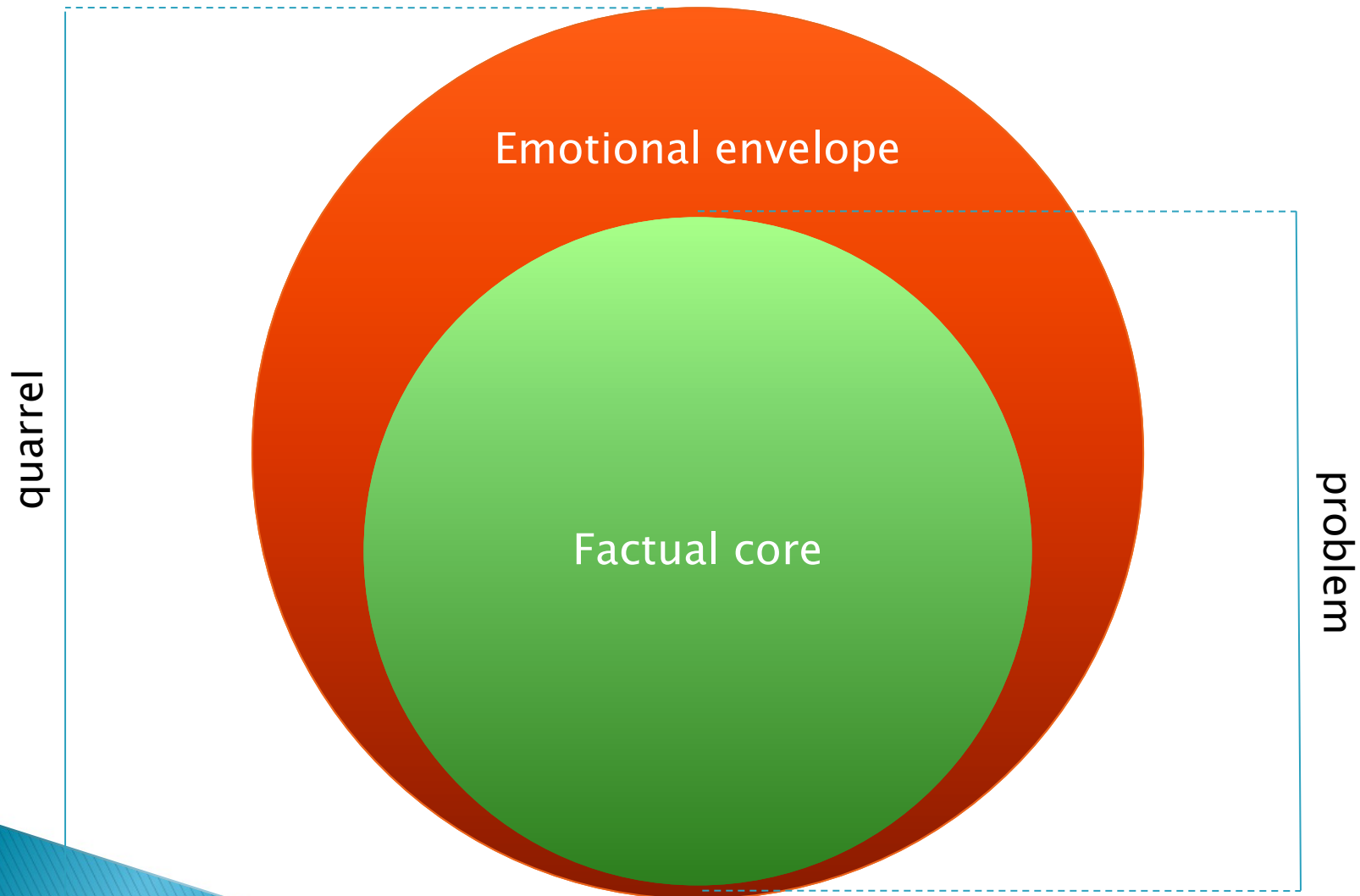
Obvious and hidden elements of conflict

more recognizable

more soluble

attitudes

Why?

interests

Why?

interests

Why?

interests

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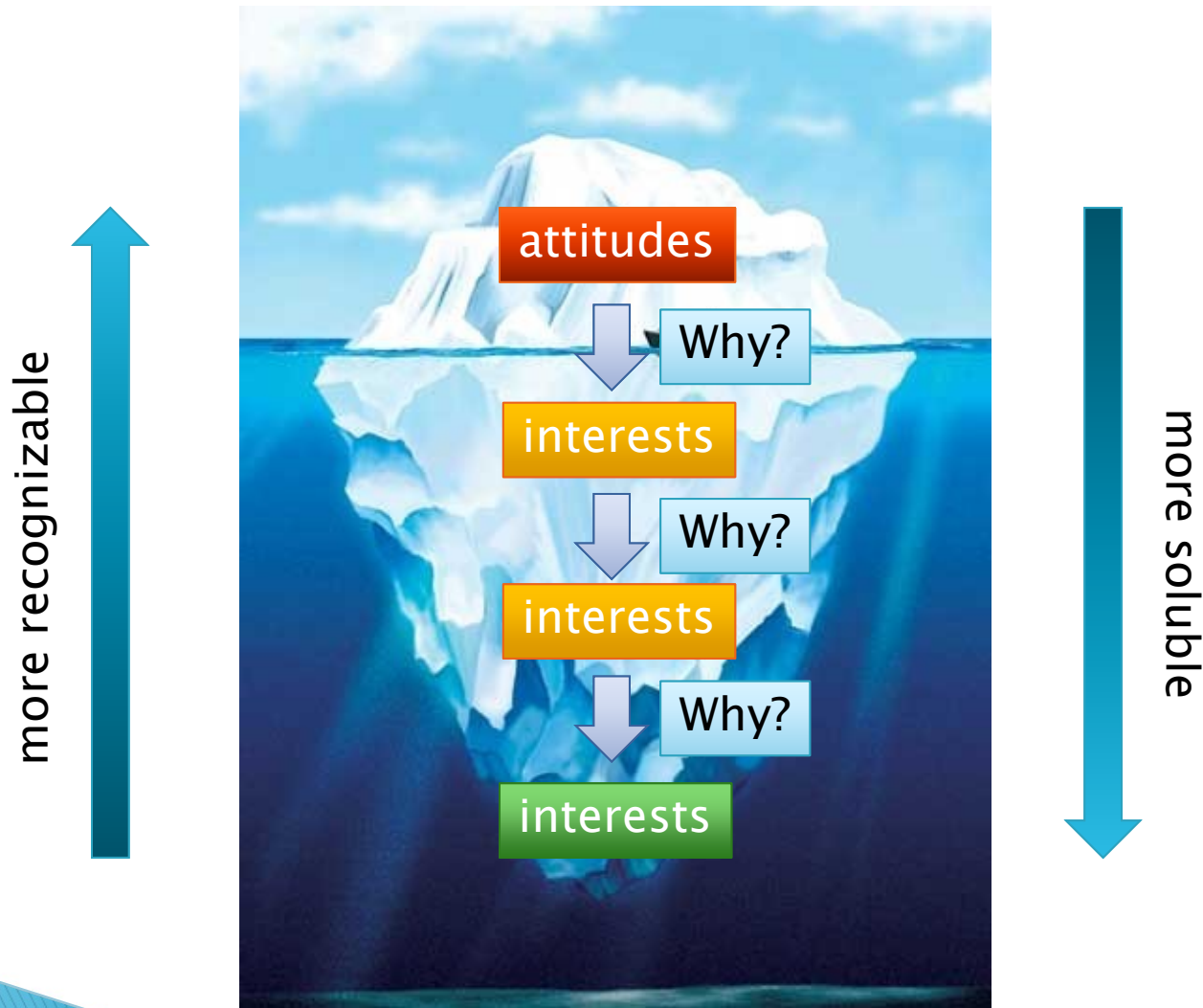
Principles of conflicts handling

Principle of evolution

Are there conflicts?	Stagnation	Evolution
	Are conflicts handled well?	Revolution

Principle of prevention

Principle of depersonalization

Emotional envelope

Factual core

Principle of mediation

Principle of rationalization
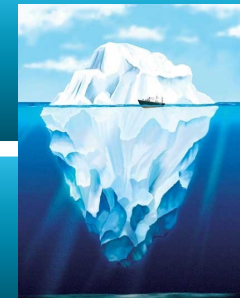
Principle of many dimensions

The origin of the team

- Cooperation cannot be ordered or learnt
  - set up appropriate conditions so that cooperation pays off
- Conflicts are natural and essential to avoid stagnation, however they have to be treated well
  - conflicts between interests of group members and group itself
  - conflicts coming from diversity of group members
- When conditions for cooperation are set up AND conflicts are managed the ordinary group can change itself to the team

Maturation of the group

Who?

Relations

How? Process

What? Thing

Who? Power

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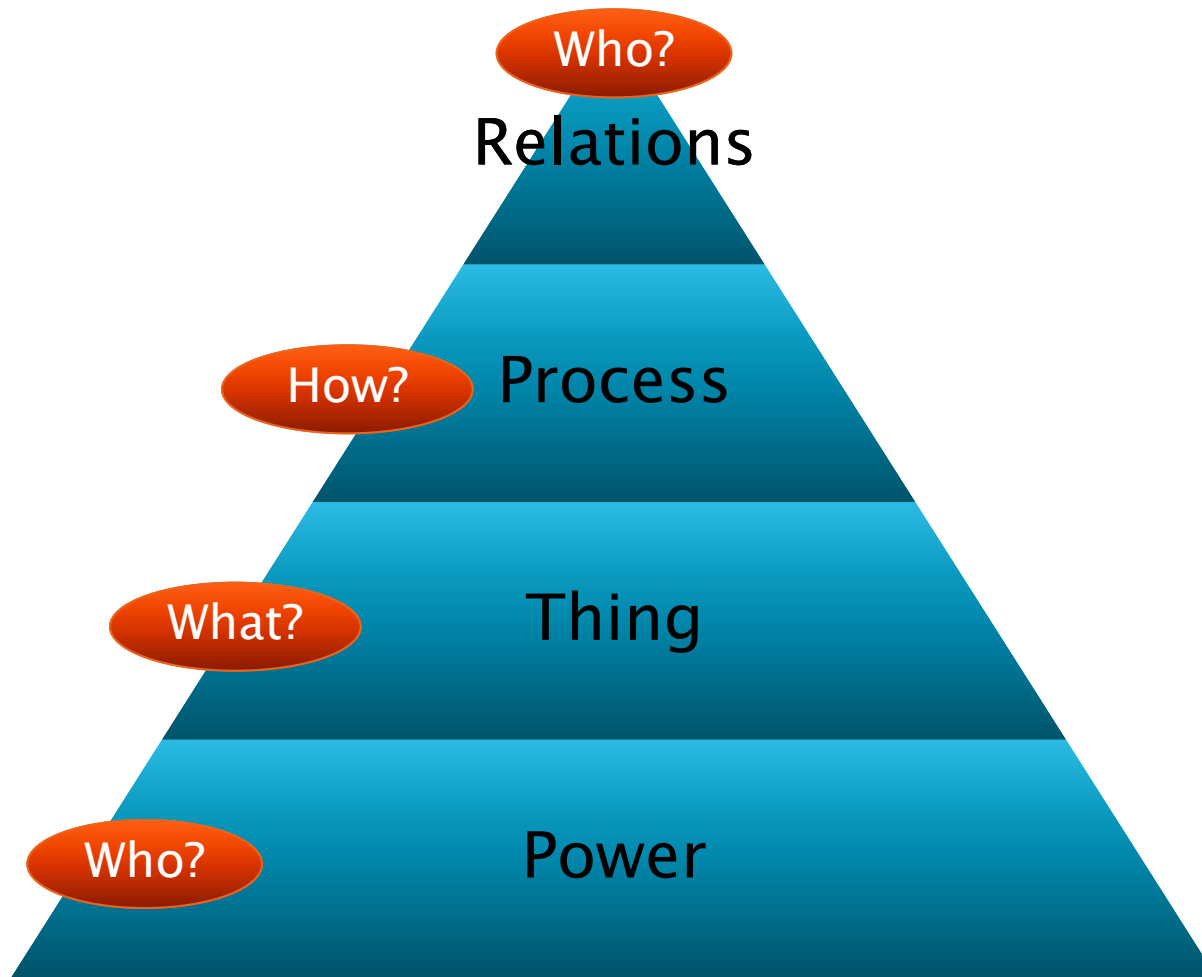
|	1. Gaining confidence and order	2. Waking of Activity	3. Synergy development
Managing force	Person (manager)	Members (including manager)	Ideas
Focus	Operational task, manager	Processes and rules	Relations and goals
Managerial style	Directive management	Open management	Synergistic management
Typical kind of communication	Monolog	Dialog	Facilitation
Decision making	Authoritative	Consultative	Delegative or participative
Effective incentives	Stimulation	Motivation	Self-motivation
Relationships development	Passivity retreat, onset of competition	Development of competition, onset of cooperation	Development of team work

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Team development

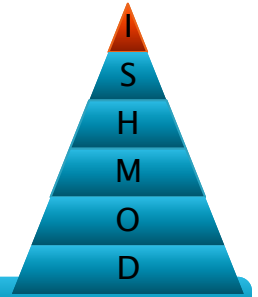SHARED GOALS AND WAYS

DIVERSITY IN PEOPLE AND ROLES

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Managing conflict people
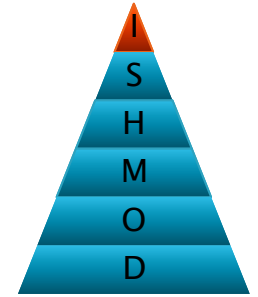
1) What bothers me specifically?
2) Is the problem on my side?
3) Is the problem in the system?
4) Does he or she cause the problems intentionally?
5) Why does he or she cause the problems?

Integration

Typical causes of intentional conflicts (possible answers to question 5)

I
S
H
M
O
D

Wants to attract attention

- then assign the role

Wants to solve a problem

- then reveal and understand the problem

Wants to mask his or her inability

- then habilitate him or her

Does not like me, want to hurt me

- are there specific causes?
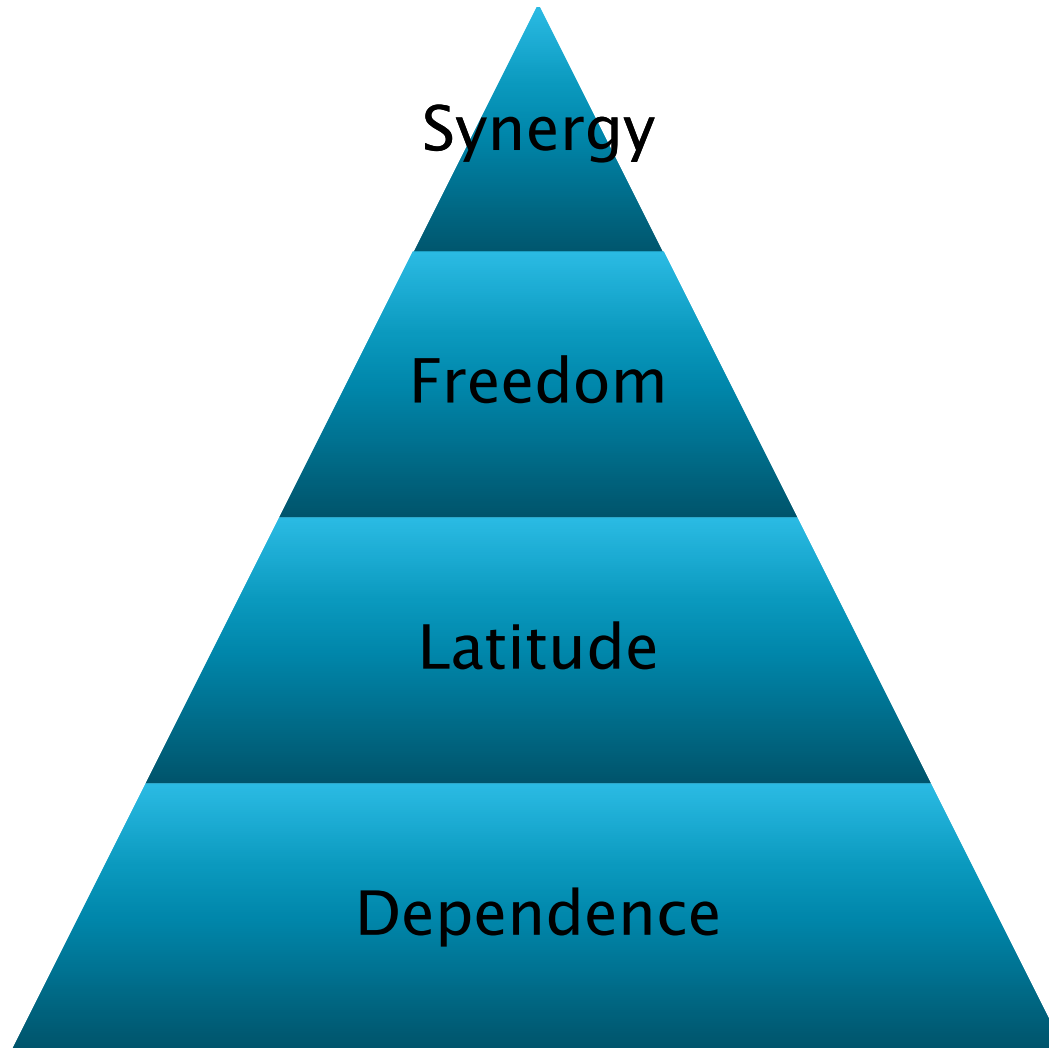 - if so, remove them
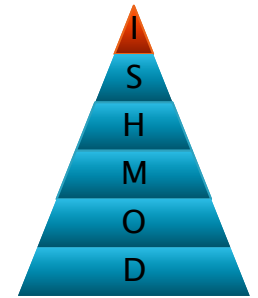 - if not, limit contacts

Does not care, is passive
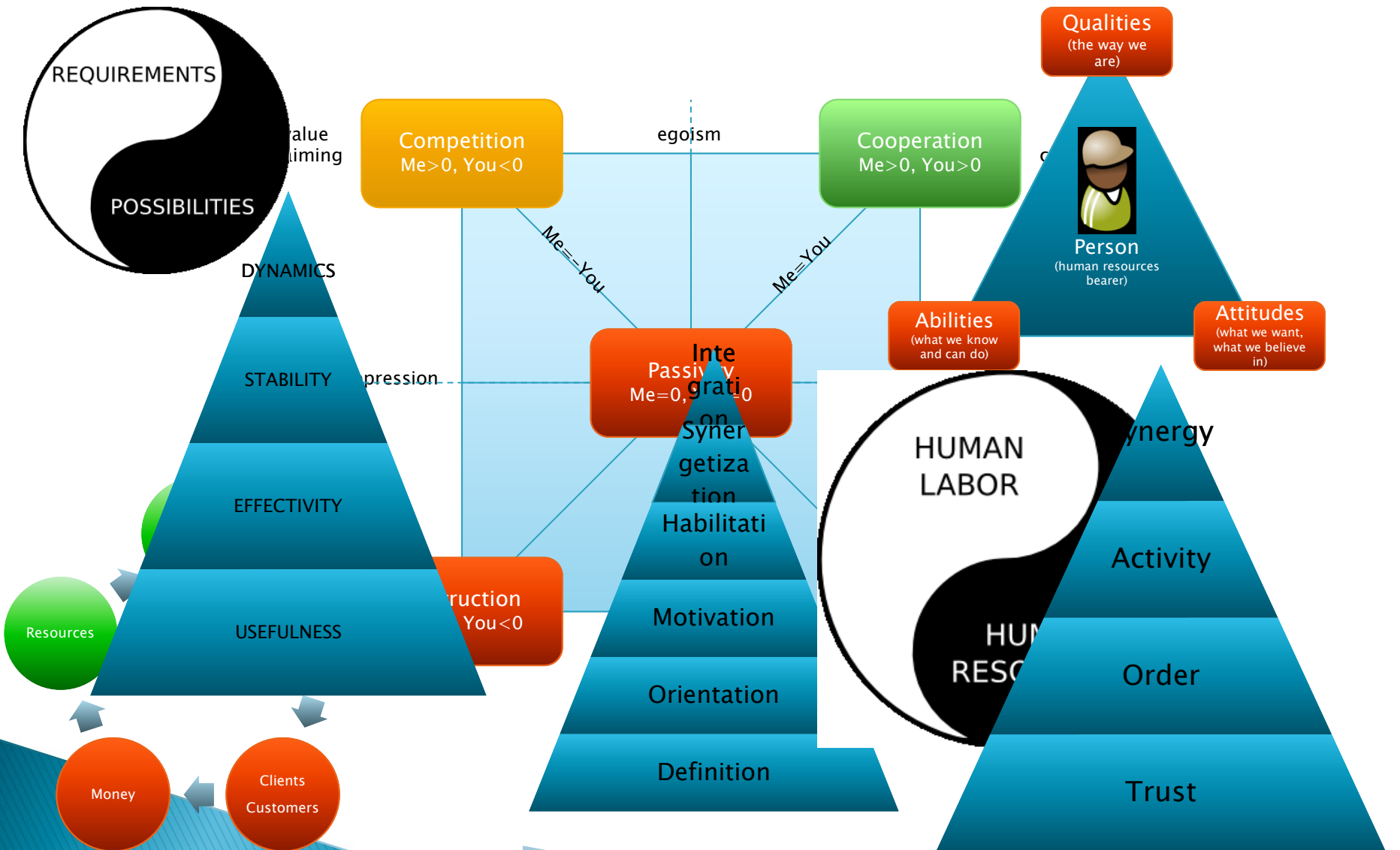
- then orientate and motivate him or her

It is his or her nature or unknown

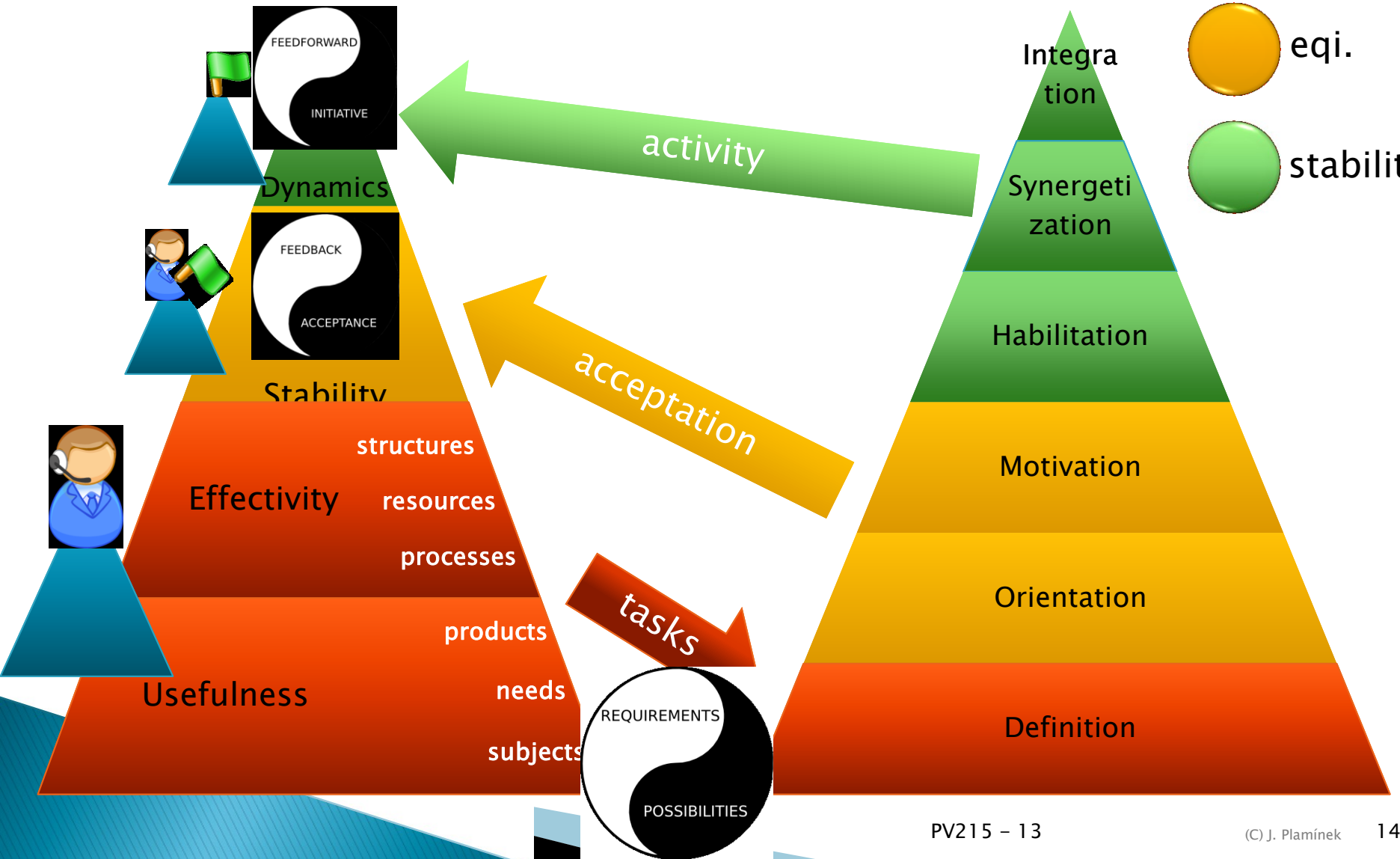- if it is important, ask specialist

Individual development

Synergy

Freedom

Latitude

Dependence

I
S
H
M
O
D

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Previously on MbC

REQUIREMENTS

POSSIBILITIES

value laiming

DYNAMICS

STABILITY

EFFECTIVITY

USEFULNESS

Resources

Money

Clients Customers

| Competition | | Cooperation |
| Me>0, You<0 | | Me>0, You>0 |

egoism

Me=You

Me=You

pression

Passivity
Me=0, You=0

ruction
You<0

Qualities
(the way we are)

Person
(human resources bearer)

Abilities
(what we know and can do)

Attitudes
(what we want, what we believe in)

Integration

Synergetization

Habilitation

Motivation

Orientation

Definition

HUMAN LABOR

HUMAN RESO

Synergy

Activity

Order

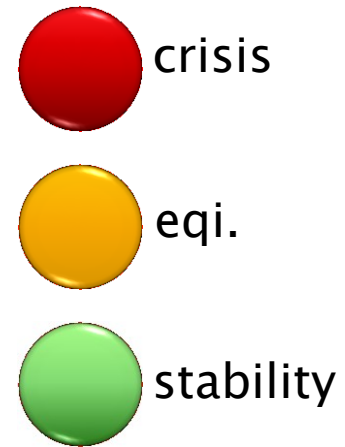Trust
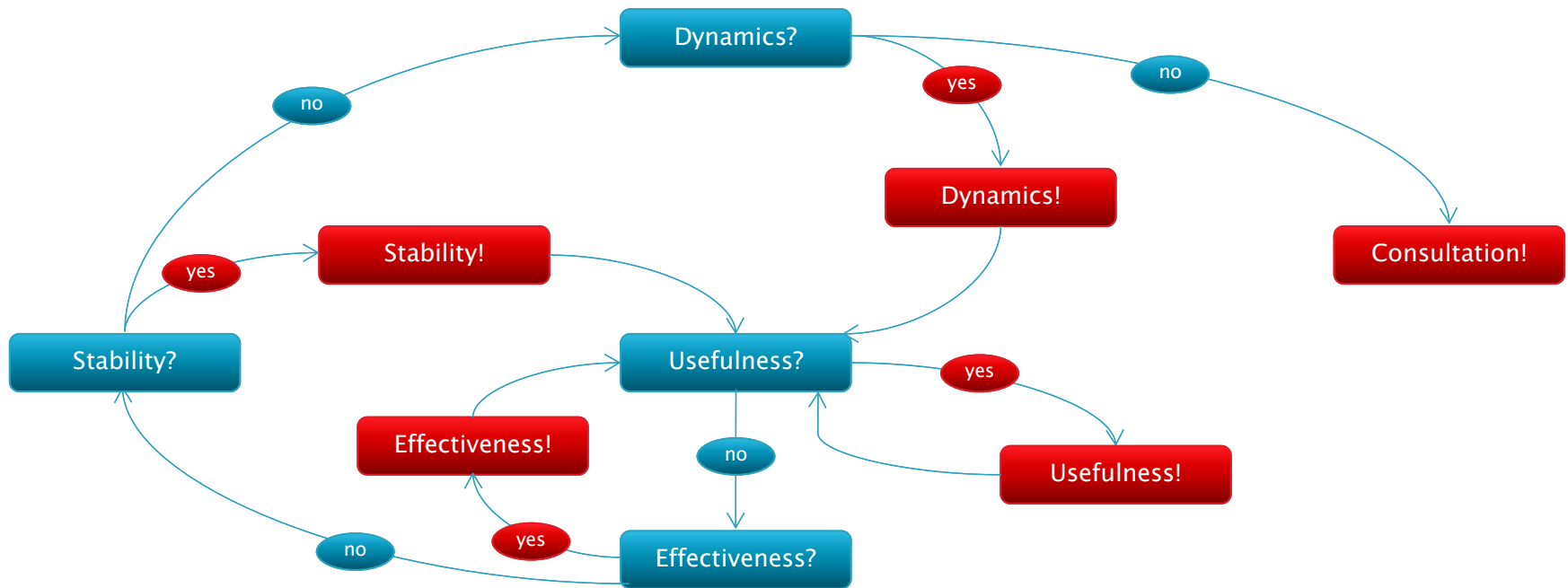
Agenda

- Theory of vitality
  - pyramids interaction
- Theory of constraints
- Competency rule
- Roles and tasks
- Troubleshooting
- Management by Competencies

Strategy: Theory of vitality

crisis

eqi.

stability

Integration

Synergetization

Habilitation

Motivation

Orientation

Definition

FEEDFORWARD

INITIATIVE

Dynamics

FEEDBACK

ACCEPTANCE

Stability

Effectivity

structures

resources

processes

Usefulness

products

needs

subjects

REQUIREMENTS

POSSIBILITIES

activity

acceptation

tasks

Tactics: Theory of Constraints

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Competency rule
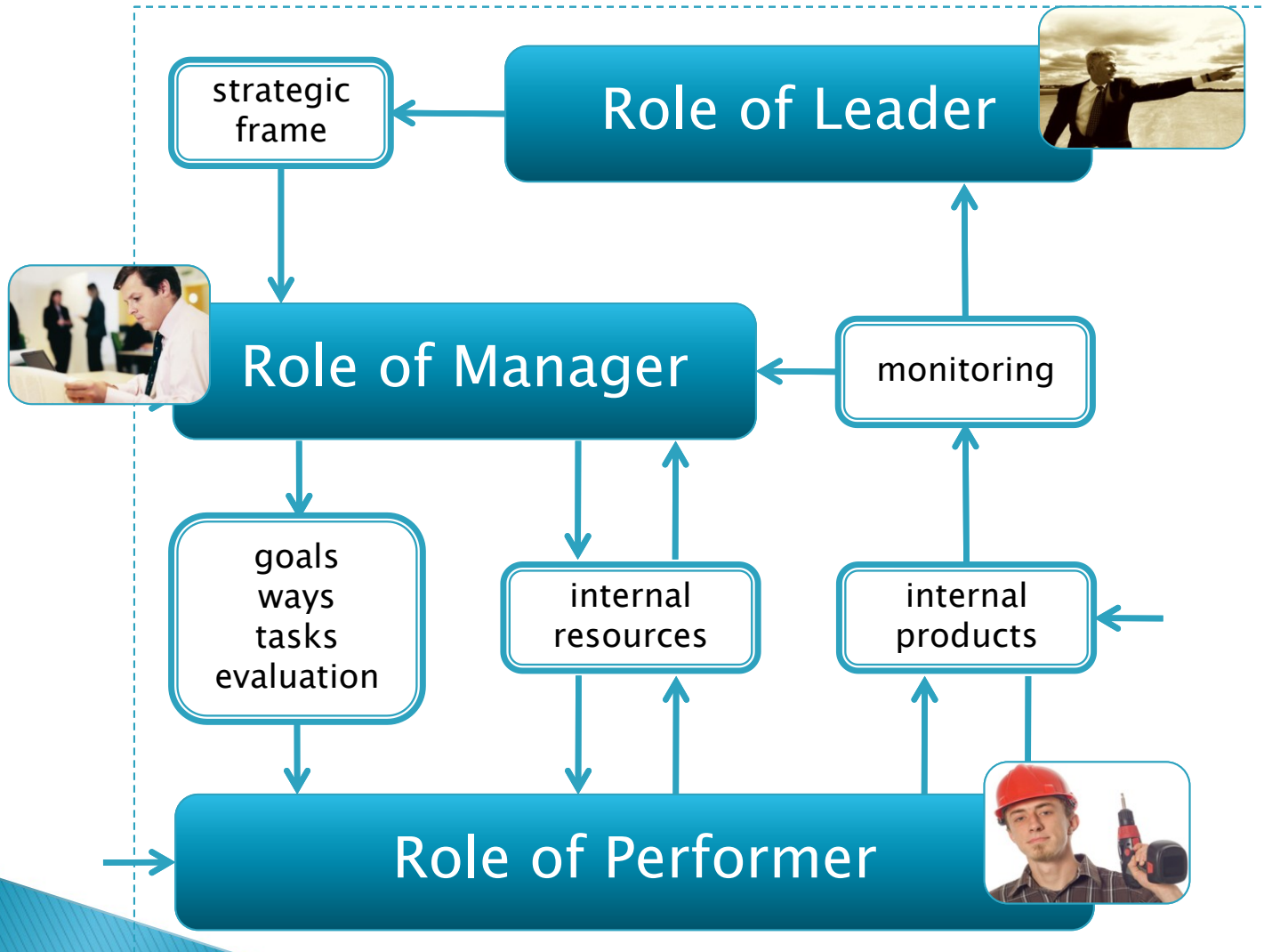
Every success or failure of any company corresponds to the competencies of people responsible for company performance (R. Fišer)
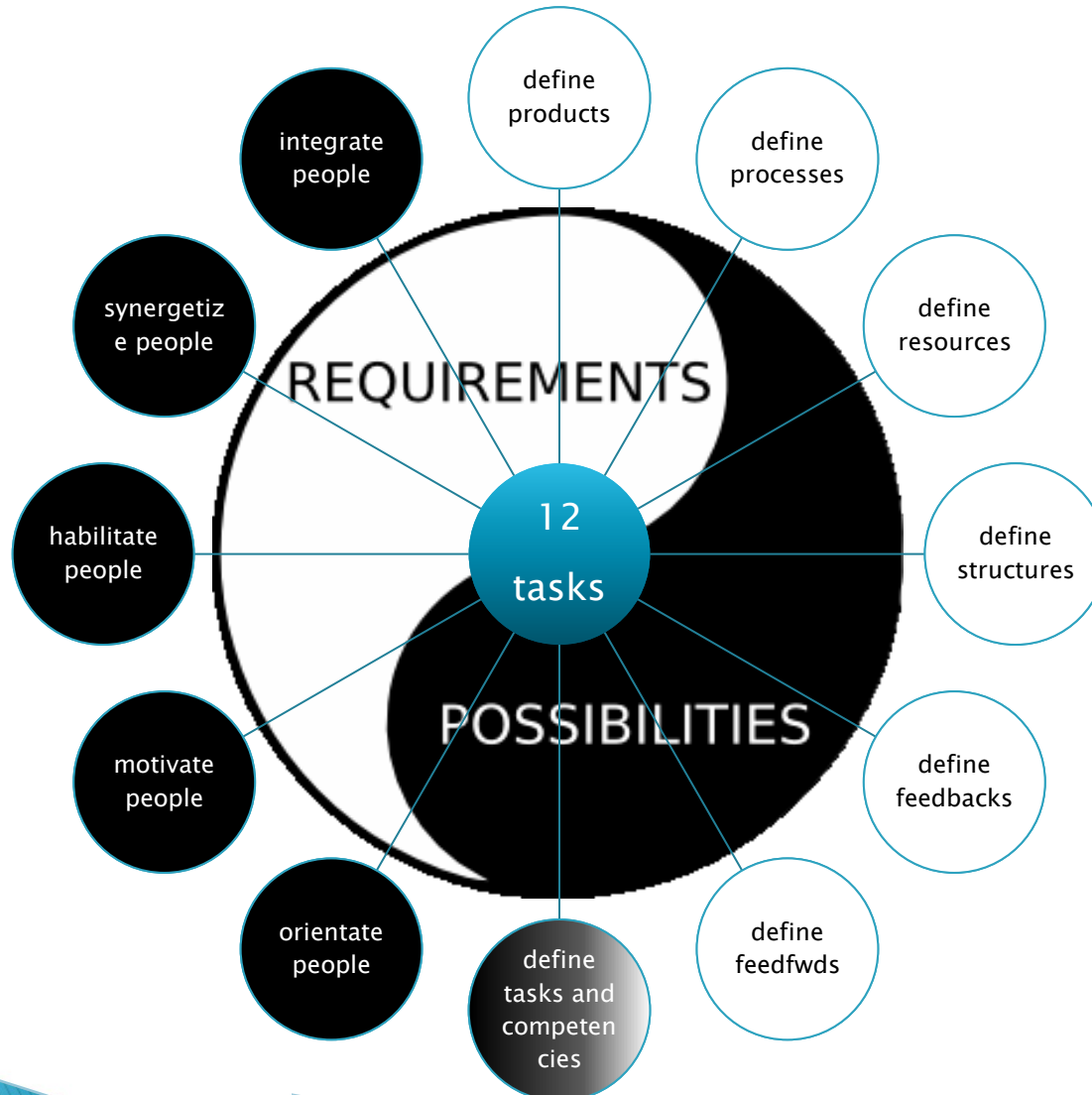

HUMAN LABOR

HUMAN RESOURCES

competence= resources + labor

Roles and tasks

Leadership tasks

strategic frame definition — **2 tasks** — strategic frame "selling"

Managerial tasks

define products

define processes

integrate people

define resources

synergetize people

REQUIREMENTS

define structures

12 tasks

habilitate people

POSSIBILITIES

define feedbacks

motivate people

define feedfwds

orientate people

define tasks and competencies

Performer tasks

performance

3 tasks

care of own resources

provision of special resources

Troubleshooting cycle

competency rule

pyramid of culture

theory of constraint

realization project

pyramid of vitality

theory of constraint

functional model

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Management by Competencies