

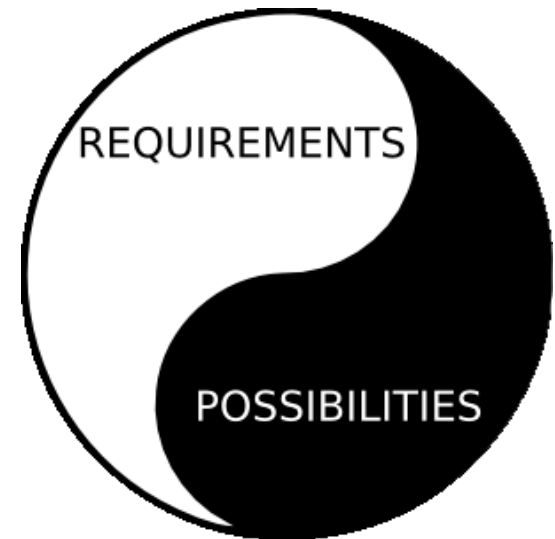
Management by competencies

Theory of vitality

What is the Vitality?

Repeatable achieving of goals without affecting a chance of achieving them in the future

vitality = possibilities + requirements



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

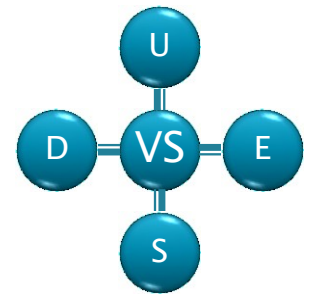
resistant

- to threatening forces and environment changes

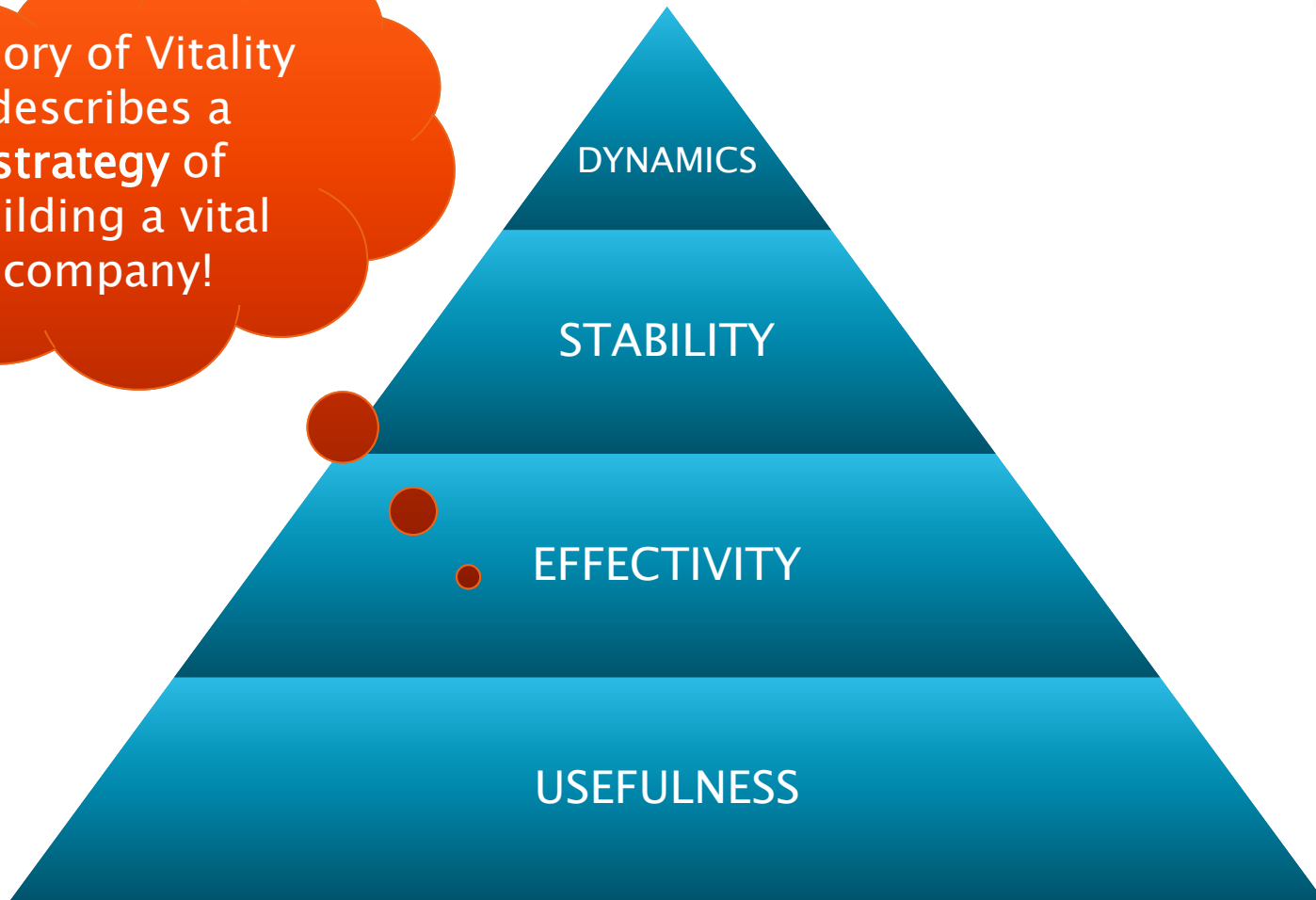
proactive

- flexible enough to generate changes

Pyramid of Vitality



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

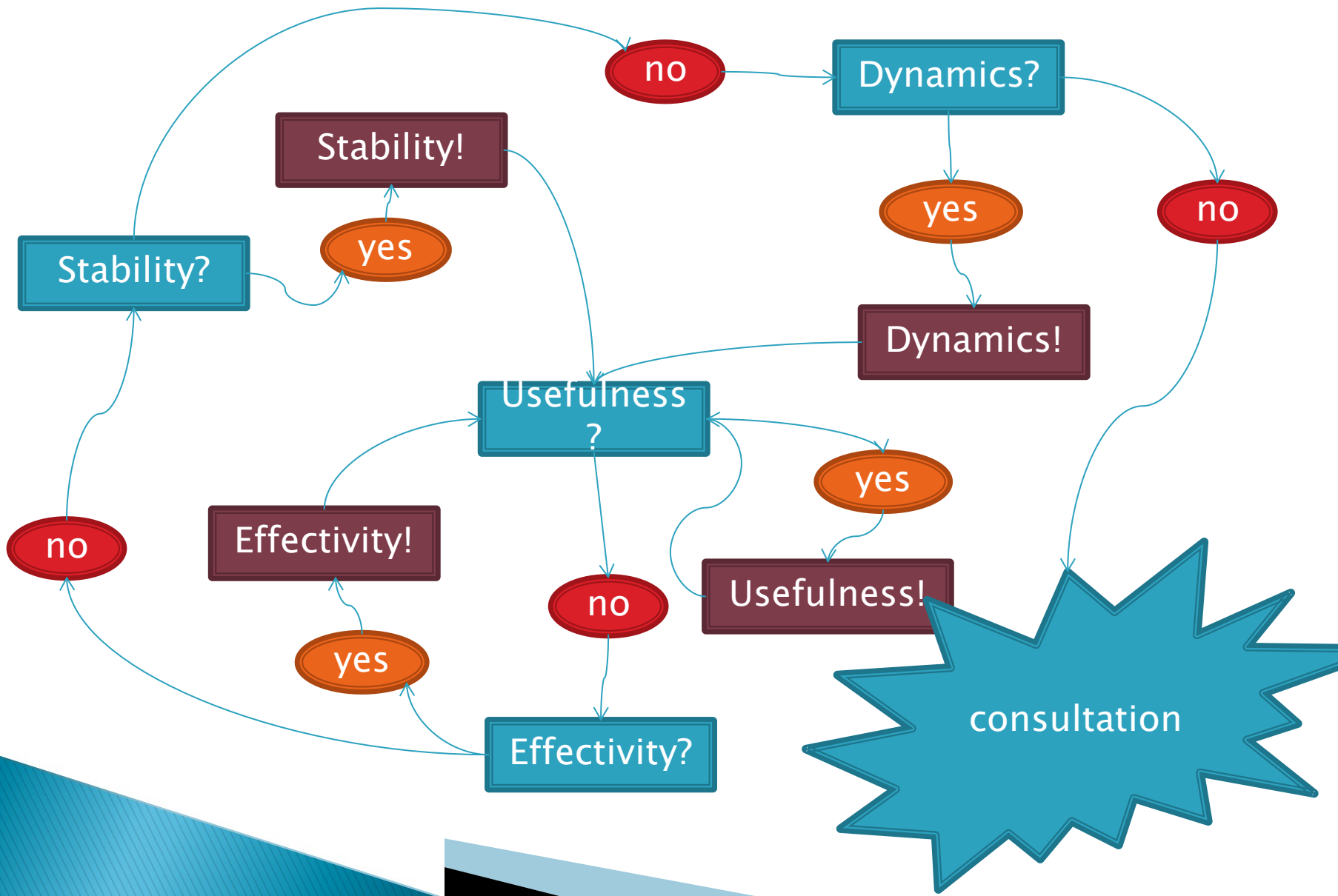


(C) J. Plamínek

Theory of constraints

- ▶ 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



Lets move on..

Company culture

Company culture

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

Company culture is the set of relationships in the company.

Among people,
organization units,
people and units

Among people and
company ideas

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

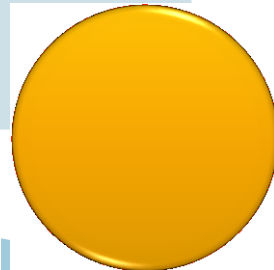
Absence of factors binding people together

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

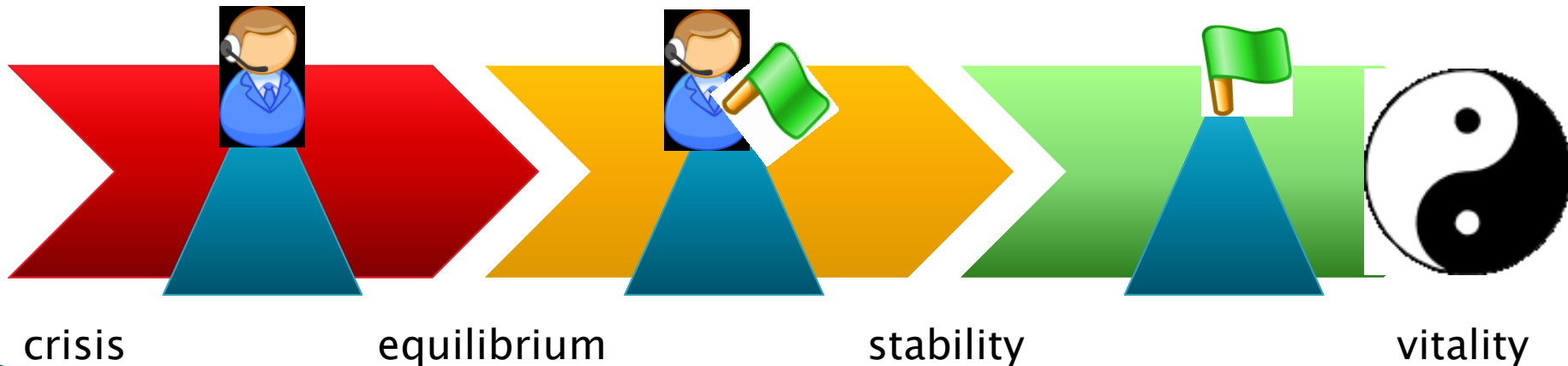
- it is created and formed by **long-term** evolutionary process
- however, it can be disrupted or even destroyed very **quickly** by insensitive actions and therefore

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

Company culture management objectives

Avoid a culture to become chaotic!

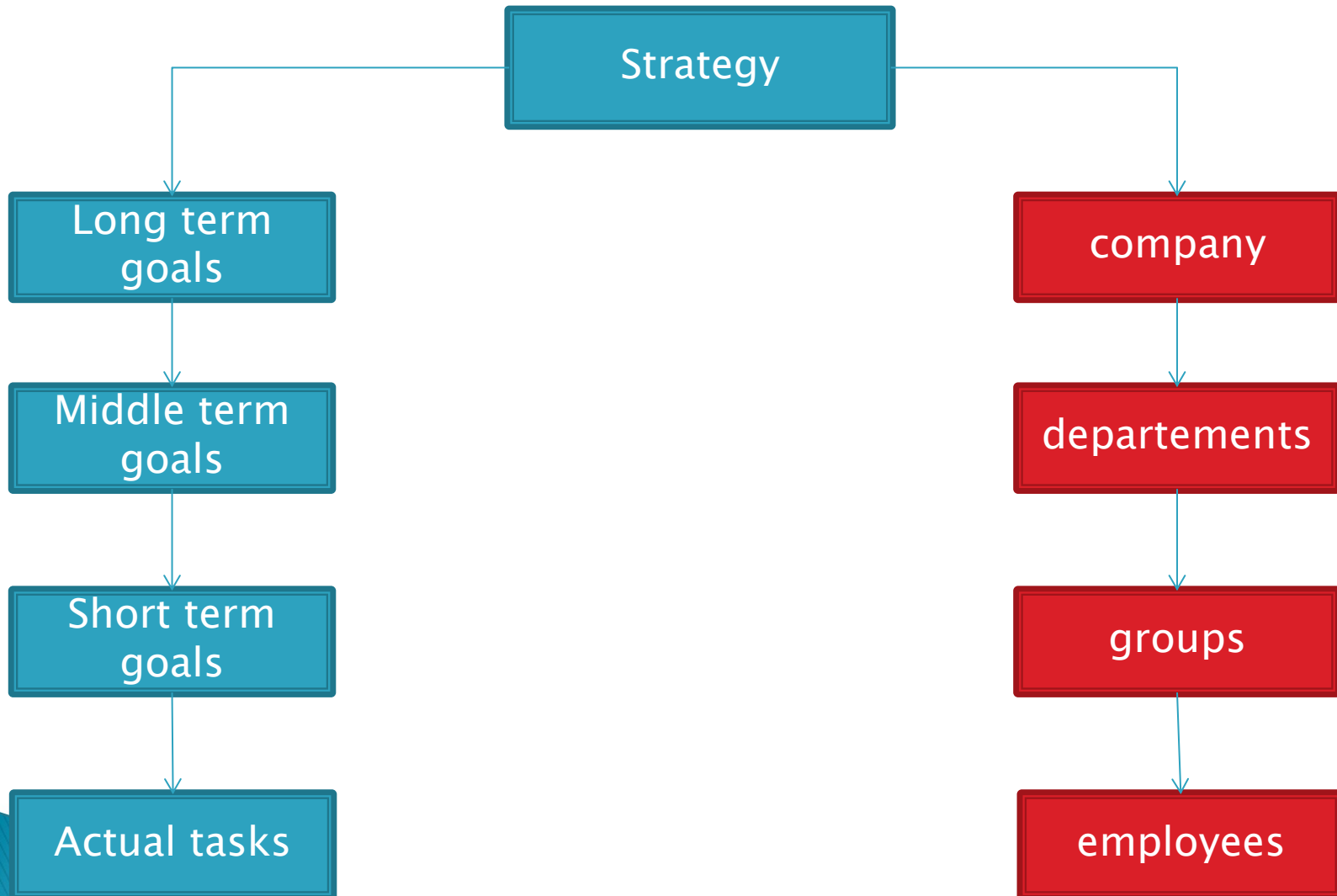
Continually develop a culture:



The company driven by ideas

- ▶ It is necessary to “decompose” the ideas
- ▶ At least some motivation is needed for listening ideas
- ▶ Motivation must be designed for a specific person

The road of ideas



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 feedback!!!

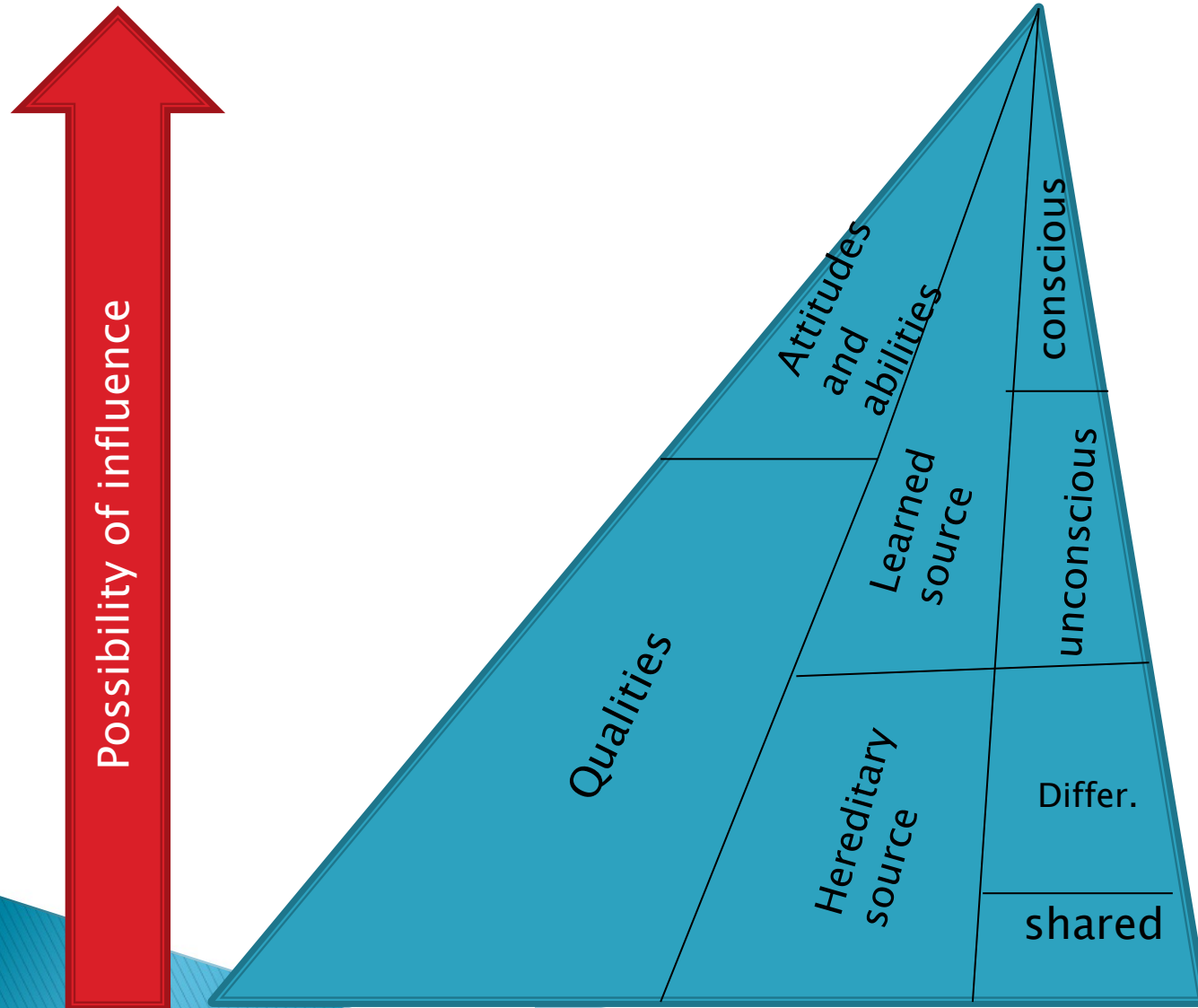
Management of the resources

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

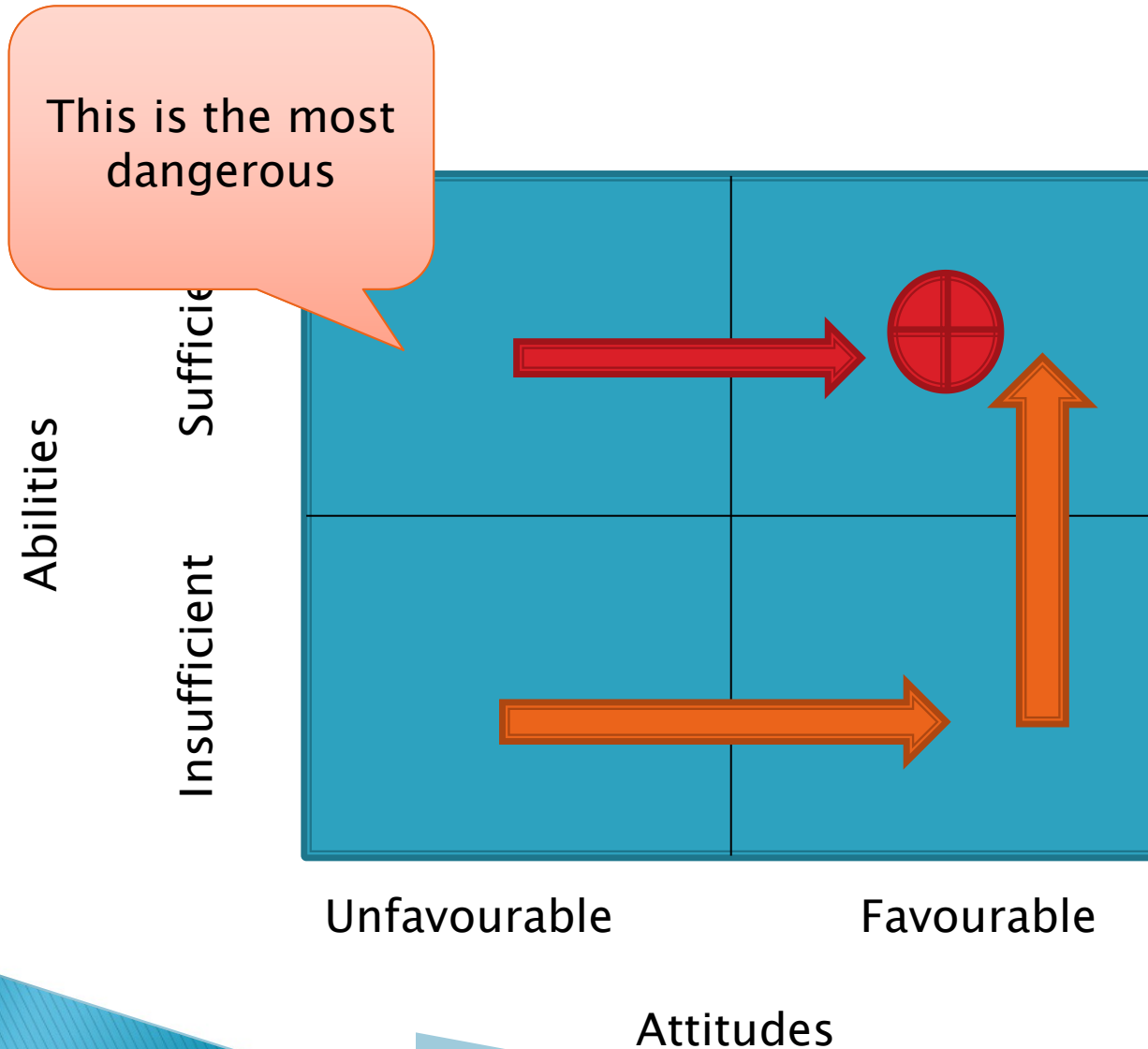
Human resources in MbC

- ▶ 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 resources
- ▶ 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

Integration under company's

Integration

Synergetization

Habilitation

Motivation

Orientation

Definition

We need to apply
the theory of
limitations

Political barriers

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

Conclusion

- ▶ Pyramid of vitality
 - ▶ Theory of constraints
 - ▶ Management of processes
 - ▶ Management of human resources
 - ▶ Pyramid of culture
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