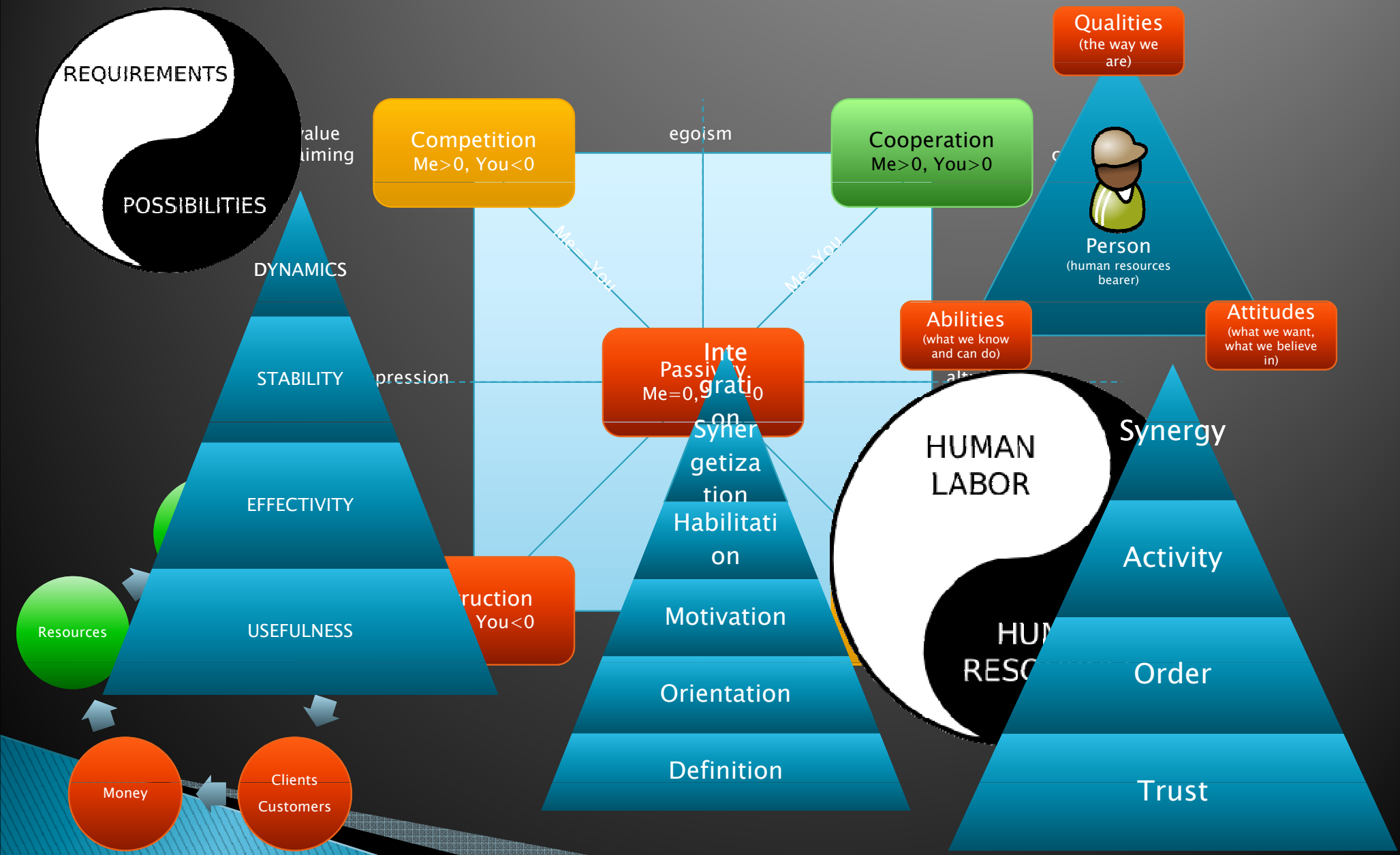


# Management by Competencies

»» Practical example

# Previously on MbC



# Agenda

- ▶ Nature of Processes in Startup Company
  - Processes classification
  - Sustainable Development
- ▶ Paraprocesses
- ▶ Metaprocesses
- ▶ Organization Structure
- ▶ Management Tools

# Nature of Processes in Mycroft Mind



Mycroft Mind is project-driven organization, i.e.

- its primary business is made up from projects
- its core-processes are projects
- core-processes include
  - CEP-based applications and solutions development

Mycroft Mind executes Project Program to achieve its business goals!

- projects within program are differentiated by several categories

# Project Categories



## Technology

- research & development
- 1 project

## Application

- application and solution development
- 3 projects

## Proof-of-Concept

- sales support by illustration what CEP technology application may bring to the prospect

## Flow

- methodology development
- 9 projects

## Business

- market research, marketing and sales
- 1 project

## Organization

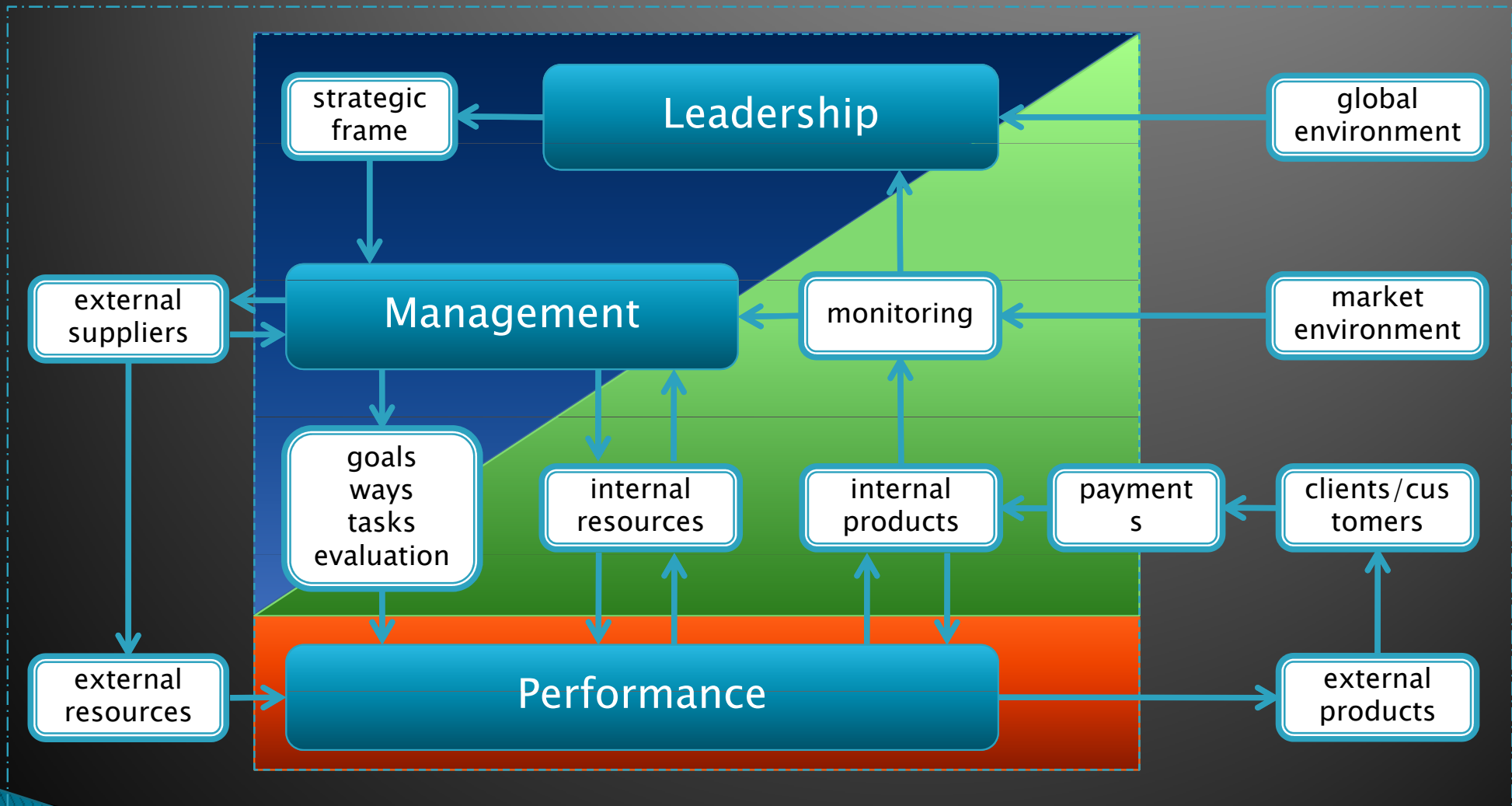
- leadership and management
- 2 projects

Ortoprocesses

Paraprocesses

Metaprocesses

# Focus of this lecture



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

# In the beggining...



In the spring of 2007, *Mycroft Mind*, a technology *start-up*, was launched

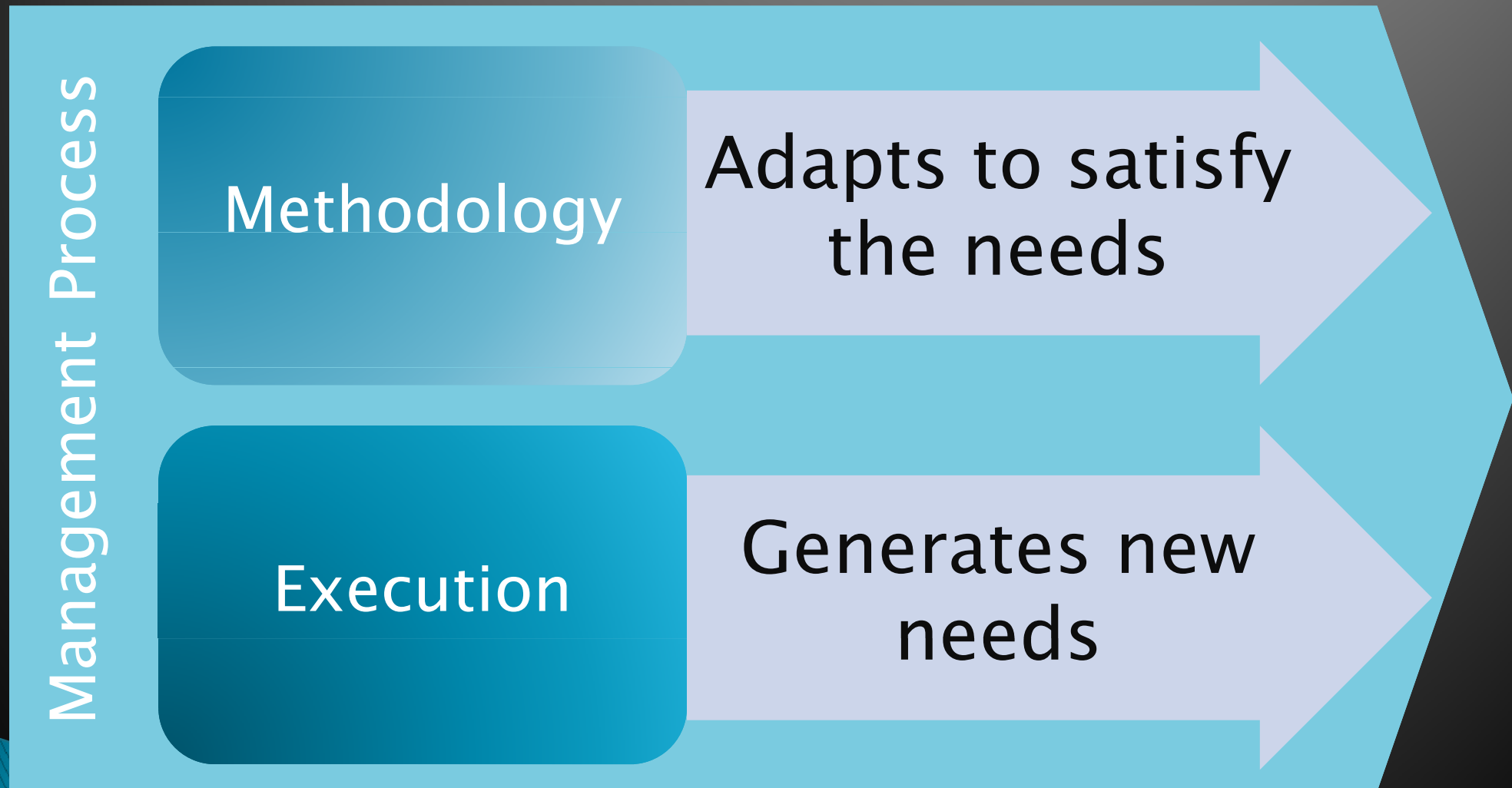


There was *lack of time* and *resources* to set up all meta-processes



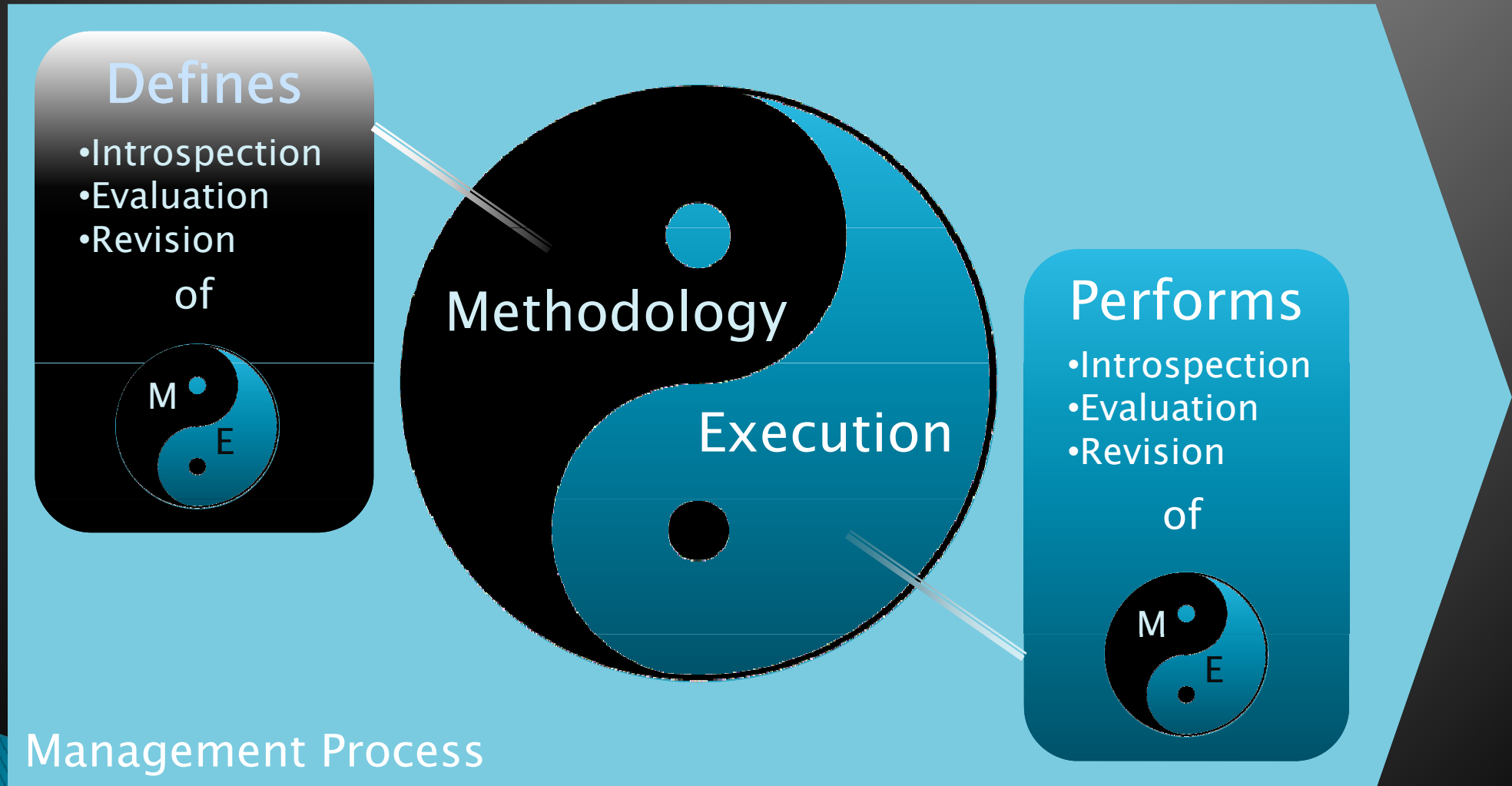
All we wanted was to only ensure *sustainability of management process development*

# Management Process Development





# Sustainability of Management Process Development



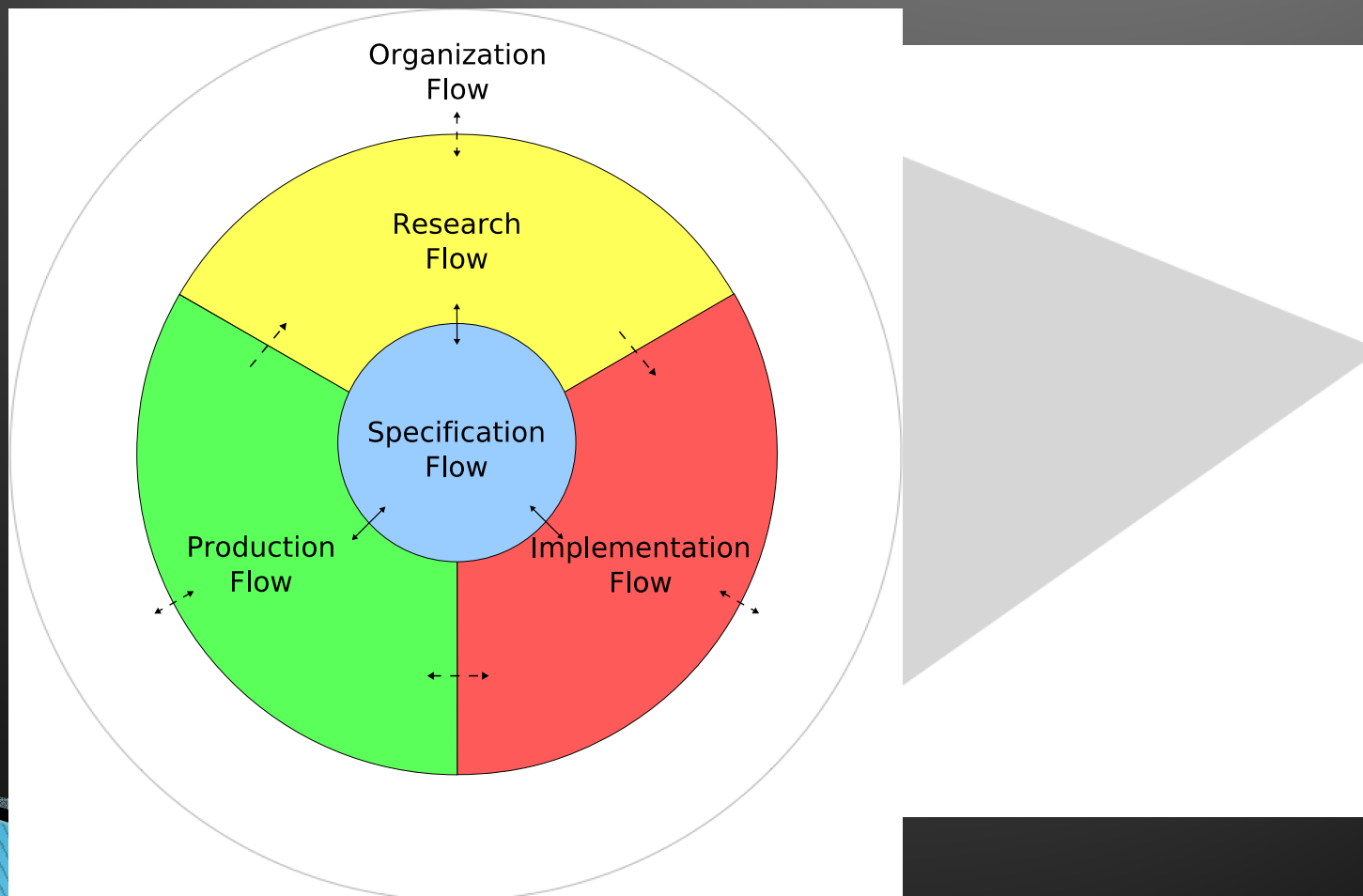
# Concept of Flow

## Flow

- project **activity categorization** focusing activities from the point of their primary aim by following categories:
  - R – Research
  - S – Specification
  - I – Implementation
  - T – Testing
  - P – Production
  - O – Organization
  - B – Business
  - E – Education

# Origin of the Flow name

- ▶ Sequence of activities focused by certain categories in times represents flow



# Flow projects derivation



## Activity Categories

- Research
- Specification
- Implementation
- Testing
- Production
- Organization
- Business
- Education

## Flow Projects

- R-FLOW
- S-FLOW
- I-FLOW
- T-FLOW
- P-FLOW
- O-FLOW
- B-FLOW
- E-FLOW

Provide methodological and environmental support for tasks of respective kind

Consequently, evaluate and improve the effectiveness of entire program

# Flow projects



- ▶ Are *executed* in accordance with the *methodology*
- ▶ Change the *methodology* in accordance with the needs and requirements emerging in the execution of all projects
- ▶ Distributively and regularly perform introspection, evaluations and revision, i.e. feedbacks and feedforwards
- ▶ Pay attention to flow of activities in systematic and proactive way!
  - the attention is universally measured by attention function

# Attention Function

- ▶ uniform way of valuation of all activities, events and situations is required in respect of attention which is demanded to accomplish or solve the valuated entities
- ▶ attention
  - is mental energy, which single person is able to expend within certain time interval for certain purpose labor input on project activity
  - is measured as amount of attention, which is required to be expended to accomplish the given activity

# Why attention?

- ▶ attention is not strictly bound to the working hours and thus to the capacity of working days
- ▶ character of many activities being undertaken is also hard to bound to the working hours
- ▶ when the attention is measured, the mental effort is taken into account rather than only time which can be effectively wasted



# Attention Function Definition



- ▶ Valuation of an activity A by attention is structured by:
  - people, whose attention have been or will be expended to accomplish the activity A → **work group**
  - for every member of work group M is determined the following:
    - **time** that M spent or will spend by paying attention to activity A
    - **role** in which M participate on activity A
- ▶ Roles and its credit valuation for an activity A:
  - **author** – 6 points/day spent on the activity A
  - **coworker** – 4 point/day spent on the activity A
  - **onlooker** – 0 points/day spent on the activity A
  - **opponent** – 1/4 of sum of all point valuation of author and all coworkers assigned to the activity A



# Attention Function Utilizations



- ▶ Motivating aspects
- ▶ Aspect of team self-regulation
- ▶ Project valuation

# Conceptual Overview



## Project Categories

Technology

Application

Proof-of-Concept

Business

Organization

Flow

## Activity Categories

Research

Specification

Implementation

Testing

Production

Organization

Business

Education

## Attention Function

Evaluates each task and assigned team member by defined amount of credit

Universal measure to every undertaken activity

## Attention Flows

Long term focus of attention on domains derived from *task categories*

Implemented as a project of *flow category*

# Paraprocesses in Mycroft Mind

- ▶ Administrative processes
  - see examples in an extra mind map
- ▶ Development, Grow & Educational paraprocesses are realized through flow projects
- ▶ Special flow project HFLOW dealing with Human Resources Management

# HFLOW project objectives



- ▶ Coordinates other flow projects
  - alignment with the current strategy
  - reflection of forthcoming requirements
  - discussion
- ▶ Performs short-term evaluations
  - discussion on written evaluations by managers
  - produces suggestion for promotion, extraordinary incentives, ...
- ▶ Coordinates long-term evaluations
  - personal interviews
- ▶ Collects all information related to acquisition

# Metaprocesses in Mycroft Mind



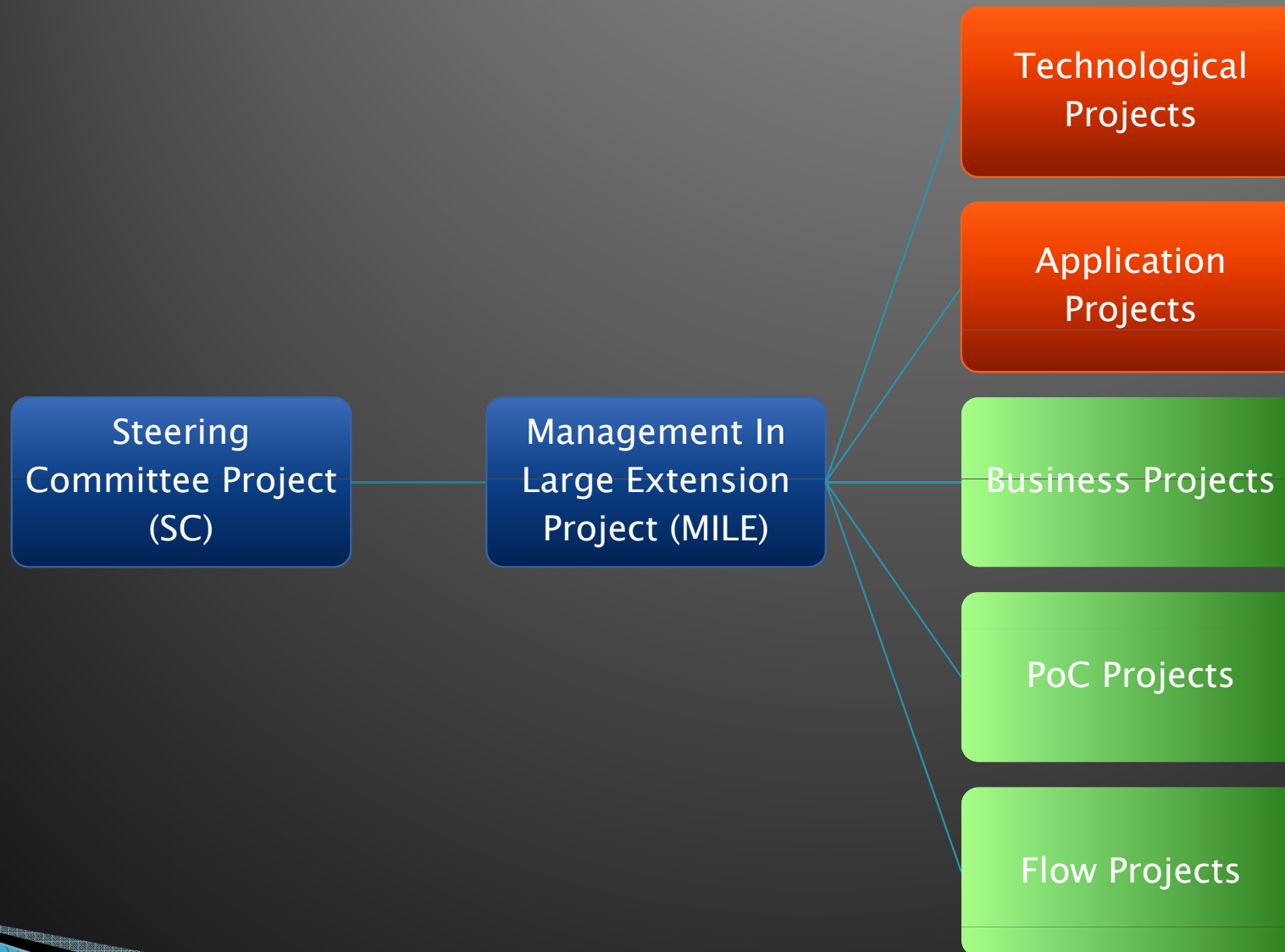
## ▶ Principles

- Two-level management principle utilization
- Mills principle application

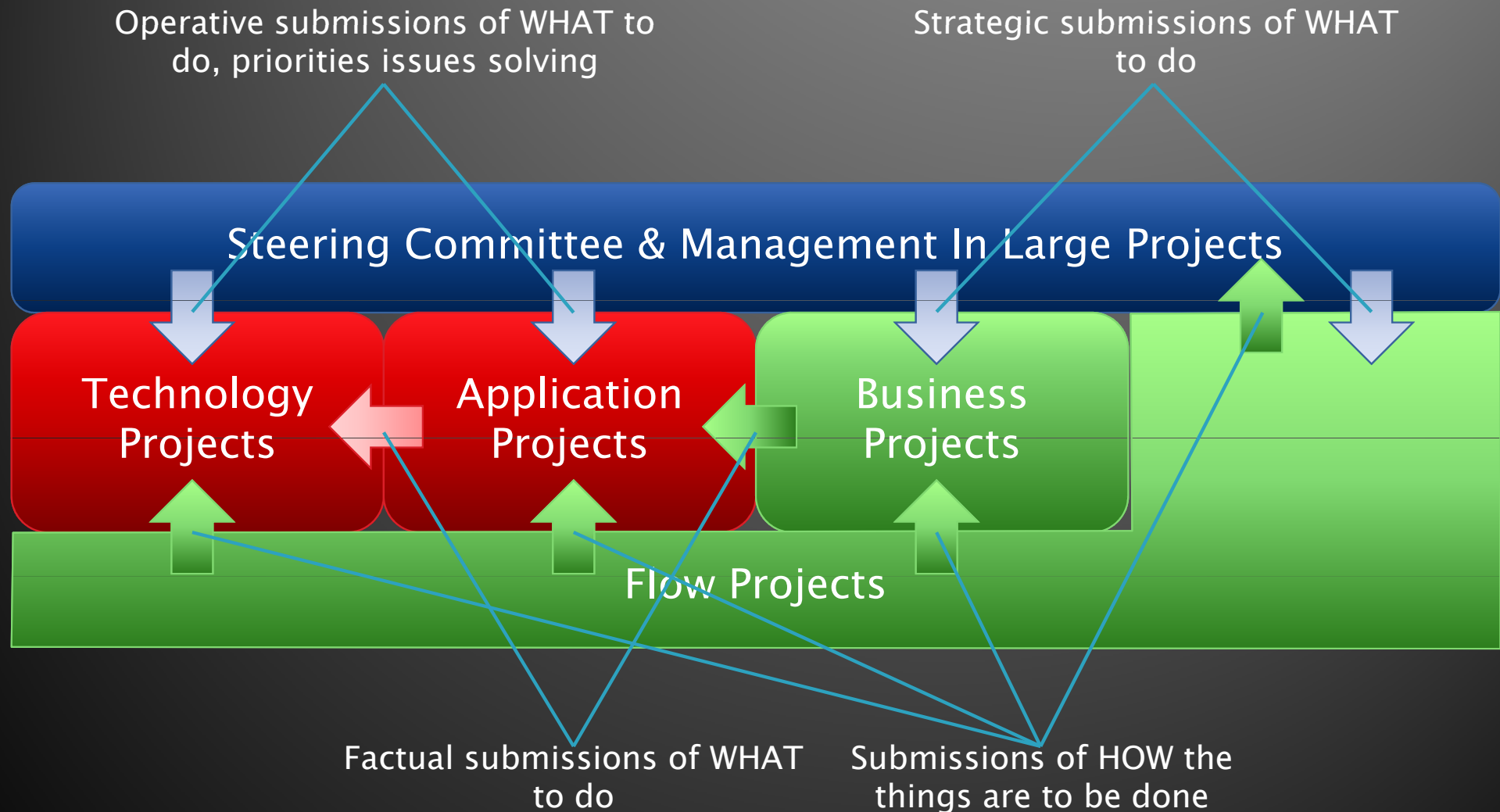
## ▶ Metaprocesses

- Steering Committee Project (SC)
- Management In Large Extension (MILE)
  - Forming In Large Extension (FILE)

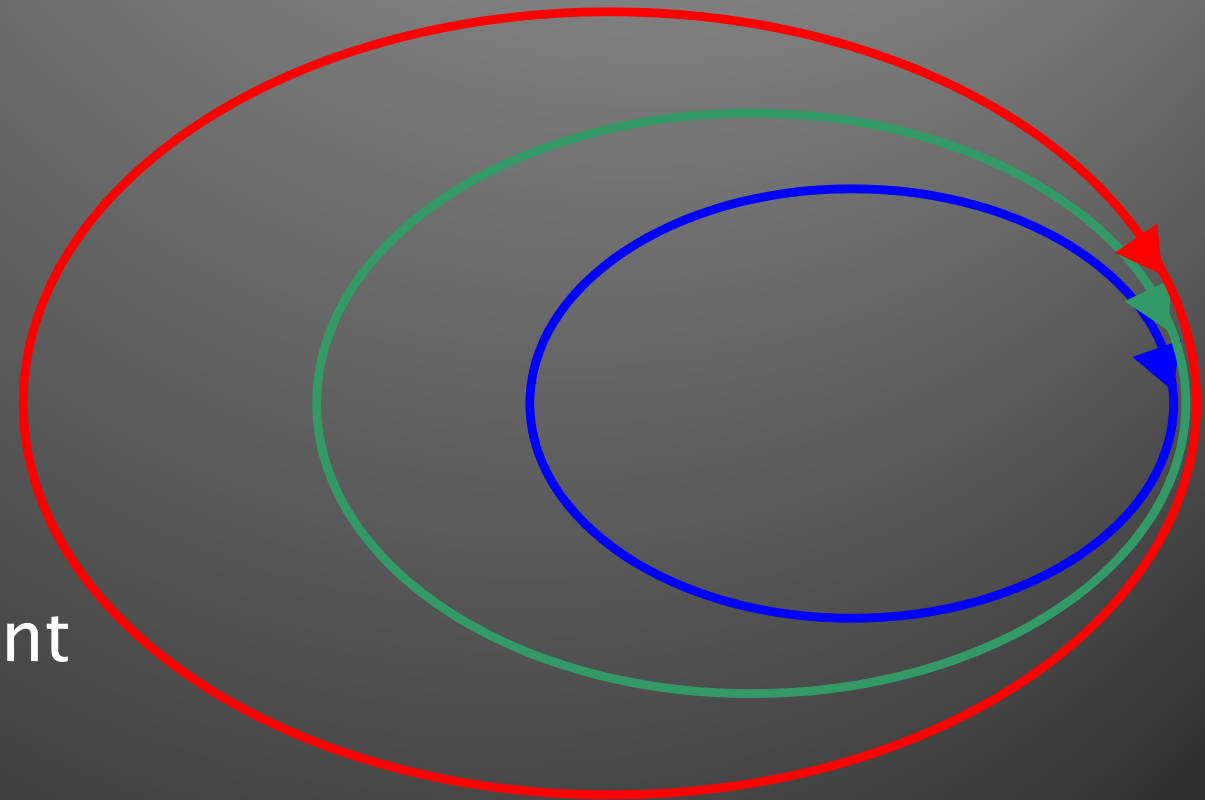
# Two-level management structure – Executive Structure



# Project Program Scheme



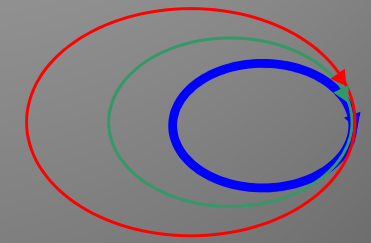
# Mills Principle ~ Project Program/Portfolio Management



- **Project Mill**
  - daily management
- **MILE Mill**
  - interprojects influences
- **SC Mill**
  - Strategic Frame for projects



# Project Mill



- ▶ Each project runs its own project mill
- ▶ Deals with project management
  - ▶ progress of the project
  - ▶ quality of outputs
  - ▶ project risks
  - ▶ changes of all aforementioned
- ▶ All to satisfy the triple–constraint of the project!

Technological  
Projects

Application  
Projects

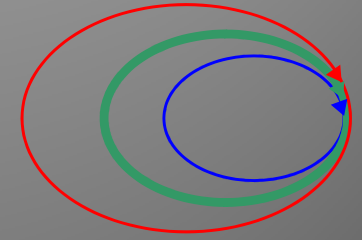
Business  
Projects

PoC Projects

Flow Projects

# MILE Mill

Management In  
Large Extension  
Project (MILE)



Focuses on interactions of projects.

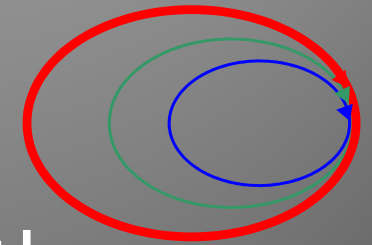
Deals with management of

- allocation and re-allocation of shared resources
  - human, material and financial
- products
  - factual project relations
- time/attention
  - attention distribution among projects in time

All to make project program execution as effective as possible!

# SC Mill

Steering  
Committee  
Project (SC)



Defines strategic frame, i.e. frame for other projects.

Deals with management of:

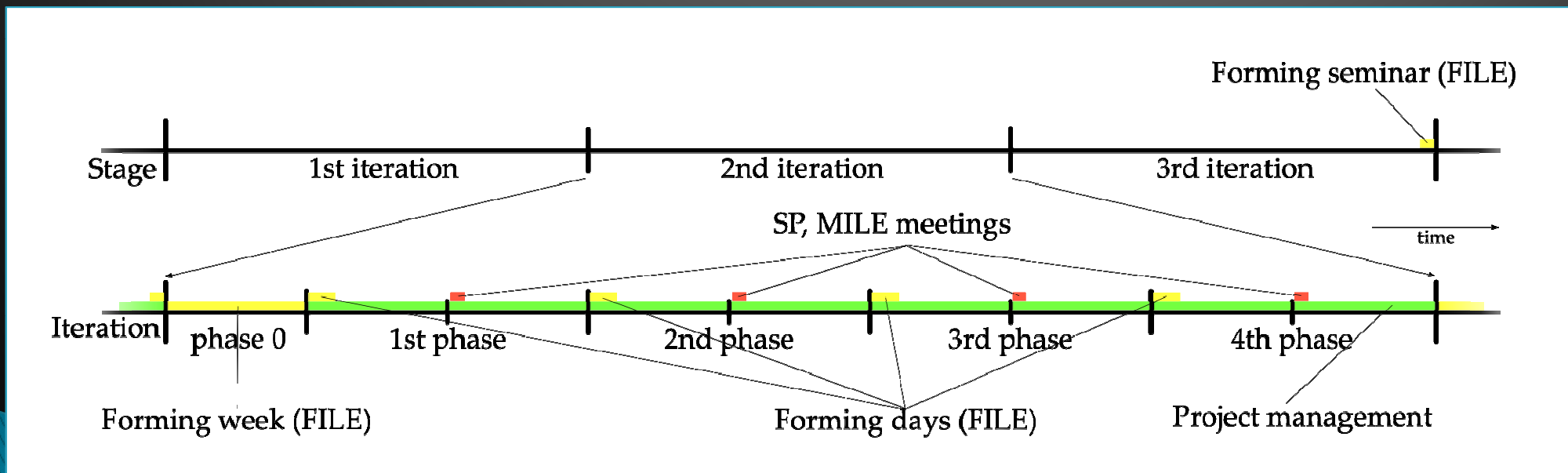
- alignment of project objectives with the current strategy
- project priorities in respect of the current strategy

All to achieve strategic goals of organization!

# Mills in action ~ Organization Rhythm



- ▶ Iterations ~ Quarters
- ▶ Phases ~ Two weeks
- ▶ Forming seminars, weeks and days
  - forming in large extent (FILE)



# Human Resources Management: Motivation



- ▶ Human Resources are one of the most expensive ones
  - the appropriate care has to be taken
- ▶ Strategic Level
  - development of ideas of future company business has to be complemented by development of ideas of future human resources that it will need to have at disposal
- ▶ Operational Level
  - current ideas and wishes of current staff have to be perceived, reflected and influenced to shape that correspond to what company can both offer and expect

# How did HRM start in Mycroft Mind?



- ▶ In 2007–2009 there was no special need to systemize HRM processes
  - there was almost no fluctuation
  - people were motivated by the shared vision and goals
- ▶ In the beginning of 2010, the failure of one of the main project and the fundamental strategy change led to
  - demotivation of the project team that was not treated properly
  - gradual leaves of project team members
  - team coherence disruption
- ▶ In spring 2010, the HRM, especially its recruitment part, became a main constraint to Mycroft Mind
  - there was serious lack of people able and willing to work with newly adopted Complex Event Processing technology
- ▶ HRM process were designed, implemented, and systematically executed to address this issue
  - since then we learnt a lot and still we have a lot to learn

# HRM Processes



## Strategic

- HR planning
- acquisition of HR
- long-term evaluation of HR performance and potential

## Operational

- HR monitoring
- short-term evaluation of HR
- attitudes influencing – orientation and motivation
- extraordinary HR evaluation

# Example description: Attitudes influencing

## Aim

- to prevent negative attitudes to be developed by individuals or groups

## Inputs

- defined strategic frame and current strategy
- identified negative stances

## Means

- explicit-open – interview to discuss the negative feelings and stances
- implicit-hidden – change of tasks or its submission form

## Outputs

- negative stances are continuously eliminated
- oriented and motivated team
- management shares the causes

## Who, When, Where

- all managers
- anytime and anywhere, when and where it is appropriate



# HRM Process Structure

