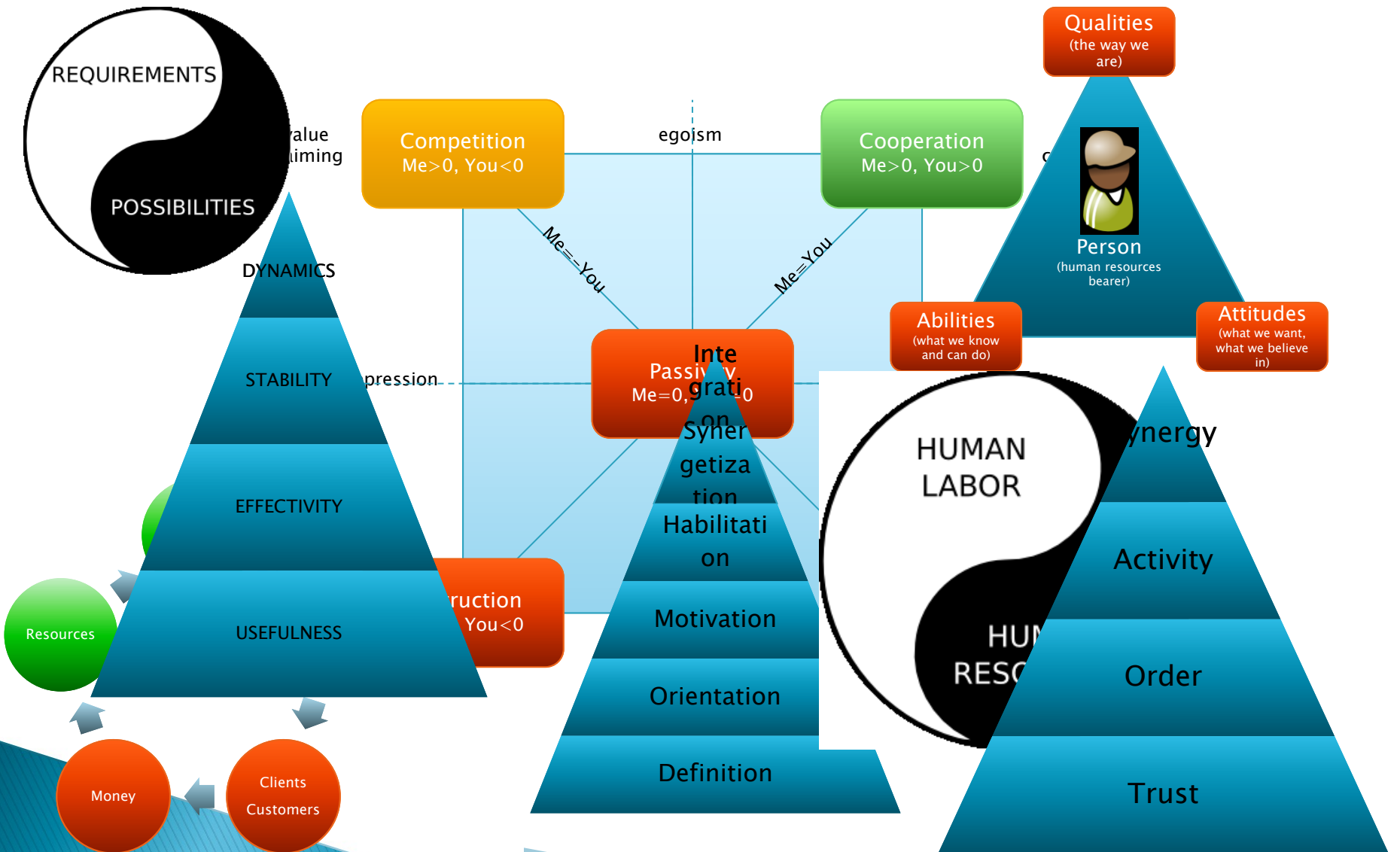


# Management by Competencies

Summary

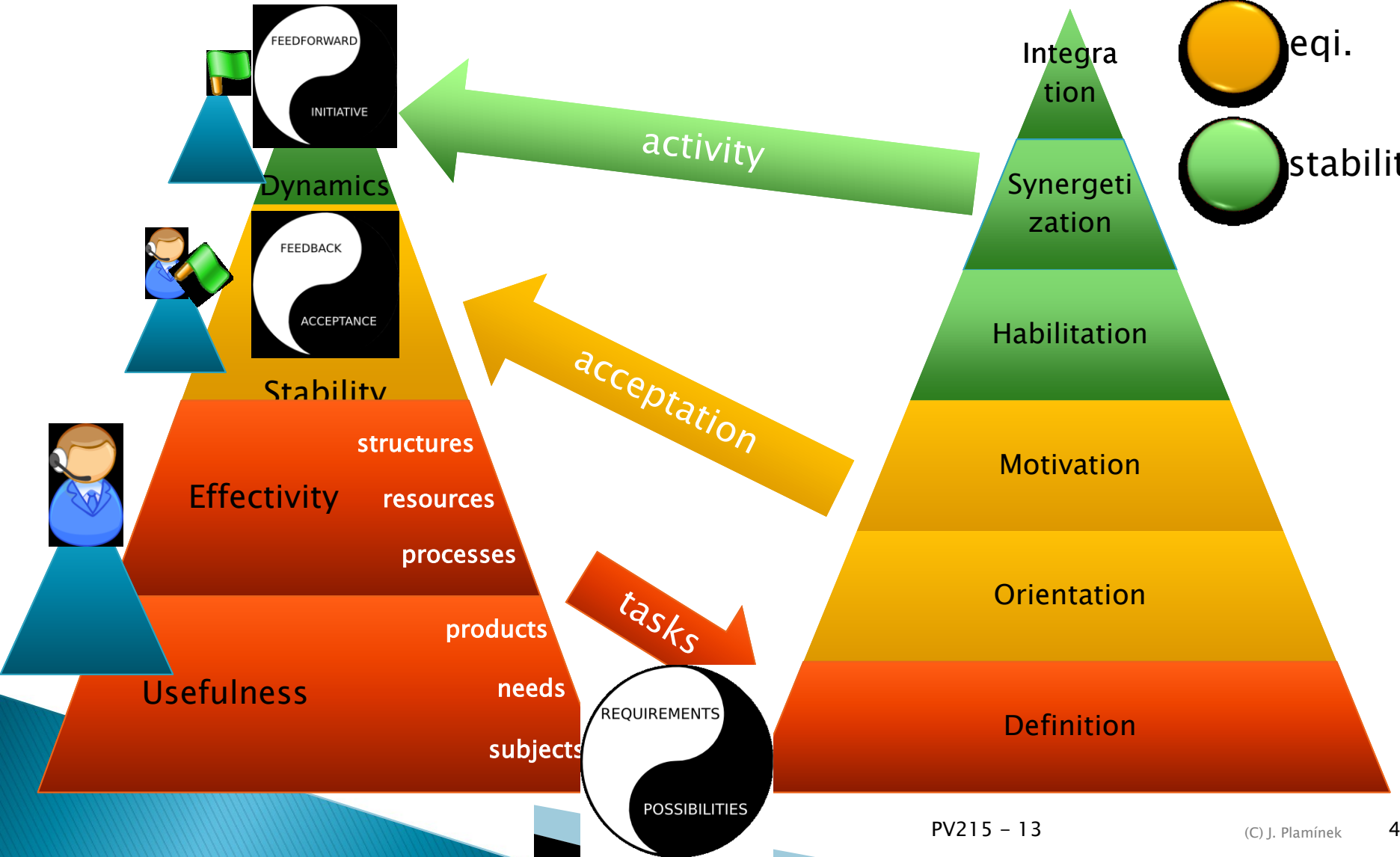
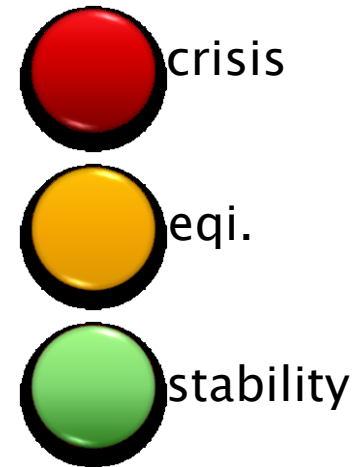
# Previously on MbC



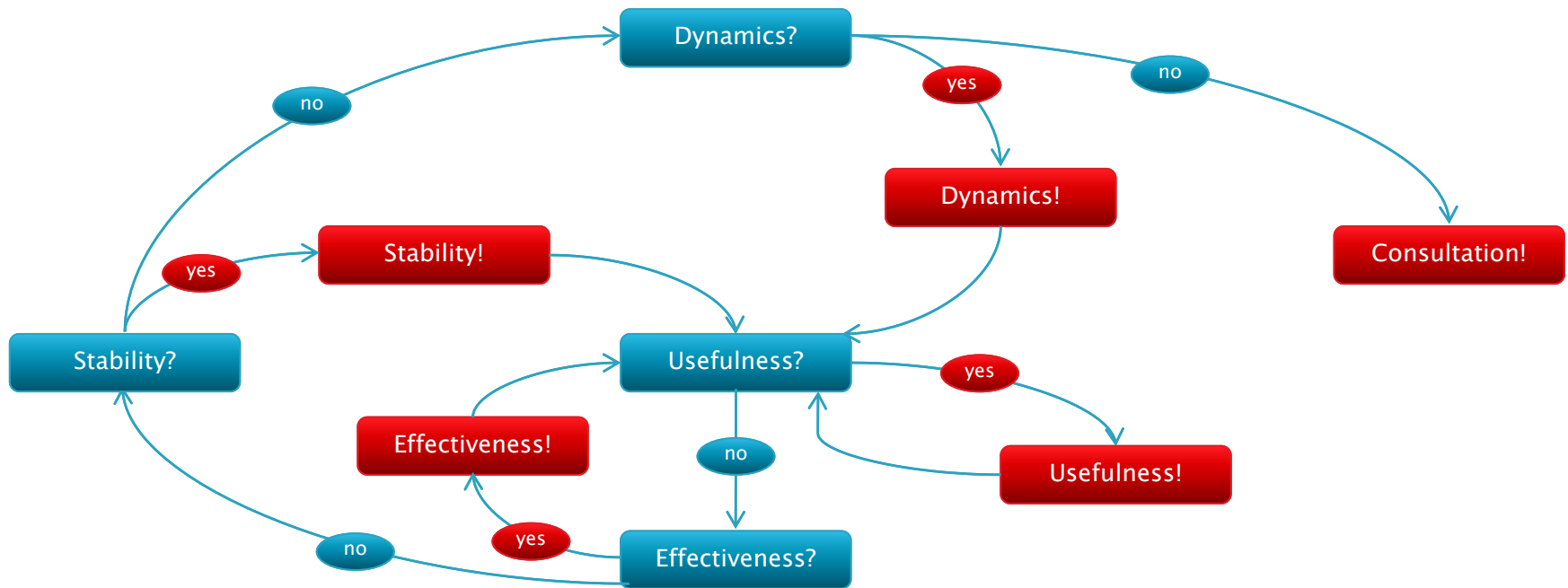
# Agenda

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

# Strategy: Theory of vitality



# Tactics: Theory of Constraints



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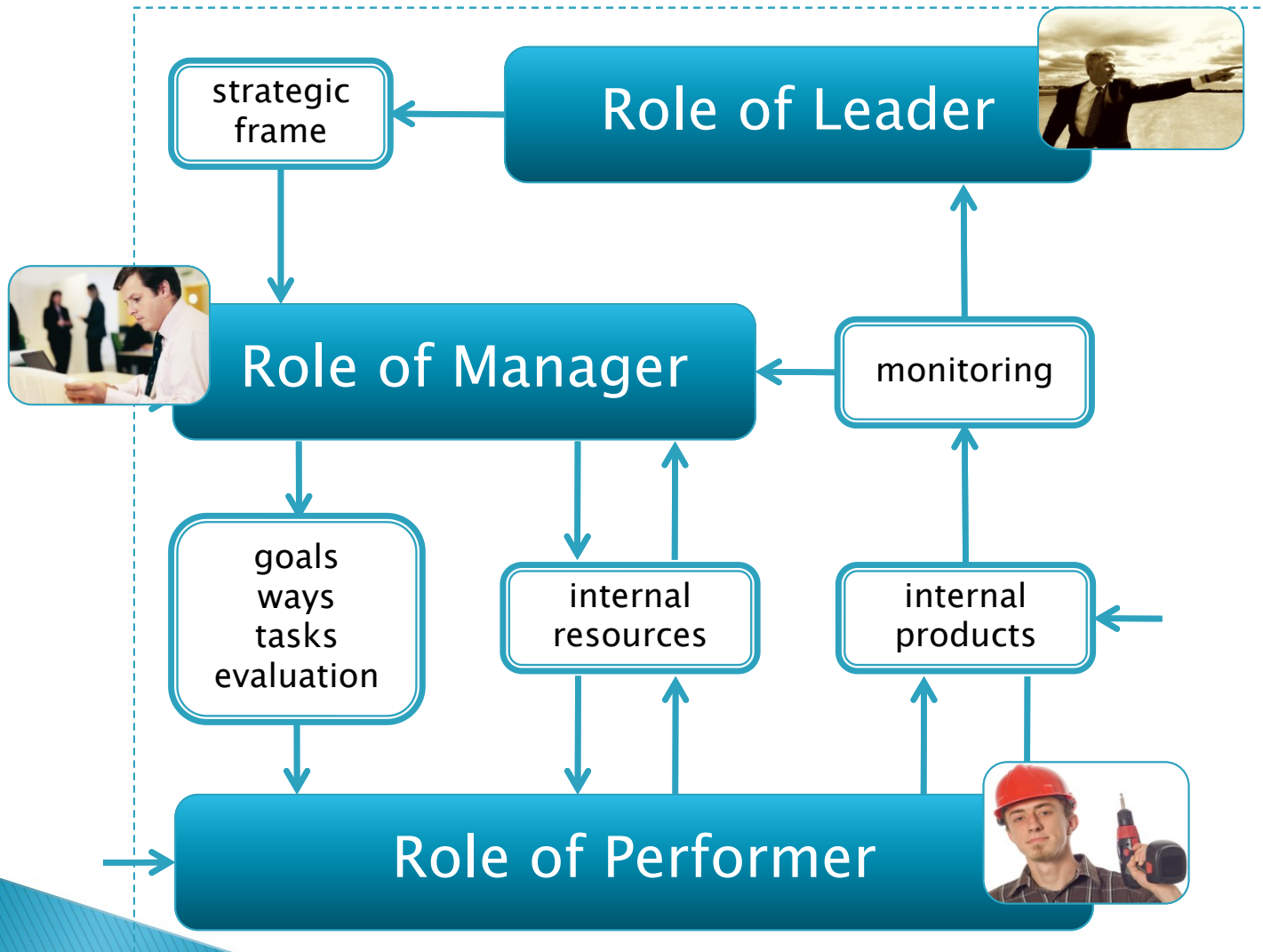
# Competency rule

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



competence = resources + labor

# Roles and tasks

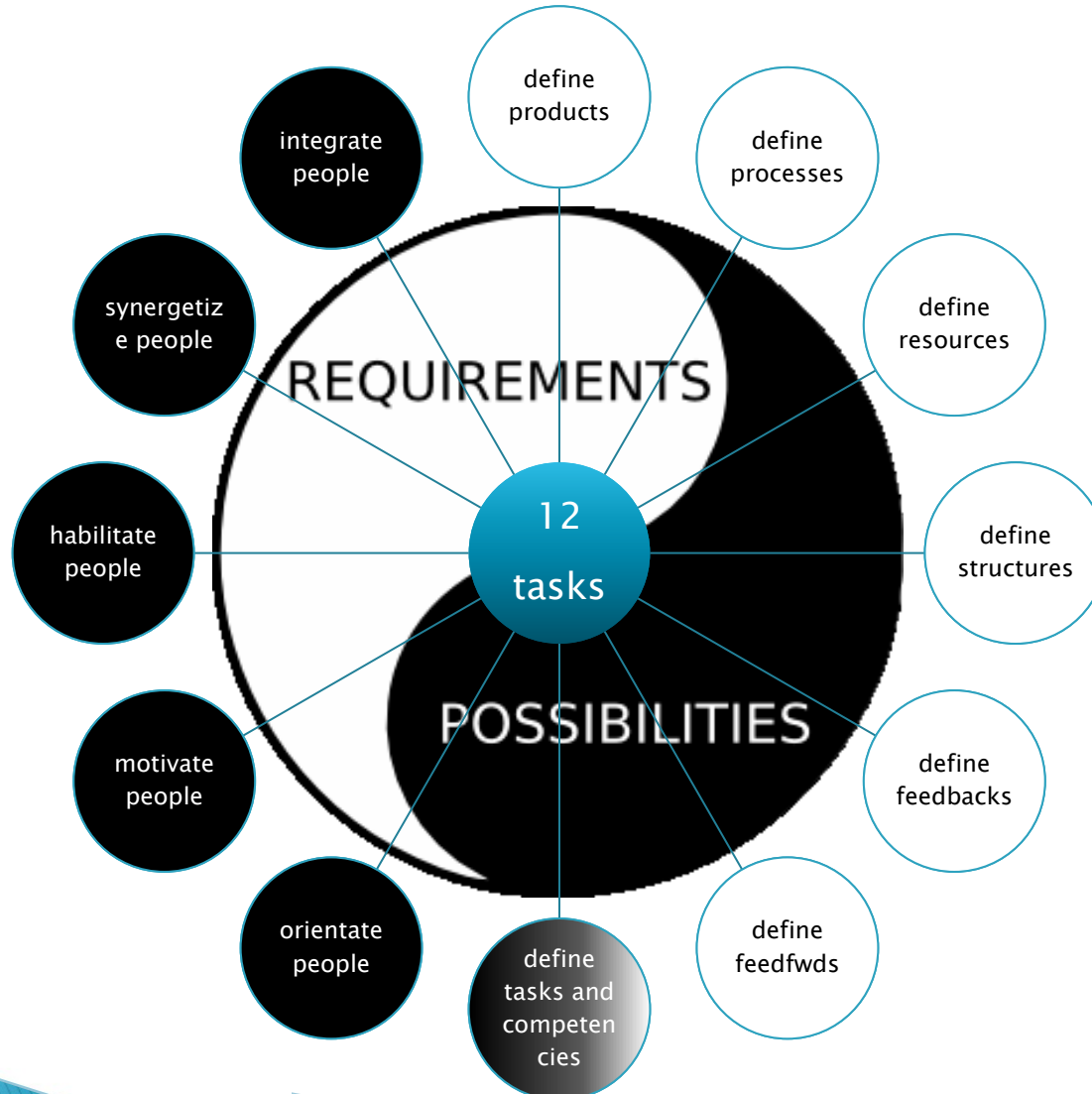


# Leadership tasks

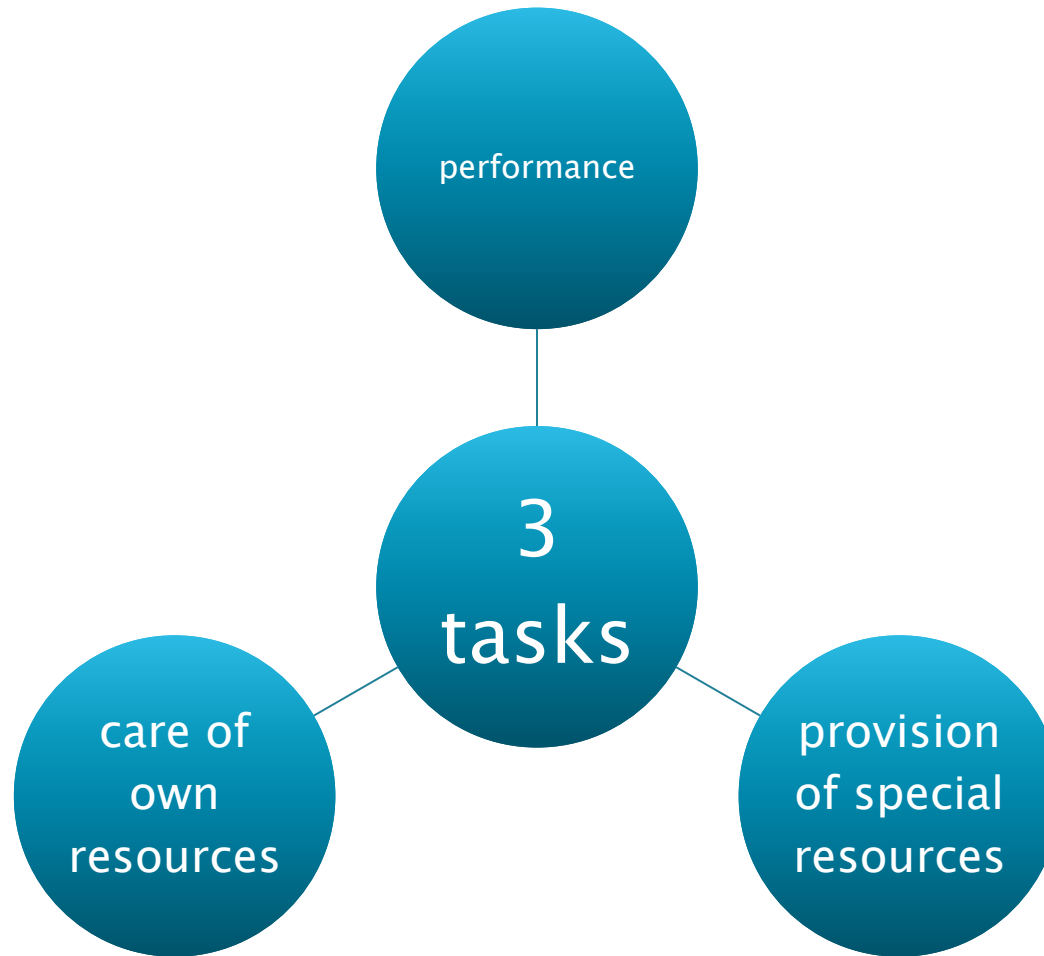




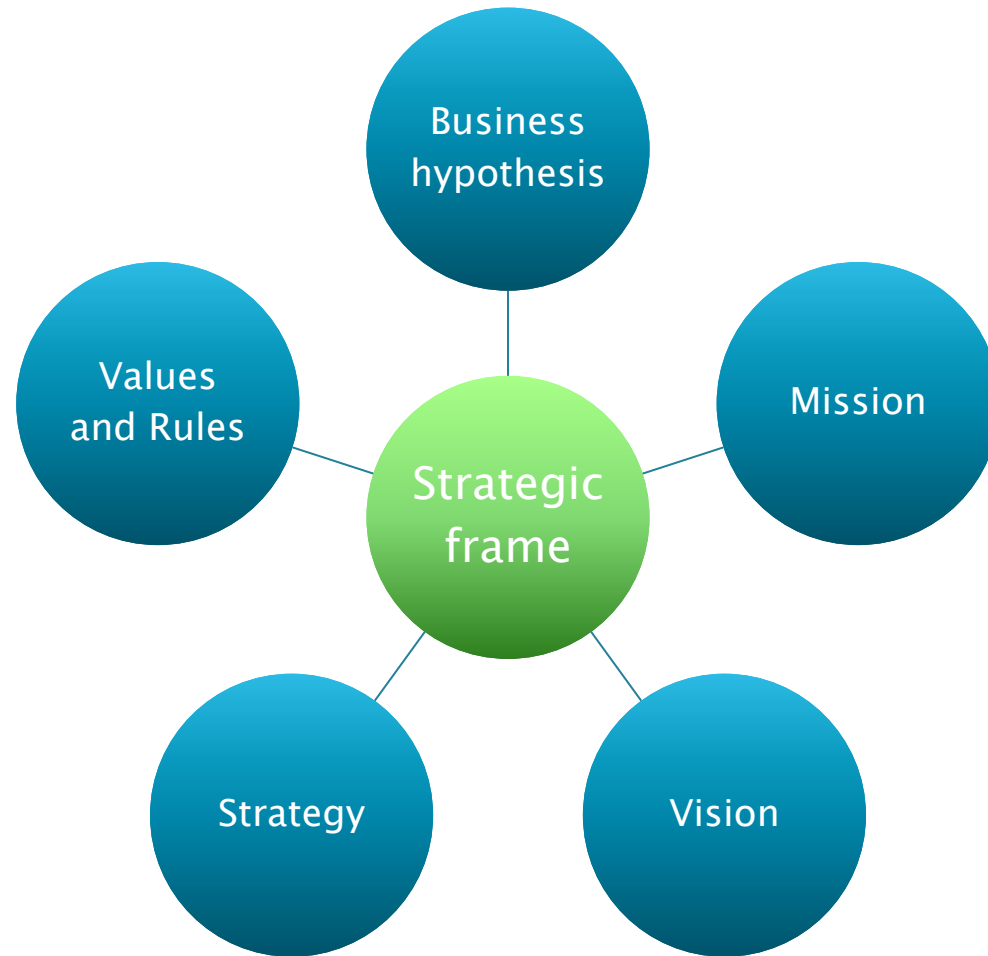
# Managerial tasks



# Performer tasks

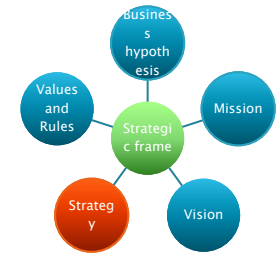


# The Elements of Strategic Frame



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# Strategic continuum



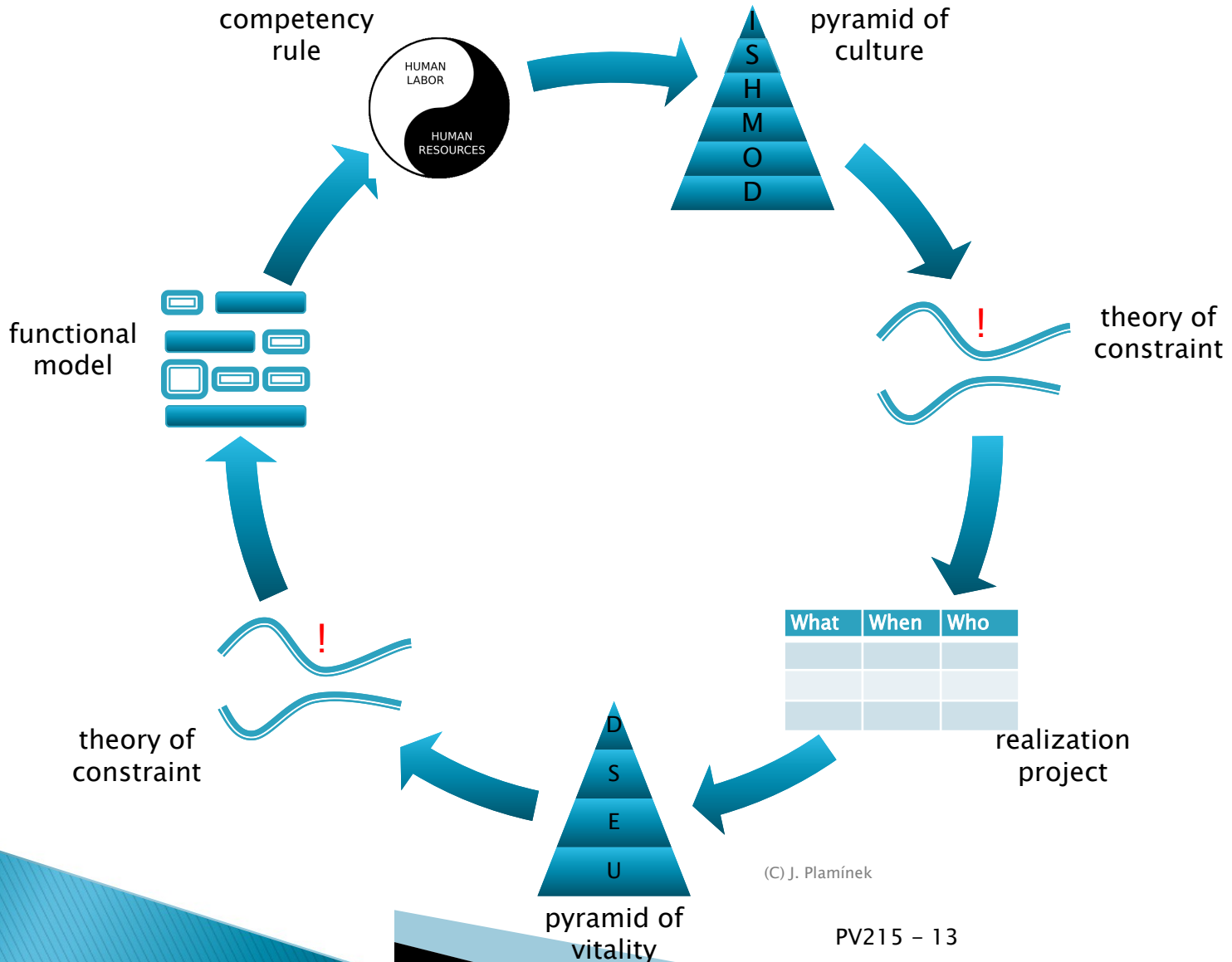
	Operational Strategic Interval	First DSI*	Second DSI*	Third DSI*
Leaders (define strategy)	defined	defined	defining	training resources
Managers (design processes)	defined	defining	training resources	–
Workers (performance)	realizing	training resources	–	–

▲  
here and now

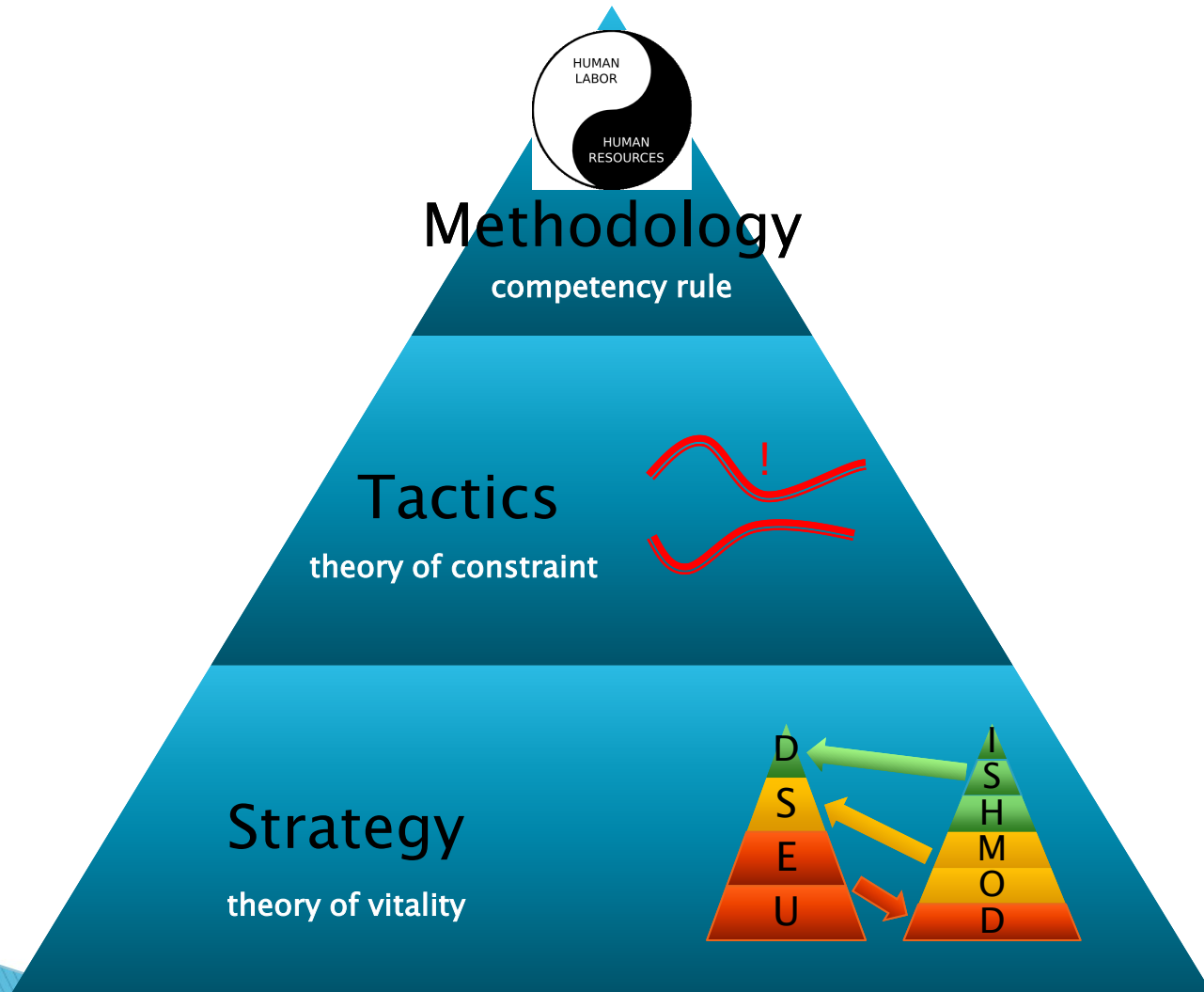
\* DSI – Developing Strategic Interval

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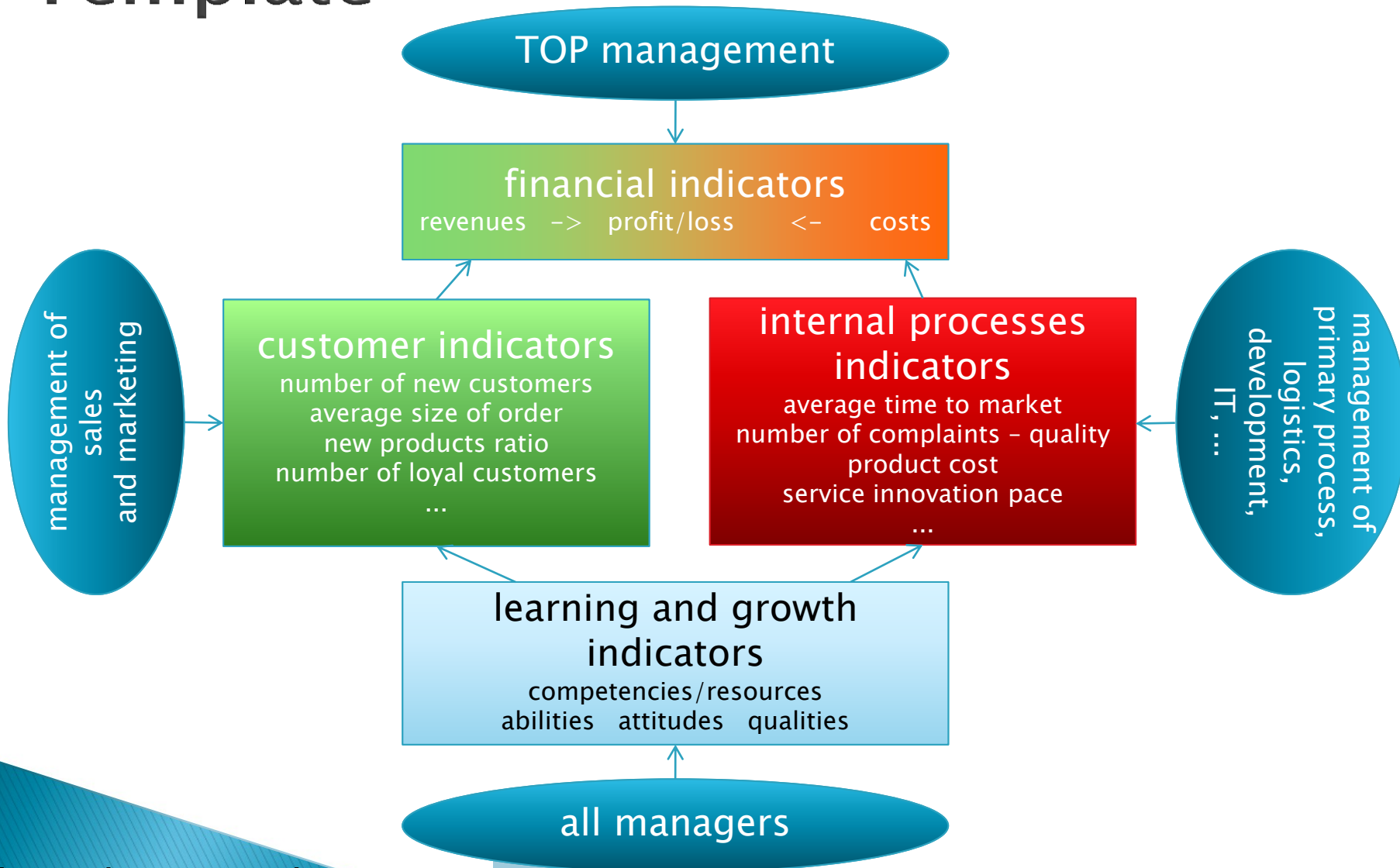
# Troubleshooting cycle



# Management by Competencies



# Balanced Score Card Example Template



# Conclusion

- ▶ Importance of competencies
- ▶ Pyramids and their relationships
- ▶ How to control company development
- ▶ When to use MbC