

Management by competencies

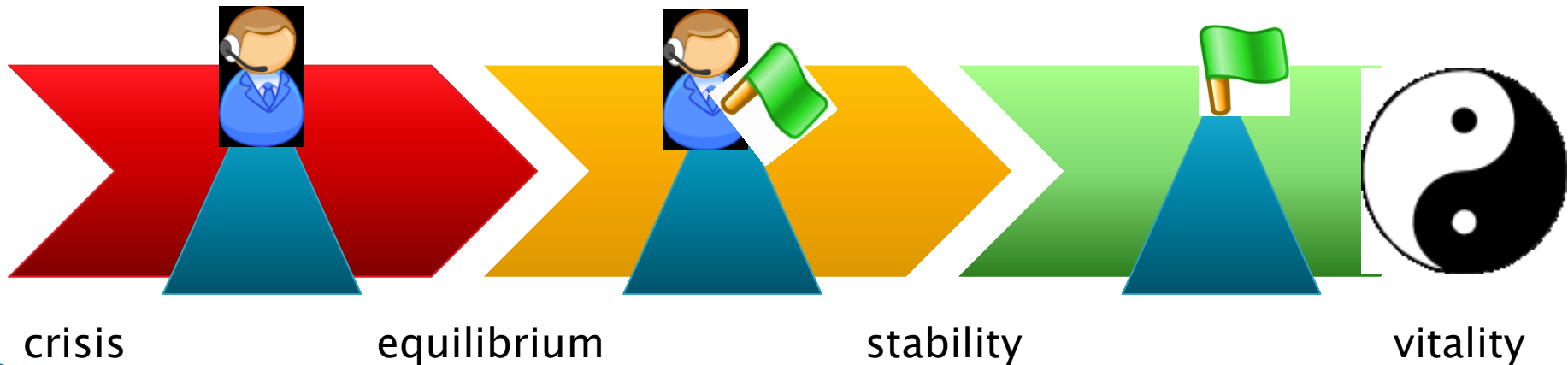
Theory of vitality

Company culture management

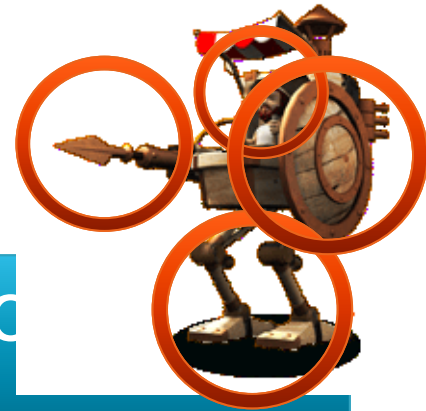
Company culture is essential part of company identity

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

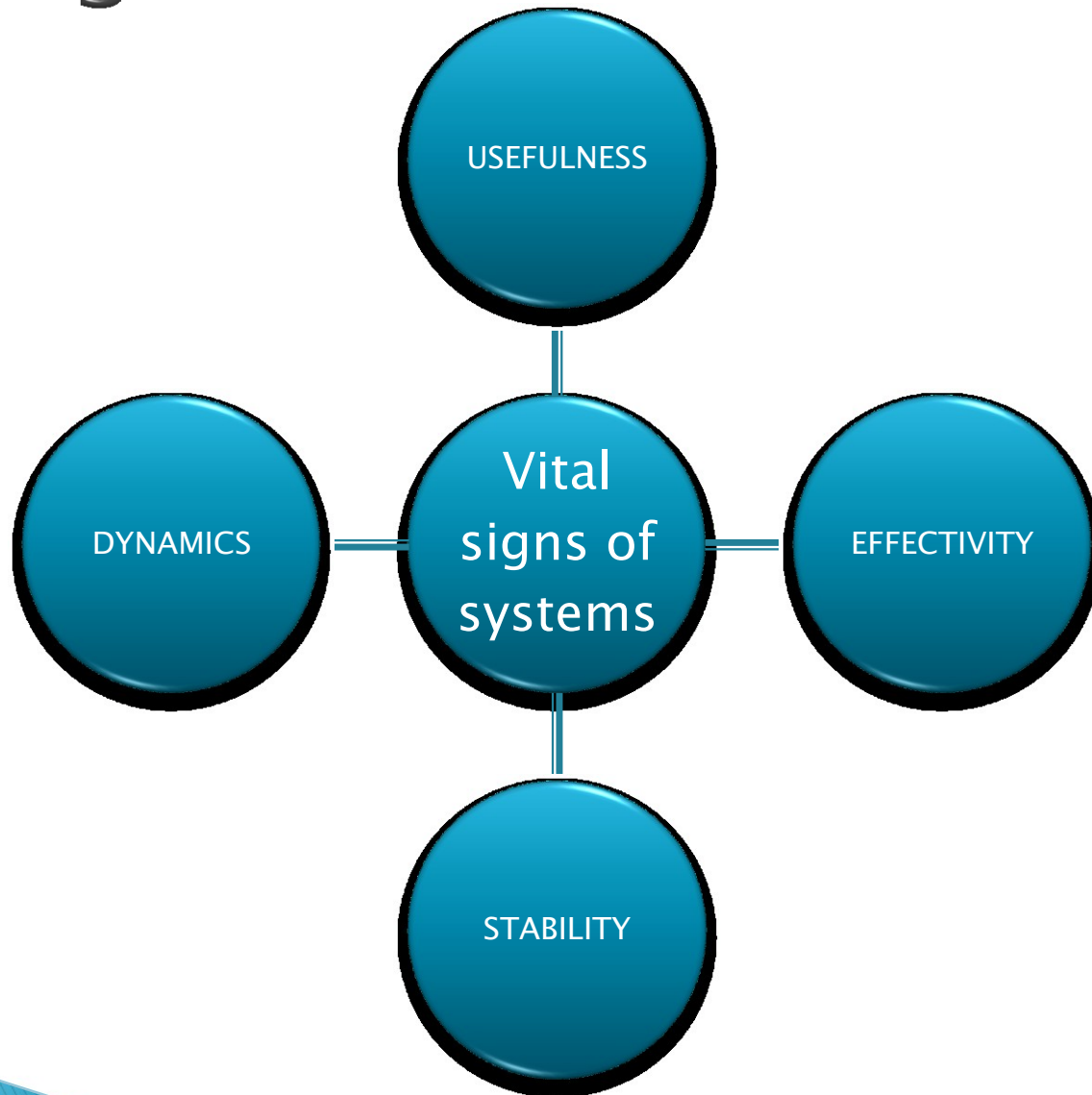
resistant

- to threatening forces and environment changes

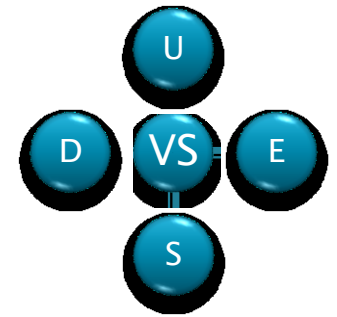
proactive

- flexible enough to generate changes

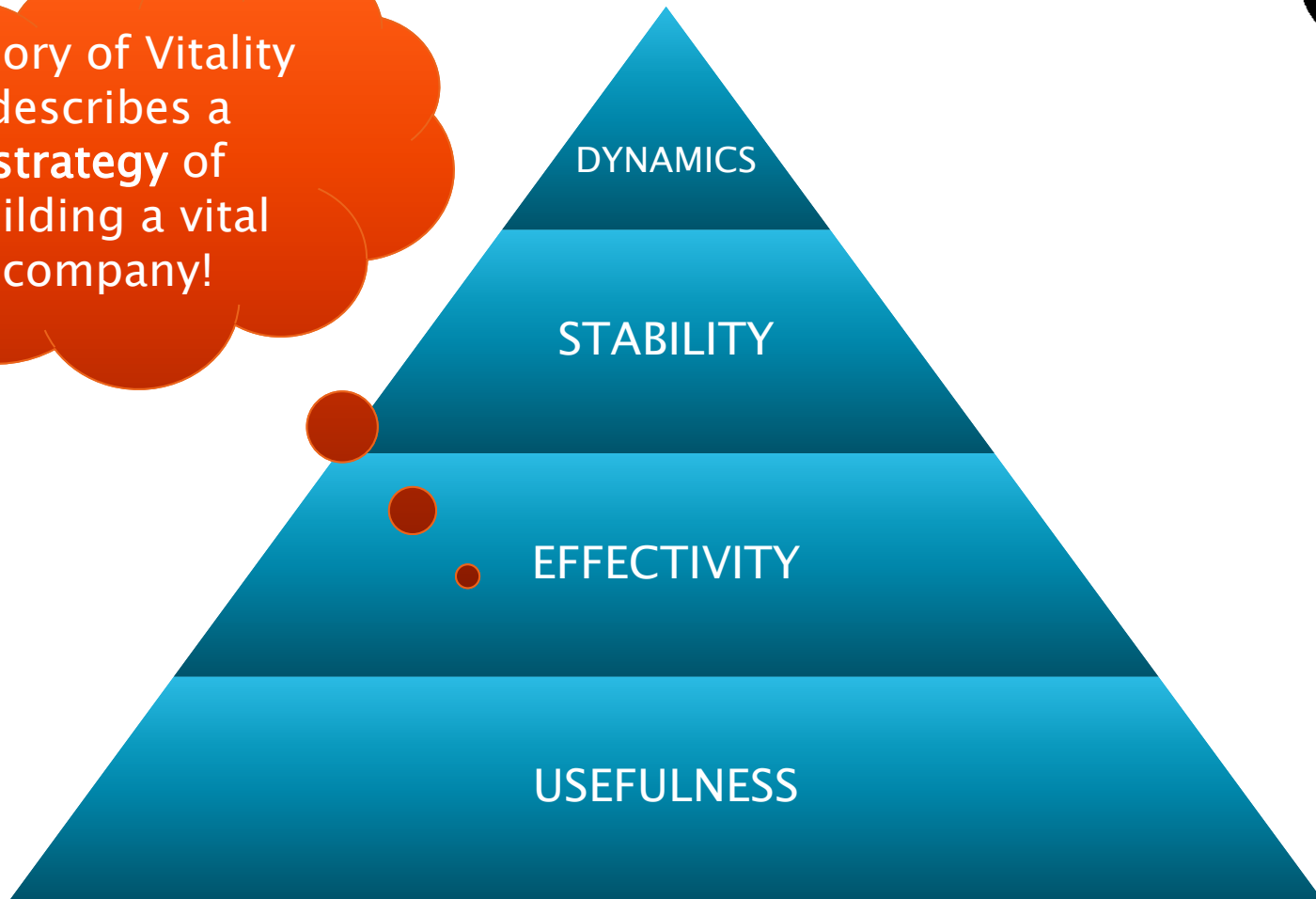
Vital signs



Pyramid of Vitality



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

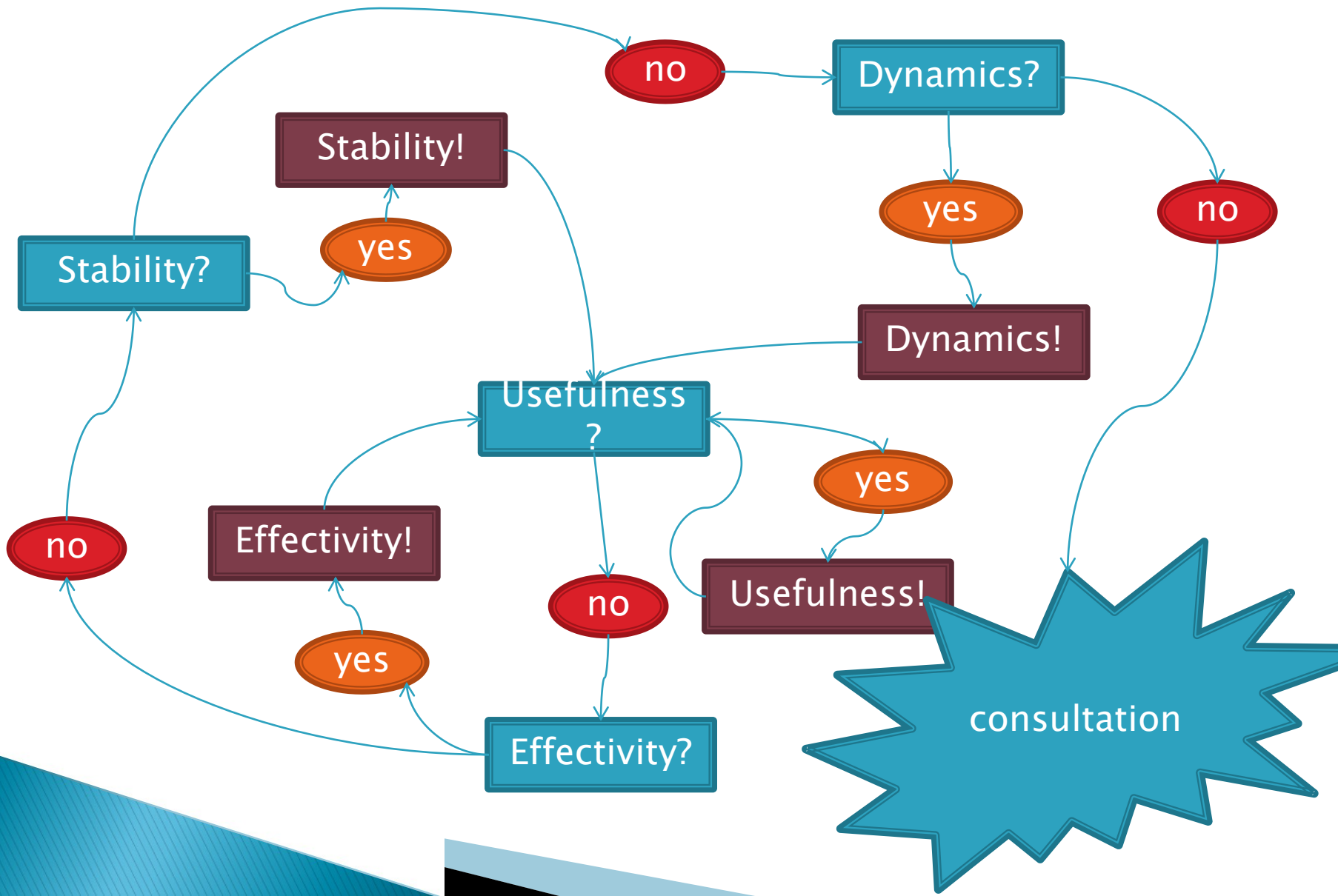


(C) J. Plamínek

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

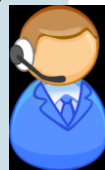


Synergistic company culture



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

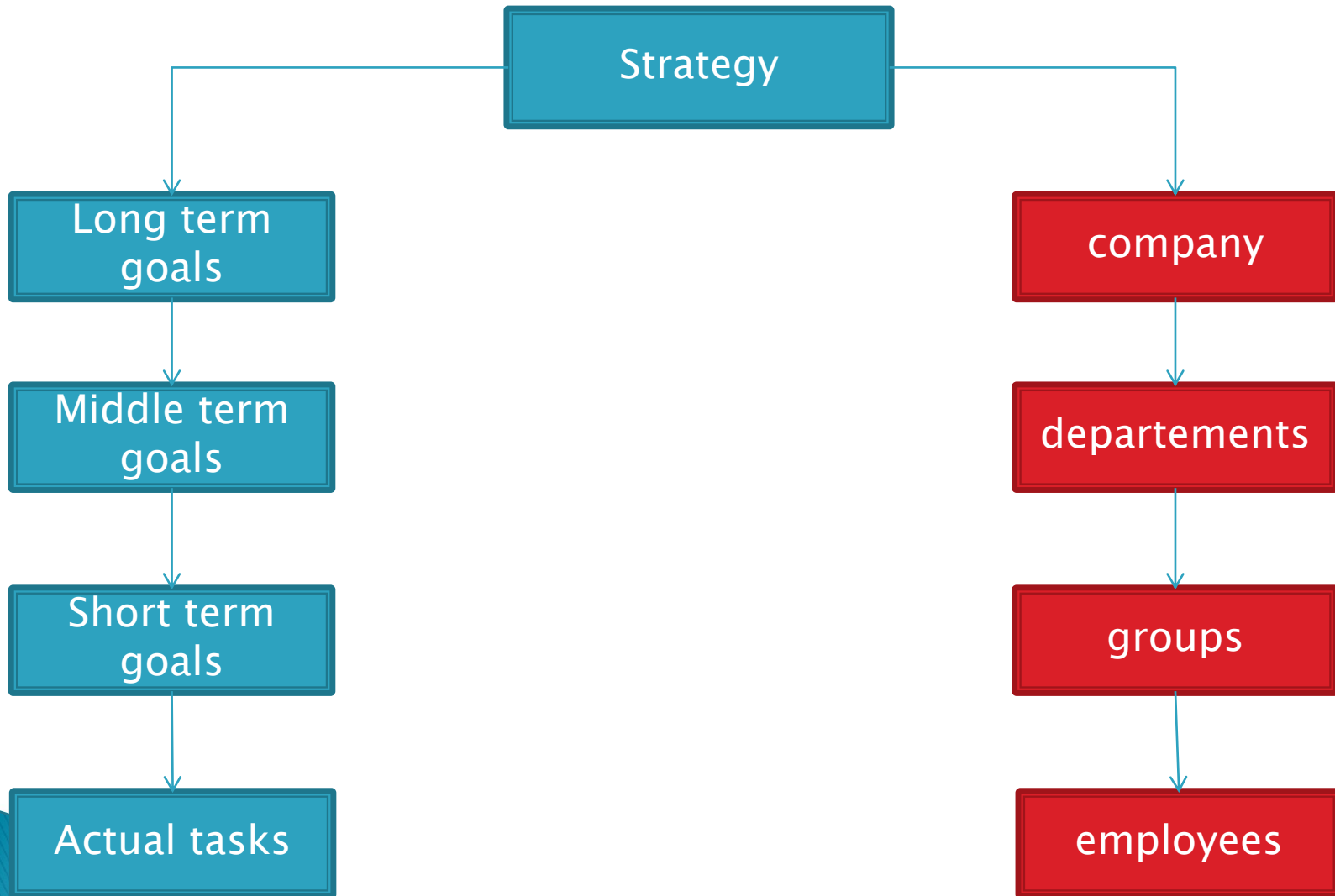
- key decision criteria are visions, objectives and tasks, i.e. ideas the company breath for
- if people are uncertain firstly they ask what will lead at best to support and reinforce these ideas
- superior can focus more on the broader context of operational affairs



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
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The road of ideas



Political barriers

Fight for the

- Power
- Influence
- Money

Support of the high management is the key to vitality

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 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 (re)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 (re)sources in MbC

Three types of HR

Quality

- What we are
- Can not be changed, only accepted

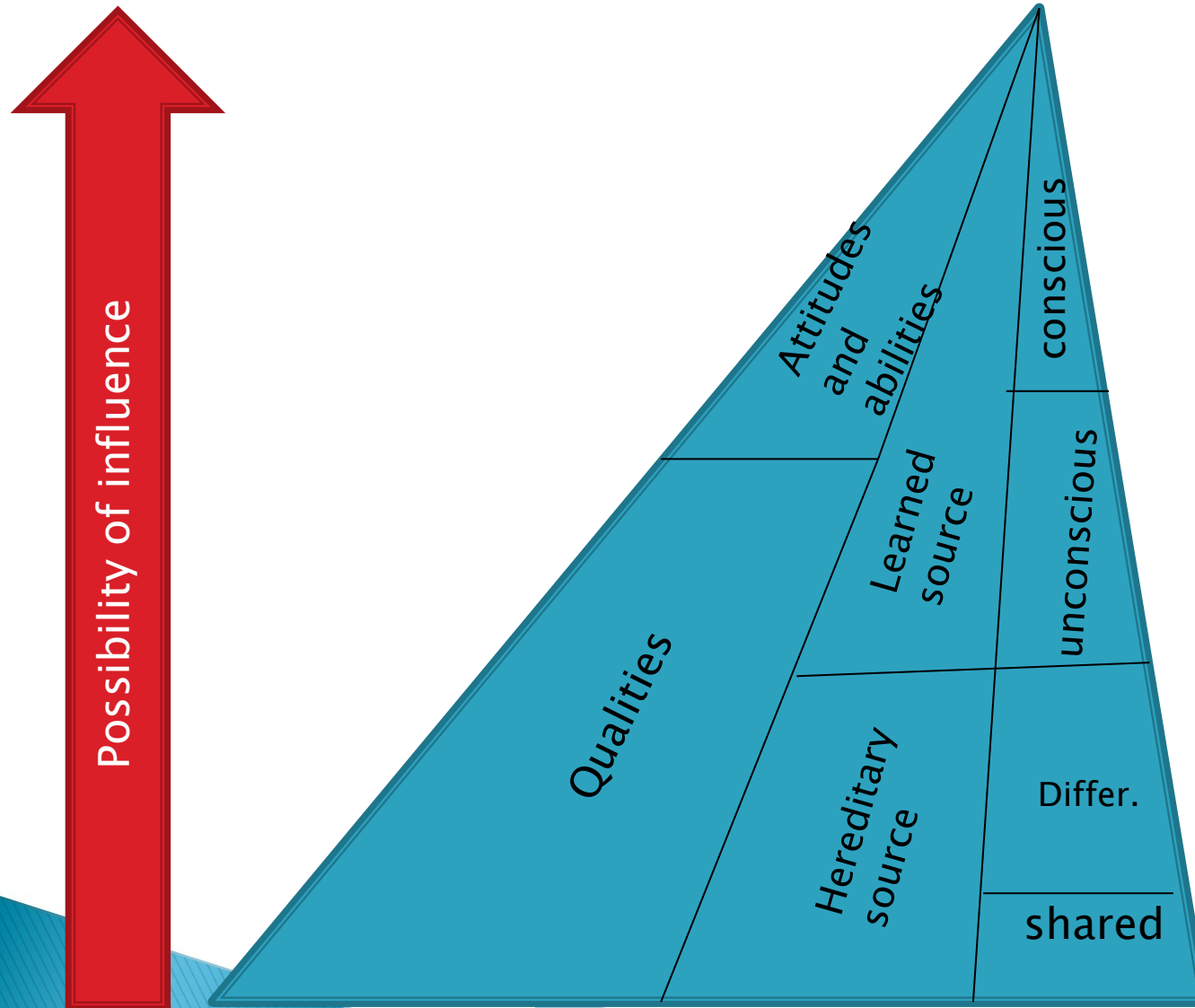
Attitude

- What we believe in and what we want

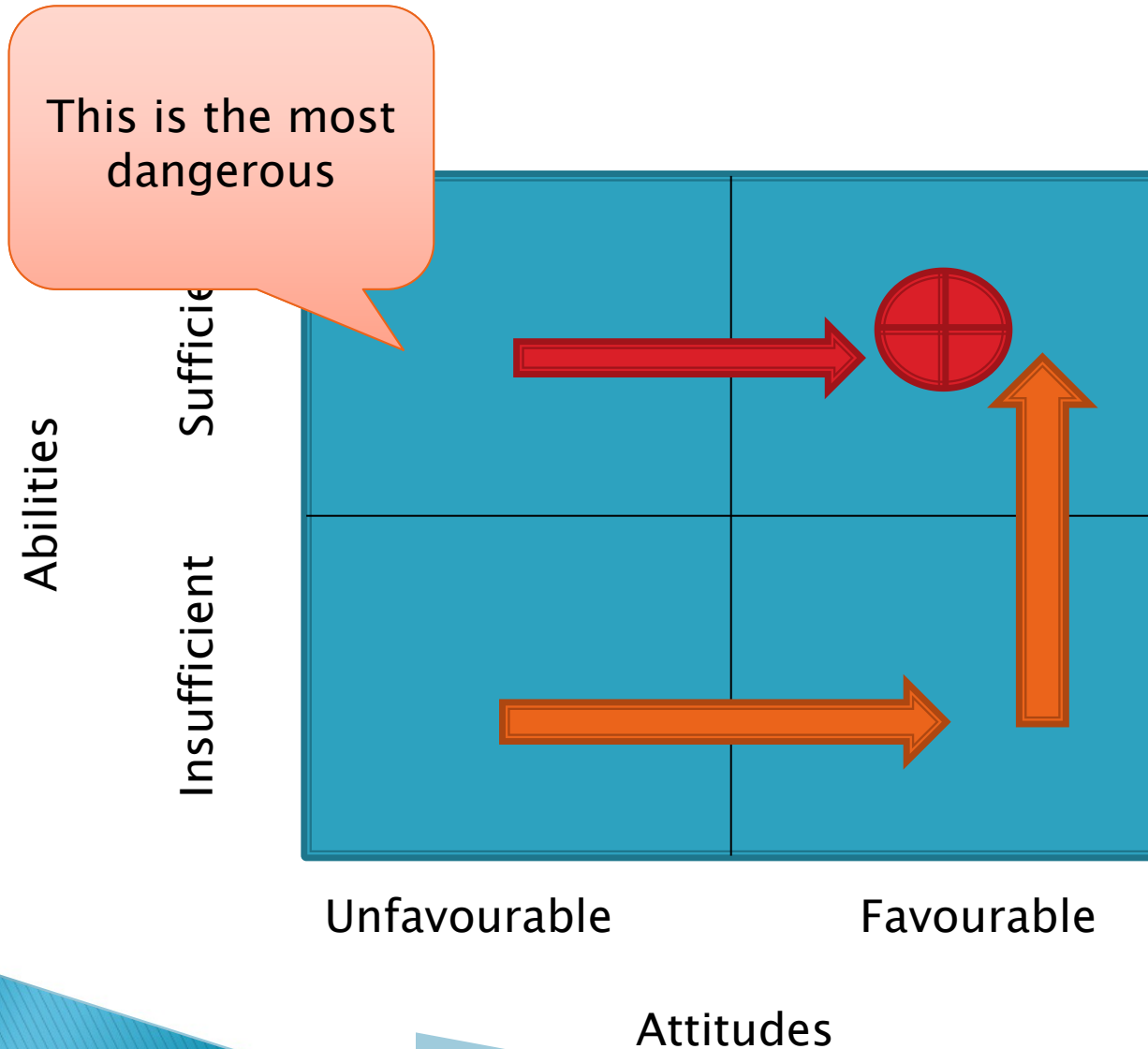
Abilities

- 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

Conclusion

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