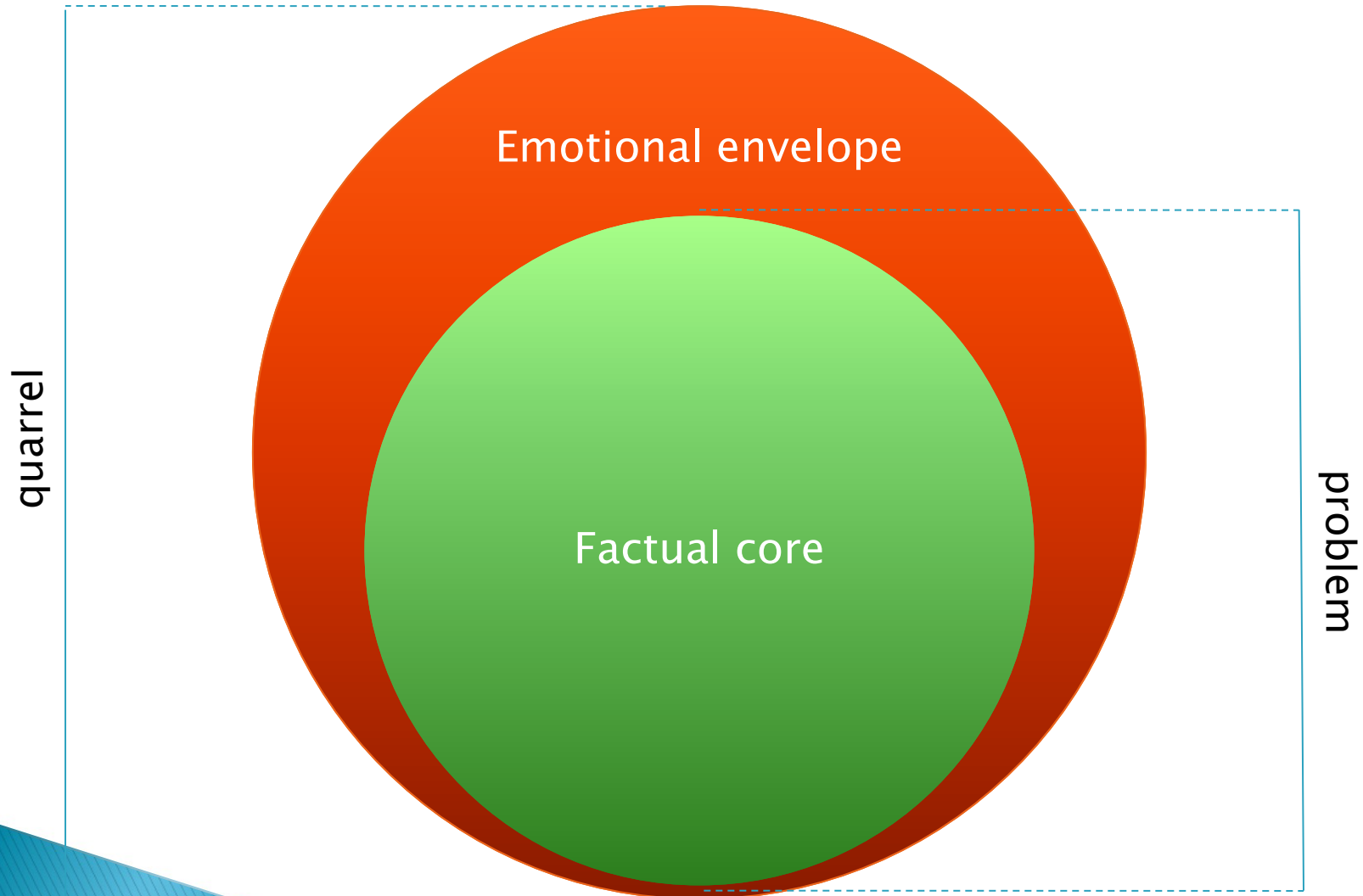


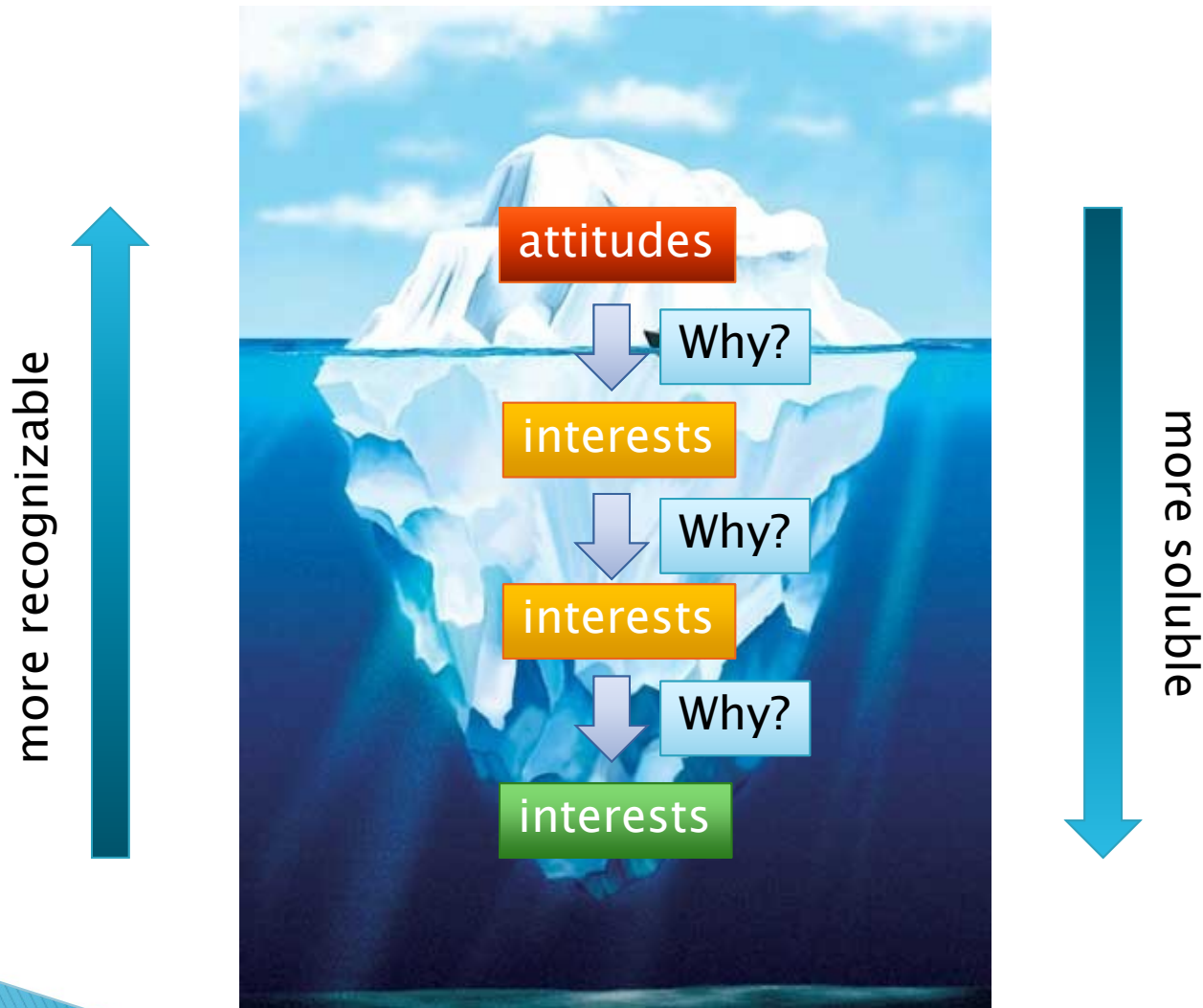
Management by Competencies

Integration and Subsummary

Human and factual elements of conflict



Obvious and hidden elements of conflict



Principles of conflicts handling

Principle of evolution



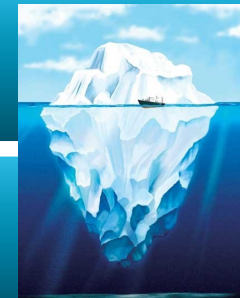
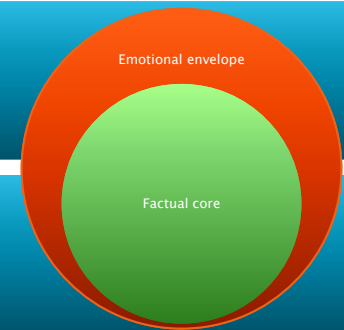
Principle of prevention

Principle of depersonalization

Principle of mediation

Principle of rationalization

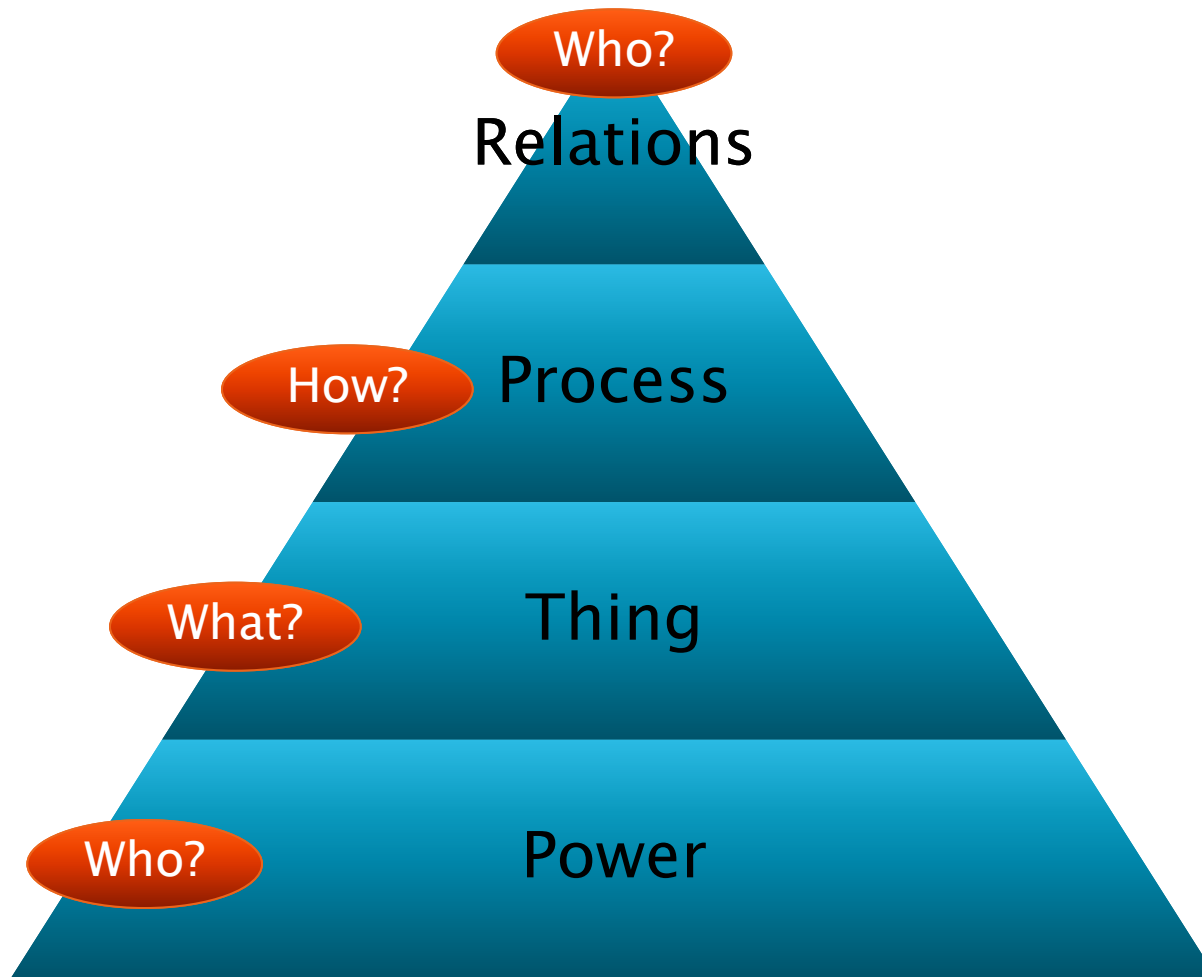
Principle of many dimensions



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



	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

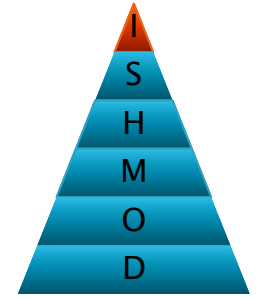


Team development



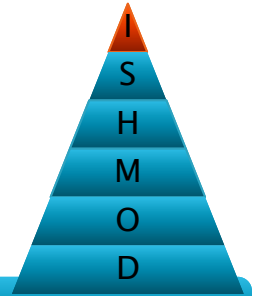
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Managing conflict people



- 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?

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



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

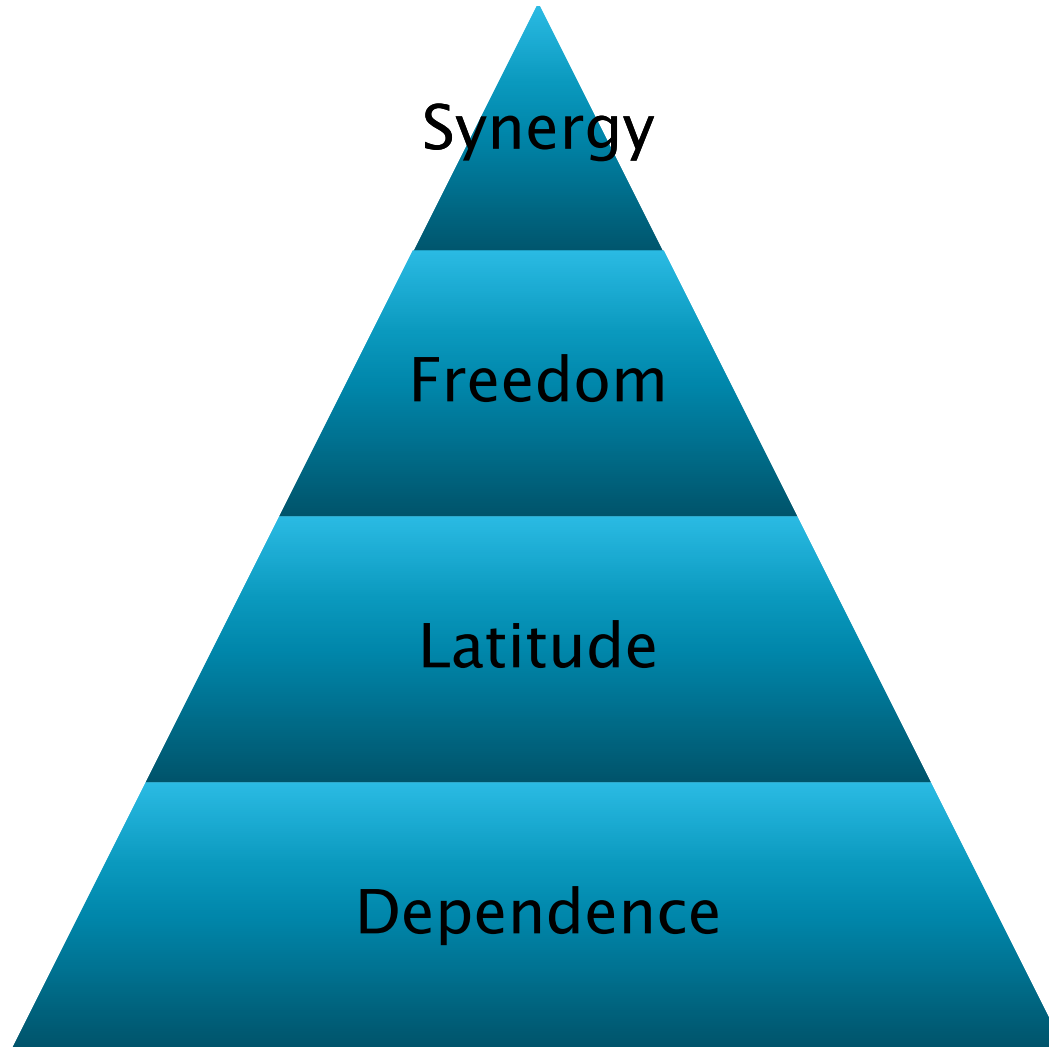
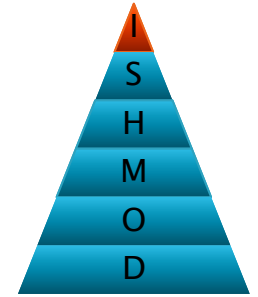
Does not care, is passive

- then orientate and motivate him or her

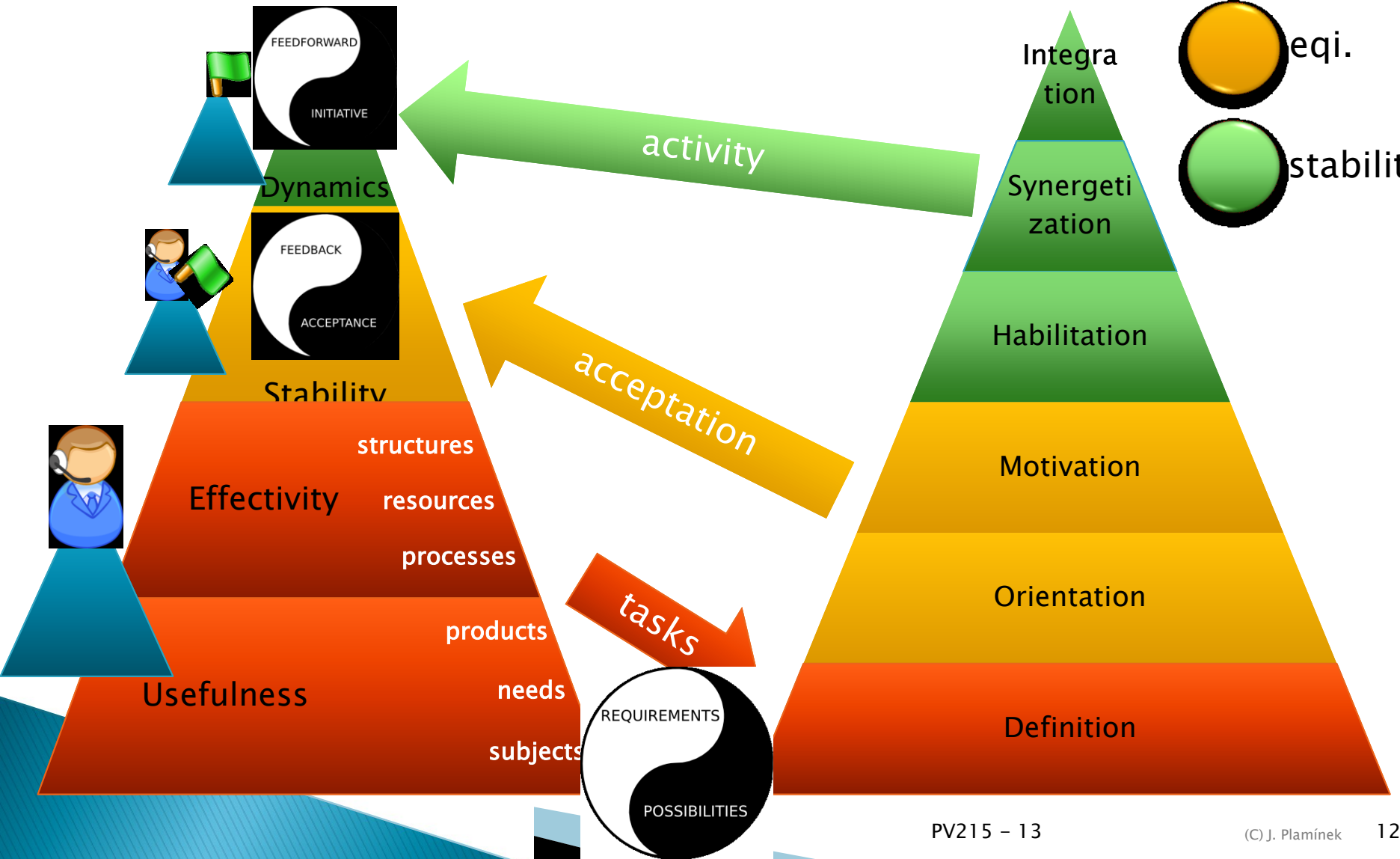
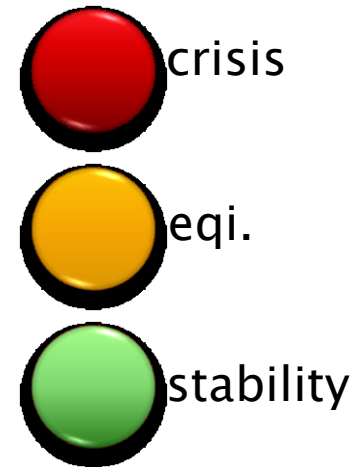
It is his or her nature or unknown

- if it is important, ask specialist

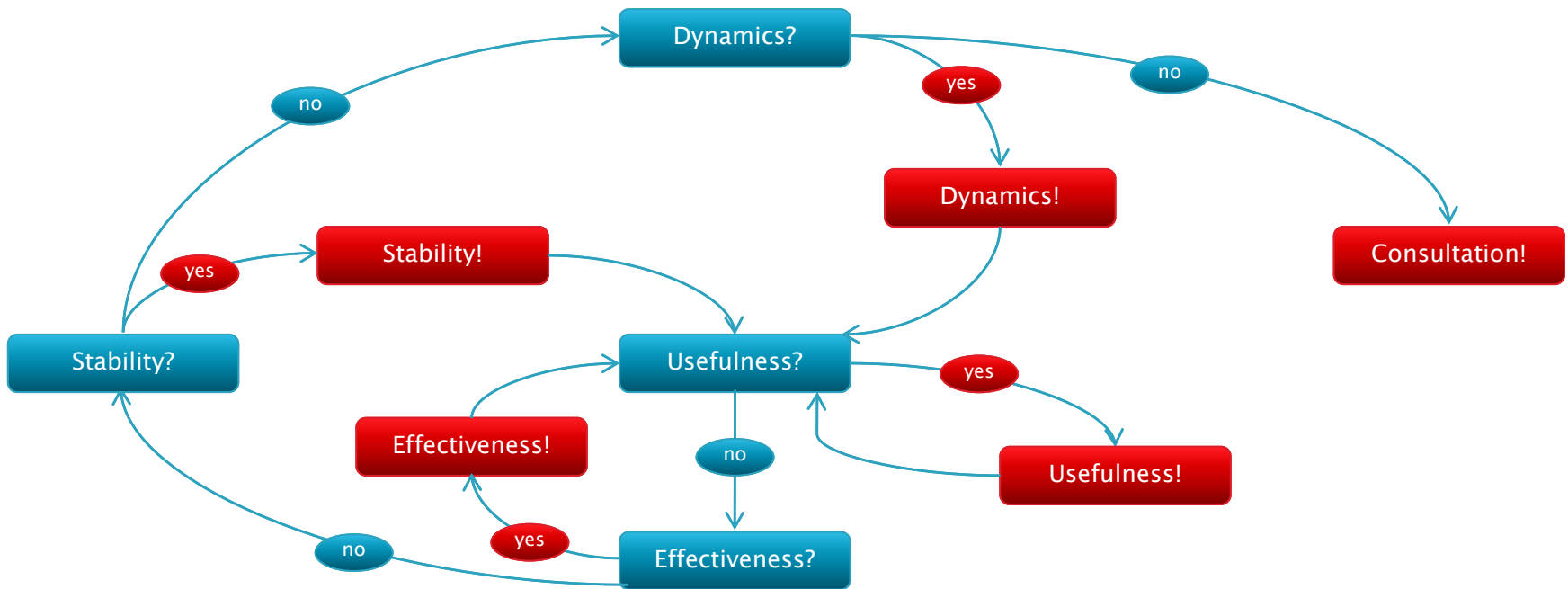
Individual development



Strategy: Theory of vitality



Tactics: Theory of Constraints



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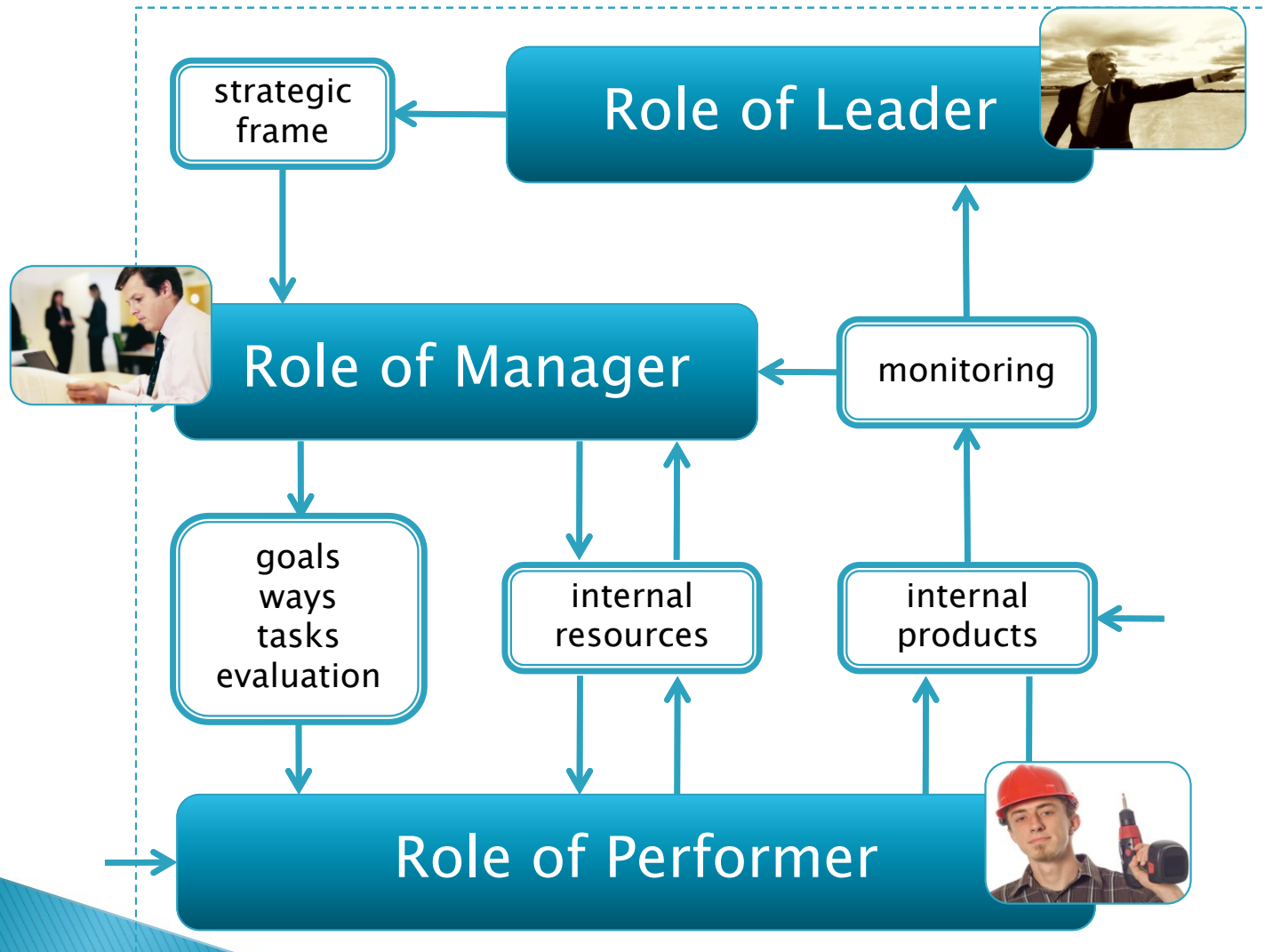
Competency rule

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



competence = resources + labor

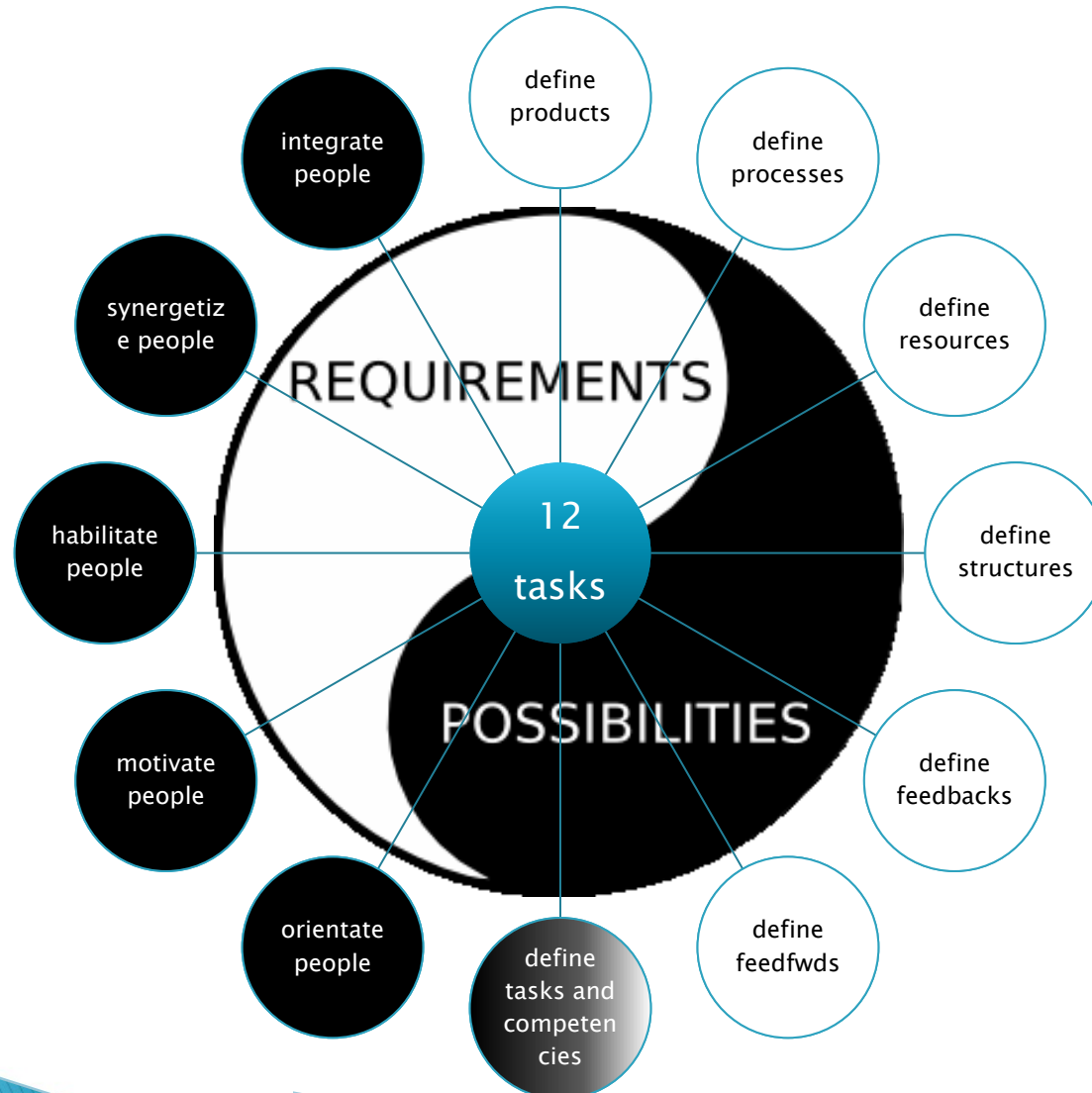
Roles and tasks



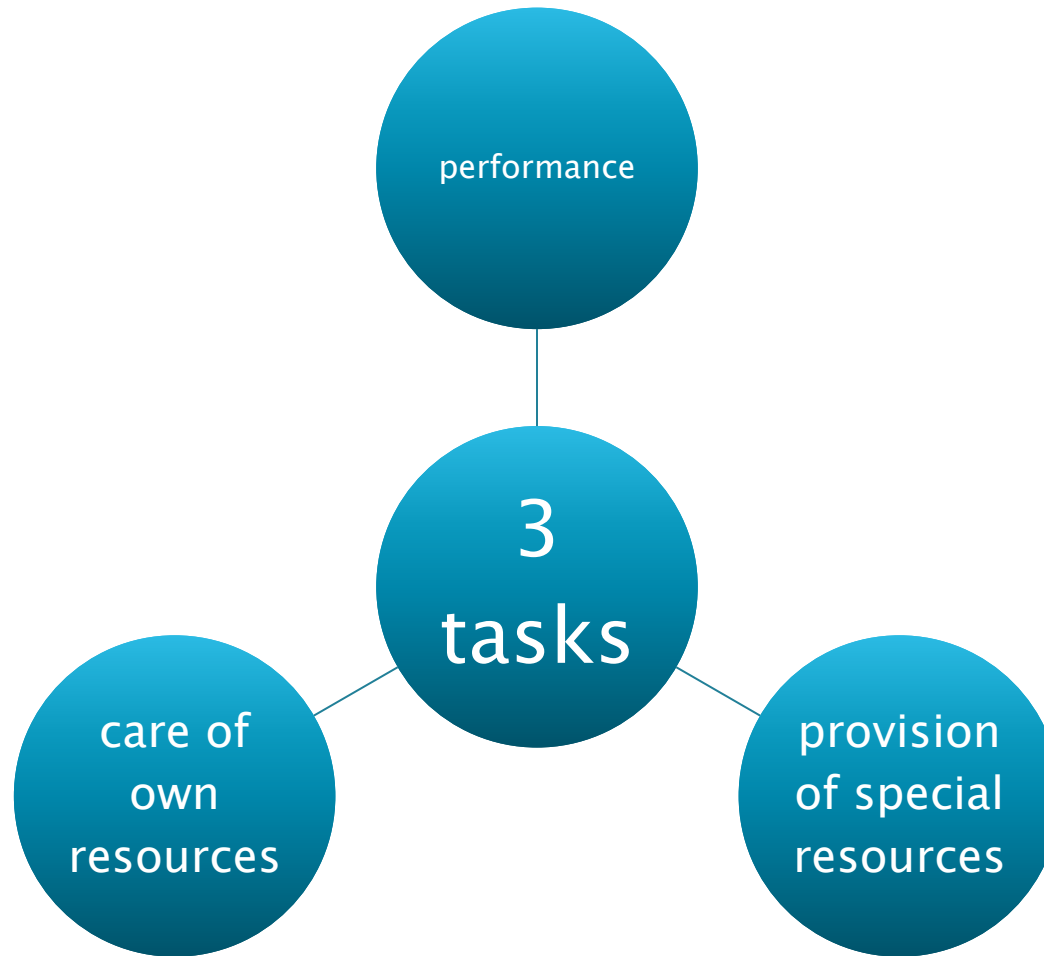
Leadership tasks



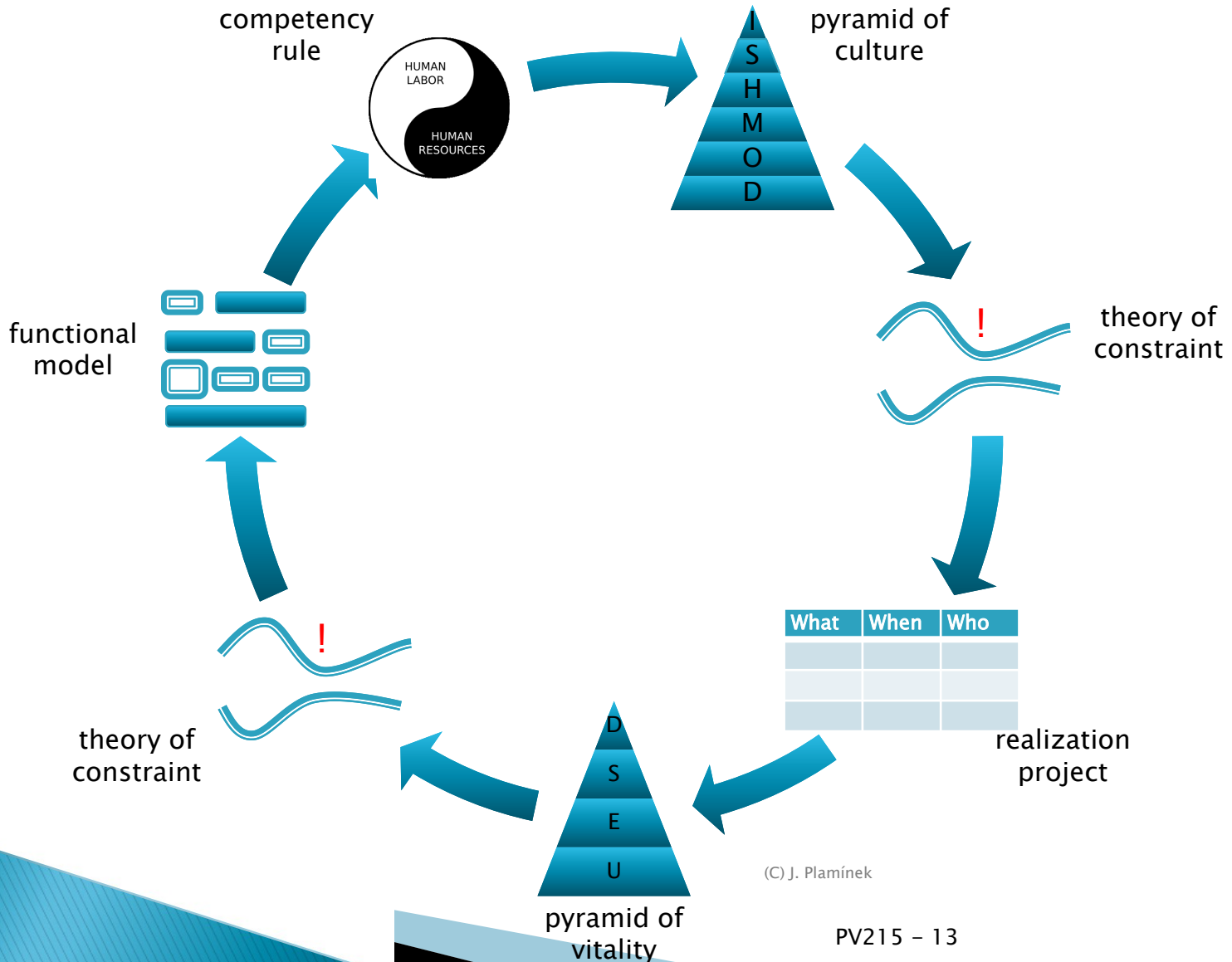
Managerial tasks



Performer tasks



Troubleshooting cycle



Management by Competencies

