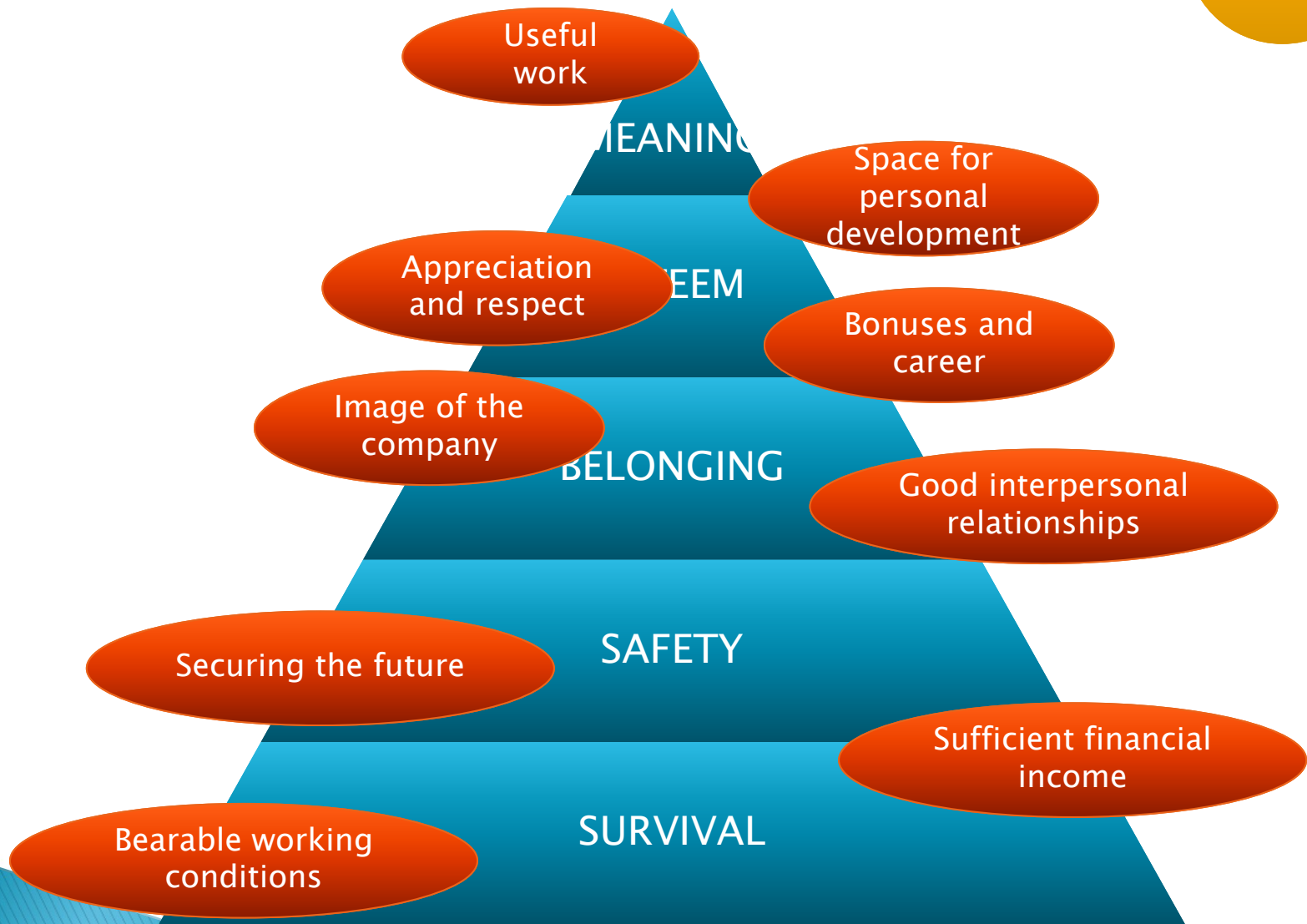# Management by Competencies
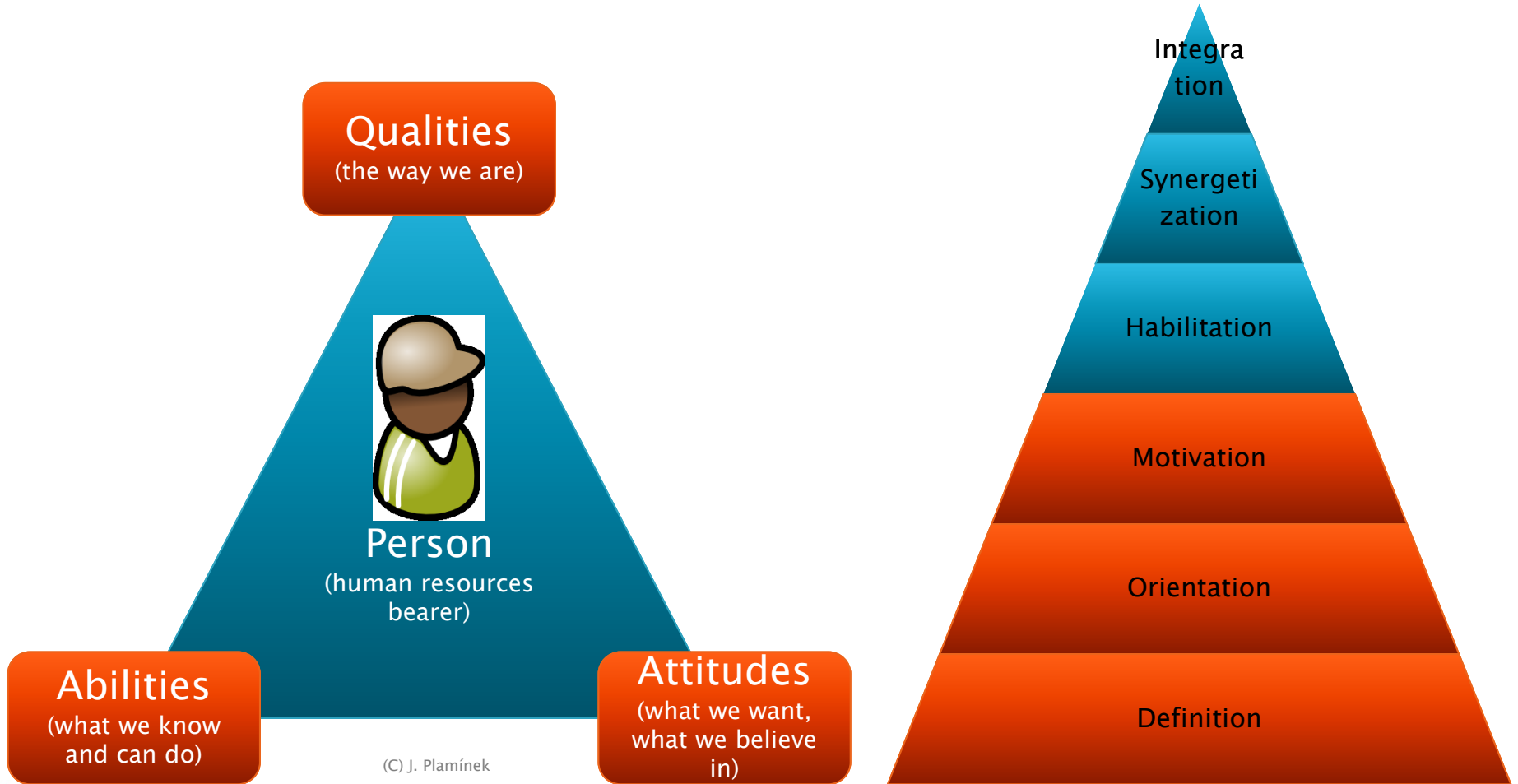
Motivation, Stimulation, Habilitation, Synergitization and Integration

Motivation and Environment
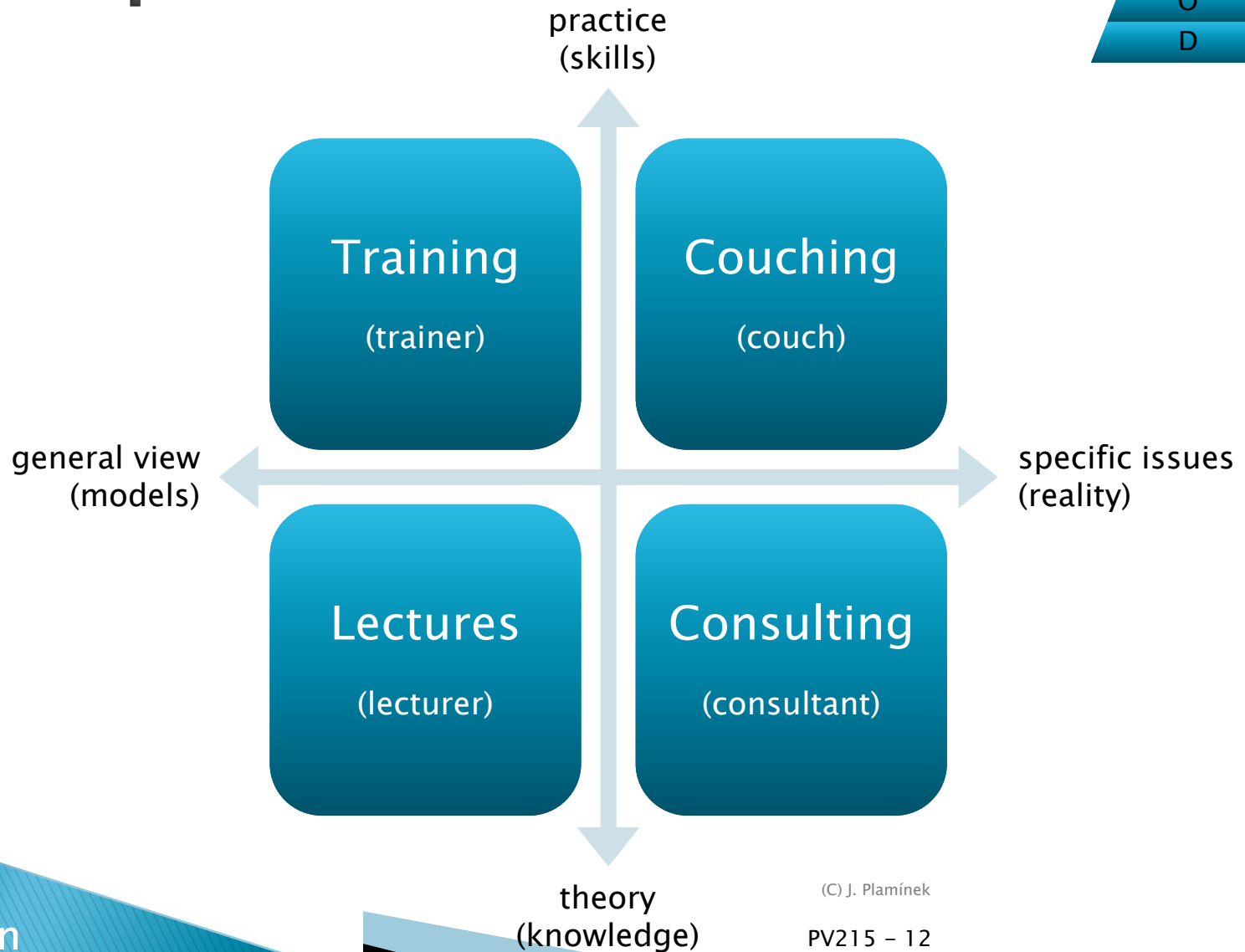
Environ

Useful work

MEANING

Space for personal development

Appreciation and respect

ESTEEM

Bonuses and career

Image of the company

BELONGING

Good interpersonal relationships

SAFETY

Securing the future

Sufficient financial income

SURVIVAL

Bearable working conditions

PV215 – 11b

What about next steps?

Qualities
(the way we are)

Person
(human resources bearer)

Abilities
(what we know and can do)

Attitudes
(what we want, what we believe in)

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Integration

Synergetization

Habilitation

Motivation

Orientation

Definition

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Methods of abilities development

practice
(skills)

Training
(trainer)

Couching
(couch)

general view
(models)

specific issues
(reality)

Lectures
(lecturer)

Consulting
(consultant)

I
S
H
M
O
D

theory
(knowledge)

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Habilitation

PV215 – 12

4
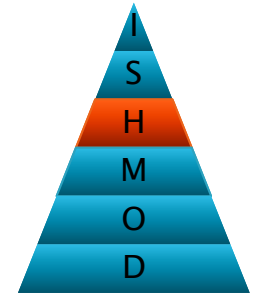
Synergy

$$c_{re}(\ \text{🧑} + \text{🧑}\ ) = E$$
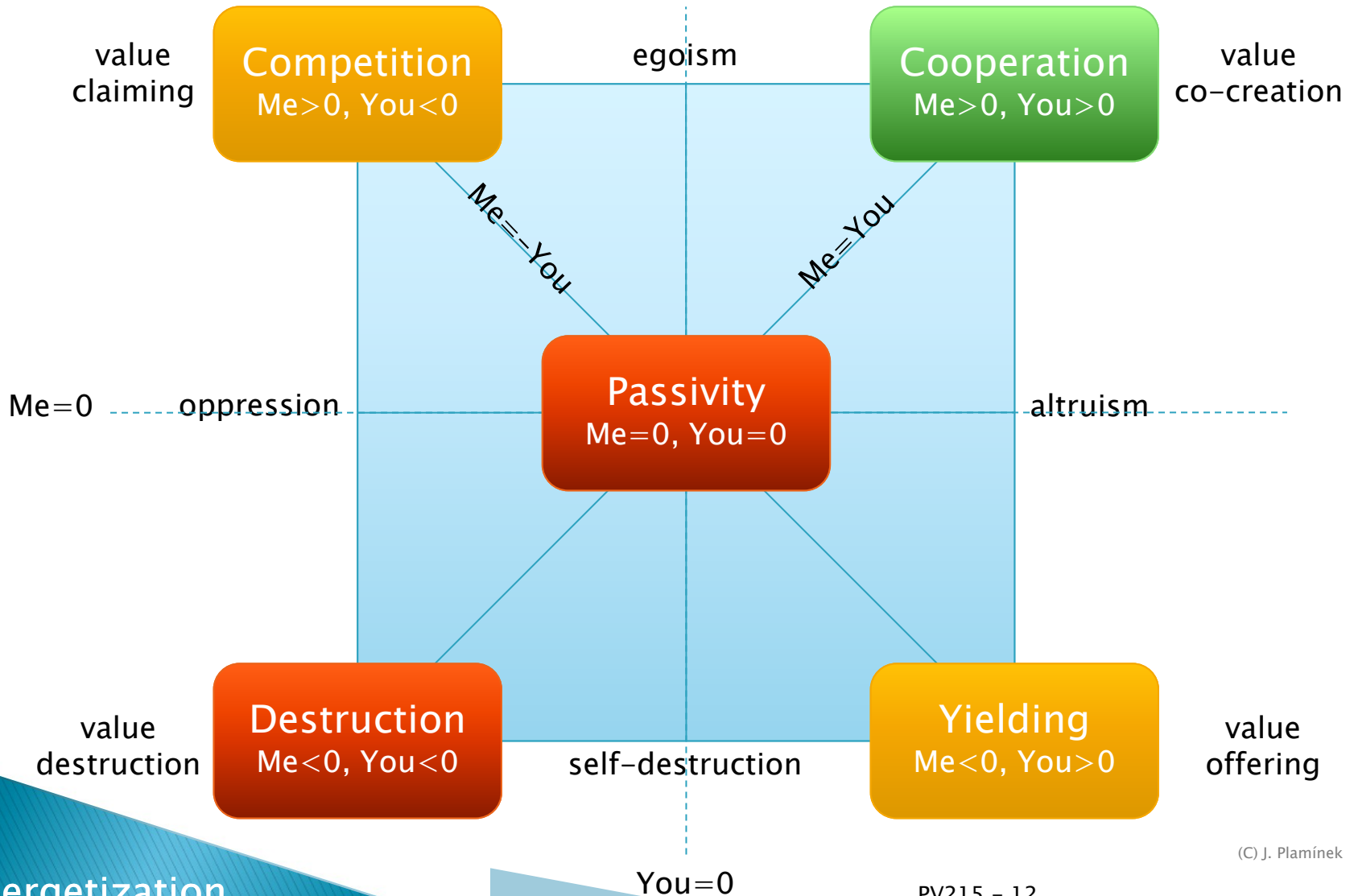
c_{re} ... relationship efficiency coefficient

$c_{re} < 1$ ... conflict
$c_{re} = 1$ ... neutral
$c_{re} > 1$ ... synergy

Interpersonal relationships

value claiming

Competition
Me>0, You<0

egoism

Cooperation
Me>0, You>0

value co-creation

$Me=-You$

$Me=You$

Me=0 .... oppression

Passivity
Me=0, You=0

altruism

value destruction

Destruction
Me<0, You<0

self-destruction

Yielding
Me<0, You>0

value offering

You=0

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Competition causes

Managerial Stimuli

Relative evaluation

Support of individualism

Non-discrimination of roles

Muting external pressure

Feelings

Feeling of Lack

Need to take

Preference of individual goals

Aggregated competitive energy

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Cooperation causes

Managerial Stimuli

- Absolute evaluation
- Attractive and shared goals
- Discrimination of roles
- Exposition to External pressure

Feelings

- Feeling of joint opportunity and mutual benefit
- Need to create
- Preference of sharing of goals and values
- Shared feeling threat

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Self-sacrifice causes

Yielding
Me<0, You>0

Managerial Stimuli

Self-sacrifice appreciation

Manager as an example

Support of Individual development

Important of goals and values

Feelings

Need of high self-assessment

Need to give

Need to be useful, to excel, to belong

Need to impersonate

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Prevention of Destruction

Destruction
Me<0, You<0

Managerial Stimuli

Unfair evaluation

Superiority and disregard

Unclear evaluation

Indifference and unconcern

Feelings

Feeling of injustice

Disorientation

Uncertainty

Feeling of extirpation

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Passivity causes

Managerial Stimuli

Absurd or unexplained goals or values

There is example to follow

Lack of incentives

Feelings

Values and goals are meaningless

Pursuit of values and goals does not make sense

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Cooperation

- outer relationships: long-term relationships with customers, suppliers, and non-competitive partners
- inner relationships: long-term beneficial

Competition

- outer relationships: long-term relationships with competitors
- inner relationships: long-term for dynamic stimulation

Yielding

- short-term beneficial for crisis situation
- only as a result of self-motivation

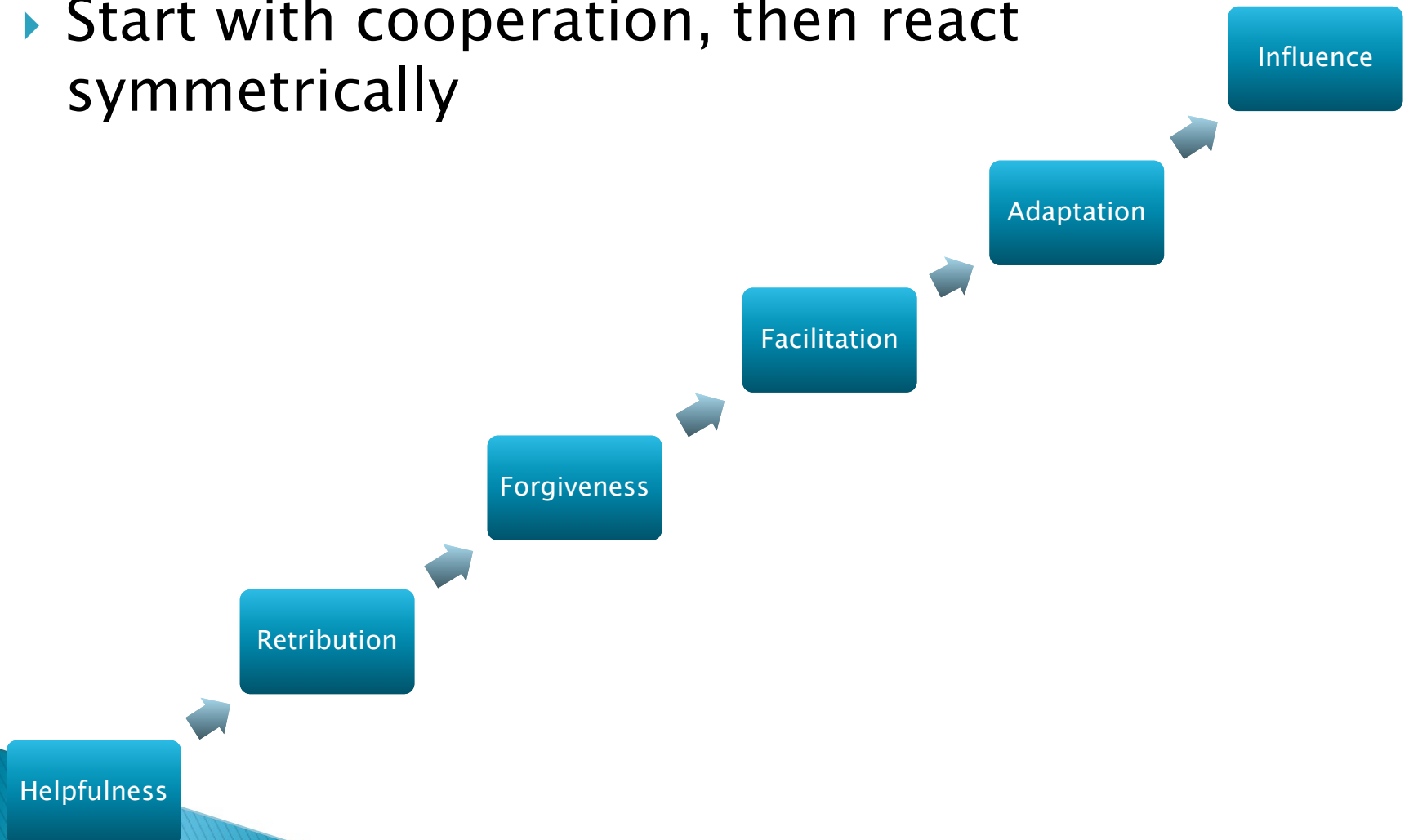## Destruction

- undesirable, prevention necessary

Passivity

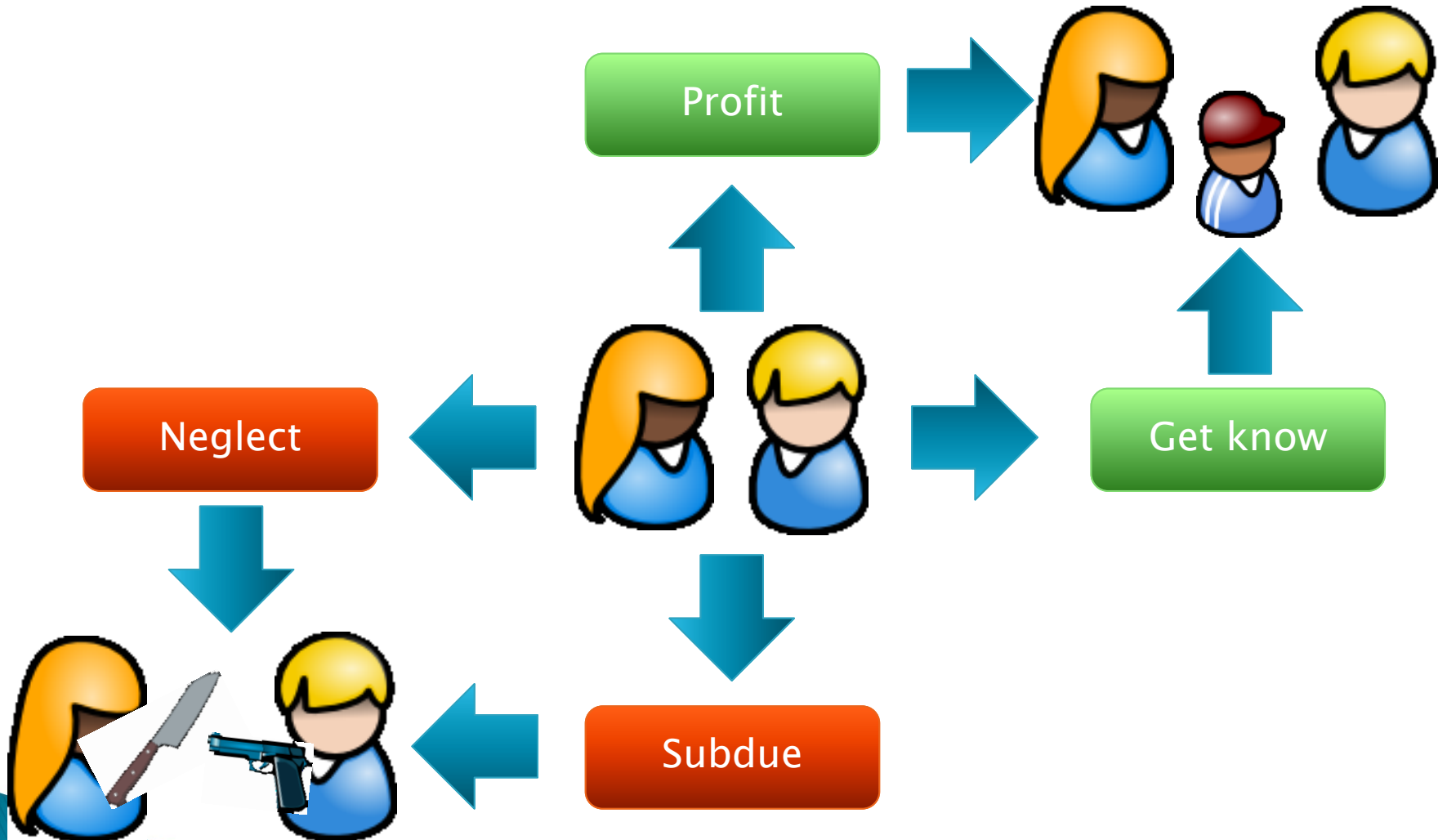- undesirable, prevention necessary

Strategy of relational behavior

- Strategically important are cooperation and competition
- Competition is sustainable if clear rules are defined
- Cooperation is sustainable if it is symmetric
  - more stable cooperation is based on foregoing competition – partners know strengths of each other and show due respect
- The most successful strategy designed by Anatol Rapoport: Tit-for-Tat

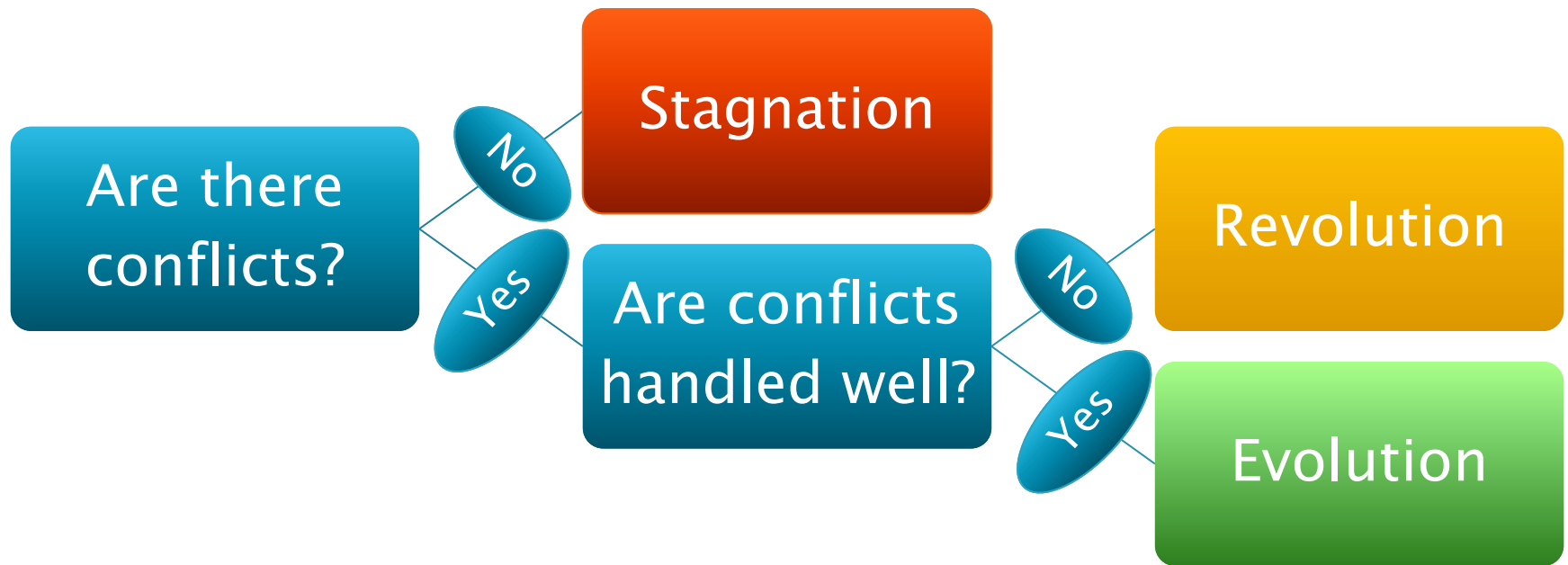# Tit-for-Tat

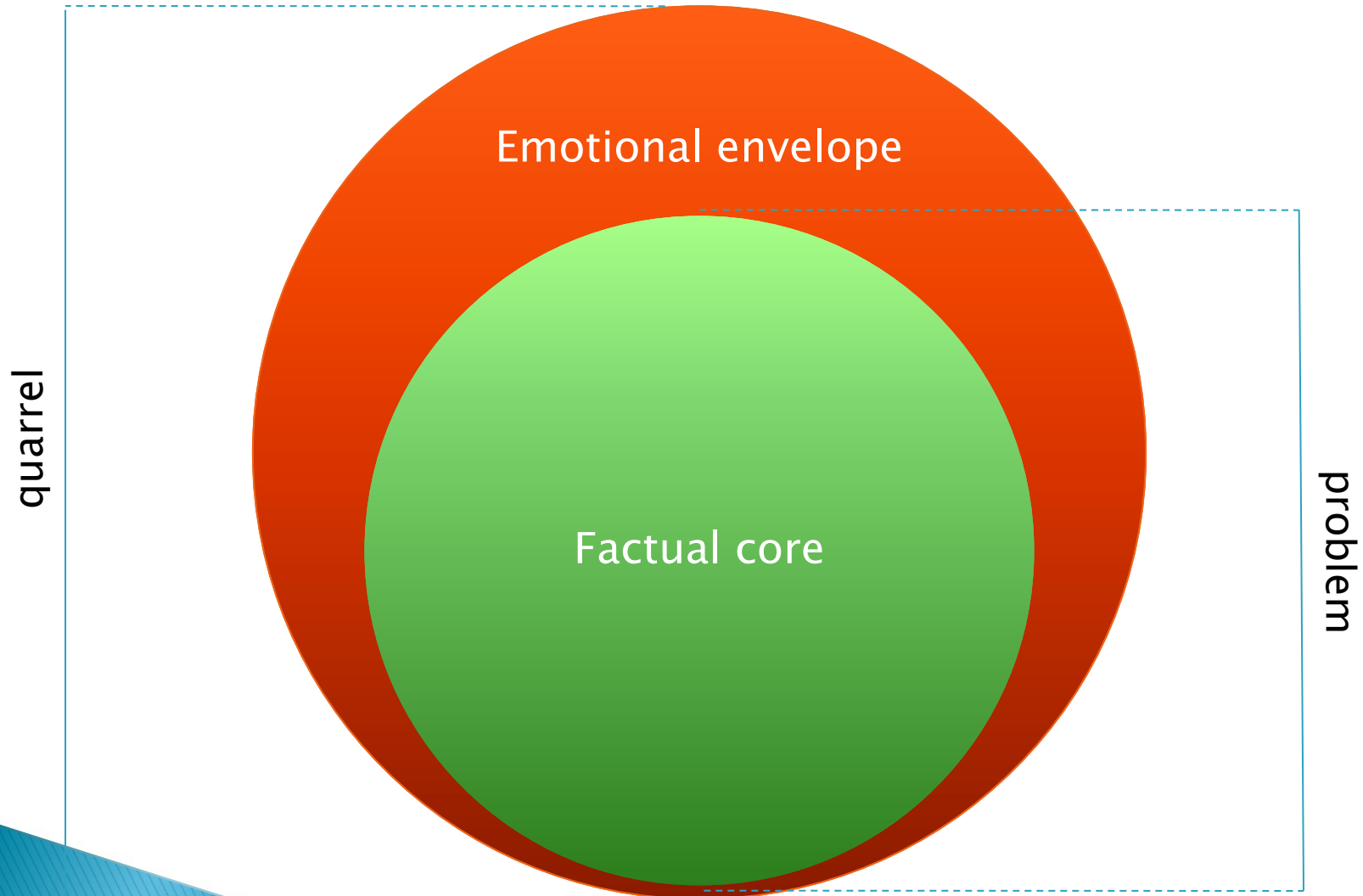▸ Start with cooperation, then react symmetrically

Influence

Adaptation

Facilitation

Forgiveness

Retribution

Helpfulness

Synergetization

Differences between people

Profit

Neglect

Get know

Subdue

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Conflicts in group

Are there conflicts?

- No → **Stagnation**
- Yes → **Are conflicts handled well?**
  - No → **Revolution**
  - Yes → **Evolution**

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Human and factual elements of conflict

Emotional envelope

Factual core

quarrel

problem

Obvious and hidden elements of conflict

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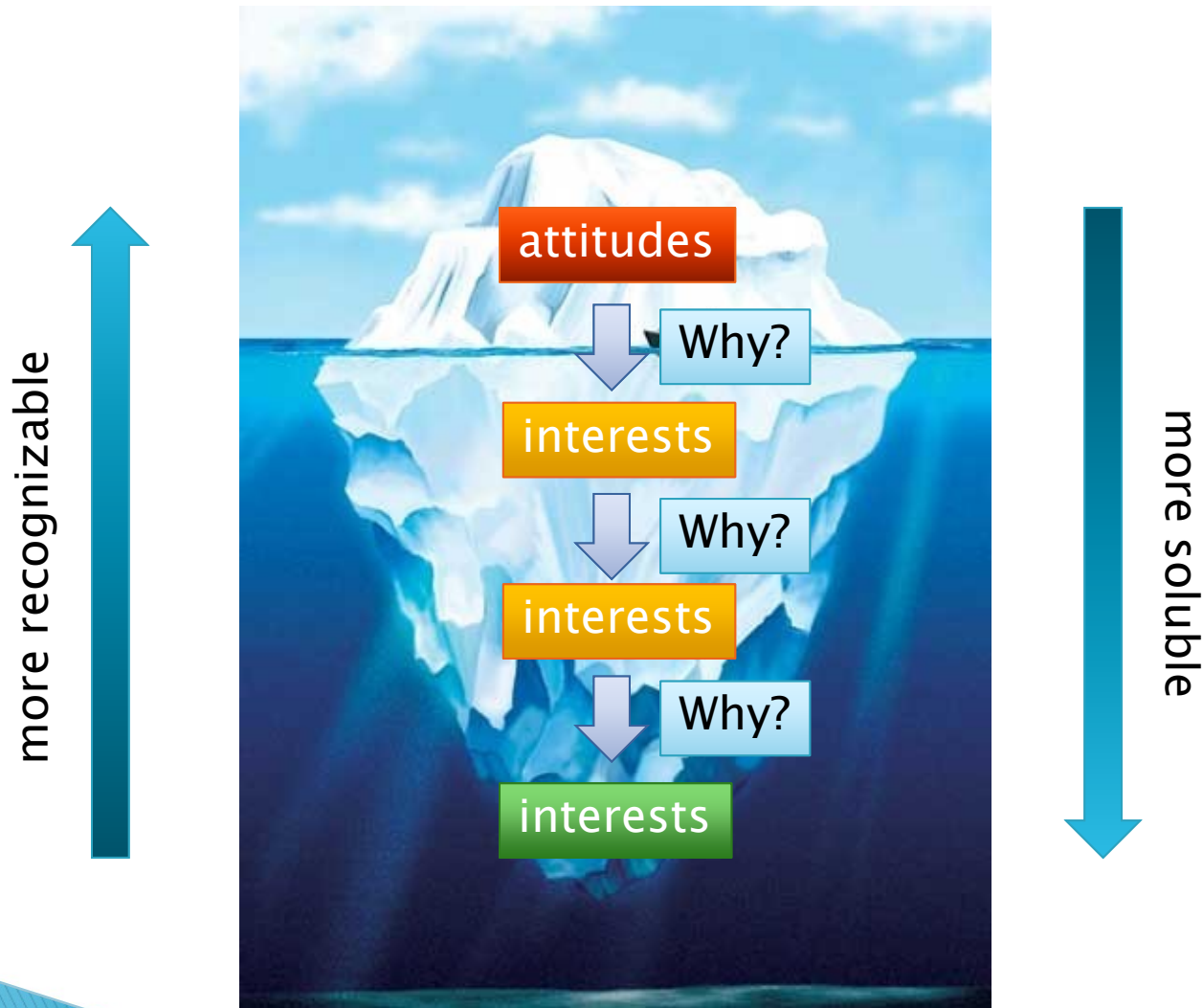
Principles of conflicts handling

Principle of evolution

Are there conflicts?

Stagnation

Are conflicts handled well?

Evolution

Revolution

Principle of prevention

Principle of depersonalization

Emotional envelope

Factual core

Principle of mediation

Principle of rationalization

Principle of many dimensions
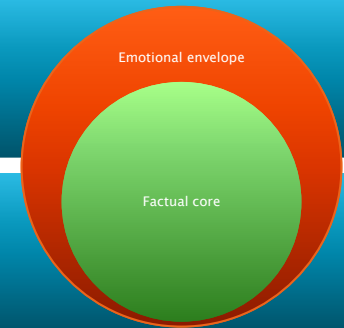
The origin of the team

▸ 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

Who?

Relations

How?   Process

What?   Thing

Who?   Power

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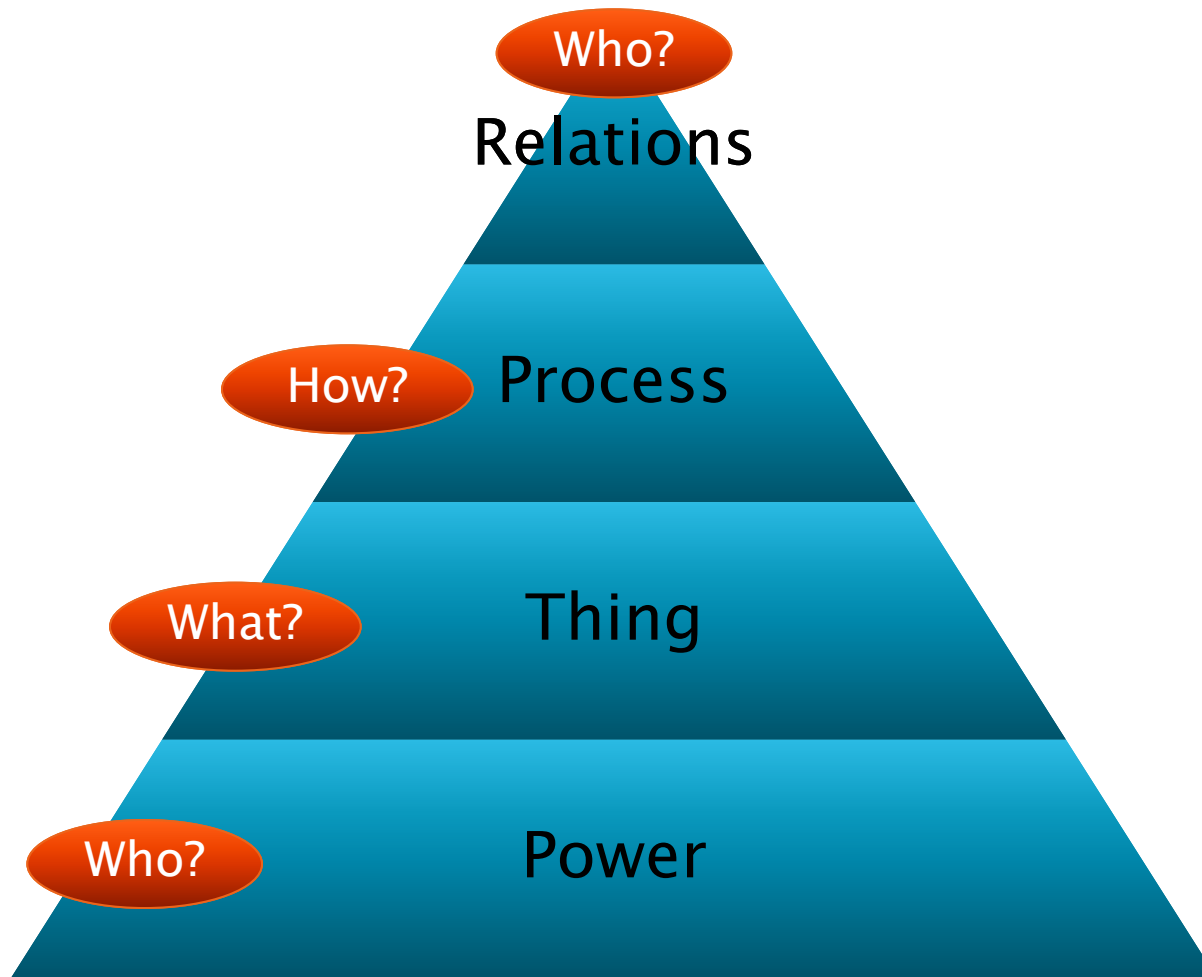
|	1. Gaining confidence and order	2. Waking of Activity	3. Synergy development
Managing force	Person (manager)	Members (including manager)	Ideas
Focus	Operational task, manager	Processes and rules	Relations and goals
Managerial style	Directive management	Open management	Synergistic management
Typical 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

SHARED GOALS AND WAYS

DIVERSITY IN PEOPLE AND ROLES
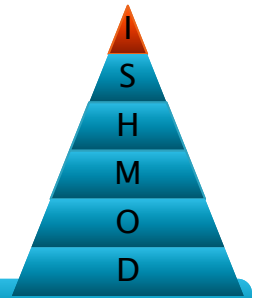
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Managing conflict people
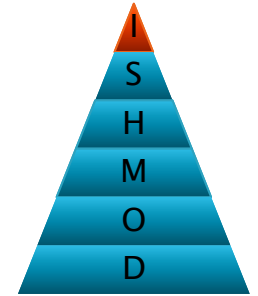
1) What bothers me specifically?
2) Is the problem on my side?
3) Is the problem in the system?
4) Does he or she cause the problems intentionally?
5) Why does he or she cause the problems?

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?
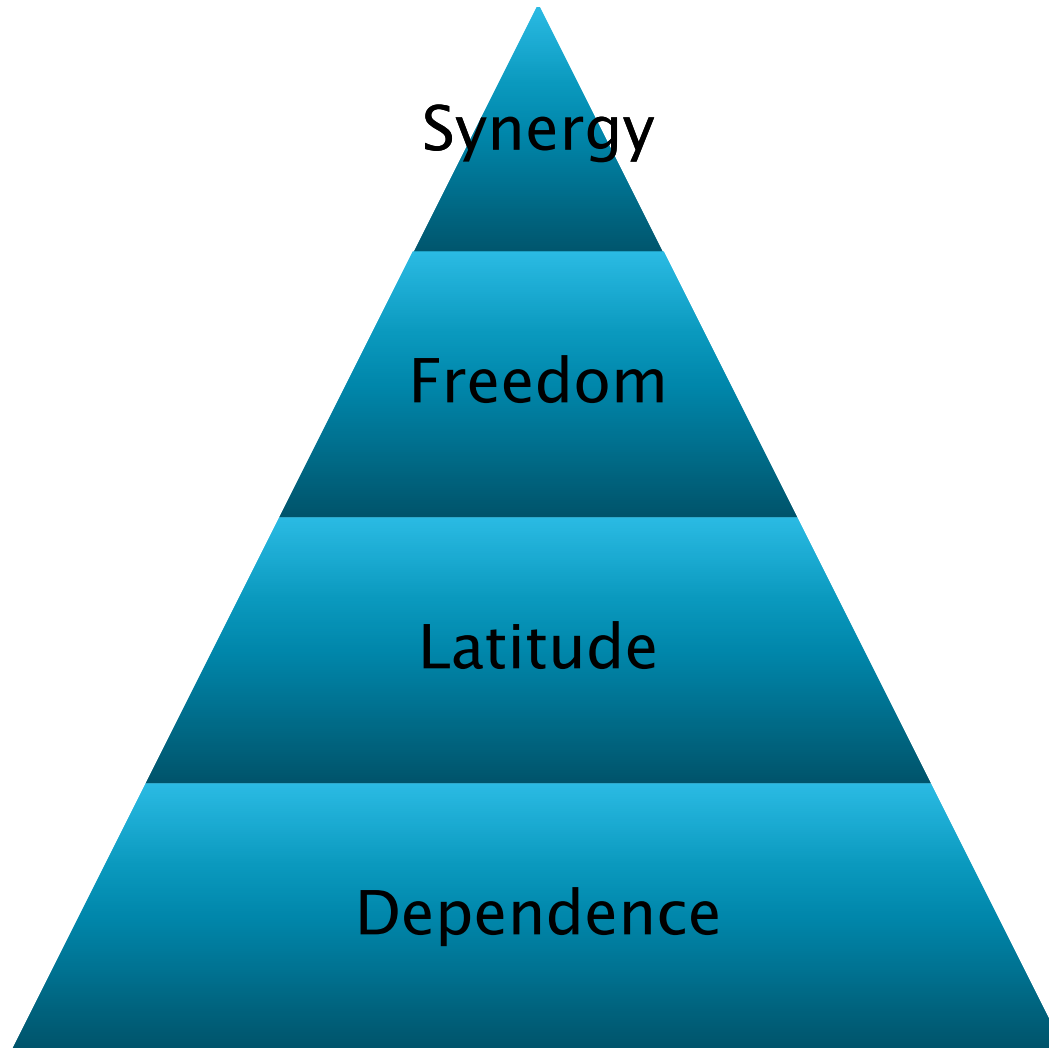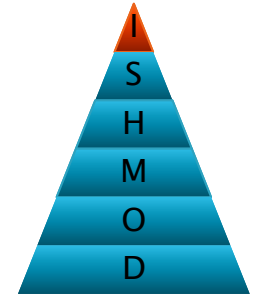 - if so, remove them
  - if not, limit contacts

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

Synergy

Freedom

Latitude

Dependence

I
S
H
M
O
D

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Summary

- Cooperation is the most sustainable type of interpersonal relationship
- Competition may be used to support team dynamics
- Conflicts are natural and essential, but they must be under control
  - 6 principles
- Maturation of the group