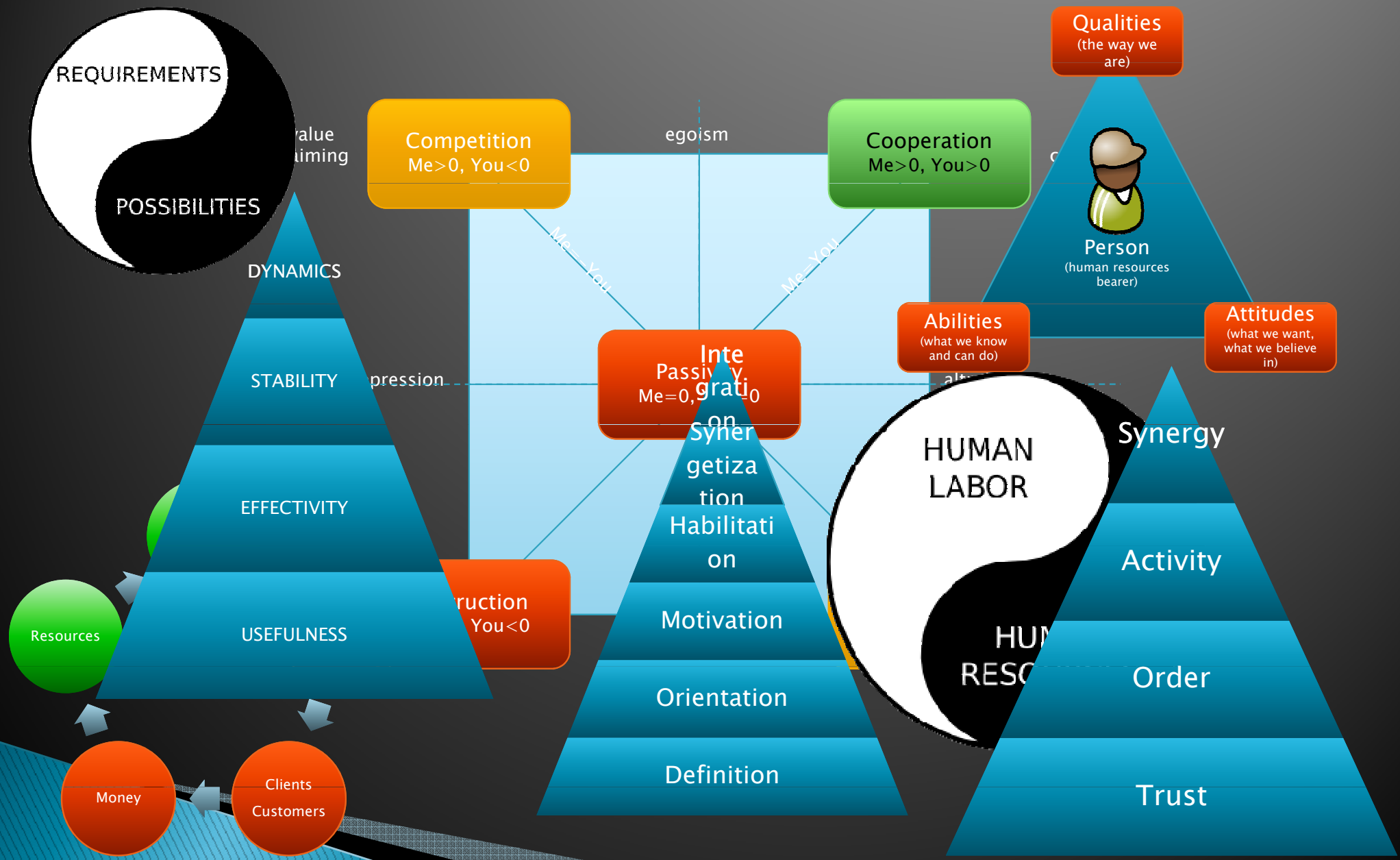


Management by Competencies

»» 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

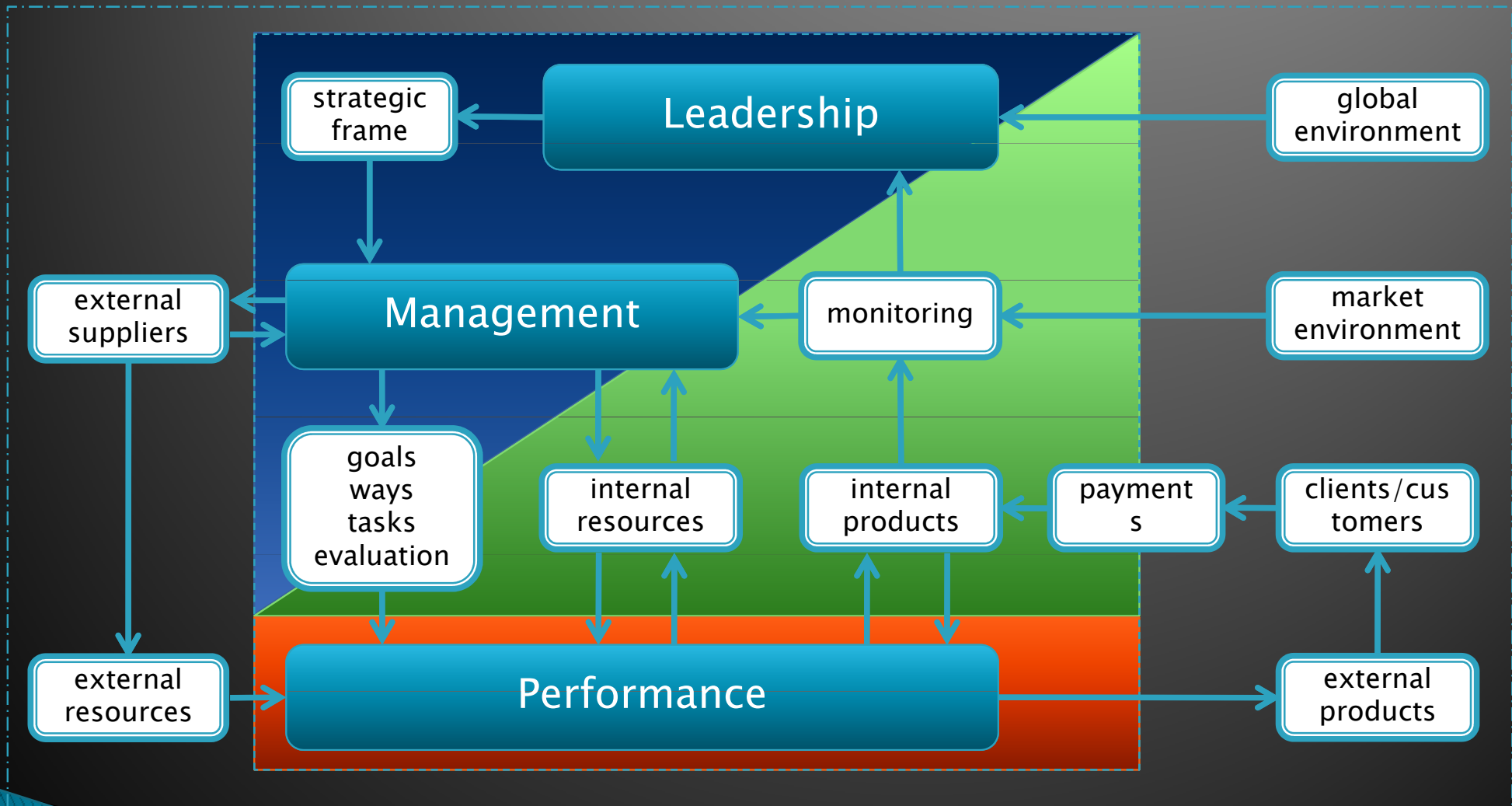
- leadership and management
- 2 projects

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

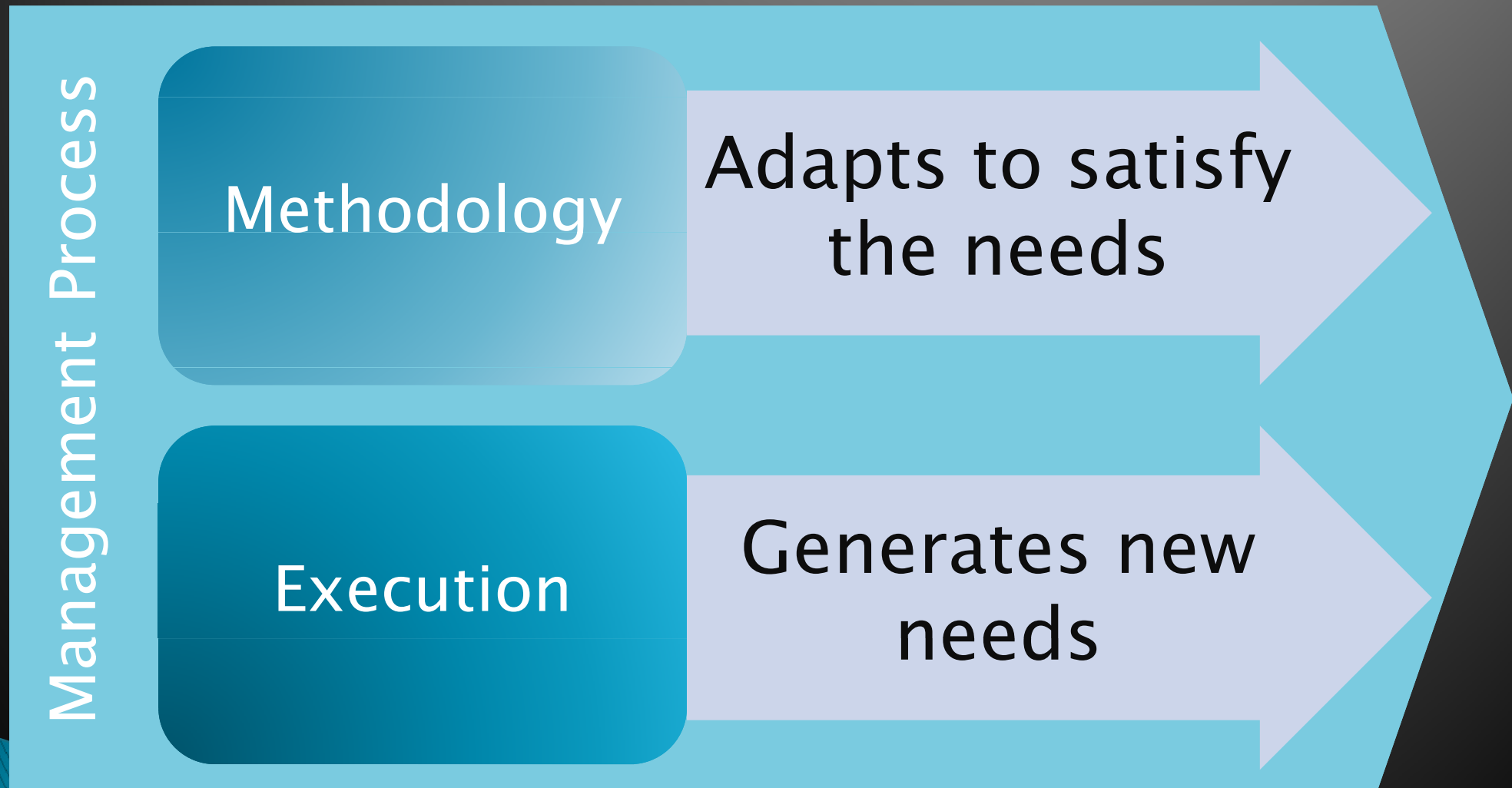


There was *lack of time* and *resources* to set up all meta-processes

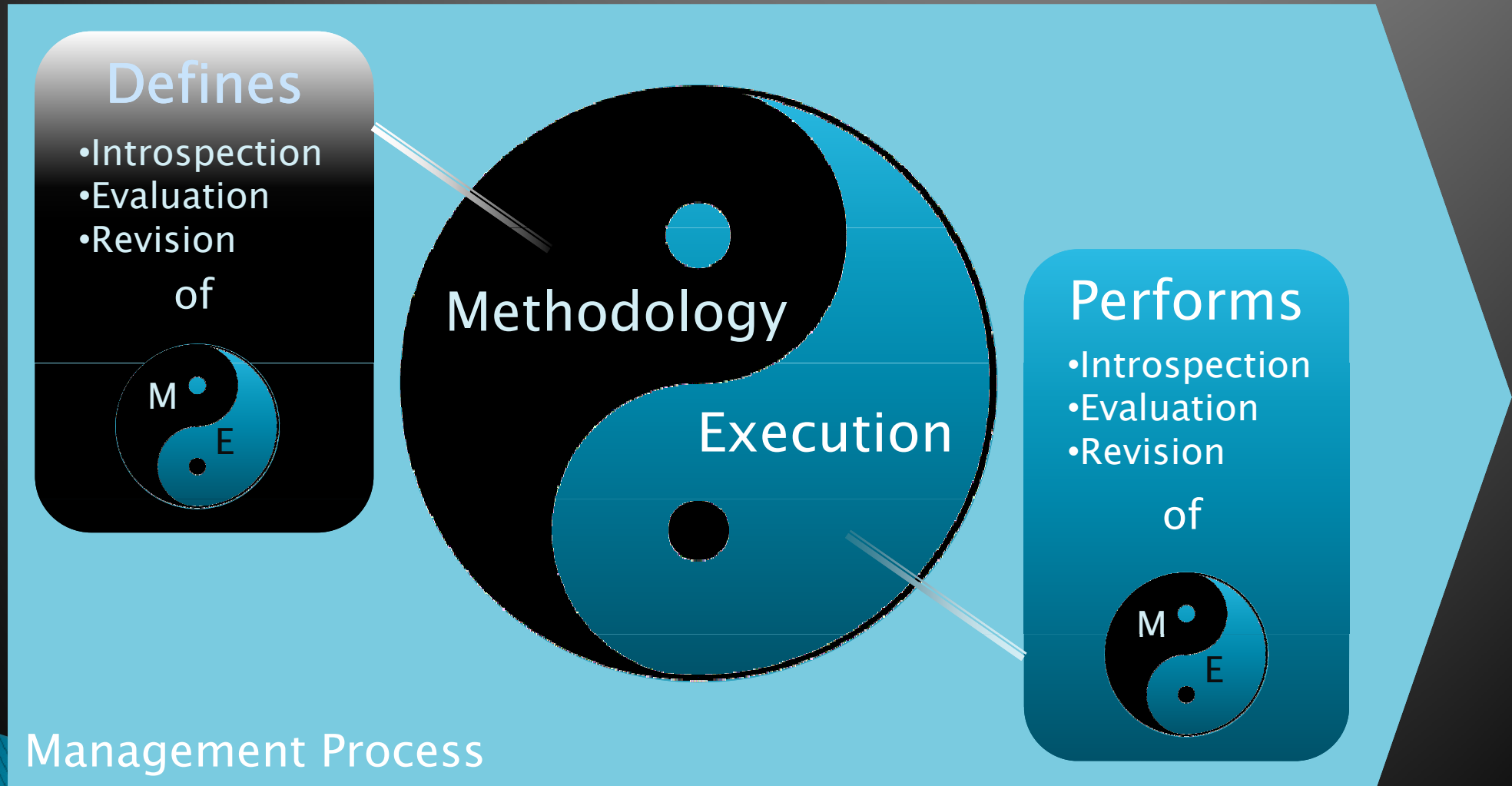


All we wanted was to only ensure *sustainability of management process development*

Management Process Development



Sustainability of Management Process Development



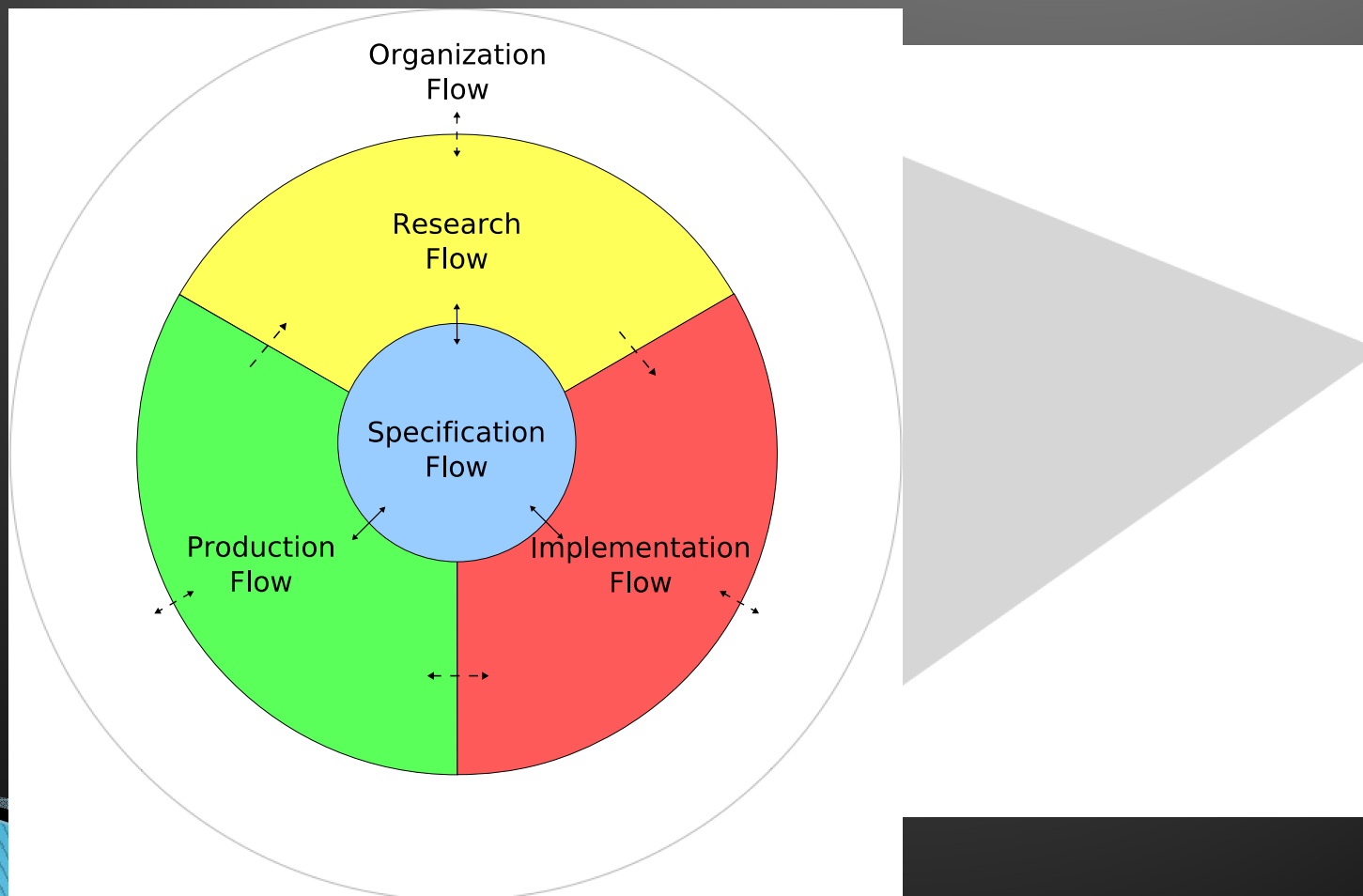
Concept of Flow

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



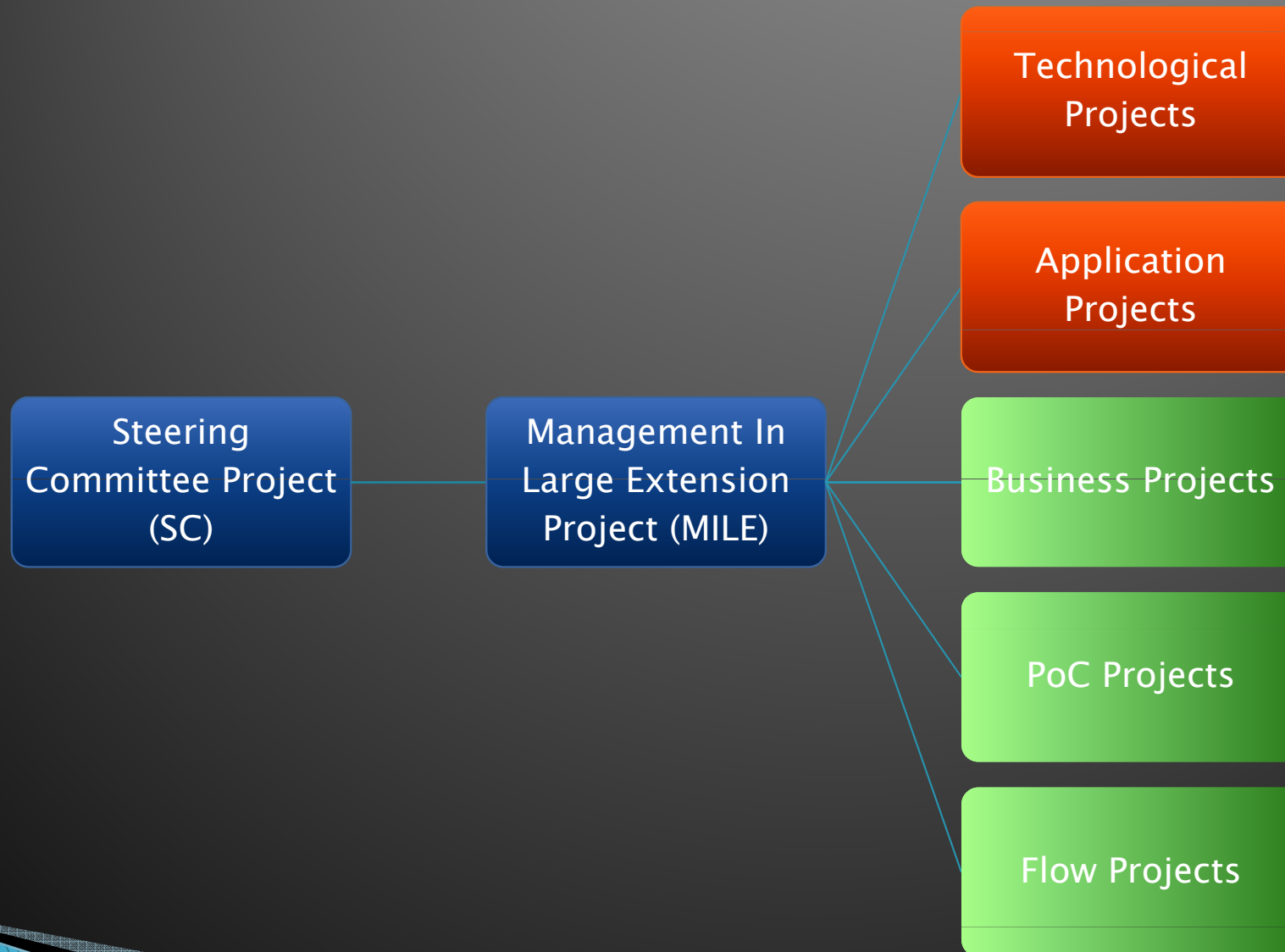
▶ Principles

- Two-level management principle utilization
- Mills principle application

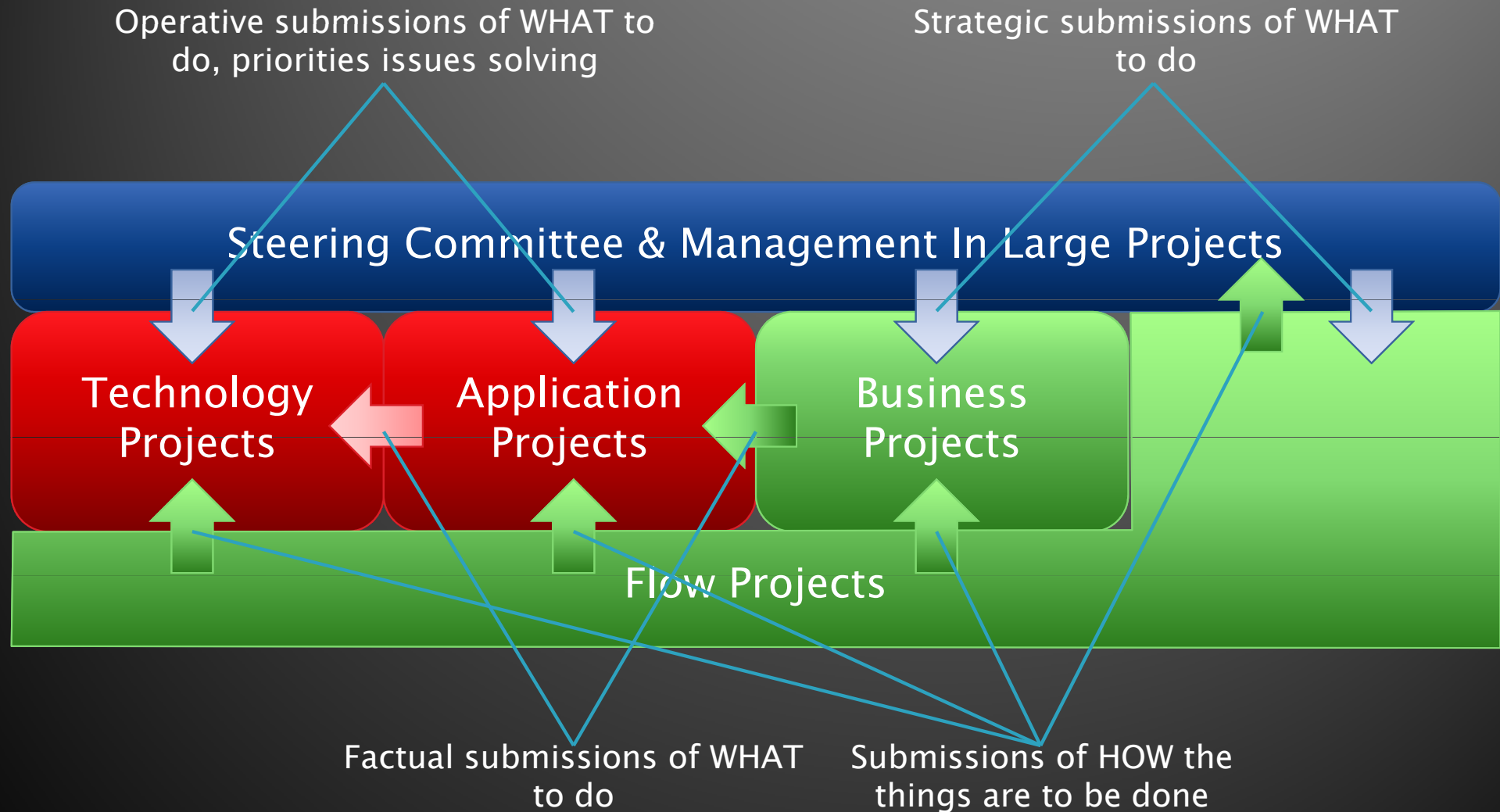
▶ Metaprocesses

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

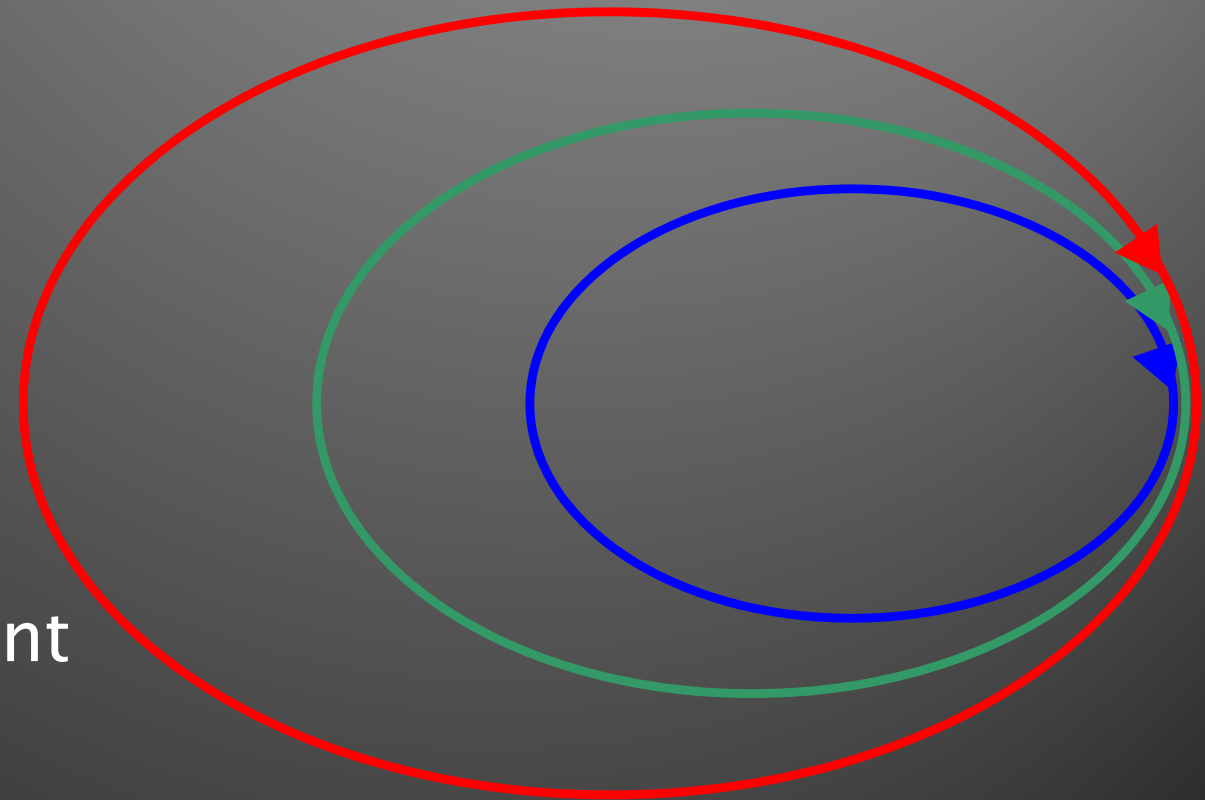
Two-level management structure – Executive Structure



Project Program Scheme

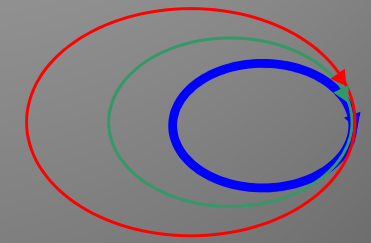


Mills Principle ~ Project Program/Portfolio Management



- 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

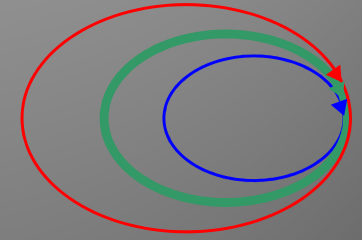
Business
Projects

PoC Projects

Flow Projects

MILE Mill

Management In
Large Extension
Project (MILE)



Focuses on interactions of projects.

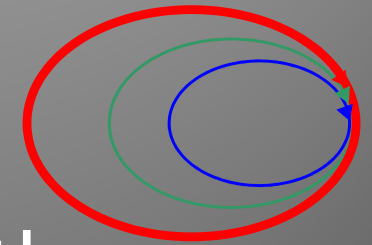
Deals with management of

- 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:

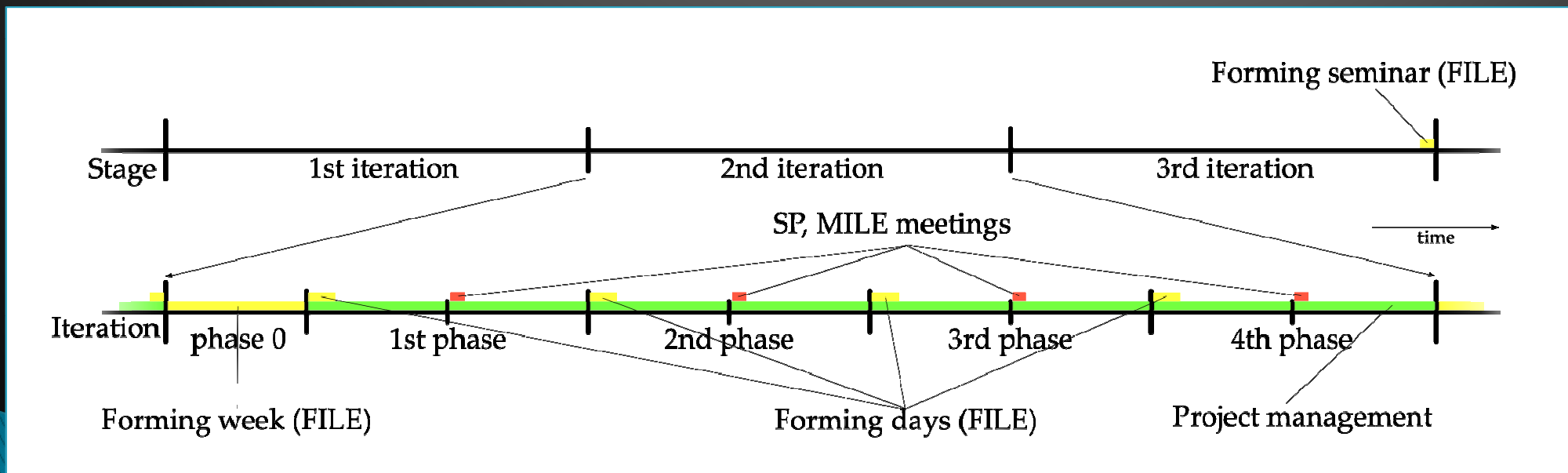
- alignment of project objectives with the current strategy
- project priorities in respect of the current strategy

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

