Management by competencies
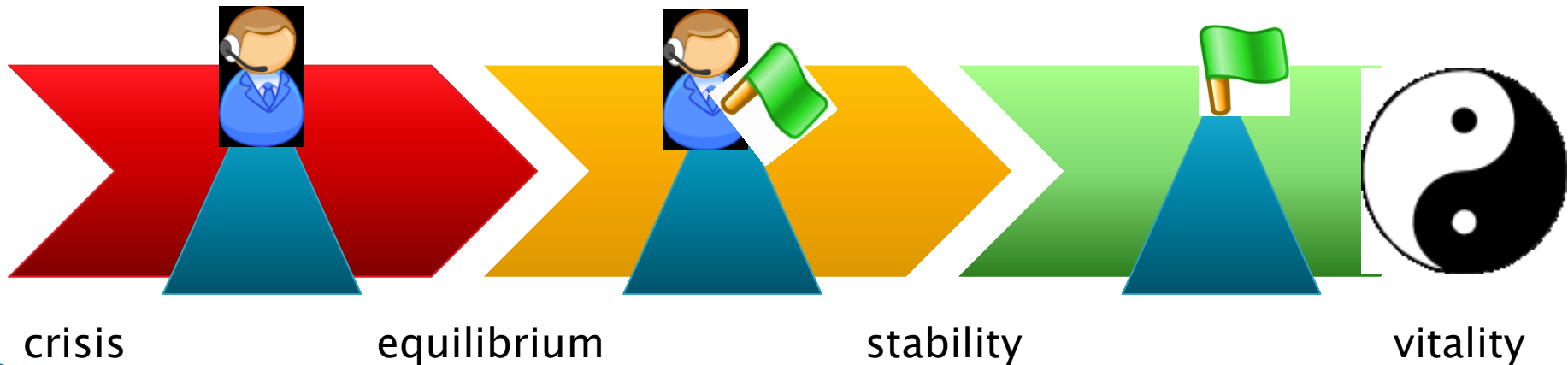
Theory of vitality

Company culture management
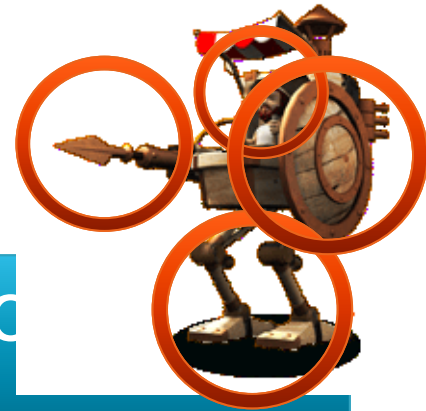
Company culture is essential part of company identity

Avoid the culture to become chaotic!

Continually transform the culture:

crisis   equilibrium   stability   vitality

Theory of Vitality

The existence of organism has to gradually (inspired by ecosystems observations)

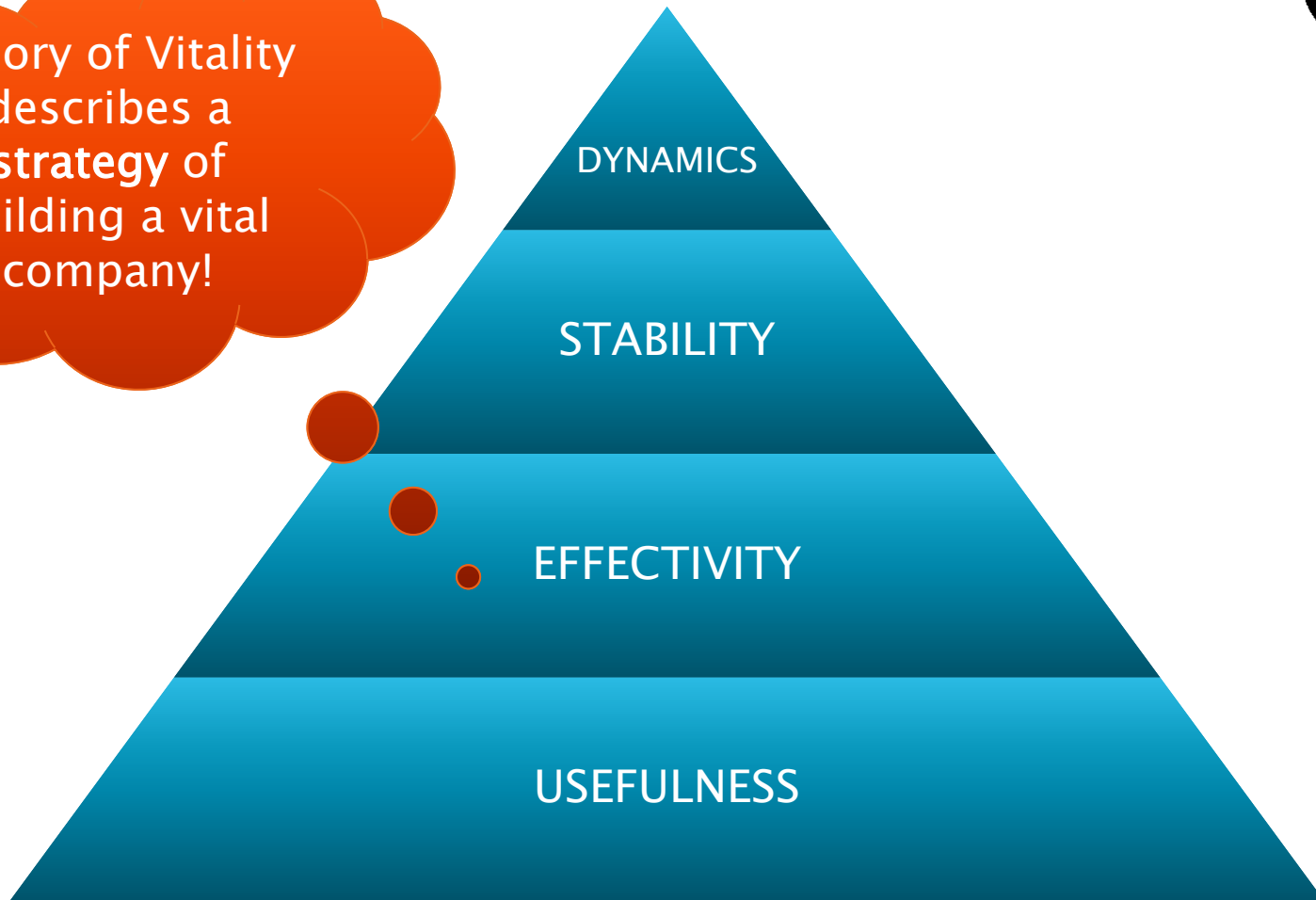| **meaningful**	• useful to someone, even if to itself
effective	• it cannot exhaust itself to death
resistant	• to threatening forces and environment changes
proactive	• flexible enough to generate changes

Vital signs

USEFULNESS

DYNAMICS

Vital signs of systems

EFFECTIVITY

STABILITY
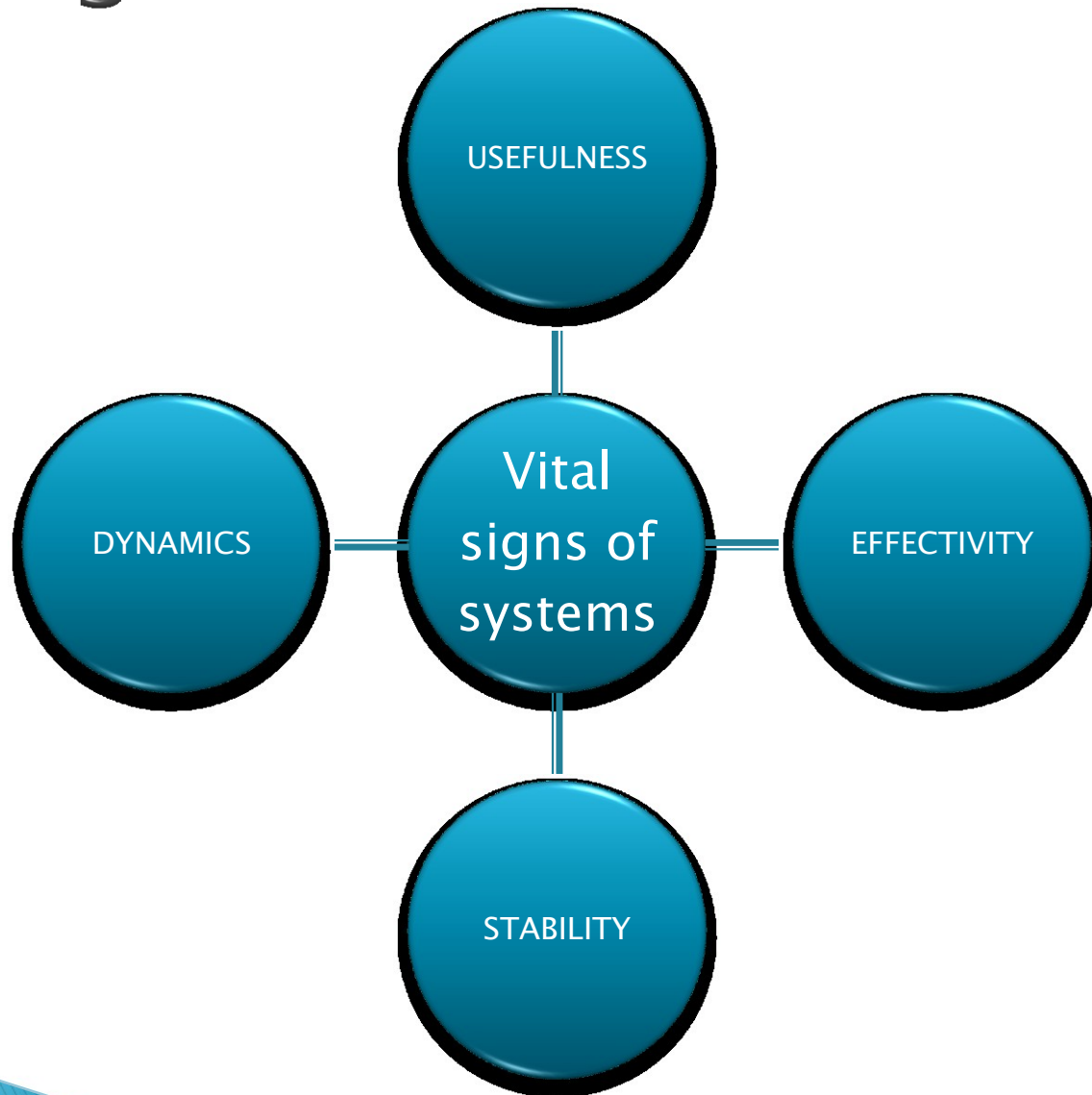
Pyramid of Vitality
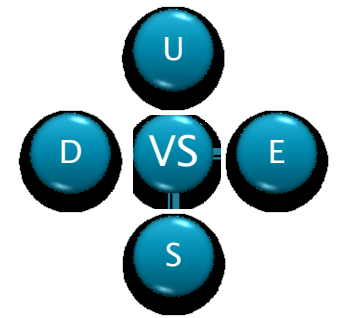
Theory of Vitality describes a **strategy** of building a vital company!

DYNAMICS

STABILITY

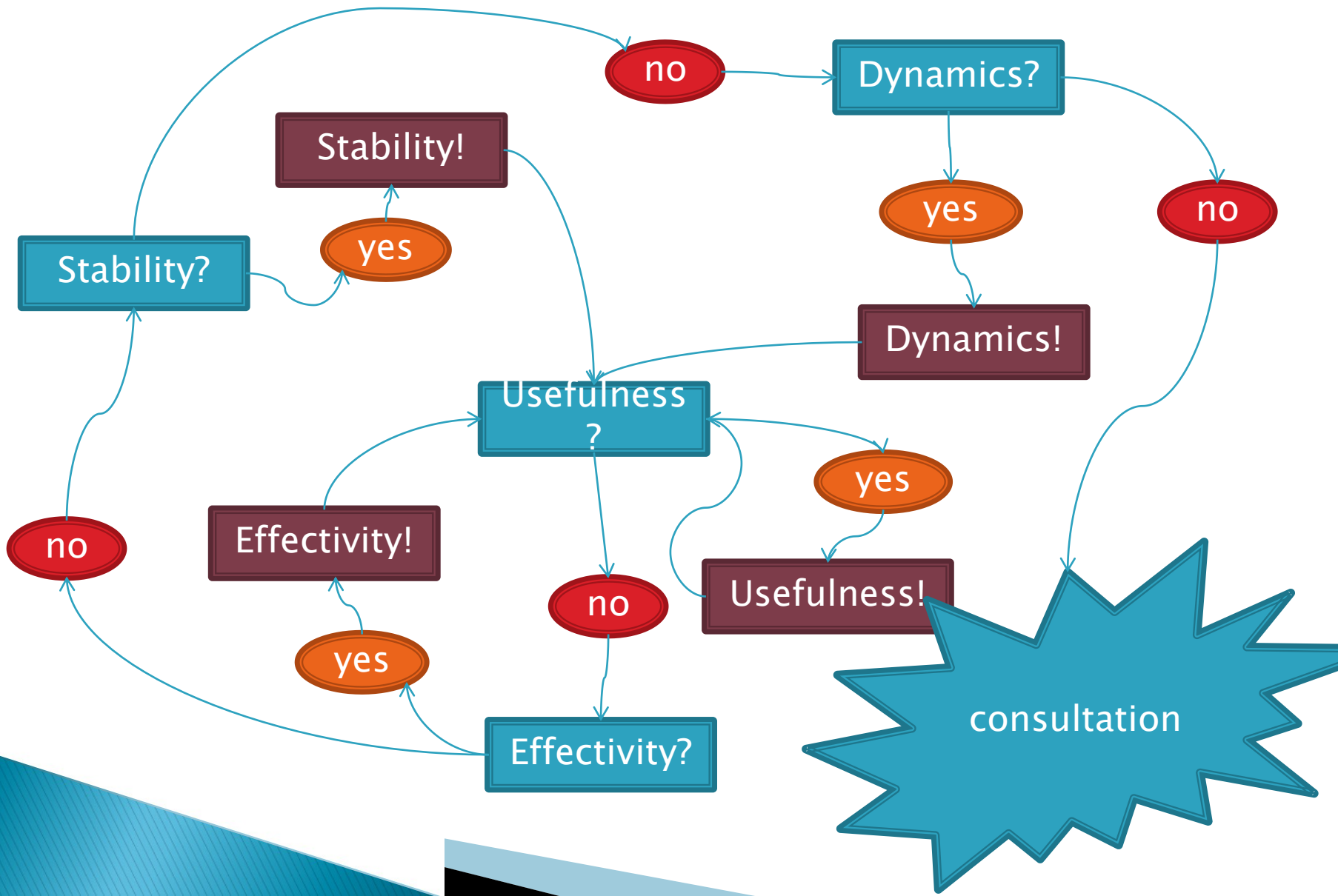EFFECTIVITY

USEFULNESS

U

D VS E

S

(C) J. Plamínek

Theory of Vitality

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

Company culture

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

The road of ideas
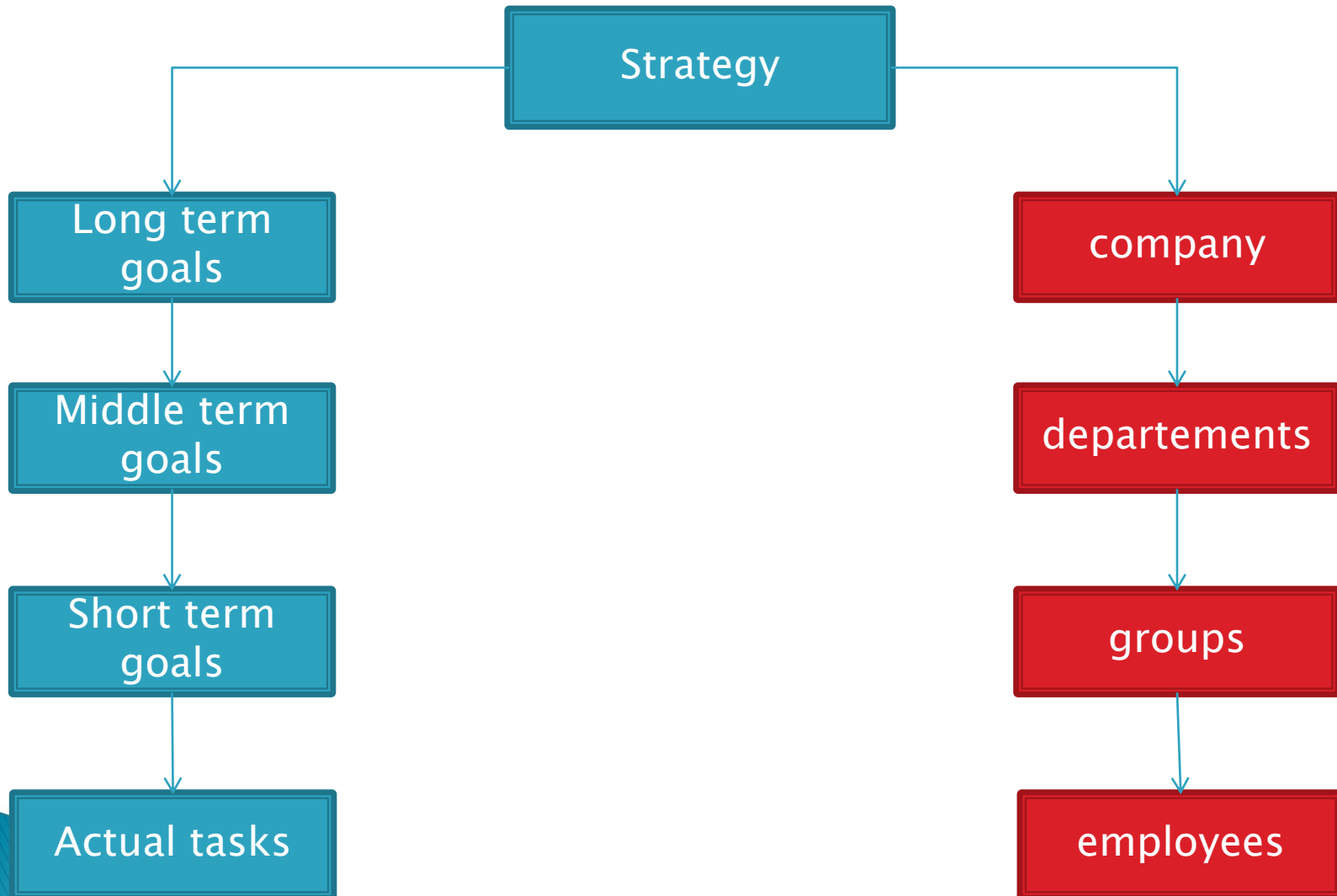
Political barriers

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
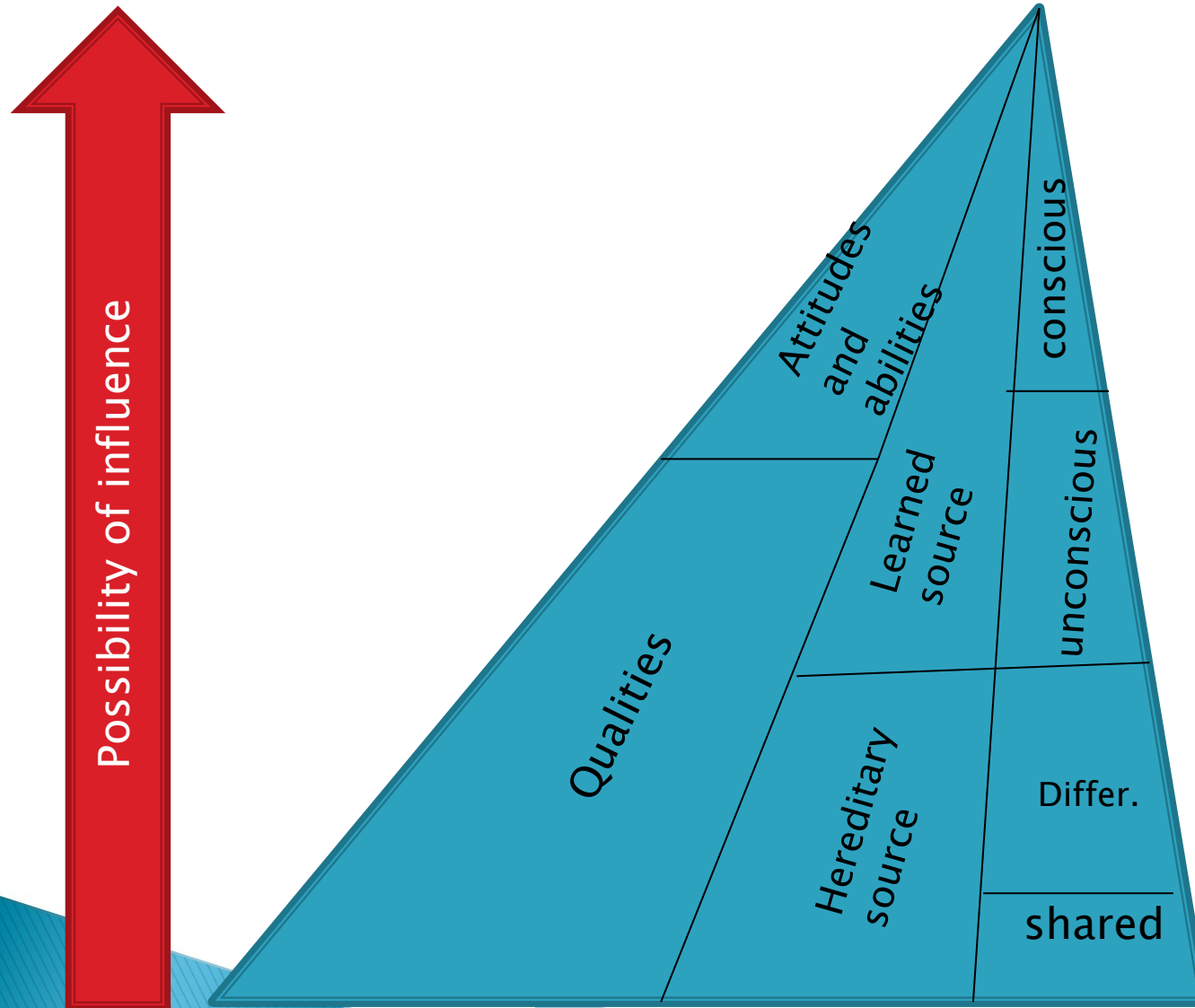- Can not be changed, only accepted

Attitude
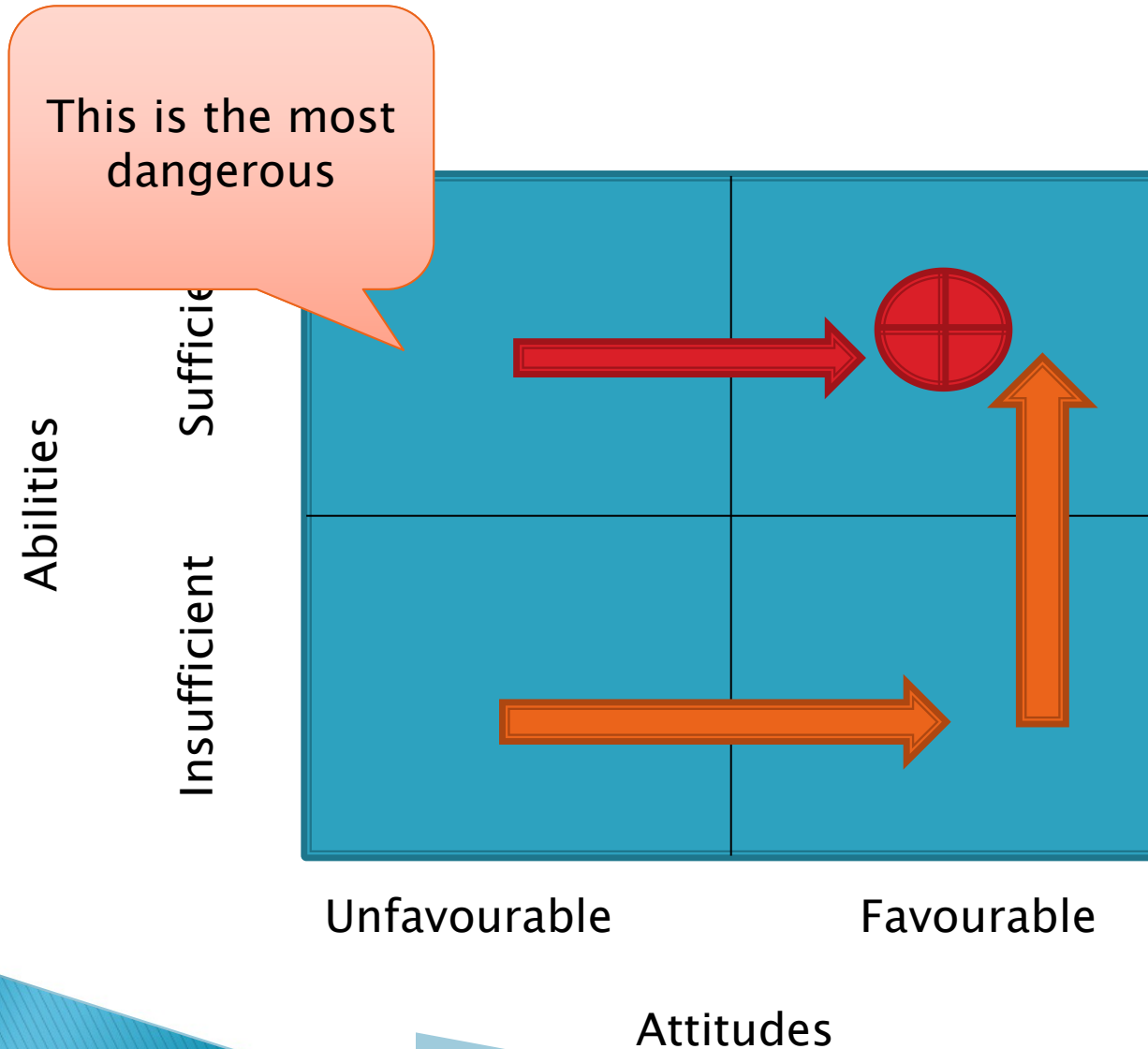
- What we believe in and what we want

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

Conclusion

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