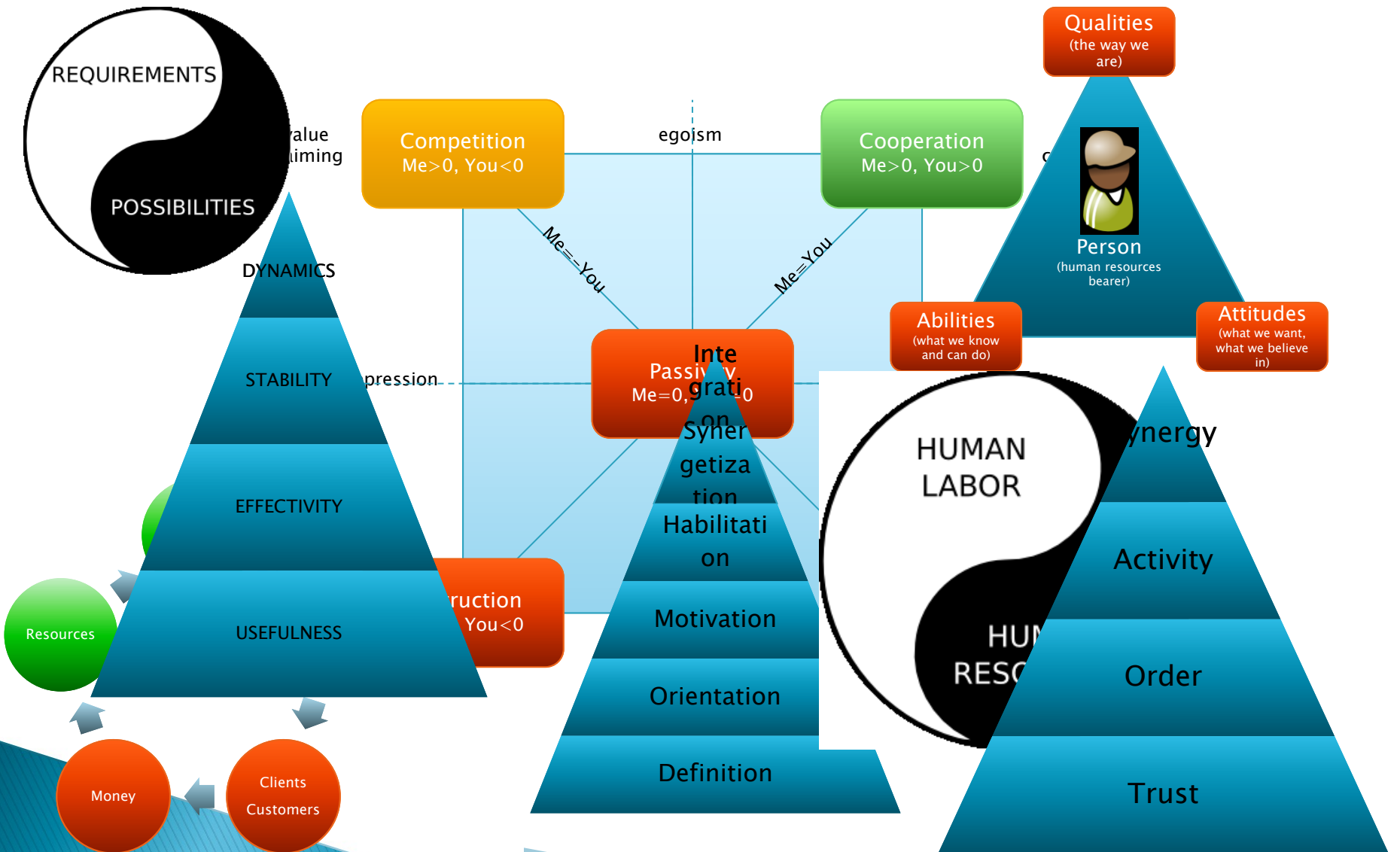


Management by Competencies

Summary

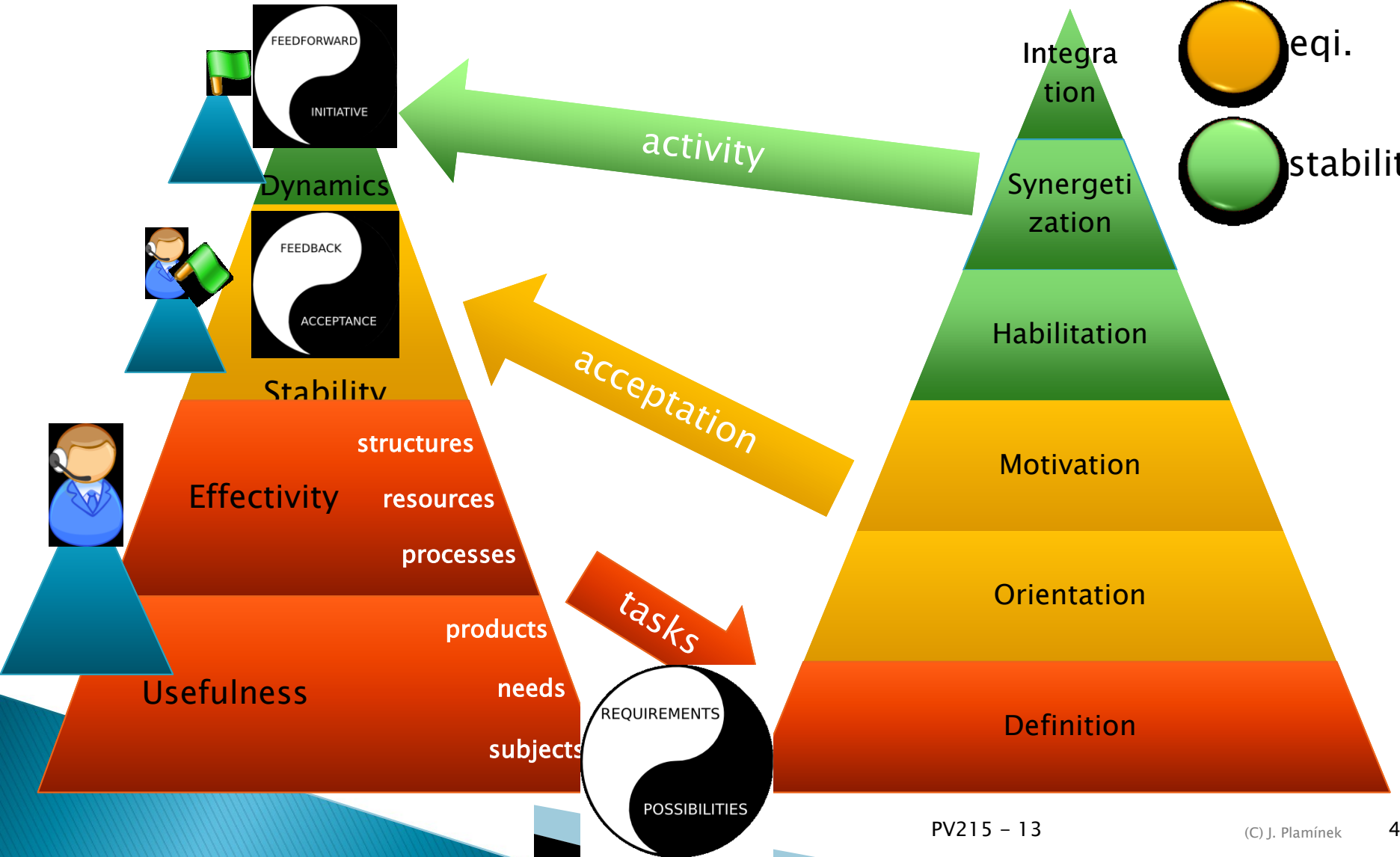
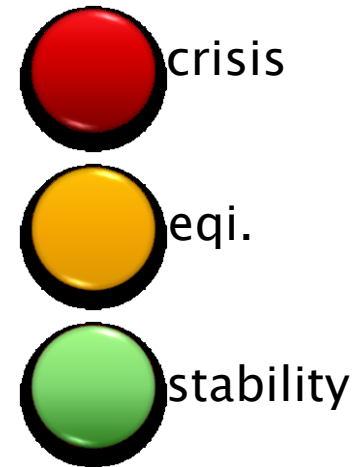
Previously on MbC



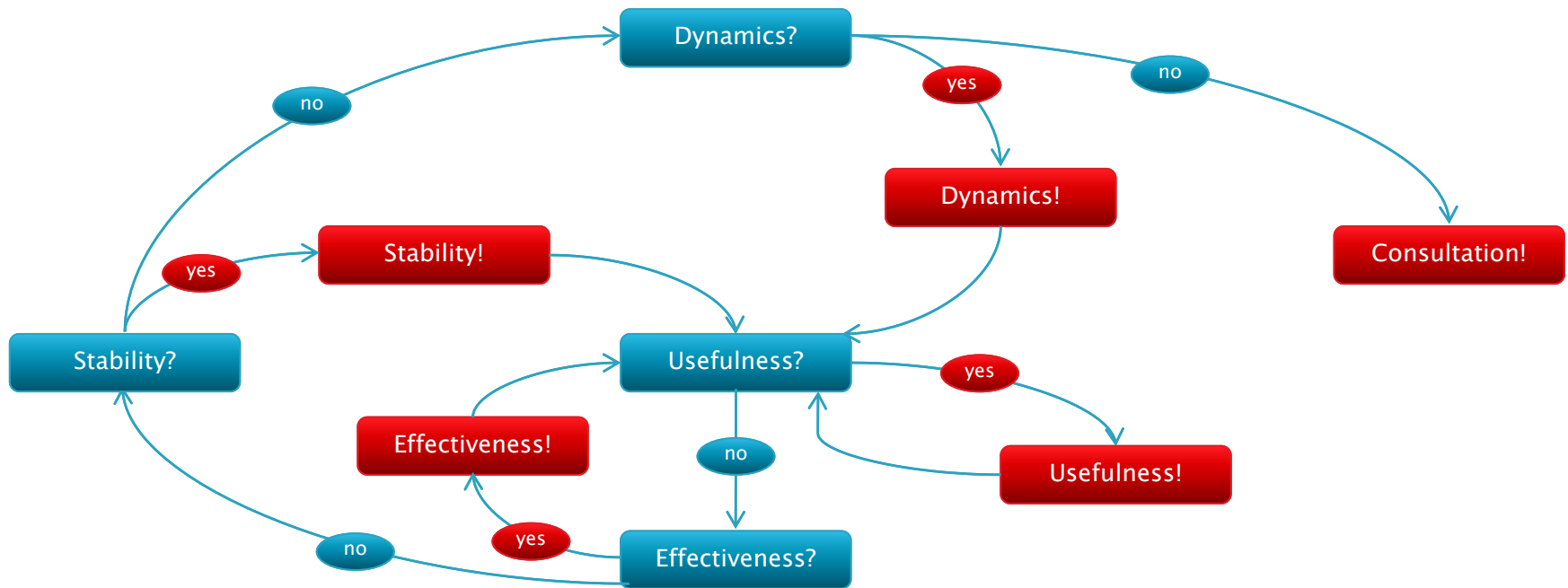
Agenda

- ▶ Theory of vitality
 - pyramids interaction
- ▶ Theory of constraints
- ▶ Competency rule
- ▶ Roles and tasks
- ▶ Troubleshooting
- ▶ Management by Competencies

Strategy: Theory of vitality



Tactics: Theory of Constraints



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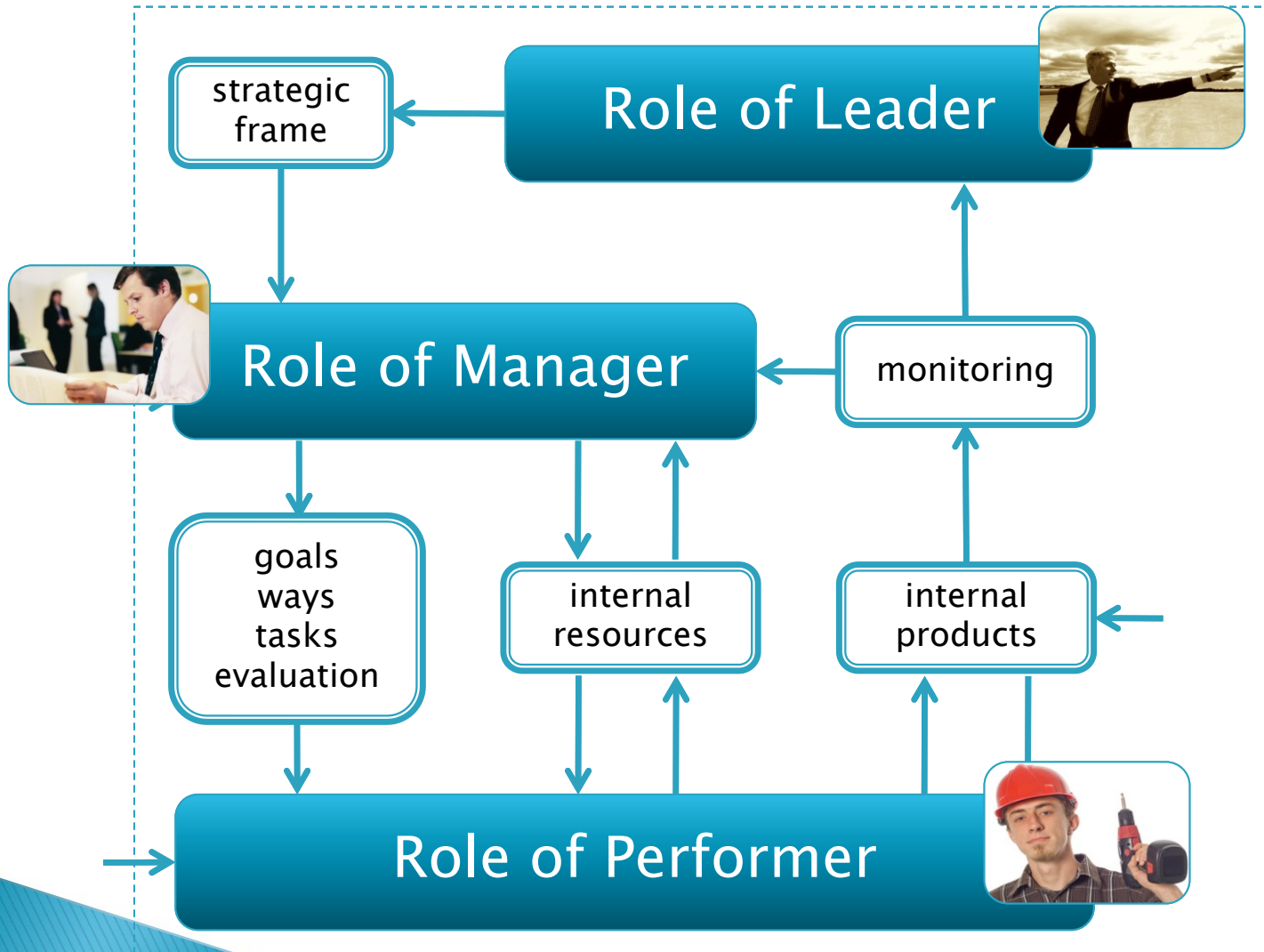
Competency rule

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



competence = resources + labor

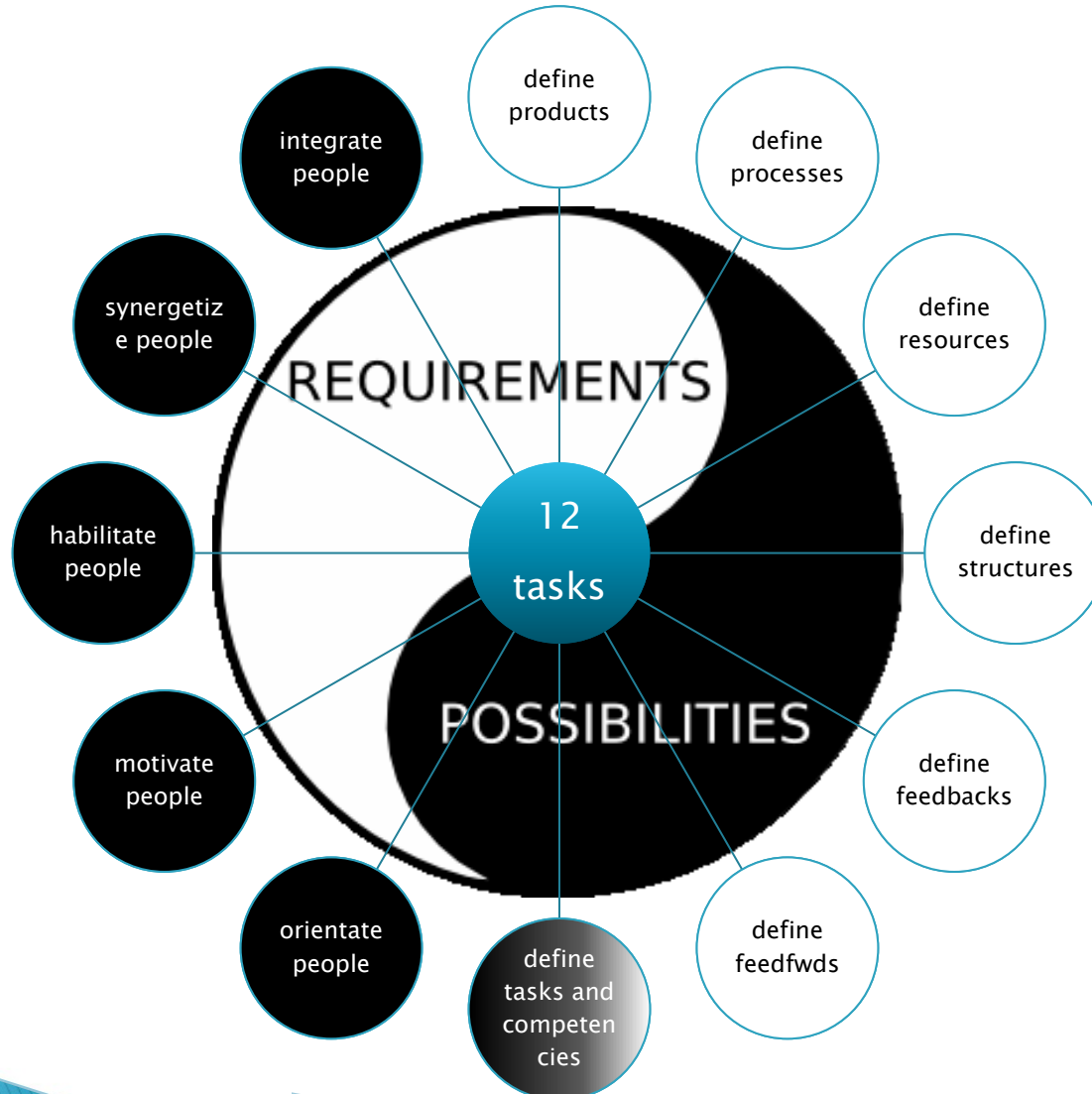
Roles and tasks



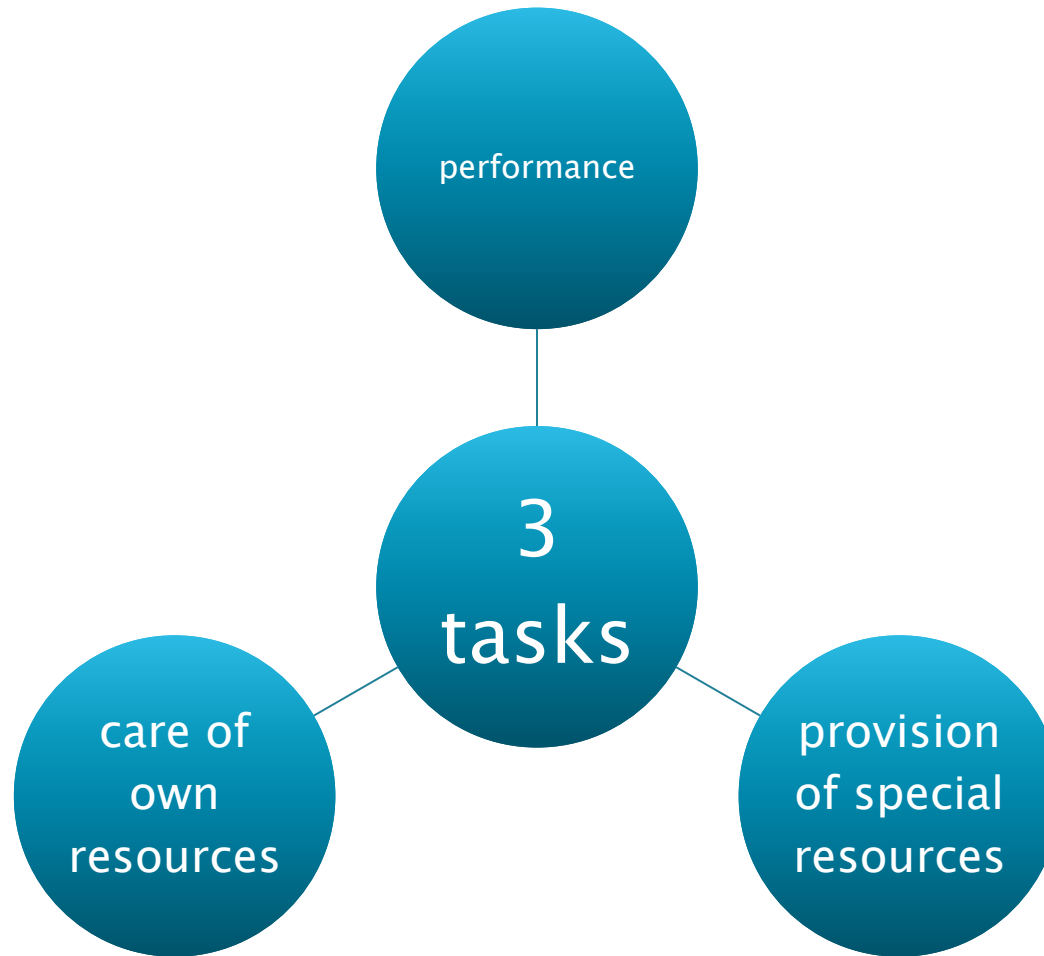
Leadership tasks



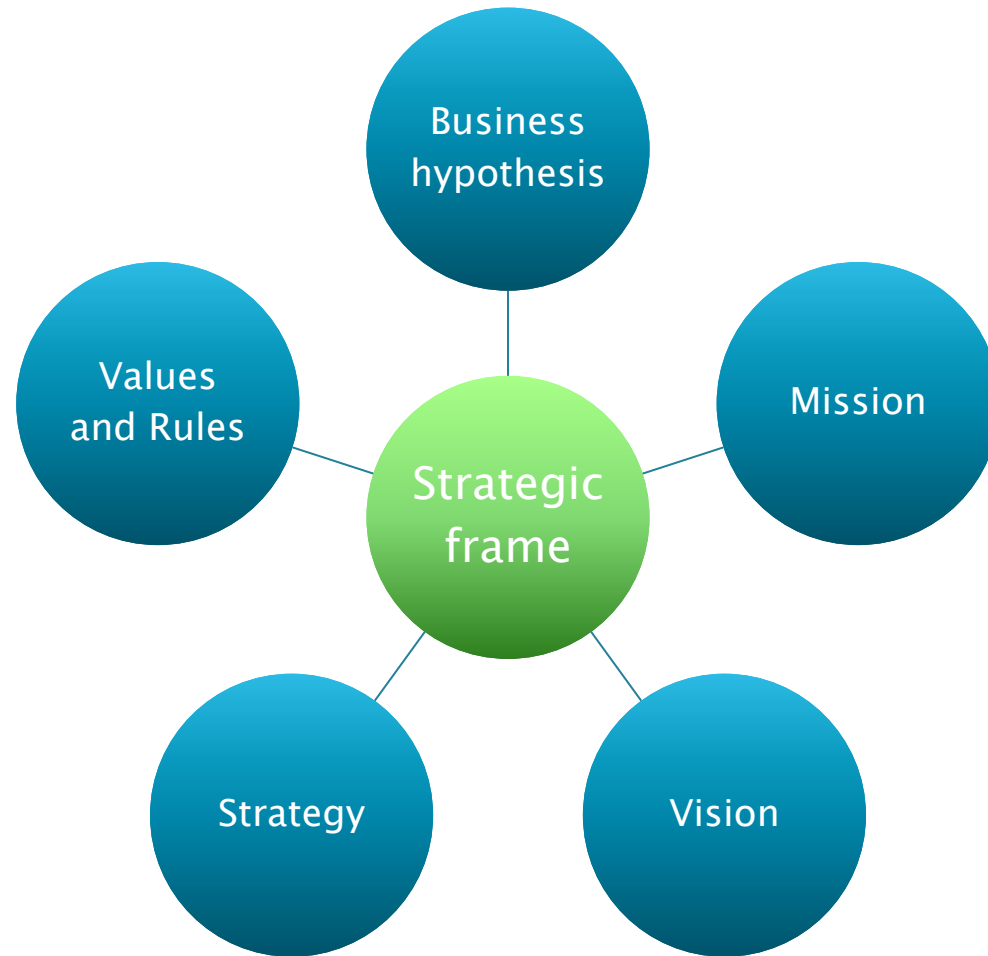
Managerial tasks



Performer tasks

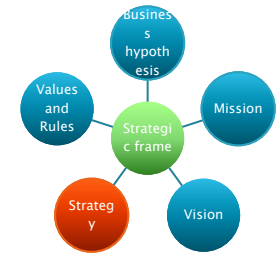


The Elements of Strategic Frame



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Strategic continuum



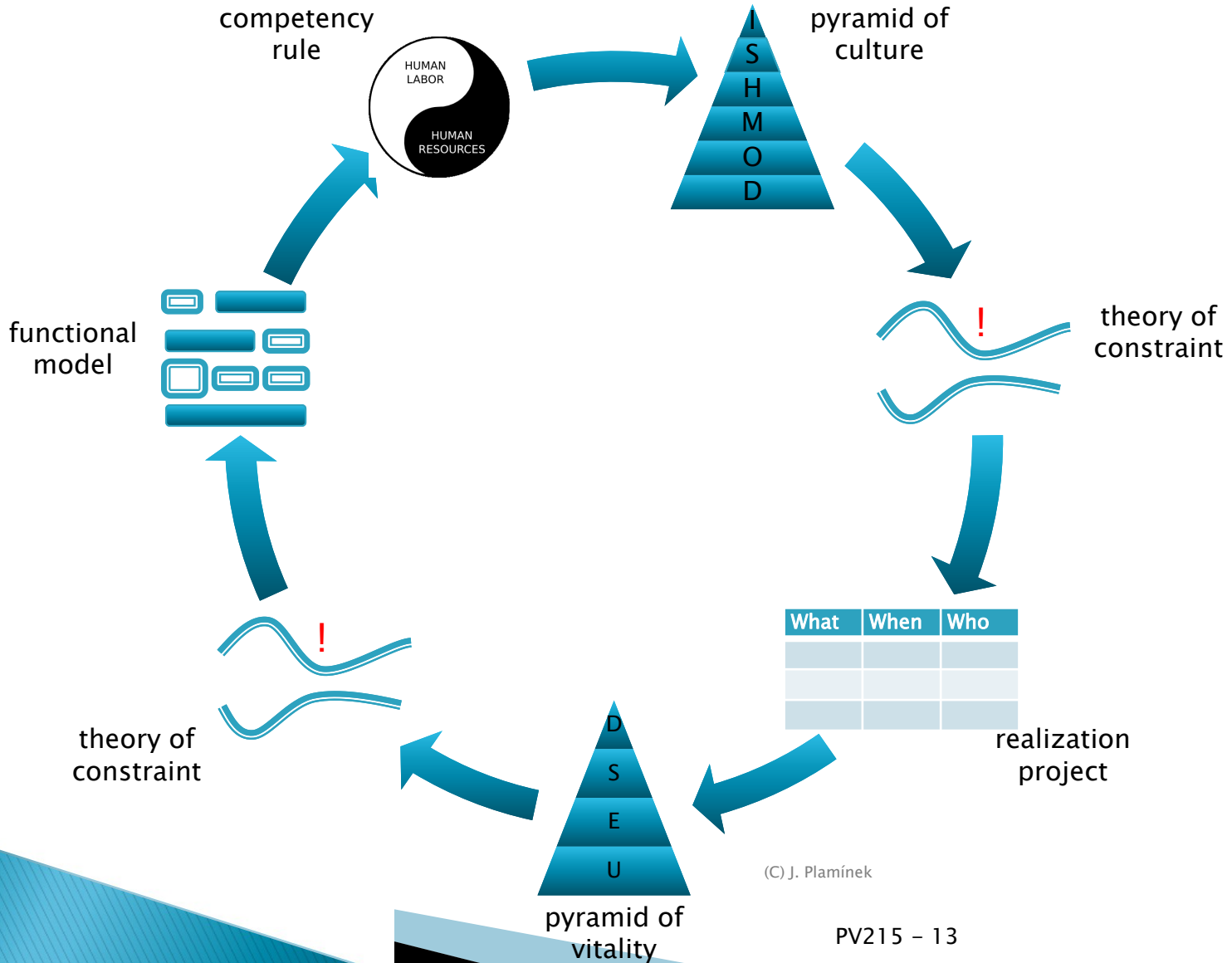
| | Operational Strategic Interval | First DSI* | Second DSI* | Third DSI* |
|--------------------------------|--------------------------------|--------------------|--------------------|--------------------|
| Leaders (define strategy) | defined | defined | defining | training resources |
| Managers (design processes) | defined | defining | training resources | – |
| Workers (performance) | realizing | training resources | – | – |

▲
here and now

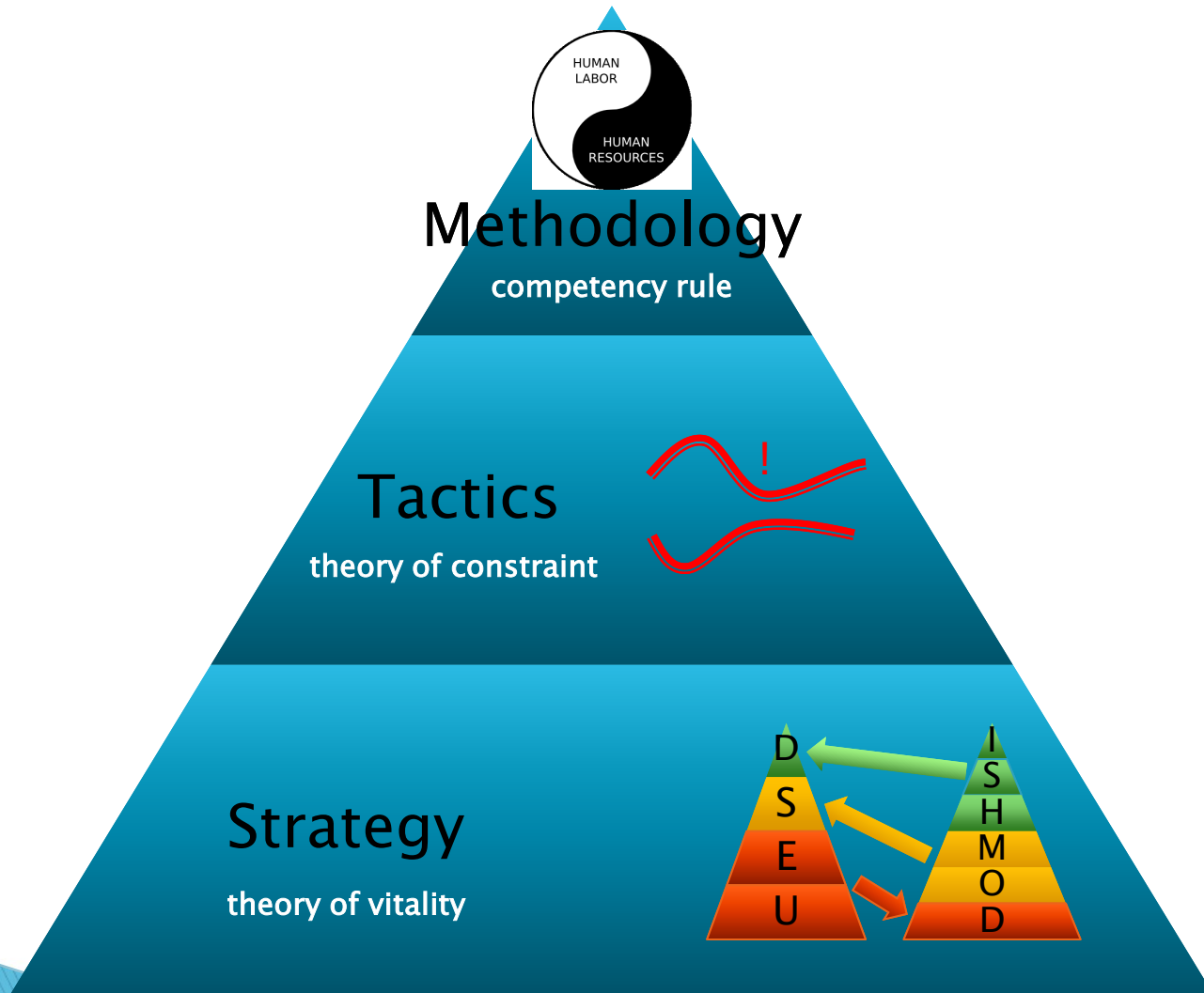
* DSI – Developing Strategic Interval

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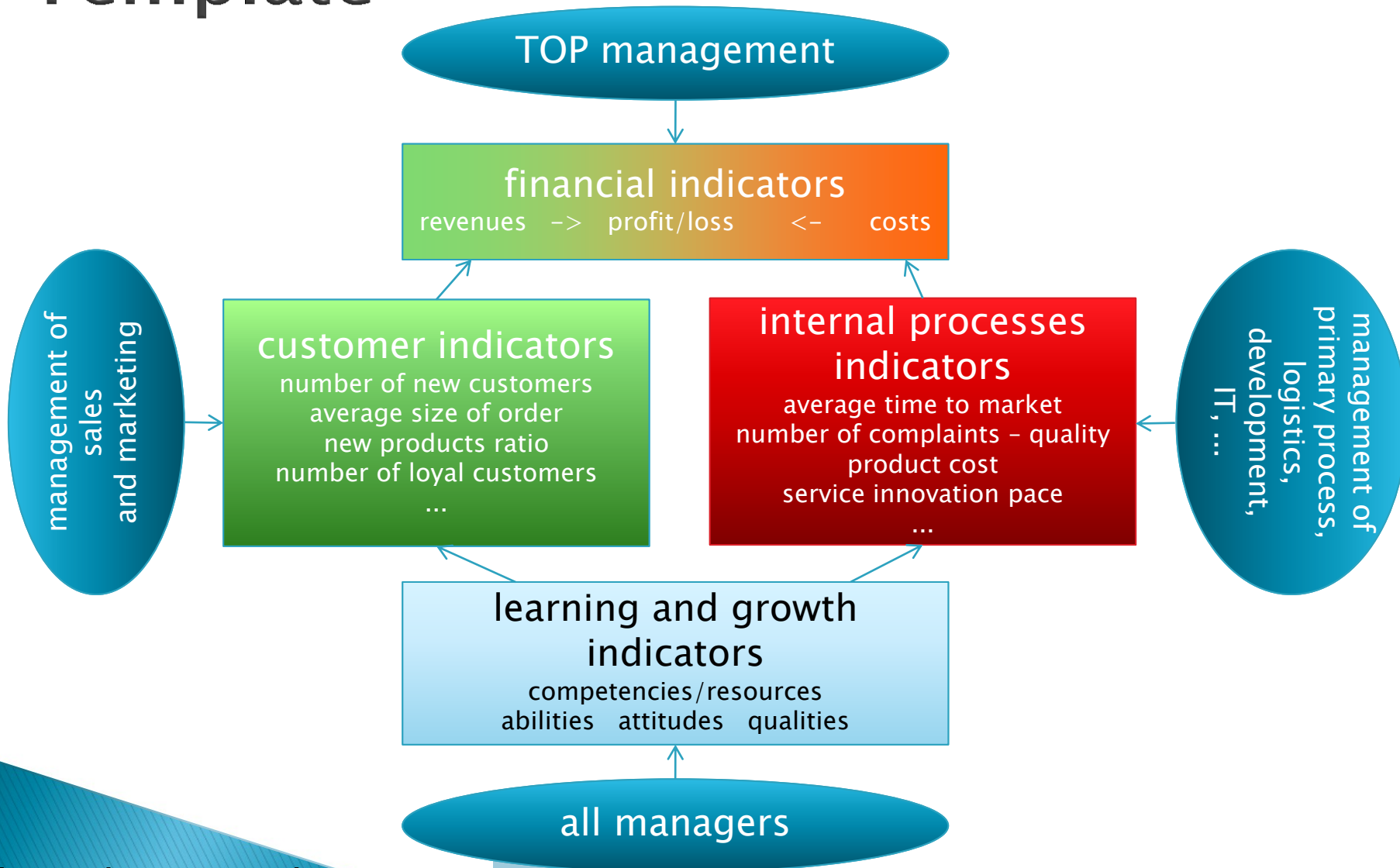
Troubleshooting cycle



Management by Competencies



Balanced Score Card Example Template



Conclusion

- ▶ Importance of competencies
- ▶ Pyramids and their relationships
- ▶ How to control company development
- ▶ When to use MbC