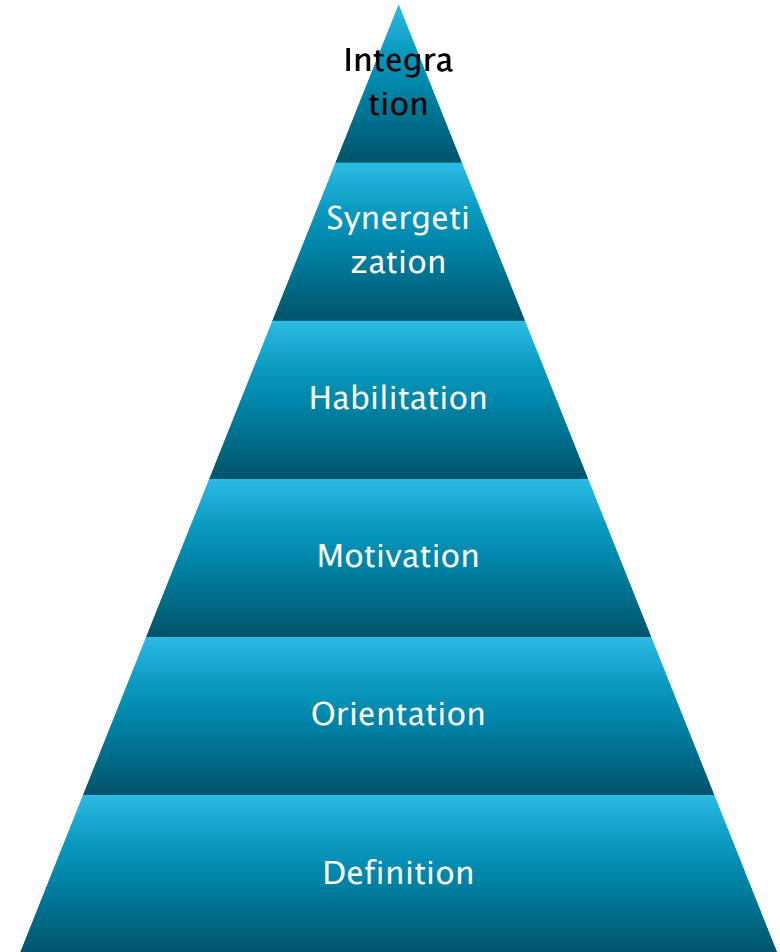


# Management by Competencies

Company management

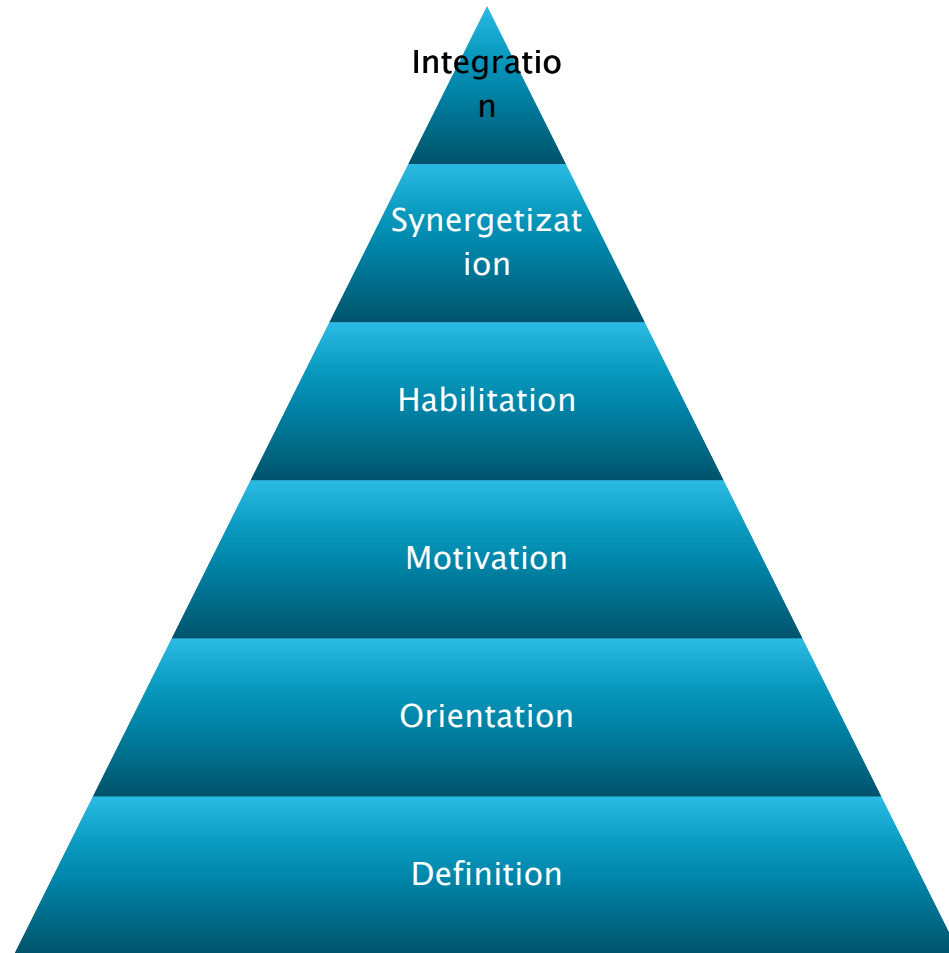
# Previously on MbC



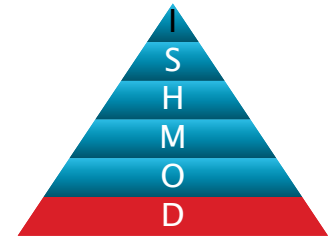
# Agenda

- ▶ Structure of PyC
- ▶ Key roles in Enterprise
- ▶ Development of managerial style

# Pyramid of Culture

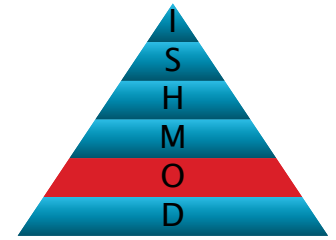


# Definition



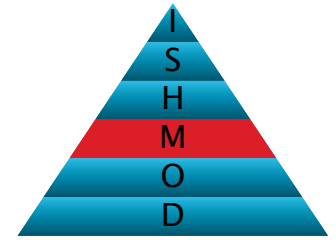
- ▶ The basement of the pyramid
- ▶ Company perspective:
  - Definition of the main ideas and goals
- ▶ Employer´s perspective
  - Understanding what company wants from me

# Orientation



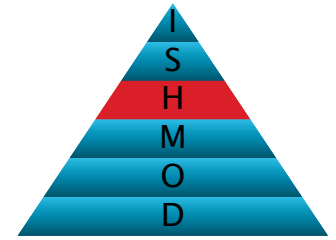
- ▶ Description of ideas
- ▶ Company perspective:
  - Describing of the meaning of ideas and goals
- ▶ Employer's perspective
  - I understand what company wants from me
  - I know what does it mean

# Motivation



- ▶ Getting the desire to cooperate
- ▶ Company perspective:
  - What we are offering to the cooperation
- ▶ Employer's perspective
  - I understand what company wants from me
  - I know what does it mean
  - I am curious about cooperation and knowing more
  - I want to stay (loyalty)

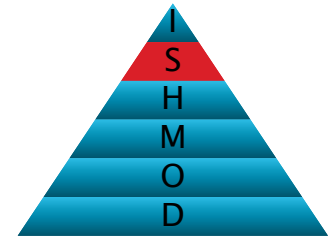
# Habilitation



- ▶ Skills improvement
- ▶ Company perspective:
  - Sharing know how, giving more knowledge
- ▶ Employer's perspective
  - I understand what company wants from me
  - I know what does it mean
  - I am curious about cooperation and knowing more
  - I know more now

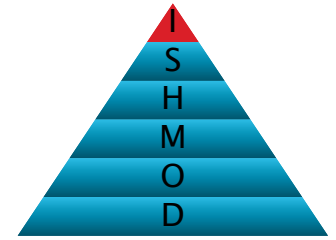


# Synergetization



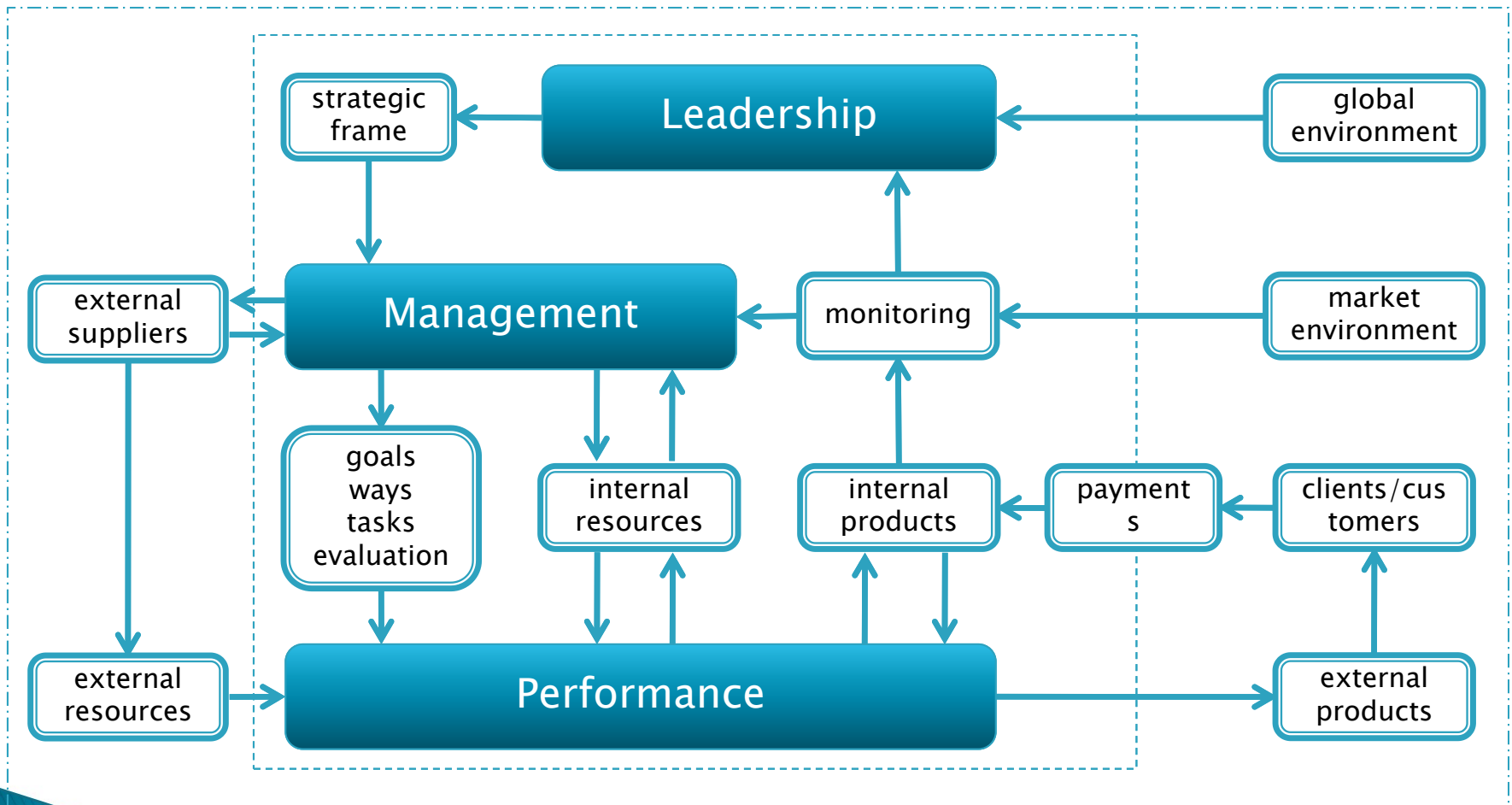
- ▶ Synchronizing with the team
- ▶ Company perspective:
  - Organize work in synergy brings positives
- ▶ Employer's perspective
  - I understand what company wants from me
  - I know what does it mean
  - I am curious about cooperation and knowing more
  - I know more now
  - I know how I can contribute to my team

# Integration



- ▶ Unification of ideas
- ▶ Company perspective:
  - We focus to work, not to the conflicts
- ▶ Employer's perspective
  - I understand what company wants from me
  - I know what does it mean
  - I am curious about cooperation and knowing more
  - I know more now
  - I know how I can contribute to my team
  - I know how I can develop my potential in the company

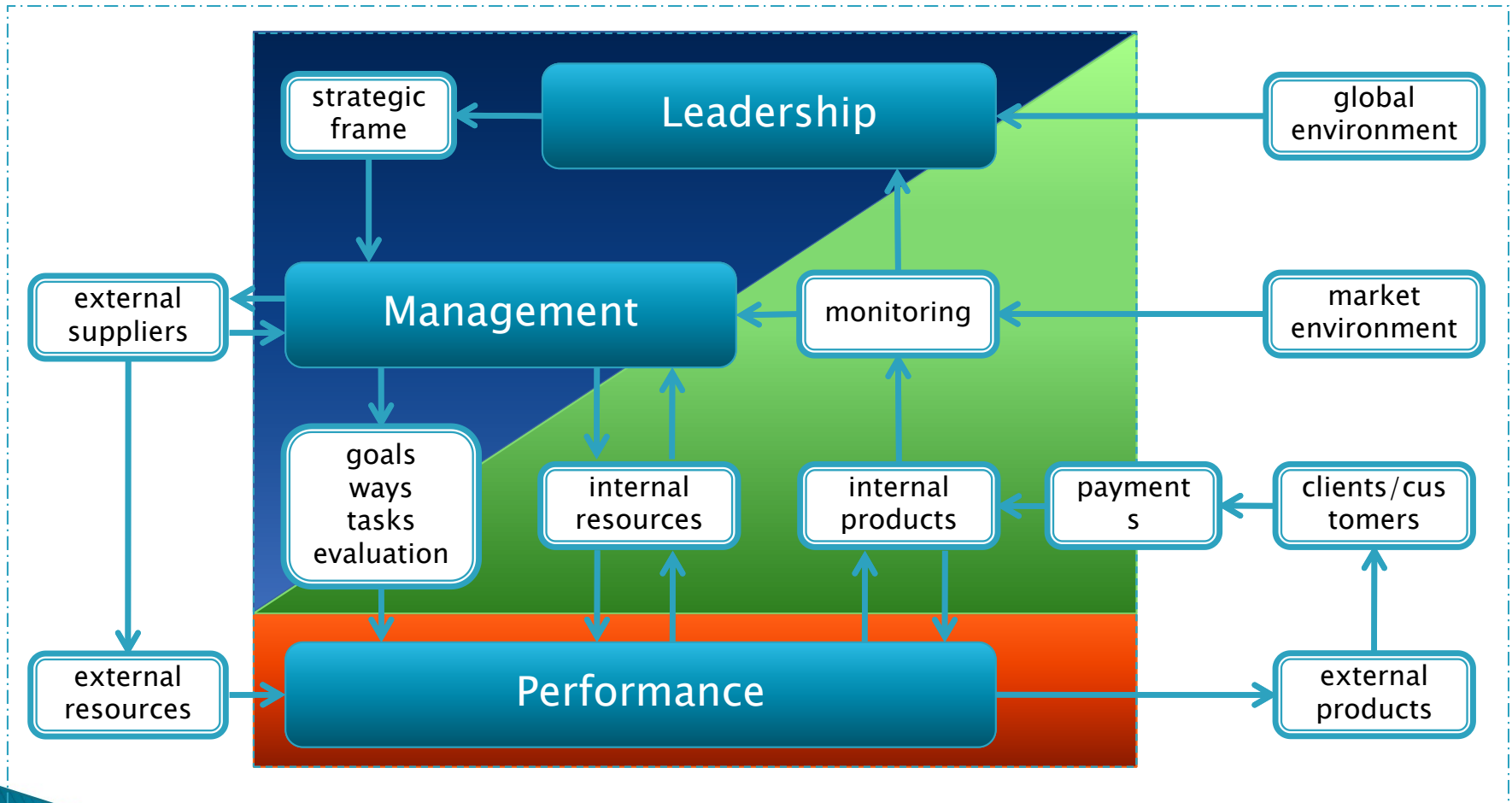
# Functional company structure



- - - - - company border  
 - . . . . . border of company influence

(C) J. Plamínek

# Functional company structure



Orto Para Meta

----- company border  
 - - - - - border of company influence

(C) J. Plamínek

# Key roles in Enterprise



Leaders



Managers

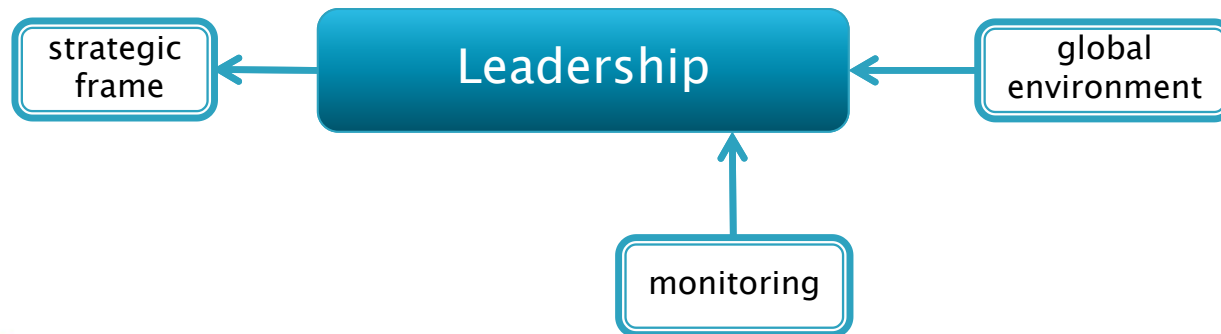


Workers

# Role of Leader



- ▶ Leaders continuously
  - receive and evaluate of information to reveal new opportunities or threats
  - generate and formulate new ideas
  - define strategic frame and convince other people of its meaning



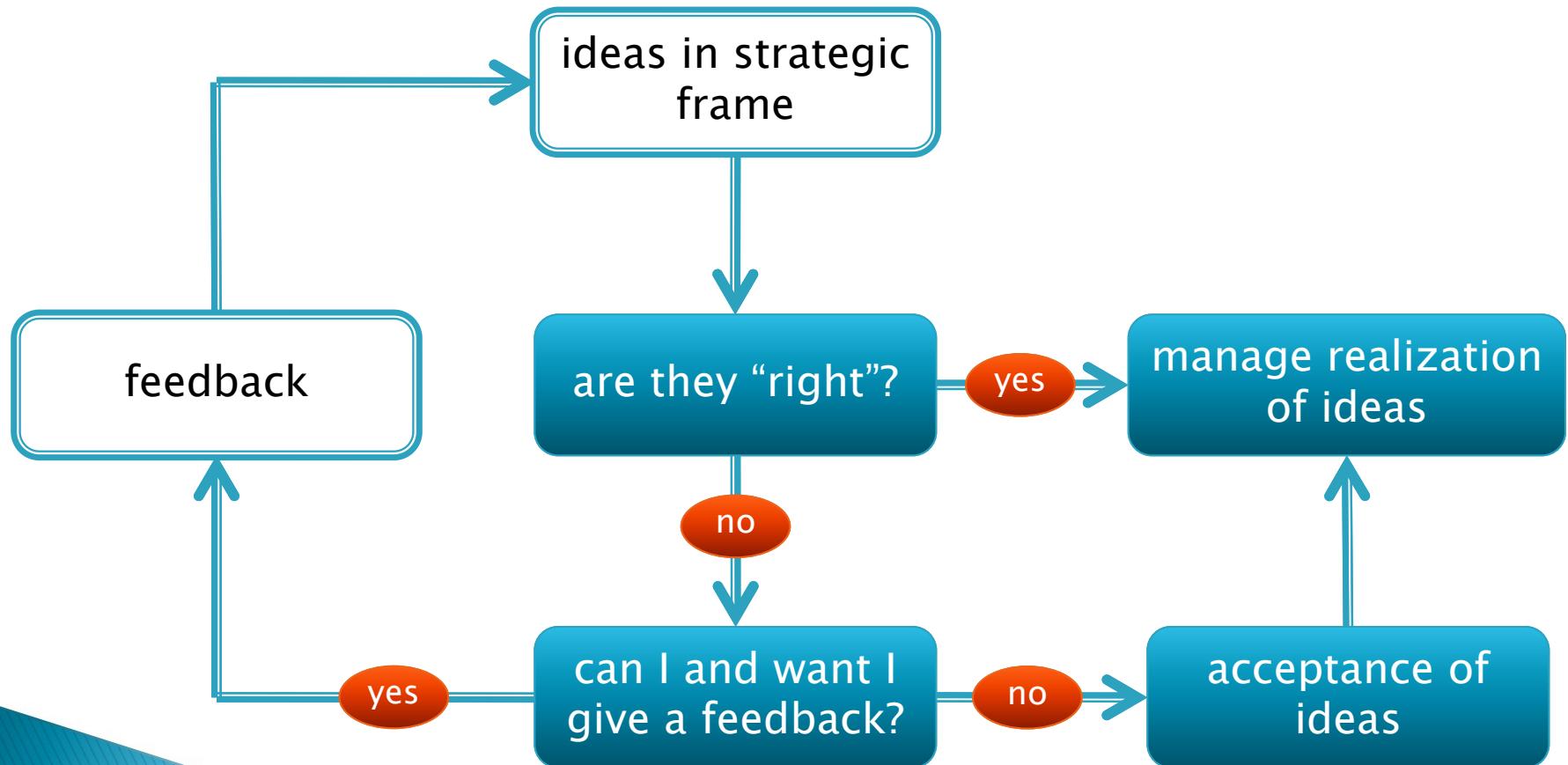
# Role of Manager



- ▶ Manager has to continuously
  - understand and accept the strategic frame
  - define consequent requirements
  - explore and develop possibilities
  - effectively communicate with monitoring system



# To Understand and Accept the Strategic frame



(C) J. Plamínek



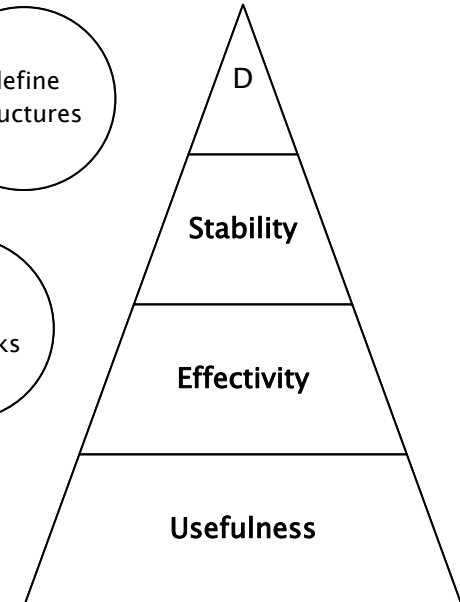
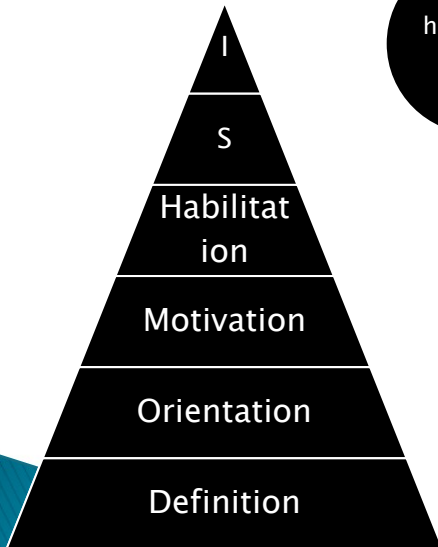
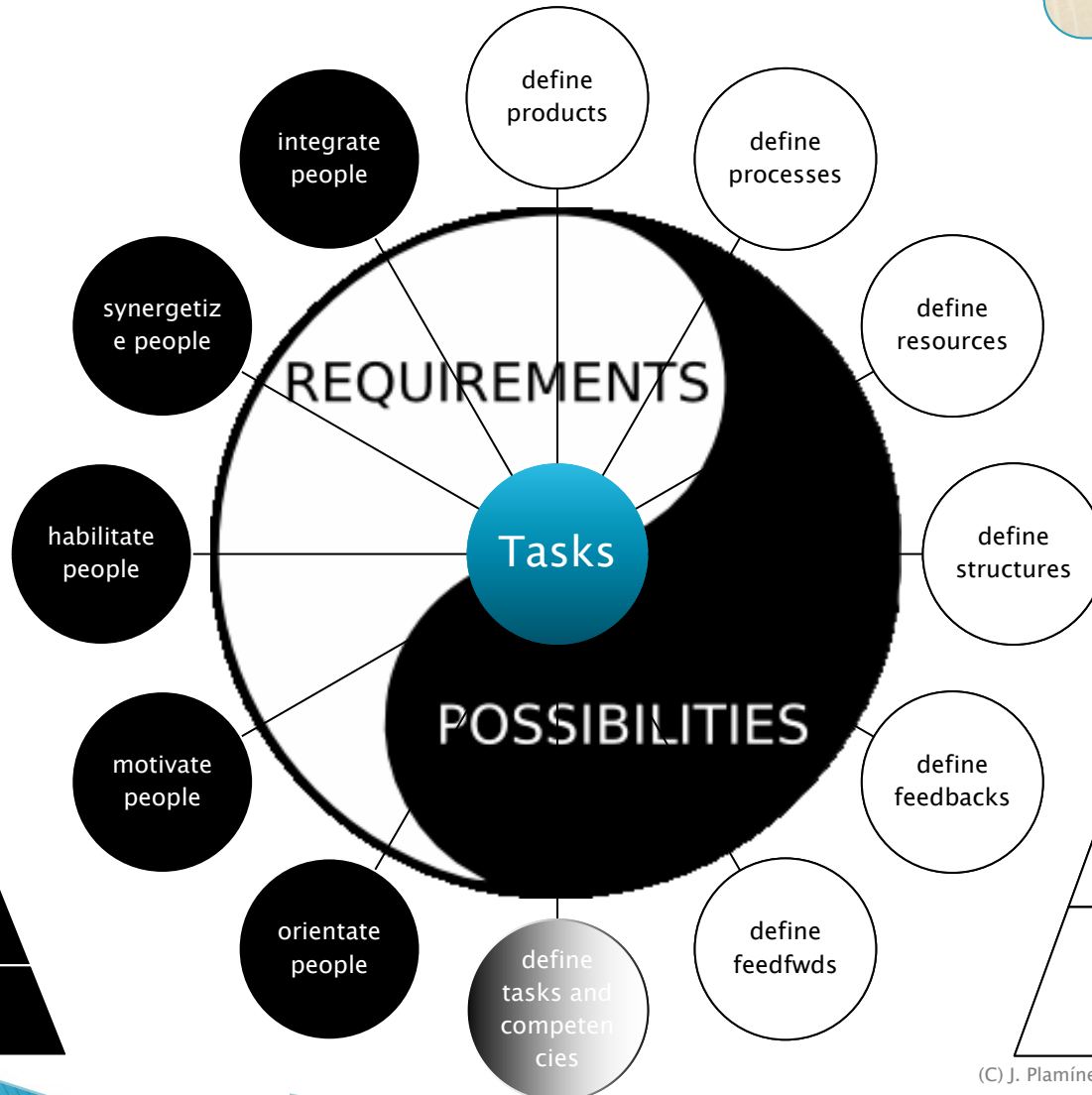
# To communicate with monitoring system



- ▶ To receive and evaluate information from monitoring system
  - to be able to consider if changes in goals or ways are necessary and make consequent decisions
- ▶ Monitoring system has to supply relevant information on what is happening
- ▶ Communication has to be duplex



# Managerial tasks



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# Role of Worker

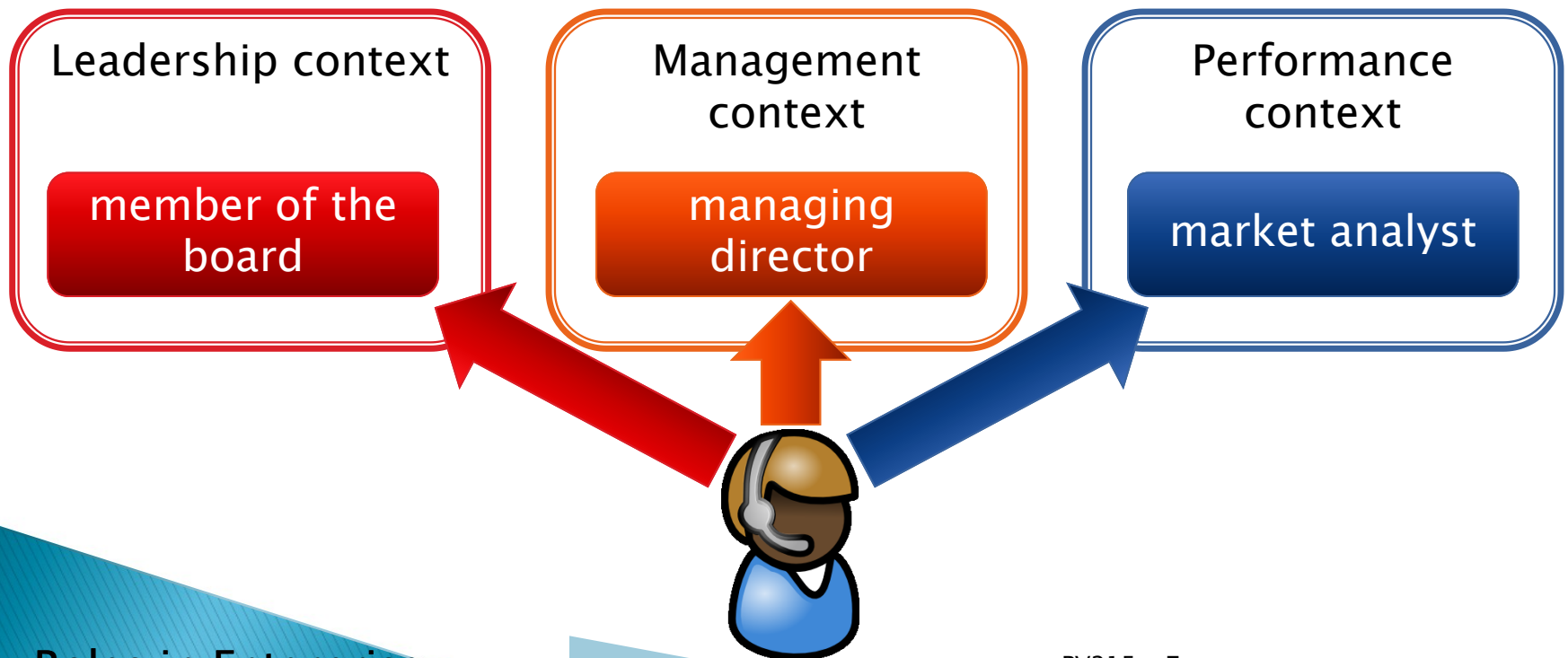


## ▶ Workers

- achieve goals and performs tasks directly
- transforms directly inputs to outputs while consuming resources
  - material
  - human
  - corporate ideas
- ought to be bearers of
  - special knowledge and skills (abilities) needed for accomplishment of assigned tasks
  - abilities to understand task submissions

# Roles and People

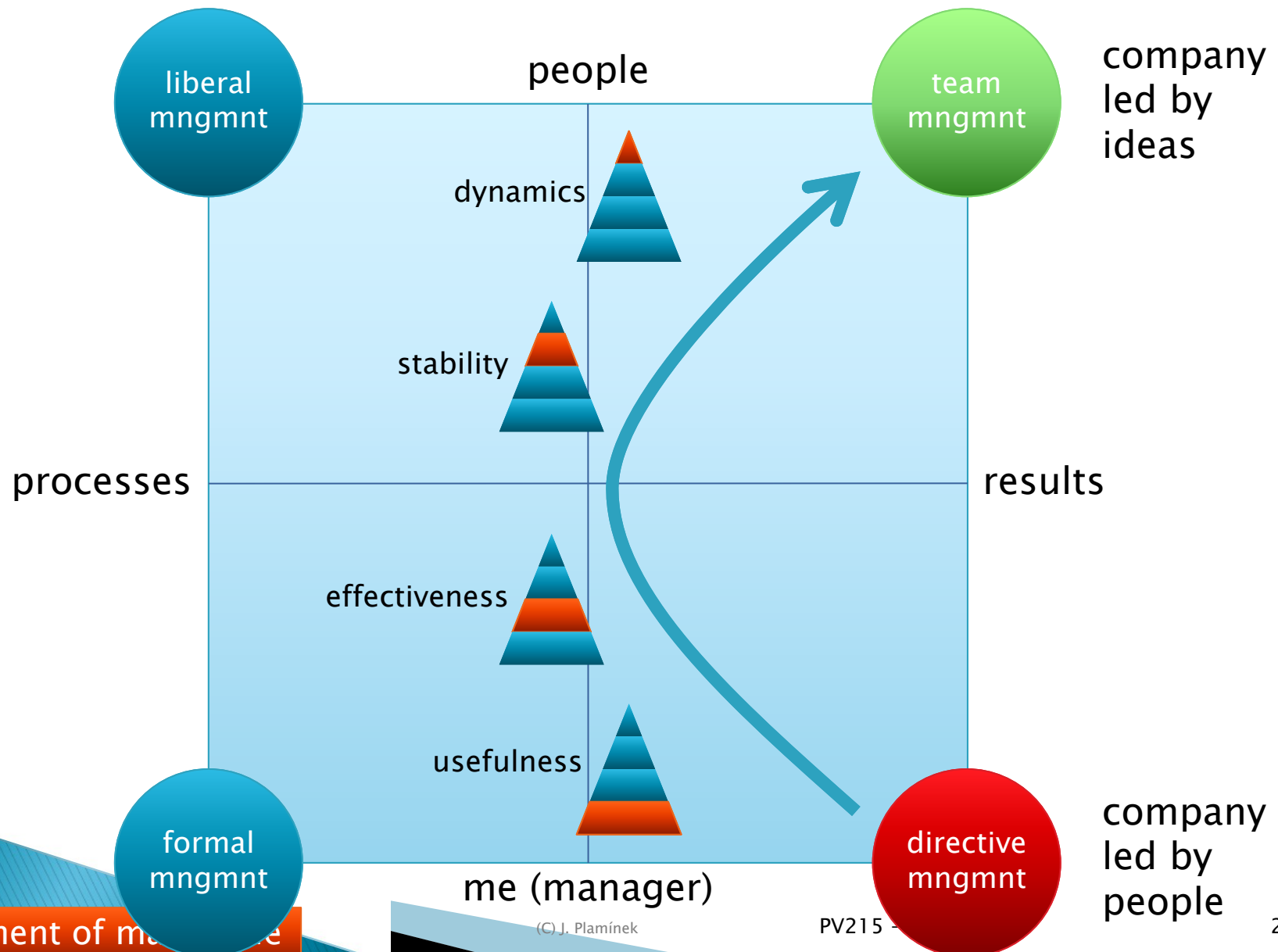
- ▶ Leader, manager, worker are roles
- ▶ Roles have not be confused with persons
  - as well as human resources



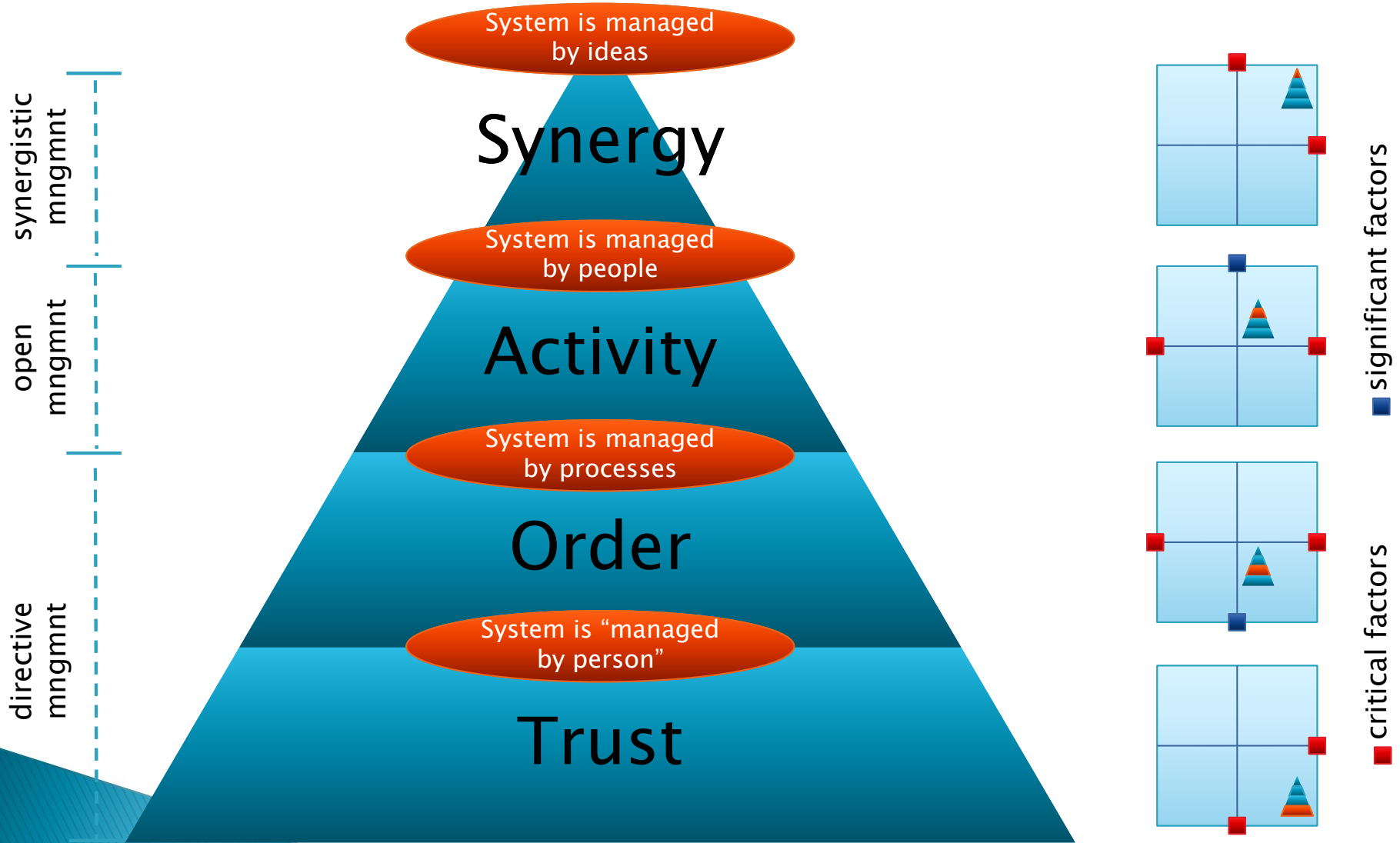
# Company management

- ▶ It is about synergy among leaders, managers and workers
- ▶ To lead well is about doing right things
- ▶ To manage well is about doing things in right way

# Development of managerial style



# Pyramid of Management



# Summary

- ▶ Key roles
  - leader, manager, worker
  - do not confuse roles with persons
  - company management is about achieving synergy among players of aforementioned roles
- ▶ Development of managerial style
  - there is no optimal managerial style
  - it has to be chosen and changed to reflect the state (ideally maturity) of a company