

# Management by Competencies

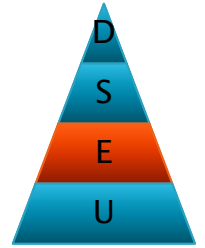
Process management



# On last lesson

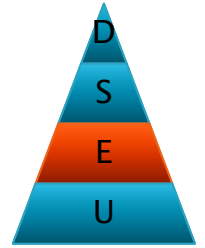
- ▶ System of Corporate Ideas
- ▶ Strategic Continuum
  - OSI, FDSI, SDSI, TDSI
  - to enable to seek for and define new step changes
  - to prevent confusing the presence and the future strategies
- ▶ Living strategic Frame
- ▶ Change vector
- ▶ Balanced Scorecard

# Processes definition and management



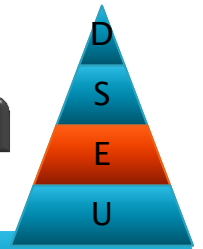
- ▶ Processes and projects
  - defined sets of procedures, activities or actions transforming inputs to outputs
- ▶ Processes
  - repeatable, easy to monitor, subject of continual improvement
  - deterministic, predictable
  - focused on outputs
- ▶ Projects
  - unique, have to be attentively planned and executed, continuously monitored and managed
  - uncertain
  - focused on impact, benefits and goals of its outputs

# Synergy of process and project management



- ▶ How can projects benefit from process management?
  - projects may involve processes; for partial design of project the process design techniques may be utilized
- ▶ How can processes benefit from project management?
  - process definition may be extended to define desired impact of process outputs; then performance indicators may be defined more appropriately

# Best practices in process design



Reasonable process specification granularity

Structure as a consequence of process specification

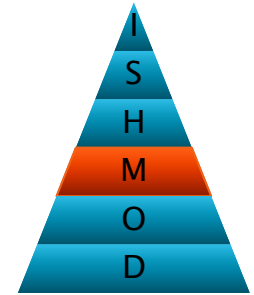
Top-down approach

Suitable tools

Process domain reflection

Continuous improvement

# Motivation and Stimulation



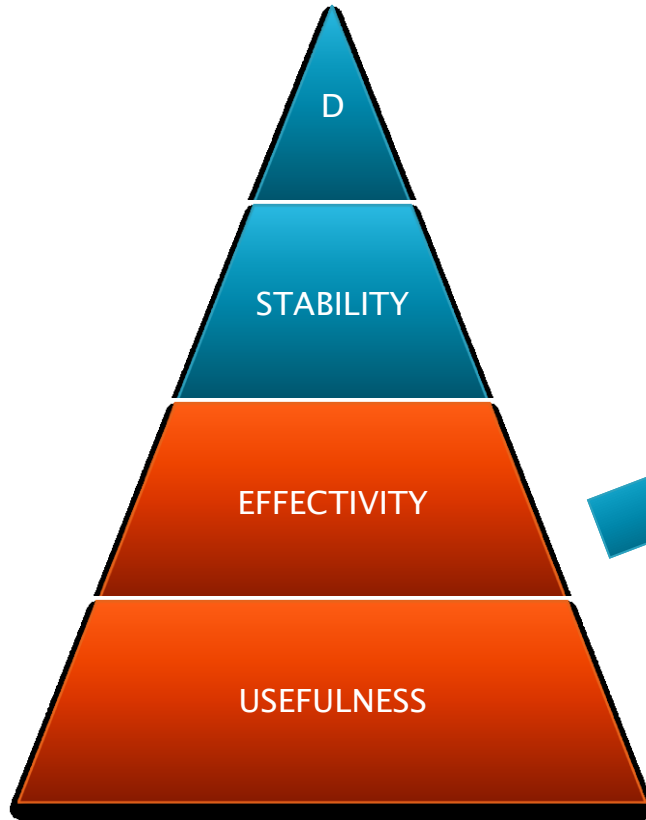
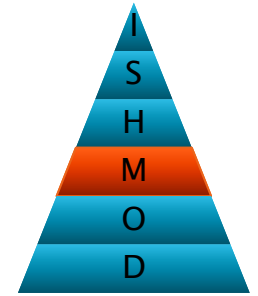
## Motivation

- the action that is required for people is given in relation to their current needs
- requires the ability to estimate the current needs of people

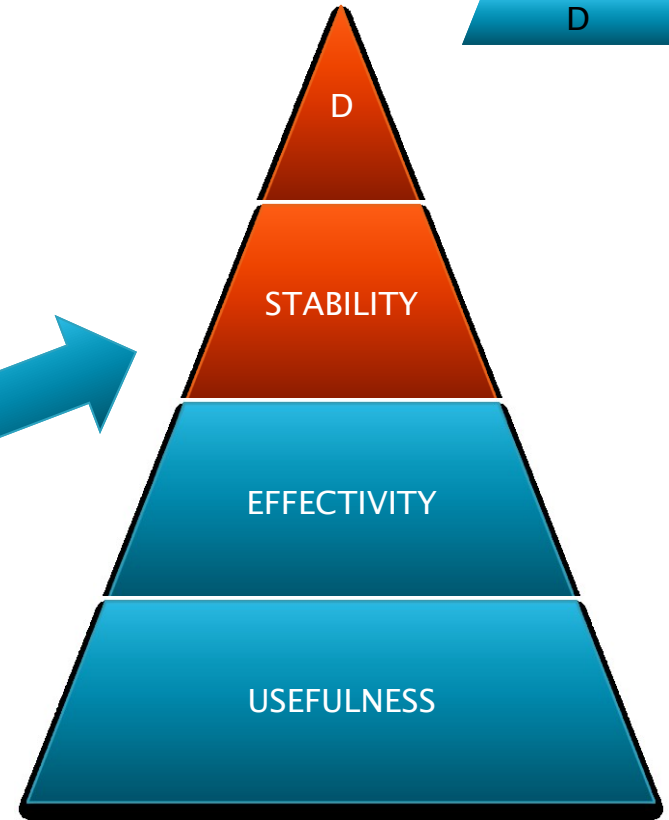
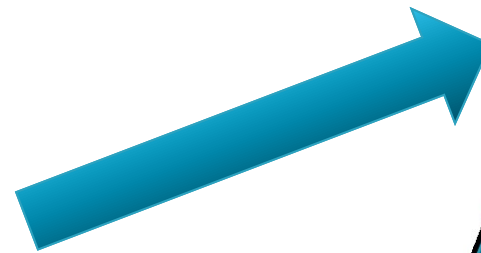
## Stimulation

- the action that is required for people is given in relation to the general working stimuli
  - e.g. financial incentives
- requires perpetual input of time, money and effort to stimulate people

# Motivation, Stimulation and Vitality

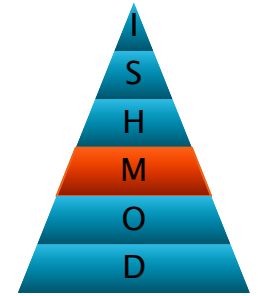


Stimulation



Motivation

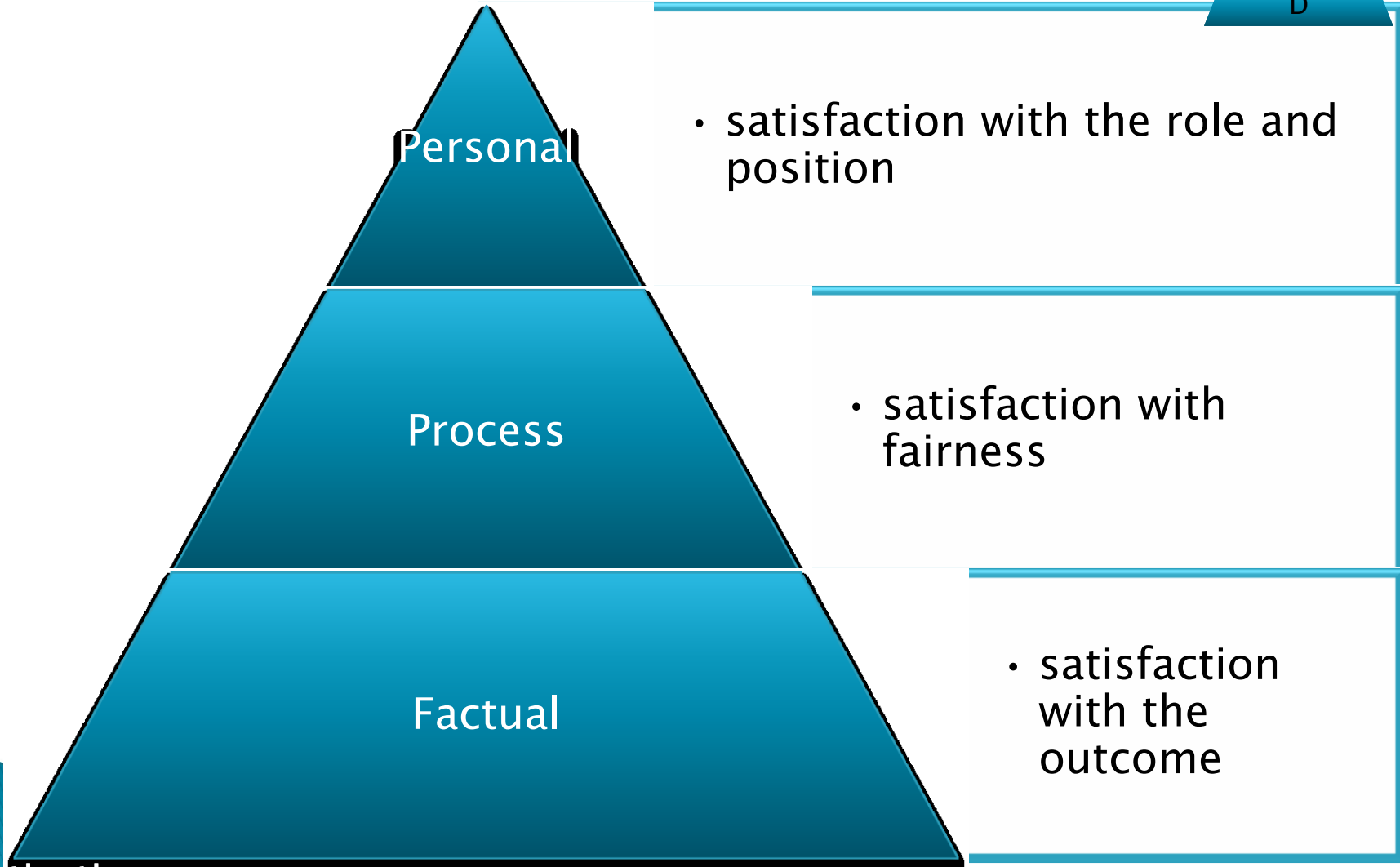
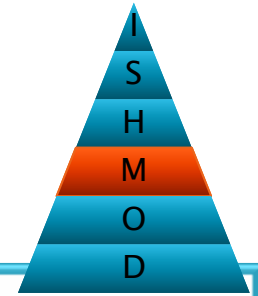
# Principles of motivation



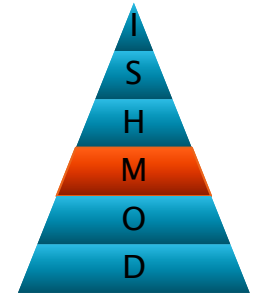
- ▶ Motivation is about reaching harmony in
  - what does one person feels as their inner needs
  - what this person is assigned to do for company
- ▶ Making person and task to be assigned to fit each other
  - adjust person to the task
  - adjust task or its submission to person
- ▶ Golden rule
  - “Do not adjust people to their task, but adjust tasks to people and their needs!”
- ▶ Manager skilled in motivating is able to
  - reach desired result and
  - make people happy and satisfied with their work



# Personal happiness and satisfaction



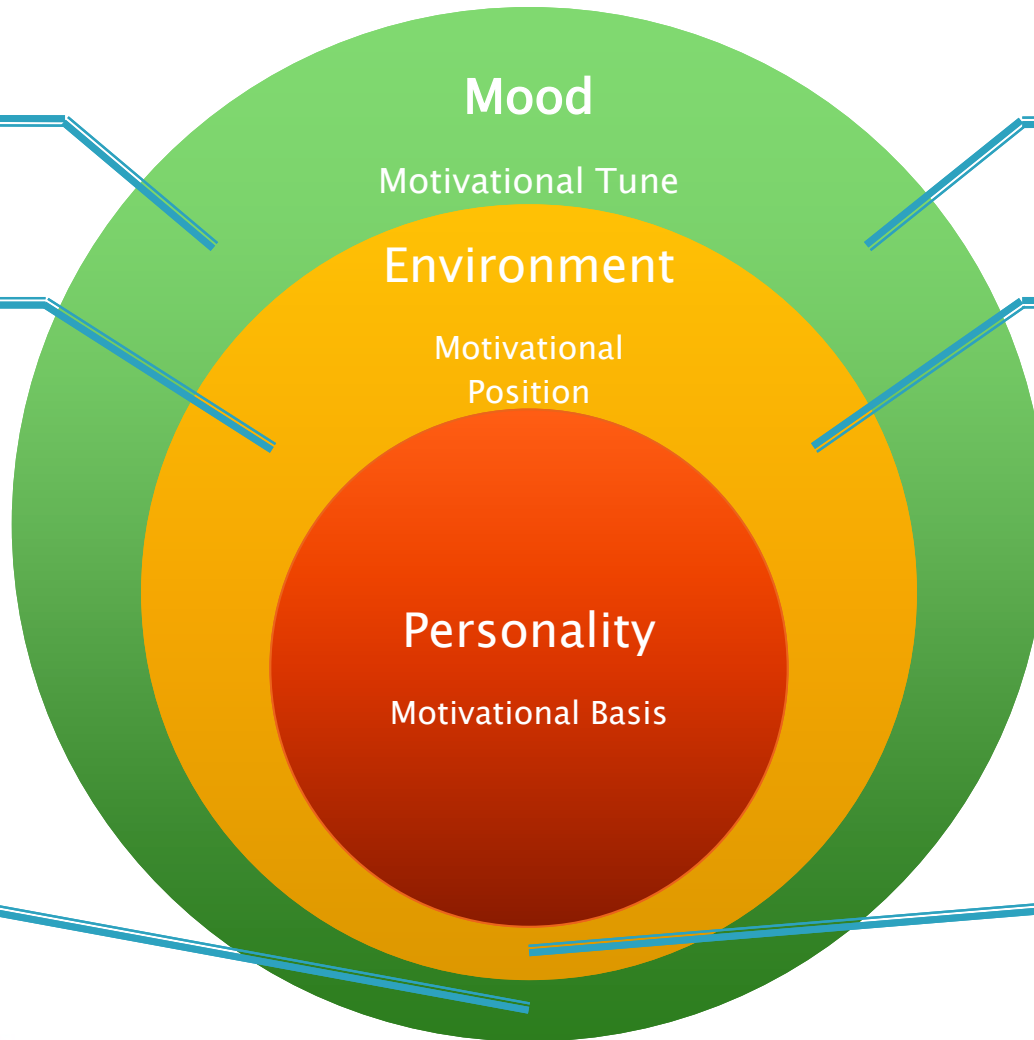
# Motivational layers



reflection of outer short term impulses

social role and order

may overlap the other factors in short term

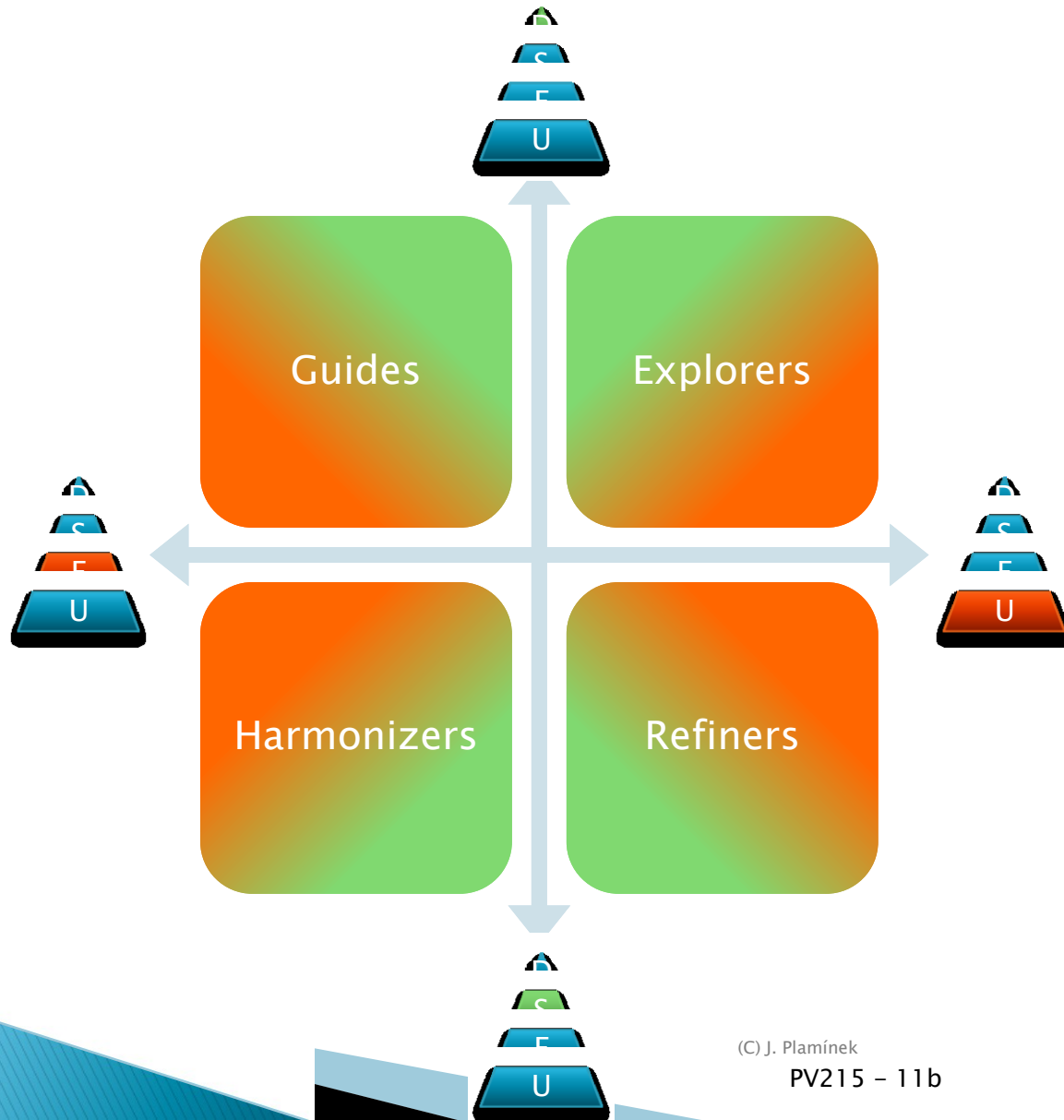


reflection of current inner state

degree of fulfillment of life needs

may mask and hide the personality influence in long term

# Motivational Basis



# Motivational Basis

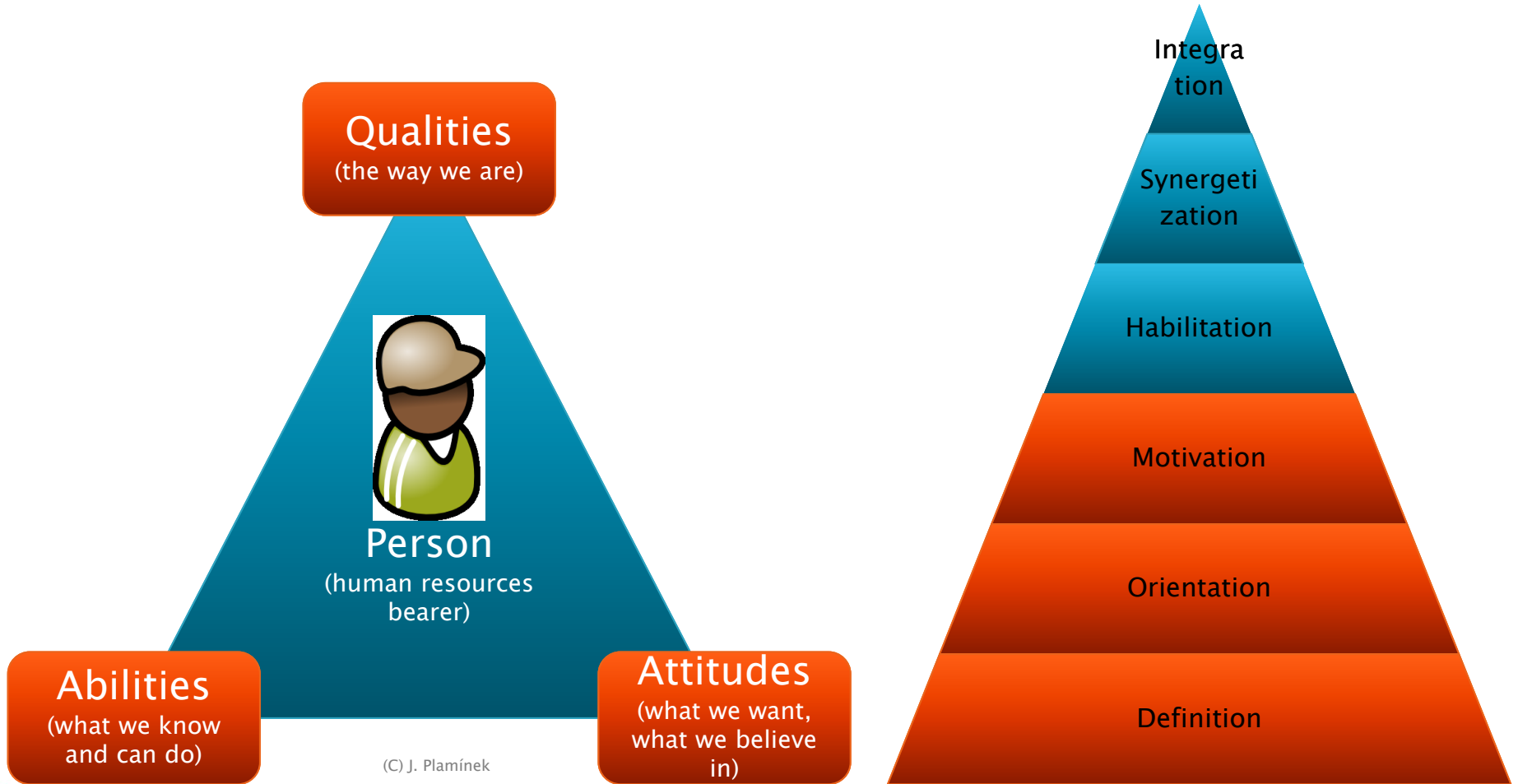


	Explorer	Guide	Harmonizer	Refiner
Typical need	Inner self-assertion: overcoming challenges	Outer self-assertion: influencing people	Outer anchor: favorable environment	Inner anchor: perfection
Response to praise	"I know. Of course it works."	"It was not easy. I'll show what I did."	"Praise also the others."	"Thanks. I did what I could."
Response to criticism	"I know. It has already happened."	(Belittlement) "Who the hell you are, ..."	(Acceptance) "I see. Maybe I disappointed you"	Fair criticism: (Regret) Unfair criticism: (Diplomatic) "If you think so"
Cope with stress	Kick. Higher performance	Delegating to others	Unresponsive	Big stress, collapse.
Motivating formulations	This will be hard. Nobody done it before. Do it in your way.	We depend on you. You are great organizer.	You will be a part of the team. You will help if they struggle.	Here are the instructions. I will advise when it is not clear.

# Motivation and Environment



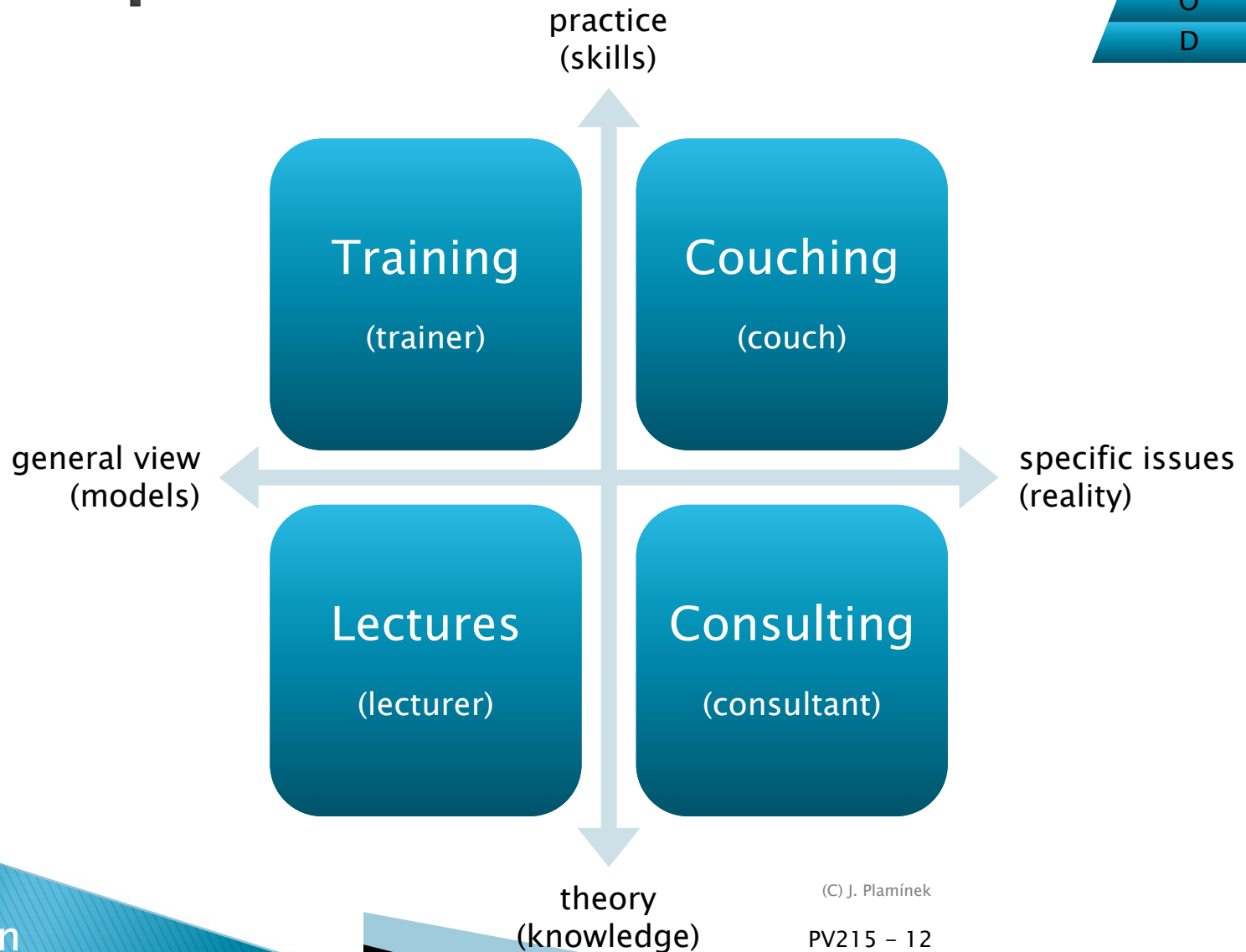
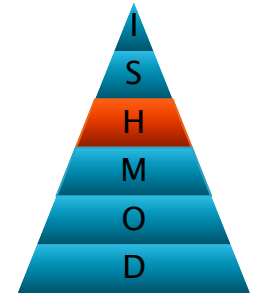
# What about next steps?



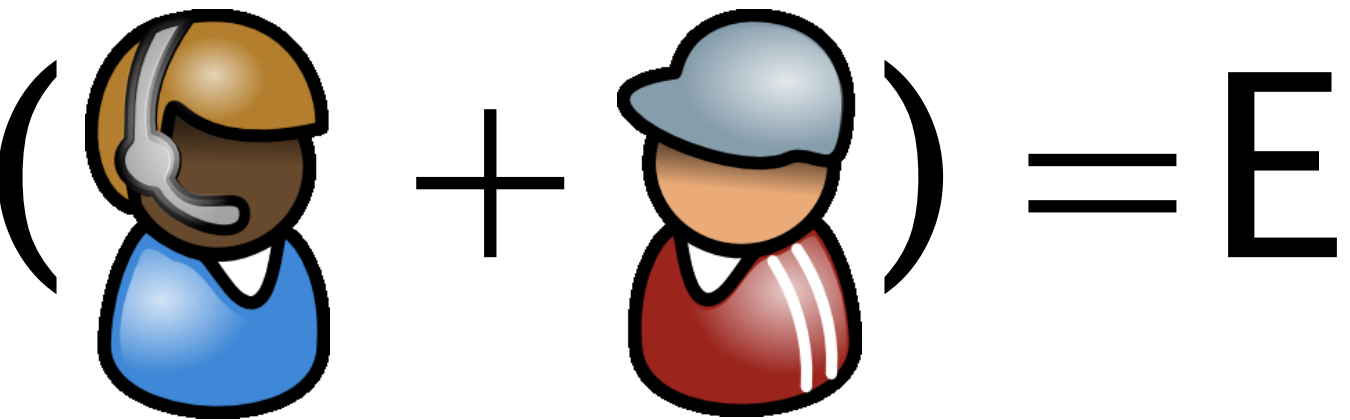
(C) J. Plamínek

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# Methods of abilities development



# Synergy

$$C_{re} (\text{Icon 1} + \text{Icon 2}) = E$$
The diagram illustrates the concept of synergy using a mathematical equation. On the left, the text 'C\_re' is followed by a large opening parenthesis. Inside the parenthesis, there are two stylized human icons. The first icon is a person with a brown complexion wearing a blue shirt and a brown hard hat with a white headset. The second icon is a person with a light complexion wearing a red shirt with white stripes on the sleeve and a grey hard hat. A plus sign is placed between the two icons. The closing parenthesis follows the second icon. To the right of the parenthesis is an equals sign followed by a large letter 'E'.

$C_{re}$  ... relationship efficiency coefficient

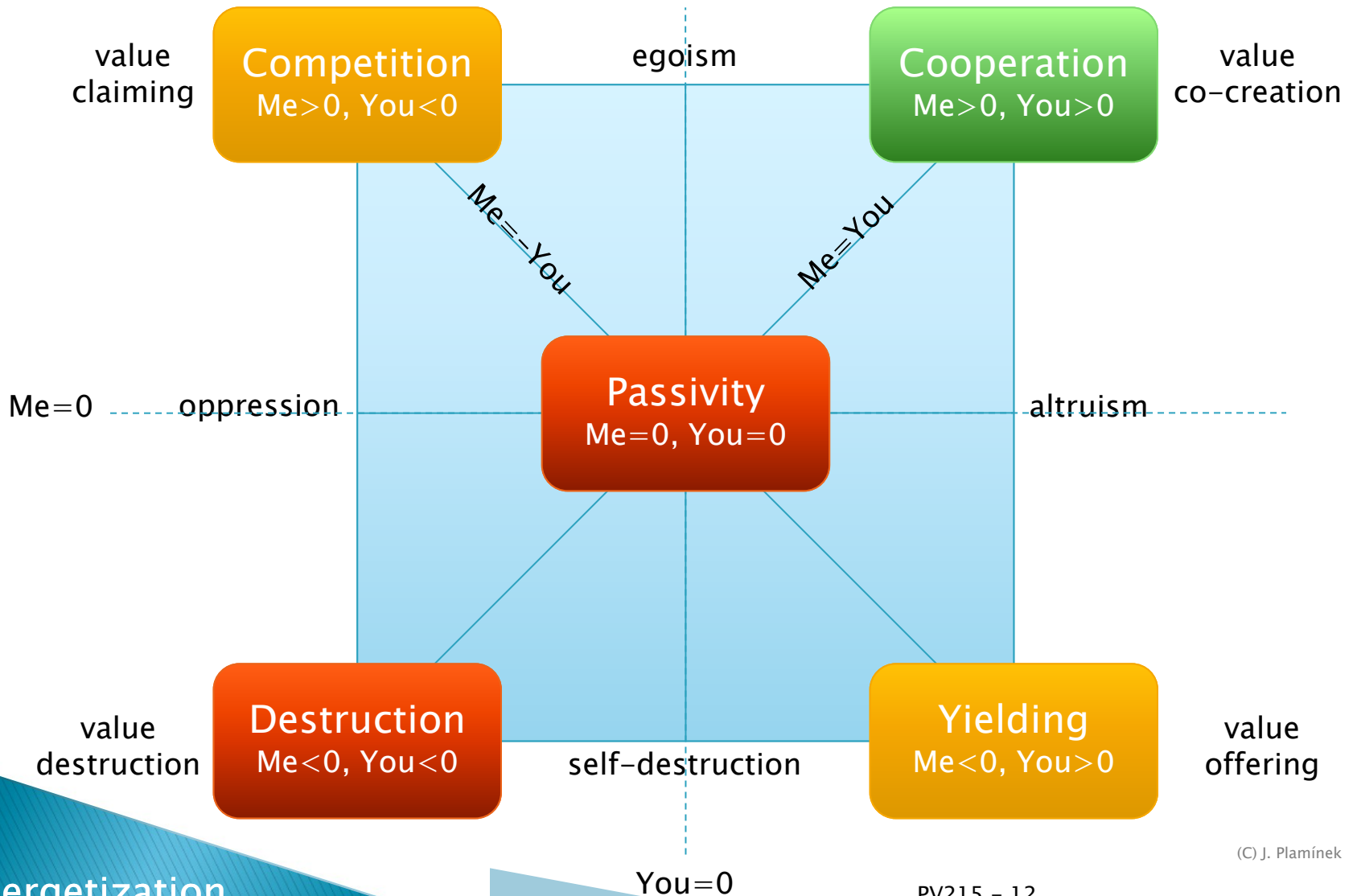
$C_{re} < 1$  ... conflict

$C_{re} = 1$  ... neutral

$C_{re} > 1$  ... synergy



# Interpersonal relationships



# Competition causes

Competition  
Me>0, You<0

## 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

# Cooperation causes

Cooperation  
 $Me > 0, You > 0$

## 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

# 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

# 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

# Passivity causes

Passivity  
Me=0, You=0

## 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

## 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

# Summary

- ▶ Process management
- ▶ Theory of motivation
- ▶ Personal development
- ▶ Synergy
- ▶ Cooperation