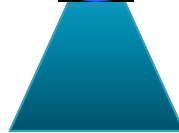


Management by Competencies

Company management




Synergistic company culture

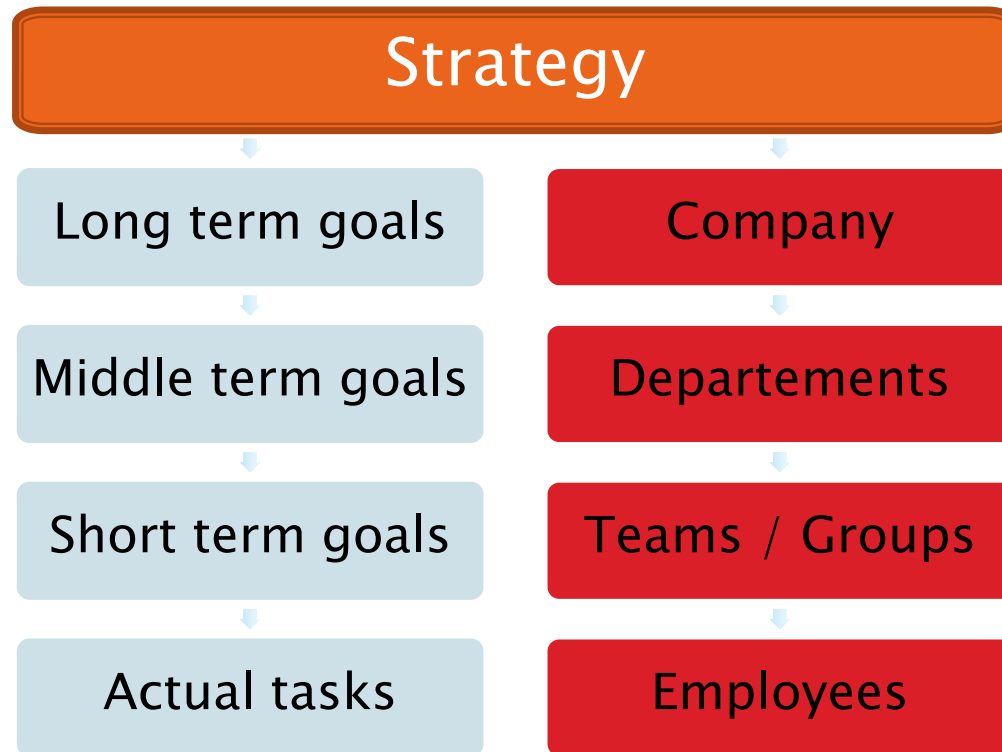


Company culture

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

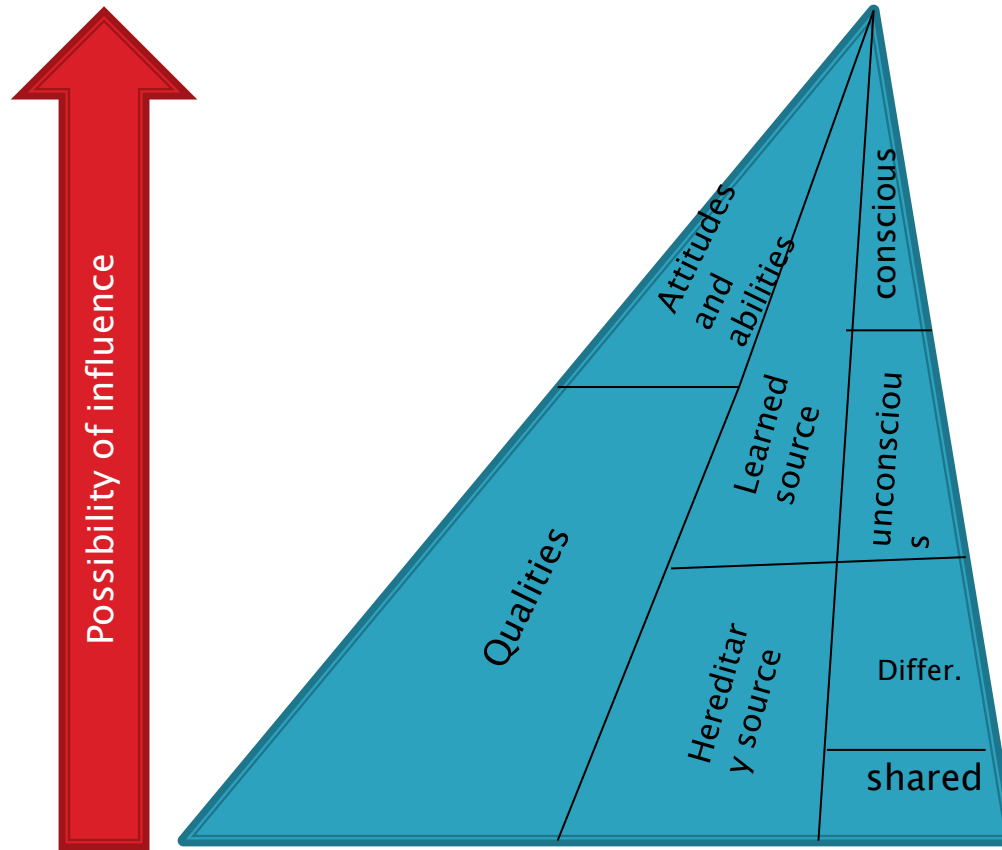
Attitude

- What we believe in and what we want

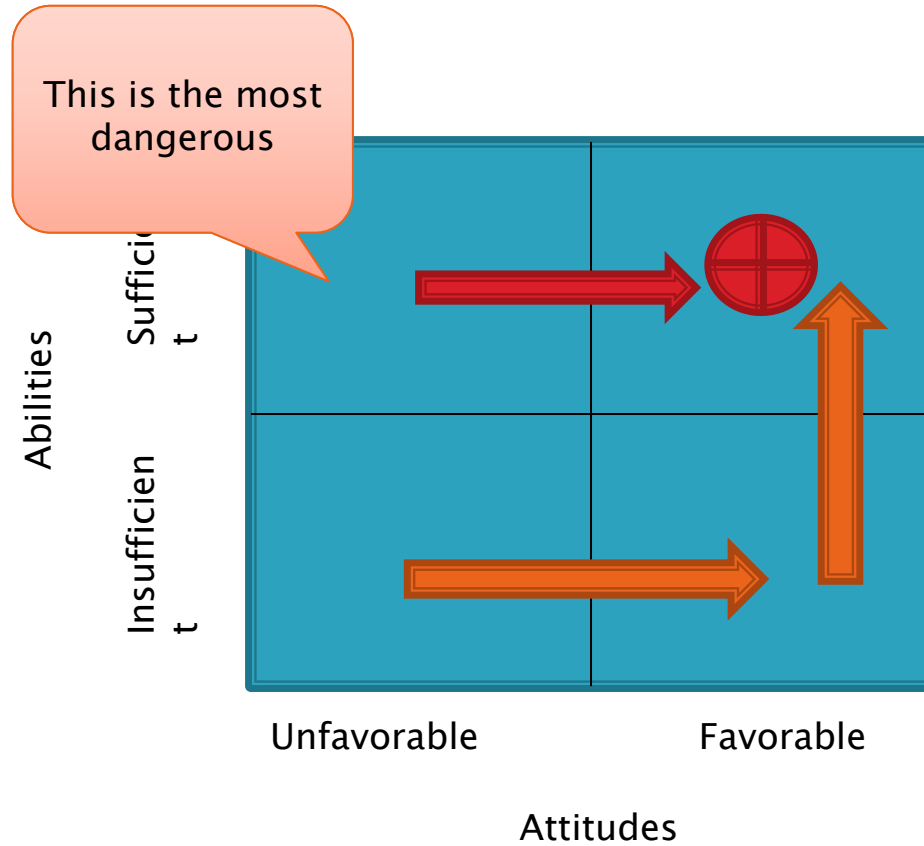
Abilities

- 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

Integrati
on

Synergetiza
tion

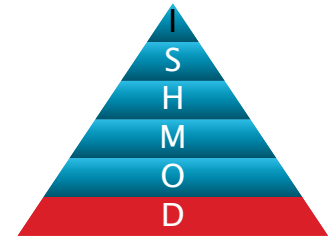
habilitation

Motivation

Orientation

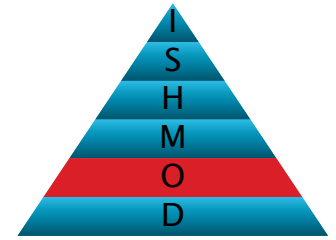
Definition

Definition



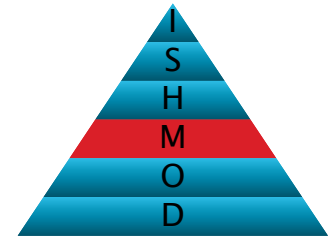
- ▶ The basement of the pyramid
- ▶ Company perspective:
 - Definition of the main ideas and goals
- ▶ Employee's perspective
 - Understanding what company wants from me

Orientation



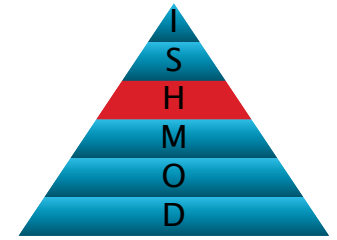
- ▶ Description of ideas
- ▶ Company perspective:
 - Describing of the meaning of ideas and goals
- ▶ Employee's perspective
 - I understand what company wants from me
 - I know what does it mean

Motivation



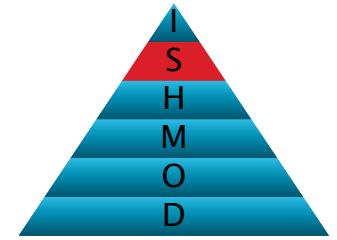
- ▶ Getting the desire to cooperate
- ▶ Company perspective:
 - What we are offering to the cooperation
- ▶ Employee's perspective
 - I understand what company wants from me
 - I know what does it mean
 - I am curious about cooperation and knowing more
 - I want to stay (loyalty)

Habilitation



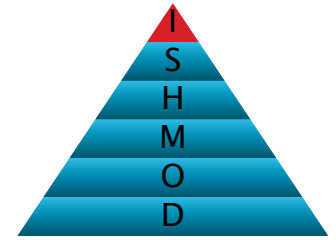
- ▶ Skills improvement
- ▶ Company perspective:
 - Sharing know how, giving more knowledge
- ▶ Employee's perspective
 - I understand what company wants from me
 - I know what does it mean
 - I am curious about cooperation and knowing more
 - I know more now

Synergetization



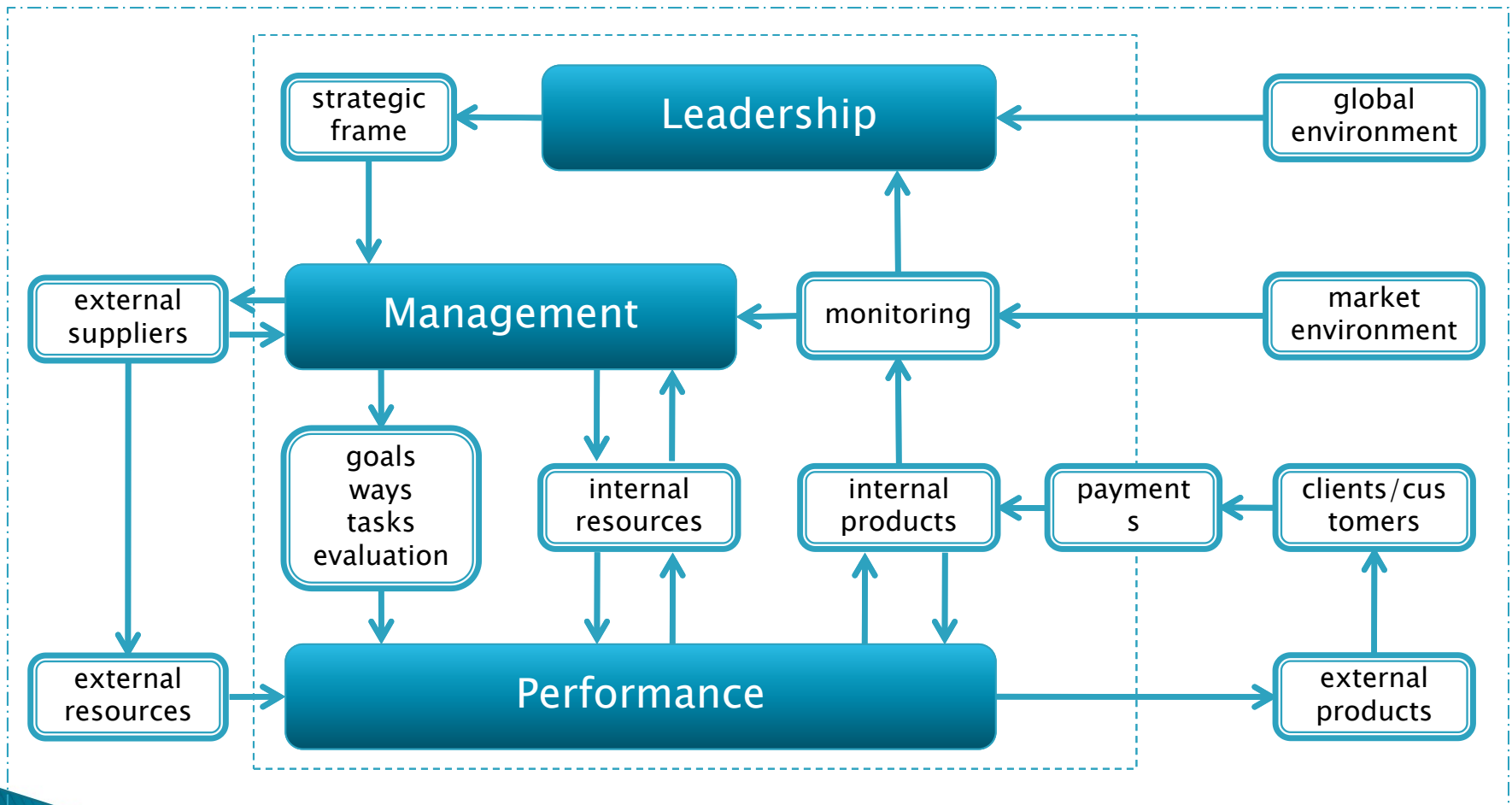
- ▶ Synchronizing with the team
- ▶ Company perspective:
 - Organize work in synergy brings positives
- ▶ Employee's perspective
 - I understand what company wants from me
 - I know what does it mean
 - I am curious about cooperation and knowing more
 - I know more now
 - I know how I can contribute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

Integration



- ▶ Unification of ideas
- ▶ Company perspective:
 - We focus to work, not to the conflicts
- ▶ Employee'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

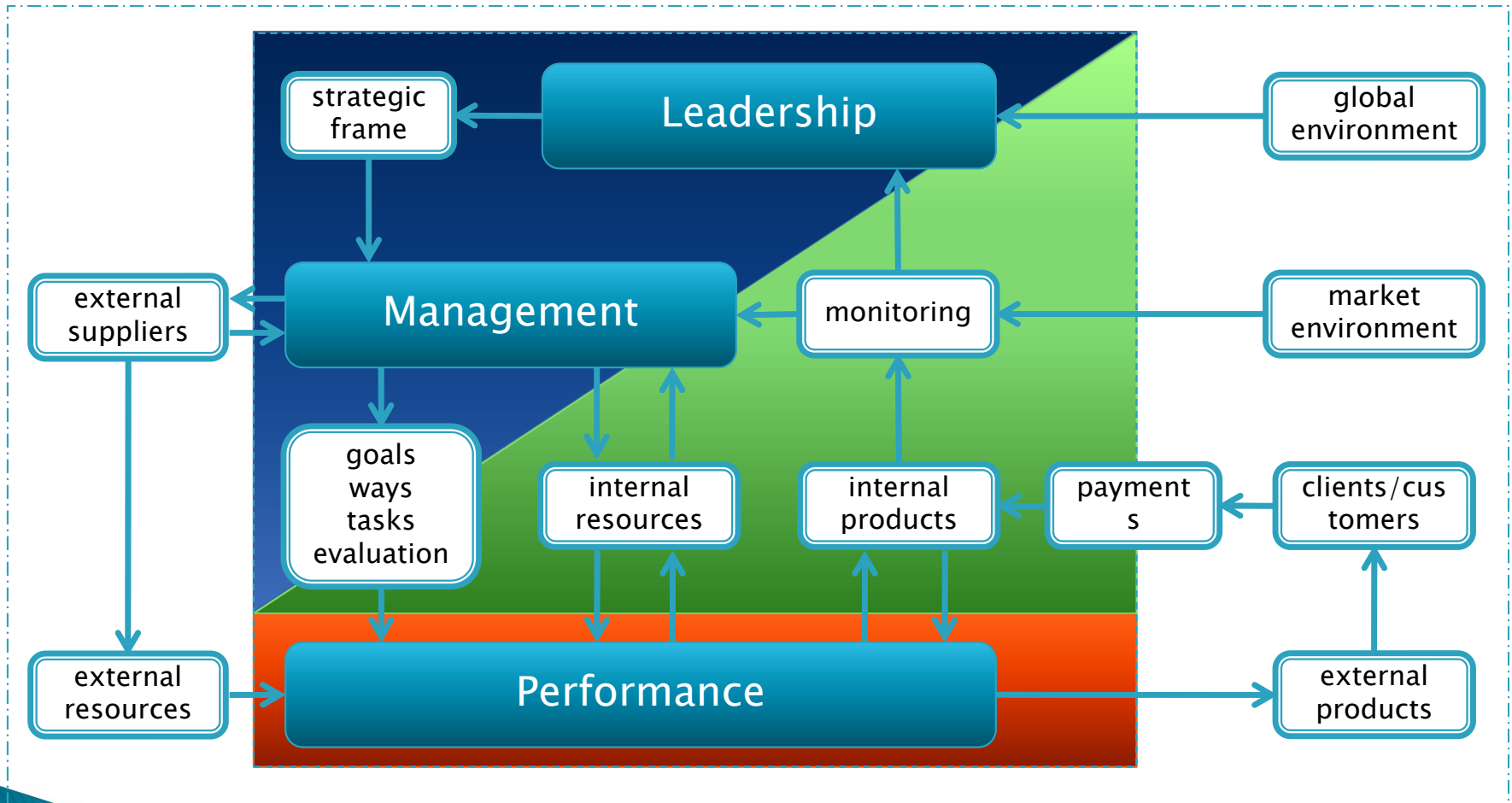
Functional company structure



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

(C) J. Plamínek

Functional company structure



Orto Para Meta

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

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Key roles in Enterprise



Leaders



Managers

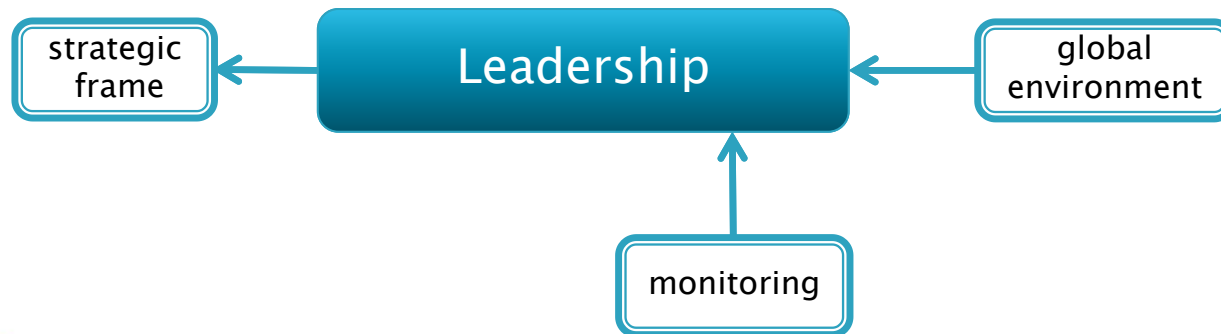


Workers

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



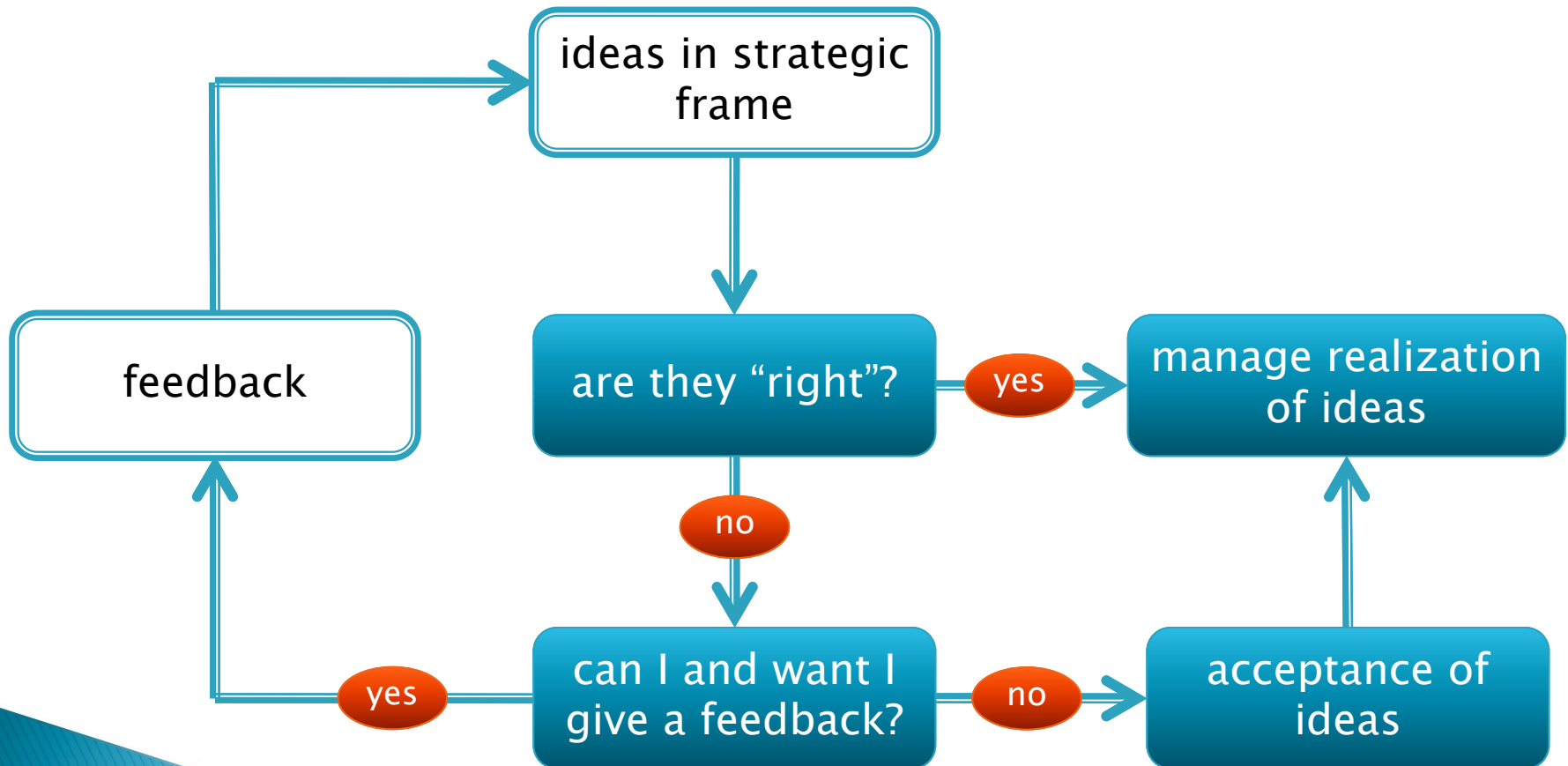
Role of Manager



- ▶ 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



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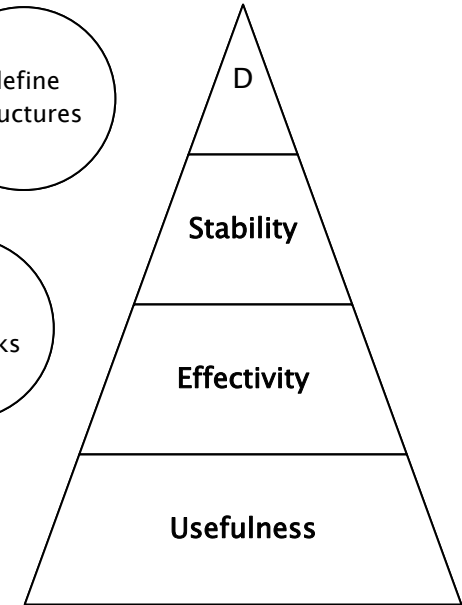
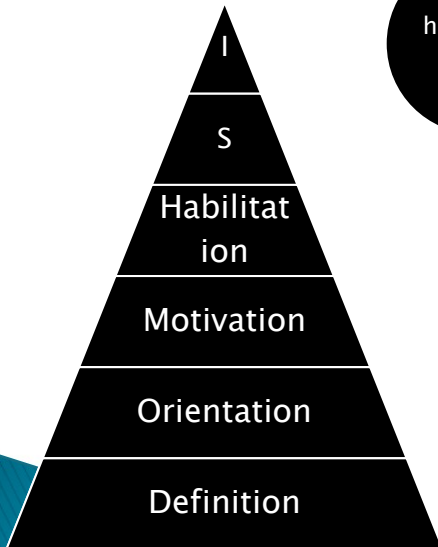
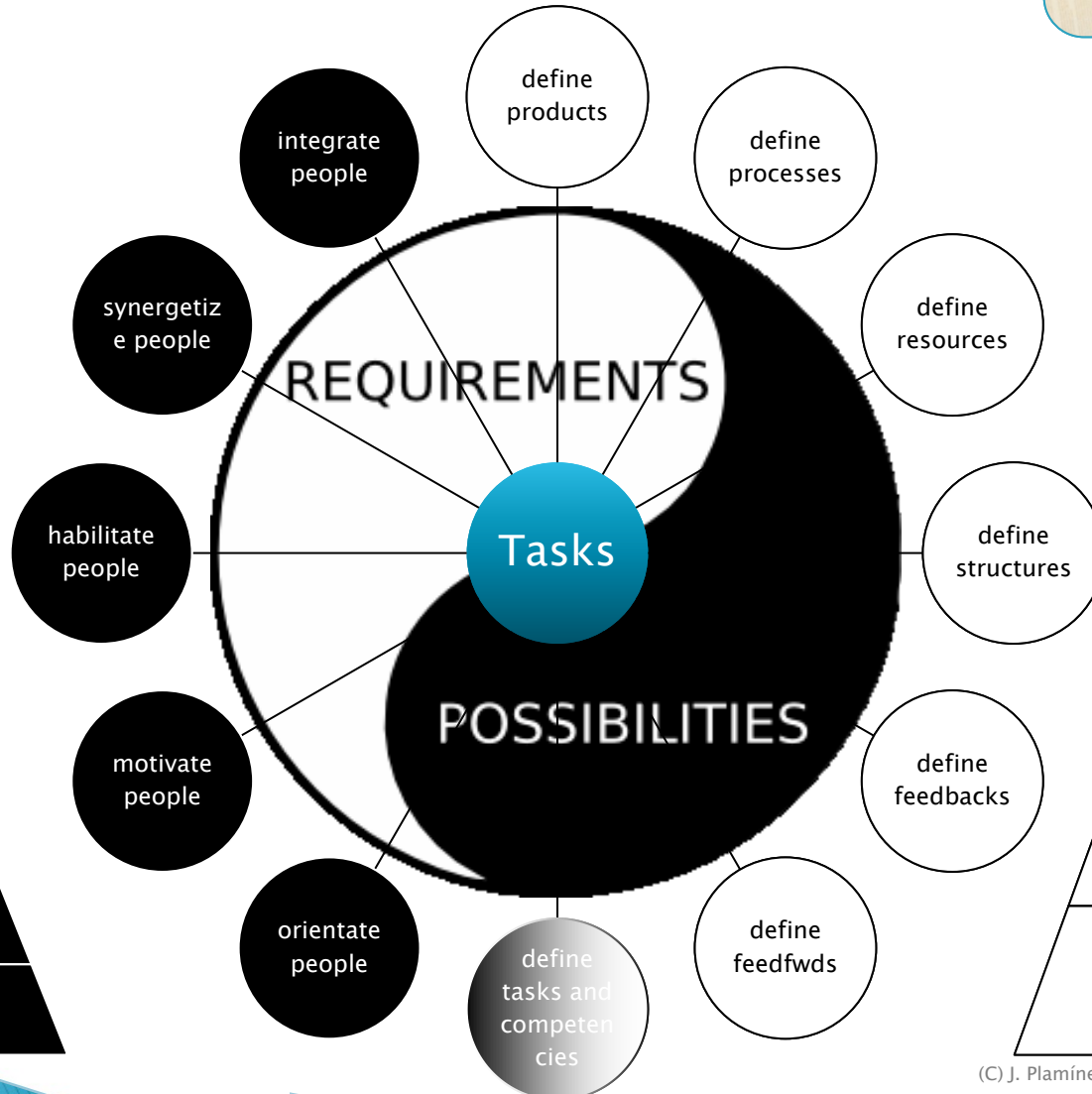
To communicate with monitoring system



- ▶ 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

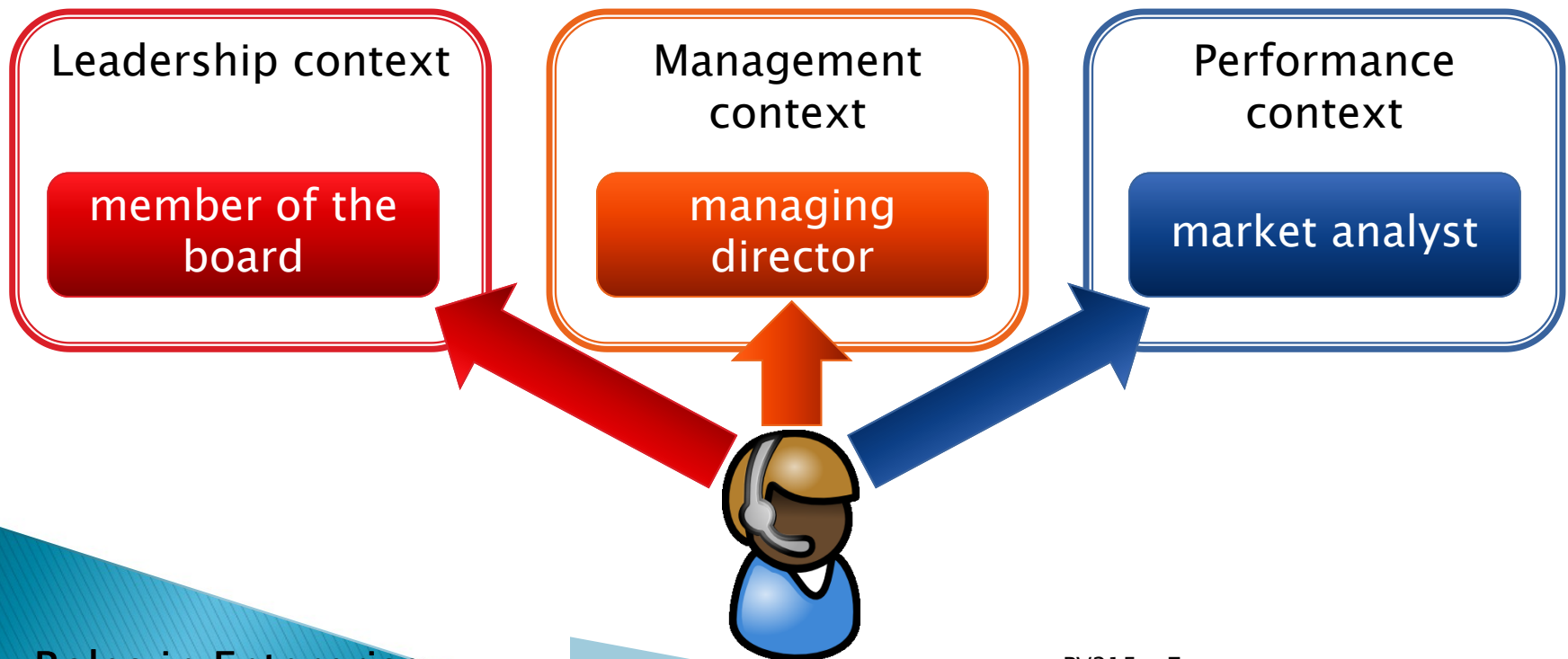


▶ Workers

- 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

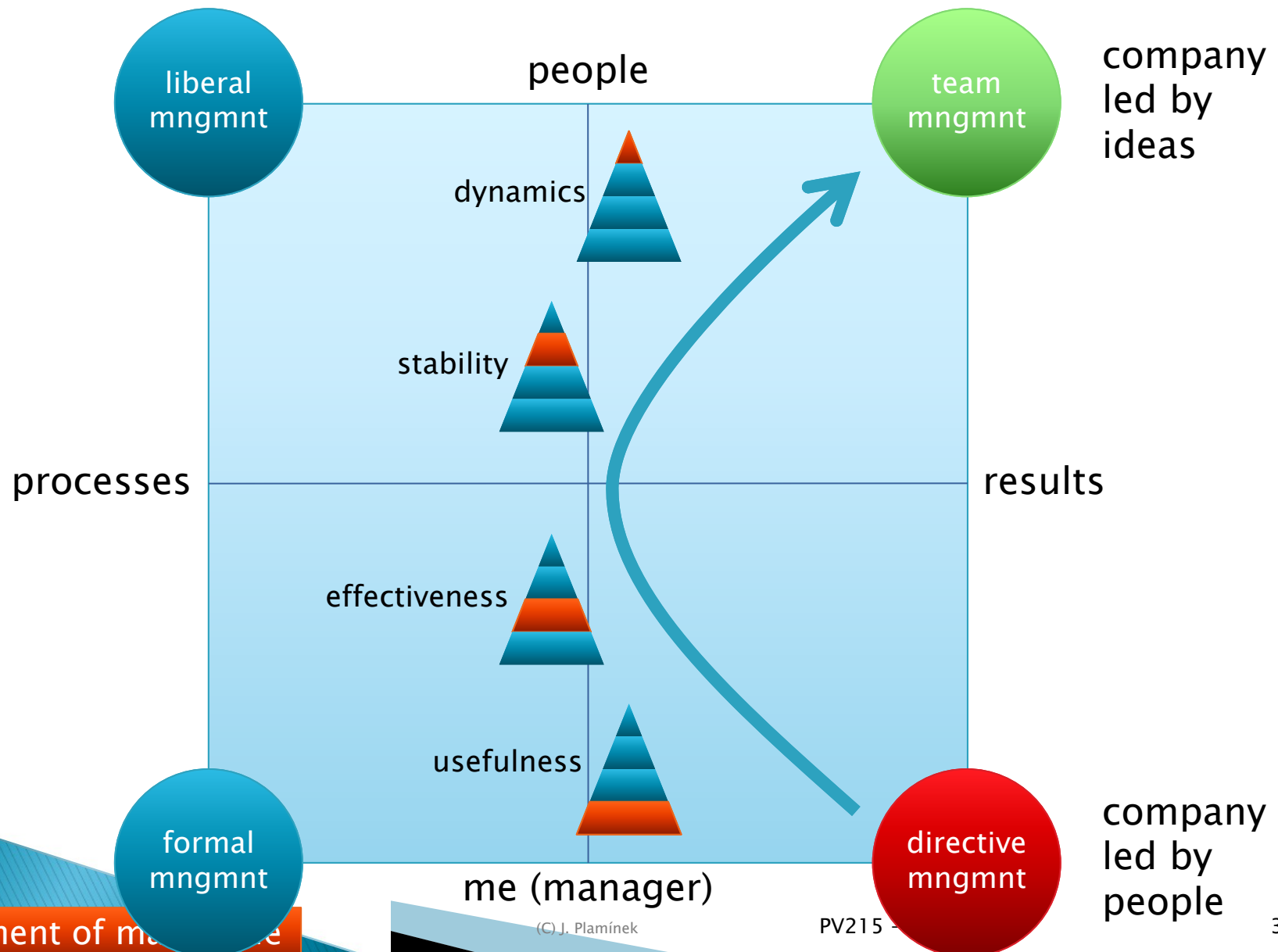
- ▶ Leader, manager, worker are roles
- ▶ Roles have not be confused with persons
 - as well as human resources



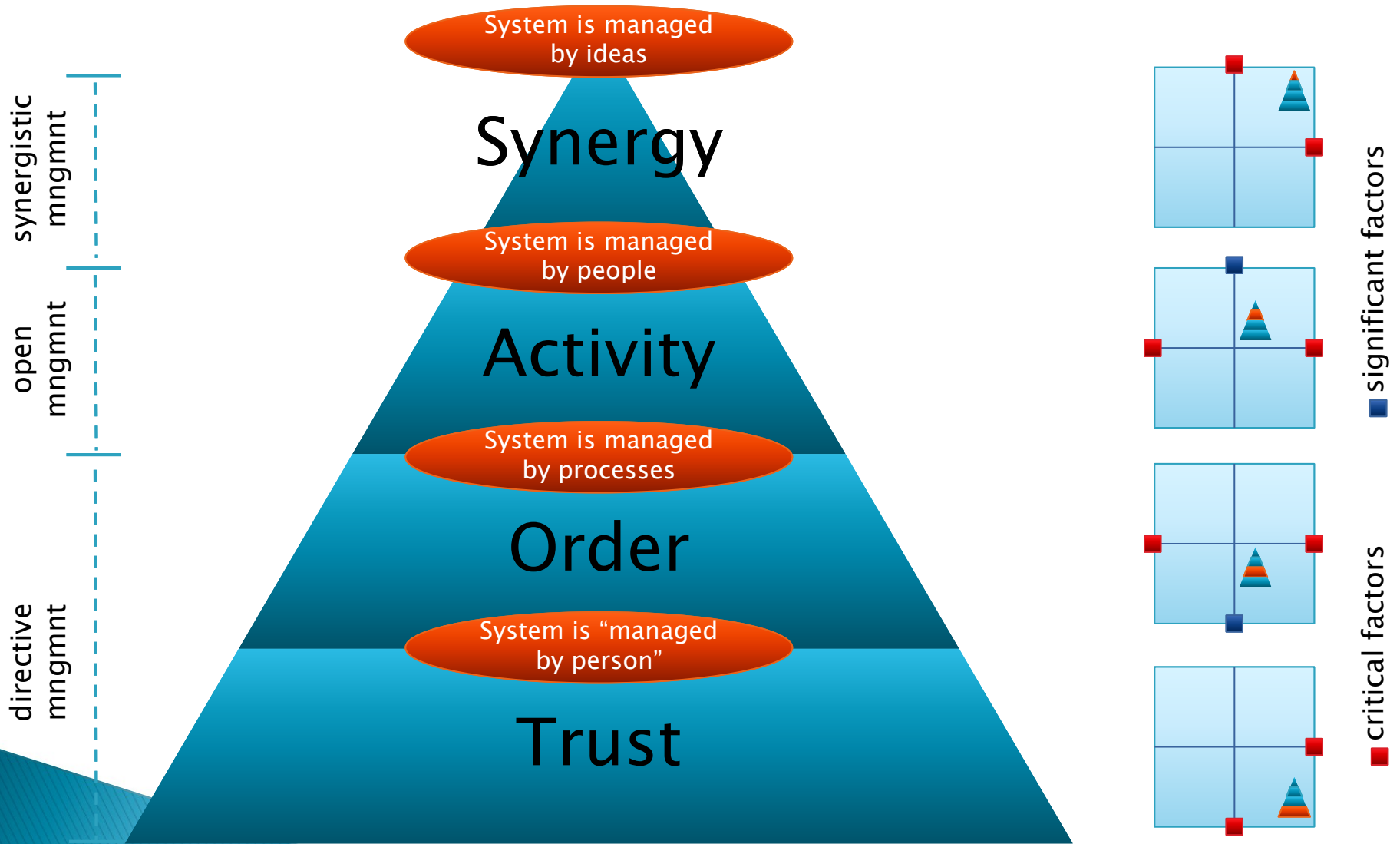
Company management

- ▶ 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