Management by Competencies

Company management

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
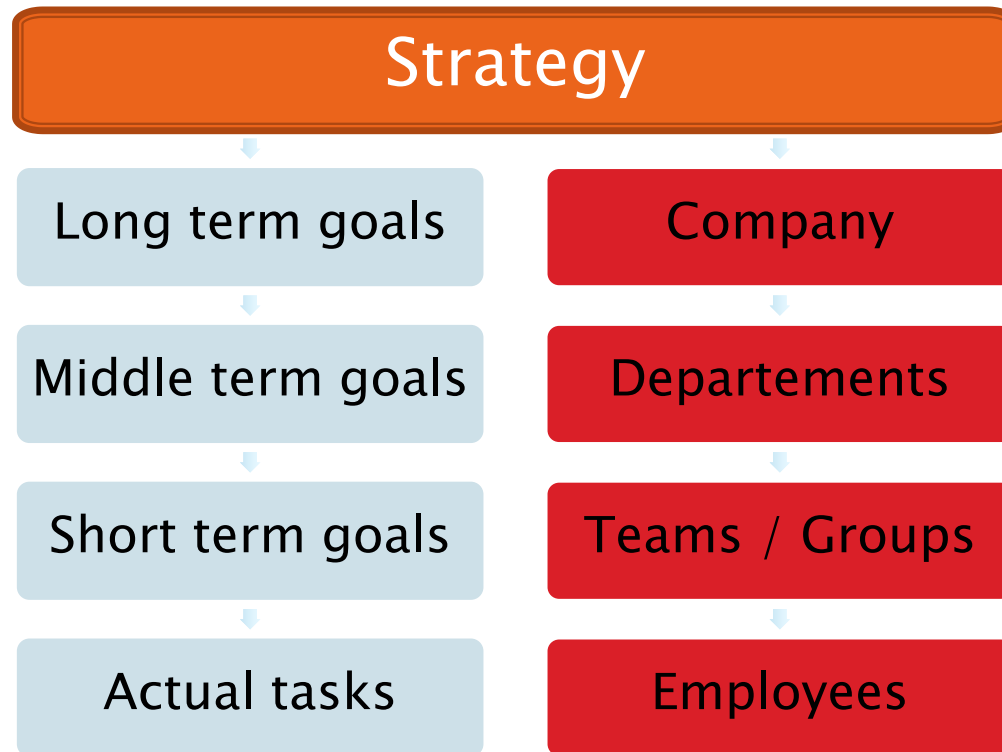- superior can focus more on the broader context of operational affairs

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

Strategy	
Long term goals	Company
Middle term goals	Departements
Short term goals	Teams / Groups
Actual tasks	Employees

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
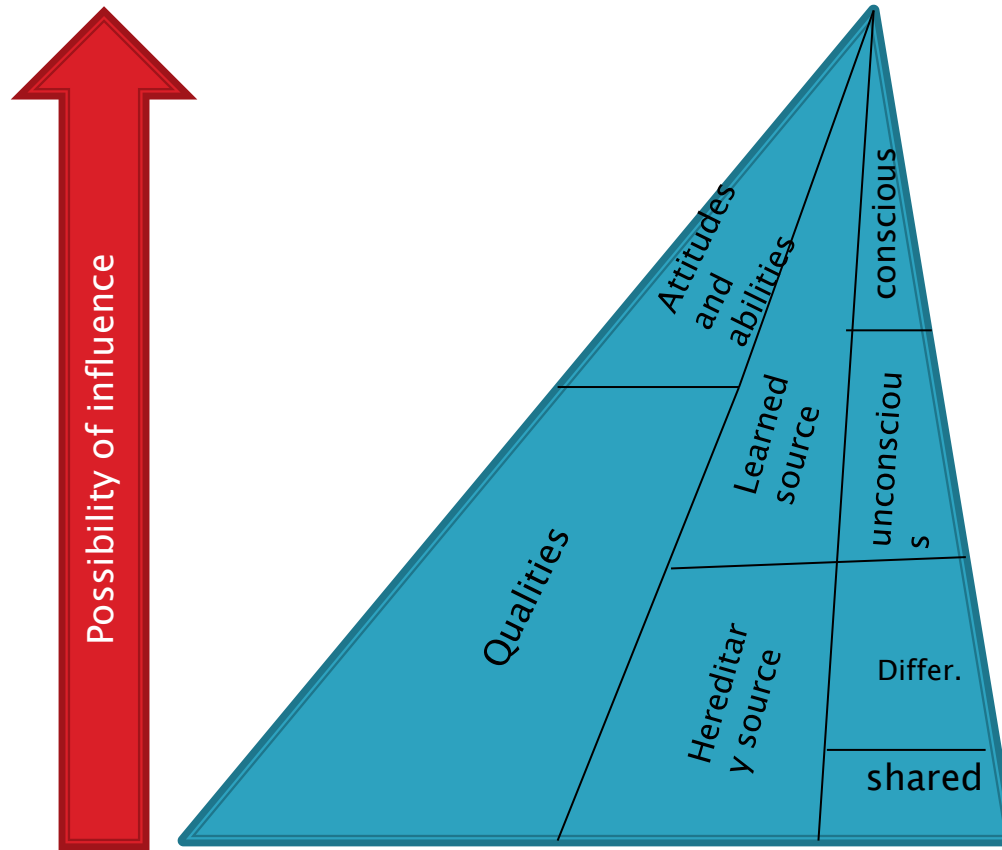- What we are
- Can not be changed, only accepted
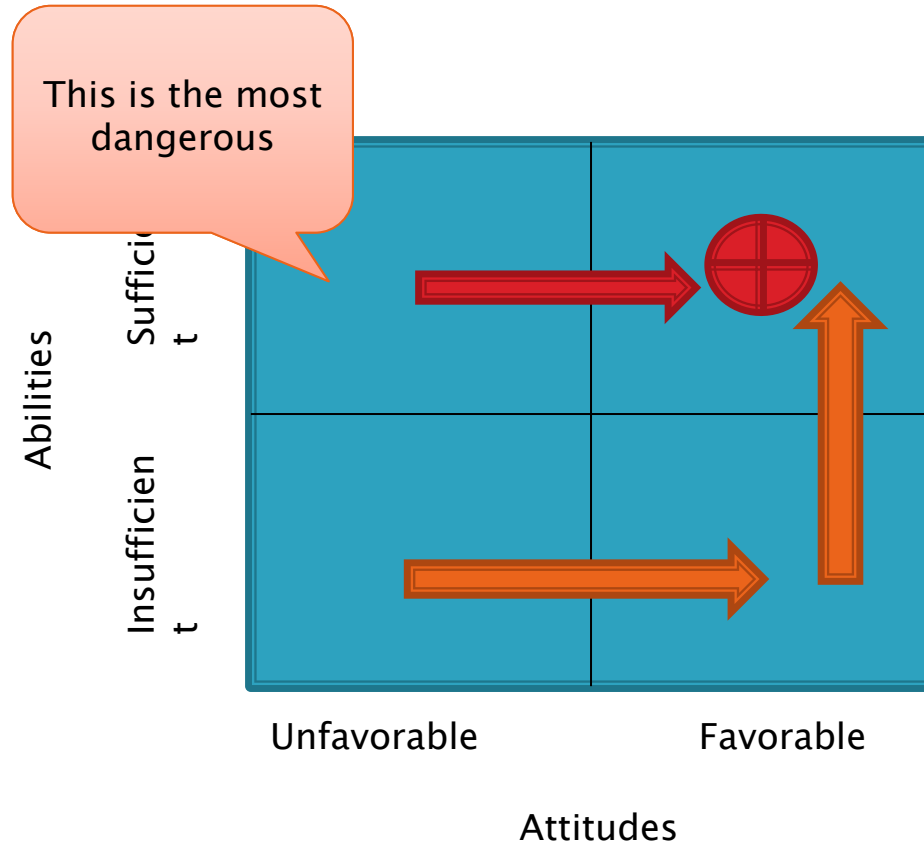
Attitude
- What we believe in and what we want

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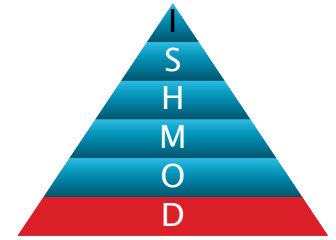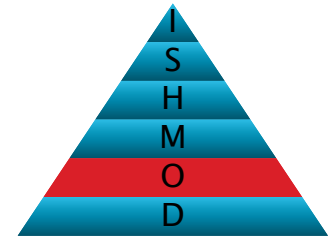
Definition
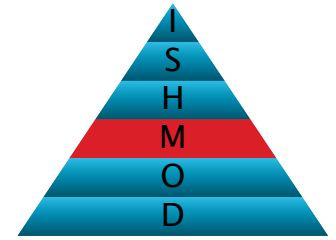
- The basement of the pyramid
- Company perspective:
  ◦ Definition of the main ideas and goals
- Employee's perspective
  ◦ Understanding what company wants from me

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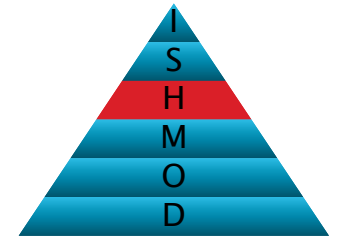
- Skills improvement
- Company perspective:
  ◦ Sharing know how, giving more knowledge
- Employee's perspective
  ◦ I understand what company wants from me
  ◦ I know what does it mean
  ◦ I am curious about cooperation and knowing more
  ◦ I know more now

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
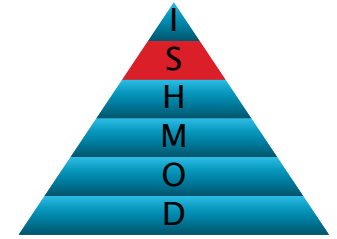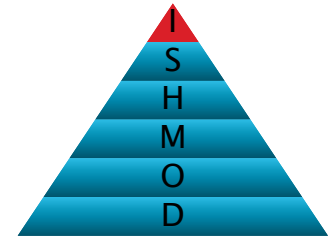 - I am curious about cooperation and knowing more
  - I know more now
  - I know how I can contribute to my team
  - I know how I can develop my potential in the company

Functional company structure

strategic frame	Leadership	global environment
external suppliers	Management	monitoring	market environment
goals ways tasks evaluation	internal resources	internal products	payments	clients/customers
external resources	Performance		external products
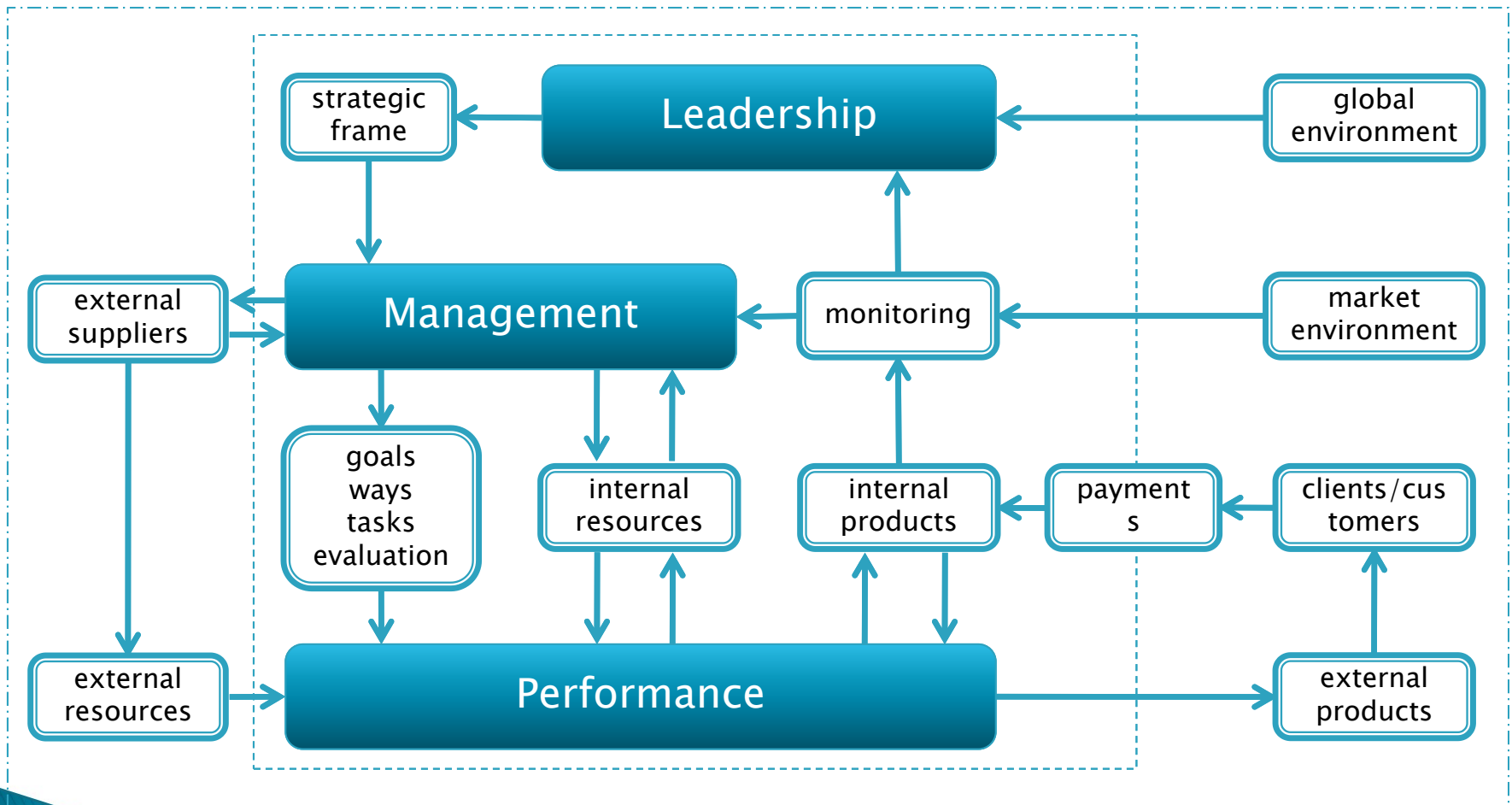
- - - - - - - - company border
- · - · - · - border of company influence

(C) J. Plamínek

Functional company structure

(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

strategic frame ← Leadership ← global environment
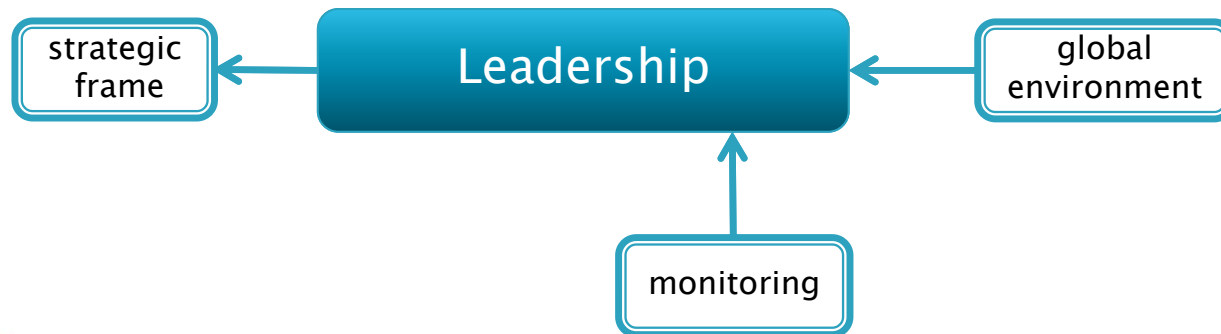
monitoring →

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


```
         ┌──────────────────┐
    ┌───▶│ ideas in strategic│
    │    │      frame        │
    │    └──────────────────┘
    │              │
    │              ▼
 ┌─────────┐   ┌─────────────┐   yes   ┌──────────────────┐
 │ feedback│   │ are they     │──────▶ │ manage realization│
 │         │   │ "right"?     │        │    of ideas       │
 └─────────┘   └─────────────┘        └──────────────────┘
    ▲              │ no                        ▲
    │              ▼                           │
    │        ┌──────────────┐   no   ┌──────────────────┐
    │  yes   │ can I and want I│────▶│ acceptance of     │
    └────────│ give a feedback?│     │     ideas         │
             └──────────────┘        └──────────────────┘
```
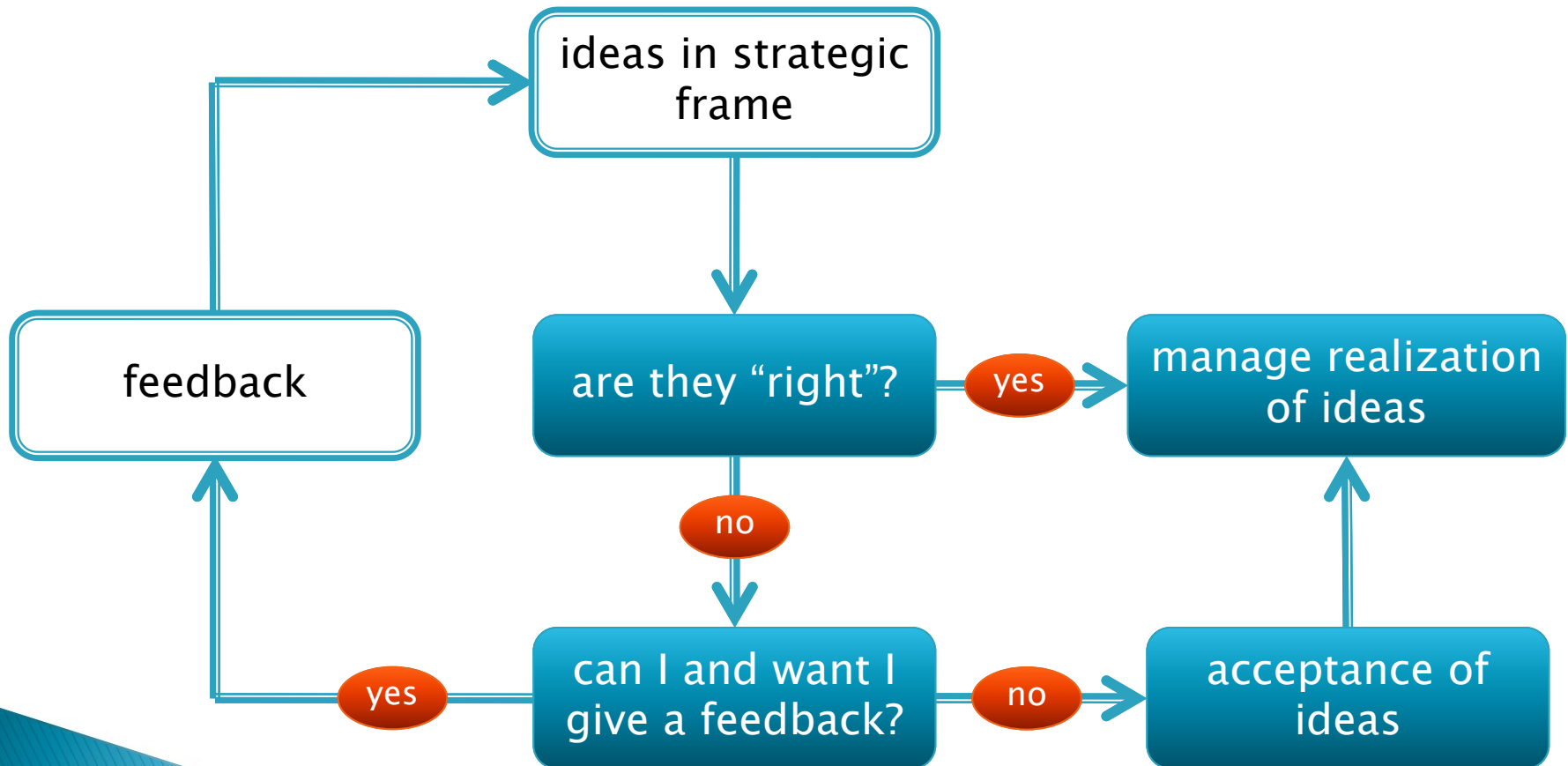
(C) J. Plamínek

To communicate with monitoring system

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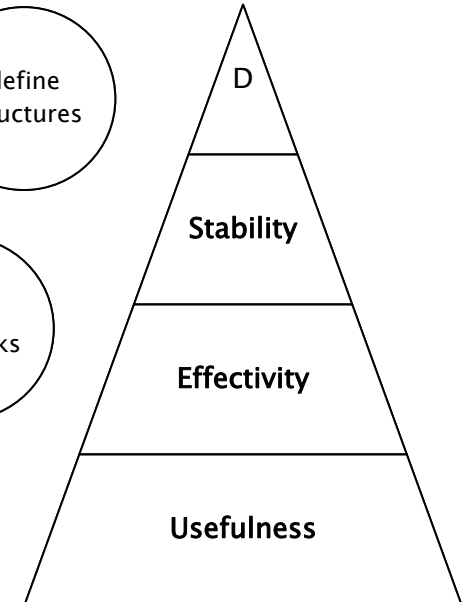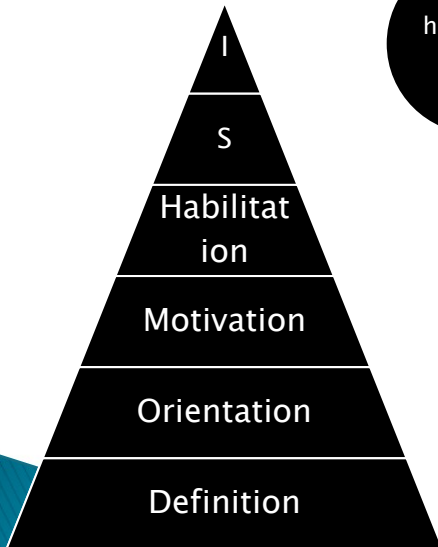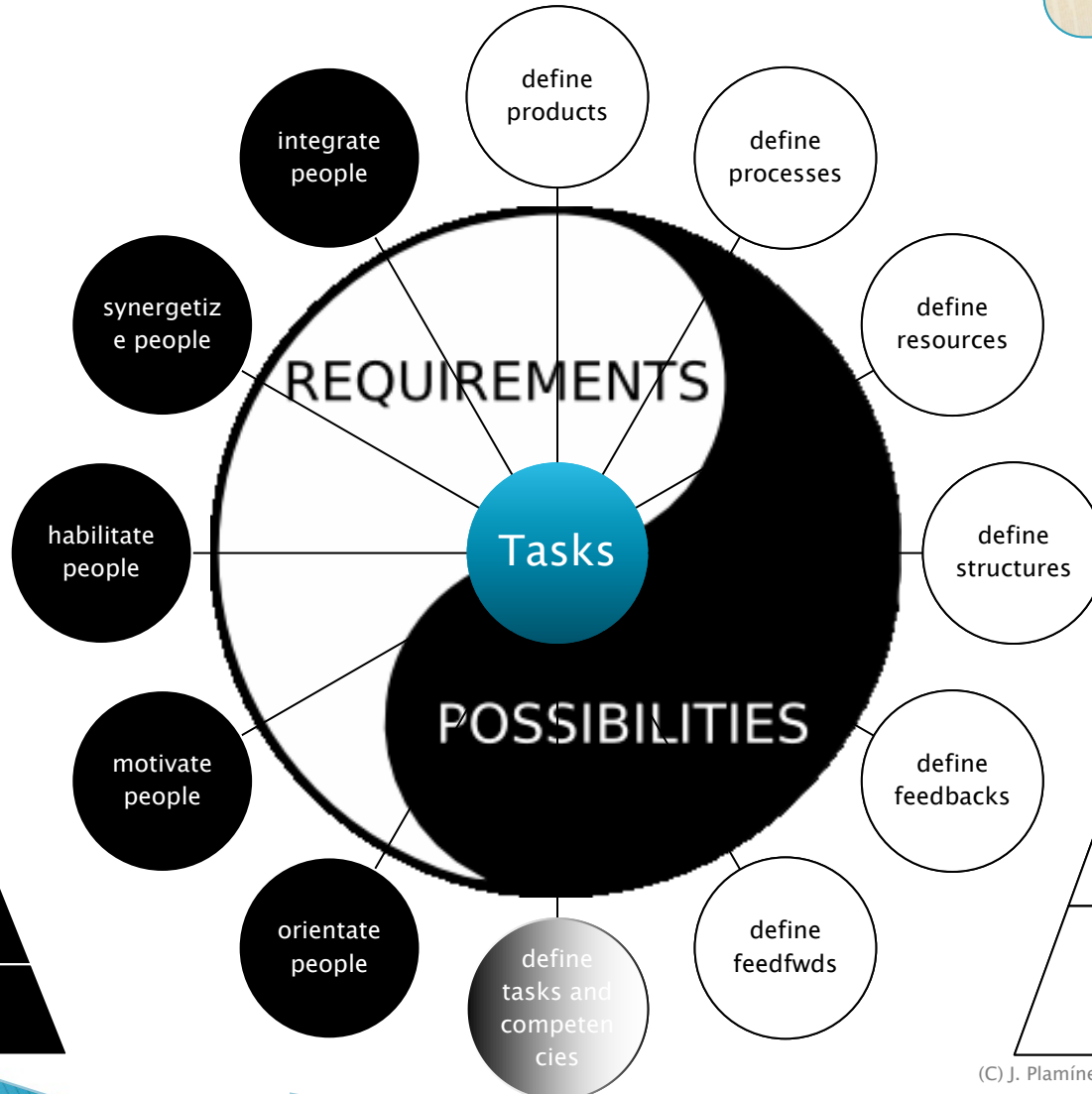 - to be able to consider if changes in goals or ways are necessary and make consequent decisions
- Monitoring system has to supply relevant information on what is happening
- Communication has to be duplex

Management ← monitoring

Managerial tasks

The central diagram shows a yin-yang symbol with "Tasks" at the center, surrounded by task circles:

- define products
- define processes
- define resources
- define structures
- define feedbacks
- define feedfwds
- define tasks and competencies
- orientate people
- motivate people
- habilitate people
- synergetize people
- integrate people

REQUIREMENTS

POSSIBILITIES

Left pyramid (top to bottom):
- I
- S
- Habilitation
- Motivation
- Orientation
- Definition

Right pyramid (top to bottom):
- D
- Stability
- Effectivity
- Usefulness

(C) J. Plamínek

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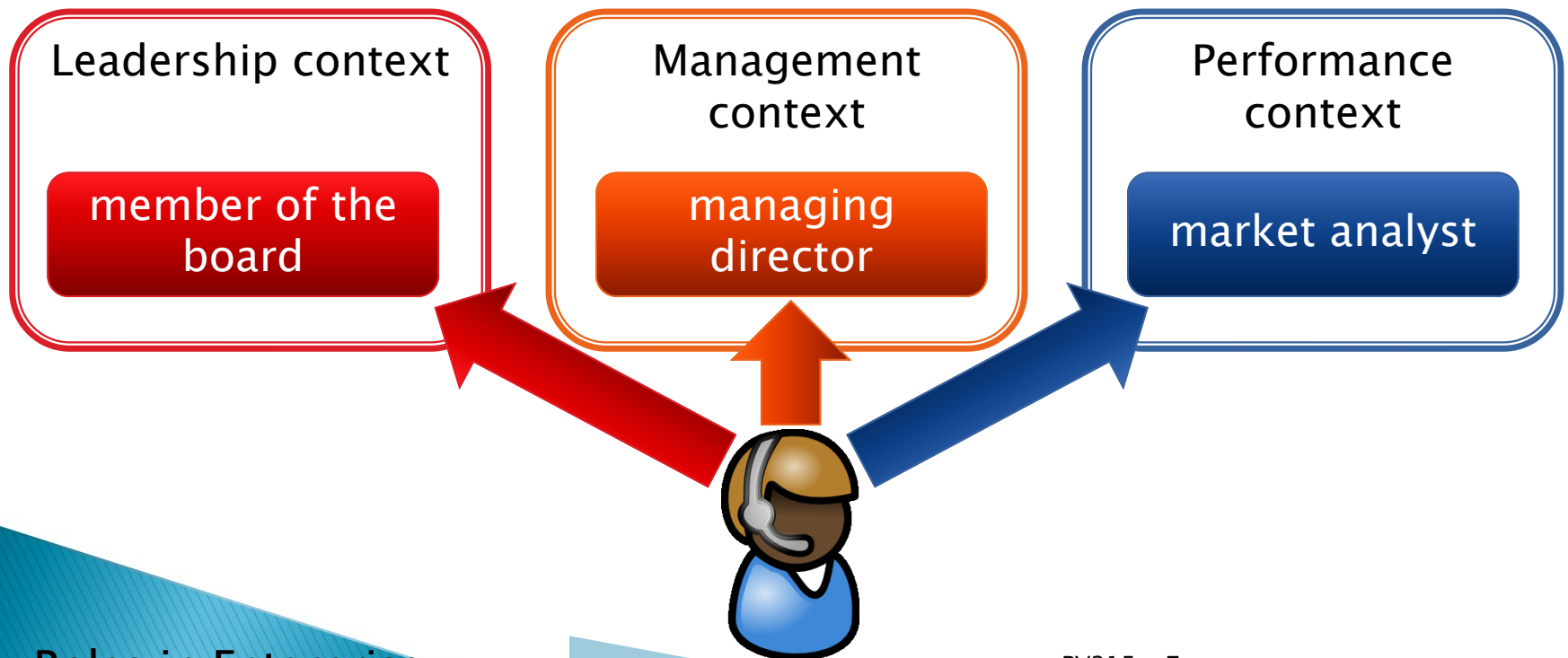
▸ Workers
  ◦ achieve goals and performs tasks directly
  ◦ transforms directly inputs to outputs while consuming resources
    • material
    • human
    • corporate ideas
  ◦ ought to be bearers of
    • special knowledge and skills (abilities) needed for accomplishment of assigned tasks
    • abilities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

Roles and People

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

Leadership context	Management context	Performance context
member of the board	managing director	market analyst

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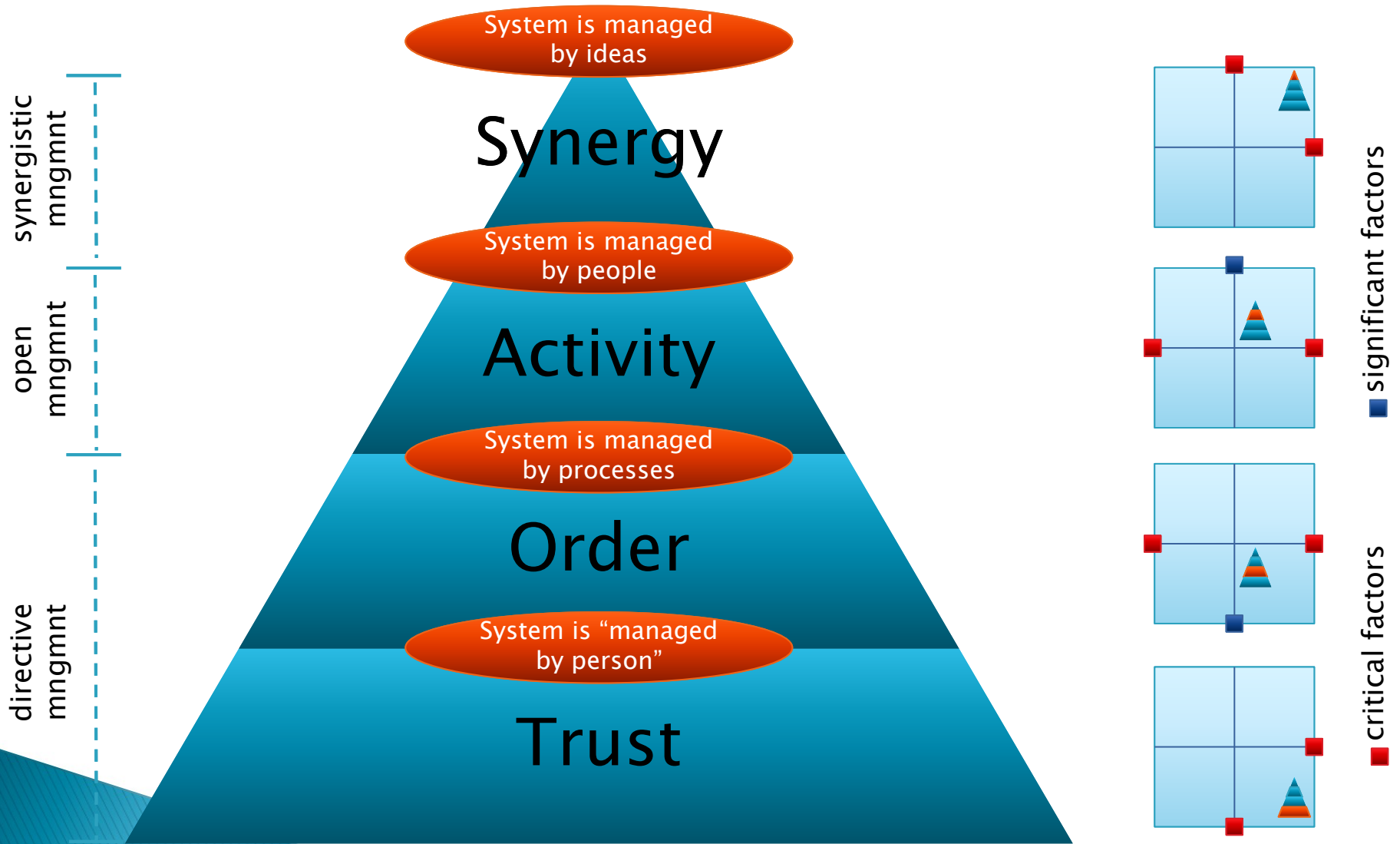
- It is about synergy among leaders, managers and workers
- To lead well is about doing right things
- To manage well is about doing things in right way

Development of managerial style

people

company led by ideas

liberal mngmnt

team mngmnt

dynamics

stability

processes

results

effectiveness

usefulness

me (manager)

formal mngmnt

directive mngmnt

company led by people

Pyramid of Management

System is managed by ideas

Synergy

System is managed by people

Activity

System is managed by processes

Order

System is "managed by person"

Trust

synergistic mngmnt

open mngmnt

directive mngmnt

significant factors

critical factors

- significant factors
- critical factors

Development of man. style

PV215 – 7

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