

Management by Competencies

»» Experience intermezzo III

Previously on MbC



Mycroft Mind is project-driven organization

Mycroft Mind executes Project Program to achieve its business goals!

Previously on MbC



Project Categories

Technology

Application

Proof-of-Concept

Business

Organization

Flow

Activity Categories

Research

Specification

Implementation

Testing

Production

Organization

Business

Education

Attention Function

Evaluates each task and assigned team member by defined amount of credit

Universal measure to every undertaken activity

Attention Flows

Long term focus of attention on domains derived from *task categories*

Implemented as a project of *flow category*

Agenda

- ▶ Management Tools
 - Project Map
 - Project Explorer
- ▶ Human Resource Management
 - HRM Processes

Management Tools



Principle we have applied

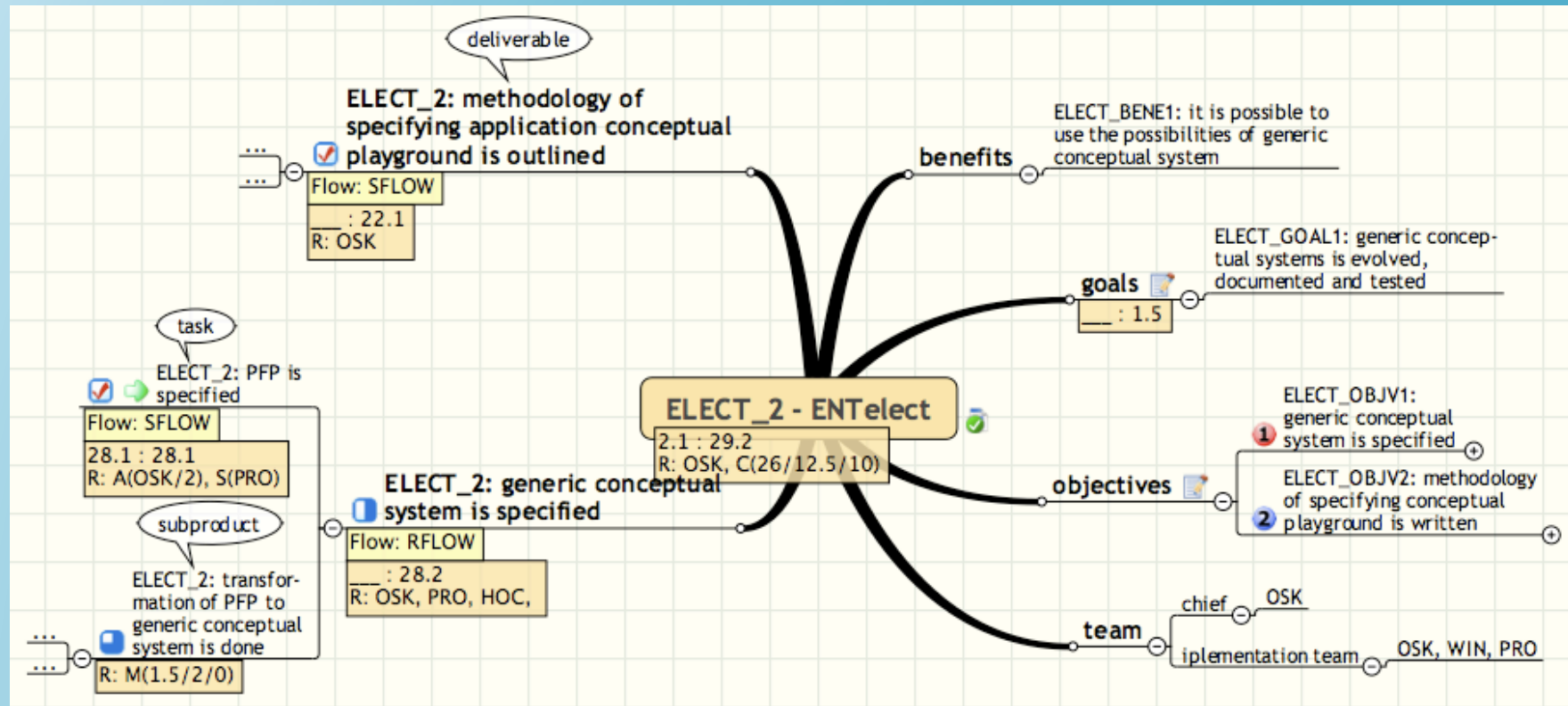
- Principle of work with unknown: ICT support of business has to be done in a way it can easily support also such requirements that business owners are not aware of today



Tools we have used

- Mind Manager – flexible mind mapping editor
- Project Explorer – flexible tool for reporting and analysis
- Excel – flexible tool for spreadsheet based analysis and overviews

Management Tools (2)



Mind Maps (Mind Manager)

Activity Specification Example



AMTA_7 ~ project context

flow category

completeness indicator

activity duration

role-person-workload assignment

AMTA_7: script for silent intallation of GlassFish at Virtual Machine is tested	
<input checked="" type="checkbox"/>	
Flow: RFLOW	
4.4 : 8.4	
R: A(BRE/5)	O(SVE/1)

Management Tools (3)

View - PARP: Persons -> Activity -> Roles -> Points (TREE) - only A roles ...

FIN (14)

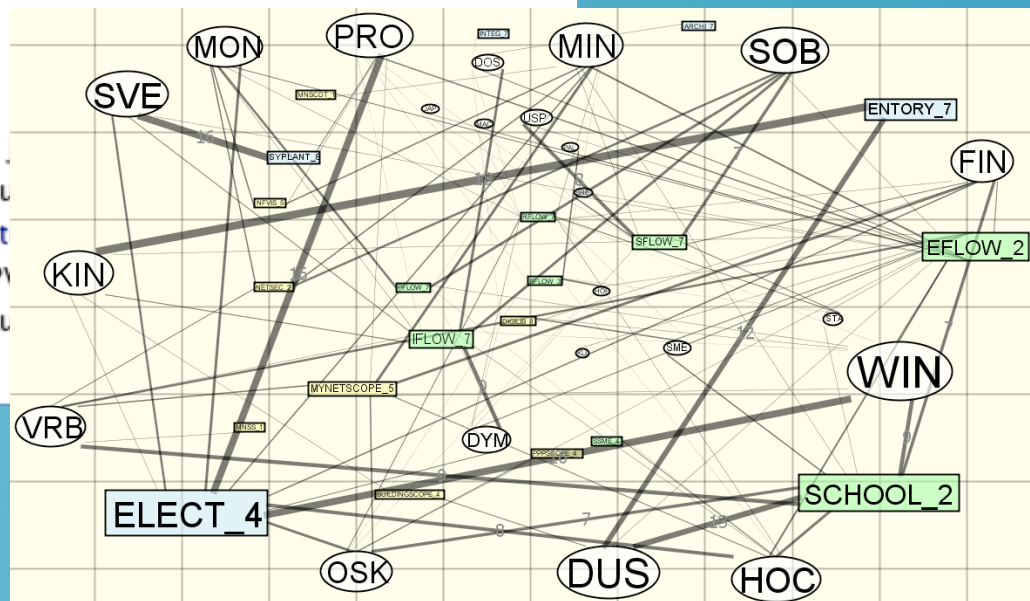
OSK (39)

ELECT_5: guide pro novou vizualizační architekturu je rozvíjen - A(2) - 100%

A(OSK/2)

SFlow

- ELECT_5: ladění vizu fuse - dodělávky - A(6) -
- ELECT_5: prototypové předpisy vizualizace dat,
- ELECT_5: dokončení implementace a ladění vizu
- ELECT_5: guide pro novou vizualizační architekt
- ELECT_5: výkonné predikáty pro vyhodnocení P
- ELECT_5: dokončení implementace a ladění vizu



Project Explorer (proprietary tool)

Project Explorer



Philosophy

- Telescope to the space of projects in Mycroft Mind and AdvaICT
- It is a viewer or browser, not tool for data acquisition

History

- Attention Function (2004)
- Project Maps (2005)
- Project Explorer (2007) – it provided only one view

Project Explorer Today



Provides 55 views

Utilizes 7 visualization methods

- tree
- table
- pie charts
- dynamic maps
- time table
- line chart
- matrix

Killer features

- drill down feature
- integration with iCal
- mail template generation

Project Explorer Use Cases



Activity planning

Activity reporting

Activity closing

Personal time planning

Absence registration

Capacity planning

Iteration closure

Staff evaluation

Performance remuneration computation

Invoicing of work between cooperating companies

Human Resources Management: Motivation



- ▶ Human Resources are one of the most expensive ones
 - the appropriate care has to be taken
- ▶ Strategic Level
 - development of ideas of future company business has to be complemented by development of ideas of future human resources that it will need to have at disposal
- ▶ Operational Level
 - current ideas and wishes of current staff have to be perceived, reflected and influenced to shape that correspond to what company can both offer and expect

HRM Processes



Strategic

- HR planning
- acquisition of HR
- long-term evaluation of HR performance and potential

Operational

- HR monitoring
- short-term evaluation of HR
- attitudes influencing – orientation and motivation
- extraordinary HR evaluation

Example description: Attitudes influencing



Aim

- to prevent negative attitudes to be developed by individuals or groups

Inputs

- defined strategic frame and current strategy
- identified negative stances

Means

- explicit-open – interview to discuss the negative feelings and stances
- implicit-hidden – change of tasks or its submission form

Outputs

- negative stances are continuously eliminated
- oriented and motivated team
- management shares the causes

Who, When, Where

- all managers
- anytime and anywhere, when and where it is appropriate

HRM Process Structure

