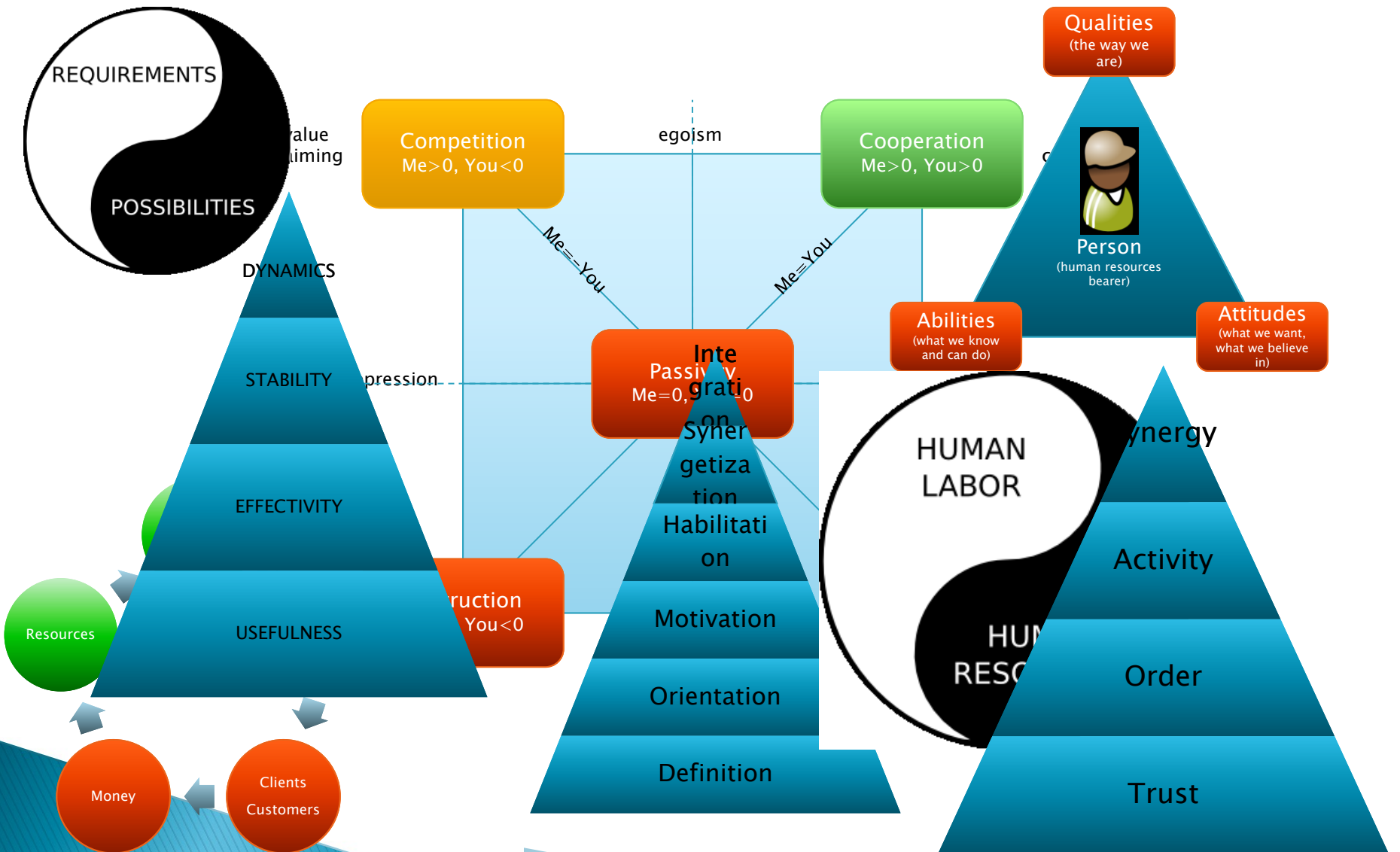


Management by Competencies

Summary

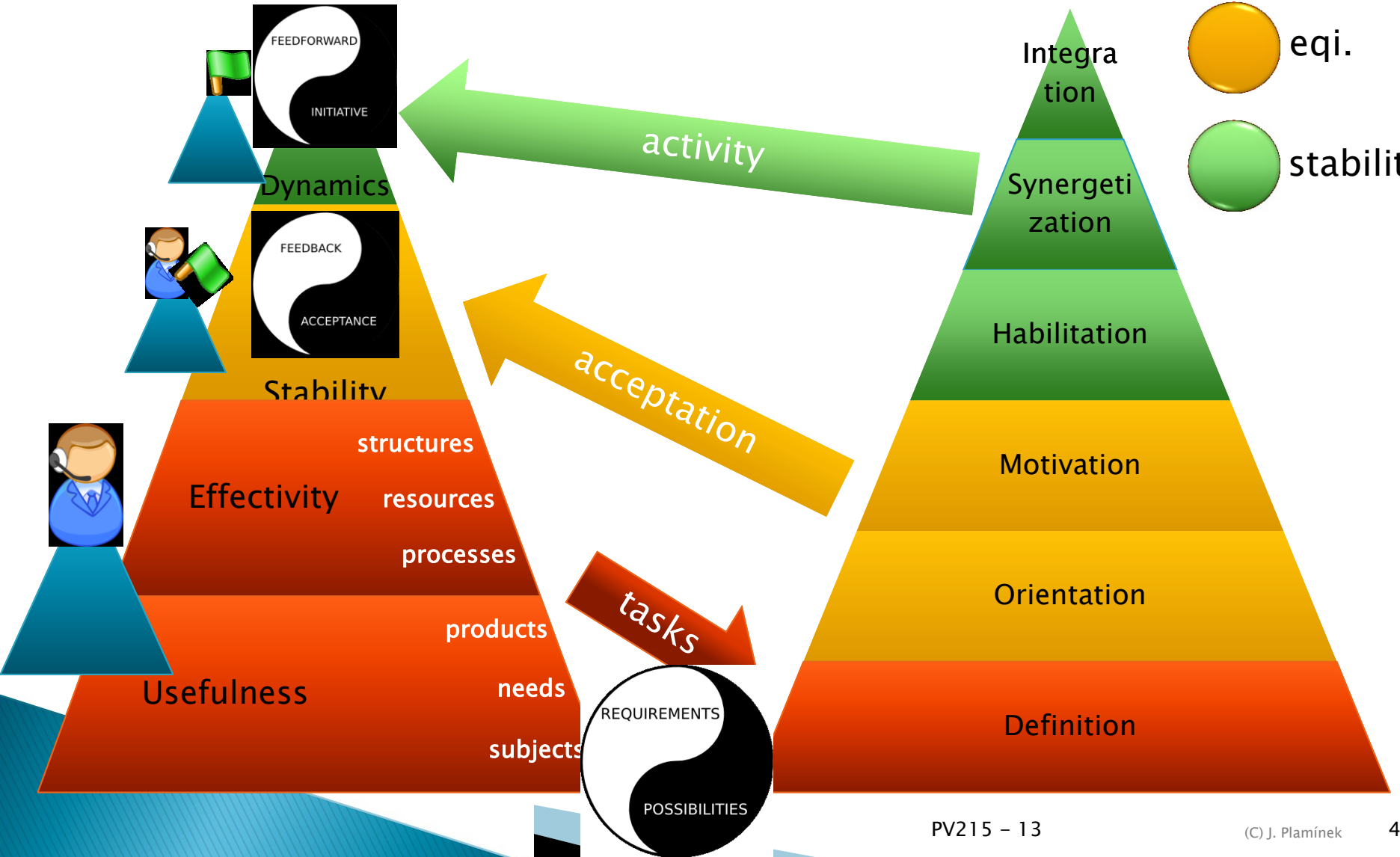
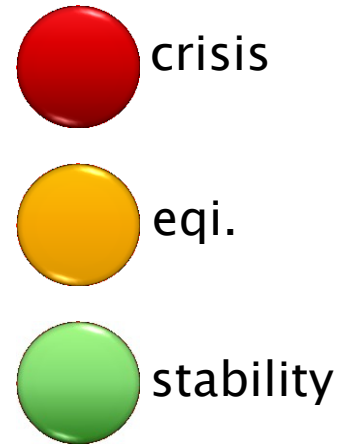
Previously on MbC



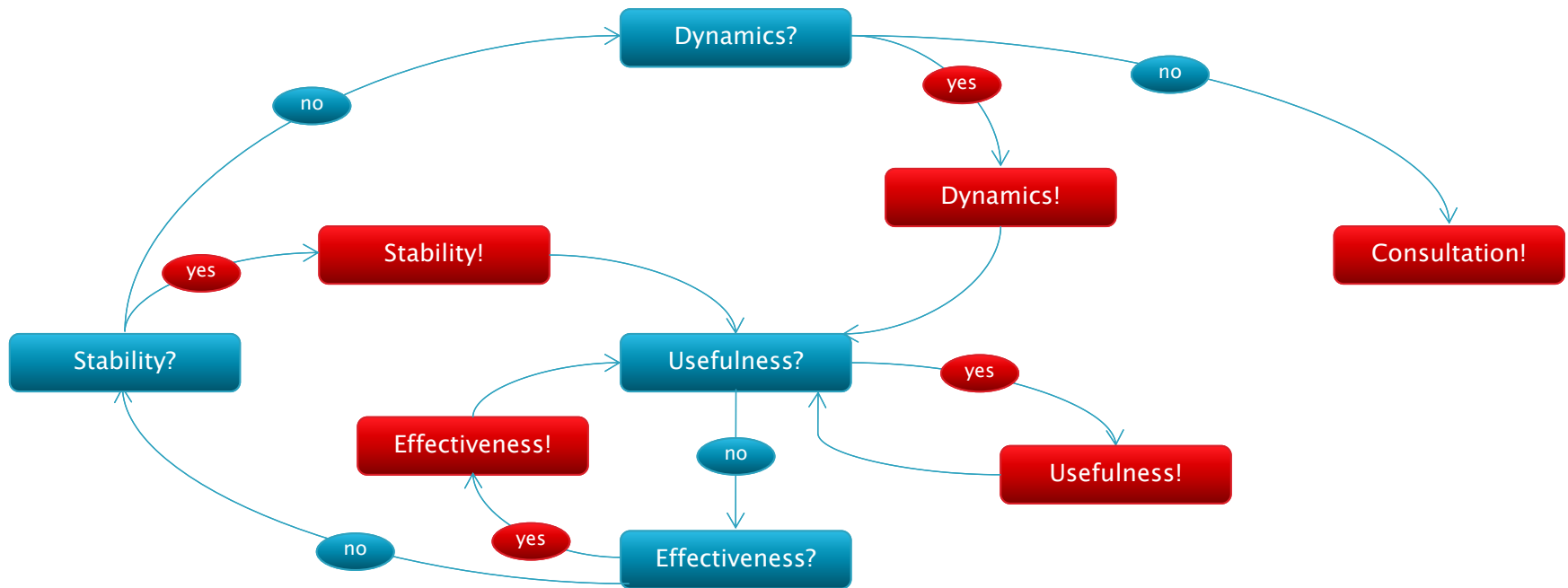
Agenda

- ▶ Theory of vitality
 - pyramids interaction
- ▶ Theory of constraints
- ▶ Competency rule
- ▶ Roles and tasks
- ▶ Troubleshooting
- ▶ Management by Competencies

Strategy: Theory of vitality



Tactics: Theory of Constraints



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Competency rule

Every success or failure of any company corresponds to the competencies of people responsible for company performance (R. Fišer)

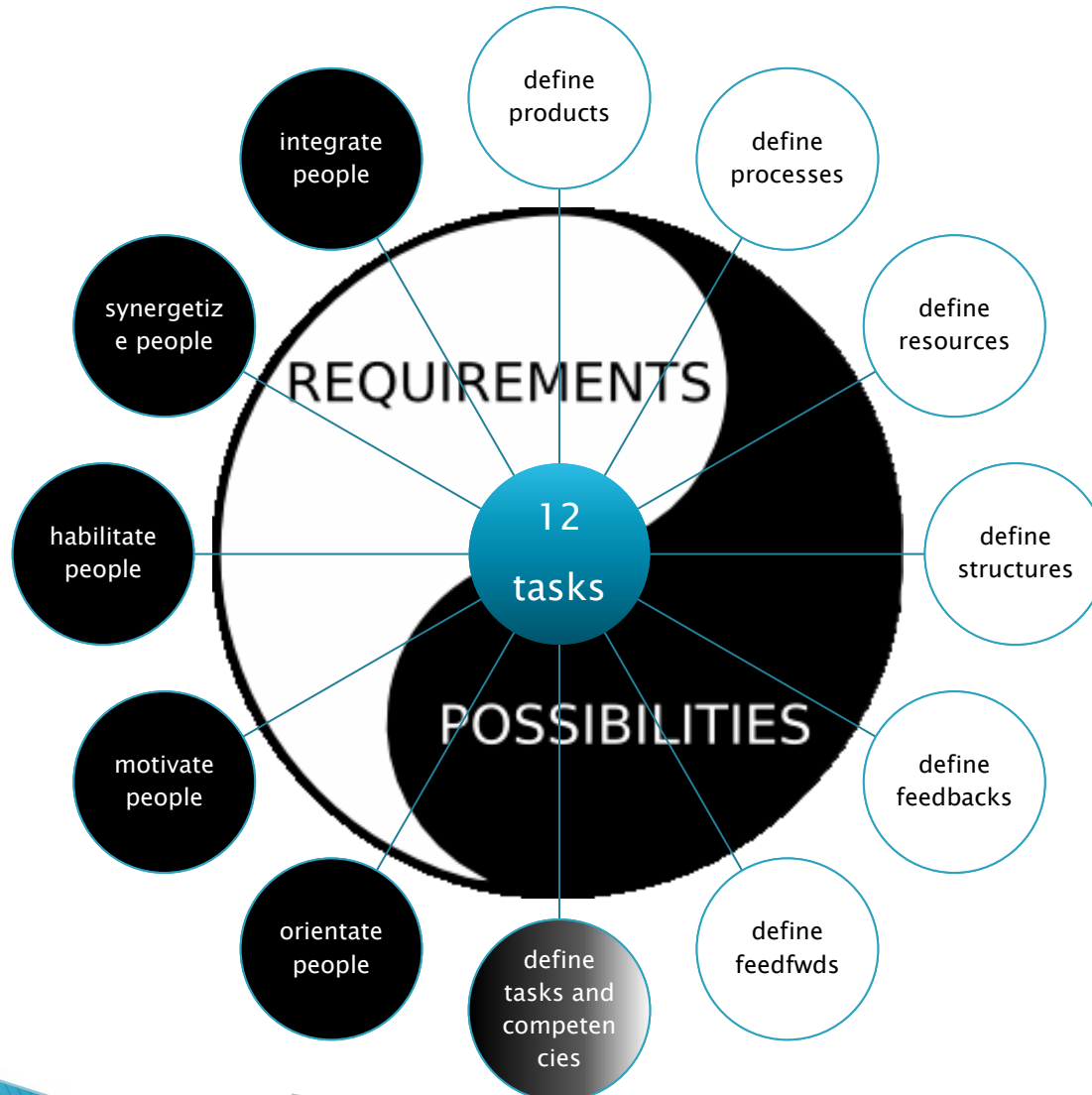


competence = resources + labor

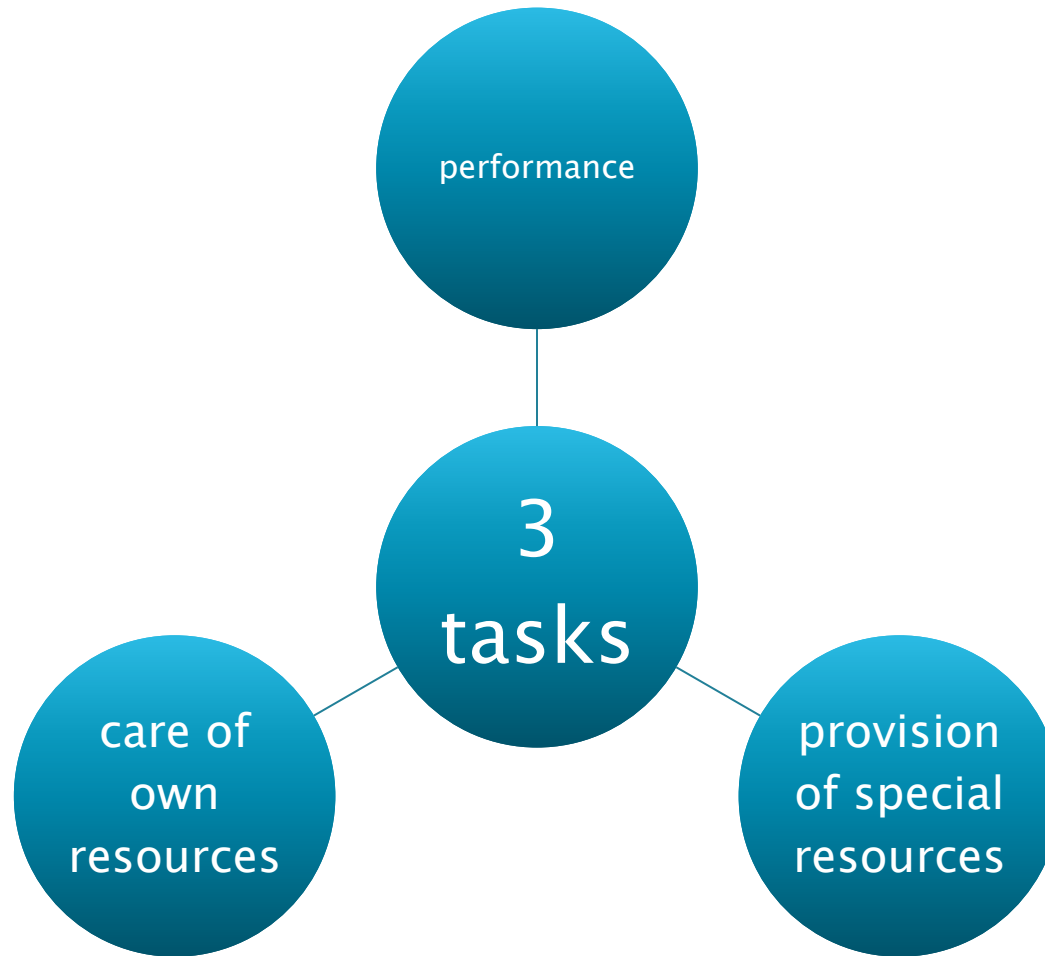
Leadership tasks



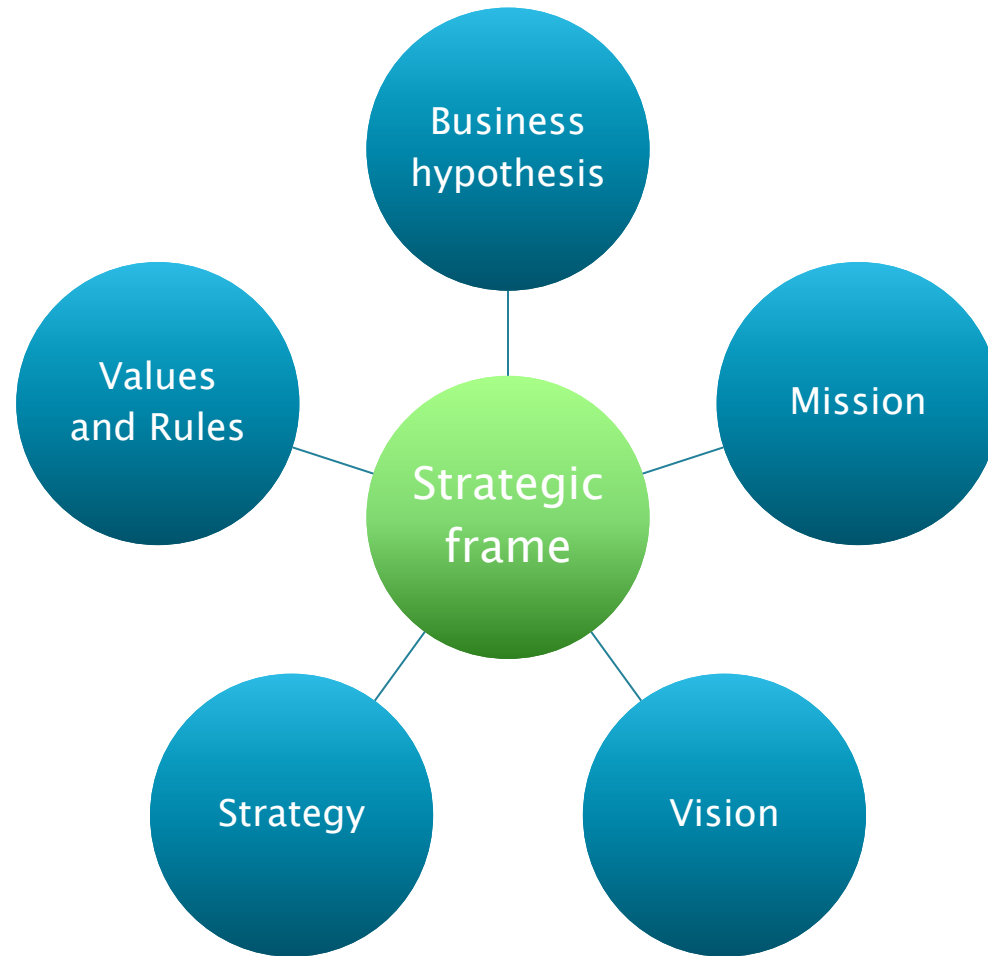
Managerial tasks



Performer tasks

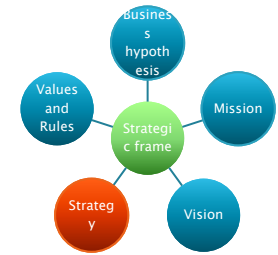


The Elements of Strategic Frame



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Strategic continuum



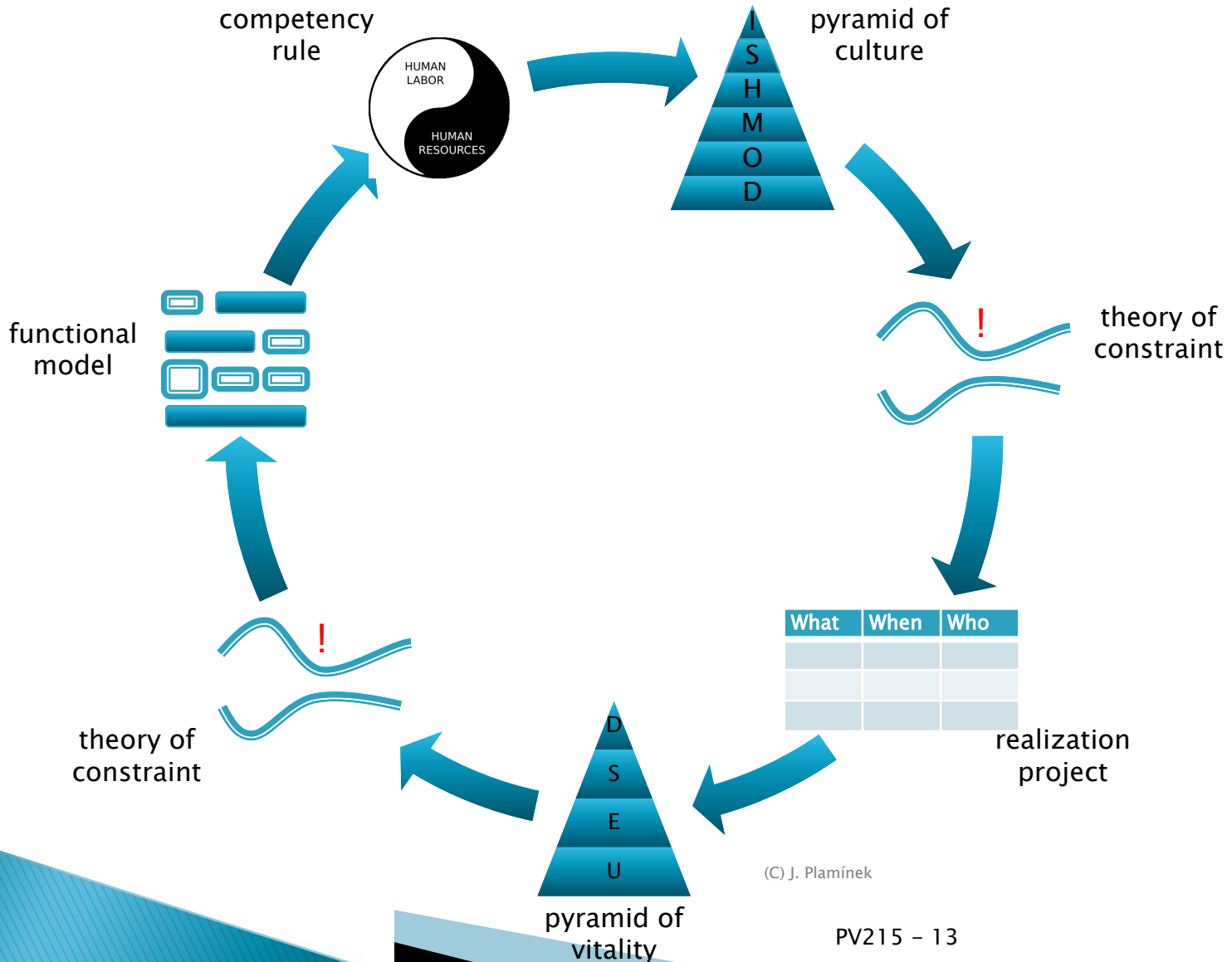
	Operational Strategic Interval	First DSI*	Second DSI*	Third DSI*
Leaders (define strategy)	defined	defined	defining	training resources
Managers (design processes)	defined	defining	training resources	–
Workers (performance)	realizing	training resources	–	–

▲
here and now

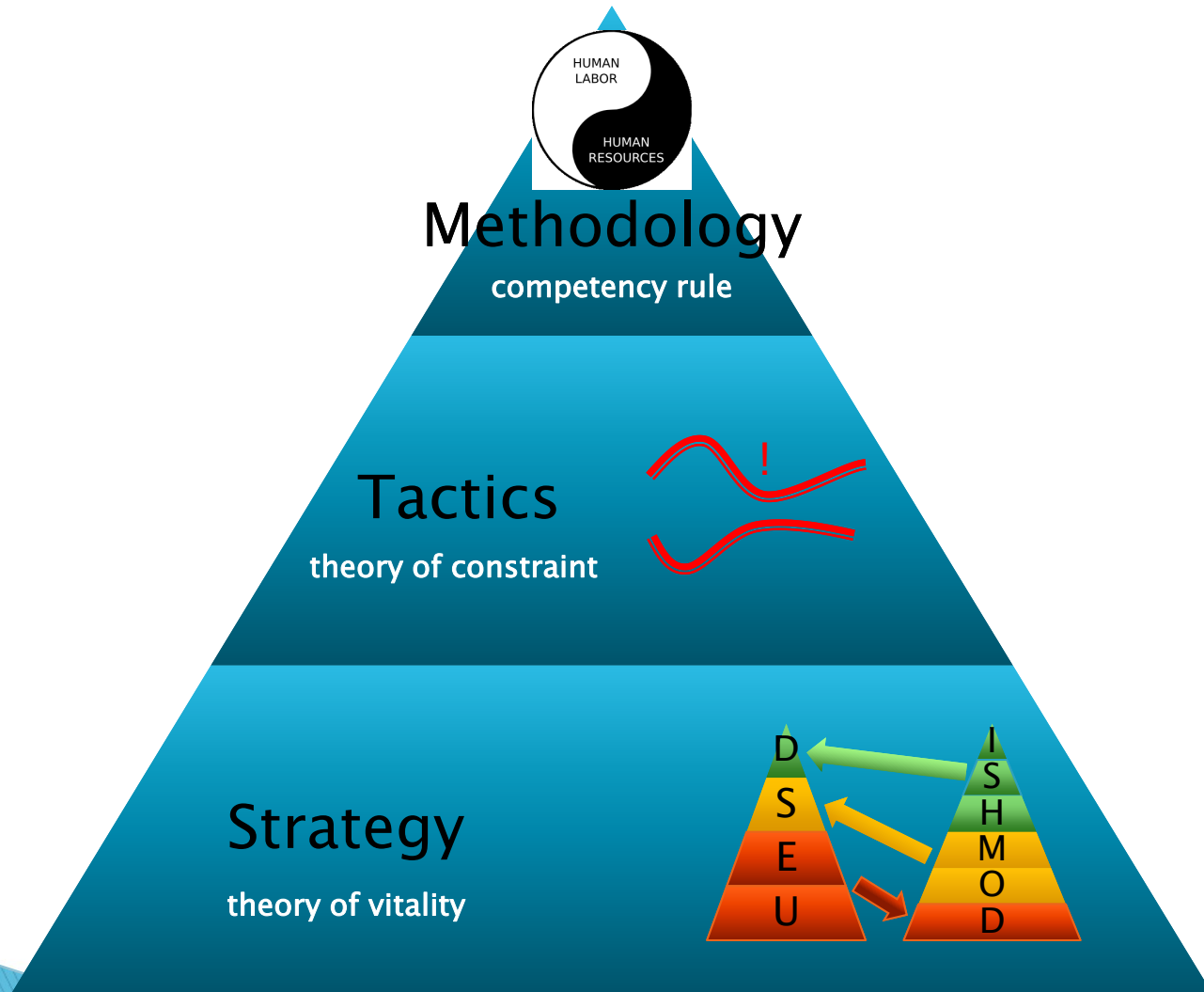
* DSI – Developing Strategic Interval

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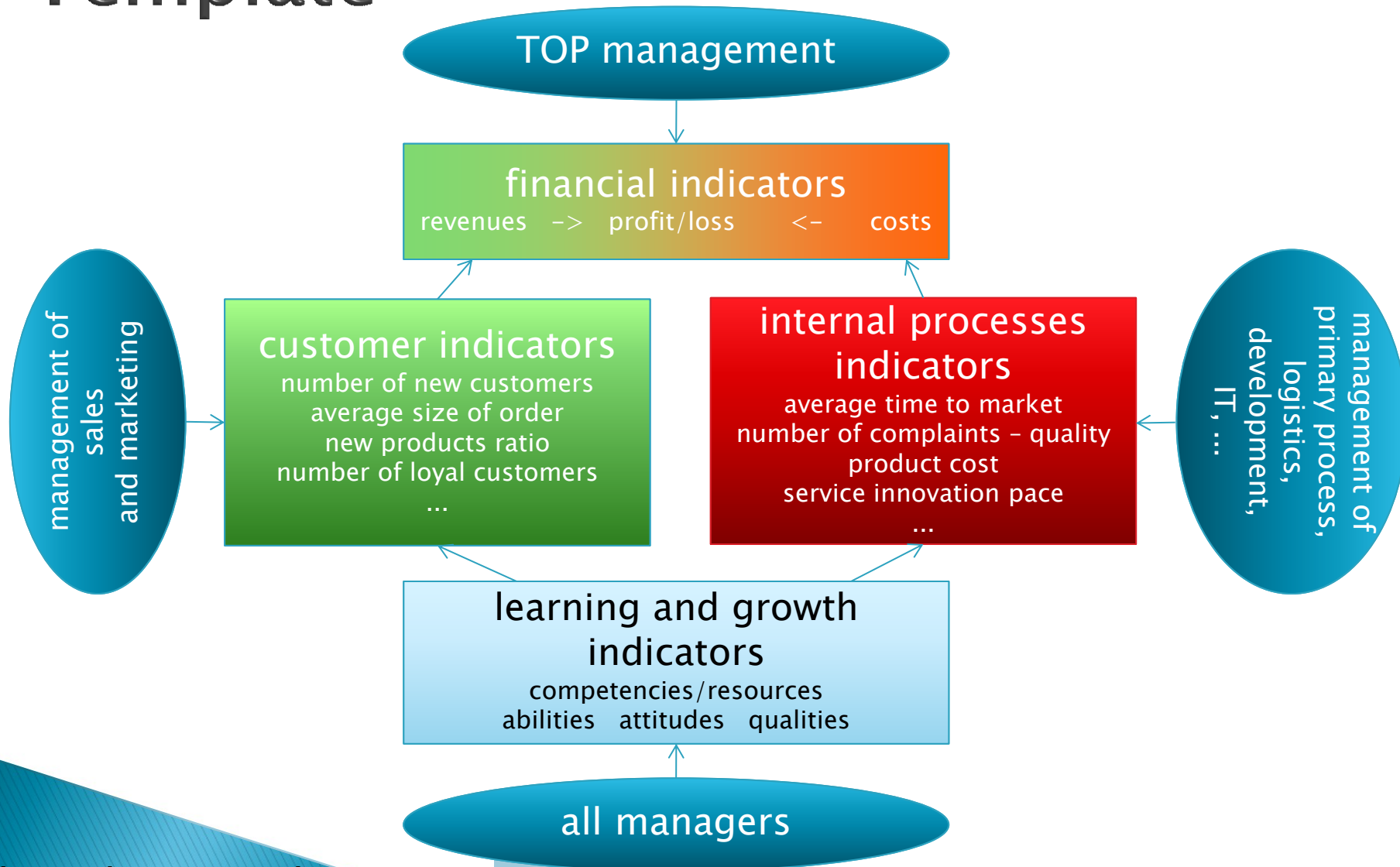
Troubleshooting cycle



Management by Competencies



Balanced Score Card Example Template



Conclusion

- ▶ Importance of competencies
- ▶ Pyramids and their relationships
- ▶ How to control company development
- ▶ When to use MbC