

Management by competencies

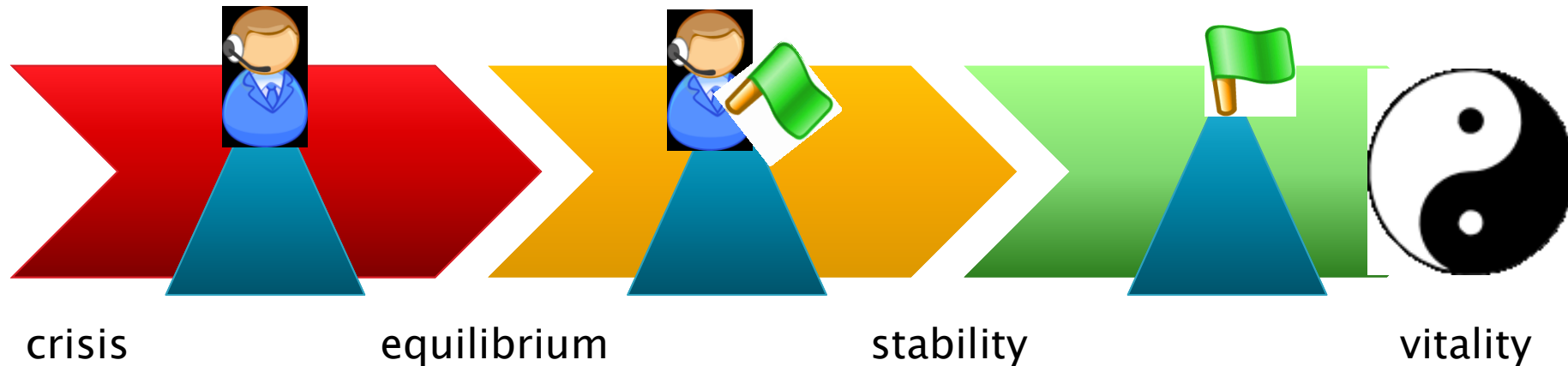
Theory of vitality

Company culture management

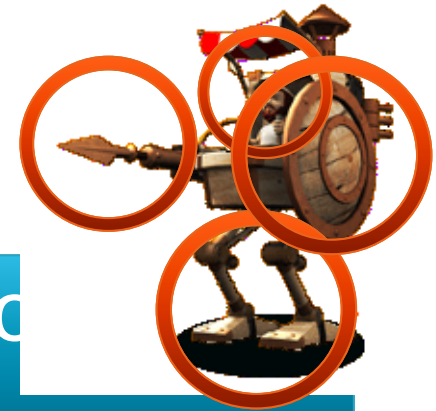
Company culture is essential part of company identity

Avoid the culture to become chaotic!

Continually transform the culture:



Theory of Vitality



The existence of organism has to be **gradually** (inspired by ecosystems observations)

meaningful

- useful to someone, even if to itself

effective

- it cannot exhaust itself to death

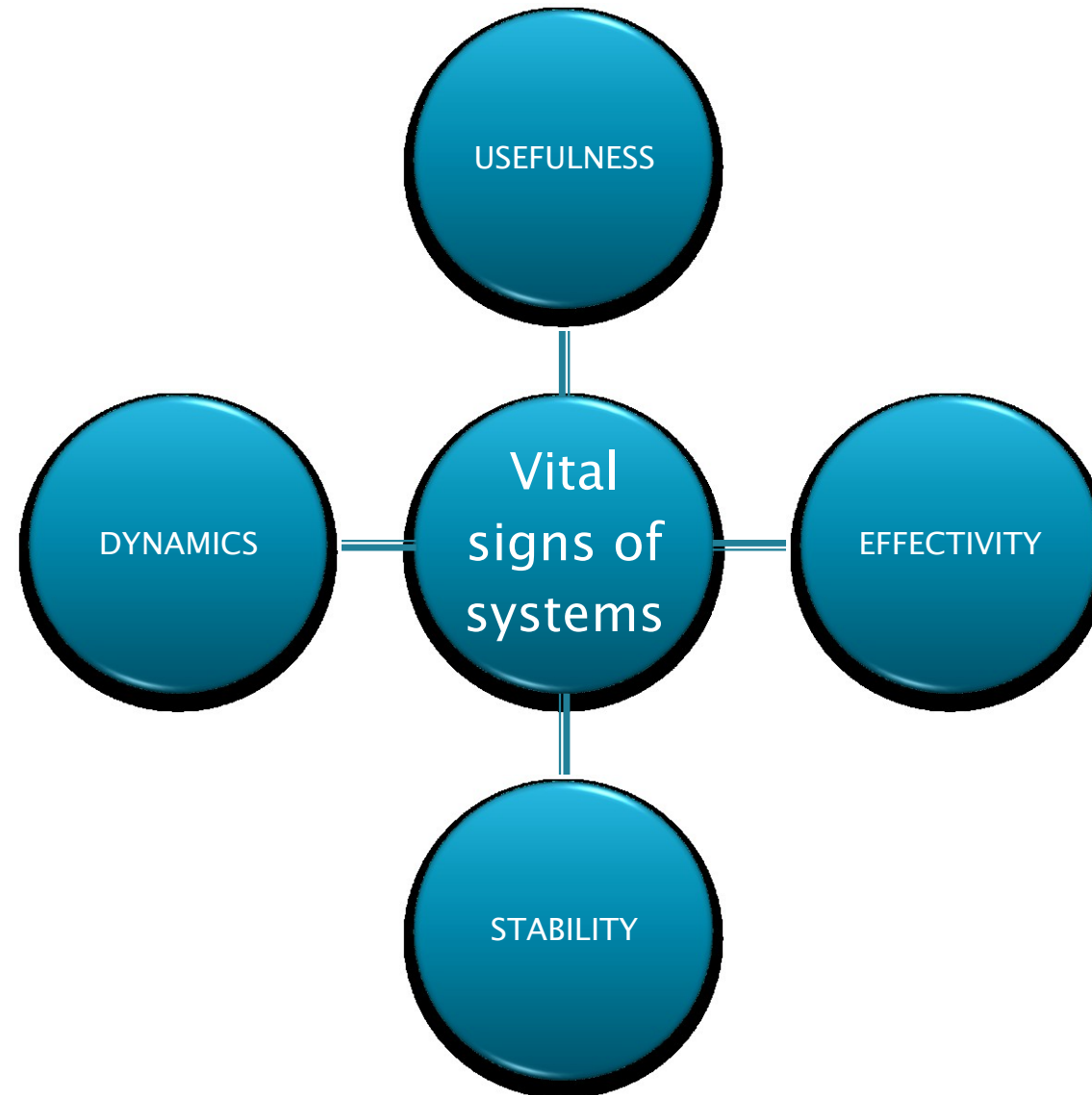
resistant

- to threatening forces and environment changes

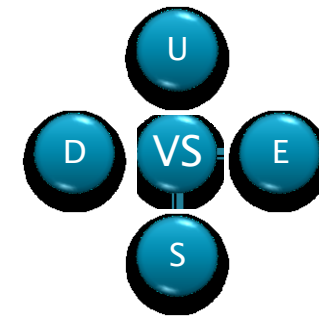
proactive

- flexible enough to generate changes

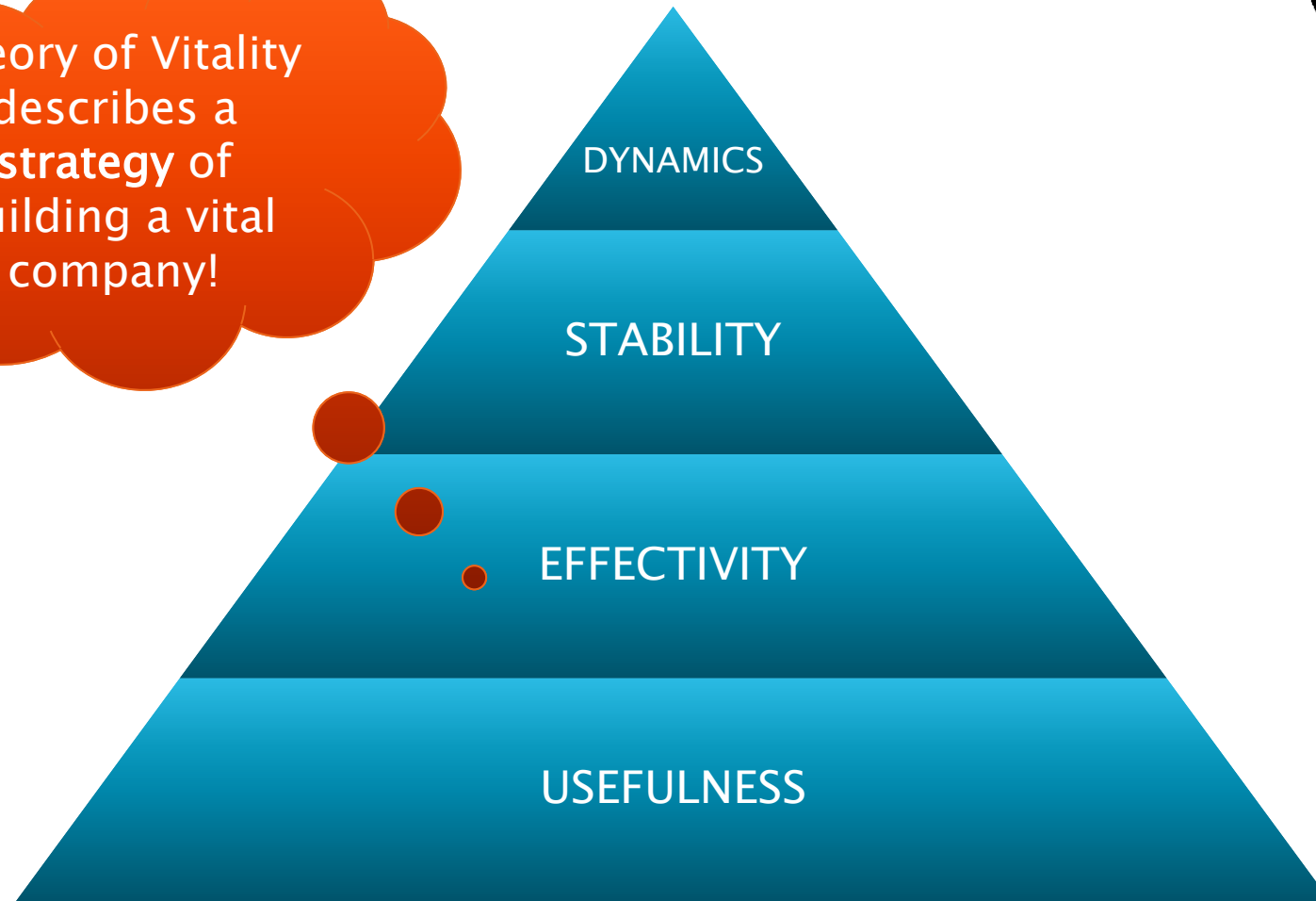
Vital signs



Pyramid of Vitality



Theory of Vitality describes a strategy of building a vital company!



(C) J. Plamínek

Usefulness

We mapped the market

We identify the significant group of customers

We defined the value we can bring them

We know how to communicate with them

Effectivity

We know the structure of our costs and revenues

We identify the main processes

We are supporting the development of the company in longer time

The company is able to generate zero or higher profit

Stability

We mapped the wider environment of the company

We have the processes of mapping inner environment in the company

We have defined our feedbacks and are evaluating them

We can react to detected turbulences and changes

Dynamics

We know how our branch is developing

We can affect or predict this change

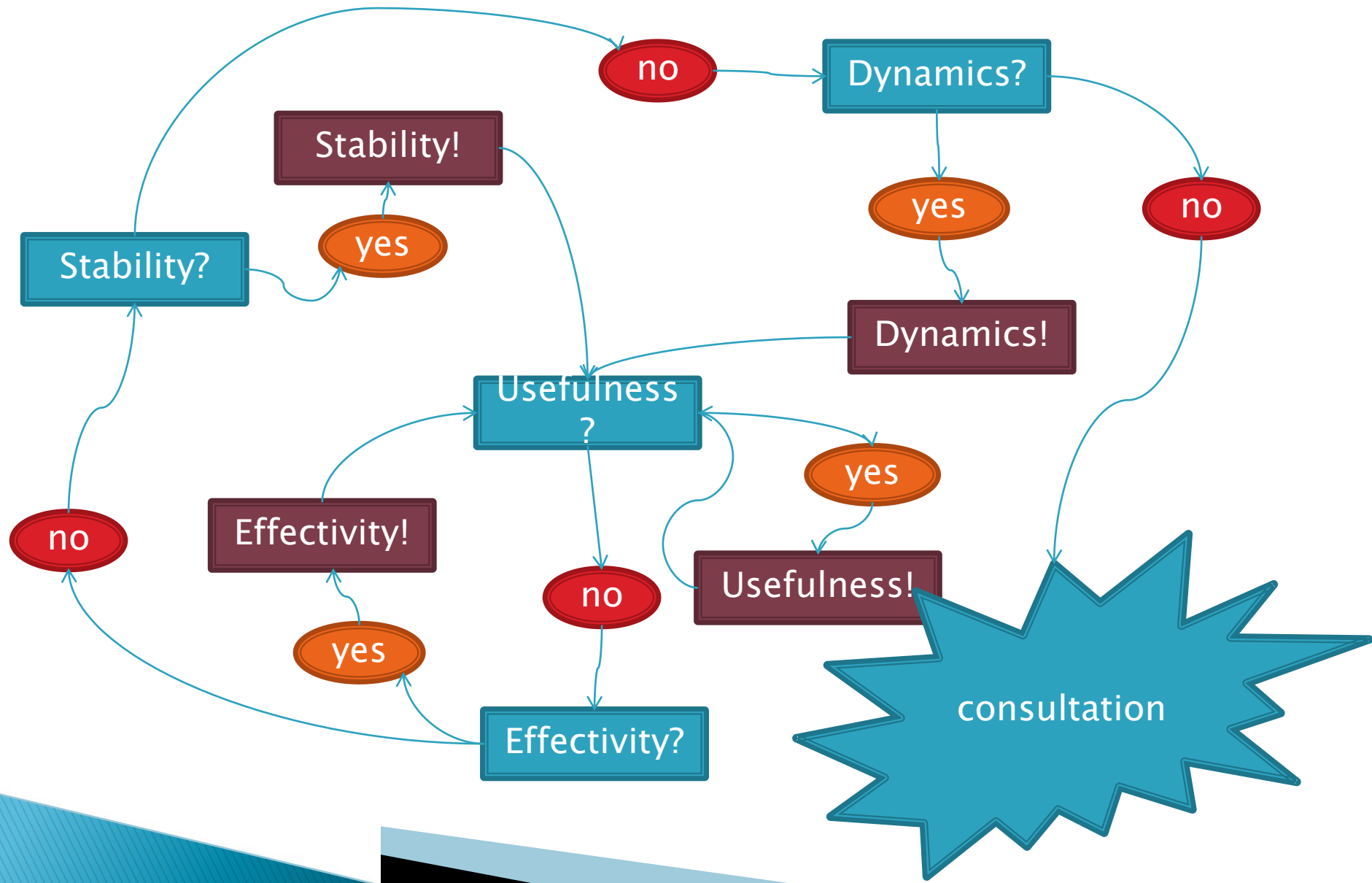
We identify new challenges before they become apparent

We are taking care of development of the world of possibilities

Theory of limitations

- ▶ The order of the pyramid is
 - Logical
 - Not possible to accomplish to 100%
- ▶ None of the vital signs can be developed to 100%
- ▶ We improve it until it has any limitations
- ▶ That leads to sequence of “curative” interventions

The sequence



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



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
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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
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Human (re)sources in MbC

Three types of HR

Quality

- What we are
- Can not be changed, only accepted

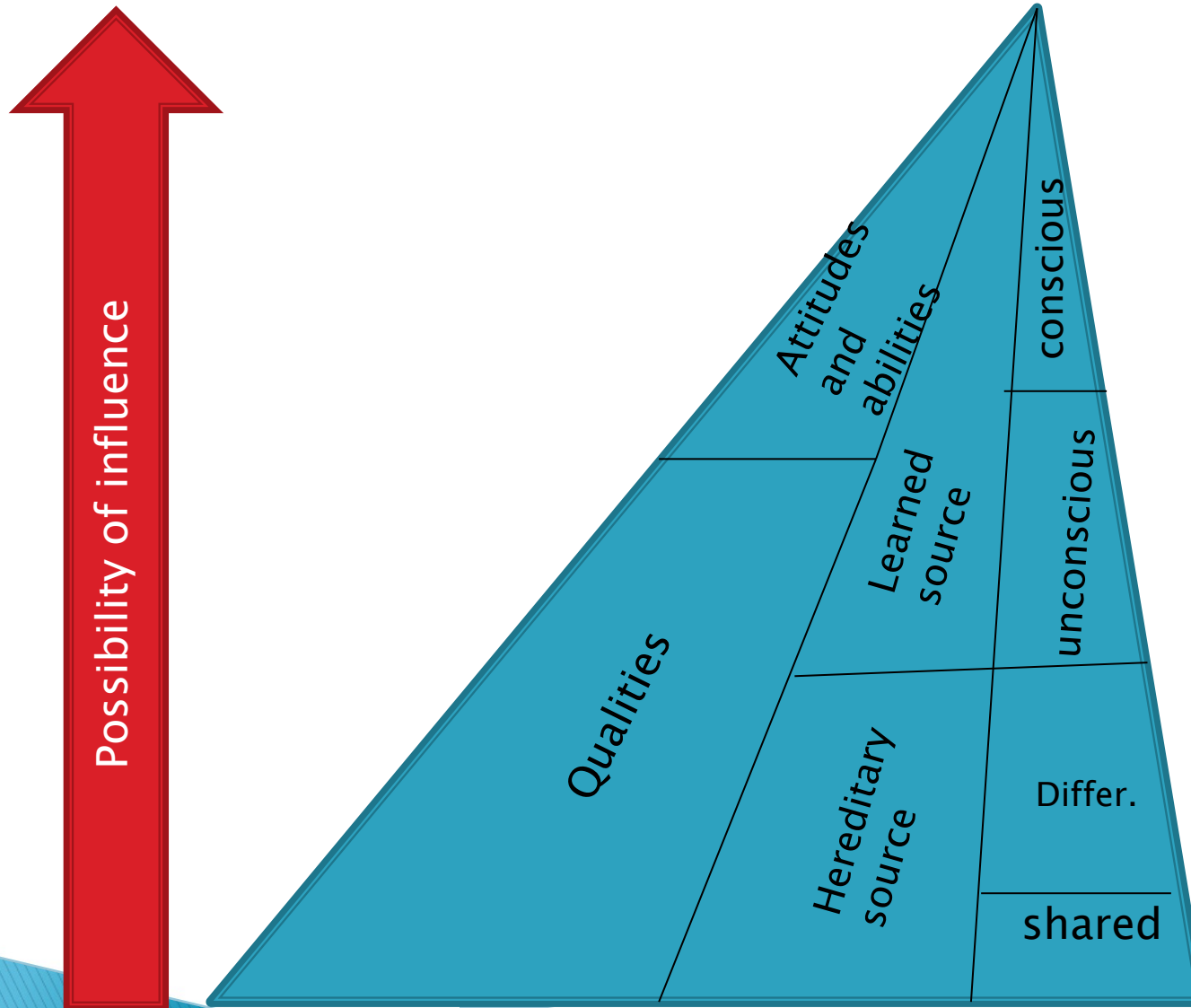
Attitude

- What we believe in and what we want

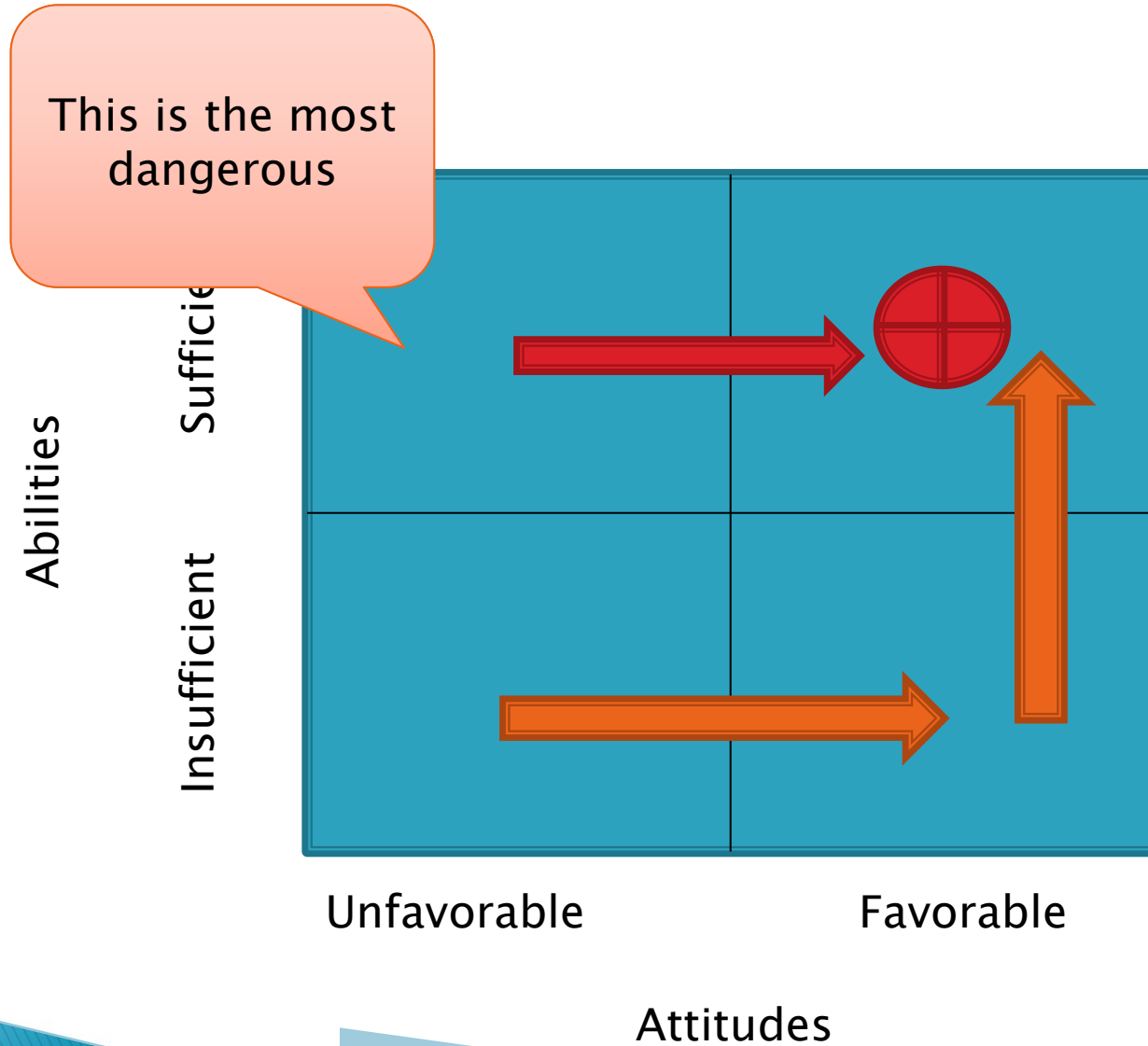
Abilities

- 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

Integration

Synergetization

Habilitation

Motivation

Orientation

Definition

Conclusion

- ▶ Pyramid of vitality
 - ▶ Theory of limitations
 - ▶ Management of processes
 - ▶ Management of human resources
 - ▶ Pyramid of culture
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