

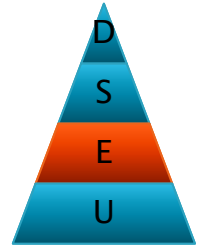
Management by Competencies

Process management

On last lesson

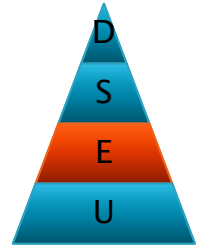
- ▶ System of Corporate Ideas
- ▶ Strategic Continuum
 - OSI, FDSI, SDSI, TDSI
 - to enable to seek for and define new step changes
 - to prevent confusing the presence and the future strategies
- ▶ Living strategic Frame
- ▶ Change vector
- ▶ Balanced Scorecard

Processes definition and management



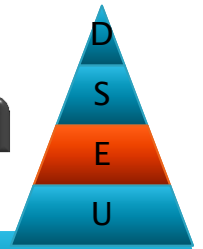
- ▶ Processes and projects
 - defined sets of procedures, activities or actions transforming inputs to outputs
- ▶ Processes
 - repeatable, easy to monitor, subject of continual improvement
 - deterministic, predictable
 - focused on outputs
- ▶ Projects
 - unique, have to be attentively planned and executed, continuously monitored and managed
 - uncertain
 - focused on impact, benefits and goals of its outputs

Synergy of process and project management



- ▶ How can projects benefit from process management?
 - projects may involve processes; for partial design of project the process design techniques may be utilized
- ▶ How can processes benefit from project management?
 - process definition may be extended to define desired impact of process outputs; then performance indicators may be defined more appropriately

Best practices in process design



Reasonable process specification granularity

Structure as a consequence of process specification

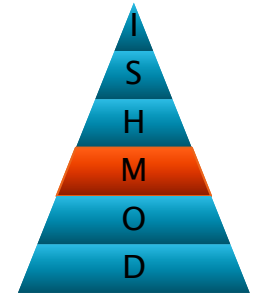
Top-down approach

Suitable tools

Process domain reflection

Continuous improvement

Motivation and Stimulation



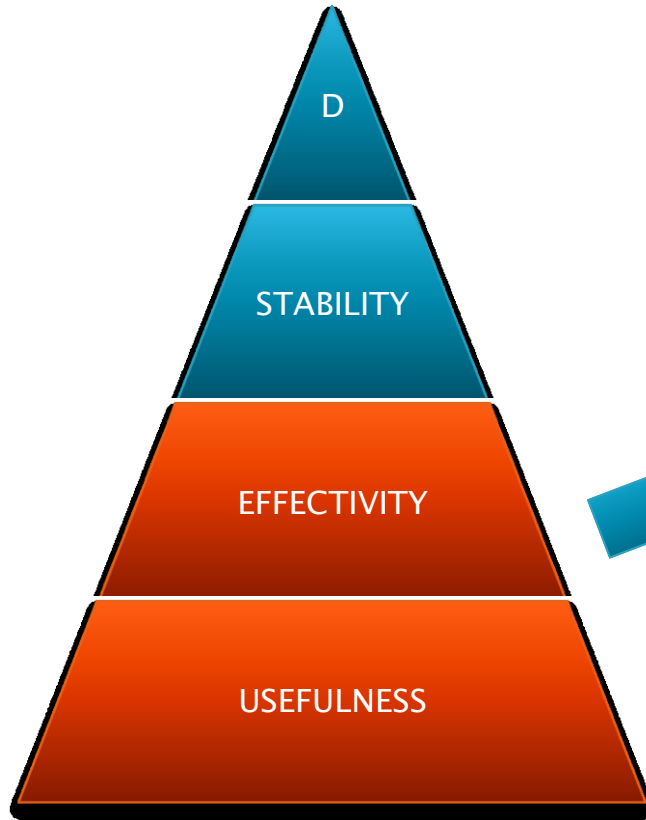
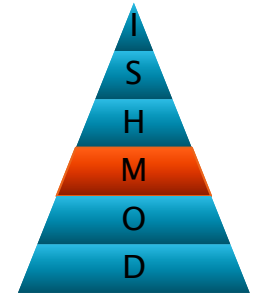
Motivation

- the action that is required for people is given in relation to their current needs
- requires the ability to estimate the current needs of people

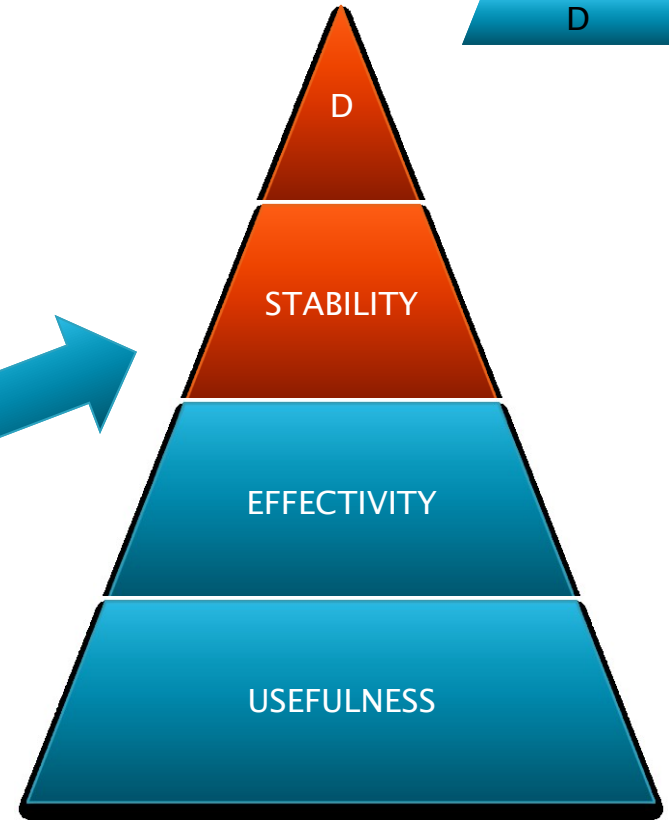
Stimulation

- the action that is required for people is given in relation to the general working stimuli
 - e.g. financial incentives
- requires perpetual input of time, money and effort to stimulate people

Motivation, Stimulation and Vitality

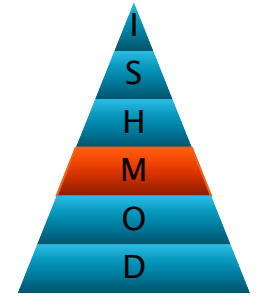


Stimulation



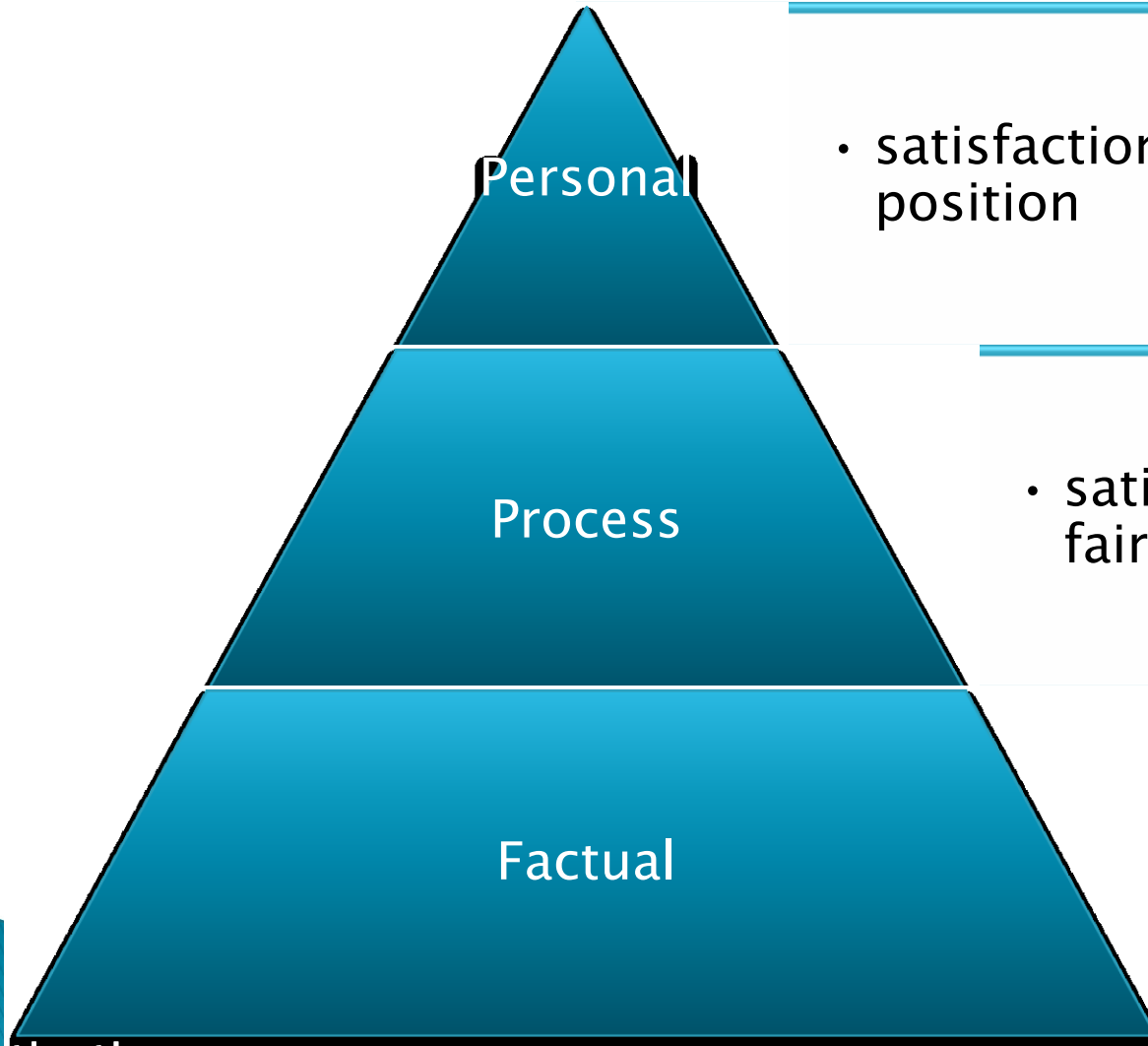
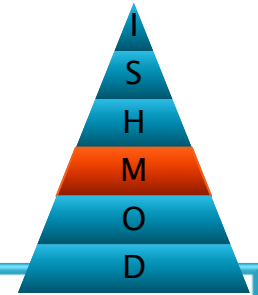
Motivation

Principles of motivation



- ▶ Motivation is about reaching harmony in
 - what does one person feels as their inner needs
 - what this person is assigned to do for company
- ▶ Making person and task to be assigned to fit each other
 - adjust person to the task
 - adjust task or its submission to person
- ▶ Golden rule
 - “Do not adjust people to their task, but adjust tasks to people and their needs!”
- ▶ Manager skilled in motivating is able to
 - reach desired result and
 - make people happy and satisfied with their work

Personal happiness and satisfaction

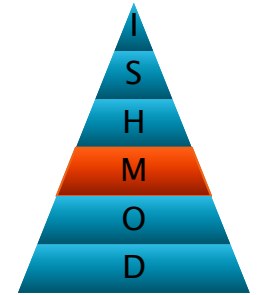


- satisfaction with the role and position

- satisfaction with fairness

- satisfaction with the outcome

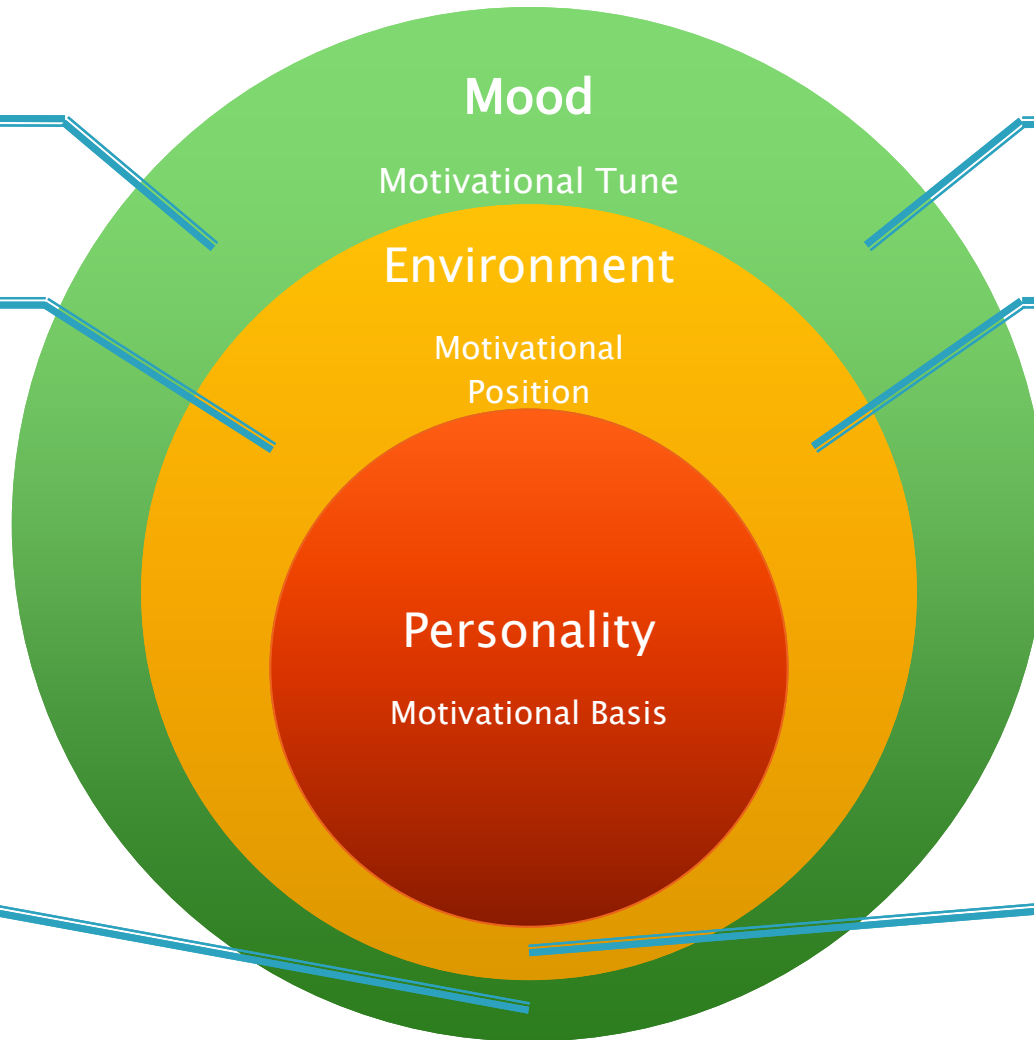
Motivational layers



reflection of outer short term impulses

social role and order

may overlap the other factors in short term

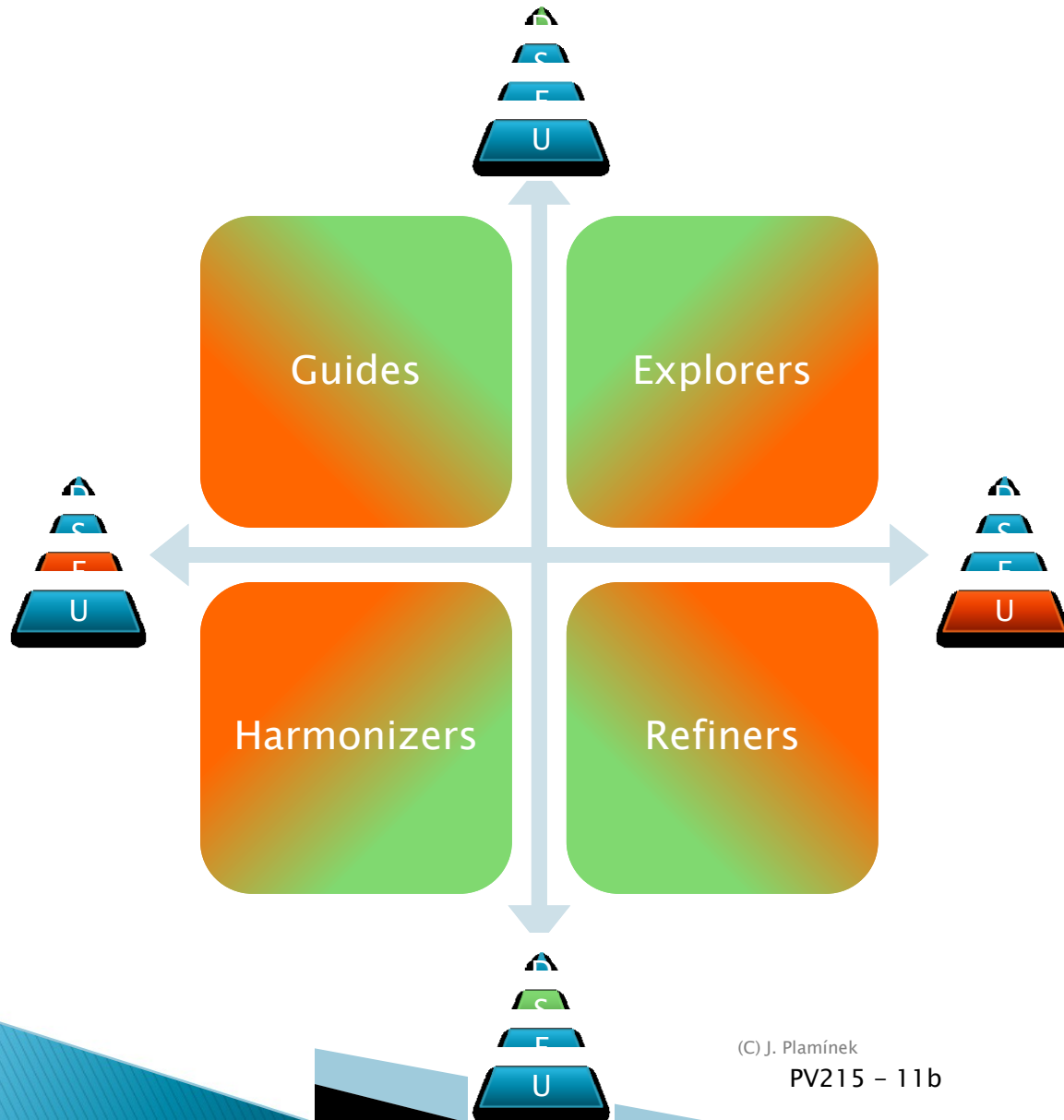


reflection of current inner state

degree of fulfillment of life needs

may mask and hide the personality influence in long term

Motivational Basis

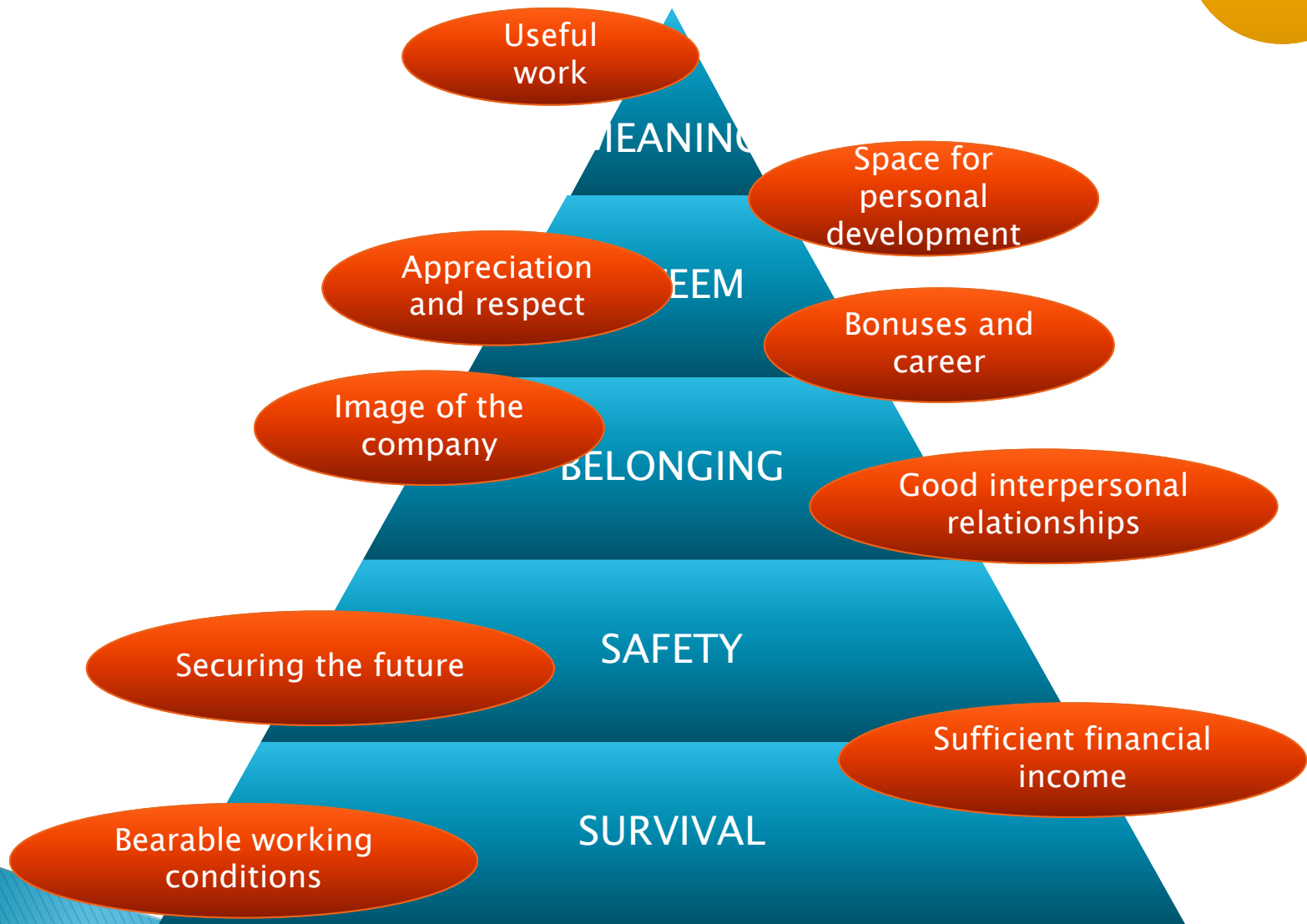


Motivational Basis

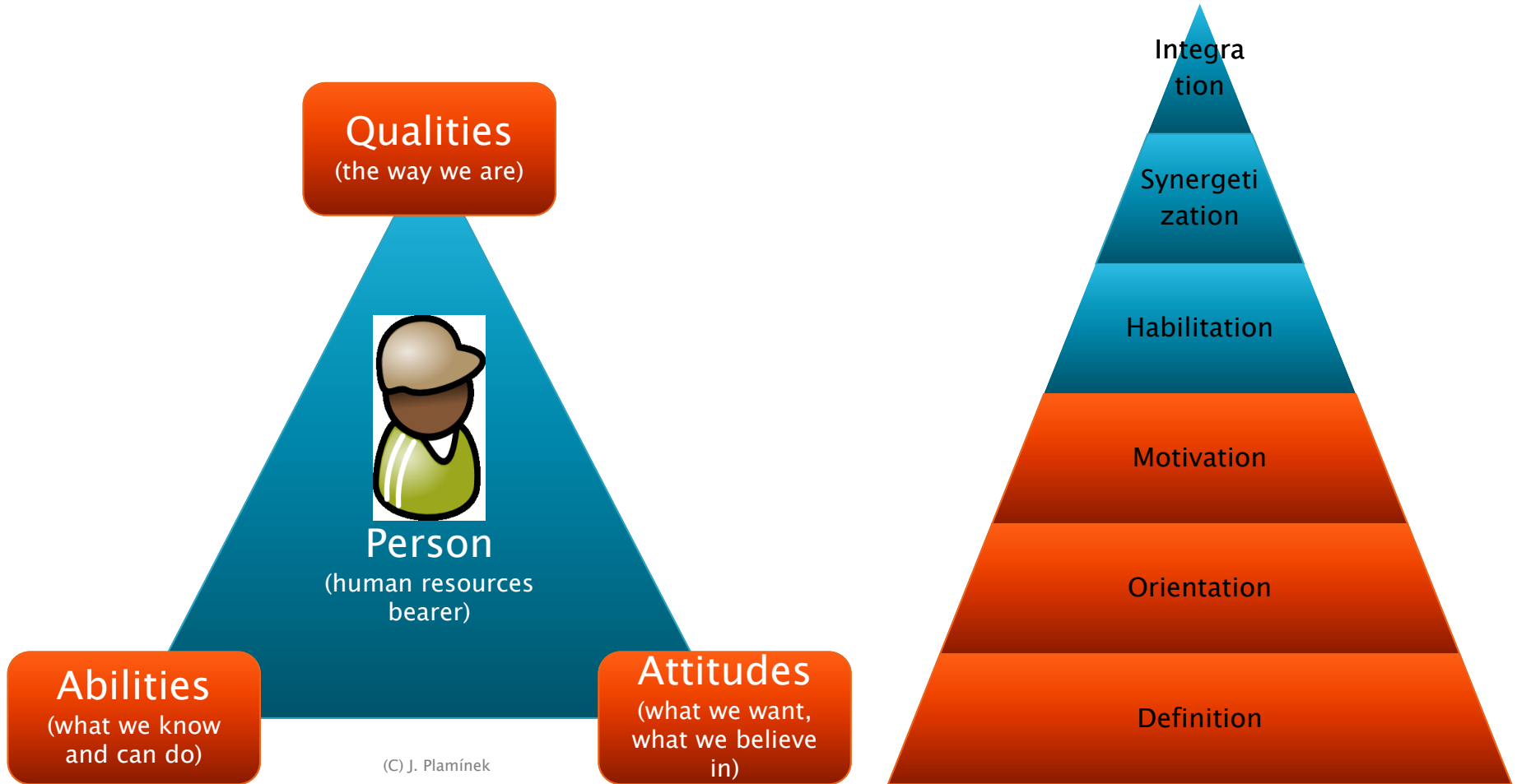


	Explorer	Guide	Harmonizer	Refiner
Typical need	Inner self-assertion: overcoming challenges	Outer self-assertion: influencing people	Outer anchor: favorable environment	Inner anchor: perfection
Response to praise	"I know. Of course it works."	"It was not easy. I'll show what I did."	"Praise also the others."	"Thanks. I did what I could."
Response to criticism	"I know. It has already happened."	(Belittlement) "Who the hell you are, ..."	(Acceptance) "I see. Maybe I disappointed you"	Fair criticism: (Regret) Unfair criticism: (Diplomatic) "If you think so"
Cope with stress	Kick. Higher performance	Delegating to others	Unresponsive	Big stress, collapse.
Motivating formulations	This will be hard. Nobody done it before. Do it in your way.	We depend on you. You are great organizer.	You will be a part of the team. You will help if they struggle.	Here are the instructions. I will advise when it is not clear.

Motivation and Environment



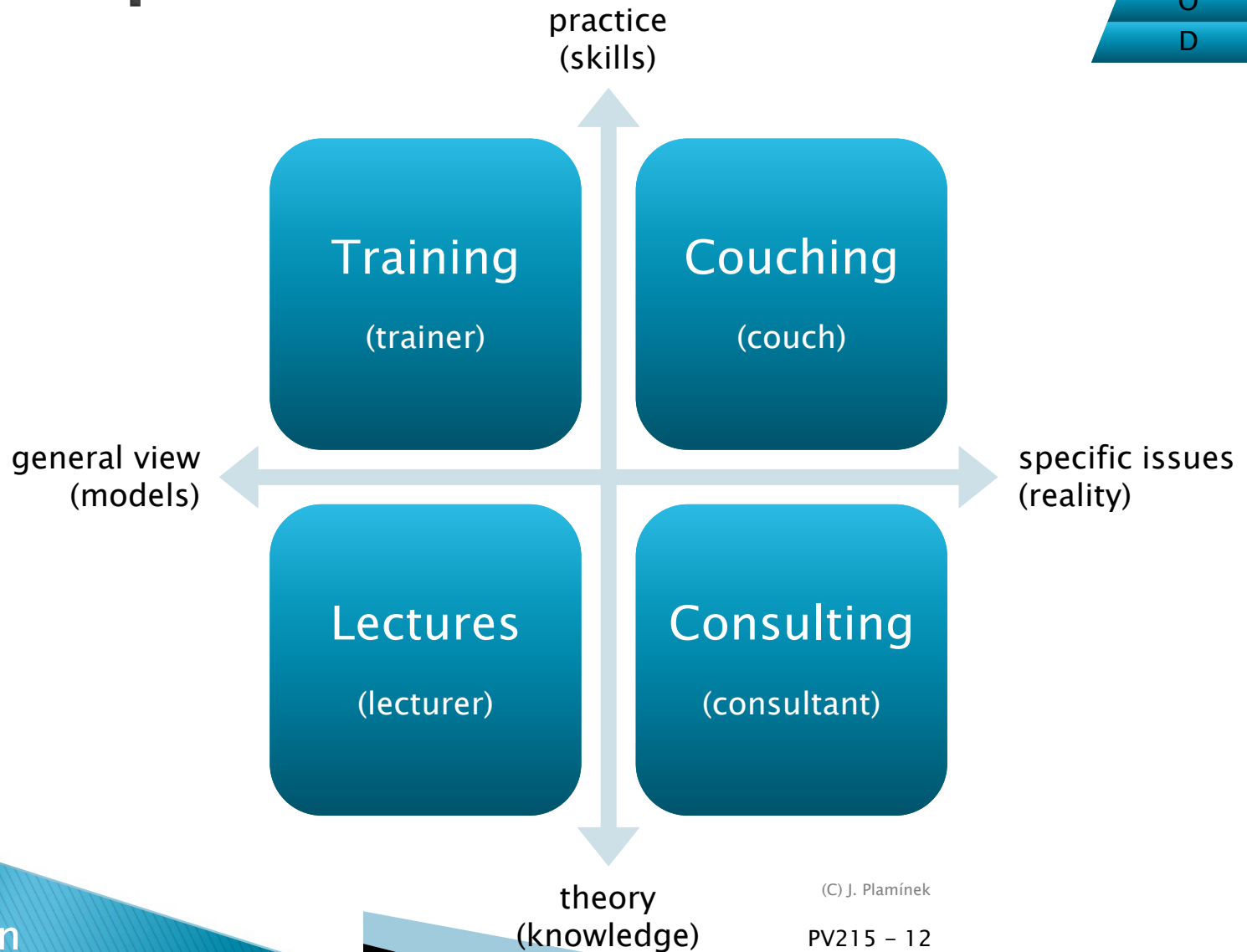
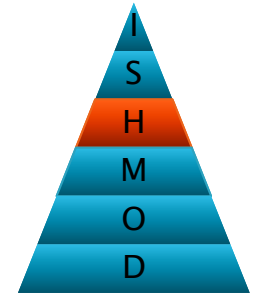
What about next steps?



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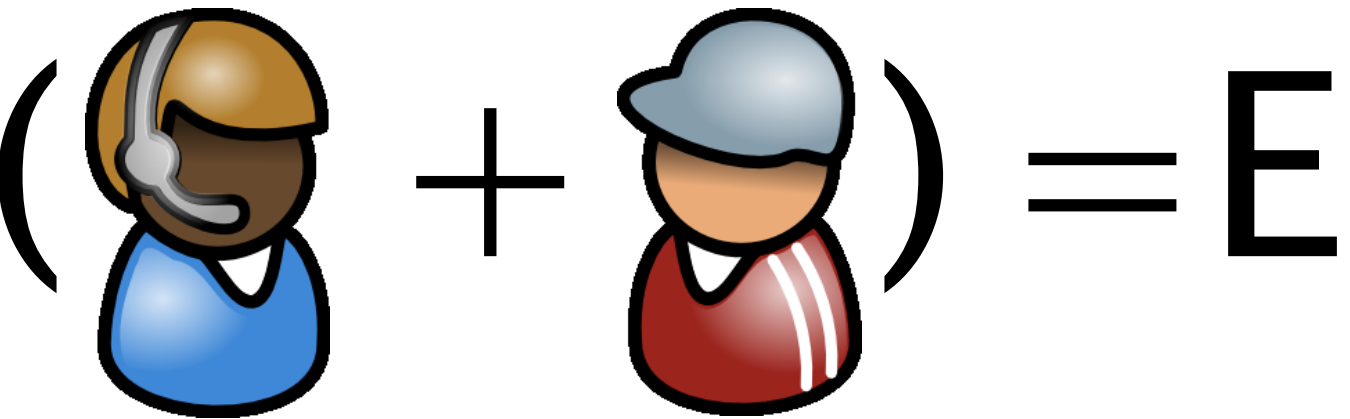
Methods of abilities development



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Synergy

$$C_{re} (\text{Icon 1} + \text{Icon 2}) = E$$


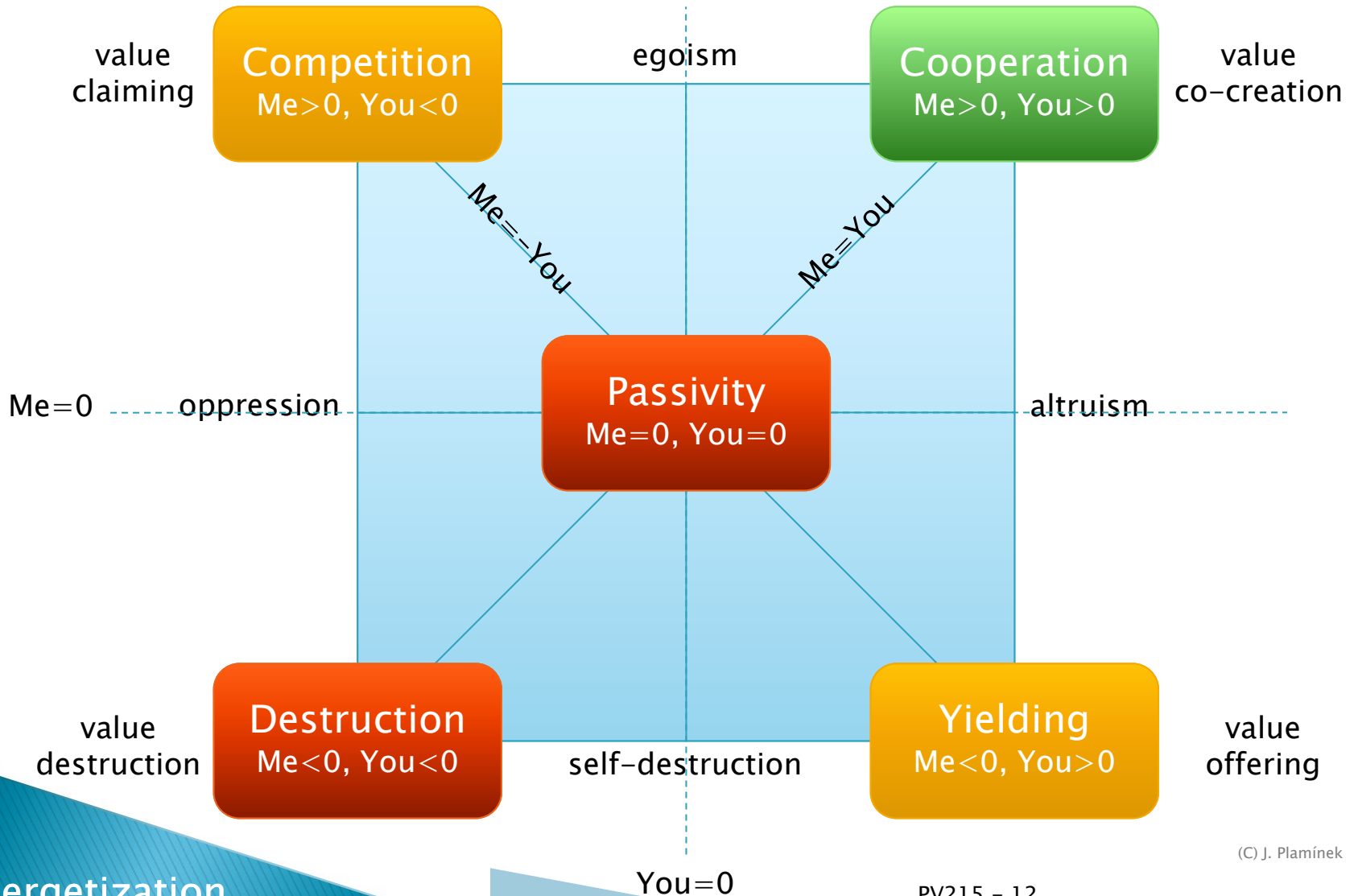
C_{re} ... relationship efficiency coefficient

$C_{re} < 1$... conflict

$C_{re} = 1$... neutral

$C_{re} > 1$... synergy

Interpersonal relationships



Competition causes

Competition
 $Me > 0, You < 0$

Managerial Stimuli

Relative evaluation

Support of individualism

Non-discrimination of roles

Muting external pressure

Feelings

Feeling of Lack

Need to take

Preference of individual goals

Aggregated competitive energy

Cooperation causes

Cooperation
 $Me > 0, You > 0$

Managerial Stimuli

Absolute evaluation

Attractive and shared goals

Discrimination of roles

Exposition to External pressure

Feelings

Feeling of joint opportunity and mutual benefit

Need to create

Preference of sharing of goals and values

Shared feeling threat

Self-sacrifice causes

Yielding
 $Me < 0, You > 0$

Managerial Stimuli

Self-sacrifice appreciation

Manager as an example

Support of Individual
development

Important of goals and values

Feelings

Need of high self-assessment

Need to give

Need to be useful, to excel, to
belong

Need to impersonate

Prevention of Destruction

Destruction
 $Me < 0, You < 0$

Managerial Stimuli

Unfair evaluation

Superiority and disregard

Unclear evaluation

Indifference and unconcern

Feelings

Feeling of injustice

Disorientation

Uncertainty

Feeling of extirpation

Passivity causes

Passivity
Me=0, You=0

Managerial Stimuli

Absurd or unexplained goals or values

There is example to follow

Lack of incentives

Feelings

Values and goals are meaningless

Pursuit of values and goals does not make sense

Cooperation

- outer relationships: long-term relationships with customers, suppliers, and non-competitive partners
- inner relationships: long-term beneficial

Competition

- outer relationships: long-term relationships with competitors
- inner relationships: long-term for dynamic stimulation

Yielding

- short-term beneficial for crisis situation
- only as a result of self-motivation

Destruction

- undesirable, prevention necessary

Passivity

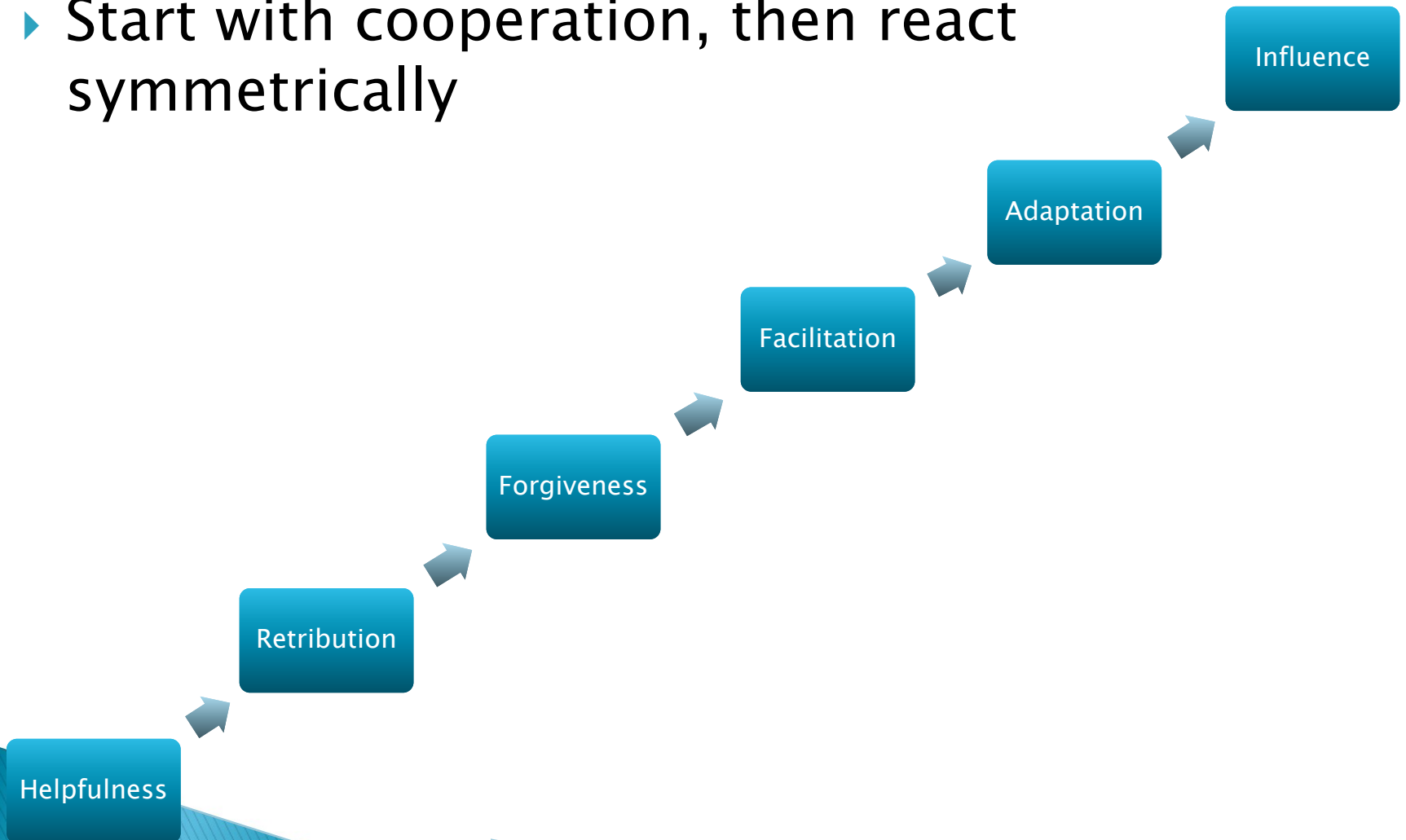
- undesirable, prevention necessary

Strategy of relational behavior

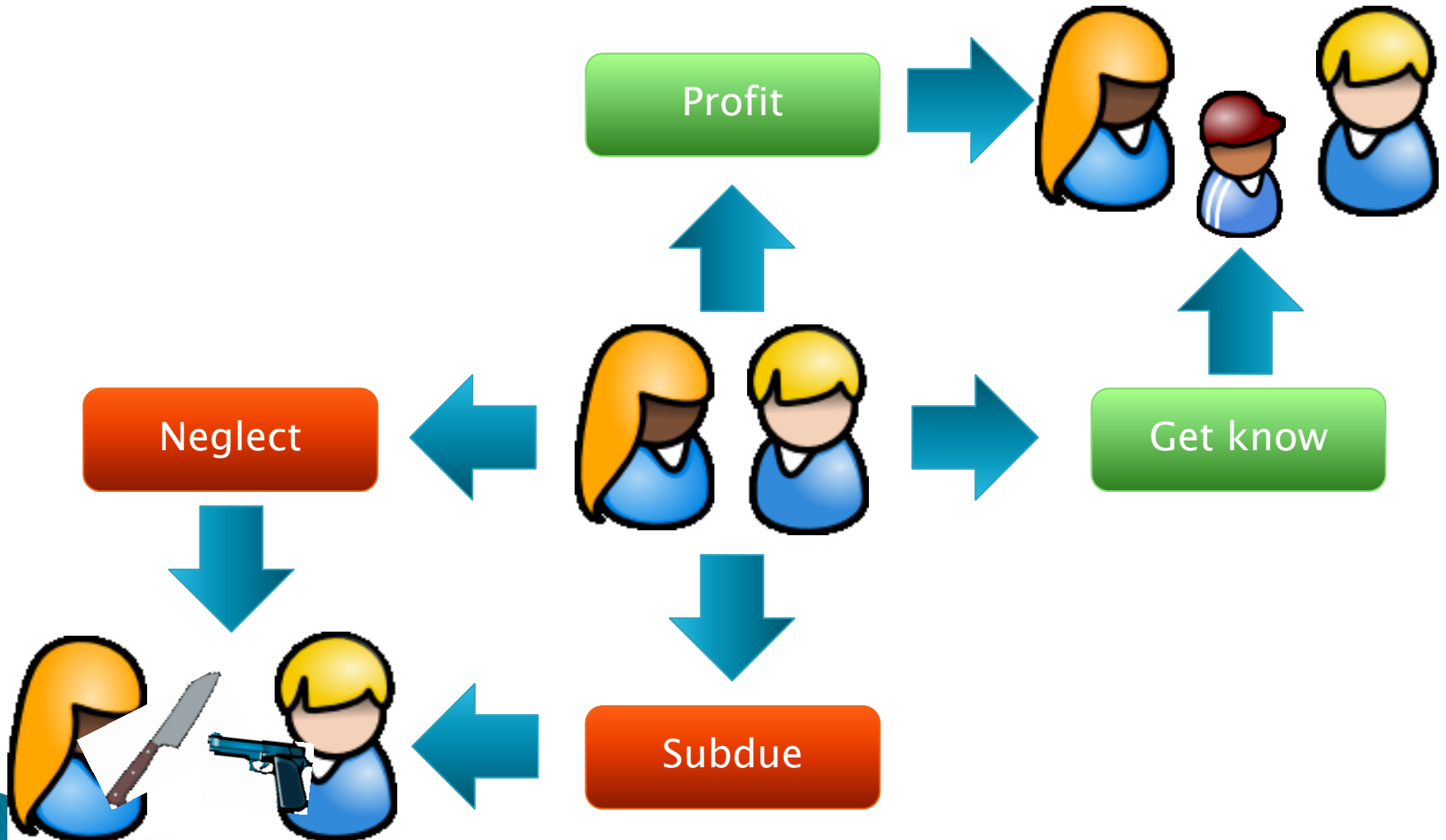
- ▶ Strategically important are cooperation and competition
- ▶ Competition is sustainable if clear rules are defined
- ▶ Cooperation is sustainable if it is symmetric
 - more stable cooperation is based on foregoing competition – partners know strengths of each other and show due respect
- ▶ The most successful strategy designed by Anatol Rapoport: Tit-for-Tat

Tit-for-Tat

- ▶ Start with cooperation, then react symmetrically

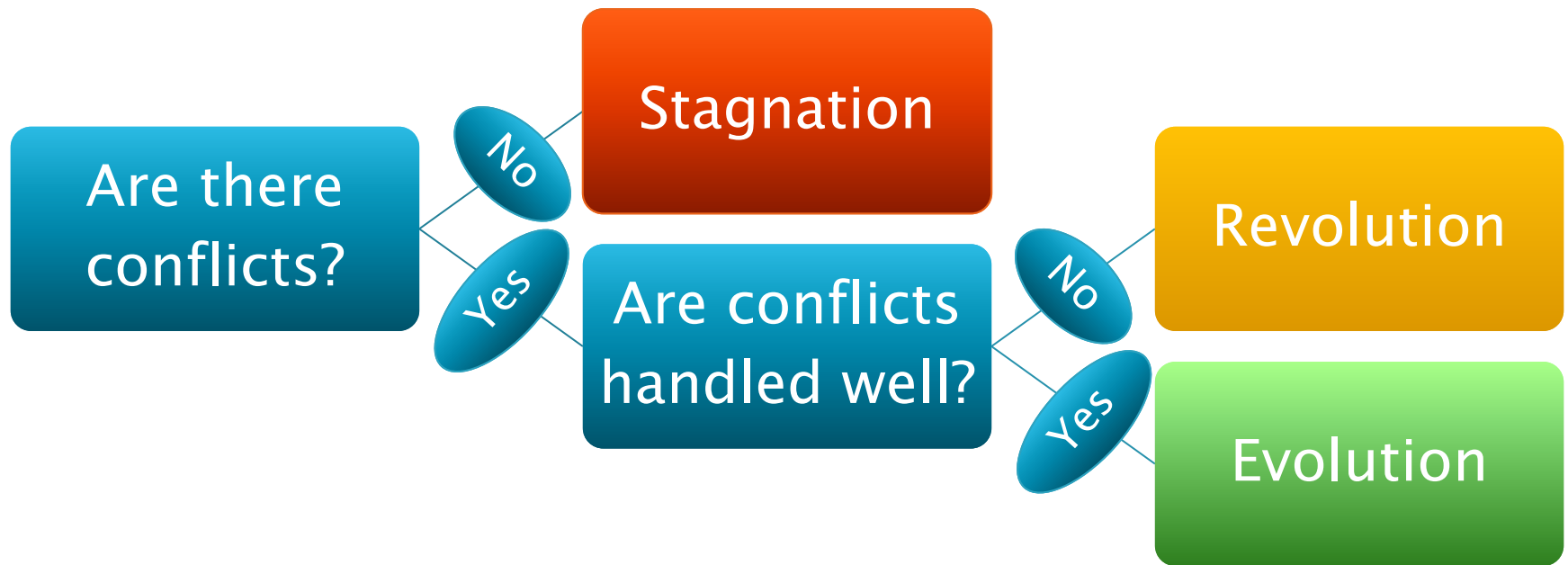


Differences between people



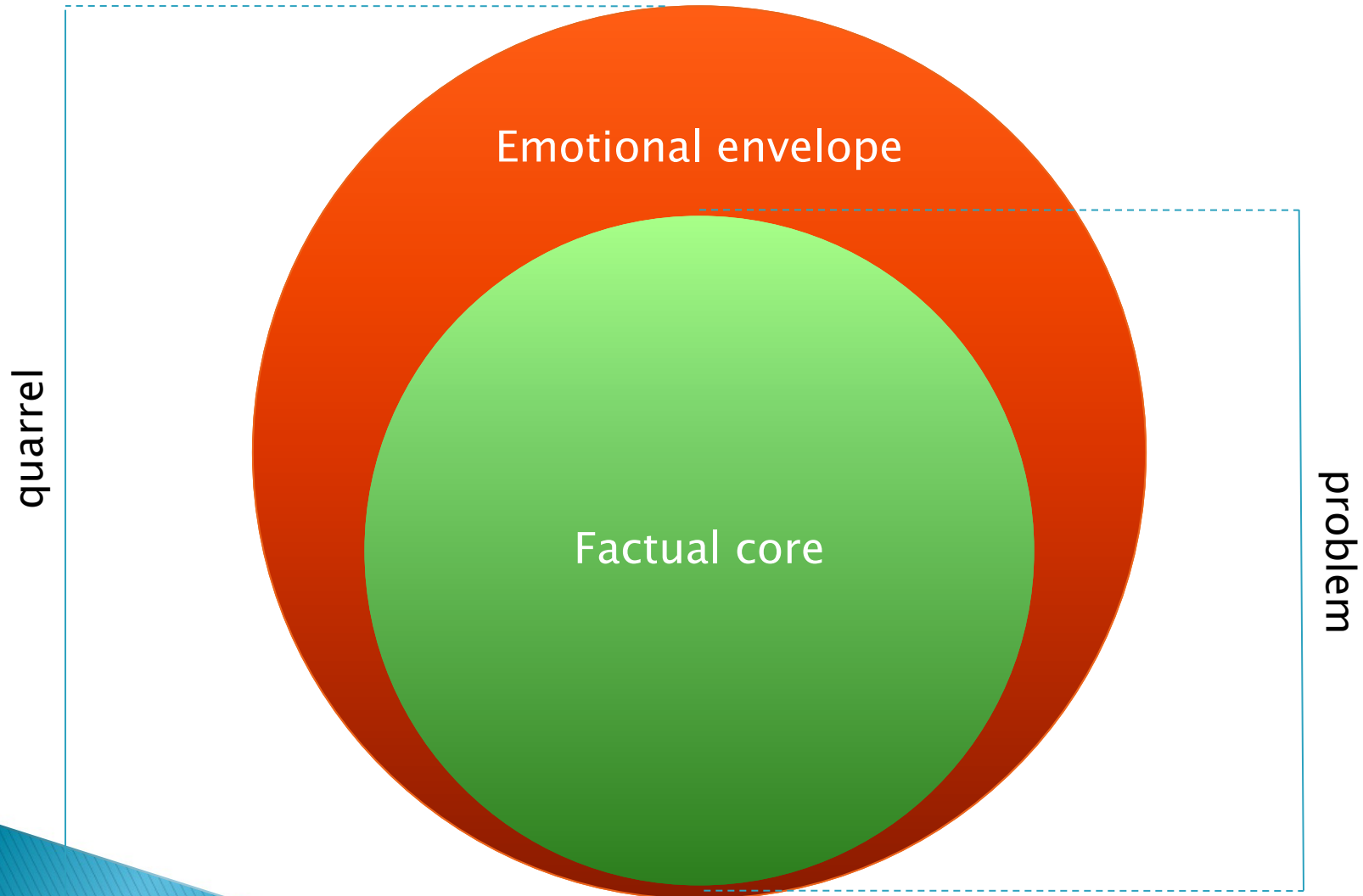
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Conflicts in group

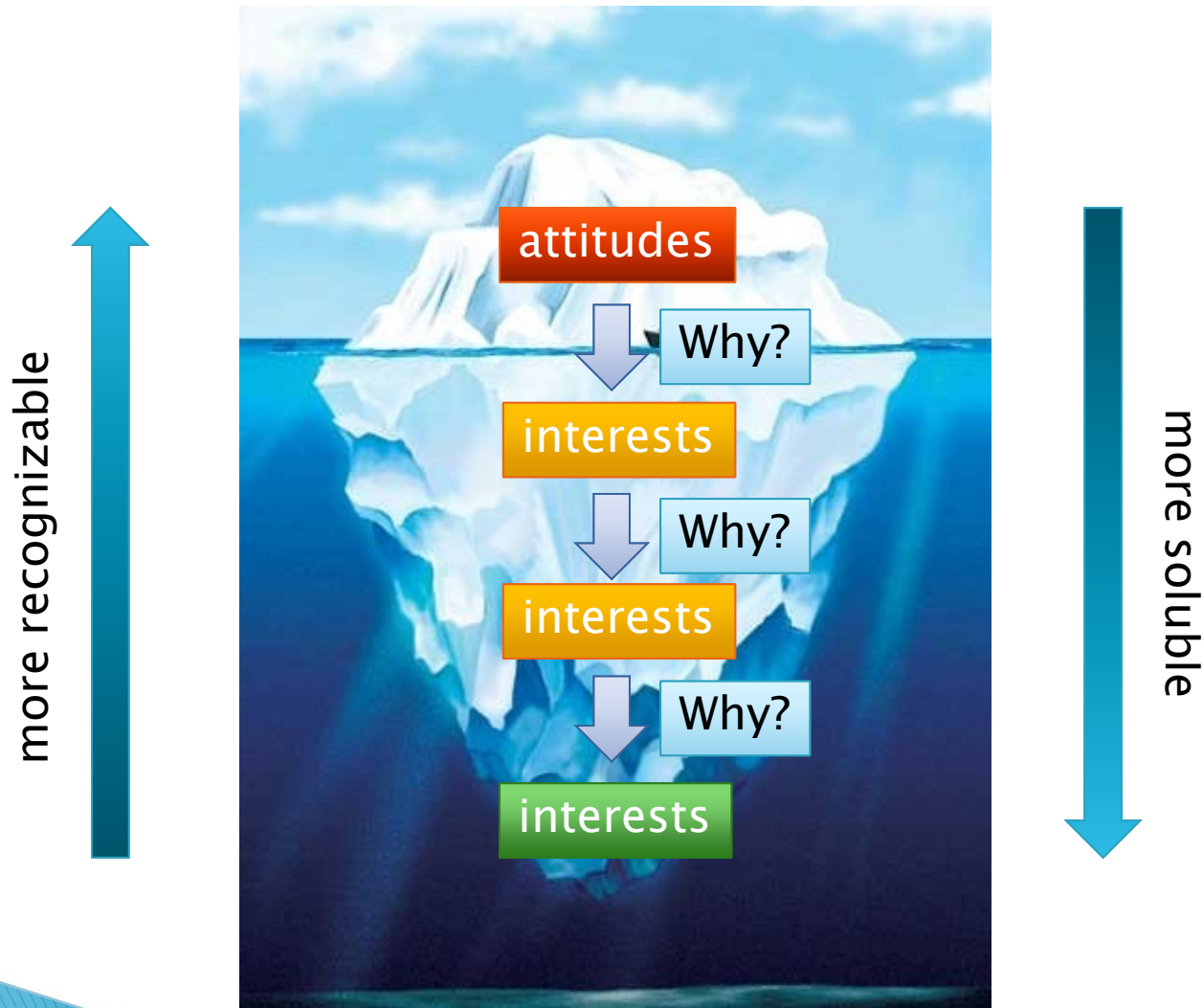


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Human and factual elements of conflict



Obvious and hidden elements of conflict



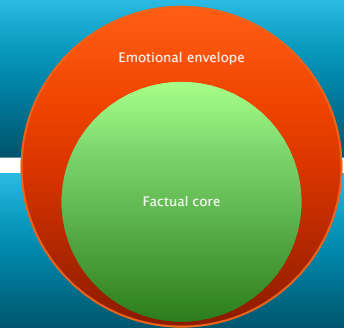
Principles of conflicts handling

Principle of evolution



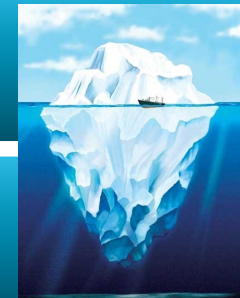
Principle of prevention

Principle of depersonalization



Principle of mediation

Principle of rationalization

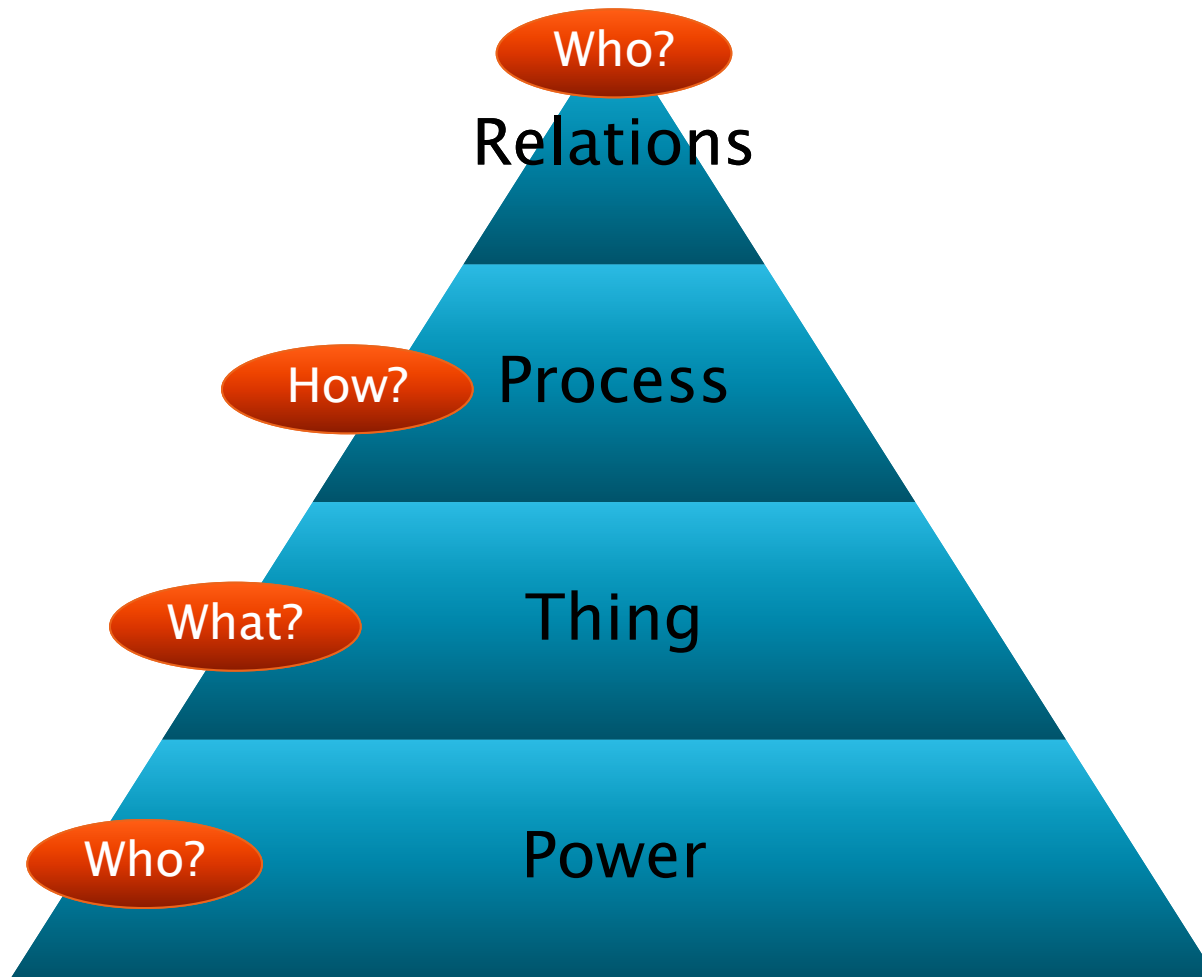


Principle of many dimensions

The origin of the team

- ▶ Cooperation cannot be ordered or learnt
 - set up appropriate conditions so that cooperation pays off
- ▶ Conflicts are natural and essential to avoid stagnation, however they have to be treated well
 - conflicts between interests of group members and group itself
 - conflicts coming from diversity of group members
- ▶ When conditions for cooperation are set up AND conflicts are managed the ordinary group can change itself to the team

Maturation of the group



	1. Gaining confidence and order	2. Waking of Activity	3. Synergy development
Managing force	Person (manager)	Members (including manager)	Ideas
Focus	Operational task, manager	Processes and rules	Relations and goals
Managerial style	Directive management	Open management	Synergistic management
Typical kind of communication	Monolog	Dialog	Facilitation
Decision making	Authoritative	Consultative	Delegative or participative
Effective incentives	Stimulation	Motivation	Self-motivation
Relationships development	Passivity retreat, onset of competition	Development of competition, onset of cooperation	Development of team work

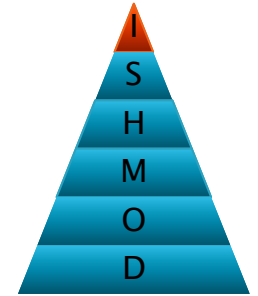


Team development



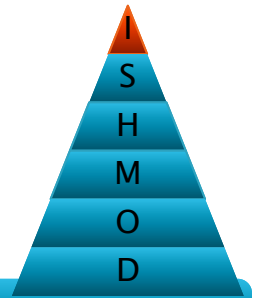
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Managing conflict people



- 1) What bothers me specifically?
- 2) Is the problem on my side?
- 3) Is the problem in the system?
- 4) Does he or she cause the problems intentionally?
- 5) Why does he or she cause the problems?

Typical causes of intentional conflicts (possible answers to question 5)



Wants to attract attention

- then assign the role

Wants to solve a problem

- then reveal and understand the problem

Wants to mask his or her inability

- then habilitate him or her

Does not like me, want to hurt me

- are there specific causes?
- if so, remove them
- if not, limit contacts

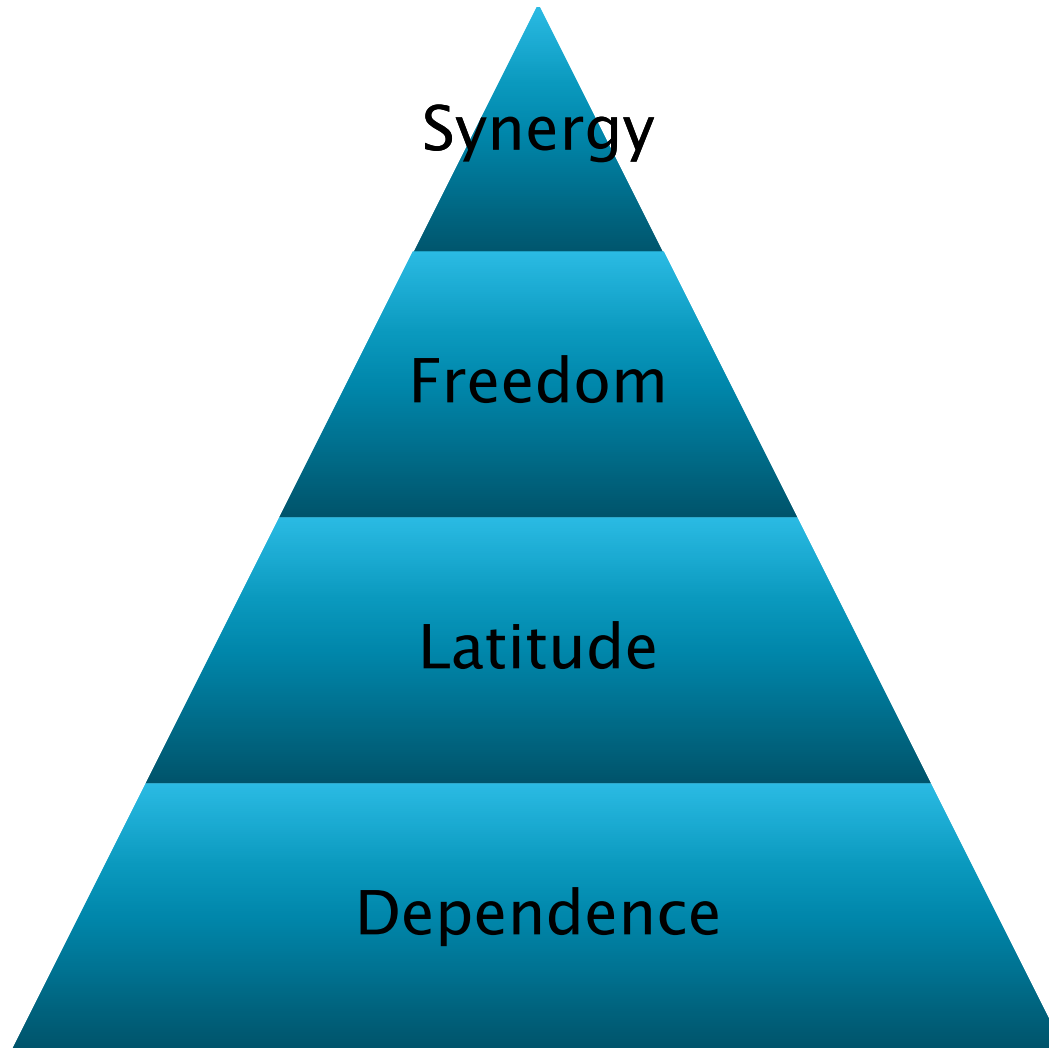
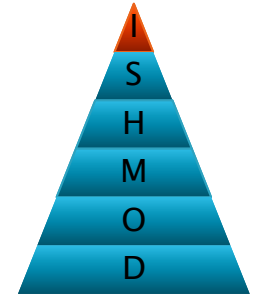
Does not care, is passive

- then orientate and motivate him or her

It is his or her nature or unknown

- if it is important, ask specialist

Individual development



Summary

- ▶ Process management
- ▶ Theory of motivation
- ▶ Personal development
- ▶ Synergy
- ▶ Cooperation