The Journey to Curing Unmanaged States

26.11.2025 08:02:48 | Management Insights, Lukas Michel | 0 Comments | Mastery

How the Global Executive Survey and Organization Twins Guide Leaders Toward Mastery

How the Global Executive Survey and Organization Twins Guide Leaders Toward Mastery

Most crises in organizations don’t start with markets, technologies, or competitors—they start with management. When decision-making slows, when teams lose clarity, when leaders cling to outdated assumptions, organizations drift into what the *Unmanaged* book calls unmanaged states:

situations where management no longer provides direction, coherence, or momentum.

These unmanaged situations rarely appear suddenly. They grow slowly—hidden beneath daily routines, protected by hierarchy, and justified by experience. Leaders feel something is wrong long before they can name it. Boards sense misalignment but struggle to grasp its origins. Employees work harder but achieve less.

The good news: unmanaged states can be detected early, measured precisely, and corrected quickly—if leaders know where to look.

That is the purpose of the Global Executive Survey, the Organization Twin, and the Journey to Mastery. Together, they help leaders understand the real condition of their management, anticipate failures, and build organizations capable of adapting and performing, not despite complexity—but because of it.

The Five Stops on the Journey to Mastery

A practical path to diagnosing and curing unmanaged situations.

1. Assessment — Seeing What Has Long Been Invisible

Most leaders underestimate unmanaged states because they lack the tools to detect them. Traditional reviews, KPIs, and dashboards reveal performance—but not management quality.

The *Assessment* stop introduces new levels of transparency:

- How leadership attention shapes (or blocks) performance
- Whether decisions are aligned or fragmented
- Where agility is real—and where it is a myth
- Which hidden constraints slow the organization
- How leaders, teams, and structures actually work together

This is where the Global Executive Survey provides its first breakthrough:
it reveals the early warning signs of unmanaged situations—patterns no leader can see from inside the system.

How to get started:

Create your Organization Twin and compare your management profile with 500+ organizations to identify unmanaged zones before they become crises.

2. Adoption — Opening the Space for New Behaviours

Once unmanaged areas are visible, leaders can begin to change them—not with heroic interventions, but with *targeted trials* that shift management behaviour.

This is not about installing a new method or following a trend. It is about:

- Replacing assumption-driven leadership with evidence-driven leadership

- Letting teams demonstrate what distributed decision-making can achieve
- Testing new governance mechanisms without organizational risk
- Using real-time feedback to guide leaders out of outdated routines

The Organization Twin enables these experiments safely:

leaders can see the consequences of new behaviours before applying them at scale.

How to get started:

Choose one unmanaged pattern—decision bottlenecks, weak collaboration, low adaptability—and run a controlled experiment using your Twin.

3. Adaptation — Designing a Version That Works for You

No organization should copy another.

No management model works everywhere.

And no leadership team should follow a formula.

The *Adaptation* stop helps leaders integrate what works—in their context:

- Refining new decision processes
- Aligning incentives with the behaviours you want
- Strengthening collaboration where value is created
- Removing outdated rules that keep unmanaged states alive

The Organization Twin shows which adjustments increase health and which create friction—something intuition alone cannot reveal.

How to get started:

Use your Twin insights to tailor new practices so they fit your culture, strategy, and market realities.

4. Evolution — Embedding New Leadership Norms

Change becomes real only when it becomes habitual.

In this step, management shifts from isolated improvements to a living system.

Evolution involves:

- Scaling what works and removing what doesn't
- Institutionalizing transparency through the Survey and Twin
- Integrating adaptive management into leadership development
- Making continuous learning part of daily operations

This is the point where organizations stop "fixing problems" and start preventing unmanaged states altogether.

How to get started:

Evaluate your Twin at regular intervals to track momentum, identify regressions, and support leaders in sustaining progress.

5. Perfection — Mastery as a Permanent State of Awareness

Perfection is not about flawless management—

it is about becoming a *self-correcting system*.

Organizations with mastery:

- Detect unmanaged states before they spread
- Act on early signals rather than symptoms
- Align leadership behaviour with strategic intent
- Use data, awareness, and reflection as everyday tools

The Organization Twin becomes the organization's internal radar, continuously updating leaders on how management actually works—not how they believe it works.

How to get started:

Integrate the Global Executive Survey and Twin review into your

annual board governance cycle.

Why These Tools Matter Now

Traditional management tools were built for stability.

Today, stability is the exception.

Unmanaged states—misalignment, fragmentation, blind spots—are the new default.

But they no longer need to be invisible.

The Global Executive Survey makes them measurable.

The Organization Twin makes them understandable.

The Journey to Mastery makes them solvable.

Together, they give leaders the capability to prevent what boards fear most:

avoidable crises, delayed decisions, cultural drift, failing leaders, and shrinking adaptability.

Are You Ready to Replace Muddling Through with Mastery?

Start with a simple step:

run the Global Executive Survey and create your Organization Twin.

What you see will change how you lead.

About Management Insights

Founded by Lukas Michel, Management Insights draws on more than 25 years of research and practice to help people understand how their organizations work. The Organization Twin brings organizational patterns into view for reflection, dialogue, and informed choice.

BEGIN REFLECTION

Private · Free of charge · Approximately 15 minutes

- Version zum Drucken
- Per E-Mail versenden
- Newsletter abonnieren

- Twittern

No comments yet.