Assessment: The First Stop in Eliminating Unmanaged States

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Why every transformation must begin with seeing reality clearly

Organizations don’t fail because they lack ideas, ambition, or strategy.

They fail because they don’t see what’s really happening in their management.

Most leadership teams operate on assumptions:

“We’re agile.”

“We’re collaborative.”

“Our decisions are fast.”

“Our culture is strong.”

But without evidence, these assumptions create blind spots that grow into unmanaged states—frictions, bottlenecks, misalignments, and cultural inconsistencies that silently erode performance long before they become visible.

This is why the Assessment stop is the essential first step of the Journey to Mastery.

It is where organizations confront reality, see their management clearly, and identify the early-warning signals that determine whether they will adapt—or drift.

Why Assessment Must Come First

You cannot improve what you cannot see.

And you cannot transform what you do not understand.

Assessment is not about making quick fixes.

It is about building *awareness*—the foundation of all meaningful change.

Leaders must first diagnose:

- how their management actually works
- which assumptions match reality—and which don’t
- where unmanaged states are forming
- how well their organization is prepared for complexity and uncertainty

Only then can they move toward adoption, adaptation, and evolution.

Five Critical Questions to Ask in the Assessment Phase

1. Does our current management model fit today’s environment—or yesterday’s?
2. Are our decisions aligned, fast, and informed—or slowed by unseen bottlenecks?
3. Do our structures enable adaptability—or reinforce rigidity?
4. Is leadership distributed where value is created—or overly centralized?
5. Where are our biggest gaps in collaboration, learning, and execution?

These questions reveal the health of management—yet most leaders cannot answer them without a structured diagnostic.

How the Organization Twin Makes Assessment Objective

The Organization Twin transforms assessment from opinion to evidence.

It gives leaders:

- a visual representation of how their organization actually functions
- insight into decision flows, collaboration patterns, and leadership dynamics
- detection of bottlenecks that slow innovation and responsiveness
- comparison with over 500 organizations in the global database
- a clear view of cultural and managerial weaknesses that create unmanaged states

Leaders see not what they *believe*—but what is.

Practical Steps to Conduct an Effective Assessment

1. Take the Global Executive Survey

This is your organization’s baseline.

It measures adaptability, collaboration, leadership effectiveness, strategic alignment, and the early indicators of unmanaged states.

2. Analyze your Organization Twin Report

Use the Executive Workbook to understand:

- actual decision dynamics
- agility constraints
- leadership blind spots
- cultural misalignments

Identify where management supports performance—and where it impedes it.

3. Identify strengths, opportunities, and weaknesses

Map findings into three categories:

- Strengths to reinforce

- Opportunities to develop
- Weaknesses that require immediate attention

This becomes the foundation of your journey.

4. Gather insights from key stakeholders

Assessment is not an executive exercise—it is an organizational reflection.

Engage:

- senior leaders
- mid-level managers
- frontline teams

Their perspectives confirm patterns, contextualize results, and reveal issues leaders can't see from the top.

5. Set priorities for the next step

Assessment clarifies *where* change is needed.

The next stop—Adoption—identifies *how* to test new leadership behaviours, collaboration patterns, and decision structures safely using your Organization Twin.

The Bottom Line: Assessment Is About Awareness, Not Action

Transformation fails when leaders try to fix what they don't understand.

Assessment ensures you see the system as it is—not as you hope it is.

Only with a clear, evidence-based picture of your organization can you avoid unmanaged states and move with purpose toward mastery.

What's Next?

After Assessment comes Adoption—a structured phase of experimenting with new management practices, informed by real data and supported by your Organization Twin.

Ready to begin your journey?

Start your Assessment with the Global Executive Survey and the Organization Twin.

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.

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