How do I manage people and organization?

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How do I manage my organization likely is the key question you ask yourself as a business in the moment you have decided on your business model.

It likely is the key question you ask yourself as a business in the moment you have decided on your business model. The response comes from your invisible management model that determines much of how we do things in organizations. Such models are hard to decode, don't travel well, and as such, represent a sticky brand and distinct competitive advantage.

More than not, management models are invisible, represent distinct choices, and determine how we think, make decisions, act, and behave in organizations. As they are sticky, they represent a competitive advantage that is hard to copy and that is not mobile. As such, management models are as unique as organizations are. It therefore makes sense to care about their design.

Any management model consists of metaphors that clarify the distinct choices on how we engage people, coordinate work, respond to change, set goals, and make decisions. Your task is to shape your management model in ways that support your business.

With 10 years of insights from business cases including 100 organizations and 2'000 executives using the Diagnostic and the research leading to *The Performance Triangle*, a new tool and facilitation process for the new workplace has emerged.

We call it *Management Design: Managing People and Organizations in Turbulent Times*: A framework in form of a workbook to help leaders decode, articulate, and align their

management model. Five question frame our model:

- How do we engage people?
- How do we coordinate work?
- How do we establish goals?
- How do we deal with change?
- How do we make decisions?

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