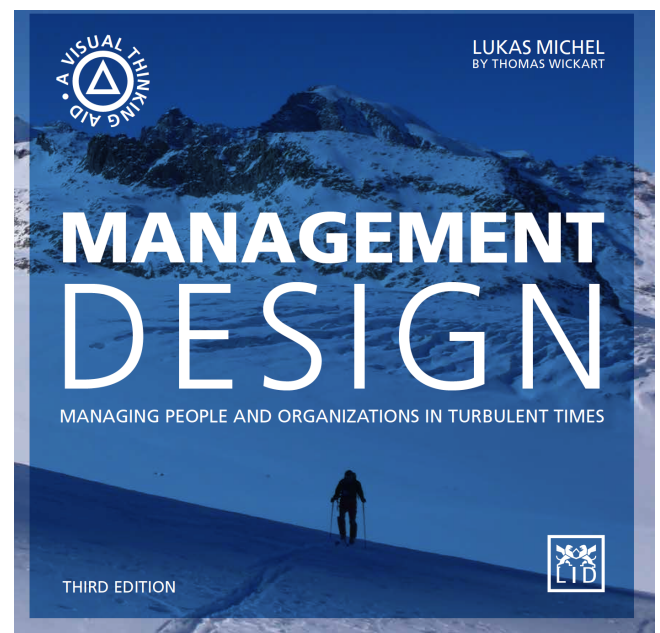




MANAGEMENT DESIGN

A short companion guide to the book by Lukas Michel,
with Thomas Wickart.

Management Design offers a practical way to think about managing people and organizations in turbulent times. It combines visual thinking, structured design, and managerial reflection to help leaders work more deliberately with the systems they shape.



This guide is a bridge into the book. It is not a summary of every chapter. It highlights why the book matters and how to begin using it.



Why this book matters

Management Design matters because leaders often inherit structures and routines without stepping back to redesign them. The book helps readers see management as something that can be intentionally shaped — not merely operated — especially when organizations face complexity, uncertainty, and change.



What you will find in the book



1. A visual and practical approach to understanding management in turbulent environments



2. A design-oriented way to think about people, organization, systems, and leadership choices



3. Tools and concepts that support structured reflection and better management conversations



4. A bridge between conceptual thinking, visual thinking, and practical action



A different kind of management book

Management Design does not present a single formula. It helps readers think visually and systemically about how organizations are managed and how management can be improved.



Who it is for

For leaders, managers, consultants, educators, students, and readers who want to work more consciously with management and organization design.

Key ideas and themes

The book encourages readers to move from reacting to designing. Rather than treating management as something fixed, it invites leaders to see it as a field of choices, relationships, and design decisions that shape how people and organizations perform.

Themes that run through the book

- 1 VISUAL THINKING**
Visual models and design language help make management more discussable and easier to work with. 
- 2 MANAGEMENT AS DESIGN**
Management is not only execution. It can be intentionally shaped, redesigned, and improved. 
- 3 TURBULENT CONTEXTS**
The book is grounded in the challenge of managing in complex, uncertain, and changing environments. 
- 4 PEOPLE AND ORGANIZATION**
It links how people work, how organizations are arranged, and how management practices influence both. 
- 5 PRACTICAL REFLECTION**
The book supports reflection, dialogue, and applied thinking rather than abstract theory alone. 



The value of the book lies in the way it helps leaders see management more clearly and work with it more deliberately through design thinking and visual structure.



How to use this book

Management Design can be used as a source of ideas, a framework for reflection, and a practical companion for leadership and organization conversations. It is especially useful for readers who want to step back from day-to-day activity and rethink how management is designed.



Three ways to work with the book



Read for orientation

Use the book to understand key management ideas, visual models, and the design perspective behind them.



Reflect on your own organization

Use the concepts as mirrors for your own management system, routines, structures, and leadership patterns.



Continue the conversation

Use the book as a starting point for deeper reflection through Clarity Before Change, the Organization Twin, or a Guided Clarity Session.

A first reflection

1

Where in our organization is management still inherited rather than intentionally designed?

2

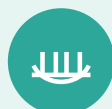
Which visual or structural patterns would help us understand our management system better?

3

What part of our management design most shapes performance, learning, or coordination today?

4

What would we redesign first if we wanted our organization to work more coherently?



This companion guide introduces the book. To go deeper, read *Management Design* and continue the conversation through the wider Management Insights body of work.