



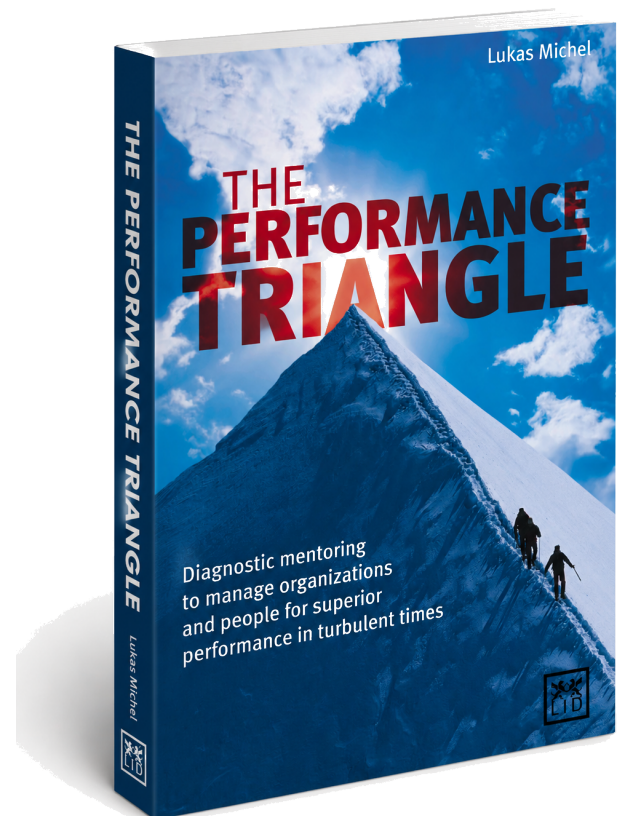
THE PERFORMANCE TRIANGLE

A short companion guide to the book by Lukas Michel.

The Performance Triangle introduced a practical way to see performance as the interaction between people, work, and organization. This companion guide revisits the book as an early foundation for the wider Management Insights body of work.



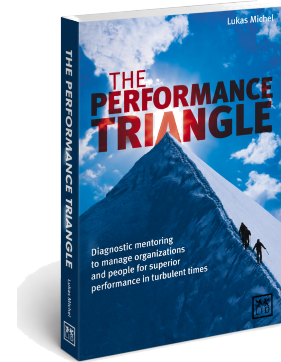
This guide is a bridge into the book. It does not replace the book. It helps readers see why The Performance Triangle still matters in practice.





Why this book matters

The Performance Triangle matters because it helps leaders see performance as a systemic outcome. Performance is not created by people alone, processes alone, or structure alone. It emerges from the way people, work, and organization fit together in practice.



What you will find in the book



1. A simple but powerful frame: people, work, and organization



2. A way to connect culture, systems, and leadership to performance



3. A practical view of alignment as an organizational capability



4. A bridge between performance management and organizational design



A different kind of performance book

The Performance Triangle does not treat performance as a target alone. It helps readers see the conditions that make performance possible or difficult.



Who it is for

For leaders, managers, teams, consultants, educators, and readers interested in performance, organization, and management design.

Key ideas and themes

The book invites readers to look at performance through the relationships between people, work, and organization. It shifts attention from isolated performance gaps to the conditions that shape what people can actually achieve.

Themes running through the book

- 1 PEOPLE**
Performance depends on motivation, capability, understanding, trust, and the conditions that allow people to contribute. 
- 2 WORK**
Work must be clear, meaningful, coordinated, and connected to the value the organization is trying to create. 
- 3 ORGANIZATION**
Structures, systems, culture, and leadership shape what becomes possible in daily work. 
- 4 ALIGNMENT**
Strong performance emerges when people, work, and organization reinforce rather than contradict each other. 
- 5 MANAGEMENT PRACTICE**
The model helps leaders ask practical questions about the conditions behind performance. 

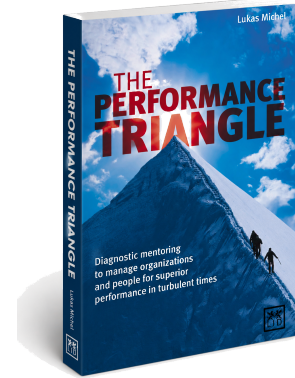


The value of the book lies in the way it helps readers see performance as a configuration of conditions, not only as an outcome to be demanded.



How to use this book

The Performance Triangle can be read as a source of ideas, a diagnostic lens, and a practical reflection guide for leaders. It is especially useful for readers who want to understand the conditions behind performance before trying to improve it.



Three ways to work with the book



Read for insight

Use the book to rethink performance as the result of relationships between people, work, and organization.



Reflect on your organization

Use the triangle as a mirror for your own performance conditions, alignments, and tensions.



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 are people, work, and organization well aligned in our context?

2

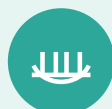
Where do these three dimensions contradict or weaken each other?

3

Which conditions behind performance are visible - and which remain assumed?

4

What would we need to understand before trying to improve performance?



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