



LUKAS MICHEL
MANAGEMENT
INSIGHTS

NEW WAYS TO BETTER MANAGEMENT



THE MANAGEMENT INNOVATION TOOLKIT

WORKING WITH ORGANIZATION TWINS

**THE MANAGEMENT INNOVATION TOOLKIT: WORKING WITH ORGANIZATION
TWINS**

A TECHNICAL INTRODUCTION

2025

Whitepaper / ebook

INTRODUCTION

The Need for Better Management

Over the past 25 years, Management Insights has studied the application of management in organizations worldwide, publishing findings in books and scientific journals. The conclusion is clear: management innovation must be the primary responsibility of every CEO.

Our research identifies outdated management practices and ineffective leadership as the root causes of organizational failure. While this may not surprise casual observers, it underscores a fundamental issue—poor leadership distorts management, which in turn deteriorates over time, fosters toxic cultures, and ultimately leads to failure.

We define the state of failing leadership and organizations as **‘unmanaged’**—or in cybernetic terms, ‘out of control’—where outdated and ineffective management prevails, leadership interventions fail, or management simply does not take place. This is not the norm but is a recurring reality. Most failures result from systemic management errors or flawed leadership, yet organizations continue to muddle through.

Despite strong evidence that **better management** drives profitability, growth, and productivity, its adoption remains low and highly variable. Management remains stuck in the past, losing its impact. While replacing poor leaders is straightforward—boards simply need to act—the transformation of management is far more complex. Effective management is human, holistic, systemic, unique, diagnostic, regenerative, and interactive. It is also a powerful competitive advantage.

However, **better management is not widely adopted** because organizations assume their existing practices are sufficient, leading to chronic underinvestment in management innovation. Overcoming ‘unmanaged’ requires organizations to adopt and adapt superior management practices to align with their people, structure, and anticipated challenges.

The **benefits of better management are undeniable**—higher profitability, growth, and productivity. Management innovation provides the framework to assess, adopt, and adapt improved management approaches, ensuring organizations remain in control and avoid falling into an unmanaged state.

To support this transformation, we have developed **Organization Twins**, the **Global Executive Survey**, and the **AI-driven Organization Twin Cockpit**—tools designed to realign and enhance management practices. The **Management Innovation Toolkit** offers the expertise, methodology, and support necessary for leaders to reinvent management at lower cost, greater speed, and reduced risk compared to conventional approaches.

Management Innovation

Management innovation is the process of adapting management to incorporate superior attributes and align with the needs of people and the operating environment.

We view **management** as a complex system, represented through **models**, and define it as the craft of getting work done. Innovation fundamentally alters these systems. By definition, **systems** describe a domain of interest, including their purpose and functionalities. The **architecture** and **configuration** of management systems encompass systemic structures, content, and form.

Cybernetics is the science of system control. **Master controls** define the fundamental principles governing management systems. Cybernetic systems operate through self-regulation, self-organization, self-control, and self-management.

Master controls ensure system functionality, governed by **policies** that serve as navigational frameworks. Effective **governance** enables systems to self-organize and self-regulate. Control, steering, and regulation—collectively, management—alter the functioning of complex systems. In this context, management innovation reshapes the system of management itself.

Systems have form, represented through models as **visual thinking aids**. These models shape our perception of system configuration, synthesizing information and knowledge to provide guidance and facilitate action. Cybernetic models are dynamic and interactive, supporting real-time navigation, fuzzy logic relationships, and shared organizational understanding.

Models provide critical guidance. They function as thinking tools, continuously updated through awareness. They document evolving assumptions and knowledge about an organization's context. Unlike raw data, models contextualize information, filtering it through past experiences and adaptive learning.

For our purposes, management includes people, work, organization, leadership, strategy, and operations, characterized by control, structure, behavior, and output. The foundational **master control policies** of management emphasize people-centric principles, agile organization, and a dynamic operating system.

With this foundation in systems and models, we introduce Organization Twins, the Organization Twin Cockpit, and the Management Innovation Toolkit—each designed to advance management innovation.

Organization Twins

An Organization Twin serves as a dynamic, real-time representation of an organization. As a composite of cybernetic models, it integrates data and distinct management attributes, structured through perspectives, components, concepts, and spaces.



The systemic architecture of an Organization Twin embodies the principles of better management, represented through visual thinking aids. We have extensively documented this architecture in

- *The Performance Triangle* (Michel, 2013),
- *People-Centric Management* (Michel, 2020),
- *Agile by Choice* (Michel, 2021), and
- *Better Management* (Michel, 2023).

Cybernetics dictates that management should be self-regulating, self-organizing, self-controlling, and self-managing. We incorporate these principles into our Master Twin, integrating attributes of better management: human, holistic, systemic, unique, diagnostic, regenerative, and interactive. These attributes are explored in detail in *Unmanaged* (Michel et al., 2025, forthcoming).

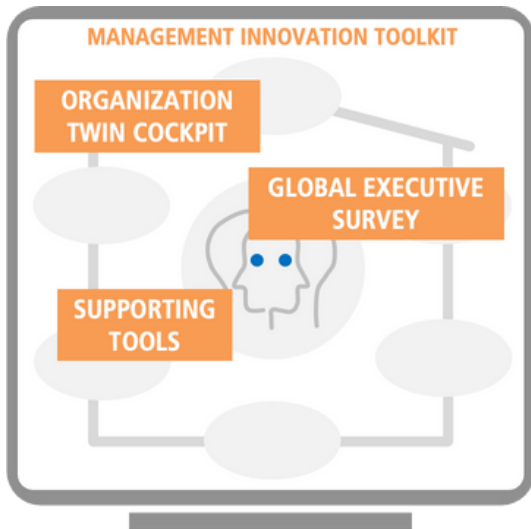
To facilitate management innovation, we have preconfigured a **Master Organization Twin**, encompassing proven rules, structures, controls, and principles. Equipped with state-of-the-art theories, validated algorithms, strategic heuristics, and robust benchmark data, the Master Twin serves as a **blueprint** for better management.

Using data from the **Global Executive Survey**, the Master Twin evolves into a **Specific Organization Twin**, tailored to the organization under review. The online survey assesses an organization's dynamic capabilities, feeding insights into the Organization Twin Cockpit—a diagnostic and transformation tool that helps leaders define their unique management strategies and governance policies.

Every management innovation initiative using the Management Innovation Toolkit results in better management. In *Better Management* (Michel, 2022), we extensively documented the configuration of a management system built on these standards.

The Management Innovation Toolkit

The Management Innovation Toolkit presents the Organization Twin as an expert system, supports mentoring for creating a specific Organization Twin, and assists leaders in developing their unique management approach.



In *Management Design* (Michel, 2021, 3rd Ed.), we documented the design methodology using the Canvas facilitation tool. This tool structures transformation dialogues through guided questions, with responses forming an evolving organizational transformation story.

In *Diagnostic Mentoring* (Michel, 2022), we detailed the facilitation methodology using visual thinking aids, serving as a compendium of theories, algorithms, heuristics, and standards for constructing Organization Twins.

The Toolkit includes extensive online documentation, certification programs, a training academy, and access to research publications and books.

The Organization Twin Cockpit

The Organization Twin Cockpit provides a dynamic interface for diagnostics, analytics, simulations, scenario planning, presentations, and reporting.

As the **Management Expert System**, the cockpit functions as the master control for the Organization Twin. Powered by Global Executive Survey data, it transforms into an individualized Organization Twin Cockpit, guiding organizations through the innovation process.

While designed as an expert system requiring advanced knowledge and skills, we provide training for partners and client experts in its effective use. Clients can choose to operate their own cockpit, have a mentoring partner manage it, or utilize traditional workbooks to support their transformation journey.

Summary

Management innovation using Organization Twins is deeply rooted in our research. Our methodologies, documented in *Management Design* (Michel, 2021, 3rd Ed.), *Diagnostic Mentoring* (Michel, 2022), and *The Transition of Organizations* (Michel & Nold, 2023), provide structured approaches to management transformation.

By integrating insights from applied research and real-world implementations, the Organization Twin Toolkit serves as a powerful **enabler of management innovation**, ensuring organizations remain adaptive, resilient, and competitive in an evolving business landscape.

THE ORGANIZATION TWIN

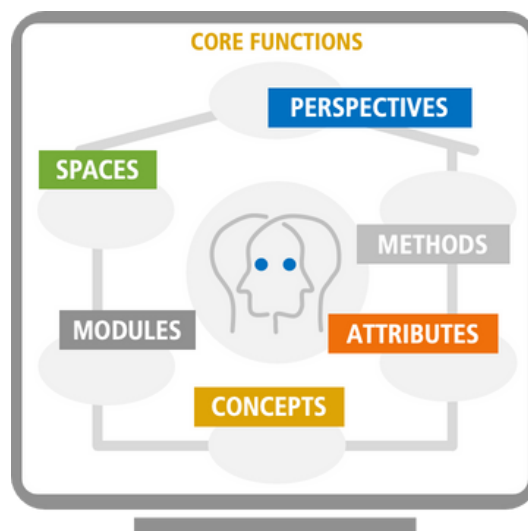
The Model for Management Innovation

The Organization Twin presents management through four **key architectures**: its boundaries, properties (system configuration), and form—represented as models that simplify complex organizational realities.

We define management as the craft of getting work done (the system’s purpose and function).

- The twin model delineates the **limits of management** (system boundaries), encompassing people, work, organization, leadership, strategy, and operations (system contents).
- The twin model represents the **systemic attributes of management** through its ‘better’ features (system configuration).
- The twin model **visualizes management** using structured thinking aids (system form).
- The twin model **facilitates management** innovation through four core functions: perspectives (process), components (contents), concepts (structures), and spaces (roles).

THE FUNCTIONS OF THE TWIN MODEL



PERSPECTIVES

The twin model **guides the process** of management innovation by aligning it with key management activities:

- Understand – Assess management effectiveness.
- Plan – Make informed decisions on adoption.
- Organize – Coordinate activities and resources for adaptation.
- Perform – Empower people to transform and achieve peak performance.
- Control – Monitor activities and lead towards mastery.

COMPONENTS

The twin model **provides a deep dive into the contents** of management innovation, focusing on dynamic capabilities as the foundation for transformation.

CONCEPTS

The twin model offers **structures, relationships, theories, and metrics** for management innovation, ensuring alignment with modern management principles:

- People-centric leadership
- Agile organization
- Dynamic operating system

SPACES

The twin model clarifies the roles of management and its innovation, ensuring accountability across different levels:

- Board
- CEO
- Leadership team
- Leaders
- Teams
- People

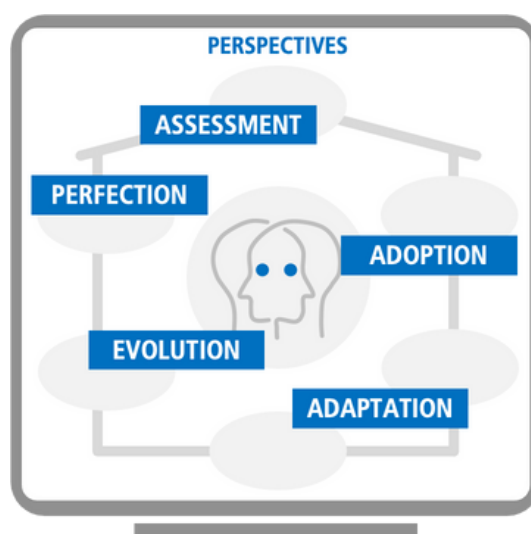
By integrating these elements, the Organization Twin serves as a dynamic tool for management innovation, offering structured insights and actionable strategies to drive transformation and excellence.

Perspectives

The Organization Twin guides the **process of management innovation**, aligning it with key management activities:

- **Understanding:** The innovation process fosters awareness. How successful are we? The executive survey provides an in-depth inventory for management innovation, establishing a baseline for transformation.
- **Planning:** Insights drive action. What will success look like in the future? Reliable scenario projections clarify opportunities, ensuring informed decision-making for management innovation.
- **Organizing:** Predicting outcomes and learning fast increases success rates. How do we maximize success? Visual design thinking enables alternative simulations with high predictability for management innovations.
- **Performance:** Achieving mastery requires certainty in adoption. How do we enable success across the organization? Diagnostic mentoring facilitates the seamless transfer of management innovations into real-world application with enhanced confidence.
- **Control:** Mastery leads to peak performance. How do we sustain peak performance? Experiential coaching accelerates the implementation of management innovations, ensuring superior and sustained results.

THE ORGANIZATION TWIN PERSPECTIVES



Perspectives define the functions of the Organization Twin and provide a structured approach to management innovation, guiding leaders through assessment, planning, organization, performance enhancement, and control.

THE PROCESS

Management Innovation with the individual Organization Twin Cockpit follows a structured five-step process:

1. ASSESSMENT: CREATE AWARENESS

The first step builds awareness of the **state of management**. Many leaders assume their management is effective or believe they already know better, leading to **blind spots**. The **Global Executive Survey** provides a comprehensive assessment, fostering awareness of an organization's management capabilities.

Key Questions:

- What are your organization's current **dynamic capabilities**?
- What is its **maturity level**?
- What **management model** is in place?
- What are its **competitive advantages**?
- What is included in its **leadership toolbox**?
- How does your organization compare to others?

2. ADOPTION: ACT ON INSIGHTS

Insights must drive action. Since management is not readily adopted, leaders need to establish **fundamental principles** to enable the cybernetic system of management to function effectively. By adopting better management, leaders **lay a strong foundation** for innovation.

Key Questions:

- How would your organization perform under different **challenges** or in a different **industry**?
- How does **size, organizational form, or life cycle stage** affect management practices?
- What would a reimagined organization look like in terms of:
 - Dynamic capabilities? Maturity level? Management model? Competitive advantages? Leadership Toolbox?
- How can current gaps be closed?

3. ADAPTATION: LEARN FAST

The third step involves **learning fast** and **adapting principles** of better management to achieve mastery. Management must be tailored to people, organizational context, and evolving market demands to enable peak performance.

Key Questions:

- What if your organization changed its:
 - **Strategy?**
 - **Business model?**
 - **Management model?**
 - **Operating mode?**
 - **Leadership style?**
 - **Development path?**
- What impact would these changes have on:
 - **Performance metrics?**
 - **Leadership toolbox?**
 - **Organizational transformation?**

4. EVOLUTION: EXPERIENCE MASTERY

The fourth step establishes **capabilities** and **leadership toolboxes** as competitive advantages. By shifting management from being 'out of control' to a system of self-regulation, self-organization, self-control, and self-management, organizations create sustainable value that is **unique and difficult to replicate**.

Key Question:

- How do you adapt mastery in management to ensure sustained success?

5. PERFECTION: PERFORM AT THE PEAK

Mastery in management fosters an environment where employees experience **flow**—the state where they unlock their full potential. This enables organizations to consistently perform at **peak levels**.

Key Question:

- How do you **achieve and sustain peak performance** through mastery in management?

These five steps constitute the structured process of management innovation, extensively documented in *Management Design* (Michel, 2021, 3rd Ed.), which outlines Insights, Design, Transformation, and Mentoring as key phases of innovation.

Components

The Organization Twin enhances management models with 33 **components** and 135 **elements**. The Global Executive Survey utilizes up to 79 questions to assess management effectiveness.

Each component contributes to the management **innovation process**, spanning assessment, adoption, adaptation, transformation, and leadership perspectives. Components contain multiple elements, providing a detailed framework for management practices.

All components are extensively documented in *Diagnostic Mentoring* (Michel, 2022) and their design principles in *Management Design* (Michel, 2021, 3rd Ed.).

ASSESSMENT

The assessment components present the assessment results through a variety of unique visual thinking aids with their respective elements. Each element represents a distinct dynamic capability. Visual thinking aids present capabilities in a holistic way that explains their relationships.



THE TWIN PROFILE

The profile summarizes the assessment data with the following: strategy, business model, organization, operations, management context, leadership style, maturity, sustainability, competitive advantage, structure, and life cycles stage.



TWIN SPACES

The space component presents the twin targeted to specific groups: board, CEO, operations, leadership team, leaders, teams, people.



THE PERFORMANCE TRIANGLE

The performance triangle component captures the individual, work, and operating environments, each with its various elements.

Source: The Performance Triangle

THE ORGANIZATION TWIN COMPONENTS

THE ASSESSMENT



ADOPTION



ADAPTION



EVOLUTION



PERFECTION



THE TWIN SPACES



PEOPLE

The people component captures the individual environment with awareness, focus, trust, choice, speed, and performance.

Source: *The Performance Triangle*



WORK

The work component captures the work environment with purpose, relationships, collaboration, resilience, and growth. Purpose, relationship, and collaboration offer each four strategies.

Source: *The Performance Triangle*



ORGANIZATION

The organization component captures the operating environment with culture, leadership, systems, agility, and innovation.

Source: *The Performance Triangle*



SUCCESS

The success component captures five attributes of success: responsiveness, alignment, core capabilities, motivation, and cleverness.

Source: *The Performance Triangle*



OPERATIONS

The operations component captures dynamic capabilities (Speed, agility, resilience) and their respective outcomes (Performance, innovation, growth).

Source: *Management Design*



THE LEADERSHIP SCORECARD

The scorecard component captures 20 attributes through a managerial and organizational perspective.

Source: *Diagnostic Mentoring*



MANAGEMENT MODEL

The management model component captures four management levers as a choice between traditional and people-centric management: people: command vs. self-responsibility, organization: procedures, vs. teamwork, work: targets vs. attention, operations: change vs. capabilities, and leadership: heroic vs. consensus. As a result, the model offers the choice of four management models: control, prima donna, professional, and innovation.

Source: *Diagnostic Mentoring*



DECISION-MAKING

The decision-making component captures four context levers as a choice between a stable and a dynamic environment: Volatility: efficiency vs. emergence, complexity: bureaucracy vs. self-organization, uncertainty: power vs. delegation, ambiguity: standards vs. options. As a result, the model offers the choice of four decision-making modes: simple, complex, dynamic, and wicked.

Source: *Diagnostic Mentoring*



MANAGEMENT CONTEXT

The management context component combines the management and context levers to offer a choice of four management contexts: Rules, engagement, change, and capabilities.

Source: *Diagnostic Mentoring*



ORGANIZATION FORM

The organization form component captures four organizations: personal enterprise, programmed machine, project pioneer, professional assembly and platform champion with their typical management approach to compare with.

The sophisticated organization component extends to the adoption and adaptation of the right organization form, its design, the decision-making, delegation, accountabilities, and ownership of the toolbox through initiatives.

Adapted from: *Mintzberg, Understanding Organizations ... Finally*



ACCOUNTABILITY

The accountability component captures the demand and supply of resources as a means to characterize typical jobs aligned with organizational form, life cycle stage, and structural crisis.

ADOPTION

Adoption components compare scenarios with assessment results, guiding the implementation of better management practices.



GAPS AND KEY ISSUES

Initiative components compare assessment results with standards of better management to identify the gap between the desired outcomes and the state when nothing is done about the gaps.

Source: *Management Design*



STRATEGY AND BUSINESS MODEL

The strategy and business model components capture the strategy with nine generic options and three business model options. Both are compared with the alignment to the management model.

Source: *Diagnostic Mentoring*. Adapted from Hax and Wild, *The Delta Project*



THE LEADERSHIP TOOLBOX

The toolbox component captures 20 rules, routines, tools and interactions that make up the systems and leadership perspectives of the performance triangle. The toolbox module includes unique algorithms for the choice (the adoption) of the right toolbox.

Source: *Diagnostic Mentoring*



THE BRIDGE

The bridge component captures the alignment of people, organization, and the environment. It checks the alignment of the toolbox with the needs of people and the challenges of the environment. As a result, the toolbox can be adopted to fit the needs and challenges.

Source: *The Performance Triangle*



OPERATING MODEL

The operating model component captures the management routines and thinking as choice of nine models that correspond to typical organizations: position, service, vision, clients, mission, political, institute, conglomerate, and innovation type organizations.

The operating module includes unique patterns for the adoption of a toolbox that fits the operating model.

Source: *Diagnostic Mentoring*. Adapted from Mintzberg, *Strategy Safari*



LEADERSHIP STYLE

The leadership style model component captures the structuring and involving preferences of leaders as a choice of four styles: systemic, situational, cultivating, and outbound. The adoption of the right leadership style needs to align with the dominant operating model.

Source: *Diagnostic Mentoring*

ADAPTATION

Adaptation components modify management practices to fit organizational needs and context.



INITIATIVES

Initiative components compare assessment results with adaptation choices to identify what needs to change: management, context, operations, decision-making, and leadership styles.

Source: *Management Design*



INTERVENTION POINTS

The intervention points component separates symptoms, triggers, causes, effects, levers, and outcomes to enable choice on where to intervene.

Source: *Management Design*



INTERVENTION LEVERS

The intervention levers component separate easy with small impact from hard to change with deep impact interventions to enable a choice on where to intervene.

Source: *Management Design*



LIFE CYCLE TRANSITIONS

The life cycle component captures four typical growth stages of organizations with the respective structural crisis to evaluate worthwhile transition strategies.

Source: *The Transition of Organizations*. Adapted from Greiner, *Growth Life Cycles*



DEVELOPMENT PATHS

The development path component offers four ways to develop capabilities: analyzing, systematizing, learning and experimenting to evaluate the most effective development strategy.

Source: *Management Design*

EVOLUTION

Evolution components define roadmaps for long-term transformation, leading to management mastery.



ROADMAP

The roadmap component summarizes the overall transformation program with the key insights from the assessment, the adoption, the adaptation and the transformation.

Source: *Management Design*



MANAGEMENT SCORE

The management score component captures the components of organizational maturity and their meaning with respect to reaching mastery in management.



ORGANIZATIONAL MATURITY

The organizational maturity component classifies management along six levels and offers typical ideas for the adaptation roadmap.

Source: *Better Management*



COMPETITIVE ADVANTAGE

The competitive advantage component classifies management along the criteria of competitive advantage to offer typical ideas for the typical adaptation roadmap.

Source: *Better Management*. Applied from Barney's criteria for competitive advantage



SUSTAINABILITY

The sustainability component captures 15 aspects of organizational sustainability and balances them with dynamic capabilities, outcomes, and success.

PERFECTION

Perfection components focus on mastering superior performance in management.



GOALS: BARRY

The Barry component capture goals, performance and outcomes as a tension between the purpose of the self and organizational goals.

Source: *Agile by Choice*



FLOW PERFORMANCE

The flow component captures the experience of individual peak performance and compares it with the organization's maturity level.

Source: *Agile by Choice*



PEOPLE-CENTRIC MANAGEMENT

The people-centric management component captures the leadership cycle and levers of four operating modes: control, engagement, change, enabling.

Source: *People-centric Management*

Concepts

Concepts provide **structures, relationships, theories, and metrics** that enhance the Organization Twin, serving as standards for management innovation.

The Organization Twin represents management through its components and elements, visualized using thinking aids to depict management as a system.

- **Structures:** The twin organizes management innovation across strategy, organization, leadership, management, design, transformation, and competitive advantage.
- **Relationships:** The twin establishes connections among elements and concepts.
- **Theories:** The twin integrates the underlying theories that shape concepts and their elements.
- **Metrics:** The twin defines key performance indicators for management innovation.

Most concepts and elements are comprehensively documented in *Diagnostic Mentoring* (Michel, 2022). Life cycle stages are detailed in *The Transition of Organizations* (Michel & Nold, 2023), while competitive advantage is explored in *Better Management* (Michel, 2022).

STRATEGY

Policies: Align strategy, business models, and operations with an operating system tailored to the organization's purpose.

ORGANIZATION

Policies: Establish capabilities, operations, and structure in alignment with strategic objectives.

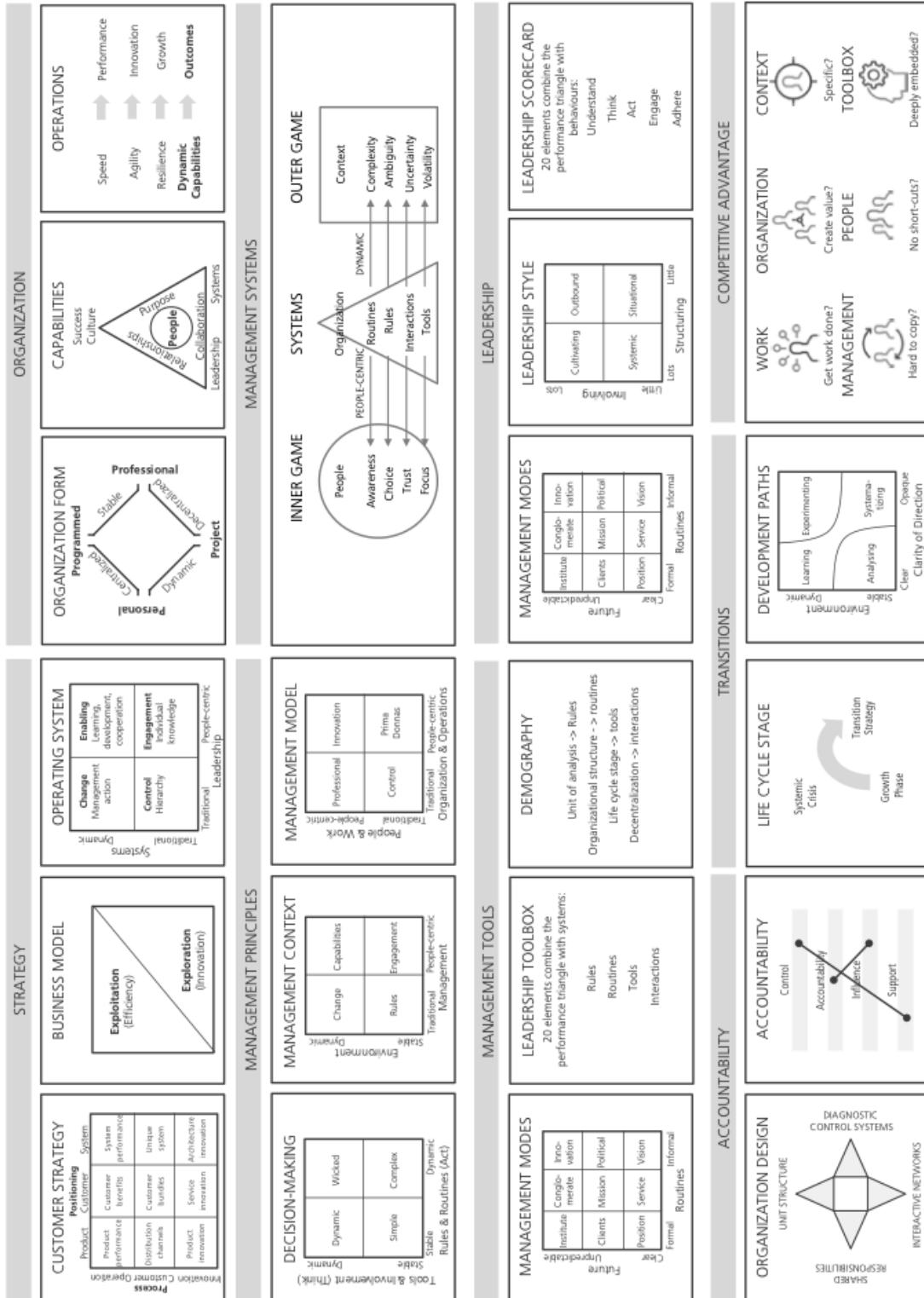
MANAGEMENT PRINCIPLES

Policies: Align management, decision-making, and contextual factors to optimize performance.

SYSTEMS

Policies: Ensure systems are adapted to people's needs and the organizational context.

THE ORGANIZATION TWIN CONCEPTS



TOOLS

Policies: Fit tools to management modes and workforce demographics.

LEADERSHIP

Policies: Apply a scorecard and toolbox to assess and implement the most effective leadership style.

ACCOUNTABILITY

Policies: Define responsibilities and performance measures to ensure effective governance and execution.

TRANSITIONS

Policies: Guide organizations through growth life cycles and development paths, enabling smooth transformations.

COMPETITIVE ADVANTAGE

Policies: Leverage management innovation to create sustainable competitive advantages.

The Organization Twin empowers leaders to apply these concepts effectively, maximizing the value of their management innovations.

Spaces

The Organization Twin defines **roles** and **responsibilities** for management and innovation within distinct spaces:

- **Board Accountability:** Governance – Ensuring sustainability in the innovation space.
- **CEO Accountability:** Control – Maintaining stability within the innovation process.
- **Leadership Team Accountability:** Growth – Acting as levers for management transformation.
- **Leaders' Accountability:** Execution – Creating balance between strategy and action.
- **Teams & People Accountability:** Performance – Driving learning and continuous improvement.

THE ORGANIZATION TWIN SPACES



Spaces establish clear accountability for innovations in management.

EXECUTIVE BOARD

Roles: Competitive Advantage, Management Context, Strategy, Business Model

CEO OFFICE & OPERATIONS ROOM

Roles: Maturity, Operating Model, Leadership Toolbox, Decision-Making, Life Cycle Stage, Development Path

LEADERSHIP TEAM

Roles: Operating Mode, Management Principles, Leadership Style

LEADERS

Roles: Dynamic Capabilities, Leadership Scorecard

TEAMS & PEOPLE

Roles: Resilience, Collaboration, Purpose, Relationships, Speed, Performance, Flow

By defining roles and spaces, the Organization Twin ensures structured innovation, enabling organizations to align management efforts effectively.

THE MANAGEMENT INNOVATION TOOLKIT

The Management Innovation Toolkit comprises the **Management Expert System**, the **Organization Twin Cockpit** (optional), the **Organization Twin** with the **Global Executive Survey**, structured innovation processes supported by mentoring and design methodologies, and comprehensive transformation support through extensive documentation.

Every management innovation project includes:

- An individual cockpit tailored to the organization
- A specific Organization Twin for review and reinvention
- Custom mentoring and design methodologies
- Project-specific support aligned with the innovation scope

THE MANAGEMENT EXPERT SYSTEM (Optional)

The Management Expert System provides a sophisticated **individual software cockpit**, assisting experts and leaders in assessing, adopting, and adapting management innovation strategies.

THE ORGANIZATION TWIN

The Organization Twin offers a specific, **dynamic representation of management**, enabling organizations to analyze, reinvent, and transform their practices without disrupting day-to-day operations.

THE MANAGEMENT INNOVATION PROCESS

Management innovation follows a **structured approach**:

- Diagnostic Mentoring for insights and guidance
- Selected management models to optimize decision-making
- Management design methodology for structured transformation

OUR TRANSFORMATION SUPPORT

A tailored package of auxiliary services ensures seamless implementation, offering organizations comprehensive support throughout their management innovation journey. By integrating these elements, the Management Innovation Toolkit empowers organizations to achieve sustainable transformation and superior management outcomes.

THE MANAGEMENT INNOVATION TOOLKIT

THE EXPERT SYSTEM (Option)

ORGANIZATION TWIN
COCKPIT



THE ORGANIZATION TWIN

GLOBAL EXECUTIVE
SURVEY



PROJECT
WORKSHOPS



ORGANIZATION TWIN
WORKBOOKS



THE MANAGEMENT INNOVATION PROCESS

MENTORING
PROCESS



MANAGEMENT
MODELS



DESIGN
METHODOLOGY



TRANSFORMATION SUPPORT

PORTAL
DOCUMENTATION



MANAGEMENT
CONCEPTS



THE
CERTIFICATION



ACADEMY
EDUCATION



PUBLICATIONS
RESEARCH



BOOKS
THEORY



THE MANAGEMENT EXPERT SYSTEM

The Organization Twin Cockpit functions as the Management Expert System, enabling the effective operation of the Organization Twin.



THE ORGANIZATION TWIN COCKPIT

The cockpit presents the Organization Twin through **structured visual thinking aids** and integrates various **modules** to support **management innovation**. It provides a dynamic interface for **assessment, adoption, adaptation, and transformation**, ensuring organizations can navigate their innovation journey effectively.

THE ORGANIZATION TWIN

The Organization Twin supports executives, teams, and organizations through **Global Executive Surveys, Organization Twin Workbooks, and Project Workshops**, all facilitated by a **certified mentor**. Additional modules provide deeper insights, including Profiles, Standards, Benchmarks, and Patterns.



THE GLOBAL EXECUTIVE SURVEY

The survey evaluates **71 dynamic capabilities** across organization, work, management, leadership, decision-making, and performance. Independently tested and validated, the survey delivers **reliable, practice-proven insights** to support management innovation.



PROJECT WORKSHOPS

Three structured workshops, each with its own **workbook**, help participants deepen their understanding of management and drive improvements:

- **The Executive Briefing** – Designed for senior leadership teams.
- **The Team Workshop** – Focused on collective team development.
- **The Expert Briefing** – For in-depth exploration of management innovation.



ORGANIZATION TWIN WORKBOOKS

A collection of 30 specialized workbooks presents assessment results for various applications. These workbooks are integral to executive and team workshops, enabling participants to analyze their assessments and implement management and organizational innovations effectively.

MANAGEMENT INNOVATION PROCESS

The management innovation process is comprehensively documented across our published works.



MENTORING PROCESS

Diagnostic Mentoring details the **management innovation facilitation process**, covering all models, relationships, and design algorithms as implemented through the cockpit and workbooks. The Partner Portal provides access to presentations, templates, tools, and literature to support mentoring activities.



MANAGEMENT MODELS

The following works describe the models used to **structure the Organization Twin**: *The Performance Triangle*, *Better Management*, *People-Centric Management*, *Agile by Choice*

Additionally, *Patterns of Mastery* and *The Transition of Organizations* guide management transformation projects. All books are available through major book retailers, with supplementary videos accessible via the guest, client, and partner portals.

DESIGN METHODOLOGY



Management Design outlines the management innovation methodology, supported by the **Canvas facilitation tool**, which includes structured questions guiding all workshops and transformation efforts.

TRANSFORMATION SUPPORT

The work with Organization Twins is extensively supported through various resources and tools.



PORTAL DOCUMENTATION

Dedicated guest, client, and partner portals provide access to:

- Publications
- Presentations
- Tools
- Videos/Podcasts
- The Organization Twin Manual, as used for the cockpit and workbooks



MANAGEMENT CONCEPTS

Working with Organization Twins may include **tailored concepts** for:

- CEO Office
- Staff Process
- Decision-Making
- The Toolbox
- Organization
- Accountability
- Strategic Management
- Performance Management
- Risk Management

The Partner Portal offers **guides and templates** to support these concept development efforts.



BETTER MANAGEMENT CERTIFICATION

Each Organization Twin project includes **certification on better management**, which provides:

- Performance Overview
- A dedicated Workbook
- A Certification Badge



ACADEMY EDUCATION

The Academy offers:

- Masterclass
- Mentoring Foundations
- ShapeToFlow Trainings for clients and partners

Each **project and workshop** includes a training session to familiarize participants with their Organization Twin and to support management innovation.

Organization Twins are also integrated into **academic change, transformation, and leadership programs** at various business schools, where educators utilize the Twin Toolkit for Education and the Global Executive Survey in their coursework.



RESEARCH PUBLICATIONS

Researchers utilize the **Global Executive Survey** for studies on:

- Management
- Organization
- Leadership
- Culture

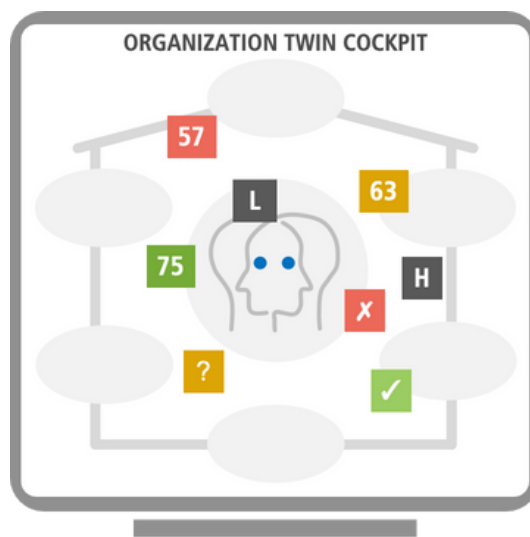
A dedicated **statistics module** enables researchers to compare their data against 100 standard benchmarks.

Organization Twins also feature in **academic and practitioner conferences** on management innovation, where presenters leverage the Twin Toolkit for Conferences, integrating the Global Executive Survey and workbooks into their sessions.

THE ORGANIZATION TWIN COCKPIT

The Organization Twin Cockpit is an **AI-based Management Expert System** designed to operate the Organization Twin. It serves as the **master control** for management as a system, integrating key functionalities to drive management innovation.

THE MANAGEMENT EXPERT SYSTEM



Core Functions

The cockpit presents the Organization Twin with its **component modules** and offers **auxiliary modules** to facilitate analysis and transformation. It performs essential functions, including:

- Diagnostics
- Analytics
- Scenario Planning
- Simulations
- Presentations
- Reporting for Management Innovation

From Master to Specific Twin

Using data from the Global Executive Survey, the **master twin** evolves into a **specific twin**, tailored for an individual organization. Similarly, the **master cockpit** transforms into an **individual cockpit**, customized to the scope of the management innovation project through mentoring and design methodologies.

Sophisticated AI-Driven System

The **Organization Twin Cockpit** is a highly advanced **software application** that presents the Organization Twin as an **expert system**. It integrates:

- State-of-the-art management theories
- A vast benchmark database
- Proven methodologies

This enables expert designers to assess alternative management **scenarios**, run **simulations**, and **evaluate innovation outcomes** effectively.

AI-Based Analytics and Benchmarking

With **25 years of client experience**, we have built an extensive diagnostic database. Our research has distilled critical **algorithms**, **heuristics**, **standards**, and **benchmarks**, forming the foundation of our **AI-based analytics**. The cockpit applies AI-powered analytics to support management innovation by offering:

- Data-driven insights
- Automated benchmarking
- Predictive analytics for management transformation

Usage and Availability

The cockpit is available for use by **certified partners**, with an option for client experts to operate it independently.

Dedicated Twin Cockpits are available for:

- Individuals
- Institutions
- Mentors & Coaches

Each cockpit includes data from the Global Executive Survey, allowing users to conduct:

- Scenarios and simulations
- Customized presentations
- Tailored workbooks

By integrating **AI-driven insights** with **proven management methodologies**, the Organization Twin Cockpit enables organizations to innovate, transform, and optimize management practices with precision and confidence.

AUXILIARY MODULES

Auxiliary modules enhance the **analytical capabilities** of the Organization Twin, providing structured insights and comparative analyses.



DEFINITIONS

21 definition modules establish the **dynamic capability** elements.



CLASSIFICATION

14 classification modules **categorize assessment results**, distinguishing better management practices from traditional approaches.



PROFILES

21 profile modules **characterize** specific management **elements** using comparative data.



STANDARDS

21 standards modules **compare assessment results** with organizations of similar features.



BENCHMARKS

21 benchmark modules **compare assessment results** based on: maturity levels, management models, decision-making approaches



PATTERNS

The patterns module **identifies comparative organizations** with similar capabilities.



CONCEPTS

The concepts module **visualizes models** in use, incorporating extended capabilities and features.



CANVAS

The canvas module **supports workshops** by providing: templates, guiding questions, outcome recording tools



STATISTICS

The statistics module systematically **records survey results** for the publication of case studies.



STUDIES

The studies module archives **special studies**, integrating them into the benchmark portfolio.



REFERENCES

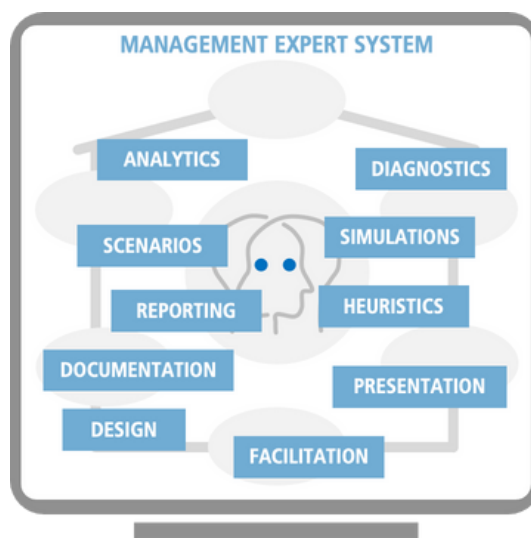
The reference module presents benchmark **case studies**, offering a comprehensive portfolio comparison.

These **auxiliary modules** provide in-depth analysis, enabling organizations to make data-driven management decisions and drive effective innovation.

THE FUNCTIONS

The functions of the Organization Twin facilitate management innovation by **integrating** components, diagnostics, analytics, scenarios, simulations, presentations, reporting, and facilitation.

THE MANAGEMENT EXPERT SYSTEM'S FUNCTIONS



COMPONENTS

- Combines management concepts with **diagnostic** and **analytic data**.
- Uses visual thinking aids to **enhance innovation discussions**.

DIAGNOSTICS

- Allows users to **assess management** through specific components, definitions, concepts, and classifications.

ANALYTICS

- Enables users to:
 - Review **standards, benchmarks, and patterns**.
 - Activate **algorithms** for management design.
 - Set organizational design **standards**.

SCENARIOS

- Guides users in exploring **alternative** management and organizational **designs**.

SIMULATIONS

- Supports **testing** of alternative design **strategies**, including:
 - Leadership toolboxes
 - Management models
 - Leadership styles
 - Development paths

PRESENTATION

- Enables users to select from pre-prepared **presentations** or create custom presentations.

REPORTING

- Allows users to generate specialized **reports** and workshop **handouts**.

FACILITATION

- Supports experts in workshop **facilitation** using Canvas templates.
- Directly **records outcomes** into the expert system.

These functions ensure seamless integration of innovation, assessment, and transformation within the Organization Twin framework, enabling **data-driven decision-making** and effective management evolution.

Working With The Toolkit

Management innovation is the process of adapting management practices to align with the needs of people and the environment. **The Organization Twin**, the **Management Innovation Toolkit**, and the **Organization Twin Cockpit** support this transformation.

Preconfigured Master Organization Twin

The Master Organization Twin is **preconfigured** with:

- System Boundaries
- Policies (Attributes)
- Components
- Spaces (Accountabilities)
- Concepts (Design Standards)
- Perspectives (Innovation Process)

We define management as the craft of getting work done, encompassing people, work, organization, leadership, strategy, and operations. These elements define the system's boundaries.

Master Control Policies

Our books and publications outline the policies and **attributes** of better management, including:

- People-Centric Management (How we lead people)
- Agile Organization (How we structure work)
- Dynamic Operating System (How we manage the business)

The **governing policies** for these master controls are defined by nine key **attributes**:

- Diagnostic
- Systemic
- Human
- Holistic
- Regenerative
- Unique
- Interactive
- Integrated
- Distributed

Key Elements of the Organization Twin

- 33 components and 135 elements define management structures.
- Seven spaces clarify management roles and responsibilities.
- Concepts provide policies for innovation.
- Perspectives guide the management innovation process.

The Master Organization Twin Cockpit integrates all components and support functions.

With results from the Global Executive Survey, the Master Twin transforms into a specific Organization Twin, supported by an individual Organization Twin Cockpit.

The Management Innovation Toolkit

The Toolkit facilitates management innovation through:

- Using the Global Executive Survey to establish your specific Organization Twin.
- Leveraging the Organization Twin Cockpit or corresponding **workbooks** to conduct project **workshops**:
 - **The Executive Briefing**
 - **The Team Workshop**
 - **Expert Briefings**
- Applying diagnostic mentoring and management design to define the **ideal management model**.
- Utilizing documentation, concepts, academy resources, publications, and books to implement **better management practices**.
- Achieving certification for **mastery** in better management.
- Managing the organization for **peak performance**.

The Goal: **Prevent ‘Unmanaged’ and Stay ‘In Control’**

By adopting management innovation, organizations can prevent ‘unmanaged’ states and maintain structured, effective, and **high-performing management systems**.

WHY GUESS WHEN YOU CAN KNOW

Free Organization Twin



Use your tablet, laptop or PC for best experience!
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Talk to our experts

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