



LUKAS MICHEL
MANAGEMENT
INSIGHTS

NEW WAYS TO BETTER MANAGEMENT



ORGANIZATION TWINS

THE INDISPENSABLE TOOLKIT
FOR INNOVATIONS IN MANAGEMENT

Brochure

INSIGHTS FROM OUR RESEARCH

The Case for Better Management

For the past 25 years, the MANAGEMENT INSIGHTS team has systematically studied 4,000 managers and experts across 500 organizations through our Global Executive Survey. Our mission? To uncover how better management drives superior performance. Our research has revealed **seven key findings**—each **proving that management is the most powerful lever for organizational success**.

1. Better Management Yields Superior Results

Organizations with top-tier management achieve: ✓ 21% higher performance, ✓ 25% greater innovation, ✓ 28% more growth ...as compared to those using traditional management approaches.

2. A Stronger Culture Drives Better Outcomes

A well-managed organization fosters a 35% stronger culture, directly influencing all aspects of performance.

3. Leadership and Systems Shape Organizational Value

Success comes from the right mix of leadership, managerial systems, strategic opportunities, risk management, and serendipity.

4. Competitive Advantage Lies in Unique Capabilities

Better-managed organizations stand out with: ✓ 22% better work environments, ✓ 33% more effective operating systems, ✓ 15% higher employee productivity, ✓ 15% superior managerial tools

5. Management Must Adapt to Organizational Growth

High-performing organizations tailor their management practices to align with their growth cycles, ensuring relevance and impact.

6. The Execution Gap: Knowing Better ≠ Doing Better

Despite widespread awareness of better management practices, average organizations lag 33% behind in actual implementation.

7. Management Innovation Is Overlooked

Despite groundbreaking research, few organizations actively adopt innovative management practices, missing out on transformative potential.

Better management directly correlates with higher profitability, growth, and productivity. The key to unlocking this potential is management innovation.

Outdated Management is Failing Organizations—It's Time for an Upgrade

Traditional management is stuck in the past. It fails to evolve, losing its impact as business environments rapidly change. Without regular updates, outdated management leads to systemic failures, delivering below-average results that hold organizations back.

The Power of Management Innovation

Management innovation is the key to reinventing leadership, organization, and work. It adapts management practices to fit the **unique needs of people, organizations, and their challenges**—turning management into a true competitive advantage.

To create real impact, management innovation must:

- Challenge outdated management orthodoxies
- Integrate across processes, systems, and leadership practices
- Be continuous, allowing progress to compound over time

Decades of Research, Proven Insights

Our extensive research and publications document both the **failures of traditional management** and the **success of management innovation**:

- *People-Centric Management* (Michel, 2013) & *Agile by Choice* (Michel, 2021) – The human side of management.
- *The Performance Triangle* (Michel, 2013) – A holistic approach to management.
- *Better Management* (Michel, 2022) – Competitive advantage through uniqueness.
- *Patterns of Mastery* (Michel, Nold & Anzengruber, 2026 expected) – Typologies of management mastery.
- *The Transition of Organizations* (Michel & Nold, 2023) – A guide to emergent management evolution.
- *Diagnostic Mentoring* (Michel, 2021) & *Management Design* (Michel, 2022, 3rd Ed.) – Diagnostic & interactive methods for management innovation.

From Insights to Action: Organization Twins & AI-Based Expert Systems

Our **Organization Twins** and the **Management Innovation Toolkit**, powered by the **AI-based Organization Twin Cockpit**, provide leaders with the tools to establish **mastery in management**—helping them move beyond outdated practices and build the future of leadership.

Mastering Management Through Innovation

Management innovation is the key to developing true mastery in management. Through our extensive research, we have identified six attributes of better management and three attributes that define the journey to mastery. **Six attributes of better management:** Human, Holistic, Systemic, Unique, Integrated, Distributed; **three attributes that guide the journey to mastery:** Diagnostic, Regenerative, Interactive

Human – People are at the center of great management.

People-Centric Management lays the foundation for human-centered leadership.

Agile by Choice explores how to create conditions for peak performance.

Holistic – Management is a complete, interconnected system.

The Performance Triangle and its related research (*The Performance Triangle: A Model for Corporate Agility*) identify the capabilities and relationships that define good management, supported by tools like the Leadership Scorecard and Leadership Toolbox.

Systemic – Management follows structured development paths.

Patterns of Mastery (coming 2026) analyzes management differences across industries, providing a typology of strategies to help organizations develop mastery and outperform competitors.

Unique – Competitive advantage comes from distinctive management capabilities.

Better Management defines six key criteria that make management a unique and hard-to-replicate advantage.

Integrated – Management is a dynamic system where all components work together.

Diagnostic Mentoring documents how essential management components integrate into a unified system, connecting work, leadership, and organizational design.

Distributed – Knowledge and autonomy fuel high performance.

Agile by Choice examines the knowledge people need to excel.

People-Centric Management explores the work environment that makes work motivational and personally meaningful.

Mastering management isn't about applying outdated frameworks—it's about evolving and innovating to build better organizations.

ORGANIZATION TWINS

The Tools to Mastering Management

Organization Twins provide a detailed assessment of an organization's **dynamic capabilities**, helping identify gaps and paving the way for the adoption of better management practices. The goal? **Mastery and peak performance** through management innovation.



For over 15 years, organizations have used **personas** to understand customer needs and tailor products and services accordingly. **Avatars**, or digital representations of personas, enable precise design and decision-making. Now, imagine an **Organization Twin** as the persona of an entire organization—a digital counterpart that mirrors its real-world operations.

This Organization Twin provides a clear, data-driven foundation for **adopting, adapting, and evolving** management practices, helping organizations move beyond traditional structures and embrace better, more effective leadership.

The Organization Twin Cockpit: AI-Powered Expert System. Our Organization Twin Cockpit is a sophisticated **expert system** that presents each organization's twin through models, standards, principles, and typologies.

This system enables organizations to assess their **current management state** and map out **innovative solutions** for improvement.

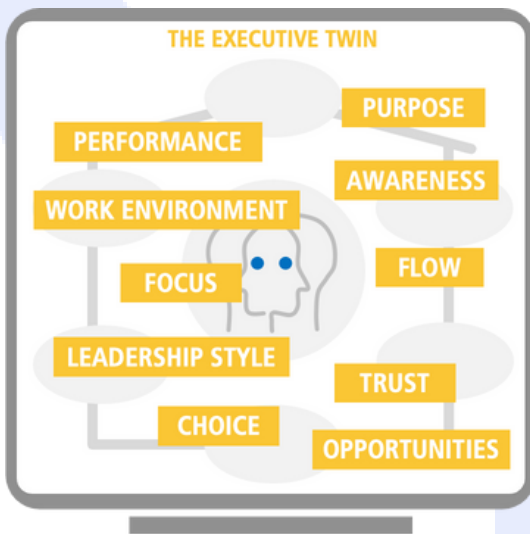
Data-Driven Insights for Strategic Leadership. With **data** and **visualization**, the Management Expert System provides leaders with a clearer understanding of their **dynamic business environment**, enabling them to **respond more effectively** to challenges.

By integrating big data analytics, dynamic capability monitoring, and management innovation, Organization Twins empower leaders to make informed decisions that **improve organizational performance** over time.

A Holistic Approach to Management Innovation. Organization Twins provide holistic, real-time insights that guide leaders toward better management and higher organizational performance.

The Organization Twin for the Executive

How do I succeed as an executive? The Executive Twin for directors, managers, and professionals is designed to **raise awareness** of their full potential while uncovering the **interferences** that prevent them from performing at their peak. By offering personalized insights, the Executive Twin helps leaders identify and overcome obstacles, enabling them to unlock their highest level of performance and effectiveness.



The **Executive Twin** is perfect for navigating an **inflection point**, preparing for new challenges, or making the most of your **first 100 days in power**. It provides a space for **reflection** in a safe setting and offers **expert insights** to help you make informed decisions and lead with confidence.

The Executive Twin includes a **workbook** and the **Executive Briefing**. By utilizing the **Global Executive Survey** online, executives can provide key data to power the twin. Additionally, *Agile by Choice* serves as a companion to guide executives through the process, ensuring agility and effectiveness in their leadership journey.

THE MANAGEMENT INNOVATION TOOLKIT

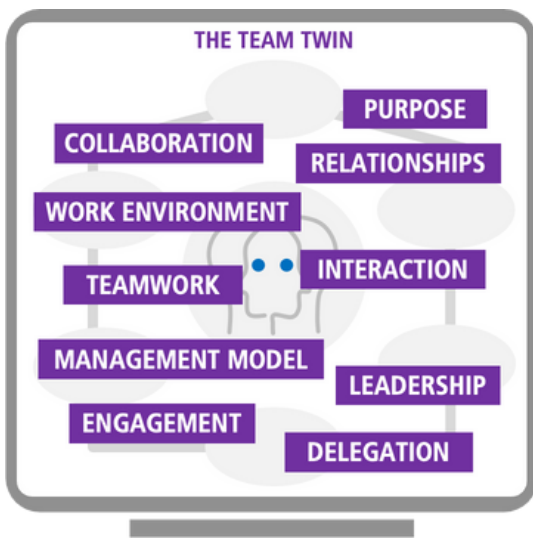
- **Global Executive Survey** with 44 elements for 3+ participants
- The **Executive Briefing** working session with one of our experts
- The **Executive Workbook** with the organization twin and diagnostic results
- Option: The **Executive Twin Cockpit** and AI-based expert system

THE EXECUTIVE TWIN MODULES

The Executive Twin includes a range of modules designed to support your **leadership work**, providing tailored tools and insights to help you navigate challenges and drive success: People, Speed, Work, Resilience, Organisation, Agility, Dynamic Capabilities, Success, Performance Triangle, Organisation Form, Accountability, Strategy, The Leadership Toolbox, Leadership Style, Organisation Design, Management Index, Maturity Levels, Value Creation, Sustainability, Levels of Sustainability, Goals, Performance, My Flow, People-Centric Levers, Operating Modes, Personal Roadmap

The Organization Twin for the Team

How do we succeed a team? The Team Twin for leadership, project, or work teams provides clarity on the gaps preventing you from reaching your goals. It helps you identify the **key issues** that need to be addressed in order to close these gaps and propel your team toward success.



The **Team Twin** is the perfect application for **reviewing your current situation, realigning your team, preparing for greater challenges, or launching a new project**—collaboratively with your team, ensuring shared vision and collective success.

The Team Twin includes a **workbook**, the **Executive Briefing**, and the **Team Workshop**. By leveraging the Global Executive Survey online, the team contributes valuable insights to power the twin. People-Centric Management complements this twin, ensuring a human-centered approach to team development and performance.

THE MANAGEMENT INNOVATION TOOLKIT

Global Executive Survey with 64 elements for 12+ participants

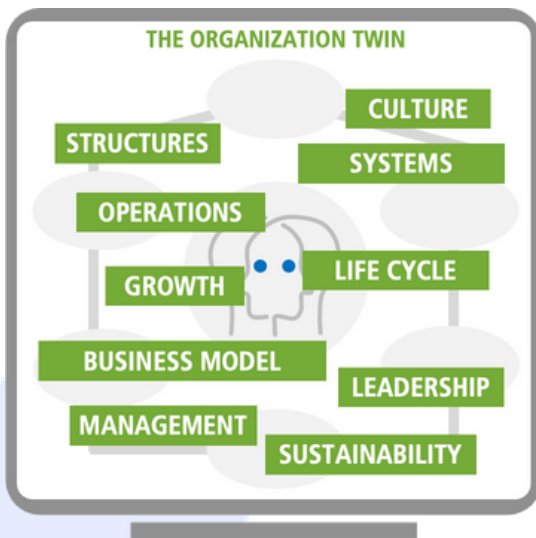
- The **Executive Briefing** working session with one of our experts
- The **Team Workshop** for everyone that's involved
- The **Team Workbook** with the organization twin and diagnostic results
- Option: The **Team Twin Cockpit** and AI-based expert system

THE TEAM TWIN MODULES

The Team Twin includes a variety of modules designed to support your **team's work**, offering tools and insights to optimize collaboration, alignment, and performance: Capabilities, People, Speed, Work, Resilience, Organisation, Agility, Dynamic Capabilities, Success, Performance Triangle, Leadership Scorecard, Organisation Form, Accountability, Design, Strategy, The Leadership Toolbox, Operating Model, Leadership Style, Organisation Design, Management Index, Maturity Levels, Competitive Advantage, Capabilities, Value Creation, Sustainability, Levels of Sustainability, People-Centric Levers, Operating Modes

The Twin for the Organization

How do we succeed as an organization? The Organization Twin for businesses, public administrations, events, and foundations of all kinds helps you define your roadmap and provides the **certainty** needed for effective implementation, ensuring alignment and sustained progress toward your goals.



The **Organization Twin** is the perfect application to transform your business model, shift direction, implement strategy, refine culture, or strengthen management—empowering your organization to adapt and thrive in dynamic environments.

The Organization Twin includes a **workbook**, the **Executive Briefing**, **Team Workshops**, and **Expert Briefings**. By utilizing the **Global Executive Survey** online, executives and professionals contribute valuable data to refine the twin. *Better Management*, the book that supports this twin, offers essential insights to guide organizations toward sustained success and mastery.

THE MANAGEMENT INNOVATION TOOLKIT

- **Global Executive Survey** with 71 elements for 25+ participants
- The **Executive Briefing** working session with one of our experts
- The **Team Workshop** for everyone that's involved
- The **Expert Briefing(s)** for those that help you implement
- The **Organization Workbook** with the organization twin and diagnostic results
- Option: The **Organization Twin Cockpit** and AI-based expert system

THE ORGANIZATION TWIN MODULES

The Organization Twin includes a comprehensive set of modules designed to support **management innovation**, helping organizations drive transformation and achieve sustainable success. Contact us for the full list of modules.

The Management Innovation Toolkit

Every **Organization Twin** comes with its comprehensive **Management Innovation Toolkit**, providing the diagnostics, analytics, and expertise to drive innovations in better management. The toolkit includes:

- **Global Executive Survey**
- **Organization Twin Cockpit** and **Management Expert System**
- **Innovation process** guided by *Diagnostic Mentoring* and *Management Design* methodologies
- **Transformation support** and ample **documentation**

The Global Executive Survey

The Global Executive Survey evaluates between **44 and 71 dynamic capabilities**, spanning organization, work, management, leadership, decision-making, and performance. Independently tested and proven in practice, this survey provides critical insights for management innovation.

The Organization Twin Cockpit (Option)

The Organization Twin Cockpit serves as the **Management Expert System** for operating the twin. Through visual thinking aids and interactive modules, it provides a variety of functions to support and facilitate management innovation.

The Organization Twin Workbooks

Workbooks contain the results of the assessment, designed for use in workshops with **executives and teams**. They help participants digest their assessment data and explore innovative approaches to management and organization.

Project Workshops

Our standardized workshops—The **Executive Briefing, Team Workshop, and Expert Briefing**—use tailored workbooks to deepen participants' understanding of management and support their journey toward better management practices.

The Mentoring Process

Diagnostic Mentoring is a structured facilitation process that outlines management innovation in detail, including models, relationships, and design algorithms. The **Partner Portal** offers additional access to presentations, templates, tools, and literature to support the mentoring process.

The Design Methodology

Management Design methodology guides the innovation process with the **Canvas facilitation tool**, which provides essential questions to direct all workshops toward actionable outcomes.

Supporting Resources for Management Innovation

The Documentation

Our dedicated portals for **guests, clients, and partners** offer access to a wealth of resources: publications, presentations, tools, videos/podcasts, and the **Organization Twin manual**—all designed to maximize your engagement with the toolkit and twin.

Management Concept

We tailor concepts for specific areas of management, including **CEO Office, Staff Process, Decision-Making, Accountability, Strategic Management, Performance Management, and Risk Management**. Access to guides and templates through the Partner Portal helps implement these tailored concepts.

The Better Management Certification

Organization Twin projects include a **Better Management Certification** that provides a performance overview, a workbook, and a badge—demonstrating your organization's commitment to management excellence.

Academy Education

The **Academy** offers **Masterclass, Mentoring Foundations, and ShapeToFlow** training programs for clients and partners. Every project and workshop includes training sessions to ensure participants are familiar with their Organization Twin and supported through the management innovation process.

Research Publications

Researchers leverage the **Global Executive Survey** for studies in management, leadership, culture, and more. Our **statistics module** allows them to compare data against over 100 global standards.

Books

The concepts behind **Organization Twins** are extensively documented in our publications. Several accompanying videos further illustrate the theories and applications outlined in the books.

The Global Executive Survey

The **Global Executive Survey** is our online assessment tool, designed to guide organizations through the **management discovery journey**. Used alongside Organization Twins and the Management Innovation Toolkit, the survey serves as a powerful tool for **consulting, research, education, and certification**.

The survey evaluates up to 71 dynamic capabilities across key areas: People, Work, Organization, Leadership, Strategy, Operations, Capabilities, and Performance.



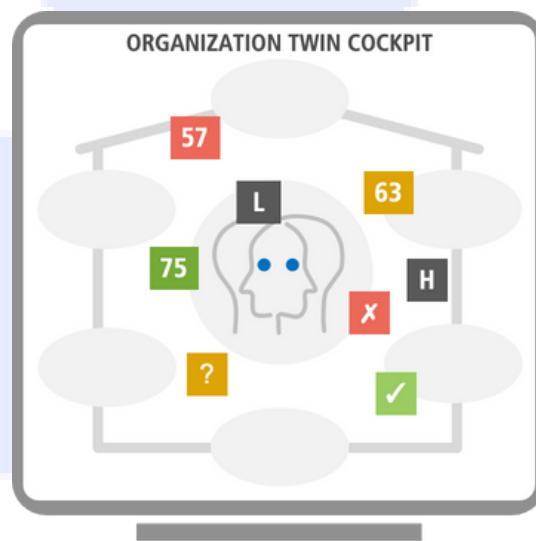
How the Survey Works: Executives in organizations complete the survey in less than 20 minutes using any web browser. The results are processed by our Management Expert System, which ensures that even with few participants, the data yields statistically significant results. This means the Organization Twin visual aids will provide a realistic digital reflection of the organization, offering a reliable starting point for data-driven decision-making and eliminating the guesswork often involved in management improvements.

The Focus of the Survey: The survey and Organization Twin work together to give leaders and managers a clear and accurate snapshot of their organization's capabilities, highlighting areas for management innovation and improvement.

Partner Use and Benefits: Our partners rely on the Global Executive Survey and Management Innovation Toolkit to support their consulting work with clients. Typically, between 3 and 25+ executives participate in the survey, depending on the scope and size of the organization.

The Organization Twin Cockpit: Your AI-Powered Management Expert System

The **Organization Twin Cockpit** is an **AI-driven Management Expert System** designed to operate and display the Organization Twin. It brings the twin to life by presenting its components through interactive modules and providing auxiliary tools to streamline the work involved. The cockpit facilitates key functions such as **diagnostics, analytics, scenarios, simulations, presentations, and reporting**, all geared toward driving management innovation.



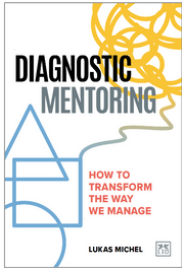
Personalized Insights and Adaptation: By leveraging data from the **Global Executive Survey**, the **master twin** is transformed into a **specific twin** tailored to the organization. The **master cockpit** becomes the **individual cockpit**, with the mentoring and design methodologies customized to fit the scope of each unique management innovation project.

Flexible Use for Certified Partners and Client Experts: The cockpit is primarily used by our **certified partners**, with the option for **client experts** to access and utilize it as well. This provides flexibility for different users to interact with the system and extract the insights they need to drive innovation.

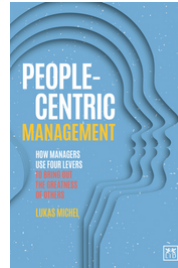
Tailored Cockpits for All Users: Dedicated twin cockpits are available for individuals, institutions, mentors, and coaches, each containing their own Global Executive Survey data. These users can conduct tailored scenarios, simulations, and generate custom presentations and workbooks, all designed to support management innovation at every level.

OUR BOOKS

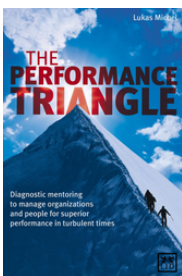
The guides for innovations in management



Diagnostic Mentoring guides the process as the manual with detailed descriptions of all steps and tools



People-Centric Management guides managers to lead people and organisations through agile and people-centric capabilities



The Performance Triangle supports the mentoring with the model, the theory, definitions, and examples for agile organisations



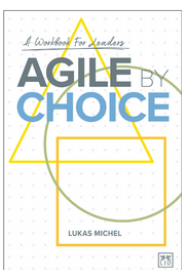
Better Management sets the standards for management as a competitive advantage



Management Design serves as the workbook for executives and facilitation guide for experts with the canvas tool



The Transition of Organizations provides strategies to overcome structural growth hurdles



Agile by Choice enables self-guided learning for peak performance and agile capabilities with 14 nudges and 21 exercises

WHY GUESS WHEN YOU CAN KNOW

Free Organization Twin



Use your tablet, laptop or PC for best experience!



Talk to our experts

LUKAS MICHEL | MANAGEMENT INSIGHTS
Chaunt da Crusch 12, CH-7524 Zuoz, Schweiz
Tel: +41 79 438 75 20 | contact@management-insights.ch

www.management-insights.ch