



LUKAS MICHEL
MANAGEMENT
INSIGHTS

NEW WAYS TO BETTER MANAGEMENT

INTRODUCTION

During the last 25 years, Management Insights has investigated the application of management in organizations worldwide and published its results in various books and scientific journals. The verdict is a set of findings that identify the need for innovations in management as the primary job of every CEO.

We identified ineffective and outdated management and wrong leaders as the roots of the many failures we learn about almost daily. While that might not surprise casual observers, it highlights the chicken and egg problem. Wrong leaders detour management which in return deteriorates over time, causes infected cultures and, eventually, leads to failures.

We call the state of failing leaders and organizations 'unmanaged', or the language of cybernetics 'out of control', where inefficient, outdated management prevails, where leadership interventions fail or, simply, where management has not taken place. We note that 'unmanaged' is reality, not the norm, but also not an infrequent occurrence. Most failures are caused by systemic errors of management as a system or faulty leadership. Failures happen, and organizations muddle through regardless.

We concluded, the adoption of better management is low and varies widely. It is stuck in the past and has lost its impact. Where the fix of wrong leaders is simple, boards just need to act on their responsibility, the fix of management is hard work. Better management positively correlates with higher profitability, growth, and productivity. It's human, holistic, systemic, unique, diagnostic, regenerative, and interactive, and it can be a competitive advantage.

Better management is not readily adopted because we assume it's good, we know better and, therefore, underinvest. Getting out of 'unmanaged' requires the adoption of better management practices and their adaptation to meet the needs of people, the specifics of the organization and its anticipated context.

But there is no doubt, better management yield superior returns in form of better profitability, growth, and productivity.

Management innovation is the theory and process to assess, adopt, and adapt better management to reach mastery, prevent 'unmanaged' and remain 'in control'.

For years, we have promoted **Organization Twins**, the **Global Executive Survey**, and the AI-based **Organization Twin Cockpit** as the tools get management back on track.

Management Innovation Toolkit provides the expertise, the process, and the support for leaders to reinvent their management at lower cost, higher speed and less risk as compared to any other approach.

LUKAS MICHEL | MANAGEMENT INSIGHTS

Chaunt da Crusch 12, CH-7524 Zuoz, Switzerland

Tel: +41 79 438 75 20 | contact@management-insights.ch

www.management-insights.ch

MANAGEMENT INNOVATION

Management innovation is the process to adapt management with 'better' attributes, and to fit it to the needs of people and the environment.

We view management as a complex system, represent it through various models and define it as the craft to get work done. Innovation alters the systems.

Systems, by definition, describe the part of the world which purpose and functionalities are of interest to us. The systems architecture and configuration include systemics, contents and form.

Cybernetics are the science of the control of systems. **Master controls** represent the general principles of management that determine the functioning of systems. **Cybernetic systems** function through self-organizing capabilities, being self-regulation, self-organization, self-control, and self-management.

Master controls are programs that ensure the functioning of the system management. **Policies** govern master controls. Policy is the art of navigation. **Governance** is about managing a system such that it can organize and regulate itself.

Control, steering, regulating or, in combination **management**, is information that alters the functioning of a complex system. In that sense, **innovation** alters the system of management.

Systems have a form. We present management through **models** as **visual thinking aids**.

Models represents the image or perception we have of the system's configuration. They supply the contents of systems. Models organize and synthesize information and knowledge in ways that provide guidance and enable action. Cybernetic models can be simulated. They are not static, rather moving maps. They are real time navigators and support fuzzy logic relationships. And they are platforms that create a shared understanding.

Models provide guidance. They are thinking tools. Awareness alters models online and real-time and brings them up to date. Models document the permanent assumptions and knowledge about the context. Models, in their purest sense, don't include data, because every input that is viewed in the context of the category and past experiences leads to ever changing short-term information.

Management for our purposes includes people, work, organization, leadership, strategy and operations with control, structure, behaviour and output features. Their generic master control policies of management include people-centric principles, agile organization, and a dynamic operating system.

With this introduction to systems and models, we introduce Organization Twins, the Organization Twin Cockpit, and the Management Innovation Toolkit.

The Organization Twin is our master twin that represents the configuration with better management attributes. It comes with all components, the innovation process perspectives, the concepts, and spaces of accountabilities for management as a system.

The Management Innovation Toolkit comes with individual Organization Twin Cockpit, the specific Organization Twin, and project support with the tailored mentoring methodology.

The Organization Twin Cockpit is the master control that operates and presents the specific Organization Twin. It serves as the **Management Expert System** for leaders to assess, adopt, adapt, and transform their management and determine their *unique* concepts, policies and governance. The result is leadership through mastery in management.

THE ORGANIZATION TWIN



The Organization Twin represents the real-world organization as visible dynamic copy. As an accumulation of cybernetic models, equipped with data, and qualified with distinct features, it consists of perspectives, components, concepts, and spaces. It reflects the systemic architecture with the attributes of better management (its contents) and as represented through visual thinking aids (its form).

We have extensively published the architecture of management, its 'better' properties, and its visual presentation form in *The Performance Triangle* (Michel 2013), *People-centric Management* (Michel 2020), *Agile by Choice* (Michel, 2021), and *Better Management* (Michel, 2023).

The cybernetics of management imply self-regulation, self-organization, self-control, and self-management, which we reflect in the master twin with the 'better' attributes: human, holistic, systemic, unique, diagnostic, regenerative, and interactive. We have extensively documented the attributes in our new book '*Unmanaged*' (Michel, et al., 2025, expected).

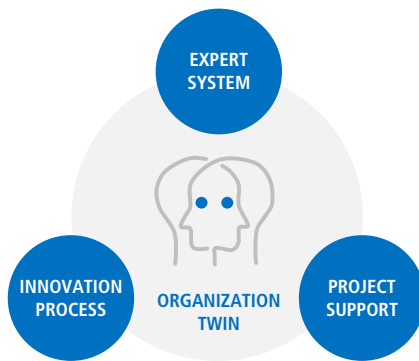
To support the innovation of management, we have preconfigured our Master Organization Twin. The master provides the rules, structures, controls, and principles that make up better management. We have equipped the master with state-of-the art theories, proven algorithms, carefully selected heuristics, detailed standards, and plenty of benchmark data.

With the information from the **Global Executive Survey**, the master model turns into the specific twin that represents the organization in review. The online survey assesses the dynamic capabilities of an organization and feeds the results into the organization twin cockpit. As such the master twin turns into the specific Organization Twin as presented in the individual Organization Twin Cockpit.

Based on the model of a system, concepts describe what we pay attention to. With their specific Organization Twin, leaders can create and apply their own concept of management, organization and work. That concept then becomes the specific policy for the governance for that organization.

The results of every management innovation project with the Organization Twin Toolkit leads to better management. In our book *Better Management* (Michel, 2022), we have extensively documented the configuration of a system that features these standards.

THE MANAGEMENT INNOVATION TOOLKIT



The **Management Innovation Toolkit** presents the Organization Twin as an expert system, guides the mentoring to establish the specific twin, and supports leaders with their innovation projects to establish their own concept of management.

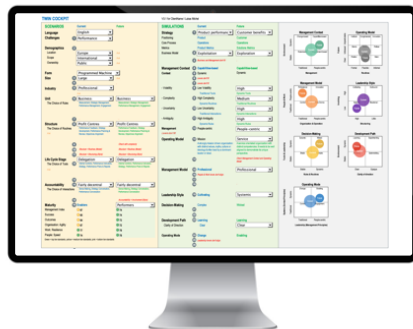
In our book, *Management Design* (Michel, 2021, 3rd Ed.), we have documented the design methodology in detail with the Canvas moderation tool.

The Canvas guides the facilitation with questions and answers that can be recorded on the posters. Over time the patterns of the responses create their own transformation story.

In *Diagnostic Mentoring* (Michel, 2022), we have documented the mentoring facilitation methodology with all visual thinking aids that make up an organization twin. It serves as a compendium for all theories, algorithms, heuristics, and standards that constitute the organization twin.

The toolkit includes an extensive online documentation, the certification, the training academy, our research publications and books.

THE ORGANIZATION TWIN COCKPIT



The **Organization Twin Cockpit** (Option) makes the twin visible and malleable with the help of diagnostics, analytics, simulations, scenarios, presentations and the reporting.

The **Management Expert System** performs as the master control for the Organization Twin.

With the results of the Global Executive Survey, the master control cockpit becomes the individual Organization Twin Cockpit for the specific organization.

The cockpit provides access to the survey results and guides users through the innovation process.

It's called an expert system, meaning that its operation requires advanced knowledge and skills. We train our partners and client experts in the effective use of the cockpit.

Clients have the choice to own their twin cockpit, have their mentoring partner operate the cockpit for them, or simply work with traditional workbooks in support of the management transformation.

Management innovation with organization twins has deep roots in our research.

With the experience of our work with clients, we documented the innovation process in *Management Design* (Michel, 2021, 3rd Ed.)

The design algorithms for the operating system and the leadership toolbox have been documented in *Diagnostic Mentoring*. (Michel, 2022).

The transformation programs became part of *The Transition of Organizations* (Michel and Nold, 2023) with our research on the differences in management, maturity, capabilities, and the leadership toolbox as organizations grow along their life cycle stages.

With two research projects, *Big Data Analytics* (Bumblauskas et al. 2017) and *The Performance Triangle* (Michel, 2013), we documented how data and knowledge translate into action.

With four applied research projects, we identified the conditions for management innovation. In *External Ability of Higher Education Institutions*, we identified agility as a driver of innovation. (Zeine, et al., 2014) With *Innovation in the Insurance Industry*, we identified the need for management innovation. (Nold et al., 2022) With our work on *The Dunning-Kruger Effect on Organizational Agility*, we identified faulty leaders as inhibitors of management innovation. (Nold and Michel, 2022)

That's how organization twins enable management innovation.

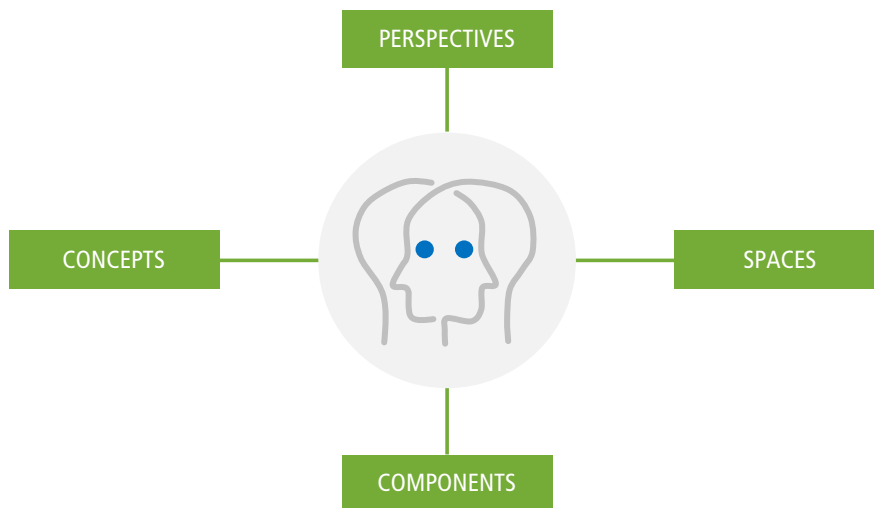
THE ORGANIZATION TWIN

The Organization Twin presents management through four architectures, its boundaries, properties (the system's configuration), and form as a set of models to represent the simplified system's complex reality.

We define management as the craft to get work done (the system's purpose and definition).

- The twin model draws the limits of management (the system's boundaries) to include people, work, organization, leadership, strategy, and operations (the system's contents).
- The twin model represents the systemic attributes of management through its 'better' features (the system's configuration).
- The twin model present management through visual thinking aids (the system's form).
- The twin model serves management innovation through four functions, the perspectives (process), components (contents), concepts (structures), and spaces (roles).

THE ORGANIZATION TWIN FUNCTIONS



The twin model comes with the following functions:

PERSPECTIVES: The twin model guides the process of management innovation. The purpose is to align innovation with the activities of management: understand (assessment of management), plan (decision-making on the adoption), organize (coordinate activities and resources for the adaptation), perform (motivate people to transform and perform at the peak), and control (monitor activities, leading for mastery).

COMPONENTS: The twin model provides the deep dive into the contents of management innovation. The purpose is to focus innovation on the many elements of management: the dynamic capabilities.

CONCEPTS: The twin model offers the structures, relationships, theories, and metrics for management innovation. The purpose is to base innovation on the principles of management for the digital era: people-centric leadership, agile organization, and a dynamic operating system.

SPACES: The twin model clarified the roles of management and its innovation. The purpose is to align innovation with the accountabilities for management: Board, CEO, leadership team, leaders, teams, and people.

PERSPECTIVES

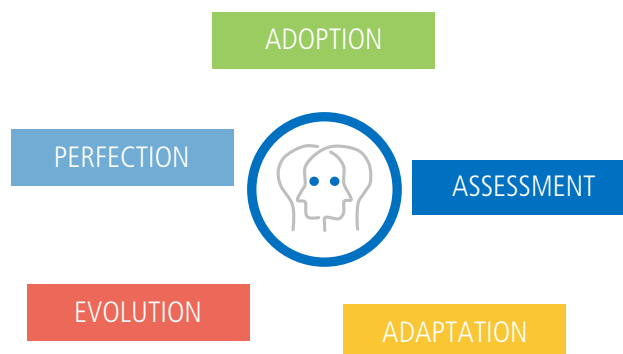
How do we work with the organization twin?

The Organization Twin guides the process of management innovation in line with the activities of management:

- The innovation process creates understanding. It creates awareness. How successful are we? The executive survey establishes the depth-dive inventory for management innovation.
- The innovation process requires planning. Action on insights establishes clarity. What will success look like in the future? Projections with reliable scenarios create ultimate clarity on the opportunities of management innovation.
- The innovation process means organizing. It's about predicting outcomes and learning fast. How do we raise the chances of success? Visual design thinking simulates alternatives with high predictability of management innovations.
- The innovation process demands performance. It provides the certainty to adopt mastery. How do we enable success everywhere? Diagnostic mentoring guides the transfer of management innovations into the real world with enhanced certainty.
- The innovation process enables control. Mastery leads to peak performance. How do we perform at the peak? Experiential coaching expedites the implementation of management innovations to deliver superior performance.

Perspectives provide the functions of the twin and the process for innovations in management.

THE ORGANIZATION TWIN PERSPECTIVES



THE PROCESS

Management Innovation with the individual organization twin cockpit follows our five-step process:

ASSESSMENT: The purpose of the first step is to create awareness for the state of management. As most leaders assume it's good or know better, we conclude that they are unaware of their management. Assessing management with the Global Executive Survey creates the necessary awareness.

ADOPTION: The purpose of the second step is to act on the insights. As management is not readily adopted, we suggest that leaders get the basics right to enable the cybernetic system of management to perform its intended function. Adopting better management gets the basics right.

ADAPTATION: The purpose of the third step is to learn fast. As superior management truly makes a difference, we recommend that leaders adapt the principles of better management to turn them into mastery. Adapting better management to the specifics of people and the context sets the stage for peak performance.

EVOLUTION: The purpose of the fourth step is to establish the capabilities and the leadership toolbox as a competitive advantage. Transforming management from ‘out of control’ to self-regulation, self-organization, self-control, and self-management, establishes true cybernetic management. It creates value, is unique and hard to copy.

PERFECTION: Mastery in management with cybernetic features creates an environment where people experience flow, the state where they unlock their full talents. As a result, such organizations perform at their peak.

Management Innovation with the individual organization twin cockpit answers the following questions.

1. ASSESSMENT (Insights)

CREATE AWARENESS

What are your organization’s current...

- Dynamic capabilities?
- Maturity level?
- Management model?
- Competitive advantages?
- Leadership toolbox?

How does your organization compare with others?

2. ADOPTION

ACT ON INSIGHTS

What if your organization were of different:

- Challenges, industry?
- Size, organization form?
- Life cycle stage?
- Maturity level?

What then would your organization look like?

- Dynamic capabilities?
- Maturity level?
- Management model?
- Competitive advantages?
- Leadership toolbox?

How do you close current gaps?

3. ADAPTATION (Design)

LEARN FAST

What if your organization changed its...

- Strategy?
- Business model?
- Management model?
- Operating mode?
- Leadership style?
- Development path?

What were the effects on...

- Metrics?
- The toolbox?
- Leadership?
- The Transformation?

4. EVOLUTION (Transformation): EXPERIENCE MASTERY. How do you adapt mastery in management?

5. PERFECTION (Mentoring): PERFORM AT THE PEAK. How do you succeed and perform at the peak through mastery in management?

The five steps make up the process of management innovation.

Management innovation is extensively documented in our book *Management Design* (Michel, 2021, 3rd Ed.) with Insights, Design, Transformation, and Mentoring as the steps.

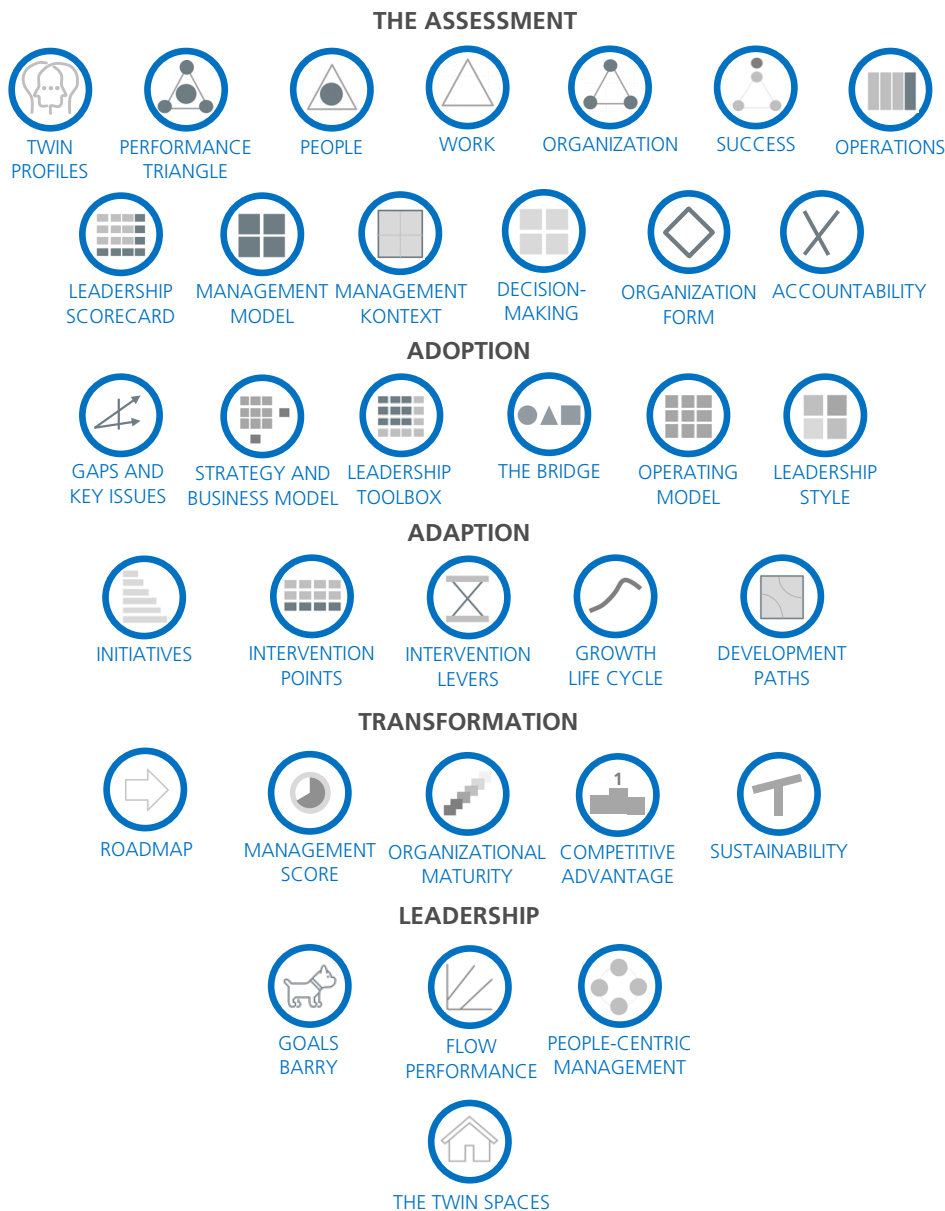
COMPONENTS

What are the components of the organization twin?

The Organization Twin equips the model of management with 33 components with 135 elements. The Global Executive Survey offers 79 questions to review management.

Components and their elements are part of the entire management innovation process with the assessment, adoption, adaptation, transformation and leadership of management perspectives. Every component may include several elements that explain management in detail.

THE ORGANIZATION TWIN COMPONENTS



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

THE COMPONENTS

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*



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

The adoption components present the results of the scenarios with their design choices and compare them with the assessment results. Adoption refers to embracing better management.



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

The adaption components compare assessment results with adoption choices to derive the adaption requirement initiatives. Adaptation refers to modifying management practices to the needs of people and the specific business context.



INITIATIVES

Initiative components compare assessment results with adaption 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

The evolution components offer guidance for the development of the adaptation roadmap program. Evolution refers to reaching mastery in management.



ROADMAP

The roadmap component summarizes the overall transformation program with the key insights from the assessment, the adoption, the adaption 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

The perfection components offer guidance on managing with mastery for superior performance. Perfection refers to managing for superior performance.



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 MANGEMENT

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

Source: *People-centric Management*

CONCEPTS

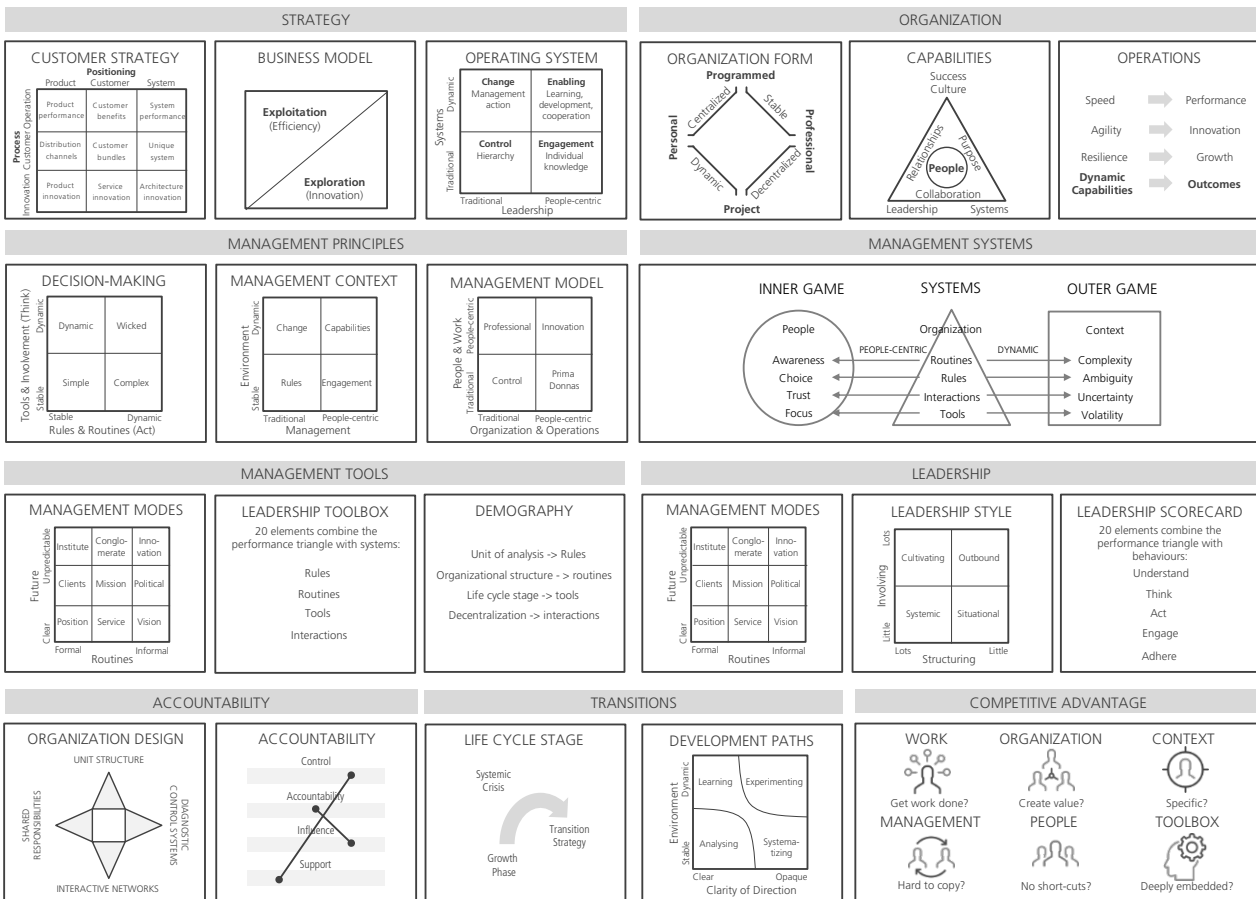
Why do we need the organization twin?

Concepts add structures, relationships, theories, and metrics to the twin for innovations in management. They serve as standards for the management concepts.

The twin displays management with its components and elements through visual thinking aids, the form of management as a system.

- The twin model structures to the innovation of management: strategy, organization, leadership, management, design, transformation, and competitive advantage concepts.
- The twin model establishes relationships among elements and concepts.
- The twin model provides the theories that make up concepts and their elements.
- The twin model determines the metrics for innovations in management.

THE ORGANIZATION TWIN CONCEPTS



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

THE CONCEPTS

STRATEGY. Its policies are to align strategy, business models, and operations with an operating system that fits the purpose of business.

ORGANIZATION. Its policies are to establish capabilities, operations and organization in line with the strategy.

MANAGEMENT PRINCIPLES. Its policies are to align management, decision-making and context.

SYSTEMS. Its policies are to fit systems to the needs of people and context.

TOOLS: Its policies are to fit tools to management modes and demography.

LEADERSHIP. Its policies are to apply a scorecard and a toolbox for the prevailing leadership style.

ACCOUNTABILITY.

TRANSITIONS. Its policies are to follow growth life cycles and development paths for the transformation.

COMPETITIVE ADVANTAGE. Its policies are to push management innovation to create competitive advantages.

Organization twins enable leaders to apply these concepts to maximize the value of their innovations in management.

SPACES

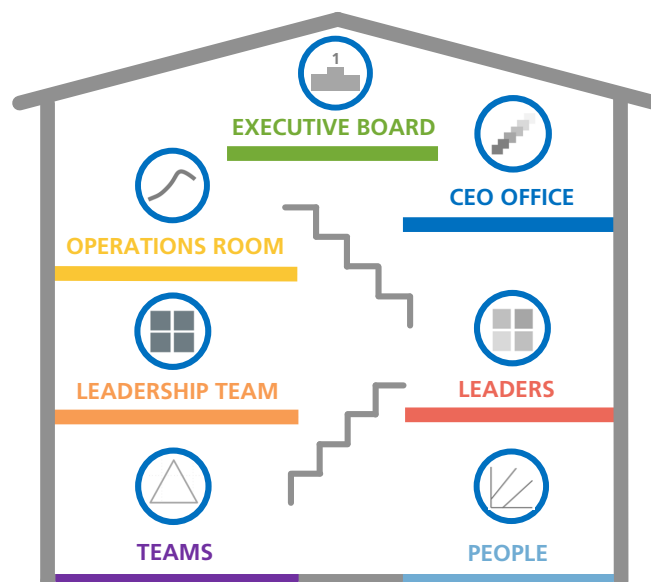
Who needs to work with the organization twin?

The Organization Twin clarifies the roles for management and its innovation in spaces:

- The board's accountability in the innovation space is governance. Its role is sustainability.
- The CEO's accountability in the innovation space is control. Its role is stability.
- The leadership team's accountability in the innovation space is growth. Its role are levers.
- The leaders' accountability in the innovation space is execution. Its role is balance.
- The teams' and people's accountability in the innovation space is performance. Its role is learning.

Spaces provide room for accountability for innovations in management.

THE ORGANIZATION TWIN SPACES



THE SPACES

EXECUTIVE BOARD: Its roles are competitive advantage, management context, strategy, business model.

THE CEO OFFICE & OPERATIONS ROOM: Their roles are maturity, operating model, leadership toolbox, decision-making, life cycle stage, development path.

THE LEADERSHIP TEAM: Its roles are operating mode, management principles, leadership style.

THE LEADERS: Their roles are dynamic capabilities, the leadership scorecard.

TEAMS & PEOPLE: Their roles are resilience, collaboration, purpose, relationships, speed, performance, flow.

THE MANAGEMENT INNOVATION TOOLKIT

The Management Innovation Toolkit includes the Management Expert System with the Organization Twin Cockpit (option), the Organization Twin with the Global Executive Survey, the innovation processes guided by the mentoring and design methodologies, and the transformation support with ample documentation.

Every management innovation project comes with the individual cockpit, the specific twin, tailored mentoring and design, and the support that fits the scope of the project.

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 (Option) supports experts with our sophisticated individual software cockpit to support leaders in their assessment, adoption and adaptation states of management innovation.

THE ORGANIZATION TWIN present management as a specific copy to enable their review, reinvention, and transformation without interfering with the original.

THE MANAGEMENT INNOVATION PROCESS follows diagnostic mentoring, uses selected management models, and applies our management design methodology.

OUR TRANSFORMATION SUPPORT includes a tailored package of auxiliary services.

THE MANAGEMENT EXPERT SYSTEM

The Organization Twin Cockpit is the Management Expert system to operate the twin.



THE ORGANIZATION TWIN COCKPIT

The cockpit presents the twin with its modules through visual thinking aids and performs a variety of functions in support of management innovation.

THE ORGANIZATION TWIN

Twins for executives, teams, and organizations come with the Global Executive Surveys, the Organization Twin Workbooks, and Project Workshops, facilitated by a certified mentor. Various extra modules offer additional insights: Profiles, Standards, Benchmarks, Patterns.



THE GLOBAL EXECUTIVE SURVEY

The survey assesses 71 dynamic capabilities in the area of organization, work, management, leadership, decision-making, and performance. The survey has been independently tested and proven in practice.



PROJECT WORKSHOPS

Three standardized workshops with their respective workbooks help participants to deepen their understanding of management and to work towards better management: The Executive Briefing, the Team Workshop, The Expert Briefing



ORGANIZATION TWIN WORKBOOKS

30 workbooks present the results from the assessment for various purposes. The workbooks are used in workshops for executives and teams to digest their assessment and for innovations in management and organization.

MANAGEMENT INNOVATION PROCESS

The management innovation process is fully documented in our books.



MENTORING PROCESS

Diagnostic Mentoring describes the management innovation facilitation process in detail with all models, their relationships and the design algorithms as applied and presented through the cockpit and workbooks. The Partner Portal provides access to presentations, templates, tools and literature to support the mentoring.



MANAGEMENT MODELS

The Performance Triangle, *Better Management*, *People-Centric Management*, and *Agile by Choice* describe the models used to present the twin. *Patterns of Mastery* and *The Transition of Organizations* guide management transformation projects. All books are

available from any book shop. Videos on the books are available from the guest, client, and partner portals.



DESIGN METHODOLOGY

Management Design describes the management innovation methodology supported by the Canvas facilitation tool with questions that guide all workshops.

TRANSFORMATION SUPPORT

The work with organization twins is extensively supported.



PORTAL DOCUMENTATION

Dedicated guest, client and partner portals provide access to publications, presentations, tools, videos/podcasts, and the manual for the organization twin as presented in the cockpit and workbooks.



MANAGEMENT CONCEPTS

The work with organization twins may include tailored concepts on the CEO Office, the Staff Process, Decision-Making, the Toolbox, Organization, Accountability, Strategic Management, Performance Management, and Risk Management. The partner portal provides access to guides and templates for the concept work.



BETTER MANAGEMENT CERTIFICATION

Organization Twin projects include the certification on better management. Certification provides the performance overview, a workbook, and the badge.



ACADEMY EDUCATION

The Academy offers the Masterclass, Mentoring Foundations, and ShapeToFlow trainings for clients and partners. Every project and workshop include training session to familiarize participants with their Organization Twin and to support management innovation.

Organization Twins are part of dedicated academic change, transformation, and leadership programs at various business schools. Teachers use the Twin Toolkit for Education with the Global Executive Survey for their work with students.



RESEARCH PUBLICATIONS

Researchers use the Global Executive Survey for their studies on management, organization, leadership, culture, and more. Our statistics module presents their data against any 100 standards they wish to compare with.

Organization Twins are part of many academic and practitioners' conferences on management innovation. Presenters use the Twin Toolkit for Conferences with the Global Executive Survey and workbooks for their participants and their presentations.

Anzengruber, J; Berger, S; Nold, H. and Bumblauskas, D. (2020). Be like me: the effects of manager-supervisor alignment. *Leadership & Organization Development Journal*.

Bumblauskas D, Nold H, Numbauskas P, and A Igou (2017, Big Data Analytics: Transforming Data into Action. *Business Process Management Journal* 23(3).

Michel, L; Anzengruber, J; Wolfe, M; and Hixson, N (2018). Under What Conditions do Rules-Based and Capabilities-based Management Modes Dominate? *Special Issue Risks in Financial and Real Estate Markets Journal*, 6(32).

Michel, L (2007). Understanding Decision Making in Organizations to focus its practices where it matters most. *Measuring Business Excellence*, Vol 11.

Nold H, Michel L and Perez J (2022). Innovation in the Insurance Industry: A Diagnostic Perspective. *Journal of Advancements in Applied Business Research*, Volume XI Number 2, 2022.

Nold, H; Anzengruber, J; Michel, L; and Wolfle, M (2018). Organizational Agility: Testing Validity and Reliability of a Diagnostic Instrument. *Journal of Organizational Psychology*, 18(3).

Nold, H; and Michel, L (2016). The Performance Triangle: A Model for Corporate Agility. *Leadership & Organizational Development Journal*, 37(3).

Nold, H (2012) 'Linking knowledge processes with firm performance: Organizational culture', *Journal of Intellectual Capital*, vol. 13, no. 1, pp. 16-38.

Zeine, R; Boglarsky C; Blessinger P; and L Michel (2014). External Adaptability of Higher Education Institutions: The Use of Diagnostic Interventions to Improve Agility. *Change Management: An International Journal*. Volume 13, Issue 4.



BOOKS, THE THEORY

Books: Organization Twins are extensively documented in our books. Several videos present the concepts of our books.

Dedicated surveys with workbooks with direct access are available for single users for *The Transition of Organization*, *Better Management*, *Agile by Choice*, *Management Design*, *The Performance Triangle*, and *People-Centric Management*.

Dedicated video lectures with direct access are available for *Agile by Choice* (14 lectures) and *People-Centric Management* (12 lectures).

Bosbach, G; Editor (2015). *Arbeitsvisionen 2025*. Norderstedt: BOD.

Michel L, Hold H and Anzengruber J (2025, expected). *Patterns of Mastery: 21 Business Cases for the Digital Economy*. London: LID Publishing.

Michel L and Nold H (2023). *The Transition of Organizations: Managing for Growth at Each Stage of the Organization's Life Cycle*. London: LID Publishing.

Michel, L (2022). *Better Management: Six Principles for Leaders to Make Management their Competitive Advantage*. London: LID Publishing.

Michel, L (2021A). *Diagnostic Mentoring: How to Transform the Way We Manage*. London: LID Publishing.

Michel, L (2021B). *Management Design: Managing People and Organizations in Turbulent Times* (Third ed.). London: LID Publishing.

Michel, L (2021C). *Agile by Choice: How You Can Make the Shift to Establish Leadership Everywhere*. London: LID Publishing.

Michel, L (2020). *People-Centric Management: How Managers Use Four Levers to Bring Out the Greatness of Others*. London: LID Publishing.

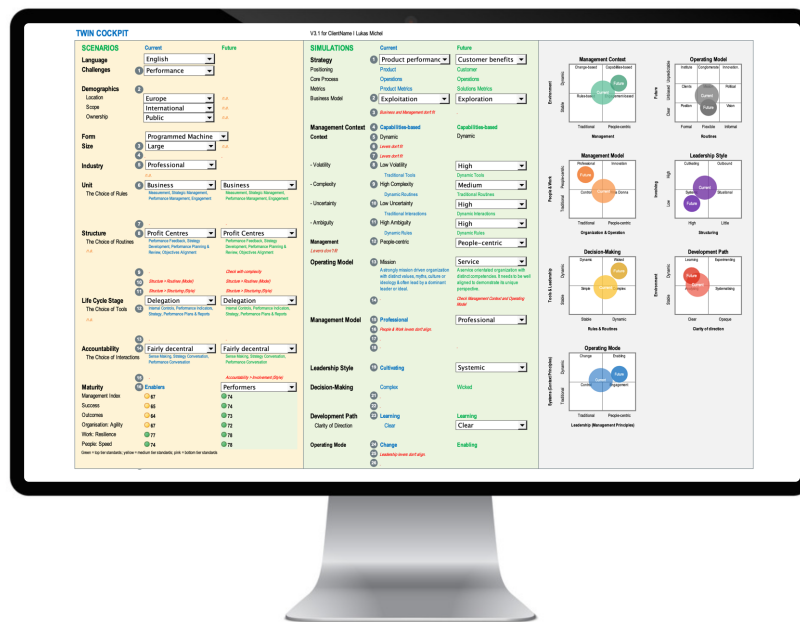
Michel, L (2013). *The Performance Triangle: Diagnostic Mentoring to Manage Organizations and People for Superior Performance in Turbulent Times*. London: LID Publishing.

THE ORGANIZATION TWIN COCKPIT

The Organization Twin Cockpit is the AI-based Management Expert System to operate the twin. It serves as the master control for management as a system. The cockpit presents the twin with its component modules, offers auxiliary modules to facilitate the work with the twin, and performs functions, such as diagnostics, analytics, scenarios, simulations, presentations, and the reporting for innovations in management.

With the data from the Global Executive Survey, the master twin becomes the *specific* twin, the master cockpit becomes the *individual* cockpit, and the mentoring and design methodologies are *tailored* for the scope of the *unique* management innovation project.

THE MANAGEMENT EXPERT SYSTEM



The Organization Twin Cockpit consists of a sophisticated software application that presents the organization twin as an expert system. The application combines state of the art management theories, a large database of benchmarks, and proven methodologies. It enables expert designers to assess alternative scenarios and conduct simulations to evaluate innovations in management.

With 25 years of work with clients, we have accumulated a huge data base of diagnostic information. We have extensively condensed the data and with the help of our research, we distilled the essentials to create the critical algorithms, heuristics, standards and benchmarking data to now serves as our AI-base. With this, the twin cockpit applies AI-based analytics in support of management innovation.

The cockpit is used by certified partners with an option for its use by client experts.

Dedicated twin cockpits are available for individuals, institutions, mentors, and coaches. They all include their own data from the Global Executive Survey to conduct scenarios and simulations, and to generate their own presentations and workbooks.

THE MODULES

Modules present diagnostic components and auxiliary analytical elements.

COMPONENT MODULES

We have already introduced the 33 components as part of the organization twin. They are all presented through the cockpit's visual thinking aids.

AUXILIARY MODULES

Auxiliary modules support the analytical work with the Organization Twin.



DEFINITIONS

21 definition modules define the dynamic capability elements.



CLASSIFICATION

14 classification modules narrate the assessment results to separate better from traditional management.



PROFILES

21 profile modules characterize specific elements with comparative information.



STANDARDS

21 standards modules compare assessment results with organizations of the same features.



BENCHMARKS

21 benchmark modules compare assessment results with organizations on maturity, the management model, and decision-making.



PATTERNS

The pattern module captures comparative organizations with their capabilities.



CONCEPTS

The concept module illustrates the models in use with extended capabilities and features.



CANVAS

The canvas module facilitates the workshops with templates, questions, and the ability to record outcomes.



STATISTICS

The statistics module records survey results in a scientific manner for the publication of case studies.



STUDIES

The study module records special studies with the full portfolio as a benchmark.



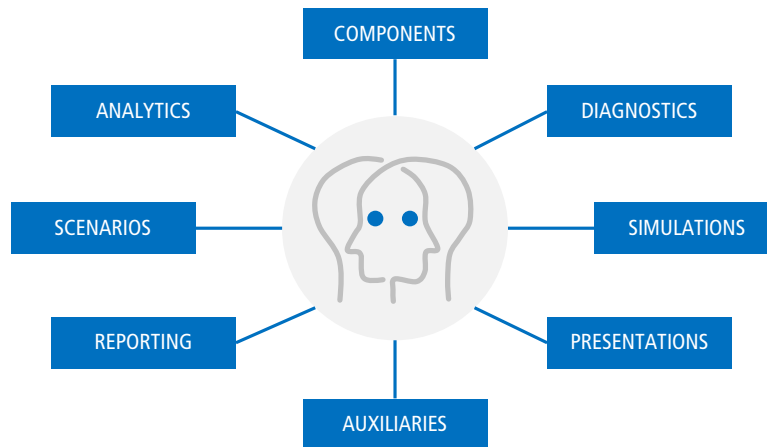
REFERENCES

The reference module presents a benchmark case study with the full portfolio.

THE FUNCTIONS

Functions facilitate the work with the organization twin on management innovation with components, diagnostics, analytics, scenarios, simulations, and support presentations, reporting, and facilitation.

THE MANAGEMENT EXPERT SYSTEM'S FUNCTIONS



COMPONENTS. The components' function is to combine the concepts of management with diagnostic and analytic information as visual thinking aids to facilitate innovation conversations.

DIAGNOSTICS. The diagnostic function enables users to view specific components and use definitions, concepts, and classifications to assess management.

ANALYTICS. The analytics function enables users to review standards, benchmarks and patterns, activate algorithms, and set standards for the design of management and organization.

SCENARIOS. The scenario function guides users to view alternative designs of management and organization.

SIMULATIONS. The simulation function guides users to test alternative strategies, leadership toolboxes, management models, leadership styles, and development paths.

PRESENTATION. The presentation function enables users to select a preprepared presentation or create their own.

REPORTING. The reporting function enables users to select dedicated reports and workshop handouts.

FACILITATION. The facilitation function helps exerts guide workshops with the canvas templates and record the outcomes directly into the expert system.

WORKING WITH THE TOOLKIT

Management innovation is the process to adapt management to the needs of people and the environment. The Organization Twin, the Management Innovation Toolkit and the Organization Twin Cockpit support that process.

We have preconfigured the Master Organization Twin with the system's boundaries, policies (attributes), components, spaces (of accountability), concepts (design standards) and perspectives (the innovation process).

We define management as the craft to get work done and consider people, work, organization, leadership, strategy, and operations as part of management. The frame the system's boundaries.

Our books and publications suggest policies and attributes of better management.

The master control policies are people-centric management (how we lead people), agile organization (how we structure work), dynamic operating system (how we manage the business).

The policies that govern the master controls are the diagnostic, systemic, human, holistic, regenerative, unique, interactive, integrated, and distributed attributes of management.

We have identified 33 components and 135 elements that make up management.

Seven spaces clarify the roles of management.

Concepts provide the policies for the innovation.

Perspectives guide the innovation process.

The Master Organization Twin Cockpit provides the modules with the components and the support functions.

With the results from the Global Executive Survey the masters turn into the *specific* **Organization Twin** supported by the *individual* **Organization Twin Cockpit**.

The **Management Innovation Toolkit** guides the management innovation:

- Use the Global Executive Survey to establish your specific Organization Twin.
- Use the Organization Twin Cockpit or the corresponding workbooks to conduct your project workshops: The Executive Briefing, the Team Workshop, and Expert Briefings.
- Apply diagnostic mentoring and management design to determine your management model.
- Benefit from our documentation, concepts, academy, publications and books to implement better management.
- Get your organization certified for mastery in better management.
- Manage your organization to perform at the peak.

Management innovation is the process to prevent 'unmanaged' and remain 'in control'.

Why guess if you can know?

Here is what you can do:

Explore the managerial innovation potential in your organization
and get a free report on your mastery.



Use your tablet, laptop or PC for best experience!

<https://management-insights.ch/free-survey>



Talk to our experts

LUKAS MICHEL | MANAGEMENT INSIGHTS

Chaunt da Crusch 12, CH-7524 Zuoz, Switzerland

Tel: +41 79 438 75 20 | contact@management-insights.ch

www.management-insights.ch