



LUKAS MICHEL
MANAGEMENT
INSIGHTS



THE MANAGEMENT TOOLBOX

FOR LEADERS

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ORGANIZATION TWINS

Management as we know it is in trouble. In the **digital economy**, traditional management has lost its impact. The art of management needs a new spirit. We have a problem with management theory. And the new context requires a different craft, one with dynamic capabilities to succeed in a dynamic environment.

The time has come for better management and organisations.

Organization Twins make management, organisations, work, and performance visible. In the digital economy, innovations in management and organisation are one of the few remaining competitive advantages. But much of organisations including management, leadership, work, and performance consist of intangible assets—one cannot see and, therefore, not advance them.

That's why we create twins as visible dynamic copies of real-world organisations. The visibility comes through most rigorously researched **models**, and the **data** dynamically sheds light on the invisible factors that determine success.

We have identified **Diagnostic Mentoring** as the methodology to work with twins and achieve mastery in management and organisation. It follows capability monitoring, the renowned technique to develop dynamic capabilities.

The document first introduces the **Management Toolbox** with the **Global Executive Survey**. Second, it puts forth the benefits with our organisational models and the levers for people-centric management. Third, the process and **Canvas** facilitation tool are explained. And forth, the document offers nudges for peak performance, typologies for more innovation, strategies for growth and the standards for management and organisation as a competitive advantage.

THE TOOLBOX

Mentoring is our multi-facetted methodology to develop better management and organisation. The concept features the mentoring process and the facilitation canvas. The benefits are a model for organisations with agile features, management with people-centric levers, and a dynamic operating system. It further offers nudges for superior performance, typologies for innovation, strategies for growth and standards for competitive advantage.

Symbols identify every part of the toolbox. Every part takes on a specific role in the methodology. They are all documented in our workbooks and guides.

THE TOOLBOX FOR CORPORATE DEVELOPMENT

FEATURES

<p>Mentoring</p> <p>PROCESS</p> <p><i>Diagnostic Mentoring</i> Expert guide</p>	<p>Facilitation</p> <p>CANVAS</p> <p><i>Management Design</i> Workbook</p>
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BENEFITS

<p>Agile organization</p> <p>MODEL</p> <p><i>The Performance Triangle</i> Guide</p>	<p>People-centric management</p> <p>LEVERS</p> <p><i>People-Centric Management</i> Guide</p>
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OUTCOMES

<p>Performance</p> <p>NUDGES</p> <p><i>Agile By Choice</i> Workbook</p>	<p>Innovation</p> <p>TPOLOGIES</p> <p><i>The Leadership Scorecard</i> Guide</p>	<p>Growth</p> <p>STRATEGIES</p> <p><i>Growth Cycle Transitions</i> Guide</p>	<p>Competitive Advantage</p> <p>STANDARDS</p> <p><i>Better Management</i> Guide</p>
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THE MANAGEMENT TOOLBOX FOR LEADERS

The mentoring process comes in three steps. It follows five canvas facilitation and documentation frames. The performance triangle illustrates the model for agile organisations with its intangible features. Four levers offer choices between traditional and people-centric management. Nudges promote self-mentoring by playing the inner and outer games with 21 exercises. The leadership scorecard identifies typologies with dominant patterns. Five transition strategies suggest how to overcome the systemic crisis that every organisation goes through. Six standards identify better management as a competitive advantage.

Diagnostic Mentoring is the expert guide to transform the way we manage. It provides all details about the methodology and how to use it.

Management Design is the facilitation guide for experts and practitioners of diagnostic mentoring. It comes with a practical canvas template that is used as a poster in workshops to document the outcomes.

The Performance Triangle features our agile model for organisations. It comes with all definitions, better practices, and hints for leaders. It also serves as the source for the diagnostic questions.

People-Centric Management is for leaders to bring out the greatness of others. It presents the triangle elements as a leadership cycle with a choice of levers for the digital economy.

Agile by Choice serves as a workbook for leaders that need the experience to drive performance. It offers 14 nudges and 21 exercises for self-discovery.

The Transition of Organisations (2023) is the guide that helps leaders identify strategies to successfully overcome any systemic growth crisis with their organisations.

Better Management (expected in 2022) defines the standards that turn management into a competitive advantage.

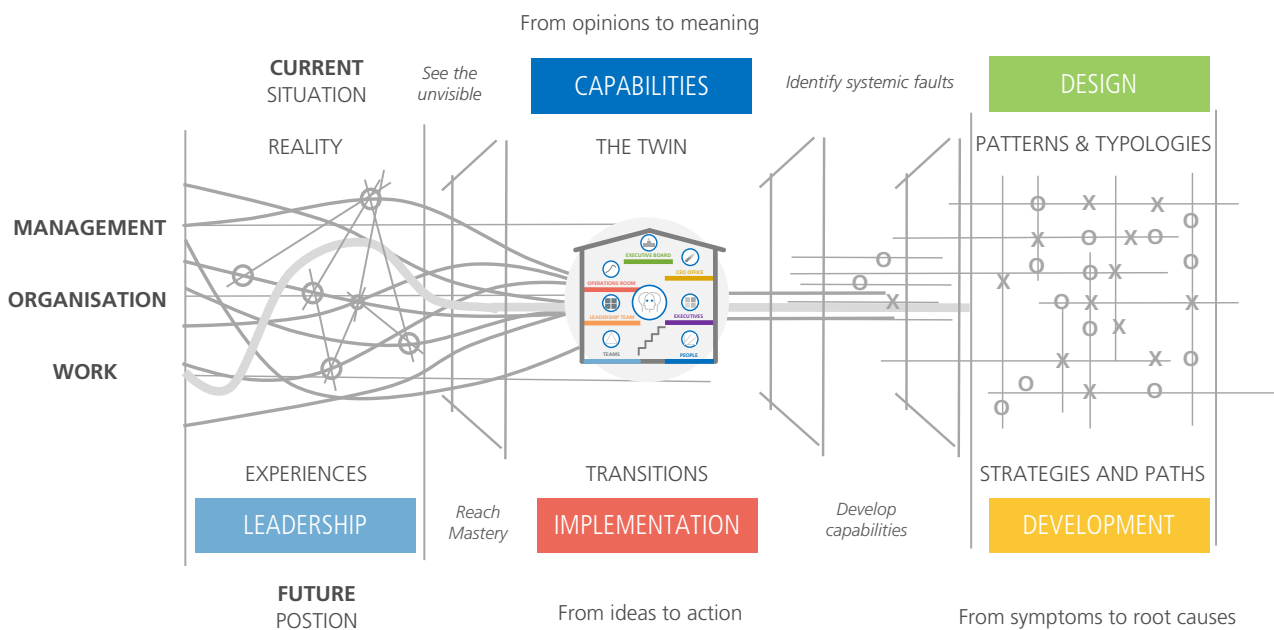
'Unmanaged' (2025) outlines what it takes to terminate the muddling through leadership and establish mastery in management.

Patterns of Mastery (expected in 2026) offers typical organisations with dominant patterns and strategies to overcome traditional hurdles and succeed in the digital economy.

THE GLOBAL EXECUTIVE SURVEY

Management is invisible. It's like taste; one notices it when it's not there. The *Executive Survey* is our tool that deciphers the intangibles; it translates invisible management into a twin for digital leadership in the real-world. The survey provides the data to translate current reality into a new digital reality. As such, opinions turn into meaning, root causes replace symptoms and ideas turn into action. The survey establishes the observation points that create awareness. Higher awareness brings the clarity that leads to insights. Insights motivate leaders to act on their own. Focus of attention enables their learning that result in action and higher performance. Insights naturally lead to the transition from the current to a new reality.

DECIPHERING THE INTANGIBLES



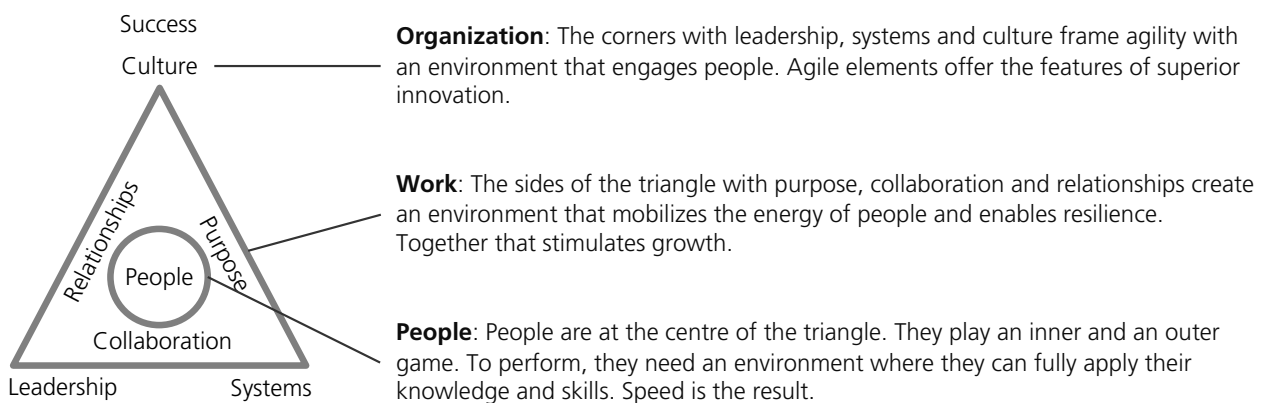
The survey follows the capability monitoring methodology. Monitoring is the discipline to observe and alter capabilities. Distance, new perspectives, critique, and multi-voice input are integral part of monitoring. The survey offers the indirect measurement of capabilities as institutionalized, rules-based reflection and a non-routine practice.

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

THE HOLISTIC MODEL

The Performance Triangle (Michel, 2013) describes the model for agile organisations with the people, organisation, and work dimensions. The model serves as the template for the survey of 70 elements that make up the performance triangle.

PEOPLE, WORK AND ORGANISATION



Our research has identified strong relationships among the elements. Systems have been identified as the triggers for superior leadership and a supportive culture. Culture is strongly correlated with success. And purpose positively influences work and people.

The performance triangle offers a choice of organisations with traditional or agile features.

Top tier organisations perform 22% better on the triangle element scores as compared to middle tier organisations.

The *Performance Triangle* special report offers all visuals from the book with diagnostic results.

The book: Michel, L (2013). *The Performance Triangle: Diagnostic Mentoring to Manage Organisations and People for Superior Performance in Turbulent Times*. London: LID Publishing. 368 pages, 70+ definitions and best practices, 9 case studies, 10 references to golf, 10 Q diagnostic.

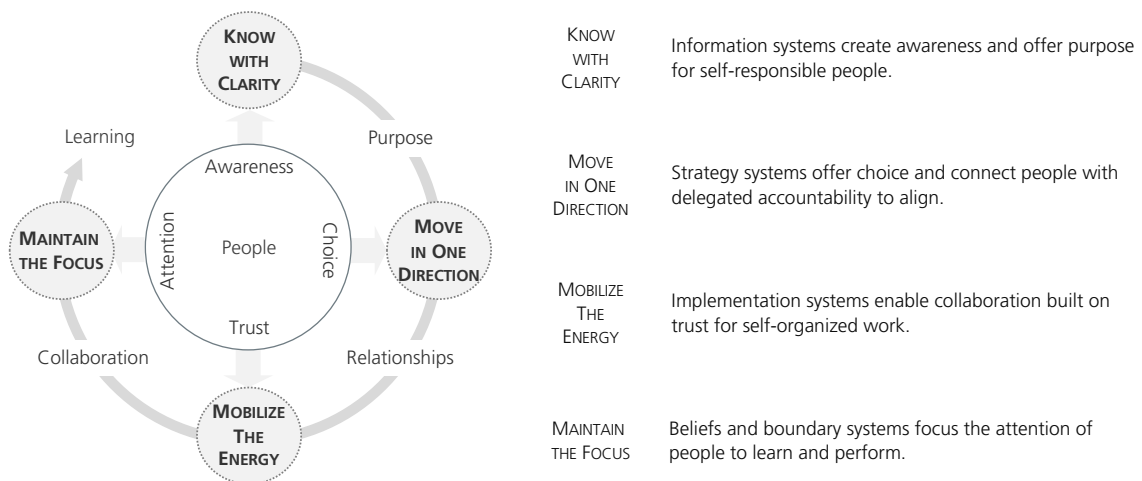
The research: Nold, H; and Michel, L (2016). *The Performance Triangle: A Model for Corporate Agility*. *Leadership & Organisational Development Journal*, 37(3).

The teaching: *Agile Strategies for the 21st Century: The Need for Speed*. Cambridge: Cambridge Scholars Publishing

PEOPLE-CENTRIC LEVERS

People-Centric Management (Michel, 2020) describes four levers with self-responsibility, delegation, self-organisation and attention as the features of better management in the digital economy. The diagnostic measures up to 10 elements to assess the levers.

FOUR LEVERS



The performance triangle model and the people-centric management levers combine the elements that make up the survey with different perspectives. The performance triangle is all about organisation. The leadership cycle frames the performance triangle elements in a managerial perspective. Our research has identified four levers as fundamental choices managers must make to shift to better management. It's the choice between traditional and people-centric management.

PEOPLE-CENTRIC	Self-responsibility	Delegation	Self-organization	Attention
TRADITIONAL	Command	Power	Bureaucracy	Targets

People-centric management scores 15% higher on the performance triangle elements as compared to traditional, rules-based management. People-centric levers are part of just about every diagnostic report.

The *People-Centric Management* special report offers all visuals from the book with diagnostic results.

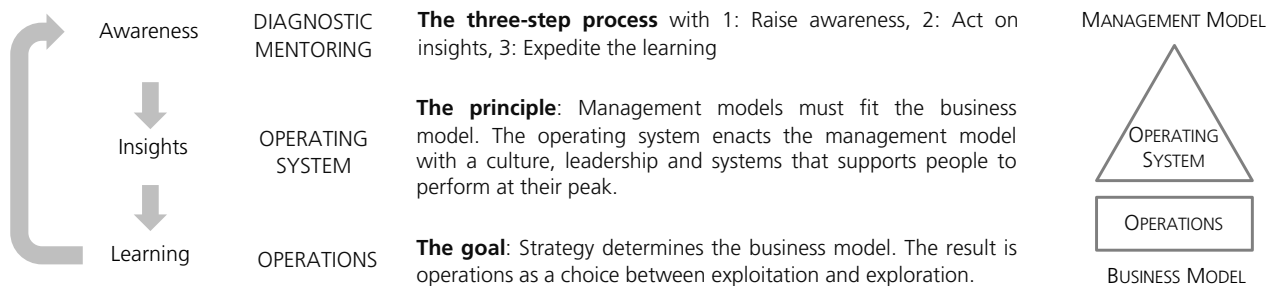
The book: Michel, L (2020). *People-Centric Management: How Managers Use Four Levers to Bring Out the Greatness of Others*. London: LID Publishing. 279 pages, 4 case studies, 20 Q diagnostic.

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

THE DIAGNOSTIC PROCESS

Diagnostic Mentoring (Michel, 2021) follows the three-step process: raising awareness, acting on insights and learning fast. Aligning principles and goals is an important step towards better management. The survey is the starting point for any mentoring.

THE THREE-STEP METHODOLOGY



Diagnostic mentoring is experiential learning. It guides the transformation of data into action. The diagnostic creates the observation points, the triangle connects the elements in a model that creates meaning. Awareness and insights create interferences that can inform choices. Learning is reflection. It creates new knowledge, and new knowledge leads to new experiences.



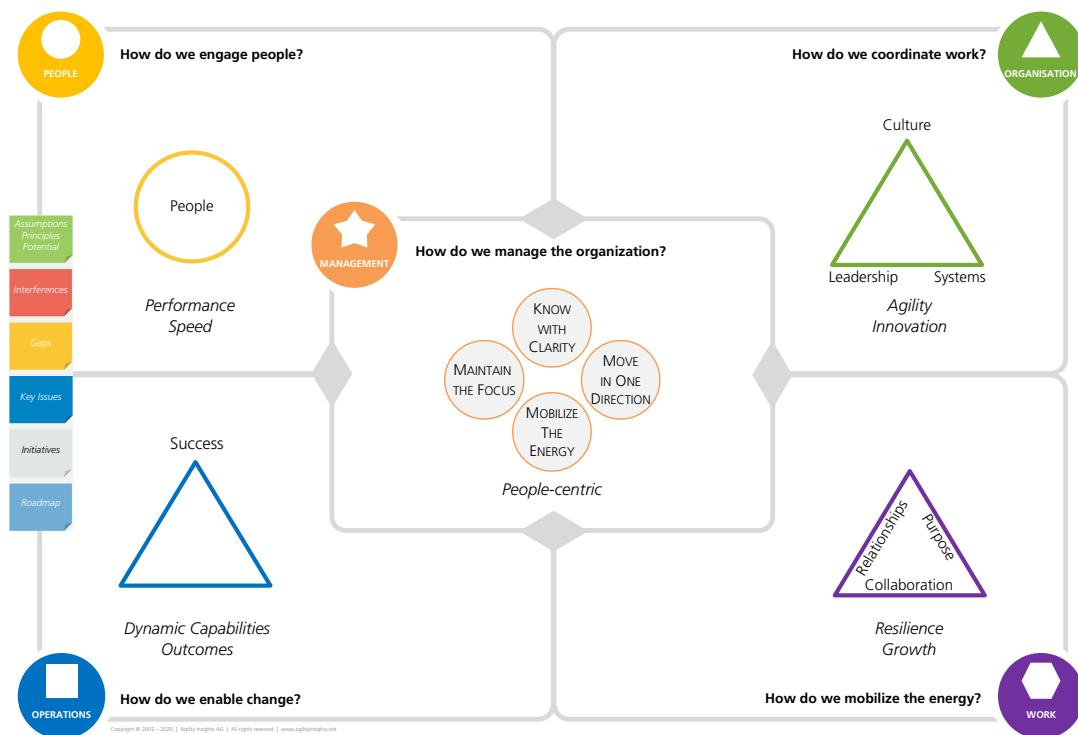
Diagnostic mentoring creates the learning experience for executives to successfully master the transition to better management. It comes with the techniques, tools and frameworks to engage the team.

The book: Michel, L (2021). *Diagnostic Mentoring: How to Transform the Way We Manage*. London: LID Publishing. 431 pages, 30 visual thinking aids, 15 case studies, 3-step methodology.

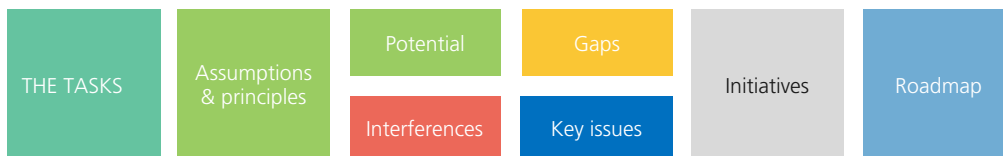
THE FACILITATION CANVAS

Management Design (Michel, 2021, 3. Edition) describes the canvas tool that documents the results of the entire process. The canvas comes with five frames that fit the performance triangle and people-centric management models to combine the organisational and managerial perspectives. The survey reports integrate the five frames as part of its workbooks.

FIVE FRAMES



The canvas supports six tasks and captures its results as assumptions & principles, interferences & potential, gaps & key issues, initiatives, and the roadmap. Facilitators use 3M stickers to categorize participant's responses accordingly. As the process proceed, participants recognize emerging patterns. That learning is essential for the motivation to transition to better management.



The book: Michel, L (2021). *Management Design: Managing People and Organisations in Turbulent times* (Third ed.). London: LID Publishing. 280 pages, workbook 10 case studies, 30 Q diagnostic.

AGILE NUDGES

Nudges are gentle pushes to promote action. *Agile by Choice* (Michel, 2021) offers 14 nudges and 21 exercises for your self-guided learning. The inner game is the mental technique to learn and perform at the peak amid the challenges at hand. The goal is to reach flow – the state where capabilities and challenges unite to offer a sense of pride and accomplishment. The mentoring follows the principles of the inner game: Create awareness, offer choice, and build on trust.

PLAYING THE INNER AND OUTER GAME

The Outer Game



The Inner Game

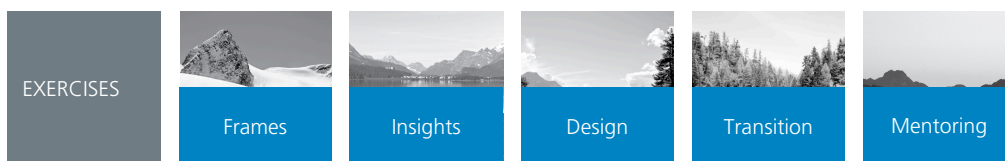
14 Nudges

- #1: Map your challenges
- #2: Explore the dimensions
- #3: Engage your inner game
- #4: Turn on your lights
- #5: It's your choice
- #6: Trust yourself and your team
- #7: Return on management
- #8: Power up your energy
- #9: Focus your attention
- #10: Maintain the momentum
- #11: Create your space
- #12: Establish leadership everywhere
- #13: Unlock the talent
- #14: Learn from new experiences

21 Exercises

- The Virus Check
- My Challenge Map
- Take a Break
- Agile Diagnostic
- Review Stakeholders
- Document Agile
- Get into the Flow
- Create Awareness
- It's Your Choice
- Examine Trust
- Review Commitment
- Check Your Energy
- Refuel Your Energy
- Pay Attention
- Time Accounts
- 101 on Executive Time
- Pace Your Time
- Executive Pace
- Accountability Profile
- Make Your Choice
- Start with Your Team

The transition to better management requires experience. Better management is new territory for most leaders. So, how can leaders get that experience to successfully manage the transition? Experiential learning is the technique that diagnostic mentoring uses to support transitions. *Agile by Choice* offers 14 nudges and 21 exercises for leaders to get their experience through self-guided learning across several dimensions.



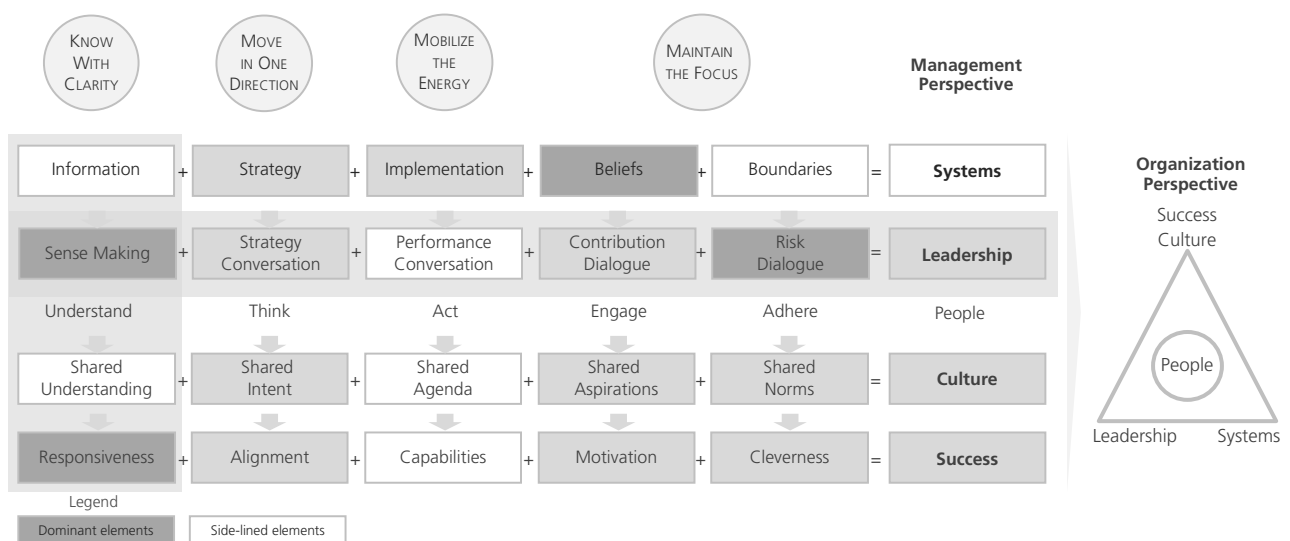
The *Agile by Choice* special report offers all visuals from the book with diagnostic results.

The book: Michel, L (2021). *Agile by Choice: How You Can Make the Shift to Establish Leadership Everywhere*. London: LID Publishing. 264 pages, self-study workbook, 20 Q diagnostic, 21 exercises.

SYSTEMIC TYPOLOGIES

Case Studies (Expected in 2025) presents typologies of organisations with distinct capability patterns. The scorecard presents 20 capabilities that align horizontally with the performance triangle and vertically with people-centric management. The diagnostic measures the capabilities with a score that ranges from 0 to 100 with a low score for side-lined elements and a high score for dominant elements. The combination of scores shows distinct patterns. By analysing many leadership scorecards, we have identified typologies for a variety of type of organisations.

TYPICAL PATTERNS



Typologies with distinct capability patterns are very helpful as they allow leaders to compare their organisation with desired patterns to delineate the differences. By looking for desirable patterns, leaders can define the areas to outperform others on their way to better management. *The New Leadership Scorecard* offers 10+ distinct patterns to compare with.



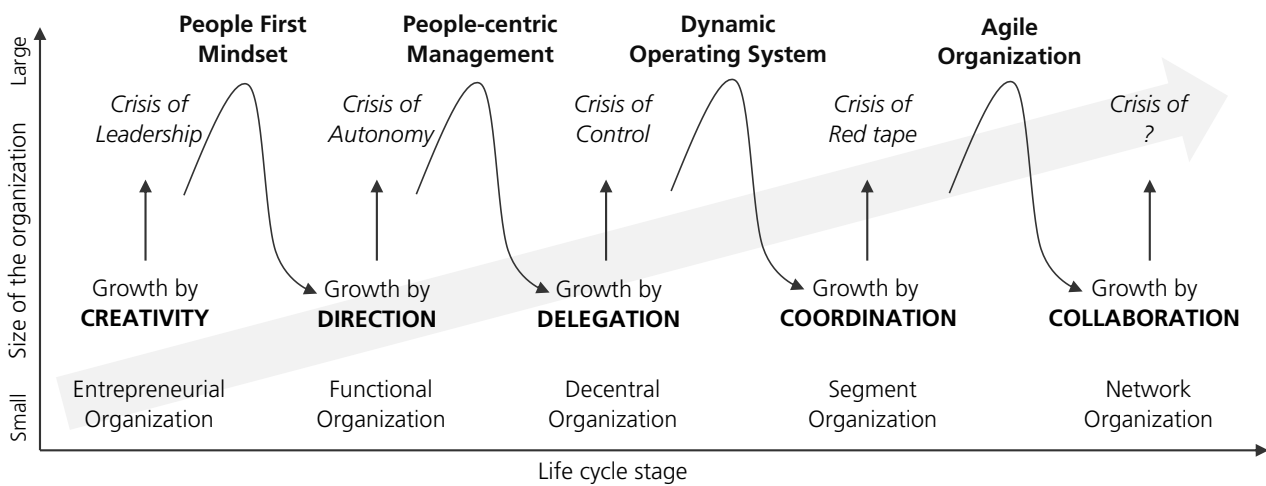
The *Case Study* special report offers all visuals from the book with diagnostic results.

The book: Michel, L, J. Anzengruber and H. Nold (2023). *Case Studies, Patterns of Mastery in Management and Organisation for the Digital Economy*. London: LID Publishing. 200 pages, 14 case studies.

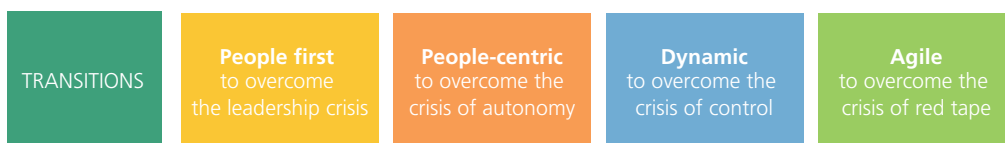
TRANSITION STRATEGIES

Organisational Life Cycle Transitions (expected 2023) identifies typical transition strategies to master systemic crisis and return to the growth path. Organisations follow five development phases during their life cycle. Every phase has its growth crisis. The challenge for leaders is to be aware of the crisis such that they can initiate strategies to prevent or transition to overcome crisis. With our research, we have identified four distinct strategies. The diagnostic identifies the growth cycle stage and signals warning signs of a rising crisis.

FOUR STRATEGIES TO OVERCOME SYSTEMIC HURDLES



Growth life cycle stages and strategies to prevent crisis are very helpful for leaders. They can use the information as early warning signals to anticipate change and react in a timely manner with their organisations.



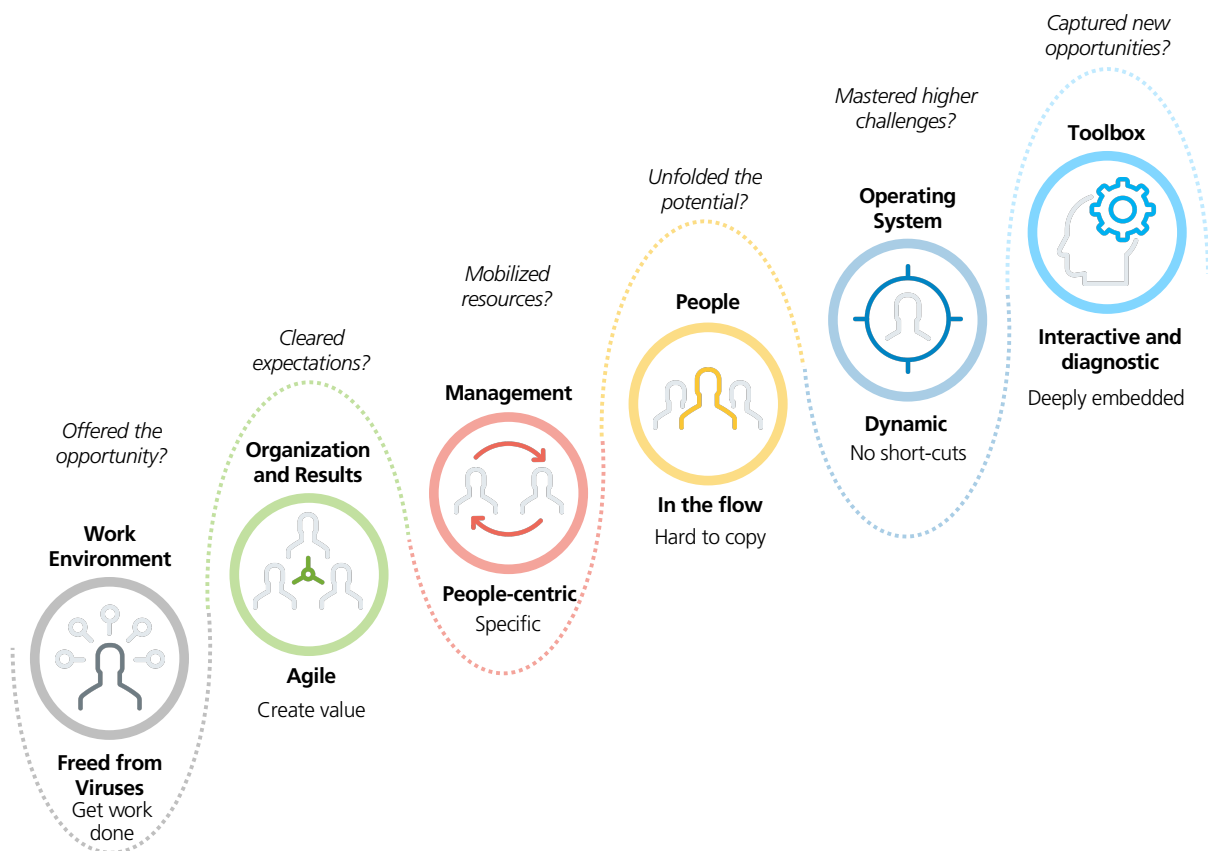
The *Organisational Life Cycle* special report offers all visuals from the book with diagnostic results.

The book: Michel, L; and Nold H. (Expected 2023). *Organisational Life Cycle Transitions: Patterns of Mastery in Management for Growth in the Digital Economy*. London: LID Publishing. 250 pages, 5 case studies, four transition strategies.

UNIQUE STANDARDS

Better Management (2022) defines the standards with six levels of fitness to qualify as a competitive advantage. We use a version of the VRIN/VRIO factors to determine the standards of management as a competitive advantage. The survey provides the scores of the respective capabilities to evaluate the standards for better management.

SIX LEVELS OF COMPETITIVENESS



The six levels of fitness explain the increasing ability of successful organisations to turn their management into a true competitive advantage. Organisations that meet that standard have reached the better management standard.

Organisations that qualify for better management reach 25% higher scores on fitness as compared to organisations with traditional management.

The *Better Management* special report offers all visuals from the book with diagnostic results.

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

THE BOOKS

Michel, L, Nold, H, and J Anzengruber (2026, expected) *Patterns of Mastery: 21 Business Cases for the Digital Economy*. London: LID Publishing.

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THE RESEARCH

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