'UNMANAGED'

WHY MUDDLING THROUGH LEADERSHIP IS NOT AN OPTION – AND WHAT YOU CAN DO ABOUT IT

AN INTRODUCTION

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INSIGHTS**

NEW WAYS TO BETTER MANAGEMENT

SUMMARY

Just about every day, we observe unmanaged instances of failed leaders and organizations, some with small and negligeable effects but others with disastrous consequences.

We identified ineffective and outdated management practices and flawed leaders as the roots of many of these failures.

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We call the state of failing leaders and organizations 'unmanaged', where inefficient, outdated management practices prevail, where leadership interventions fail or, simply, have not taken place. We note that 'unmanaged' is reality, not the norm, but also not an infrequent occurrence. Failures happen and organizations muddle through regardless less than optimal performance.

We concluded, the adoption of better management is low and varies widely. Traditional management practices are stuck in the past and have lost their positive impact. Where the fix of wrong leaders is simple, boards just need to act on their responsibility bring in new managers, the fix of management is hard work. Better management positively correlates with higher profitability, growth, and productivity. Better management is human, holistic, systemic, unique, diagnostic, regenerative, interactive, integrated, and distributed, and it can be a competitive advantage.

Better management is not readily adopted because we assume current management is good, classically trained managers know better and, therefore, underinvest in new concepts. Getting out of 'unmanaged' requires the adoption of better management practices and adaptation to meet the needs of people, the specifics of the organization and the anticipated business environment.

Capability monitoring, dynamic capabilities, management innovation, cybernetics, and quantum management are the respective theories that drive better management. For years, we have promoted **Organization Twins**, the **Global Executive Survey**, and the **AI-based Management Innovation Toolkit** as the tools to get there fast. For organizations that take that route, management turns into a true competitive advantage.

This working document summarizes **nine findings** and suggests **nine attributes** of better management that emerge logically from our observations. It presents the reasons why we are where we are, proposes what better management is all about, explains why adopting new management practices does not happen, and proposes ways to get out of being 'unmanaged'.

It's time, Boards and CEOs take responsibility for their own management.

We extend our offer to support leaders, researchers, teachers, and consultants on their way to better management with our insights and tools.

'UNMANAGED'!

Stories of failed leaders and organizations make the news. We maintain our daily logbook but refrain from listing them here. It's too depressing.

Over the last 25 years, we have systematically observed 4'000 managers and experts in over 500 organizations with our Global Executive Survey to build a profile of existing management practices and explore new ways to advance management. We have documented our findings and experience in various books and research publications. With this working document, we want to summarize our understanding of the current state of management and extend our invitation to a wider body of management practitioners, researchers, and teachers to join us and explore what it takes to get management back on track.

'Unmanaged' anecdotes have a solid backing in management research: With our scientifically tested, independently published, and widely used Global Executive Survey (Nold, et al., 2018), we have assessed the maturity of management with organizations in many industry sectors and most of the world. Survey participants review 79 managerial practices that include many relevant 'big' corporate processes, rules, and tools such as metrics, strategy, planning, performance reviews, target setting, beliefs, and risk management on a 9-point scale from non-existent to superior. Their aggregate assessment results in clear grouping we call the Maturity Index that ranges from 0 to 100 with the respective classification of maturity levels. Every maturity level identifies typical patterns such as consistent capabilities, barriers, and themes that describe these organizations.

FIGURE 1: SIX LEVELS OF ORGANIZATIONAL MATURITY
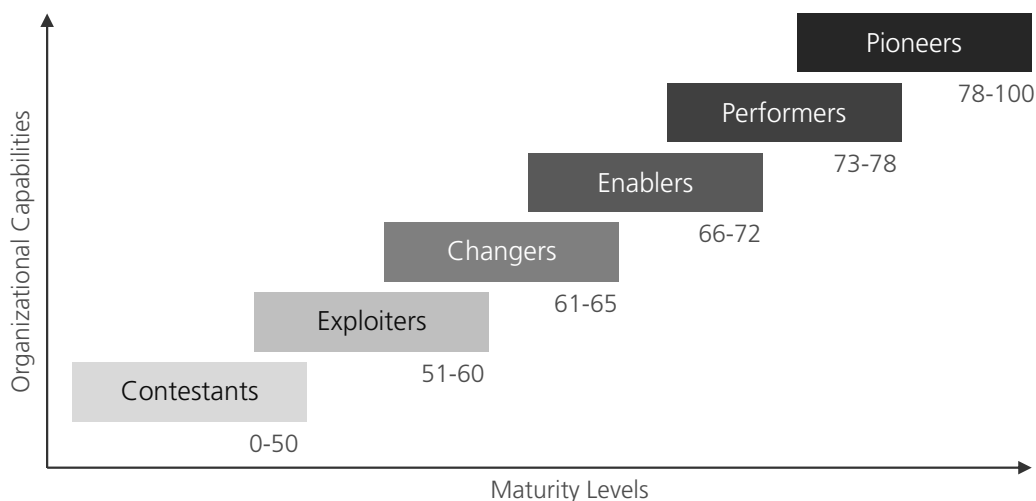
Finding 1: There is a wide gap between the generally accepted standards of management and their application in organizations. The average maturity level of the global sample with a score of 65 is between 'Changers' and 'Enablers'. This means that the level of better managerial practices is

average. Mastering the challenges of better management requires a much higher level of sophistication than exists in most organizations

Finding 2: There are huge differences in the maturity of management among organizations. 'Contestants' and 'Exploiters' represent 34% of organizations that don't reach a minimum index of 60 which is the minimal standard in management and organizational development. On the upside, 33% of organization reach the 'Performers' and 'Pioneers' levels with an index of 72 and above. Given the full access to state-of-the art management practices with readily availability thousands of books, given the many business schools, and prominent examples, one would expect a much higher diffusion of better management with less differences among organizations.

In *Patterns of Mastery*, our research team (Michel, Nold and Anzengruber, 2026, expected) analyzed the data from our Global Executive Survey across and within 21 industry sectors.

Finding 3: There are huge differences in the maturity of management among and within industry groups.

Rules-based organizations (Index of 58), with public services (60) as the example, are at the lower end of the maturity scale, whereas 'Pioneers' (83) such as the Austrian Wellness Hotel sector (76) demonstrate the highest managerial maturity levels. Moreover, there are wide differences within these industry groups. Overall, the differences between low and high maturity levels are huge. Early findings attribute the maturity differences to differences in governmental regulation, competition, complexity, and more.

We are not alone with our assessment. The World Management Survey, Gallup, and Great Place to Work confirm our findings in different ways.

The good news: despite observable, prominent 'unmanaged' states, most organizations function and operate their normal business. They muddle through. It's the people that make it happen in spite of management rather than because of management.

'Unmanaged' is reality. Failures happen. Organizations muddle through regardless. We conclude, the adoption of better management is low, and it varies widely.

Are we making too much drama? We think no, here is why:

WHY ARE WE WHERE WE ARE?

As outdated management is a candidate for the many failures, we investigate the legacy of management and how management is perceived today to identify what is missing.

In line with renowned management authors Peter Drucker and Henry Mintzberg, management is defined as the craft of collectively getting work done. Work may include sports, arts, and politics, everything we do where performance matters. As most such work requires more than one individual to complete, we need to include the entire organization. As such, performance (to get work done) and organization are inextricable parts of management. We would add 'science' as we need to care about the organization's health and the future and 'art' with the relatively recent emergence of management as a social technology. That's why just about everyone is touched by management and, therefore, needs to care about it and what it does to people and organizations.

The legacy of management

Theory of management has advanced dramatically over the past 100 years. In the last 30 years, many influential thinkers introduced organizational behaviours, strategic management, operations management, and leadership. Current management research identifies control systems to reconcile the conflicting goals of human behaviours in organizations. Recent developments focus more on the social aspects of management such as teamwork, sense-making, collaboration, knowledge sharing, work in networks, ecosystems and more. Modern management practices emphasize flexibility, innovation, and adaption to changing environment.

There have always been exceptional organizations. They demonstrate that good management and organization is possible. Theories and practices are plentiful and readily available. But combining the insights from our work with the Global Executive Survey with the legacy of management and classical management research has not been widely adopted into practice.

The theory of management has advanced. New theories are available. They are being tested and successfully adopted by a few organizations. However, for the large part of organizations, new theories have not altered their 'theory in use'. In most organizations, management remains stuck in the past with practices originating in the industrial 20th century. Why?

We undervalue what management is

When we confront executives with their results from the Global Executive Survey, they find them surprising. They are surprised to see how precise we can paint the image or story of their organizations. After reflection, they agree with the assessment but are overwhelmed. Never have they been aware of what their management is all about and the effect it is having. Executives undervalue what management is.

The fact is that achieving operational excellence is still a massive challenge for many organizations. Achieving mastery in managing organizations is an even greater challenge.

We ignore that times have changed

The danger of ignoring management is that we might forget that times have changed. There are several reasons for that:

- Theory X type negative assumptions about human nature prevailed.
- Theory in use was typically focused on control and command.
- The industrial mindset from the 20th century dominated.

Three trends alter the way should manage. First, digitalization makes information available anytime, everywhere, anyhow and should theoretically facilitate knowledge sharing. Second, VUCA (greater volatility, uncertainty, complexity, and ambiguity) is the norm. Third, knowledge resides with everyone, not just at the top of organizations. These trends fundamentally alter the way we work and how we manage people and organizations. We have extensively documented the consequences of these trends with our research in *Under What Conditions do Rules-Based and Capabilities-based Management Modes Dominate?* (Michel, Anzengruber, Wölfle and Hixson, 2018).

We are celebrating the wrong leaders

Management is undervalued; we ignore the fact that times have changed. The cause is elsewhere.

Canadian management academic, Henry Mintzberg, made the case: "We are obsessed with leadership, yet that is what has taken us into the current crisis and seems incapable of getting us out of. What if we entertain the unspeakable though that leadership is the problem more than the solution." (Mintzberg, 2022).

Business historian, Martin Gutmann, in his acclaimed TEDxBerlin speech in February 2024 put it as follows: 'The leaders we celebrate are those that we admire and learn from. They have a direct impact on the success and failure of our greatest endeavors today. Our mistaken believe is that the best leaders are those who generate the most noise (regardless of what they say), those who generate action and appear confident (regardless of competence), and those that are perpetually busy (regardless of what they do). We confuse good story with good leadership. A good leader mitigates rather than promotes drama, builds processes that align with organizational structures for the unique challenges, is authentic, and creates a culture that brings out the best in people. With the wrong leaders in charge, organizations are obviously not performing at their full potential." Harvard Business School Professor, Raffaella Sadon, reminds us "boring management is the real toolkit for good leaders".

We also know from "*Be like me: the effects of manager-supervisor alignment*" (Anzengruber et.al, 2023) that leaders tend to hire people with similar views, mental models, and behaviors as their own. This means that it becomes difficult for new, different ideas, and capabilities to enter organizations. The management team unintendedly builds a fence that keeps new and innovative solutions away.

Finding 4: There is a significant positive relationship between managerial ability and organizational value.

In our work on *The Performance Triangle*, we have determined a simple formula that approximates what truly matters to success in organizations.

$$\text{Success} = f \text{ (Culture, leadership, systems, opportunities \& risks, serendipity)}$$

Culture, leadership and systems are discretionary factors that require management decisions. They can be managed and therefore can make a difference. Opportunities and risks depend on endogenous factors but also require decisions. The effectiveness of these decisions depends on the quality of leadership. This leaves us with serendipity which is out of our own control.

Finding 5: Positive work cultures have dramatic effects on outcomes.

There is much discussion about positive work cultures and their dramatic effects for organizations, employees, and outcomes.

In our work on *People-centric Management*, we can confirm a strong relationship between culture and success. Unskilled leaders create stress, frustration, and disengagement. Low morale, high turnover and poor retention, high burnout, and low productivity are signs of an infected culture and faulty leadership.

The need for better management

Are we talking about a crisis of management? Here is a point of view: In the headline of a recent article, INSEAD business professor Gianpiero Petriglieri asked, '*Are Our Management Theories Outdated*?'

(*Harvard Business Review*, 2020). He blames management for the harm of ultra-capitalism, "the unquestioned practice of a dehumanized view of how management works and should work. It's an instrumental view that casts it as a technology of sorts, a means to an end, a tool to maximize efficiency, alignment, and performance — even when seemingly acting with concern and care for people." Theories and tools seem to help with instrumental managerial questions. However, they seem of little help when we're confronted with existential challenges, like the disruption of Covid. Petriglieri likens it to a human midlife crisis: "Trying to change the world without wanting to change our world is a classic sign of midlife and common defence when our worldviews collapse." To change management, he suggested that we need to change our concept of management. We need to replace it with truly *human* management that makes room for our bodies and sprits alongside our intellect and skills. An approach that cares for what work does and feels like and means to us, not just for what we can do at work, and how. This is a management philosophy rejects the relentless pursuit of efficiency and alignment. If managers adopt such people-centric philosophies, improved efficiency and alignment will naturally follow. Petriglieri concluded that management as we know it has to die. "There is no other way," he insists. "Because, in truth, it does not have a problem. It *is* the problem."

It's not the lack of *willingness*, *ignorance*, or missing *knowledge* that brought us 'unmanaged' instances. Most people are willing, if they are aware, to make changes. Most people care, even if they understand and have the means to act. Most people know if they are capable and can learn fast but if they are allowed.

Outdated management has lost its impact in many organizations. New theories are largely ignored. As such, management is stuck in the past, therefore, undervalued and ignored. There is no doubt, management as we know it must end. Management needs care about people. We need better management. The one thing that we were still missing is the desperate need to get rid of flawed leaders indoctrinated with management principles dating to the 1940s. That solution is simple and requires no further investigation.

WHAT IS BETTER MANAGEMENT?

We don't pretend to have the full answer. However, we have learned what is important when talking about good management: The adoption of better management and its application to evolve into mastery that makes management a competitive advantage rather than a liability. Our vision not intended as a recipe to organize reality, rather a description of attributes for leaders to draw from and develop their own roadmap to mastery.

Better management matters

Italian Harvard Business School Professor and co-founder of the World Management Survey, Raffaella Sadun, sets the stage: "The evidence is clear that [boring] management matters and it is a source of competitive advantage for the companies that take it seriously." (In HBR, 2022, The Myth of the Brilliant Charismatic Leader).

These observations align with our findings. With our research team and the Global Executive Survey, we have identified organizational maturity and the features that define management as a competitive advantage.

Finding 6: Better management yields superior outcomes.

First, our work on organizational maturity confirms that management matters. Overall, better-managed organizations are more successful. They are considerably more people-centric, agile, and ready for a dynamic market environment. Our data shows that they are better positioned for competing in the future: performance is 21% higher, innovation 25% higher, and growth 28% higher.

Good management increases intangible value. The responsiveness to customer needs is up by 17%, alignment +16%, capabilities + 18%, employee motivation + 15% and cleverness +20%.

Second, to find out why better management matters, we compared the scores of top-tier organizations that have adopted better management practices with middle tier organizations that maintain traditional, contemporary management in line with our six criteria for competitive advantage.

FIGURE 2: SIX STANDARDS OF COMPETITIVE ADVANTAGE

Get work done?	Crete value?	Specific?	Hard to copy?	No shortcuts?	Deeply embedded?
+22%	**+23%**	**+33%**	**+19%**	**+15%**	**+15%**
Work	Organization	Context	Management	People	Toolbox

Scores of top-tier organizations that have adopted better management vs. middle tier organizations.

Finding 7: Better managed organizations have superior capabilities that give it a competitive advantage.

Analysis of data comparing middle tier organizations with top tier organization shows that top-tier organization yield a 22% better work environment, 23% better results, the operating system is 33% better, their management is 19% better, people are 15% more productive, and the toolbox is 15% better. This means, better managed organization develop superior capabilities that provide advantages over peers and competitors.

Mastery in management is a competitive advantage. As we will see, it will require the radical innovation of management thinking and practices.

Over the last 25 years, we have published multiple books and documented our research about what better management means and how to achieve it. That forced us to study the research of our colleagues, learn from many authors, use the experience from our work with clients, digest the data from the Global Executive Survey, and share our insights at many conferences.

We concluded that better management features nine attributes: six attributes make up better management: human, holistic, systemic, unique, integrated and distributed; three attributes describe how we get there: diagnostic, regenerative, interactive. Better management must be:

- **Human**. In *People-centric Management,* we have documented the operating system for distributed leadership or what some say, the foundations of better management. It should be of no surprise that it puts people at the center. It's not plug and play but the principles help to get everyone engaged in the thinking. Our observations align closely with Charles Handy, "People are human beings – not human capital". In *Agile by Choice*, we explored what it takes for people to perform at their peak. First, leaders need to establish an environment where people can perform. Second, in the right environment, people follow their Inner Game (Gallwey, 2000), the technique that athletes and musicians use to achieve top level performances when they enter the "zone".

- **Holistic**. With *The Performance Triangle*, and its related research, *The Performance Triangle: A Model for Corporate Agility*, we identified the capabilities and their relationships that make up good management. The Performance Triangle Model is the most holistic concept we know of management supported by a database history from our assessment survey collected over 25 years. With visual aids like Leadership Scorecard and the Leadership Toolbox, it becomes a practical model to draw from for better management.

- **Systemic**. In *Patterns of Mastery*, (to be released in 2026) we profiled industries and identified huge differences in management practices between industries. This helped us put forward a typology with a system of development strategies to follow to reach mastery and outperform their peers.

- **Unique**. In *Better Management*, we identified six criteria that defines management as a competitive advantage. Organizations that meet these criteria have established management capabilities that are unique and hard to copy. The evidence is convincing, organizations with better management score 25% higher on the maturity index compared to organizations with traditional, contemporary management. No two organizations are the same, so neither are their management needs and capabilities.

- **Integrated**: In *Diagnostic Mentoring*, we documented many essential components of management as a dynamic system. We showed how the many components integrate to explain management as a holistic entity that binds the organization and work. We propose policies and concepts to help managers achieve the integration of all parties with the Leadership Toolbox at center stage to provide a roadmap for action.

- **Distributed**: In *Agile by Choice*, we explored what knowledge people need to perform at their peak. In *People-Centric Management*, we documented the operating environment that makes work motivational and a worthwhile personal investment in attention and time. The two books in combination offer clear directions to executives and practices to distribute leadership to every part of an organization. The Leadership Scorecard is the management tool that facilitates delegation practices.

The way to develop better management must be:

- **Diagnostic**. In *Diagnostic Mentoring,* we explored, how organizations transform the way they manage. We looked at traditional command and control techniques, change management practices, project management processes, and engagement management to note that these practices followed general advice, simple tips, latest tricks or outdated best practices. As such,

we introduced a methodology designed to advance management in ways that helps leaders become more aware, act on insights, and learn faster, like athletes and artists who dedicate themselves to become better performers. Good management requires data. 'Diagnostic' data provides the insights leaders into their own organization that helps to focus attention on what matters most.

- **Regenerative**. In *The Transition of Organizations,* we studied how organizations manage growth at each stage of their life cycle. When leadership is less effective, culture develops infections, and the management system keeps leaders busy dealing with day-to-day issues rather than serving their business to build foundations for growth. It is likely that their organizations are stuck at a specific stage of its growth life cycle. Our observations in *The Transition of Organizations* help leaders identify the capabilities that leaders must develop to overcome systemic crisis and that go hand in hand with every organization's growth cycle. Good management keeps evolving as the business grows.

- **Interactive**. In *Management Design*, we showed how leaders can adapt their management to become better and eventually reach mastery. 'Interactive' means developing management through a team process that requires the exchange of knowledge throughout an entire organization. Good management does not come off the shelf. It needs to be developed interactively. Our Canvas template provides the roadmap that helps teams to accomplish interactive change.

Finding 8: Management needs to be tailored to the specifics of every organization.

With our work on *Patterns of Mastery*, where we looked at clusters of industries to identify characteristics of the typical company in the industry then explore what they do well to be better than average and become masters, and *The Transition of Organizations*, we identified, what senior executives can do to overcome systemic hurdles in their life cycles. There is one common thread that relates to successful organizations: They adopt better management and adapt the basic principles to fit their organization so that management it to becomes unique, hard to copy, and deeply embedded in culture. No one size management fits all in the future.

Better management features human, holistic, systemic, unique, diagnostic, regenerative, and interactive attributes. Such features provide the heuristics for mastery in management. As a framework or model, these attributes have become part of our expert system to reduce complexity such that leaders remain able to act with sufficient degrees of freedom and assume their responsibility.

WHY DOES IT NOT HAPPEN?

Better management matters, it is a competitive advantage, and it is readily available. Why does it not just happen? Instead, traditional management prevails, and failures continue to happen. Why did we simply not care, the scientists to ensure that management is practical enough, the practitioners to ensure that better management is adopted, the boards to ensure that they hire leaders that care?

We assume it's good

Management is an intangible asset. It is not visible, and, therefore, not observable. The operating system of management runs in the background, silently, as intended, and reliable. It is like good taste; one only

notices it when it's not there. But even in crisis, leaders think the operating system is good. Therefore, the common assumption is that 'It's the leader's fault or he/she is a victim of circumstances.'

Good management is assumed, taken for granted. It does not make the news. Bloom et al (2014) confirmed the following: "Everyone thinks we are doing great." – also called the Lake Wobegon effect.

Investors must have an interest in the state of management in their organizations. But they use what is easy to measure. What Wall Street analyst can appreciate internal managerial issues critical for organizations? Screening organizations takes time and is an investment. The interpretation of survey results requires a deep dive into the underlying and largely invisible elements of the operating system to be interpreted by experienced independent and objective individuals. Such processes and individuals are very difficult to maintain internally because of their natural bias to the organization and is too expensive to own.

We know better

Delusional leaders have a distorted perception of how well managed their organization is. They believe they are good and know better than anyone else.

Managers have a false perception of how well managed their organization is. This explains why managers who need to improve management may not act. They believe that they are doing fine. We often observe when employees, supervisors and managers in one organization participate in the Global Executive Survey, the results of employees are at lower end whereas those of managers indicate that managers believe they are superior in management (Nold and Michel, 2023).

The Dunning-Kruger effect (Dunning, 2011) says that incompetent leaders tend to overestimate their capabilities and those of their organizations while underestimating the abilities of subordinates. Conversely, truly competent leaders tend to underestimate their capabilities which in times of successes can lead to the loss of confidence. Flawed leaders fall into that trap. They know better, therefore, ignore any signals they may get that something needs repair.

When presenting outcomes of the Global Executive Survey, we occasionally hear "that cannot be; it's fake; or not us". Such responses are a sign that it may be time for a change in leadership.

Overconfidence or arrogance as one could name it, putts blinders on people. Leaders are frequent victims. Accepting such split mindsets and the many assumptions about irrational humans are temporary workarounds that provide excuses and cover to weak leaders. Leaders must be objective and face reality even if reality is a difficult pill to swallow. Our Global Executive Survey creates awareness of reality, most of the time.

We underinvest

Because we assume management is good and we know better. Because 'we are profitable', we continue with mediocrity and muddle through to generate profits in spite of poor management only to leave vast amounts of value untapped. Companies underinvest in management. The effects are more 'unmanaged' instances.

Many large organizations have well deeply about their management style and practices. However, many have gone sideways rather than upward. GE for example after Jack Welch retired, effective

management was a given and taken for granted. Managers through GE turned their focus on competing for attention, recognition, and gaining resources and management took the backseat. As a result, GE deteriorated over time.

Management needs constant adaptation and customization. One cannot take GE's management style under and practices under Jack Welch and plug them into any other organization. Management needs adaptation for the needs of today and to prepare for the future. Objective evaluation and adaptive changes require significant investment in both time, people, and money which is not undertaken by many organizations. Developing and implementing new management techniques is not the most exciting thing for most managers who are focused on the daily problems and issues that will determine promotions or bonuses. Besides, trying something new is risky and a flop could hinder future promotions or bonuses.

Without investments in adapting new practices, management deterrers. It is like a motor car that requires frequent refueling. Unlike standard operating systems, management not only needs a frequent update, but it also needs constant reinforcement to keep it up to date in organizations.

Human, holistic, and unique management capabilities and features do not come off the shelf. They require customization with a different mindset. A different mindset is needed to overcome the hurdles and make management better. The way to develop good management needs emergent, diagnostic, and interactive capabilities. All of these require significant investment but unfortunately underinvesting prevails with serious consequences resulting in failures caused by outdated management and wrong leaders.

Finding 9: Management innovation remains poorly understood and poorly managed.

Despite the importance of management innovation, adaption is low. It will take years, until research has been able to communicate promising results and convince brave and courageous mavericks to embark on management innovation.

HOW DO WE GET OUT OF IT?

'Unmanaged' is reality – more than we like to acknowledge. Mastery in management should be the goal of every manager and senior leader.

The journey to mastery in management offers stopovers for discovery.

Stopovers help leaders to gain awareness, act on insights, learn fast, experience mastery, and perform at the peak. It's a discovery journey. The how, what, why, and who to navigate the journey to mastery is summarized in Figure 3 and includes the:

- **How? 5 stopovers**: Create awareness, act on insights, learn fast, experience mastery, perform at the peak. How consists of **3 procedural destinations**: diagnostic, regenerative, interactive.

- **What? 6 conceptual destinations**: human, holistic, systemic, unique, integrated, and distributed.

- **Why? 5 scientific discoveries**: capability monitoring, dynamic capabilities, management innovation, cybernetics, and quantum leadership.

- **Who? 5 activities**: programs, transitions, shifts, master controls, and the agenda.

Managers are expected to work *in* the system, meaning to follow the principles and routines of management as intended. But for managers to succeed, effective management practices and systems need to exist or better be supportive: human, holistic, systemic, unique. To make management supportive, work *on* the system is required, meaning adaptive management needs work: diagnostic, regenerative, interactive.

Work *in* and *on* the system of management is a reinforcement cycle. To reinforce the cycle, leaders need to be aware, make their choices, and trust their capabilities to make management better.

First, We Must Assess Management.

Create awareness. We do it with the Global Executive Survey and typologies of organizations. Capability monitoring is the theory behind the assessment. The results are six programs' leaders can choose from.

Second, We Must Adopt Management with 'Better' Ambitions.

Act on insights. We do it by applying people-centric management principles, agile organization features, the performance triangle model, with four transition models to follow. Dynamic capabilities are the theory behind adoption.

Third, We Must Adapt Management to Become Specific.

Learn fast. We do it by applying better management standards and by applying the interactive management design methodology. Four shifts adapt management to become specific.

Fourth, We Must Set Better Policies and Concepts for Management.

Experience mastery. We evolve management by establishing the right policies. Concepts are the test for policies. Boards must determine their master controls.

Fifth, We Must Perfect Management to reach Mastery and to Perform at the Peak.

Perform at the peak. We do it by delegating responsibility through distributed leadership. The leadership scorecard determines the agenda for board governance.

Unfortunately, we must count 'unmanaged' situations. Failures are reality, and they will not go away soon. Better management practices are well researched, published, and have been proven in practice.

One of the reasons for the failures is that the adoption of better management is low. A second reason is flawed leaders. While adopting better management requires immediate action, adopting better management entails an investment in time, money, and commitment. Getting out of 'unmanaged' means a transformation to mastery with an investment into an initial assessment, the adoption of management, and its adaption to make it better. For organizations that take that route, management turns into a true competitive advantage. For the practice of management, this means that the mindset will gradually change to better management and more organizations will engage good leaders that care.

The discovery journey to mastery makes five stopovers. (Figure 3).

FIGURE 3: THE DISCOVERY JOURNEY TO MASTERY

| The journey	ASSESS	ADOPT	ADAPT	EVOLVE	PERFECT
Stopovers	**CREATE AWARENESS**	**ACT ON INSIGHTS**	**LEARN FAST**	**EXPERIENCE MASTERY**	**PERFORM AT THE PEAK**
Destinations	**Diagnostic** *Diagnostic Mentoring* (Process)	**Human** *People-Centric Management* / *Agile by Choice* (Levers / Sources)	**Unique** *Better Management* (Standards)	**Integrated** *Diagnostic Mentoring* (Policies)	**Distributed** *Agile by Choice* (Responsibility)
	Systemic *Patterns of Mastery* (Typologies)	**Holistic** *The Performance Triangle* (Models)	**Interactive** *Management Design* (Methodology)		
		Regenerative *The Transition of Organizations* (Transitions)			
Controls	Organizational Maturity	Management Model	Competitive Advantage	Management Concepts	The Leadership Scorecard
Discoveries	Capability Monitoring	Dynamic Capabilities	Management Innovation	Management Cybernetics	Quantum Leadership
Activities	**Six Programs** Antivirus, Spring cleaning, Dynamic shift, People-centric shift, People potential, Toolbox design	**Four Transitions** People first, People-centric management, Dynamic operating system, Agile organization	**Four Shifts** Purpose, Relationship, Collaboration, Learning	**Three Master Controls** People-centric, Agile, Dynamic	**One Agenda** Board governance

THE NINE ATTRIBUTES OF BETTER MANAGEMENT

Creating awareness changes mindsets. We do that by presenting the process of diagnostic mentoring, introducing the systemic typologies of the patterns of mastery, applying the capability monitoring theory by assessing organizational maturity, and by suggesting six development programs to depart from 'unmanaged' and create the awareness for better management.

DIAGNOSTIC MANAGEMENT

Better management is diagnostic. Organizations need to assess their management. Diagnostic management refers to the process to create awareness for better management. We have extensively documented the process to create awareness in our book *Diagnostic Mentoring*: *How to transform the way we manage.* We have studied how pioneering organizations change mindsets to initiate the process. It requires the Global Executive Survey to assess management and the executive briefing to become aware of the current situation.

Figure 4 looks at capabilities that can be observed, modelled and transformed. In a systems view, monitoring and 'dynamization' can be treated as two separate functions. The science of Cybernetics calls this *second-order observing systems* (von Foerster, 1992). The way we do things becomes a subject of reflection and is opened to alternatives. Through observation, capabilities become revisable.

FIGURE 4: DIAGNOSTIC MENTORING
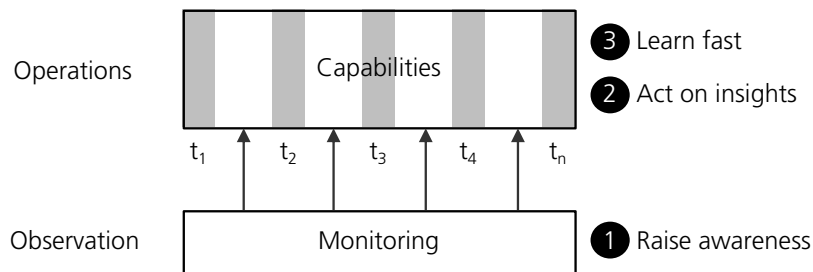
The shift to better management is a transformation that follows design thinking in three steps: collectively raise awareness, act on insights and learn fast.

1. **Raise awareness**. Diagnose current capabilities, create awareness.
2. **Act on insights**. Identify the desired capability insights for decisions.
3. **Learn fast**. Enable better, people-centric management through agile capabilities and dynamic systems.

The **Global Executive Survey** is our online diagnostic tool. It assesses up to 80 carefully selected capabilities that align with the performance triangle model. Participants require 20 minutes to answer the questions. Unlike traditional employee surveys, the diagnostic yields significant results with few
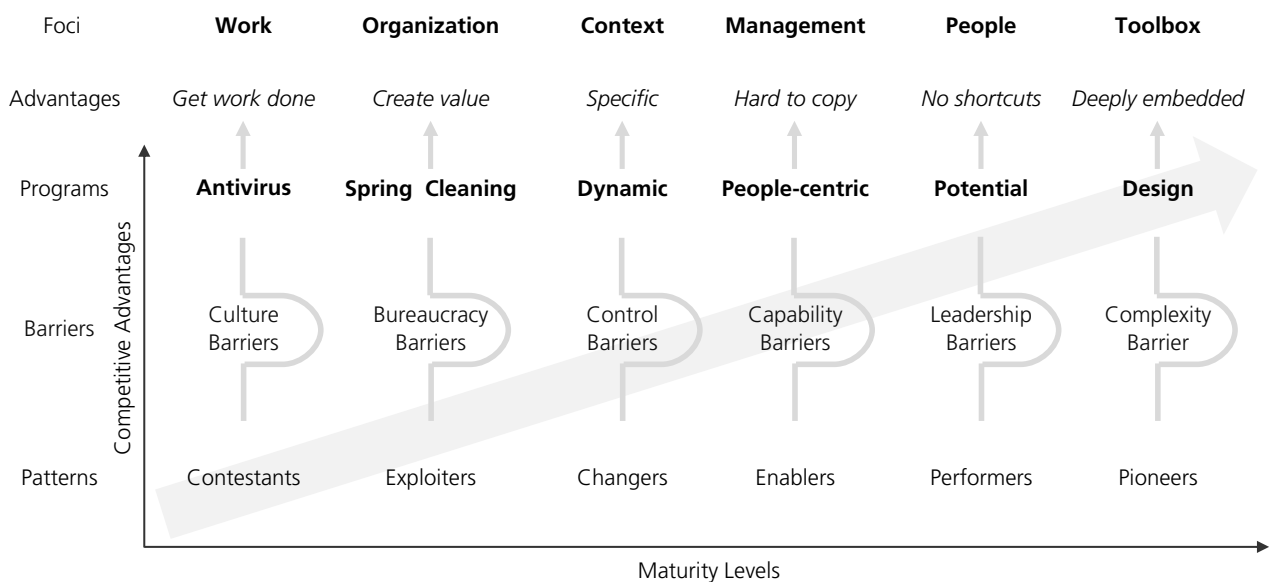
participants. The diagnostic has been tested in practice and validated through independent research. (Nold, et al., 2018)

SYSTEMIC MANAGEMENT

Better management is systemic. Organizations need to sharpen their assessment of management through systemic typologies. Systemic management refers to typologies that focus the attention on a specific area of an organization. Typologies are documented in our book *Patterns of Mastery: 21 business cases for the digital economy*. We have reviewed 21 industry groups to note very big differences in their focus which led to a system of development strategies that help them get out of mediocrity.

Understanding the dominant management pattern helps executives identify the capability barriers that inhibit growth so executives can implement development strategies to meet the needs of the digital economy. Figure 5 illustrates the process of understanding the dominant pattern to developing strategies needed to gain a competitive advantage.

FIGURE 5: SYSTEMIC TYPOLOGIES

Foci	**Work**	**Organization**	**Context**	**Management**	**People**	**Toolbox**
Advantages	*Get work done*	*Create value*	*Specific*	*Hard to copy*	*No shortcuts*	*Deeply embedded*
Programs	**Antivirus**	**Spring Cleaning**	**Dynamic**	**People-centric**	**Potential**	**Design**
Barriers	Culture Barriers	Bureaucracy Barriers	Control Barriers	Capability Barriers	Leadership Barriers	Complexity Barrier
Patterns	Contestants	Exploiters	Changers	Enablers	Performers	Pioneers

(Vertical axis: Competitive Advantages; Horizontal axis: Maturity Levels)

Typologies complement diagnostic management by clarifying the focus of attention through systematic relationships of patterns, barriers, programs, and competitive advantages. With the typologies, organizations focus their assessment on the specific area that requires their attention and pursue systemic management with a program that clears the purpose of the transformation of management.

Acting on insights frames mindsets. We do it by offering the levers of people-centric management and the sources of self-responsibility, by applying agile capabilities with the holistic performance triangle model, and by suggesting four regenerative transitions that turn better management into mastery. It's all part of the dynamic capabilities theory that makes-up much of what is needed to act on insights and adopt better management.

HUMAN MANAGEMENT

Better management is human. Organizations need to adopt their management by applying human principles. Human levers and sources of self-responsibility release the full potential of people and bring out the greatness of others that define better management. We have extensively documented the levers in our books *People-centric Management: How managers use four levers to bring out the greatness of others* and the sources of self-responsibility in *Agile by Choice: A workbook for leaders*.

People-centric management offers four levers (Figure 6) with choices on managerial principles on how to see with clarity, how to move in one direction, how to mobilize the energy, and how to maintain the focus.

FIGURE 6: PEOPLE-CENTRIC LEVERS
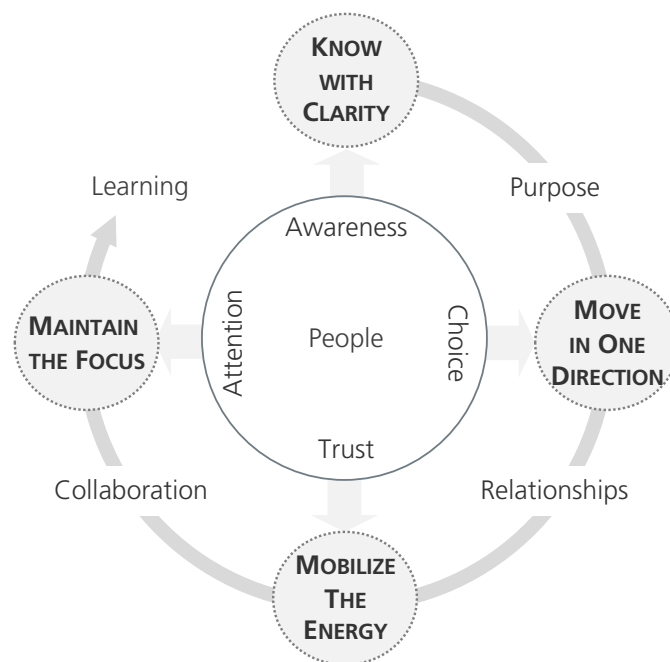
Levers are means to distribute leadership. They are part of dynamic capabilities. These levers (Figure 7) will guide the development from traditional to people-centric and dynamic management styles, which are better suited to knowledge workers and operating systems in a digital environment. The people-centric levers framework prompts leaders to ask essential questions regarding better management in decentralized organizations with delegated authority.

These choices lead to four management models, being control, engagement, change and enabling, each with its characteristic operating system and the opportunity to distribute leadership throughout the organization.

FIGURE 7: FOUR MANAGEMENT LEVERS

Traditional management		People-centric management
People: How do we engage people?		
Control		Self-responsibility
Organization: How do we coordinate work?		
Procedures		Teamwork
Work: How do we mobilize the energy?		
Goals		Attention
Operation: How do we enable change?		
Change		Capabilities
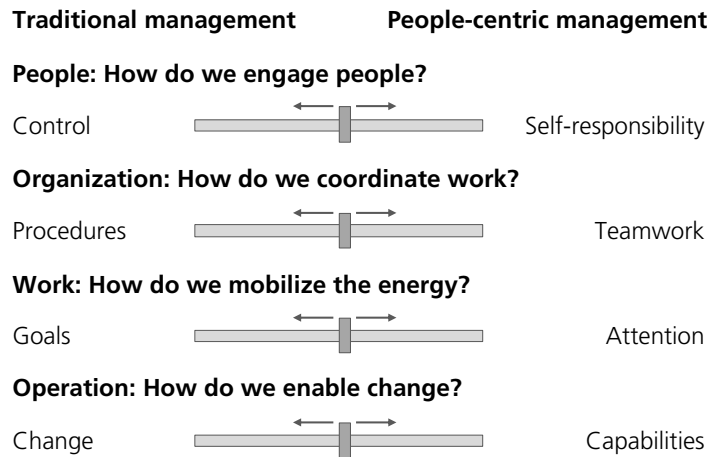
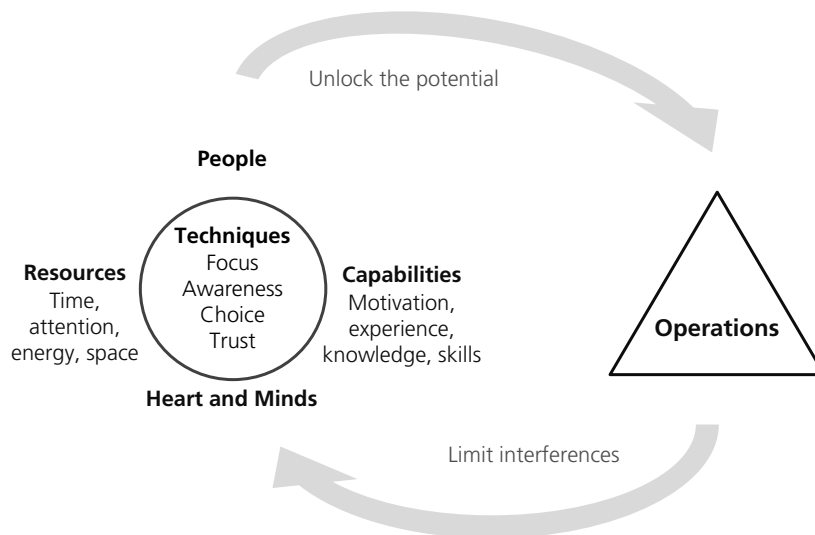The overall goal of better management is to help leaders create an operating environment where people can unlock their full talent. The tasks are to unlock the potential and limit interference. Figure 8 introduces sources of self-responsibility, with a focus on what people need to perform at their peak, most of which is in their own area of responsibility.

FIGURE 8: SOURCES OF SELF-RESPONSIBILITY

Unlock the potential

People

Techniques
Focus
Awareness
Choice
Trust

Resources
Time,
attention,
energy, space

Capabilities
Motivation,
experience,
knowledge, skills

Operations

**Heart and Minds**

Limit interferences

People come with potential, their heart, inner-game techniques, resources and capabilities. Operations offer the playing field. With this comes the commitment to support the development. And they offer the ability to find purpose – the condition that allows people to be part of the organization, from their hearts to their heads.

HOLISTIC MANAGEMENT

Better management is holistic. Organizations need to adopt their management by applying holistic models. The integrated model of management and organization establishes the work environment for people to perform at their peak, meet higher challenges, and capture valuable opportunities in dynamic contexts. We have extensively studied dynamic capabilities and documented the model in our book *The Performance Triangle: Diagnostic mentoring to manage organizations and people for superior performance in turbulent times*. The result are 80 capabilities grouped in a framework called the Leadership Scorecard and a Leadership Toolbox that captures all essential managerial routines, rules, and tools. Holistic management establishes better management.

The performance triangle is the holistic and integrated model of an agile organization. As such, the model defines all capabilities with their relationships among each other and to organizational outcomes. It integrates five managerial perspectives: information, direction, implementation, beliefs and boundaries. This provides the opportunity for organizations to maintain consistent management as organizations grow or across different units.

FIGURE 9: THE PERFORMANCE TRIANGLE
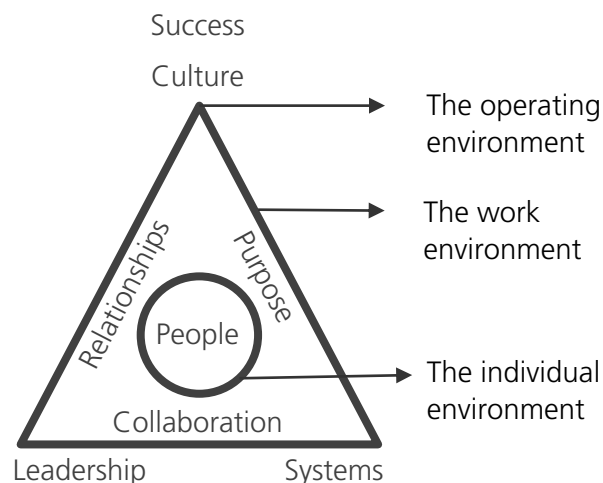
The performance triangle describes the overarching operating system and environment necessary for people to perform at their peak, and the organization to maximize inherent capabilities (Figure 9), with culture, leadership and systems at the angles and successful outcomes on top.

The holistic model identifies the necessary capabilities to adopt management with people-centric principles and agile capabilities for a dynamic environment. With the model, people can perform at their peak, meet higher challenges and capture valuable opportunities, the outcomes of holistic management.

REGENERATIVE MANAGEMENT

Better management is regenerative. Organizations need to adapt their management through transitions that establish regenerative capabilities: human and agile principles. Regenerative transitions establish the preconditions for better management to turn into mastery. Typical organizational transitions depart from a specific growth stage with a strategy to overcome the systemic hurdles inherent in the natural growth of organizations. We have extensively studied and documented the growth of organizations in our book *The Transition of Organization: Managing for growth at each stage of the organization's life cycle.* The results are four typical regenerative transitions that secure the transformation from better management to adapting management to achieve mastery.

The life cycle of an organization follows five distinct stages (Figure 10, adapted from Greiner's widely cited original model, published in 1972 and expanded upon in 1997). Each has an evolutionary growth phase and a revolutionary crisis phase that must be overcome before the organization can advance and continue to grow.

FIGURE 10: GREINER'S FIVE LIFE CYCLE STAGES
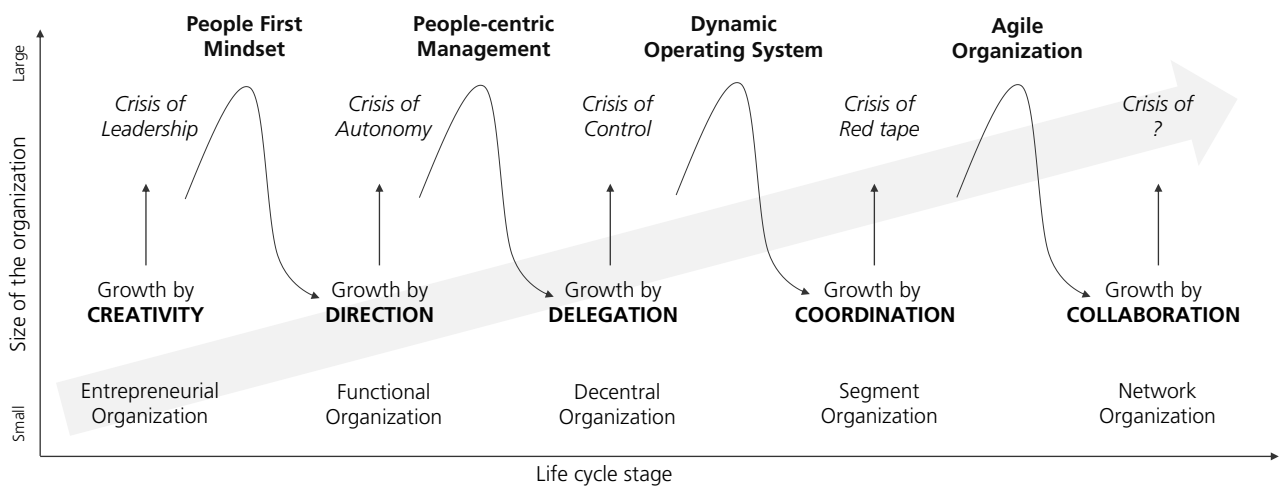
Regenerative transitions determine programs to adapt management in line with the typical growth cycle of organizations. With the transitions, organizations establish the features of regenerative management to maintain the standards of better management and adapt them to achieve mastery.
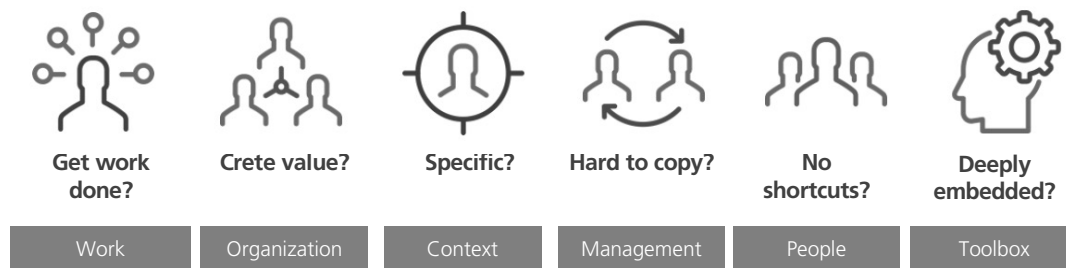
Every organization is different, so is management. That's why we need to adapt better management to meet the needs of the specific organization, context, and tomorrow. There are no size fits all. Adaptation may be undervaluing what is needed: the radical innovation of management.

UNIQUE MANAGEMENT

Better management is unique. Organizations need to adapt their management by applying the standards of uniqueness. Unique standards establish management as a competitive advantage. We have extensively studied and documented the standards in our book *Better Management: Six principles for leaders to make management their competitive advantage*. We have studied how pioneering organization change mindsets by adopting these standards. The results are six principles that turned into standards for leaders to apply next to applying systemic typologies, human levers and sources of self-responsibility, the holistic model, and regenerative transitions for organizations to establish the context for people to have an opportunity, perform with clear expectations, mobilize their resources, unfold their potential, master higher challenges and capture new opportunities. Unique sets the standards for mastery.

To be a true differentiator, management mastery needs to fulfil the criteria of a competitive advantage. In line with strategic management professor Jay B Barney's resource-based view of the firm, and the VRIN criteria for competitive advantage (valuable, rare, inimitable and non-substitutable), our research has revealed six components that signal whether management qualifies as such an advantage. The resulting model, illustrated in Figure 11, identifies six criteria that must be mastered for management processes to so qualify.

FIGURE 11: MANAGEMENT AS A COMPETITIVE ADVANTAGE

Work	Organization	Context	Management	People	Toolbox
Get work done?	Crete value?	Specific?	Hard to copy?	No shortcuts?	Deeply embedded?

Executives should be objective, and ask the right questions, to determine if their management generates a competitive advantage.
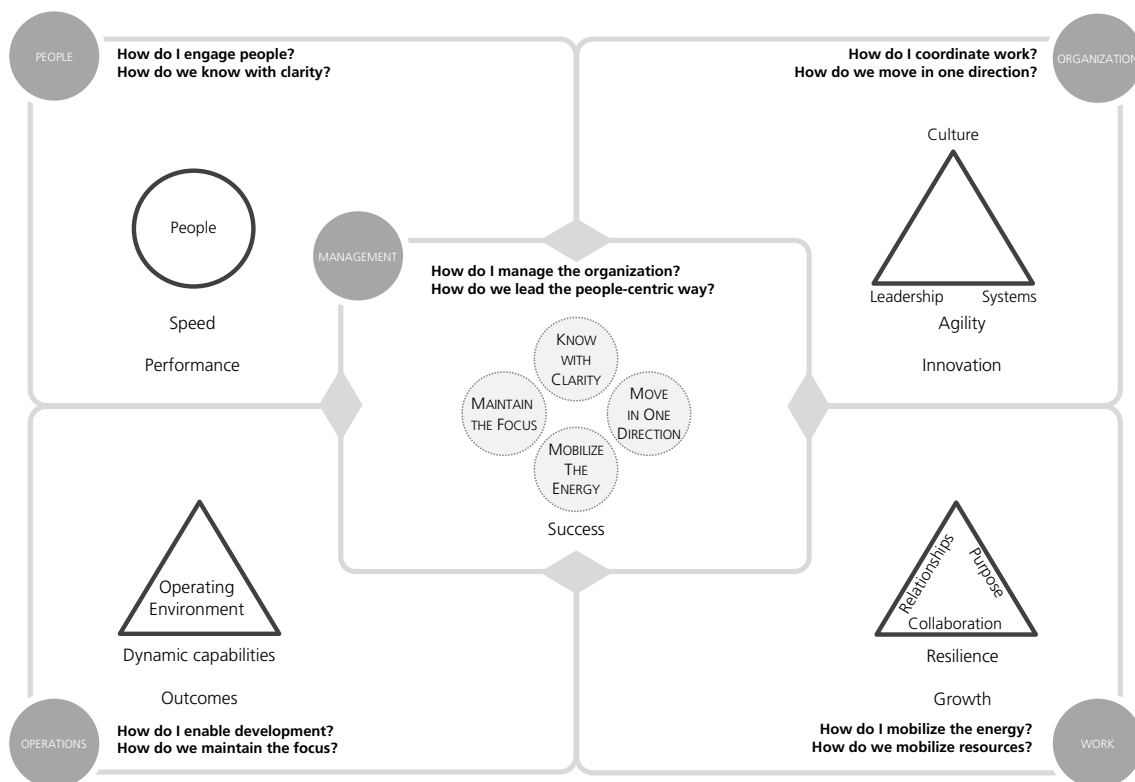
It's important to adapt management based on unique standards, supported by human levers, sources of self-responsibility, a holistic model, and regenerative transitions. With the standards, organizations adapt better management to meet the criteria of competitive advantage, the hallmark of mastery.

INTERACTIVE MANAGEMENT

Better management is interactive. Organizations need to adapt better management with an interactive methodology to reach mastery based on competitive standards. The interactive methodology establishes the right design of management as a prerequisite for developing the right capabilities. Good design requires innovations in management. We have extensively studied and documented how management remains on top in our book *Management Design. Managing people and organizations in turbulent times*. The results are an interactive, team-based facilitation process and a canvas tool that enable innovations in management with a design for mastery.

The canvas tool helps us facilitate conversations and interventions. It captures five dimensions in a template, with questions you can use to document your understanding of the diagnostic results. The five dimensions originate from *The Performance Triangle*. The four management levers come from *People-Centric Management*. As such, the canvas combines the people-centric principles and the agile model with a facilitation tool. Figure 12 shows the alignment of the performance triangle model with five frames.

FIGURE 12: THE MANAGEMENT DESIGN FRAMEWORK

It's important to adapt management through a proven methodology with the right standards in mind. Management design offers the necessary innovations in management to make it fit for the future, reach mastery, and keep it there. The interactive design methodology and canvas tool apply the theory of management innovation.

INTEGRATED MANAGEMENT

Better management is integrated. Organizations need to develop mastery in management with a policy that governs the functioning of management and a concept that prepares the transformation.

Management integrates strategy, organization, principles, systems, tools, leadership, accountability, transitions, and competitive advantage. In combination, we view management as a complex system. Innovations in management alter the system of management. Policies govern its functioning.

Concepts describe what we pay attention to. They put policies to the test. The organization concept clears the structure of the organization, how accountabilities are distributed and where decisions are made. Five concepts help us do that: organization form, organization structure, accountability, decisions, and organization design.

With the decisions on organization form, another set of decisions follows regarding the delegation of accountability. Structure determines the accountability for decisions.

Organization design follows the selection of the organization form or unit structure. The structure decision combines organization and management systems with another series of questions. The management concept clarifies the toolbox, how decisions are made at scale throughout the organization. The CEO Office concept and the Staff Operations Concept translate management into action.

It's important to reach mastery with policies and concepts (Figure 13) that guide management innovation. Cybernetics helps us to integrate all parts to make them ready for the transformation.

FIGURE 13: POLICIES AND CONCEPTS

ORGANIZATION

OPERATIONS
- Speed
- Agility
- Resilience
- Dynamic Capabilities

Performance · Innovation · Growth · **Outcomes**

CAPABILITIES
- Success
- Culture
- Purpose
- **People**
- Systems
- Collaboration
- Leadership
- Relationships

ORGANIZATION FORM
- **Professional** — Stable / Decentralized
- **Project** — Dynamic
- **Programmed** — Centralized
- **Personal**

MANAGEMENT SYSTEMS

OUTER GAME
- Context
- Complexity
- Ambiguity
- Uncertainty
- Volatility

SYSTEMS (DYNAMIC)
- Organization
- Routines
- Rules
- Interactions
- Tools

INNER GAME (PEOPLE-CENTRIC)
- People
- Awareness
- Choice
- Trust
- Focus

LEADERSHIP

LEADERSHIP SCORECARD
20 elements combine the performance triangle with behaviours:
- Understand
- Think
- Act
- Engage
- Adhere

LEADERSHIP STYLE
		Structuring	
Involving	Cultivating	Outbound	
	Systemic	Situational	

(Lots / Little — Involving; Lots / Little — Structuring)

MANAGEMENT MODES
Future				Routines
Unpredictable	Institute	Conglo-merate	Inno-vation	Political
	Clients	Mission	Service	Vision
Clear	Position			
	Formal			Informal

COMPETITIVE ADVANTAGE

- CONTEXT — Specific?
- TOOLBOX — Deeply embedded?
- ORGANIZATION — Create value?
- PEOPLE — No short-cuts?
- WORK — Get work done?
- MANAGEMENT — Hard to copy?

TRANSITIONS

DEVELOPMENT PATHS
- Learning / Experimenting
- Analysing / Systema-tizing

Environment: Dynamic / Stable
Clarity of Direction: Clear / Opaque

LIFE CYCLE STAGE
- Systemic Crisis
- Transition Strategy
- Growth Phase

STRATEGY

BUSINESS MODEL
- **Exploitation** (Efficiency)
- **Exploration** (Innovation)

CUSTOMER STRATEGY

Positioning
Process	Product	Customer	System
Innovation	Product innovation	Service innovation	Architecture innovation
Customer Operation	Distribution channels	Customer bundles	Unique system
	Product performance	Customer benefits	System performance

(Process — Innovation / Customer Operation)

MANAGEMENT PRINCIPLES

OPERATING SYSTEM
Systems	Dynamic	Enabling (Learning, development, cooperation)	Engagement (Individual knowledge)
	Traditional	Change (Management action)	Control (Hierarchy)
		Traditional	People-centric
		Leadership	

MANAGEMENT MODEL
People & Work			
People-centric	Innovation	Prima Donnas	
Traditional	Professional	Control	
	Traditional Organization & Operations	People-centric	

MANAGEMENT CONTEXT
Environment	Dynamic	Capabilities	
		Change	Engagement
	Stable		Rules
		Traditional Management	People-centric

TOOLS

DEMOGRAPHY
- Unit of analysis -> Rules
- Organizational structure -> routines
- Life cycle stage -> tools
- Decentralization -> interactions

LEADERSHIP TOOLBOX
20 elements combine the performance triangle with systems:
- Rules
- Routines
- Tools
- Interactions

MANAGEMENT MODES
Future				
Unpredictable	Institute	Conglo-merate	Inno-vation	Political
	Clients	Mission	Service	Vision
Clear	Position			
	Formal	Routines		Informal

ACCOUNTABILITY

DECISION-MAKING
Tools & Involvement (Think)	Dynamic	Wicked	Complex
	Stable	Dynamic	Simple
		Stable	Dynamic

(Rules & Routines (Act))

ACCOUNTABILITY
- Control
- Accountability
- Influence
- Support

ORGANIZATION DESIGN
- DIAGNOSTIC CONTROL SYSTEMS
- INTERACTIVE NETWORKS
- UNIT STRUCTURE
- SHARED RESPONSIBILITIES

DISTRIBUTED MANAGEMENT

Better management is distributed. Mastery in management means leadership everywhere. The leadership scorecard is the tool to enable distributed management.

The Leadership Scorecard (Figure 14) summarizes 20 capabilities on a matrix intended to help leaders learn to work *in* the system as opposed to *on* the system. The horizontal view of the scorecard represents the organization with success, culture, leadership, and systems, while the vertical view with information, strategy, implementation, beliefs, and boundaries, represents management. The purpose of management is to help people understand, think, deliver, engage, and adhere to relevant controls.

Imagine driving a car. It takes five things to drive quickly and safely:

First, you need a dashboard that indicates how fast you are going. In organizations, this helps people make sense of information, to create a shared understanding of how well they are doing. → Supporting the ability to understand

Second, the navigation system directs you to the destination. In organizations, the conversation about the strategy creates a shared intent among people on what direction to take. → Supporting the ability to think

Third, the engine and wheels translate the energy into motion. In organizations, this means implementation – putting the strategy into a shared agenda that tells people how to get there. → Supporting the ability to deliver

Fourth, with the gas pedal, the driver controls speed. In organizations, acceleration happens through a conversation of beliefs: the vision, mission and individual goals that propel the organization forward. → Supporting the ability to engage

Fifth, every car needs brakes. Brakes regulate speed so the car remains under control particularly when sudden or unexpected events call for quick reaction. In organizations, this function is done by establishing boundaries – the governance, structures and risk limits that clarify what is in and out of bounds. → Supporting the ability to adhere

Better management is every leader's primary job.

Muddling through leadership is not an option. That's we promote seven attributes for the transformation of management to mastery. Boards should know it to demonstrate their leadership and get good leaders to own it. CEO are the leaders that should know it because they can make it happen. Everyone else should know it because better management matters to our lives.

Figure 14: THE LEADERSHIP SCORECARD
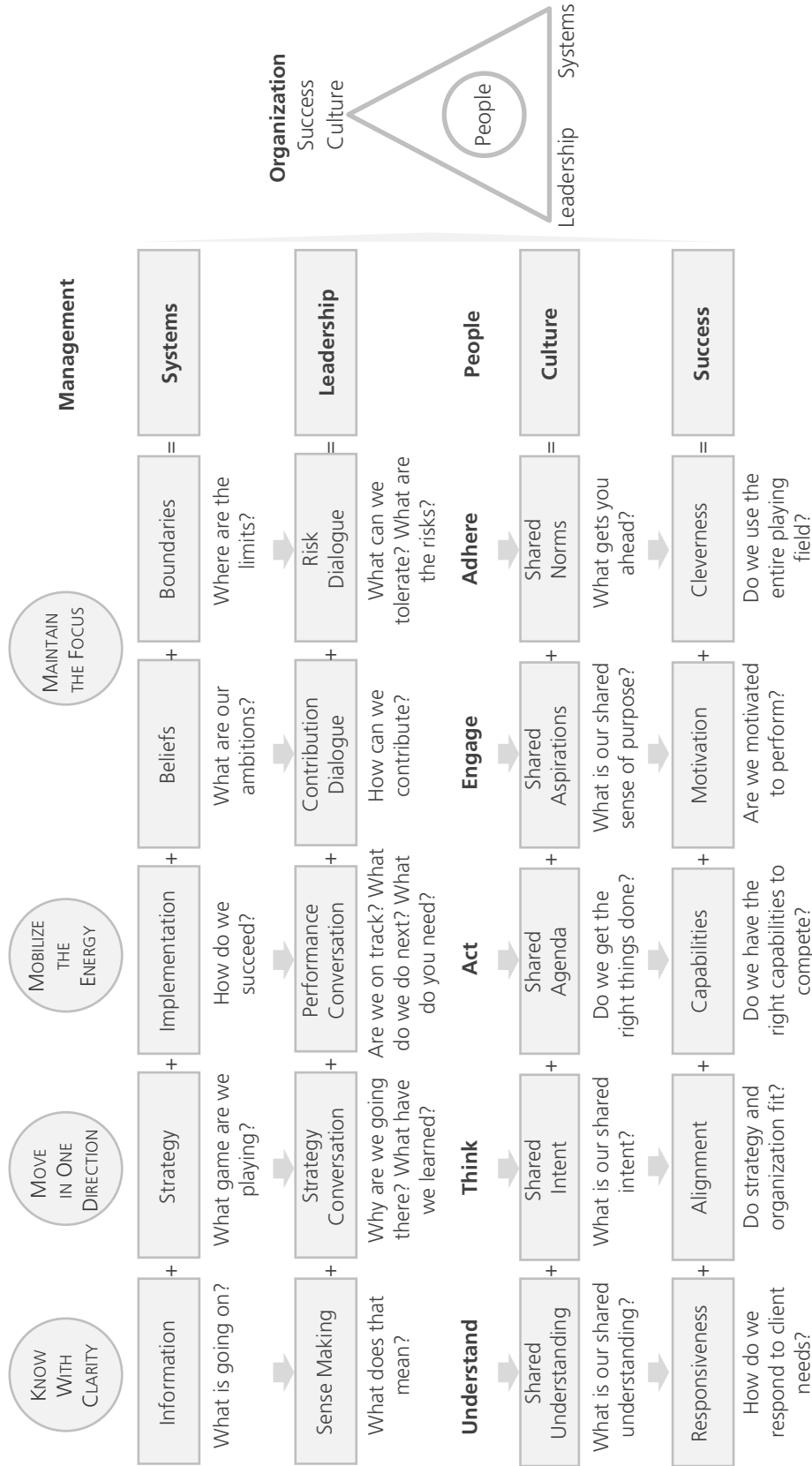
WHAT CAN YOU DO?

As a leader: Engage your team to conduct the Global Executive Survey. That will create your Organization Twin with the AI-based Management Innovation Toolkit for your organization to develop mastery in management. Certify your organization for better management. Talk to our partners.

As a researcher: Use the Global Executive Survey for your studies on better management. Our Expert Cockpit can help you with the analysis and interpretation of the data. Talk to our researchers.

As a teacher: Use the Global Executive Survey and Organization Twin for your education programs on change, transformation, management, organization and leadership. Your students benefit from an extensive report about their own organization that you can use as a case study to teach. Talk to our teachers.

As a consultant: Use the certification program to get acquainted with the Global Executive Survey, Organization Twin, and the Ai-based Management Innovation Toolkit. Talk to our partners.

The Global Executive Survey

The Global Executive Survey is our online assessment tool for the management discovery journey in organizations. The survey is used in combination with Organization Twins and the Management Innovation Toolkit for consulting, research, education, and certification.

The Global Executive Survey assesses 71 dynamic capabilities in the areas of organization, work, management, leadership, decision-making, and performance. The survey is performed by executives in organizations. It takes about 20 minutes to answer the questions online over any web browser. The results from the survey feed the Expert System as part of the toolkit. With as little as 7 participants, Expert System reaches statistically significant results such that the Organization Twin visual aids reflects a realistic copy of the original organization. Such visual aids provide a starting point for data-driven decisions needed to facilitate the discovery journey of management without the usual guesswork.

Over the past 25 years, over 4'000 executives in over 500 businesses and institutions of all sizes in all sectors worldwide have participated in our survey to review the performance potential of their organizations.

Our partners use the Global Executive Survey and Management Innovation Toolkit for the consulting work with their clients. They usually involve 20 to 50 executives in the survey.

Our research team uses the Global Executive Survey to learn about dynamic capabilities and innovations in management. With the survey for students, they teach management discovery journey at universities worldwide.

The Global Executive Survey offers the standards for the certification of organizations in better management.

The Organization Twin

The Organization Twin provides the assessment of the dynamic capabilities and serves as a starting point to identify gaps and adopt better management practices to strive for mastery through innovations in management.

For the last 15 years, organizations have increasingly used personas to describe groups of clients and better understand their needs and wants. As avatars, the digital representation of personas, support the precise design of products and services to meet the specific needs of these personas. Just think of an Organization Twin as a persona of an organization, the copy of its real-world counterpart organization. A twin, the digital representation of an organization, provides a clear starting point for the adoption and the adaptation of better management in organizations. Our Expert Cockpit presents the specific organization twins through as a software that uses models, standards, principles, and typologies to present the twin. The expert cockpit engages in artificial intelligence based on our survey data, models, standards, statistics, benchmark information. The resulting typical patterns serve as algorithms with scenarios and simulations for the design of better management.

The Organization Twin provides the assessment of the dynamic capabilities and serves as a starting point to identify gaps and adopt better management practices to strive for mastery through innovations in management.
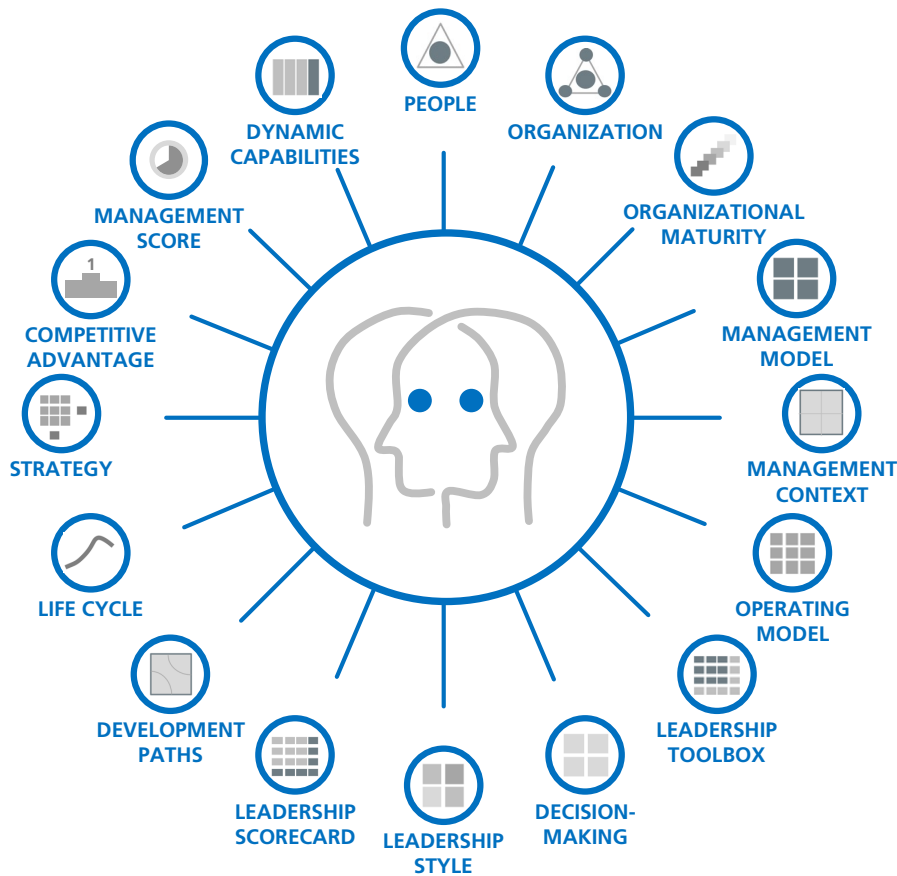
Organization twins use data and visualization for leaders to better understand the dynamic environment they operate in and adequality respond to their business challenges. Organization twins with big data analytics, applied to dynamic capabilities have been recognized to improving organizational performance over time. Integrating capability monitoring, knowledge visualization, dynamic capabilities, and management innovation with organization twins can provide holistic views for leaders to guide them to better management and higher performance.

The Management Innovation Toolkit

The Management Innovation Toolkit comes with diagnostics, analytics, and the expertise for innovations in better management. The Toolkit includes the Global Executive Survey, the Expert Cockpit, and *Diagnostic Mentoring* process, and the *Management Design* methodology.

The cockpit is the expert system and a comprehensive tool for capability monitoring, dynamic capabilities, and management innovation.

The AI-based algorithms assist capability and design questions:

What are your organization's current capabilities to manage?

- How do your organization's capabilities compare with others?

- What if your organization were of a different kind?

- What if your organization and its context changed?

The expert system offers **benchmark** comparisons with organizations at different maturity levels, management modes, management models, development paths, sizes, industries, locations, life cycle stages, ownership, structures, leadership styles, operating models, decision-making styles, strategies, and business models.

The expert system enables **scenarios**, what if questions, when the following changes: challenges, demographics, industry, size, structure, life cycle stage, structure, maturity, with their impact on dynamic capabilities, the leadership scorecard, the management model, the operating system and leadership toolbox, and competitive advantage.

The expert system enables **simulations**, what if questions, when the following changes: strategy, business model management context, management model, operating mode, leadership style and development path with impact on critical performance variables, dynamic capabilities and the leadership scorecard, the leadership toolbox, leadership styles, and transformation paths.

The Certification

The Better Management Certificate differentiates your organization by demonstrating higher competitiveness, superior performance, and greater attractiveness.

Engage 5-7 executives or professionals for 7-10 minutes each to conduct the survey for you to receive your Better Management Certificate within days. Organizations with a management index higher than 66 are rewarded our exclusive certification badge to celebrate their achievement.

The Research

'Unmanaged' and its transformation to mastery in management have been extensively researched and documented in scientific publications and in our books. They present our contribution to…

Capability monitoring: With our work on *Organizational Agility - Testing Validity and Reliability of a Diagnostic Instrument*, we have independently tested The Global Executive Survey (Nold et al., 2018). The assessment tools, organizational maturity and the management model, have been identified and documented with our work on *People-centric Management* (Michel, 2020) and competitive advantage was an outcome of our research on *Better Management* (Michel, 2022).

Dynamic capabilities: Our research on capabilities for a dynamic environment as documented in our book *The Performance Triangle* (Michel, 2013) and the corresponding research on *The Performance Triangle* (Nold and Michel, 2016). We identified a practical model of dynamic capabilities and documented its elements and their relationships. In *Understanding Decision Making in Organizations*, we identified the leadership scorecard and the leadership toolbox as the means to enable better management in organizations (Michel, 2007). In *Under What Conditions Do Rules-Based and Capability-Based Management Modes Dominate* (Michel, 2018) and under the guidance of Viennese Strategy and Innovation Professor Johanna Anzengruber, we identified the capabilities that help leaders manage their organizations in different contexts. She was also leading a project on *Be like Me: The Effects of Manager-Supervisor Alignment (Anzengruber et al., 2020)*, that predicted managerial effectiveness through the alignment of capabilities between managers and their supervisors.

Management innovation: 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 multiple applied research projects, we identified specific conditions for management innovation in various contexts. 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). Our work on *The Dunning-Kruger Effect on Organizational Agility*, identified faulty leaders as inhibitors of management innovation (Nold and Michel, 2022).

Cybernetics: *The Performance Triangle* (Michel, 2013) was intentionally built on the premises of management cybernetics. System dynamics became part of it. Both theories help executives deal with complexity. In line with the model of the Performance Triangle model, we developed the Leadership Scorecard and the Leadership Toolbox as practical tools giving executives previously unseen insight into the inner workings of their organization. Both tools stem from the idea that management is a system, and with models, we could present them in a practical form for managers. We have extensively

documented the Performance Triangle model, the Leadership Scorecard, and the Leadership Toolbox in many books and multiple publications.

Quantum management: We feel that quantum management, combining quantum systems, complex adaptive systems with quantum leadership, helps us build the bridge between the cybernetic view of management, self-organization, and the Inner Game leadership techniques. Some things come together like we have not seen before. Quantum management techniques will certainly guide our future work, unlike other teams that focus on traditional platform economies in the Hayer mindset, but on its origins of human-centered organizations, management and leadership, focused on the origins of motivation, self-responsibility more in line with Peter Drucker's philosophies. What the Reformation brought to us in Europe hundreds of years ago. We work at it building on these fundamental philosophies.

Education: *Agile Strategies for the 21st Century: The Need for Speed* (Nold, 2021) has become the required reading for Professor Nold's business programs in Florida and Bangkok. The Global Executive Survey and Transformation Management Toolkit have become integral part of Professor Johanna Anzengruber's new Master of Arts in Business program "Leading Transformation for Impact Organizations" at FHOÖ in Austria, and Lukas Michel's lectures at various business schools.

Consulting: We train experts in use of the Global Executive Survey, the Organization Twins, and the Management Transformation Toolkit for their work in companies, and we work with clients on their management transformations.

Our Publications on Better Management

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

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

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, 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.

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