



# WHY GUESS WHEN YOU CAN KNOW?

How ready is your organization for the digital economy? What can you do?

*In a hyper-dynamic environment, management is one of the last competitive advantages left. Management with agile, people-centric, and dynamic capabilities can make huge step changes in performance, innovation, and growth. They have what it takes to compete in the digital economy.*

So what?

*Capabilities determine how organisations compete in their specific context. They enable management to constantly pre-empt and adapt to a new context without disruptive change programs. But most cannot articulate nor adjust them—capabilities are intangible and invisible.*

Scary, and now?

*It means that an organisation's managerial ability to compete in a specific context depends on whether or not it has the ability to develop the dynamic capabilities to compete in that context.*

You mean, develop capabilities that we cannot see?

*Most of us can sense what good management or missing capabilities feel like. We all have our stories. But we can only develop and design what we can see. Design requires that we make the capabilities, processes and structures of management visible.*

But, can we not simply retrain our managers when the context changes?

*Without the right capabilities, managers can never succeed. They would simply return to the old ways of doing things! The cost of erroneous systems, faulty leadership, a wrong design and missing capabilities are high, and the risk of failures are too high.*

What about good leadership, change, and efficiency?

*An organisation that operates in a context that matches its strengths can achieve great things with good leadership, change and efficiency. Managing in the wrong context is like riding a bicycle on a highway. All of the good leadership, change and efficiency pays off poorly in comparison to using a sports car*

# Crossing the Rubicon

You have heard this conversation before. And, most boards and executive teams know from experience how to successfully enact their strategies – manage and organise through superior efficiency.

However, things have changed.

Previously, management and organisation had its roots in a stable and foreseeable context. Traditional decision making, planning, strategizing, organising, and engaging people was intended for high effectiveness. A myriad of consultants provided advice and assessment firms deep-dived into more detail—well-intended attempts to ‘free the iceberg’ and uncover the hidden factors that drive much of the value creation in organisations. Culture assessments, fitness indexes, and employee engagement surveys mushroomed to provide mountains of additional data points. Always interesting but more than not, with a weak scientific backing and limited in use for action. Many suppliers simply followed the latest management fad.

Management and organisation, as we all know it, has had its roots in the industrial economy. Efficiency and quality were important design features. They have well served thousands of successful organisations. But today, we operate in a new business context. Fast changes, higher volatility, increased complexity and an unreliable future have made planning, strategizing, implementing and performing difficult. Traditional approaches to engage, coordinate, align, and innovate have become ineffective, if not redundant.

Gladly, management research has moved on to include design thinking—fitting things to

clients, dynamic capabilities—the theories on how to manage and organise in an ever-changing context, new ways of working, and more effective ways of handling complexity, volatility, and uncertainty. Methods to measure the intangibles advanced, paired with sophisticated statistical modelling. Cognitive sciences and mentoring practitioners added effective intervention mechanisms -learning through awareness and observation. Finally, we better understand what people need to perform at their peak.

Using these insights, tools, and methods to recognize patterns of decisions, actions, and behaviours in different contexts leads to new ways of managing and organising people. Moreover, research and practitioners finally agree, in today’s context, ready-made advice, best-practices, and simple tips do not work. Learning, emergence, and experimentation is essential to find new solutions. It is well recognized that a new paradigm emerges—management and organisation with a design better equipped to address an ever-changing environment through enabling rather than controlling. Applied properly, these insights, tools, and methods offer a radical step change in organisational outcomes.

Despite an army of self-made experts and writers on leadership, digital, agility, and new work, management and organisation design was not widespread and dependent on a handful of experts and practitioners. The paradigm shift in management and organisation practice comes from combining design thinking, latest management research, highly actionable assessments with experienced mentoring through peers.

MANAGEMENT INSIGHTS has shortcut long advisory engagement with a highly effective way of engaging leadership teams in making sense out of their specific situation and context to get to action fast. Implementation is king. It no longer requires an extended analysis phase with lots of junior consultants or extensive leadership training to embrace the new. We build on the executives' experiences and integrate previously performed analysis, surveys, strategies, and embedded practices.

The insights from the Global Executive Survey were made available for many business decisions: new business models, strategy implementation, efficiency, new CEO, agility & speed, CEO office, innovation, growth, post-merger integration, leadership culture, employee engagement and more.

If a new challenge required new approaches or when new things emerged, the surveys' insights could answer it. The survey was adaptable. It could be used by executives, as teams, for multiple departments, and comparing various hierarchical levels. It summarised and stocked

Envision the following:

### **Your work unlocks your team's talents to make a true difference**

- Rapid multiplication of practices, capabilities, and technologies
- Deep penetration of purpose, strategy and values

### **Your organisation amplifies your team's impact: growth, innovation, performance**

- Future-proof fit of people, organisation and context
- Reliable capability to repeat performance

### **Your management has a future-proof design. It is a competitive advantage**

- Relentless discipline and quality without waste
- Reliable capability to constantly renew and develop

the collective routines, rules and practices in view of the organisation's operating context. Furthermore, it facilitated design—modelling and “what if” questions to initiate the development of adequate management and organisation practices. The mentoring had ensured that ownership for action remained with the executive team. And, the organisation's specialists integrated their essentials into the program.

Leadership teams that have adopted agile organisation, people-centric management, and dynamic capabilities have “Crossed the Rubicon” to new ways of how their organisations work. They have been able to scale capabilities from the inside out.

Our approach has been vetted with thousands of leaders in over 400 organisations, public and private, all sizes across the world. The results these organisations have achieved are respectable. It shatters existing paradigms in consulting, assessments, and executive coaching.

Whenever organisations are at critical inflection points—when new things emerge, executive teams can adopt our approach: Management and organisation with a design for superior speed, agility, and resilience. Think of this, when you decide to implement a new strategy, tackle a new set of challenging goals, are charged with a new initiative that requires new capabilities. It comes to play at every instance when you need the best from the arts, the science, and craft to get something big done—be it in your organisation, your community, or network.

When auto satellite navigation systems were introduced to airline pilots and cruise ship captains, they offered a level of information that made travelling easy, not just for some expert navigators, but for all car drivers, runners, mountaineers, and golfers. Satellite navigation did not replace the sextant. It simply offered faster and more precise information on where you are. This is exactly what the survey does. The question is: do you want to know specifically, what your capabilities are or do you want to guess. The future will belong to those that know.

## *Why guess when you can know?*

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



Use your tablet, laptop or PC for best experience!

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

### **LUKAS MICHEL | MANAGEMENT INSIGHTS**

Chaunt da Crusch 12, CH-7524 Zuoz, Switzerland  
Tel: +41 79 438 75 20 | [contact@management-insights.ch](mailto:contact@management-insights.ch)