

# Management Model Design. Making management work for you.

## Management is the key to human accomplishment



Our organisations are powered by management. Its task is to make organisations function.

Since organisations are communities of human beings, Peter Drucker had it exactly right when he said: "Management is about human beings. Its task is to make people capable of joint performance".

Gary Hamel's definition of management as the technology of human accomplishment says the same using different words.

In essence, **management's task** can be broken down into **four components**. Management needs to...

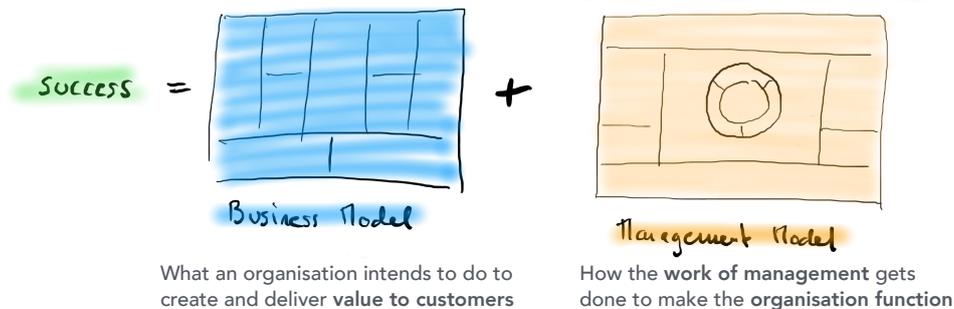
- ...allow people to perform at their highest possible levels, both as individuals and as teams, in pursuit of a common goal
- ...create value for customers by flawlessly delivering on its business model
- ...innovate products, services and business models for the future
- ...turn all of the above into organisational capabilities

To achieve this, management needs strategy, organisation design, innovation, performance management, culture, people development, leadership, teaming, decision making, finance, marketing, risk management and more.

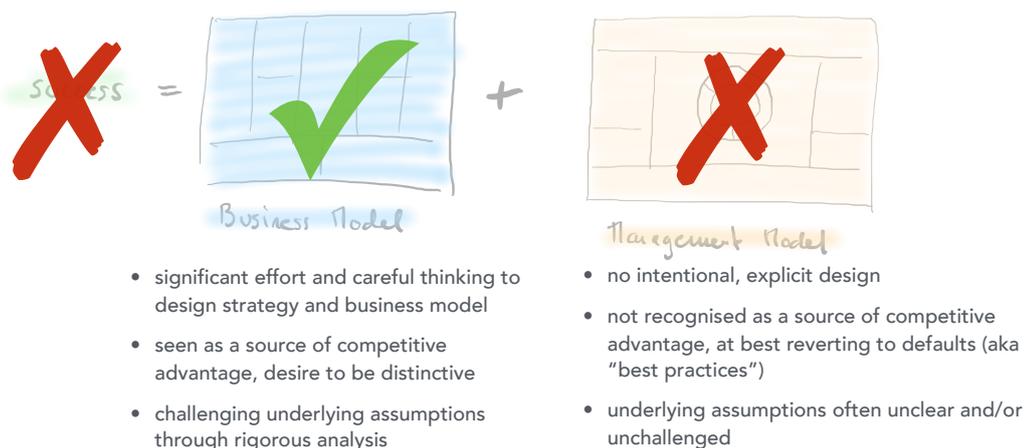
To be effective, it relies on insights from economics, business administration, behavioural sciences and other disciplines.

But above all, **management integrates** all this into a coherent overall theory of how a specific organisation functions in its particular context.

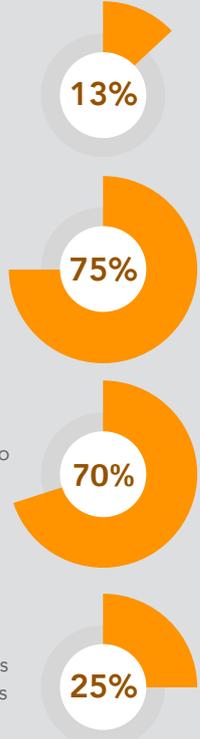
## The most successful organisations have both: a great business model and a great management model...



## ...yet most organisations can only describe their business model, not their management model

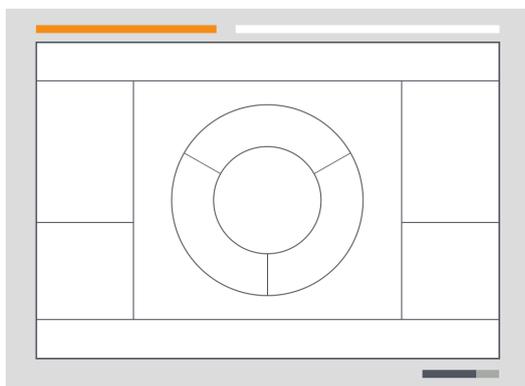


## Every organisation has a (de facto) management model, but when it is not designed intentionally...

...it suffers from one or more of 5 dysfunctions...	...which explain common organisational pathologies...	...leading to unsatisfactory performance*
<ul style="list-style-type: none"> <li>• Stuck in 20th century industrial logic, not fit for 21st century challenges</li> <li>• Incomplete or even inconsistent</li> <li>• Not fit for purpose and/or context</li> <li>• Not fit for humans (as in both customers and team members)</li> <li>• Relying on luck instead of good management theory and sound reasoning</li> </ul>	<p><b>Managers feel...</b></p> <ul style="list-style-type: none"> <li>• ...as if they're constantly putting out fires</li> <li>• ...as if they have not time to think</li> <li>• ...confused by the conflicting advice thrown at them by consultants, academics, business books and the media</li> <li>• ...frustrated with team discussions where opinions seem to dominate over evidence and reason</li> </ul> <p><b>Well intentioned initiatives get nowhere</b></p> <ul style="list-style-type: none"> <li>• Strategies look great on paper but fail to get traction</li> <li>• Digital transformation projects play with technology but fail to transform anything</li> <li>• Acquisitions end up destroying value</li> <li>• Innovation programs are crowded out by operational overload</li> <li>• Change keeps being rejected by the organisation</li> </ul> <p><b>The organisation becomes disillusioned with new approaches that were supposed to change all that</b></p> <ul style="list-style-type: none"> <li>• Agile, lean startup, design thinking, six sigma, [insert your favourite approach here] don't seem to catch root</li> <li>• Money spent on training courses, consultants and coaches does not provide an adequate return</li> <li>• Your best people begin to leave after they've seen that nothing really changes after all</li> </ul>	<p><b>Engagement</b> only 13% of employees engaged in their work</p> <p><b>Innovation</b> 75% of new products and services fail to be commercially successful</p> <p><b>Change</b> 70% of change programmes fail to achieve their objectives</p> <p><b>Productivity</b> RoA of public companies in US is 25% of what it was in 1965</p> 

\*Source: Gallup, Clayton Christensen, McKinsey, Deloitte Center for the Edge

## Management model design is a revolutionary approach to help you describe, challenge and improve management models



### Management model design...

- ...creates a shared language to describe management models
- ...helps you learn HOW to think about management in your specific context and does not try to impose WHAT you need to think about management
- ...makes good management theory easily accessible and, together with data from your organisation, helps you design a tailor-made management model
- ...helps you make step-by-step improvements based on learning from experiments (no need for large scale change programs prone to fail)
- ...turns management into your best source of competitive advantage

### Start with the Discovery Workshop

During this 4-hour workshop you'll map your current management model and describe it on a single page using our revolutionary tool, the Management Model Canvas®. The clarity thus gained will lead to immediate insights on your model's strength and weaknesses and allow you to see your organisation's performance in a whole new light. Is your management model a good fit for your business model?

To learn more, visit [www.managementmodeldesign.net](http://www.managementmodeldesign.net) and be sure to sign up for our newsletter for the latest announcements, tools, case studies and more.

