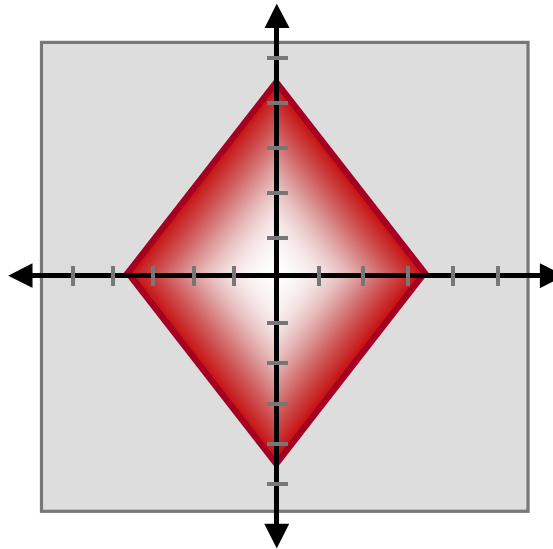
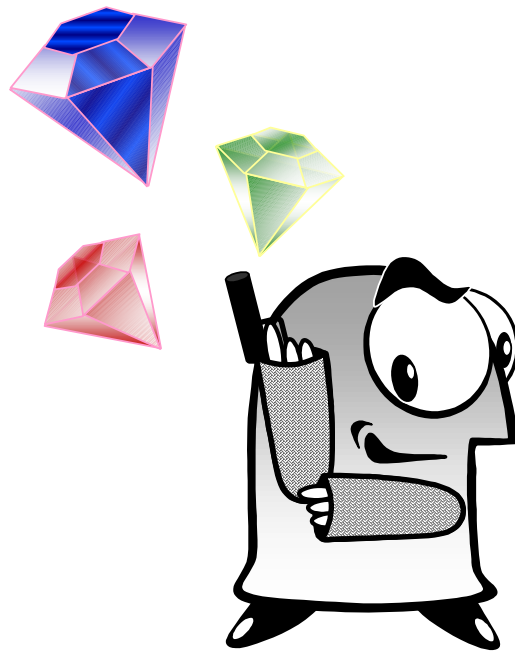
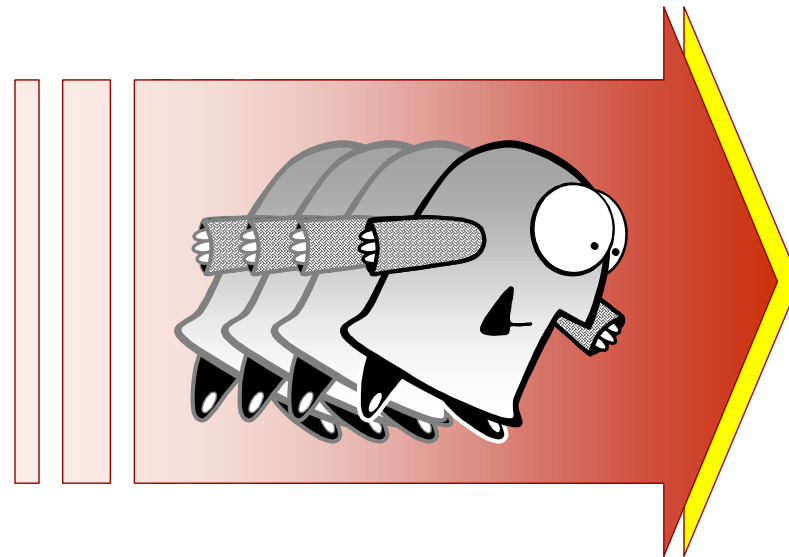


# The Management Diamond

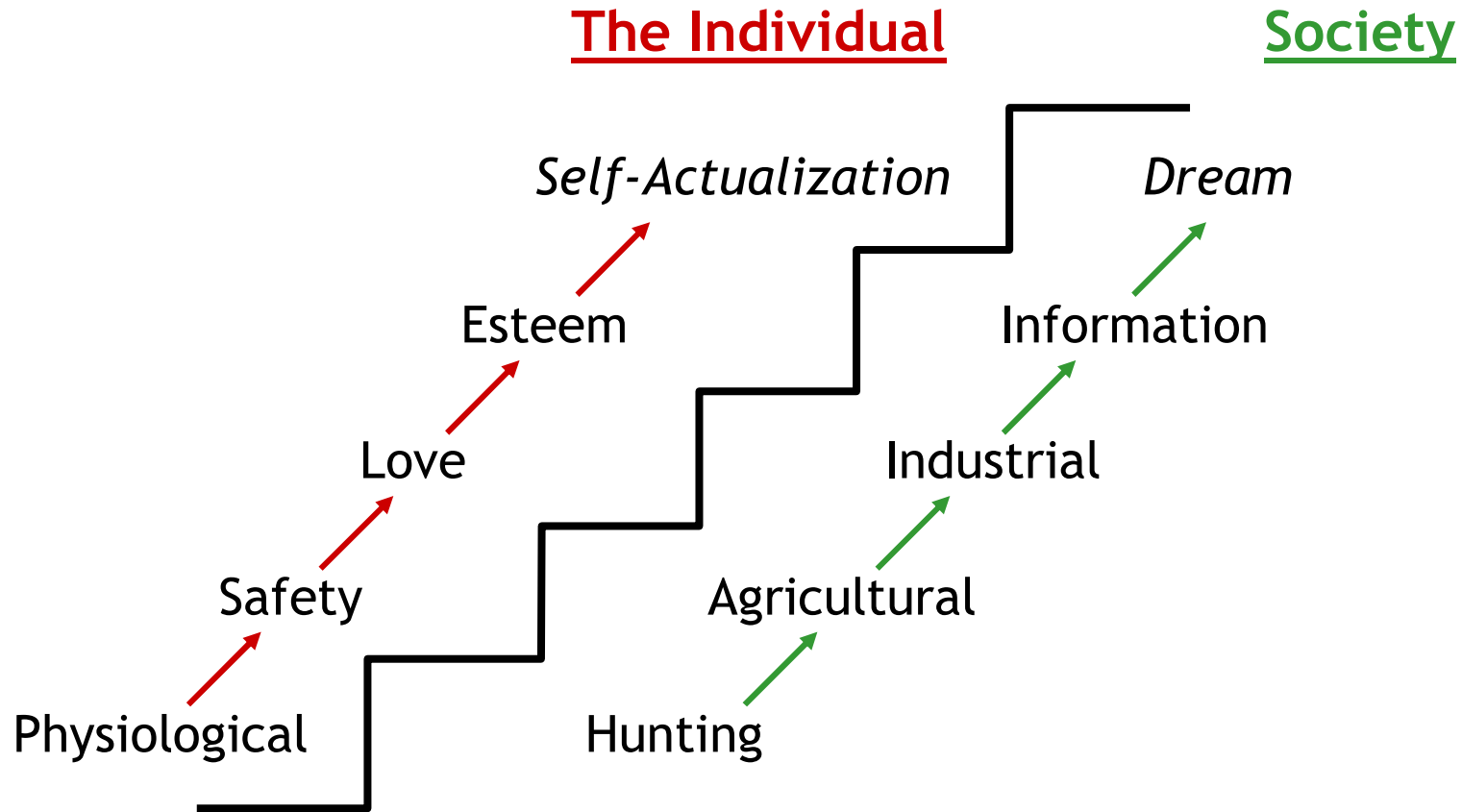


# Turbulent times

- The speed of change accelerates
  - Globalization dynamics
  - Industry restructuring
  - Competitive pressures
- Complexity increases
  - In society at large
  - In organizations
  - In management

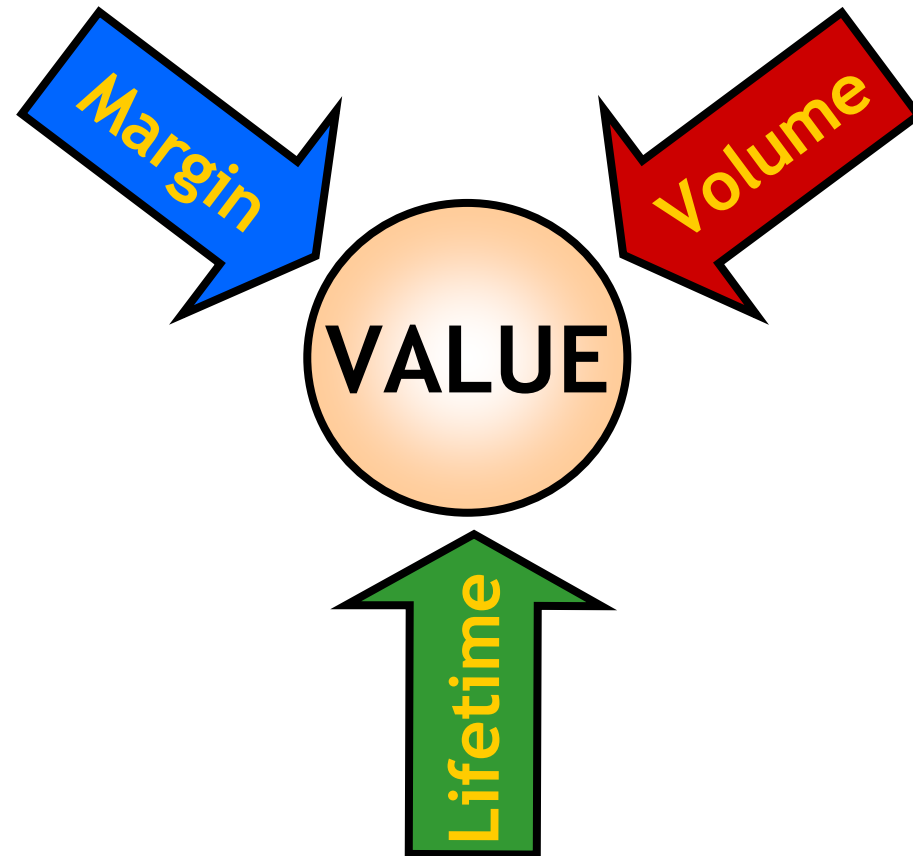


# Where are we heading?

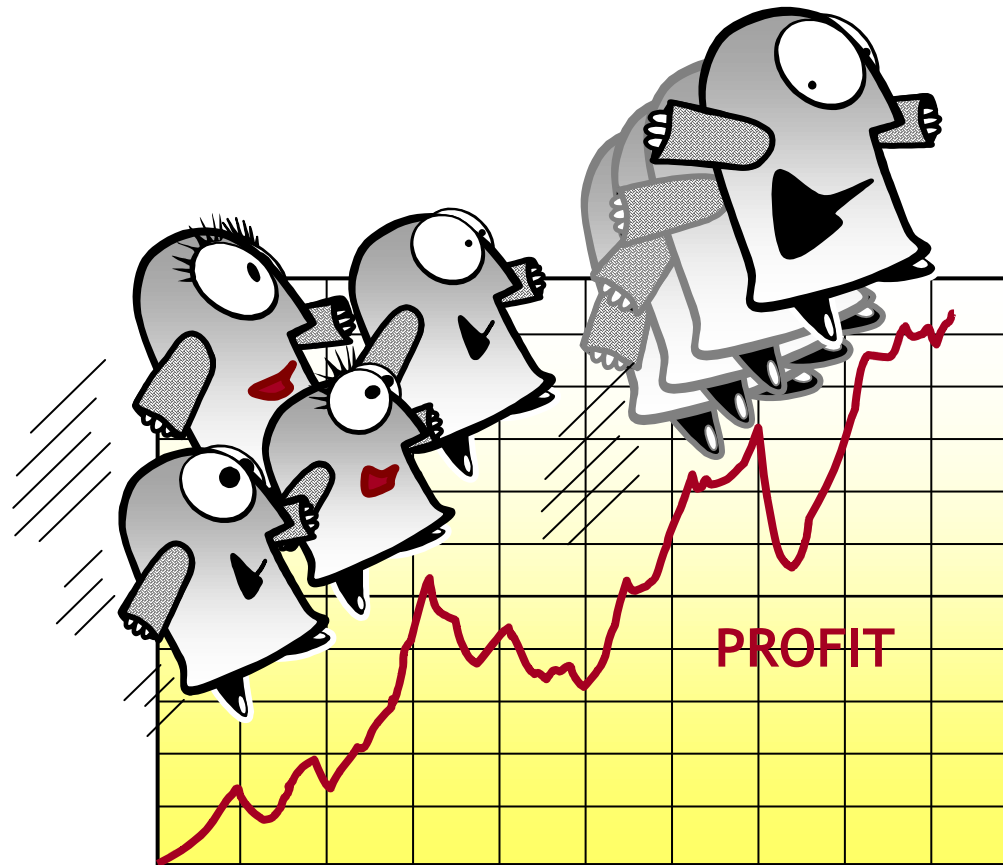


# Three key value drivers

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# Manage assets – lead people!



# The **business** axis



Operation  Strategy

# The operation dimension



- Statements about the operation dimension:
  - "I truly *enjoy* operational matters!"
  - "I firmly believe that *profitability* keeps us alive!"
  - "I know our *products/services* very well!"
  - "The *budget* is my prime tool!"
  - "I am *seldom surprised* by our results!"
  - "I have very good *follow-up* routines!"
  - "I use every opportunity to *visit production sites*!"

# The strategy dimension



- Statements about the strategy dimension:
  - "I think strategy is my *prime responsibility*!"
  - "We have an annual *strategy process*!"
  - "Without a *clear strategic direction* the company would be drifting aimlessly!"
  - "I tend to be *externally* focused!"
  - "*Discontinuities* intrigue me!"
  - "I regularly *read books* on strategy!"
  - "I am regarded a *strategist* - and proud of it!"



# The ***human*** axis

Decision



Motivation

# The *decision* dimension



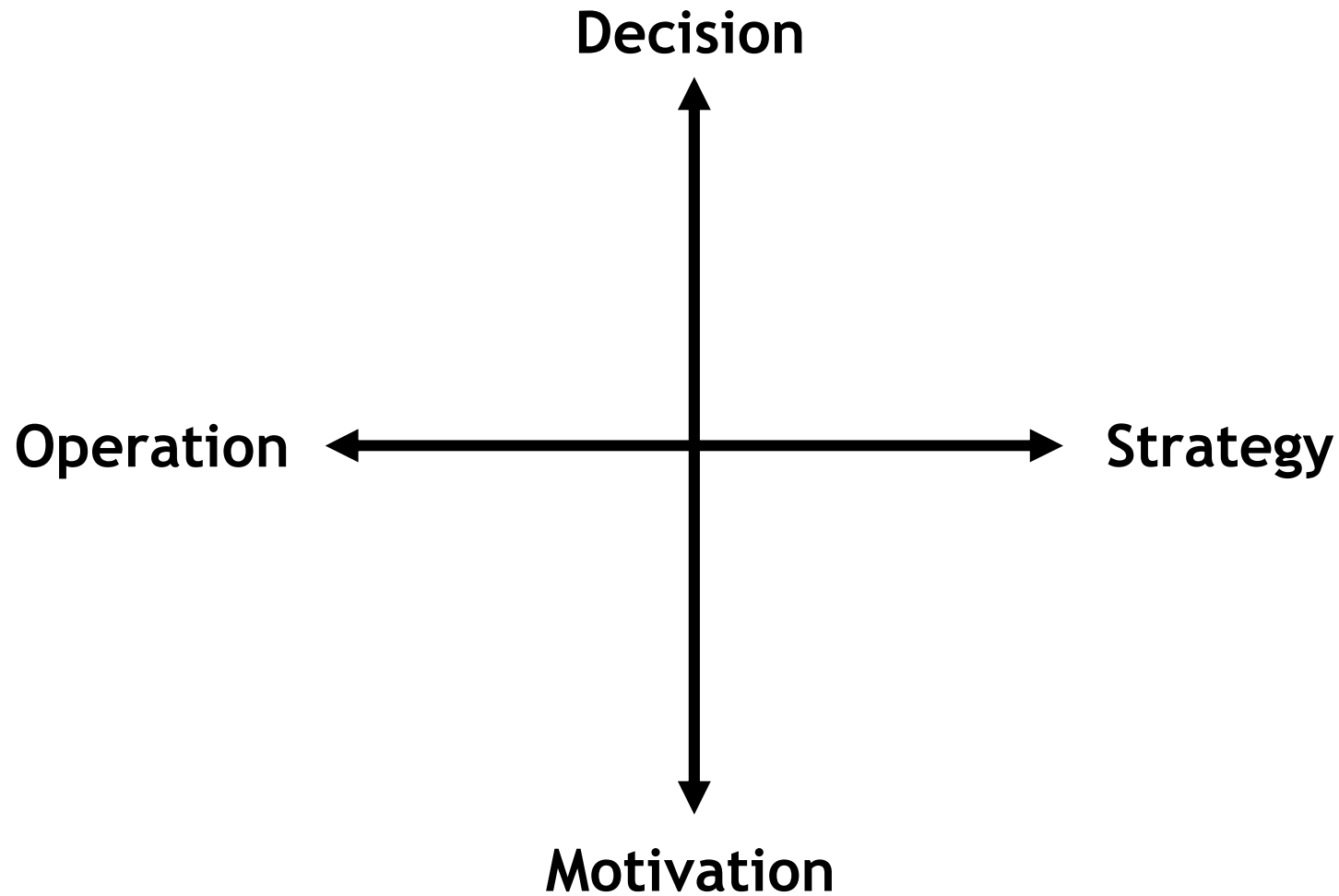
- Statements about the decision dimension:
  - "Unless decisions are taken, *nothing happens!*"
  - "I give the *direction* and set *priorities!*"
  - "I simply *like* to decide - to be the *boss!*"
  - "I *feel good* about most of my decisions and *regret few!*"
  - "I am *persuasive!*"
  - "I am *expected* to decide!"
  - "To *choose* is to decide!"

# The *motivation* aspect

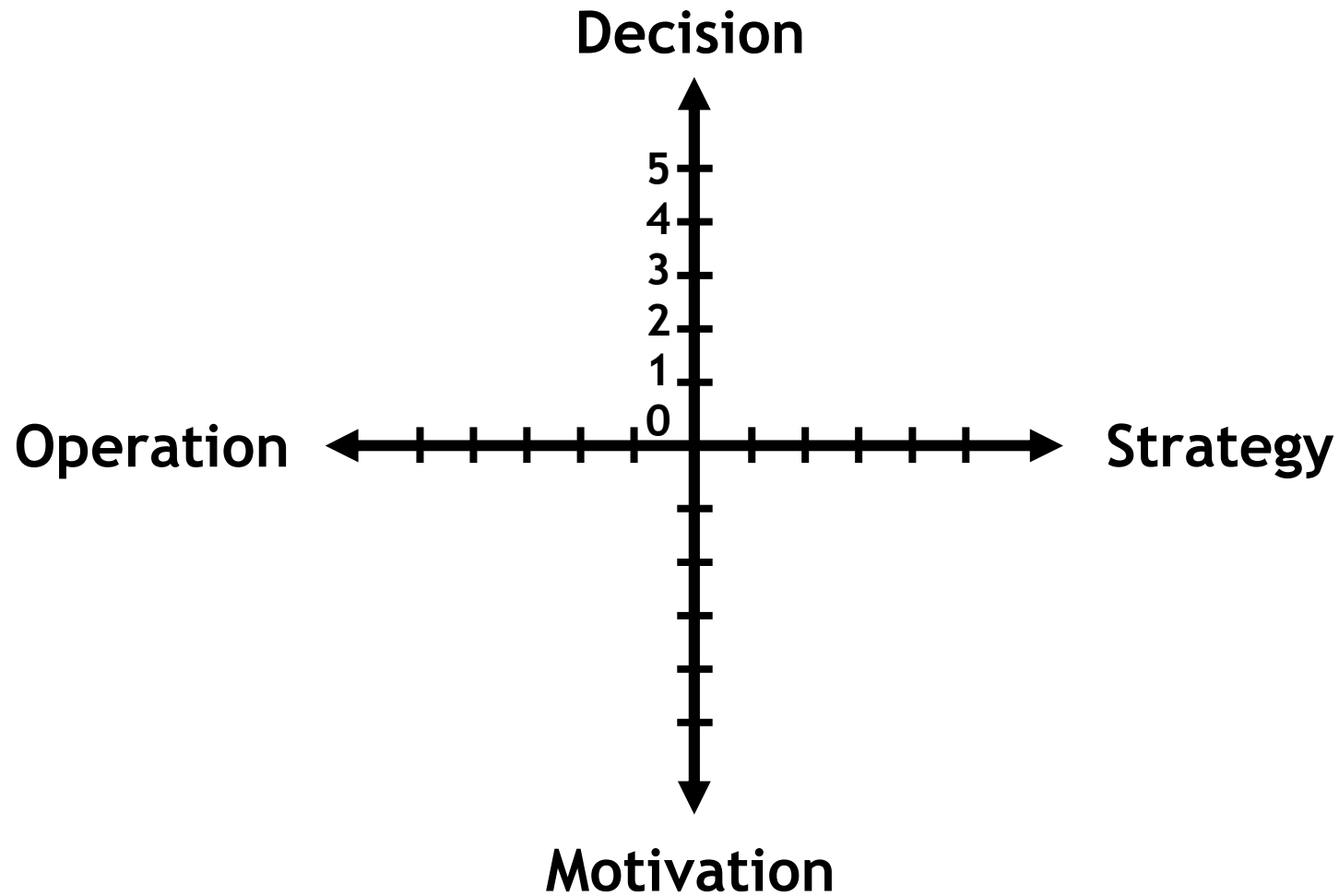


- Statements about the motivation dimension:
  - "Motivated people acting in concert represent a *formidable force!*"
  - "I am the [a] *front figure* of [in] my company!"
  - "I am a *team-player* committed to *culture!*"
  - "I *love people* - and it shows!"
  - "I enjoy holding *pep-talks!*"
  - "I am a good *coach/mentor* promoting *learning!*"
  - "True *delegation* rests on good *motivation!*"

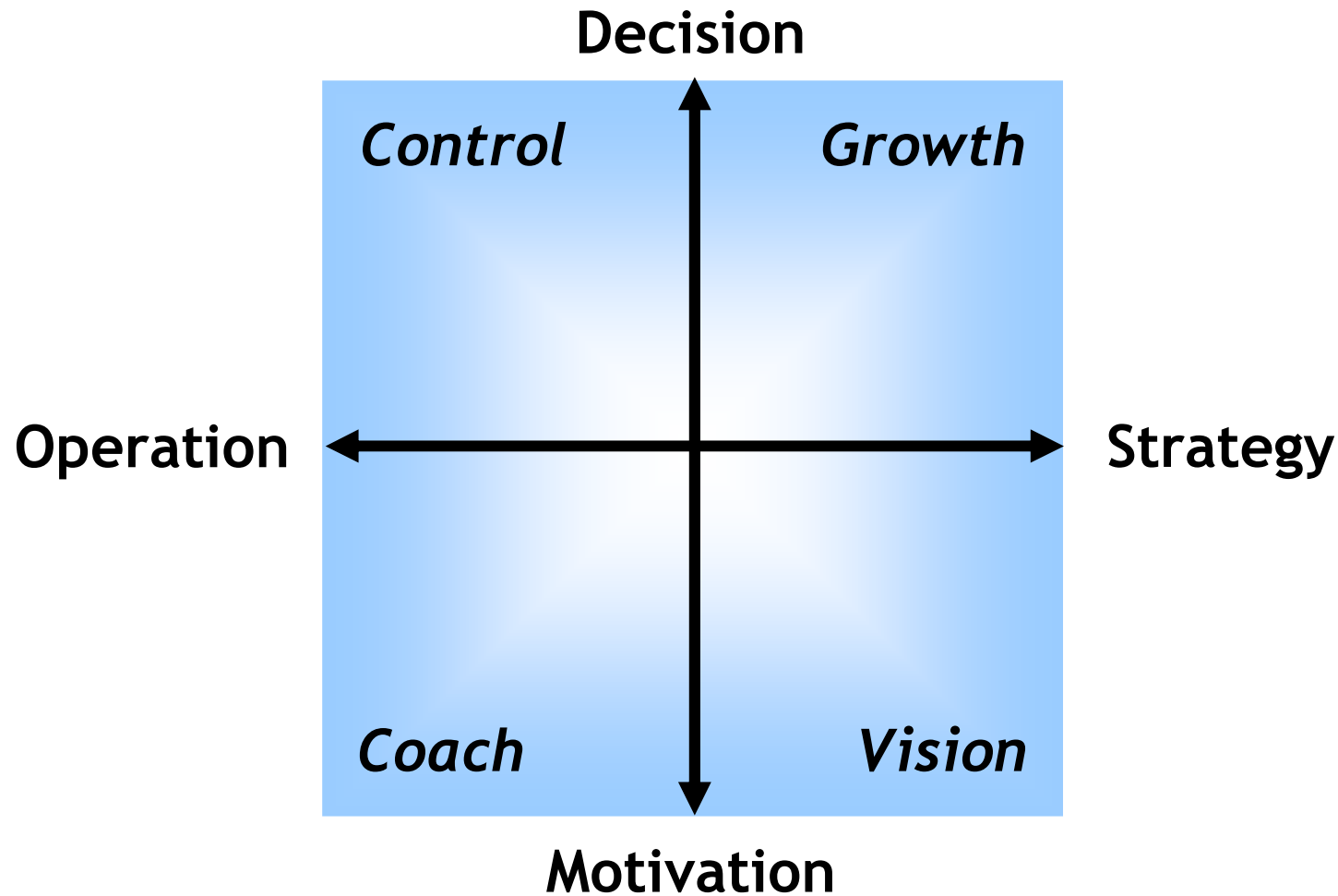
# **Business & human axis combined...**



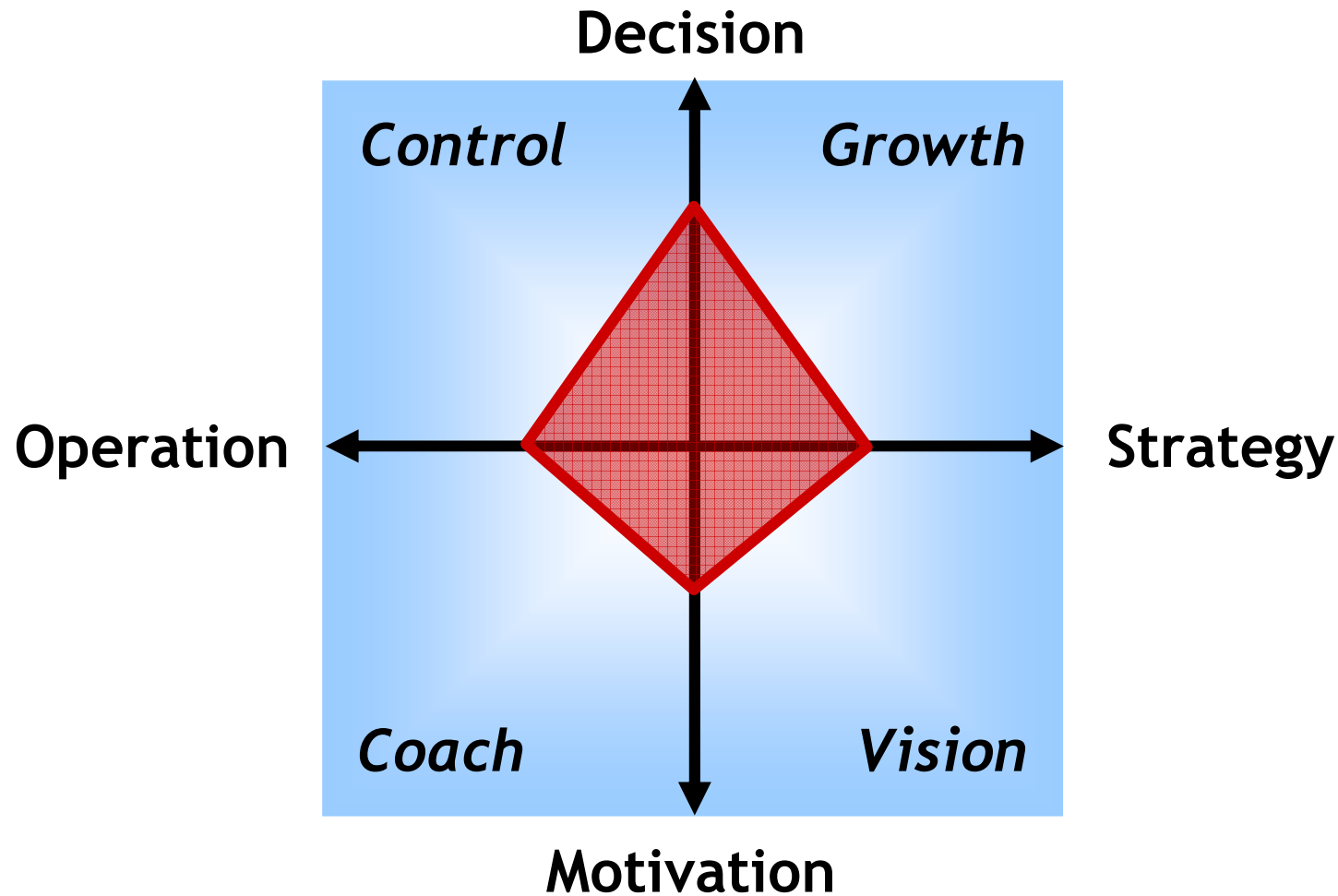
# 0-5 score scale



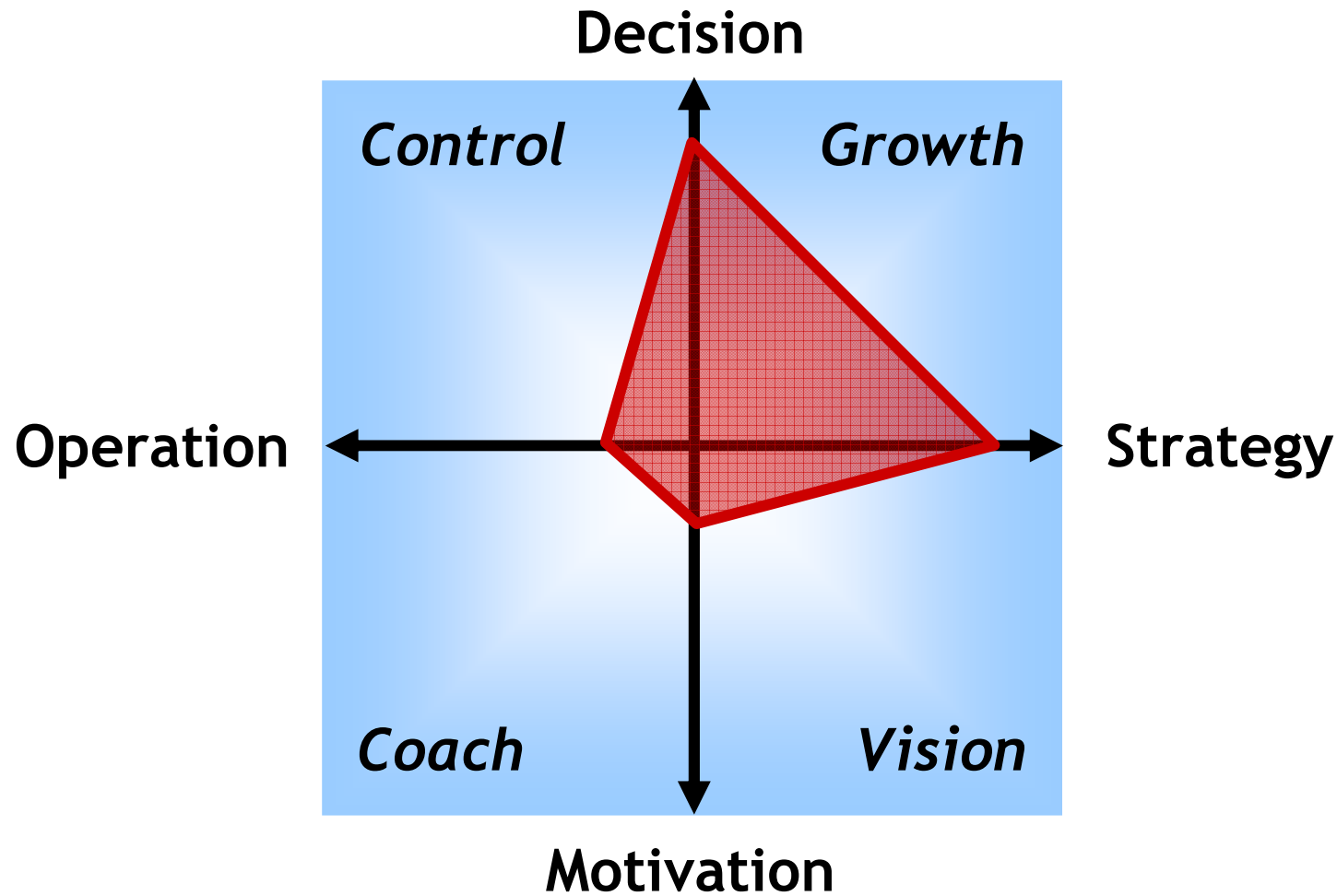
# The four archetype quadrants



# The *management diamond*

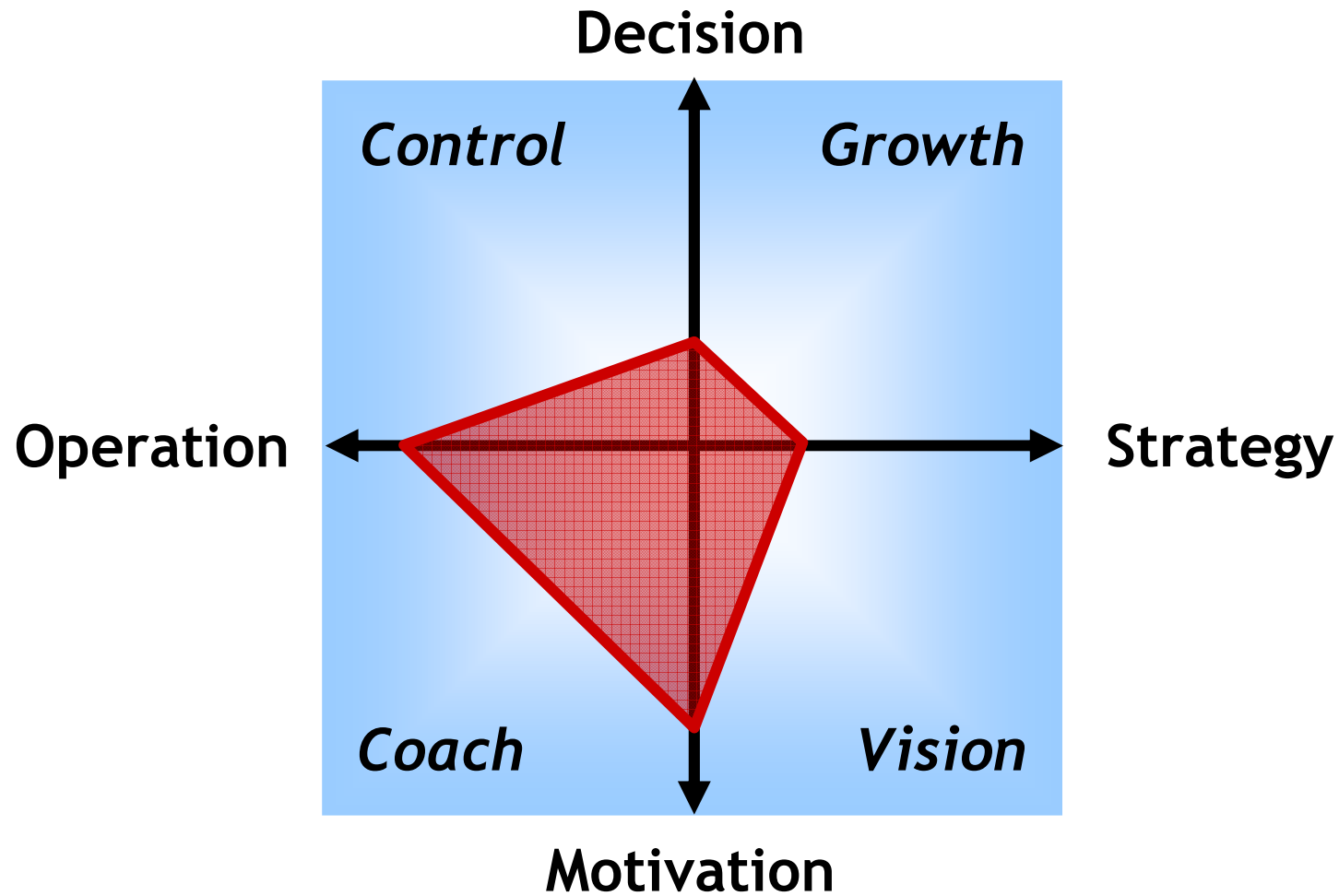


# The *growth* manager

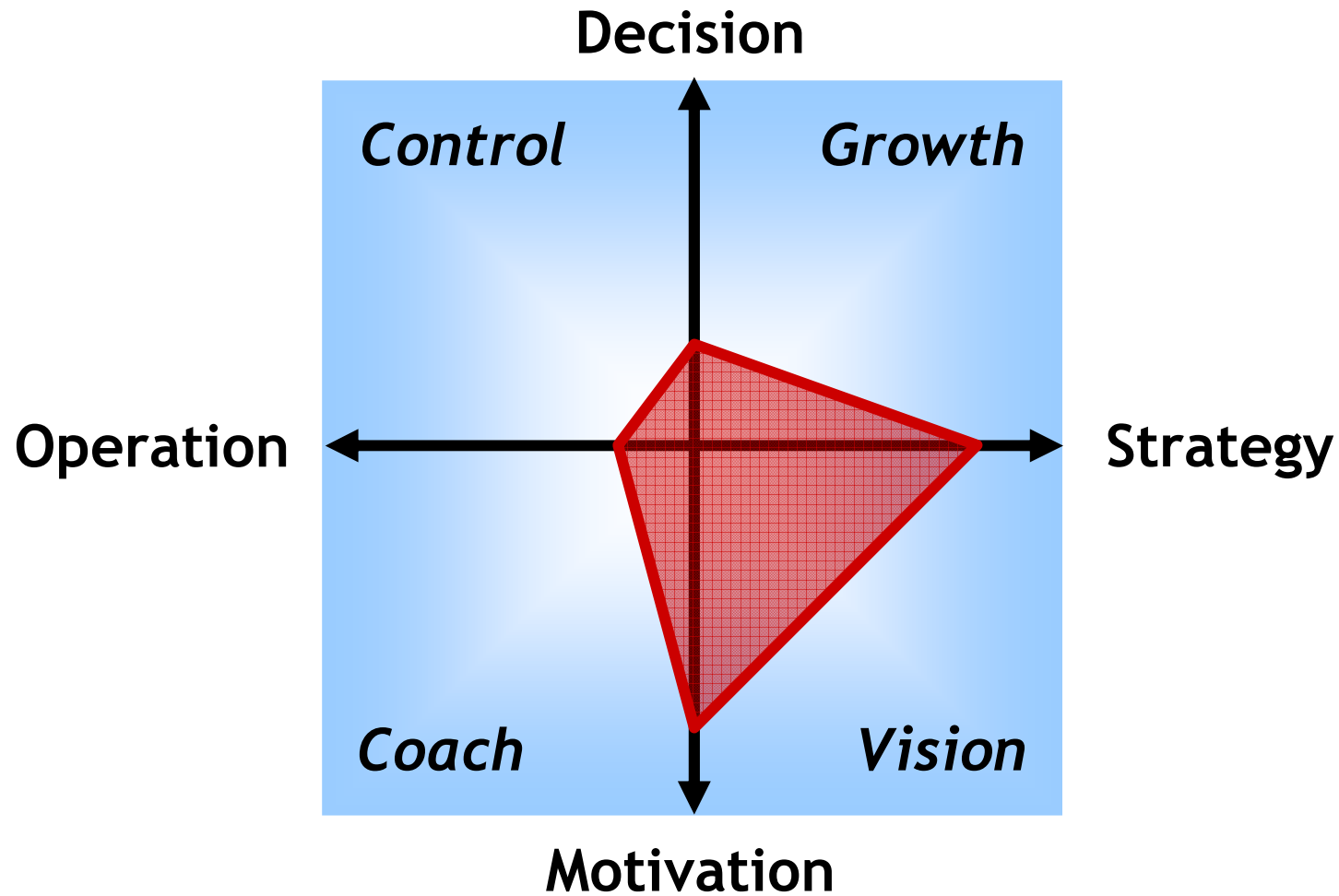




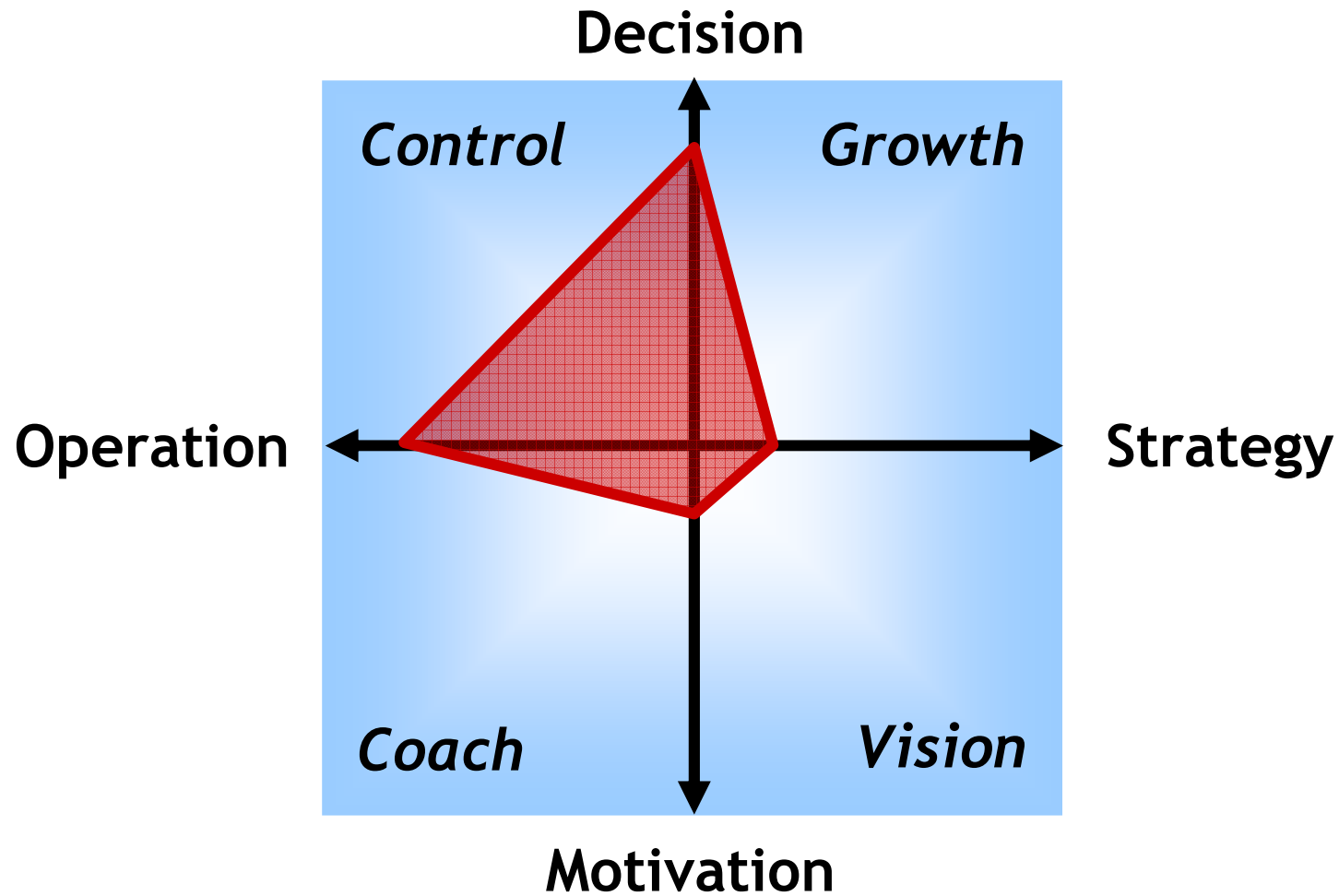
# The *coach*



# The *visionary*



# The *controller*



# From *attitude* to *action*



- Balanced focus on operations, strategy, motivation, and decisions is important for *the right attitude*...
- ...but without «*attitude*» - turning attitude into *actions* nothing happens!
  - Motivation is created by living an attitude
  - Decisiveness requires that actions follow attitude
  - Operations without actions make no profits
  - Strategy without implementation means stagnation

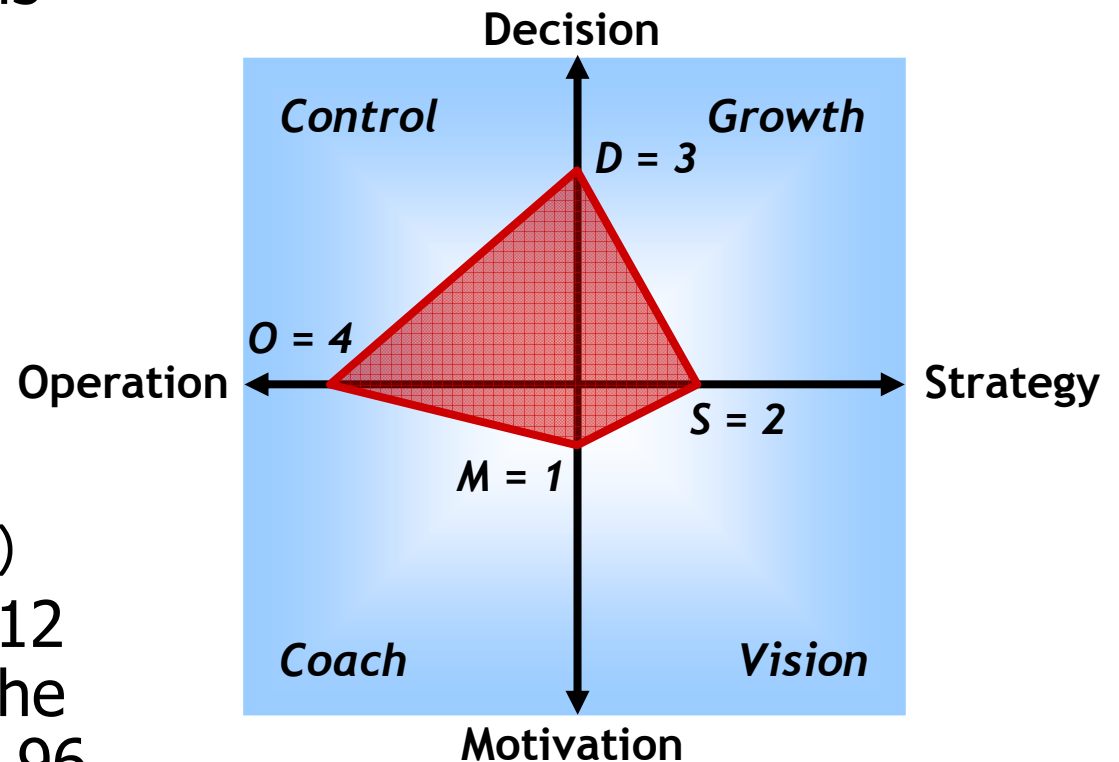
# The diamond scoring



- 5 - "I strongly agree"
- 0 - "I strongly disagree"
- Take a stand - use integer scores!
- Exception:  $2\frac{1}{2}$  - a *neutral* or *average* score
- Both the diamond *size* and the *shape* are significant:
  - The size says something about *quantity* and is measured by the *area* of the diamond;
  - The shape says something about *quality* and indicates *archetype* inclination

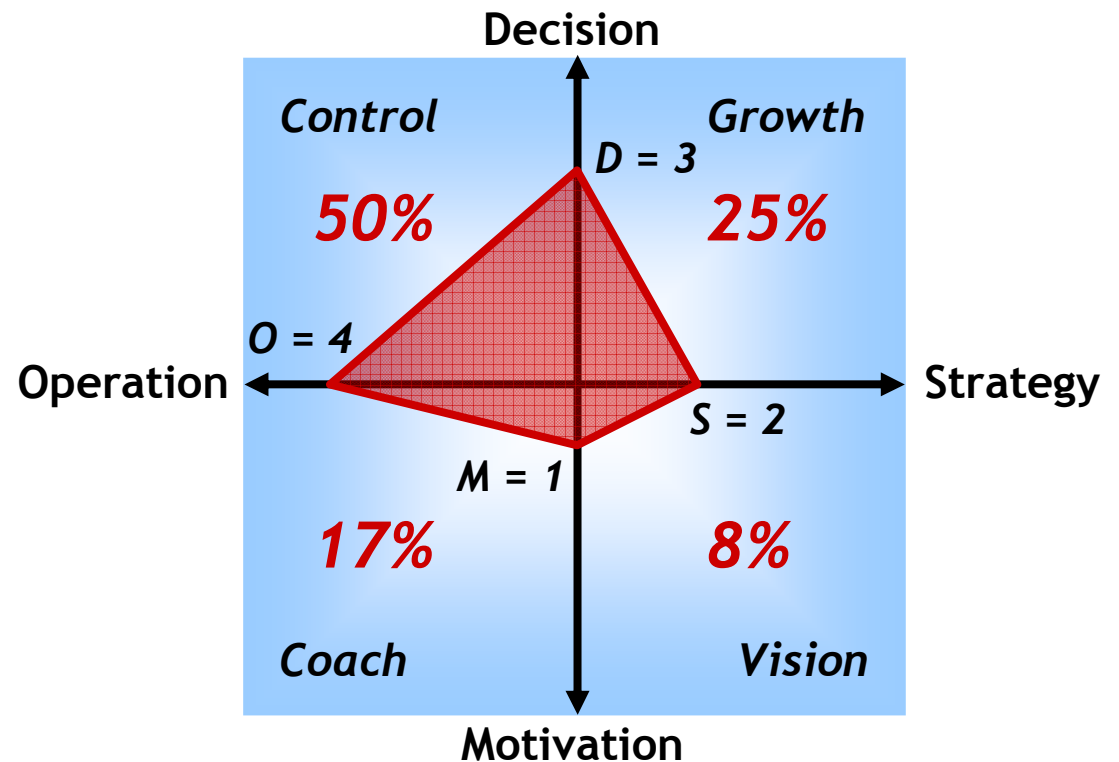
# Computing the score

- The area of the diamond is the sum of the four right-angled triangles of each quadrant:
  - $3 = 2 \times 3 \times \frac{1}{2}$  (Growth)
  - $1 = 2 \times 1 \times \frac{1}{2}$  (Vision)
  - $2 = 4 \times 1 \times \frac{1}{2}$  (Coach)
  - $6 = 4 \times 3 \times \frac{1}{2}$  (Control)
  - 12 =  $3 + 1 + 2 + 6$  (Total)
- Multiply the *raw score* of 12 with a factor of **8** to get the *normalized score* (index): 96 =  $8 \times 12$

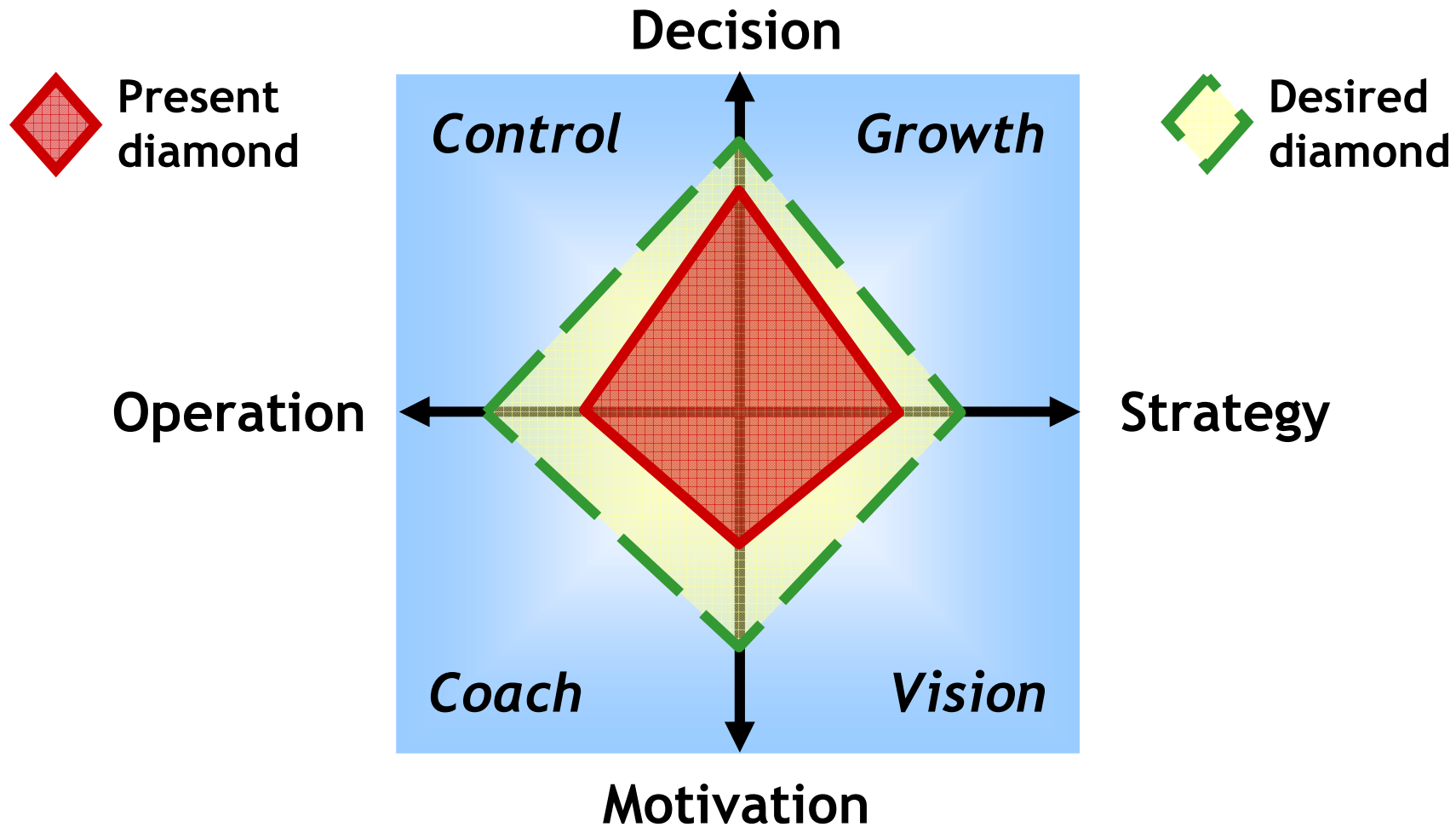


# Interpreting the score

- The *size* or *normalized score* of 96 is slightly below an index of 100, equalizing a raw score of  $2\frac{1}{2}$  on each aspect
- The *shape* of the diamond indicates a *controller*, since 50% of the score derives from the control quadrant



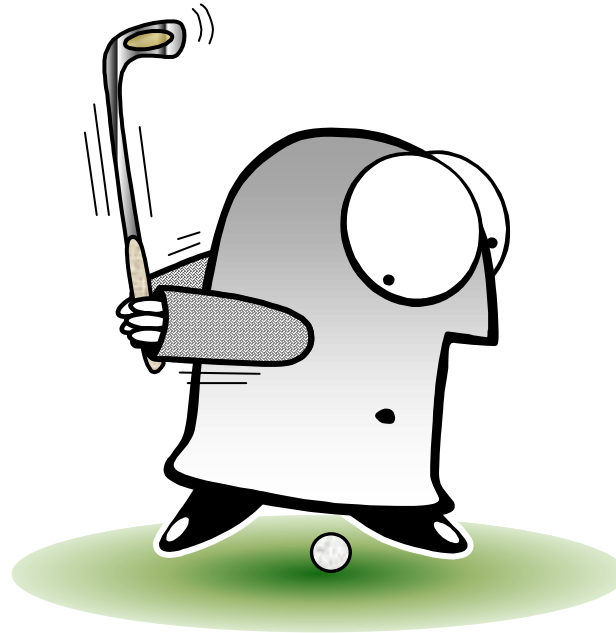
# Setting goals





# Be unique!

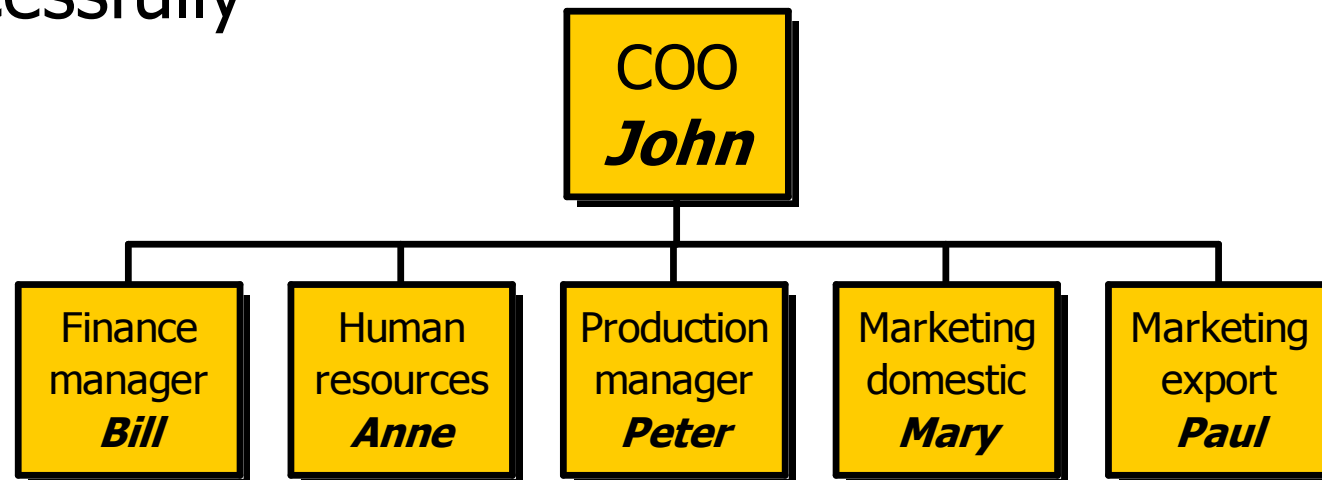
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DEVELOP YOUR STRENGTHS - IMPROVE YOUR WEAKNESSES...

# The management *team*

- Handling today's complexity transcends any single manager's capabilities...
- Only a well-functioning management *team* can navigate these challenging business waters successfully



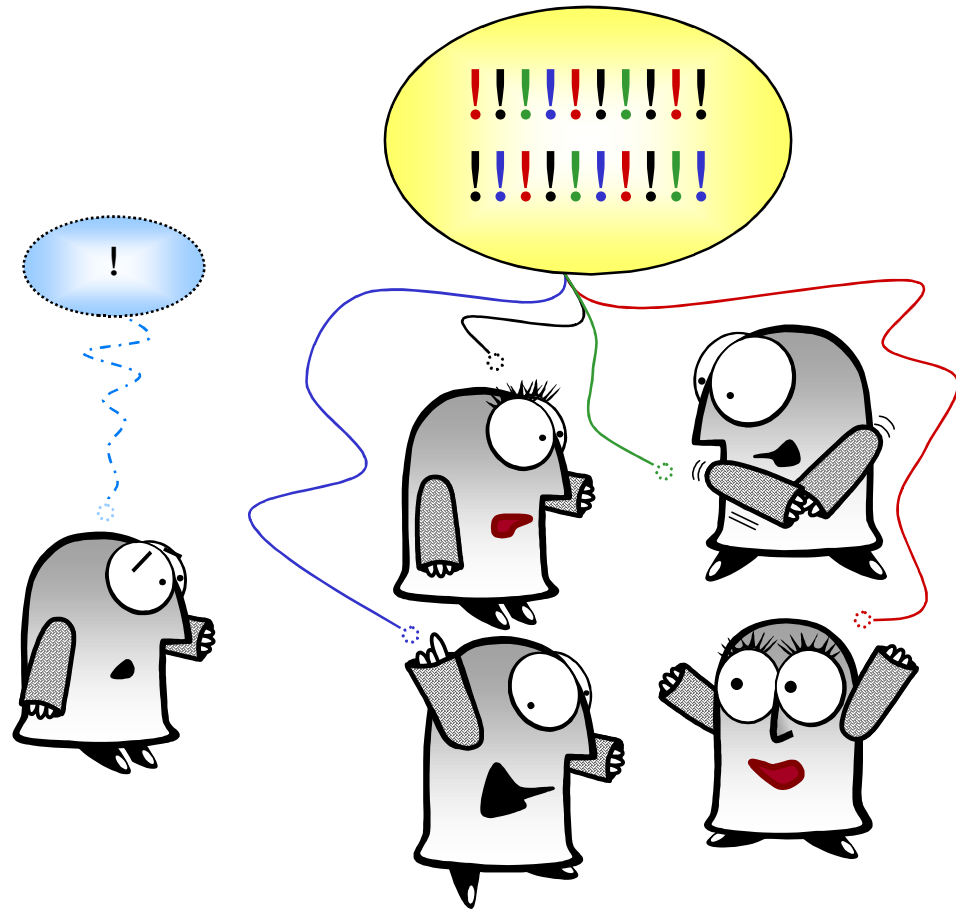
# Introducing *clout*



- To transform *individual* management diamond to *team scorecard* (or a team diamond)...
- Each manager's saying or *clout* is assessed:
  - In a 6-member team the average clout is *16.7%* ( $100\%/6$ )
  - If the COO has *25%*, the average of the rest of the team is *15%* ( $[100\%-25\%]/[6-1]$ )
  - Clout is assessed in a discretionary, judgmental manner
- The clout is used to *weigh* each manager's individual dimension scores to a *team dimension score* and thus making a team scorecard

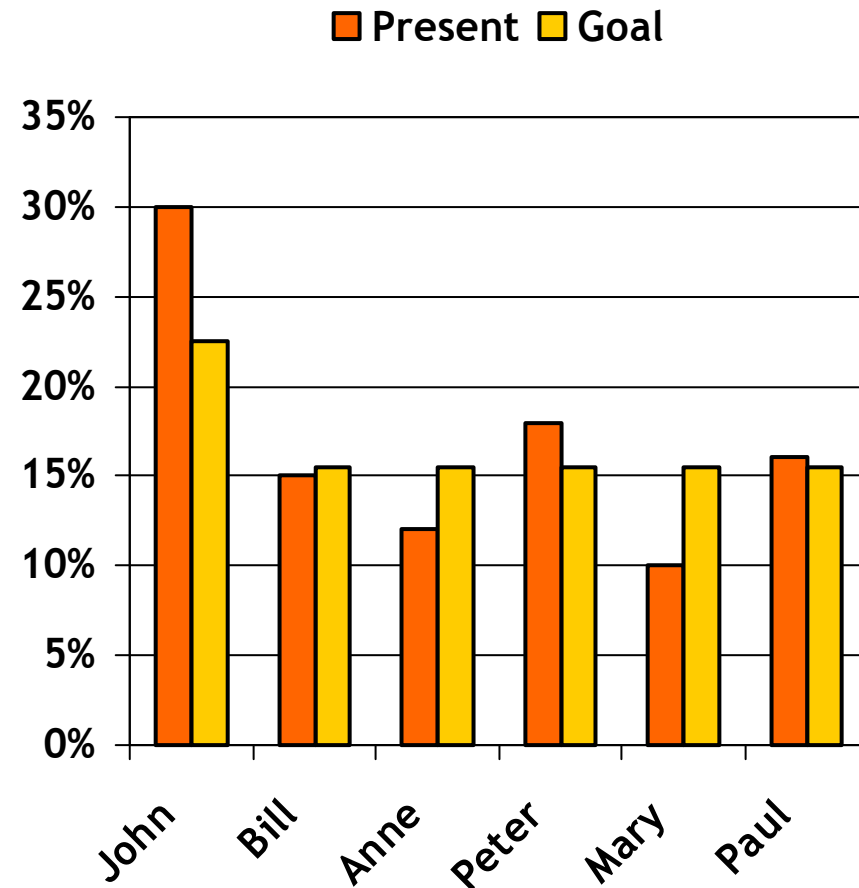
# Clout matters...

WHY SHOULD  
ANYONE BE ON  
A MANAGEMENT  
TEAM IF NOT  
LISTENED TO?

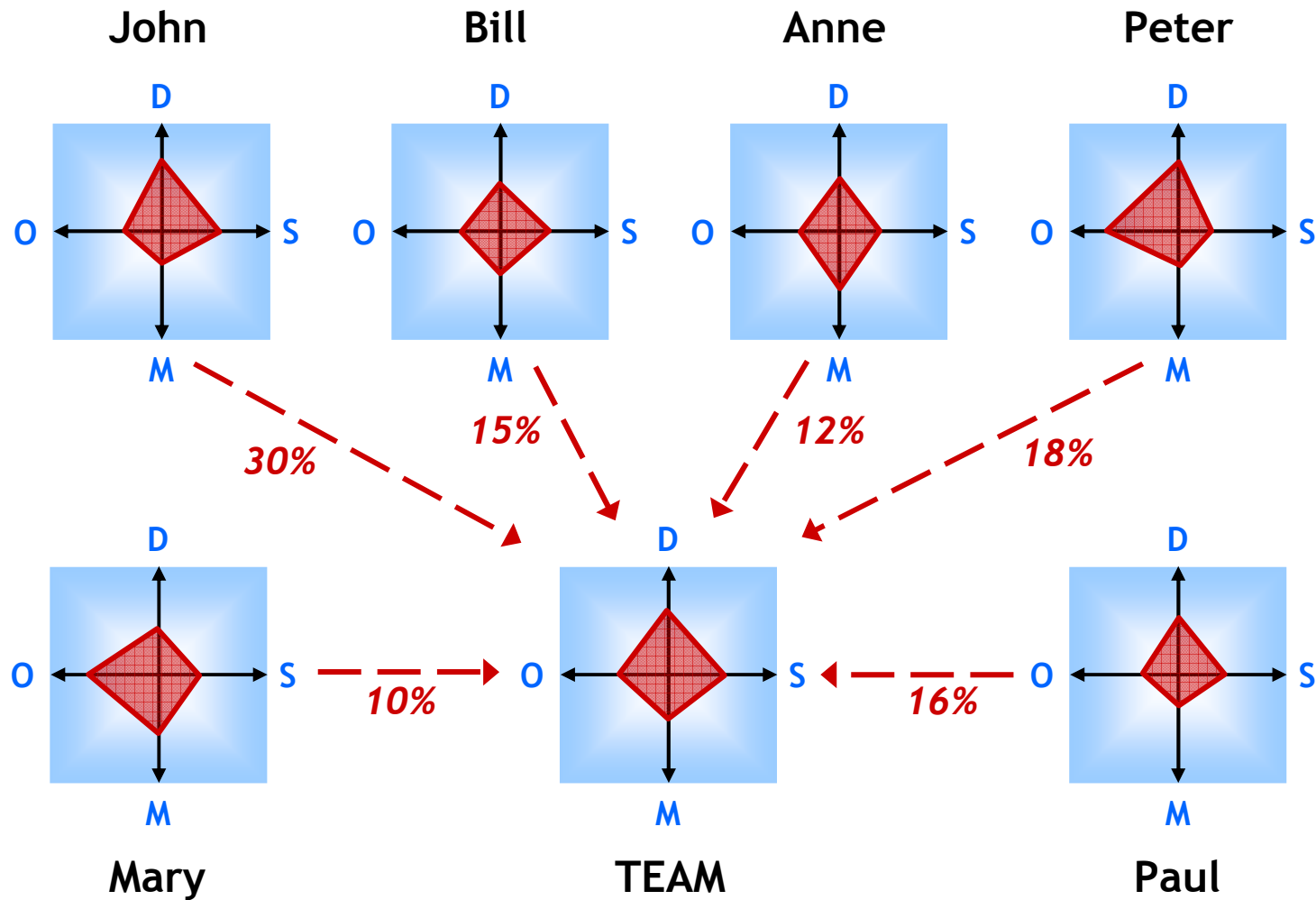


# Clout scores

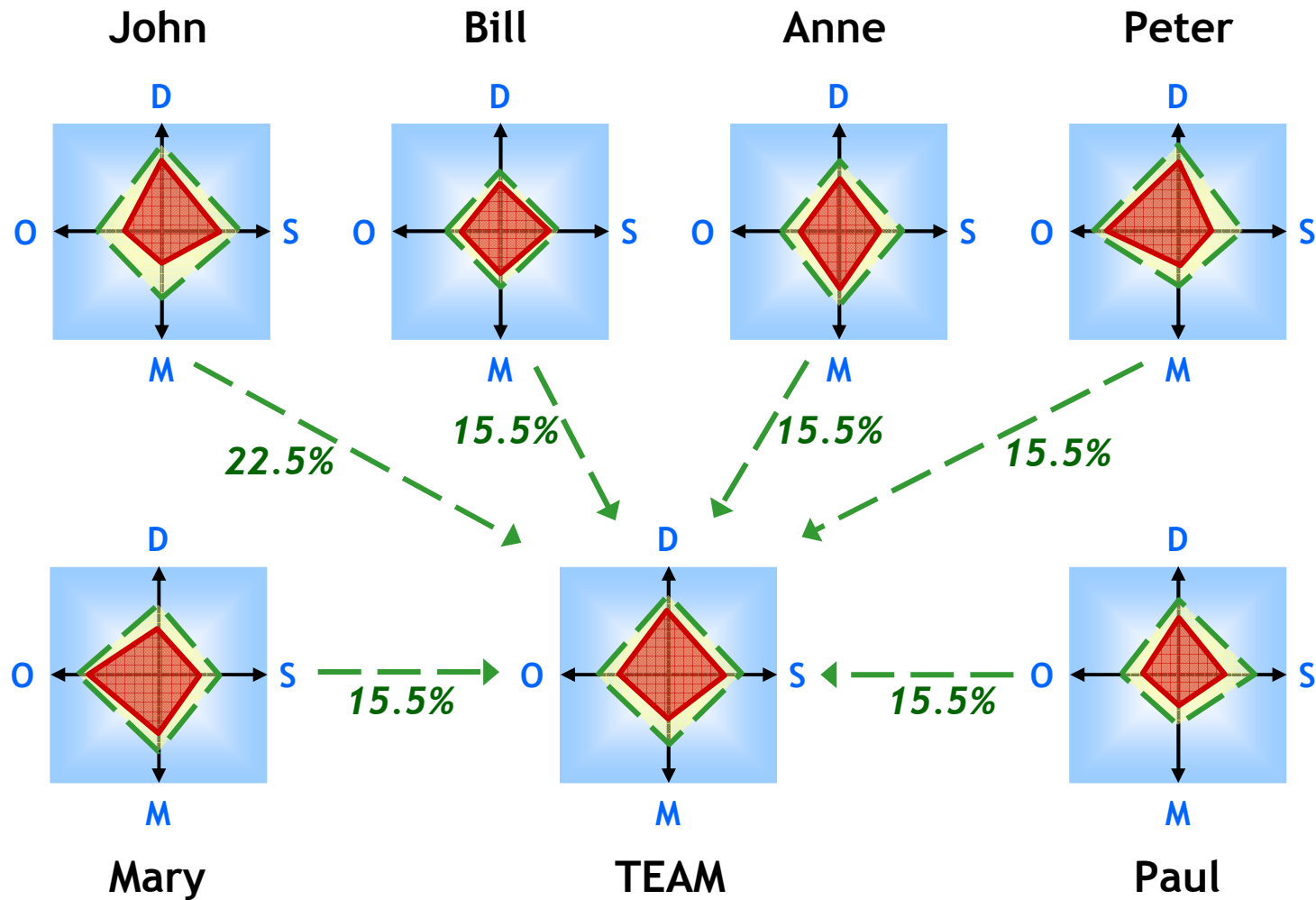
- Just as for the individual diamonds, the clouts scores can be altered...
- Thus improving the team's interaction and performance
- In this example – one desires to *even* the team members' clout



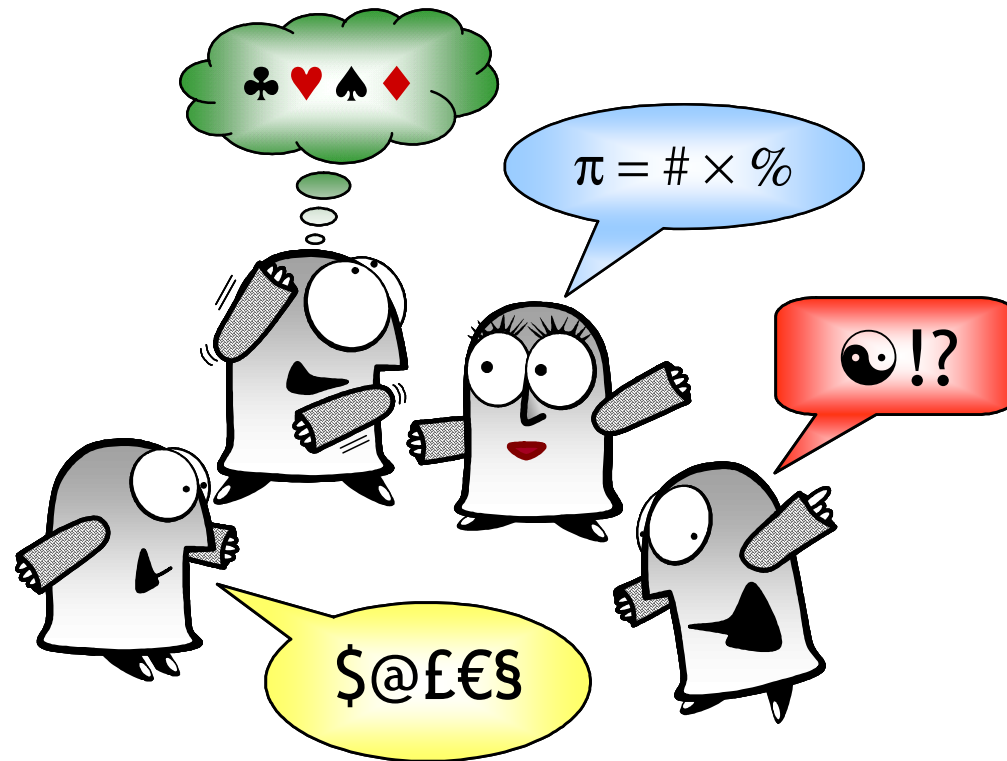
# The current team scorecard



# Aligning team objectives



# Team development



TEAM DEVELOPMENT REQUIRES TRUE TEAM EFFORTS!



# Principal process steps



- Identify the individual team members' *present management diamond*
- Assess the individual team members' *present clout*
- Draw the *present team scorecard*
- Considering the company's challenges and team potential – define the *desired team scorecard*
- Define the *desired clout profile*
- Develop the *desired individual management diamonds* that will fulfill the team objective

# Team development matrix

Aspect	John	Bill	Anne	Peter	Mary	Paul
Decision	Prioritize my decisions – let others come forth!	Improve the IT-based decision tools! (Management counselor)	Organizational learning – improve our decision process!	Accept different views – use value chain thinking more!	Improve my communication and decision follow-up!	“Don’t be too pushy!” Focus on our “Cultural awareness”!
Strategy	Revitalize the strategy – focus turnaround; new export meetings!	Prepare strategic scenario tools – create proactive flexibility!	Engage myself! Improve process; translate strategy to organization!	Proactive R&D – matching design, quality, cost and performance!	Product/market forum with Peter and Paul.	Establish export strategy – product and market forum with Mary/Peter.
Motivation	Initiate motivation program. Set some “Big hairy goals”!	Common motivation program!	Motivation program – keep the “Diamond” process alive!	Motivation program – really improve my team relations.	Motivation program – participate plus coach the others!	Motivation program. What’s our unique “company story”?
Operation	Start operative meetings with Peter! Refresh benchmarking!	Value chain drivers! Key performance indicators report!	Rollout of the “Diamond process” to the organization!	Operative support to John. Actively use benchmarking!	Develop the Internet shop – dealer/customer support.	Sales force training. Improve the distribution network!
Clout	Consciously let the others come forth!	Settle in the management group.	Be heard! Prepare well – speak out! Self-confidence...	Be a better listener, be more patient and respect others!	Be heard! Prepare well – speak out! Self-confidence...	Encourage honest feedback!

# Usage of the diamond concept



- On the *individual* level:
  - Improve self-understanding;
  - Promote self-development;
  - Contribute to self-actualization
- On the *team* level:
  - A tool for team-analysis;
  - A tool for team-building/team composition;
  - A concept that integrates team-development and the company challenges
- In *business organizations*, by *strategy consultants* and *headhunters*

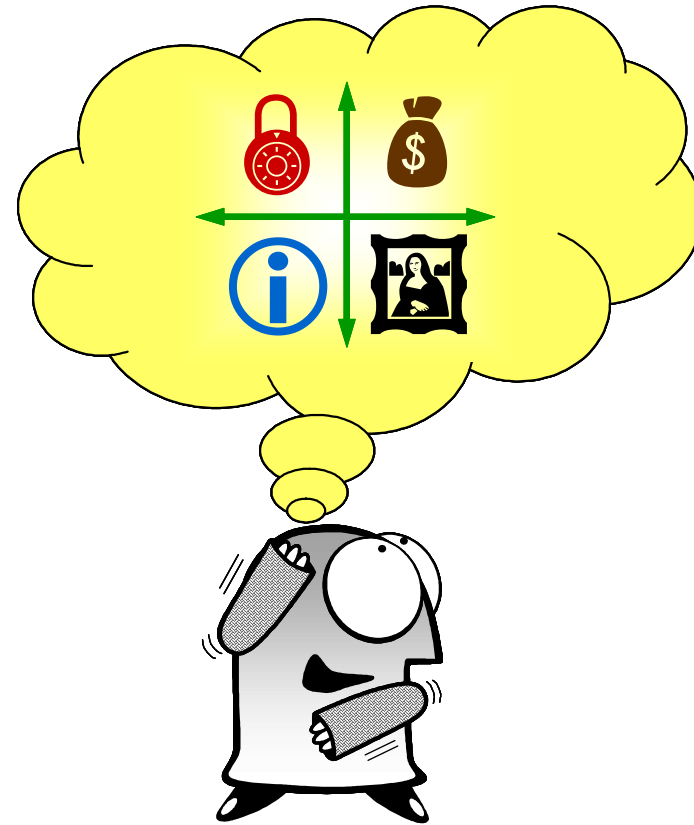
# An holistic and integrated model

- The management diamond focuses both the single manager, the management team, and the company
- This anchoring is necessary to go from attitude to action – achieve sustainable improvement and development
- It recognized real assets as well as human capital



# The *Diamond* – a no regret concept

- The Diamond concept provides *no regret guidelines* for management
- The model and score figures are not the main issues per se...
- Its significance is as a tool focusing on the importance of *strategy, operations, decisions* and *motivation* and last, but not least, their interaction



VISION, COACHING, GROWTH  
AND CONTROL BREED SUCCESS