

## Results of Diagnostic Mentoring



Diagnostic Mentoring has been successfully used in more than 100 organizations worldwide; all sizes, public and private. Dramatic improvements are witnessed through creativity, innovation, growth and performance.

If you'd like to know how Agility Insights can support your project in this new operating environment then contact your local Diagnostic Mentor now.



DECODE. DESIGN. DEVELOP.



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Helping organizations future-proof capabilities to leverage the talent of their people.

Amplifying a leader's ability to act by accelerating change in turbulent times.

## Who are Agility Insights?

Most businesses have found themselves operating in turbulent times; there is no such thing as 'business as usual' anymore. Over the past 25 years, the speed of change has accelerated and employee engagement has dropped. Moreover, fresh technologies, mobile talent, and globalization have demanded dynamic capabilities comprising people-centric leadership and management with a high ability to act for agile, fast and resilient organizational responses.

But what does it take? Agility Insights works with senior executive teams to perfect the art of management. Our detailed research has unveiled holistic agility as the new way to operate with fresh capabilities to better navigate in this ever-changing environment. Through diagnostic Insights, accredited mentors help organizations future-proof capabilities to leverage the talent of their people and amplify their leaders' ability to act.

This is achieved through Diagnostic Mentoring, a proven, three-step learning-based approach designed by Agility Insights' CEO, Lukas Michel, and applied in more than 100 organizations worldwide:

- **Step one: Decode** —Agility Insights Diagnostic - organizations decode current capabilities and are provided with feedback for utmost clarity on what needs to change.
- **Step two: Design** —Management Design - based on Lukas' most recent book, through CEO briefings, Executive Team Workshops and Staff Briefings, critical thinking is offered to design future capabilities.
- **Step three: Develop** — The Performance Triangle - supported by Lukas's first book The Performance Triangle, this approach develops the identified capabilities in order to accelerate change by managing people and organizations in a new way.

## What clients say after adopting Diagnostic Mentoring

*'This diagnostic was different. It helped us cut through the clutter of organizational development –raising employee engagement by 100%.'*

CEO, Professional Services Sector, USA

*'Through step three, Management Design, we were able to conduct a facts-based conversation on culture and innovation that we would not have had otherwise.'*

CEO, Food Sector, South Africa

*'Agility Insights delivered on what it promised: truly senior expertise. Staff retention increased by 50%.'*

COO, Leadership Think Tank, Switzerland

### Some examples of our results

#### [Collaboration and Creativity – Local Services Firm, Switzerland](#)

To promote a culture of collaboration in this organization, we worked with the CEO and Executive Team using a bespoke workshop, to rethink the fundamental principles of how the firm operates. Within a year, both client satisfaction and brand recognition improved by 50%.

#### [Engagement and Potential – Public Services of a Major City, USA](#)

By engaging 2,500 employees in the Agility Insights Diagnostic, City management identified the three critical issues required to raise employee engagement 20% above similar organizations.

#### [Innovation and Growth – Executive Education Institution, UK](#)

The design team applied steps one and three collectively to identify the critical issues and plan their interventions on innovation and growth within two weeks. The approach reduced traditional development costs by 50%.

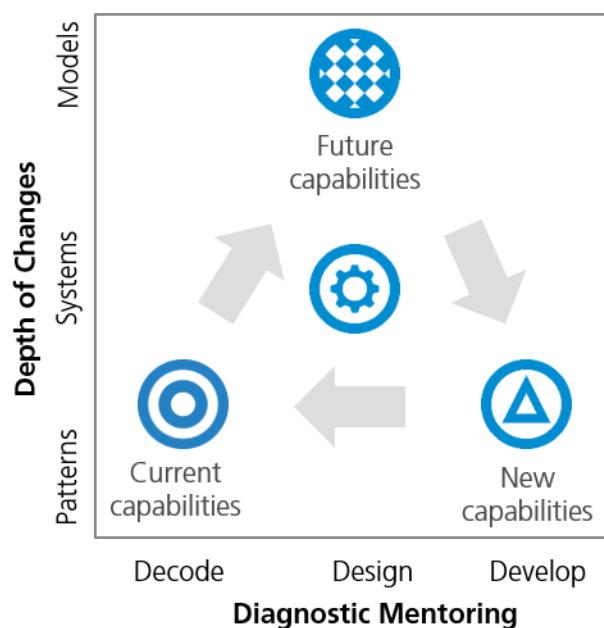


## Diagnostic Mentoring

### Three steps to perfect the art of management

**Diagnostic Mentoring** decodes the systemic causes of organizational interferences; designs capabilities to unlock the performance potential of staff; and equips managers with the ability to act for fast, flexible and robust responses to uncertain business challenges.

In a volatile, uncertain, complex and ambiguous environment, pre-formatted tips, tricks, best practices and general recommendations don't work. This is why fast feedback needs to be adopted for powerful insights and critical thinking with the design of long-term interventions to develop capability. Diagnostic Mentoring offers a reflective, and fully-supported approach for executive teams; offering tailored choices for the depth of each intervention.



## Diagnostic Mentors

### Local access to a global network of senior partners

As **storm-proven peers** of senior executives, Diagnostic Mentors are experienced entrepreneurs, management educators or leadership coaches.

**Their ambition** is to secure high returns on your investment to get the full mileage from your talent.

Diagnostic Mentors are part of our **Global Diagnostic Mentoring Network** and the unique access point to the online diagnostic tools.

**Diagnostic Mentors** use a toolbox with visual aids to help leaders think through their challenges by expanding their ability to act at critical inflection points, in sensitive leadership situations and in the context of an ever changing environment.

For the global network of accredited Diagnostic Mentors, visit: [www.AgilityInsights.com](http://www.AgilityInsights.com)





# Agility Insights Diagnostic

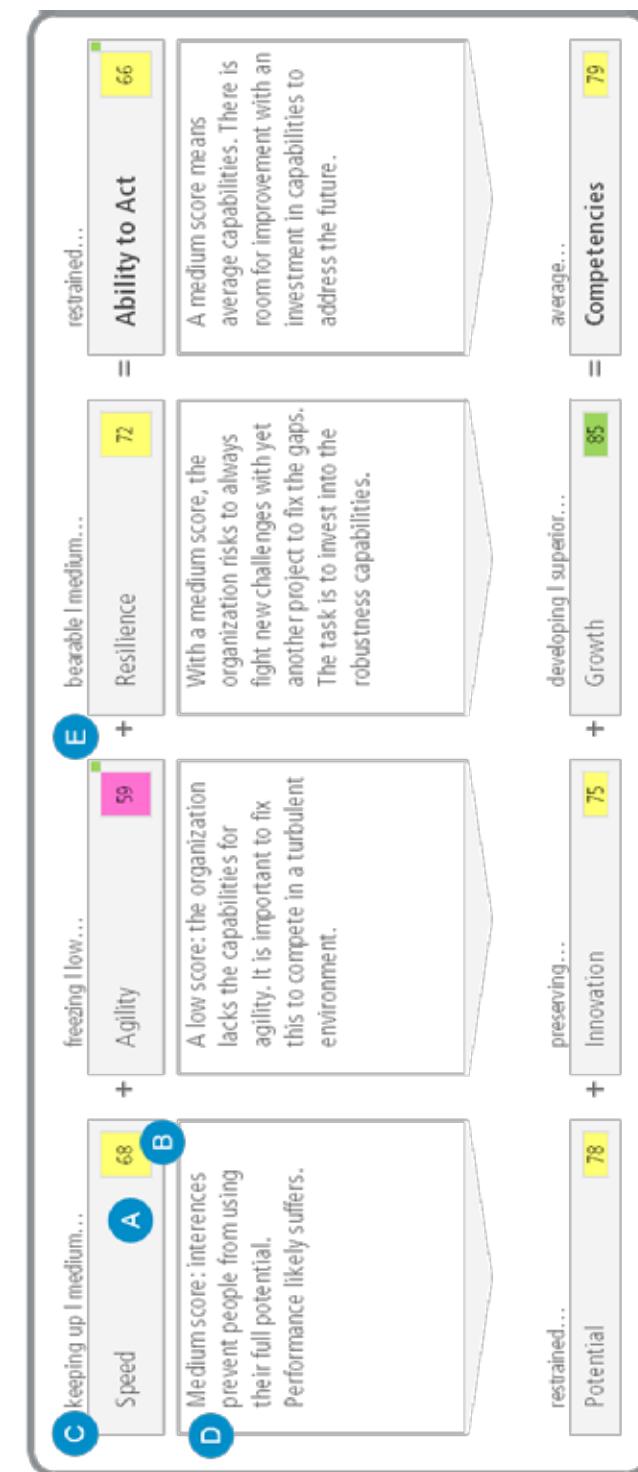
## Step one decode current capabilities

The Agility Insights Diagnostic provides a clear picture of your organization's current capabilities. It delivers facts for fast learning rather than unfiltered experience or weak signals, for institutions of all kinds.

As a reflective learning tool, the web-based self-assessment establishes the baseline for state-of-the-art management practices with a comparison against peers and a call to action.

Ability to Act is one of 30 visual aids that reports the aggregate diagnostic results supporting the analysis of up to 120 capabilities with:

- A** Scores: Ranging from 0 (low) to 100 (high capabilities).
- B** Handicap: Colors facilitate peer comparisons: green means superior capabilities, yellow scores meet par and red refer to inferior scores.
- C** Attributes: Labels articulate the meaning of the scores.
- D** Call to action: Comments provide Insights and suggest action.
- E** Data quality: Explains the level of agreement among respondents.



Example: Global leader, consumer goods sector, USA

# Management Design



## Step two design future capabilities

Management Design is our methodology for developing a new way to operate leading to superior creativity, innovation, growth and performance.

Visual thinking offers proven learning-based aids in order to embed fresh capabilities for this new era of management.

Tweaking micro skills or copying tools and practices from other businesses does not ensure for success. Instead, this must come from new, context and situation specific, capabilities. As such, these unique capabilities require careful design and development.

Management Design offers choices on the principles of work and guides the transition from old to new:

- 1. How do we lead people?** From control to responsibility
- 2. How do we coordinate work?** From bureaucracy to self-organization
- 3. How do we set goals?** From narrow targets to a broad direction
- 4. How do we change?** From strict procedures to flexibility
- 5. How do we make decisions?** From power to collective wisdom

This approach fundamentally differs from traditional change programs. We know that the evolution of an organization's operating system leads to behavior changes through offering adequate principles of work not the disruptive break with the past.

# The Performance Triangle



## Step three develop new, dynamic capabilities

The Performance Triangle guides thinking on what it takes for people-centric management and the ability to deliver peak performance in turbulent times at every level within the organization.

The triangle stems from 10 years of research, involving more than 100 organizations worldwide, to add rigorous science to the art of management with a simple but powerful model.

**As a dynamic model,** The Performance Triangle relates the levers of high performance (people), a firm's operating environment (leadership, systems, culture) and modern principles of work (purpose, relationships and collaboration) to success as deeply embedded capabilities enabling ongoing change without disruptions.

The new way to operate requires three dynamic capabilities:

- **Speed:** People at the center of the triangle need awareness, trust and choice to get things done fast and deliver superior performance
- **Agility:** Leadership, systems and culture are the capacity to constantly adapt to the external environment without disruptive change
- **Resilience:** Purpose, relationships and collaboration add to the stability in organizations as the capacity to withstand external shocks





**The Performance Triangle -**  
the guide for the new way to operate

**Management Design -**  
the workbook to develop the new  
capabilities

A powerful, yet brief intervention

Diagnostic Mentoring projects are short interventions:

- The **Agility Insights Diagnostic** decodes capabilities for instant feedback
- The **CEO Briefing** initiates the critical thinking on what is needed
- A one-day **Executive Team Workshop** defines the Laundry List of issues
- The **Staff Briefing** recommends the Roadmap to developing capabilities

Diagnostic Mentors guide these high-impact projects, often in no more than 14 days from diagnosis to creating the development roadmap.

