

Combining the well-known management issues strategy, operations, decisiveness, and motivation, The Management Diamond offers a new and intuitive logic for understanding and practicing leadership. Visualized and flexible in use, it is easily adapted to suit the needs of any manager or management team.

Guided by a simple score system and instructive charts, the model provides the framework and tools for managers eager to succeed in an ever more turbulent global and competitive environment. To enable a multidisciplinary response, it explicitly links the development of the individual manager with that of the management team, and company challenges.

The book combines the textbook approach with a novel-like case to explain and exemplify the concepts. Including the questionnaires and all the forms, the book provides the reader with the means for systematic self-development.



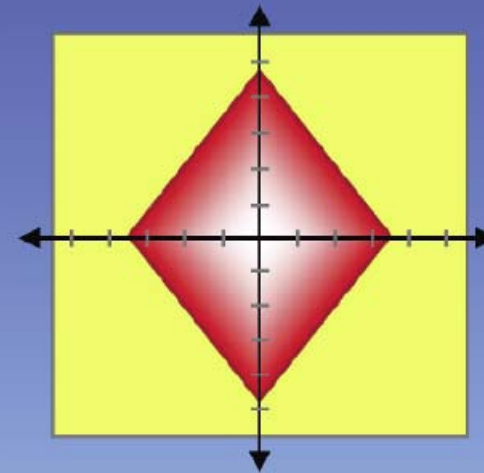
The Management Diamond

Geir Fuglaas



The Management Diamond

Thrive on Globalization –
Create a Winning Team

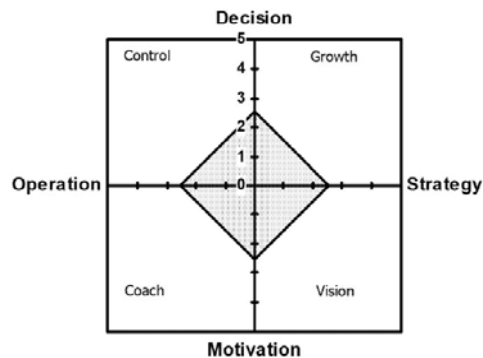


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EXECUTIVE SUMMARY— THE CONCEPT

The unique *concept* is quite straightforward and intuitive. *The Management Diamond* focuses on management issues essential for any senior manager, management team, or business anxious to succeed in an ever more turbulent global and competitive environment. Through simple and instructive charts, the concept provides a framework and a set of tools for productive management discussions as well as management development. An example of such a chart is shown below. It is argued that a manager/management team needs to focus along two main axes—the *business axis* and the *human axis*. The business axis, shown horizontally in the chart, represents a continuum from the daily, rather short-term *operational dimension* to the longer-term *strategic dimension*. The human axis, shown vertically in the chart, similarly represents a continuum from the *decision dimension*—unless decisions are taken, nothing happens—to the ever more important *motivation dimension*.

Manager Profile



The basic idea is that all four dimensions must be simultaneously observed:

Neglecting strategy, blindly concentrating on operations, is at best short sighted. Conversely, by thinking only on strategy, bad operational performance is likely to prevent the strategy from ever being implemented. Likewise, bold decisions without motivated people to carry them out hold few promises. Without decisions, the organization becomes blindfolded, not knowing where to go.

Using the *questionnaires* developed, the *0-5 score scale* allows managers to explore their own *manager profile*.³ Is she or he a typical *controller*, *growth oriented*, a *coach*, or a *visionary*? On what scores should he or she improve, and what measures are needed?

However, *The Management Diamond* transcends the single manager. By introducing the *clout* concept, a method for weighing each manager's say in the team, the model is extended to the *management team* as well. This is significant, since it recognizes that today's business challenges demand competence and responsiveness beyond the capability of a single individual. Thus, in order to succeed, a well-balanced management team is required. Accordingly, the *team scorecard* should be high on all four dimensions. This allows each manager to develop his or her individual strengths while simultaneously observing the team requirements.

Finally, *The Management Diamond* facilitates combining the individual managers' as well as the management team's development needs with the company's most important business challenges. This is demonstrated in a thorough fictitious case in Part III of the book. Parallel efforts, consciously integrating management development in the daily business, increase the likelihood of success on both scores.

³ Notice the *diamond shape*—hence, the name of the concept.