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# What Organizations Don't Make Explicit, They Struggle to Manage

Almost every organization manages performance.

Revenue. Profit. Growth. Customer satisfaction. Productivity.

To support this, organizations define KPIs, build dashboards, and produce management reports.

That seems perfectly logical.

Yet many organizations experience an interesting pattern.

Despite having talented people, ambitious goals, and extensive management information, the same challenges keep returning.

Priorities shift. Decision-making slows down. Dependencies become more apparent. Risks turn out to be greater than expected. And important improvements struggle to gain momentum.

Not because organizations fail to pay attention to what is visible. But because they often pay too little attention to what remains implicit.

## Visibility Comes Before Control

Most management systems focus on what has already been made explicit.

Objectives. Projects. KPIs. Actions. Issues.

That makes sense.

What is visible can be discussed. What is discussed can be assigned. What is assigned can be followed up.

But there is also a hidden risk.

Organizations consist of much more than what appears on dashboards.

Beneath the surface lie elements that have just as much influence on long-term performance.

Critical knowledge. Customer relationships. Dependencies between teams. Core business processes. Value propositions. Reputation. Culture. The business model.

These elements usually exist. But they are often not an explicit part of daily management. And that is where an important paradox emerges.

## Organizations Rarely Forget What Is Visible

Organizations rarely overlook what is visible.

Instead, they overlook what remains implicit.

Not because it is unimportant. But because it has never been made an explicit part of how the organization is managed.

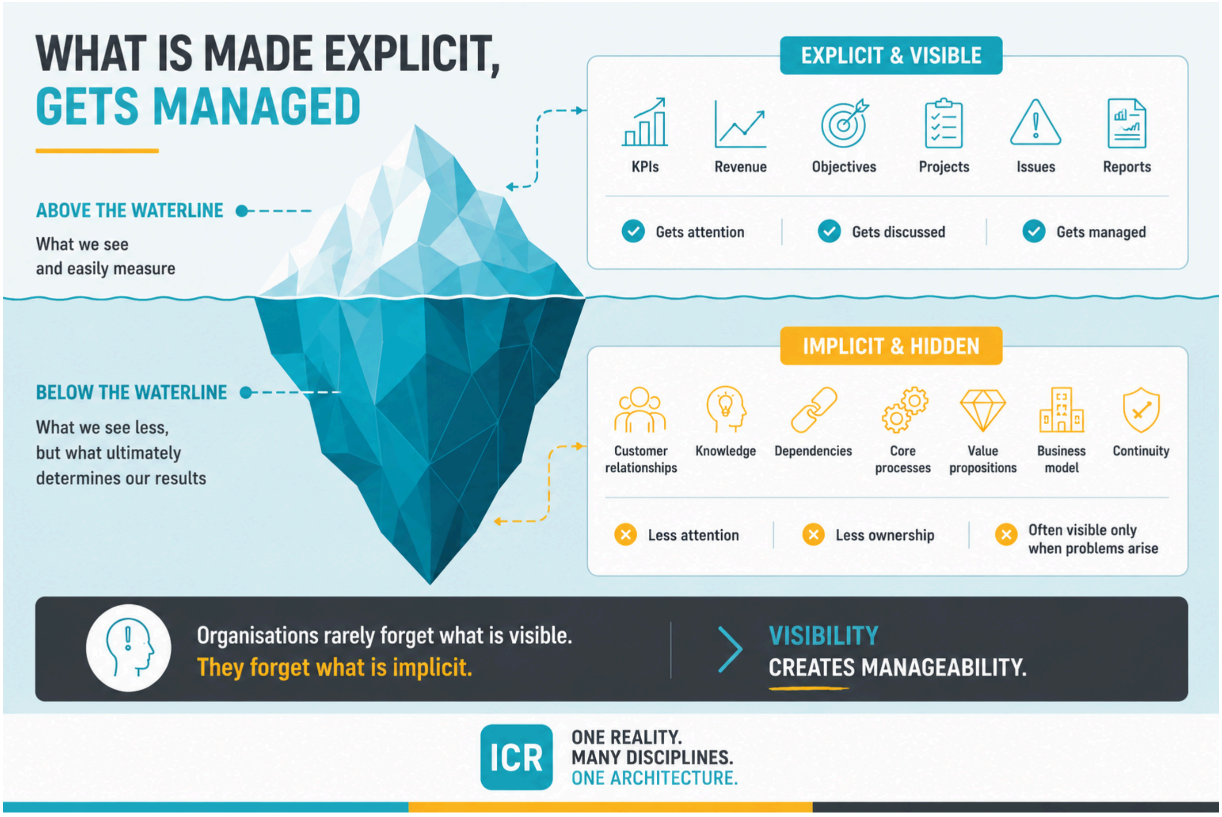
When a KPI falls behind, it receives attention. When a project is delayed, it receives attention. When revenue declines, it receives attention.

Yet how often do organizations devote the same attention to:

- the quality of customer relationships;
- dependency on key individuals;
- the resilience of their value proposition;
- the sustainability of their business model;
- the continuity of critical processes?

Too often, only after a problem has already emerged.

Not because these topics are considered unimportant. But because they have never been made sufficiently visible.




## The Difference Between Managing and Reacting

This reveals a fundamental distinction.

Managing is not the same as reacting.

Reacting begins when problems become visible. Managing begins much earlier.

It starts by making important things explicit.

Once something becomes visible:

- ownership can be assigned;
- risks can be discussed;
- priorities can be established;
- progress can be monitored;
- improvement can be organized.

Visibility creates manageability.

## Why Many Management Frameworks Contain Implicit Assumptions

Interestingly, many management frameworks are built on assumptions that remain implicit.

They assume there is a clear ambition. They assume the business model is understood. They assume value creation is well defined. They assume critical dependencies are visible. They assume continuity receives sufficient attention.

As long as these assumptions hold, such frameworks work extremely well.

But as organizations grow, change, and become more complex, these hidden assumptions often become the source of new problems.

What is not made explicit receives less attention. And what receives less attention is rarely managed in a structured way.

## The Next Step in Organizational Development

Perhaps the next stage of organizational development is shifting.

Not toward optimizing individual disciplines. But toward making the underlying organizational reality explicit.

Not only strategy. Not only performance. Not only risk.

But the building blocks the organization is actually built upon.

Customers. Value propositions. People. Partners. Resources. Processes. Value creation.

Because in the end, organizations can only systematically manage what they have made explicitly visible.

Perhaps this is one of the most underestimated management principles of our time.

The question is not:

*"How can we manage better?"*

The first question should be:

*"Have we made visible what truly needs to be managed?"*

Perhaps that is where the next step in organizational development lies.

Not in more KPIs. Not in more meetings. Not in more projects.

But in making explicit the organizational building blocks that strategy, risk, performance, and daily execution ultimately depend on.

Because only what is visible can be managed deliberately.