



4 stages of organizational growth

(with thanks to Edgar Schein)

ZingTRAIN

	NEEDED STRENGTHS	POTENTIAL WEAKNESSES	SIGNS IT'S TIME TO MOVE TO THE NEXT STAGE
Creating (re-creating)	High stamina (emotional & physical) Personal charisma Shoulder high proportion of work load & stress Make intuitive decisions without much data	Requiring lots of data before making a decision	Still in business Have time to breathe Realize how tired you are Everyone's getting paid, including you Start thinking about what comes next
Building	Hiring more consciously & like-minded people Willing to delegate more Lead by example Share your thoughts on how & why	Leader's personality is embedded in organization for better or worse Setting up structures too tight that do not allow for the flexibility needed	To meet or not to meet Have managers, but things still fall back on you Important things are bottled up in the leader's hands
Maturing (prime)	Hire entire areas of technical expertise (HR, IT, etc.) Willingness to establish and stick to processes in org. Accountability Collaboration Initiative	Stagnant Playing 'not to lose' Things have become routine No innovation	Sales up, profits down Your unique goods/ services are now copied Reached own vision Harder to make bold decisions
Changing	Emotional strength to help org. through the change Willingness to change one's behavior to be the change you want to see happen Strength to remove elements of the old culture that aren't working any more	WIIFM vs. What's best for the organization	Way you operate has become obsolete Hardest because you need to 'go for broke' like when doing a start-up, but do it with people used to things already going well