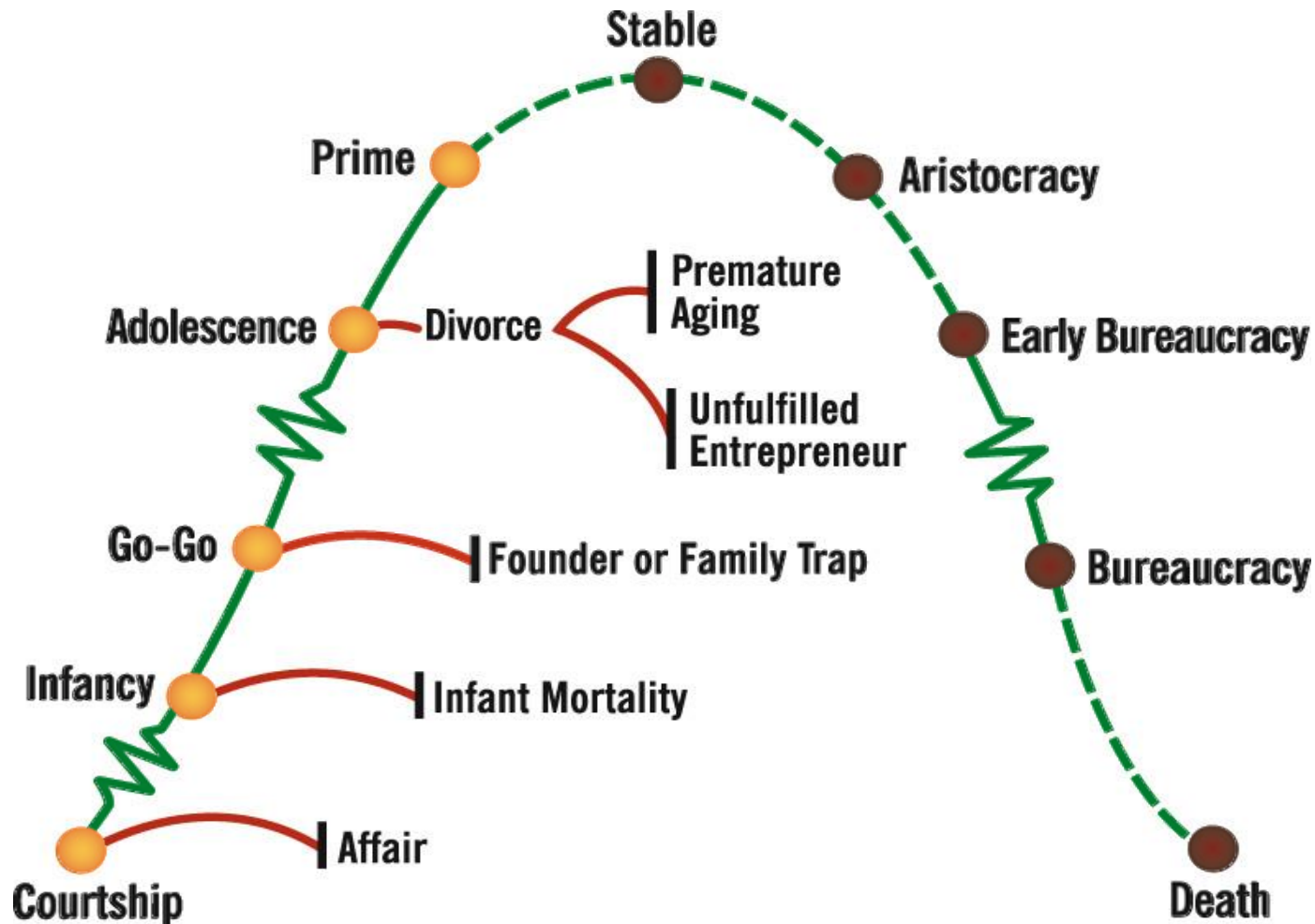


A thick, solid blue line that curves from the bottom left towards the top right, passing behind the title text.

Company Development and Leadership Styles

by Greg Mathers

Lifecycle of an Organization



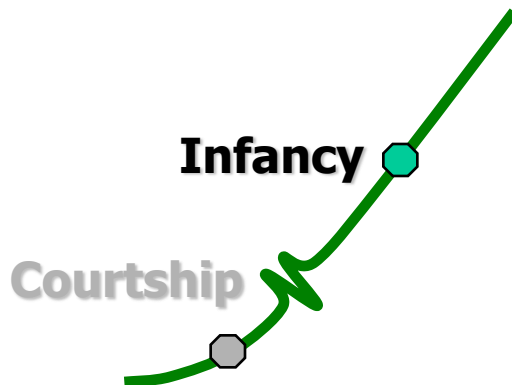
- The “organization” is an ‘idea’
- Building Commitment
- The founder is vulnerable

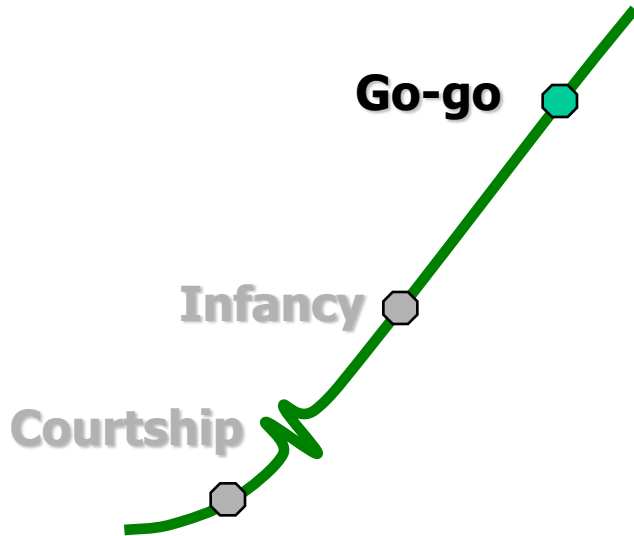
Courtship



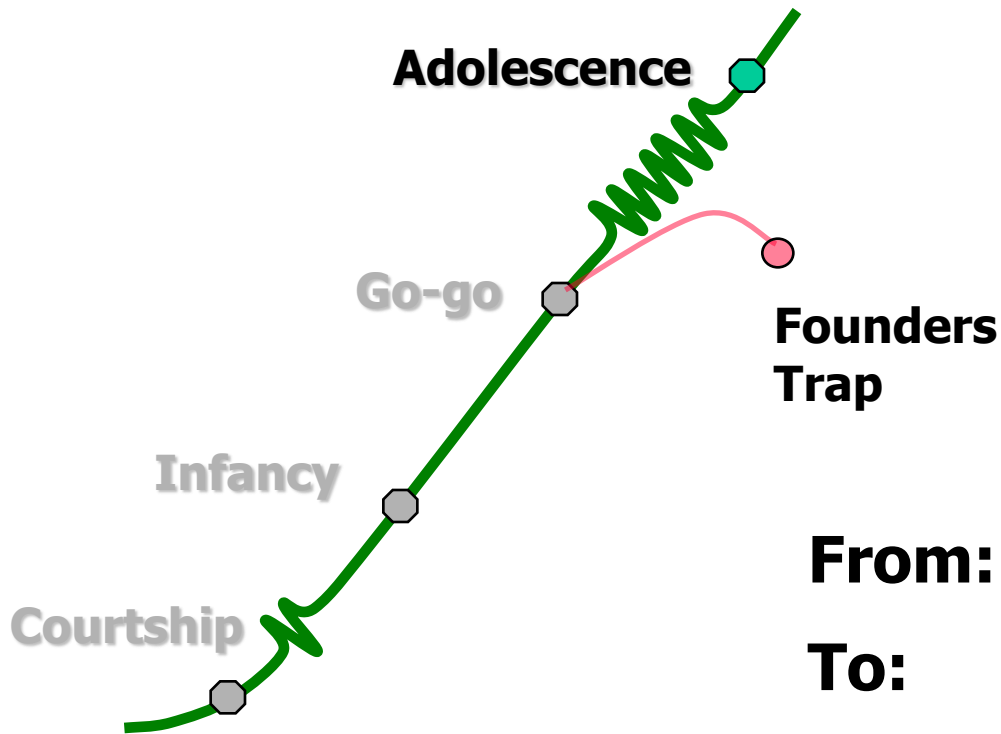
The company is born when risk is taken

- **"We don't need any more ideas, WE NEED RESULTS."**
- **Action oriented**
- **Few policies, systems, procedures, budgets**
- **Job description: everything**
- **Limited delegation**
- **Authoritarian Leadership**





- **Positive cash flow**
- **Strong growth**
- **Organization becomes Arrogant**
- **Opportunity driven**
- **Organized around people, not around tasks**
- **Too many priorities**
- **Lack of Accountability**
- **Assumes → More revenue = More profits**



Transition Causes

- Unmanageable crisis
- Founder's interest changes

Needs:

Transition

From: Entrepreneurial Management

To: Professional Management

Needs:

Transition

Go-go

Professional management team

Change Authority, Accountability and Information System

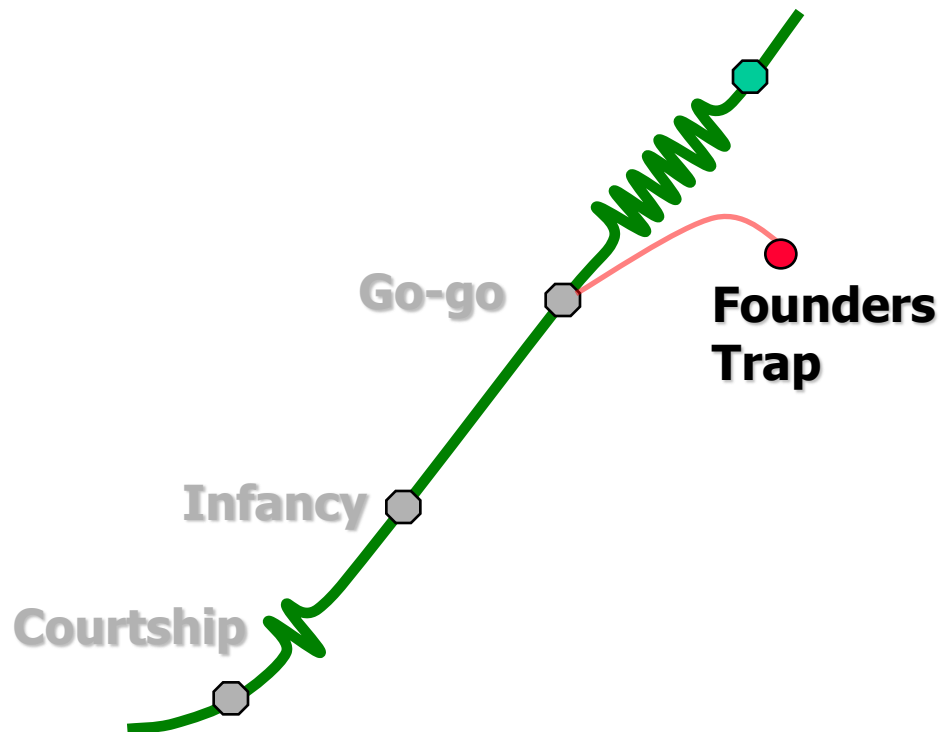
New Definition of the Company

Change of Organization Structure

Change of Incentive Systems

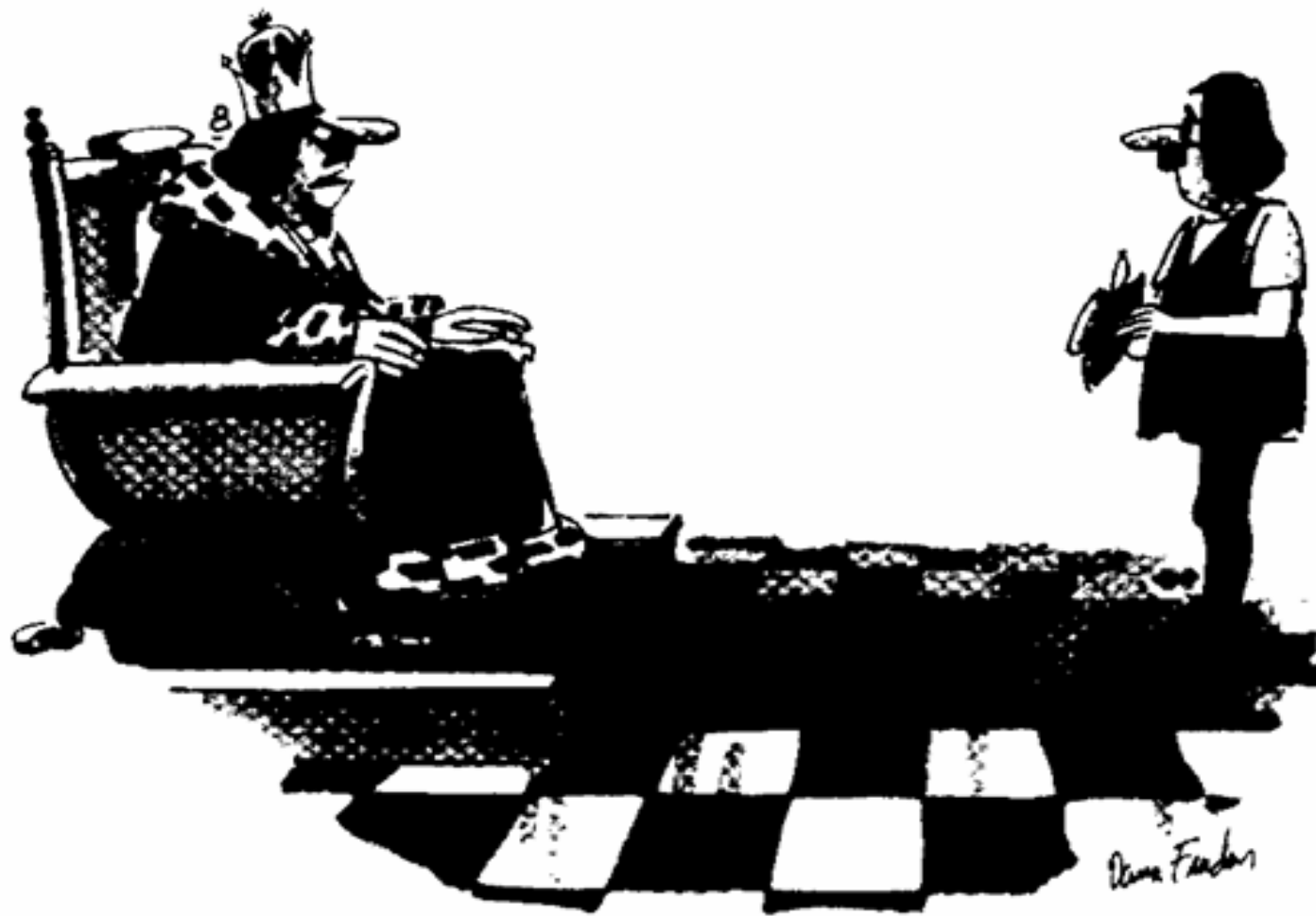
Leadership Transition

If an effective transition to Adolescence is not made...
the organization falls into **Founder's Trap**



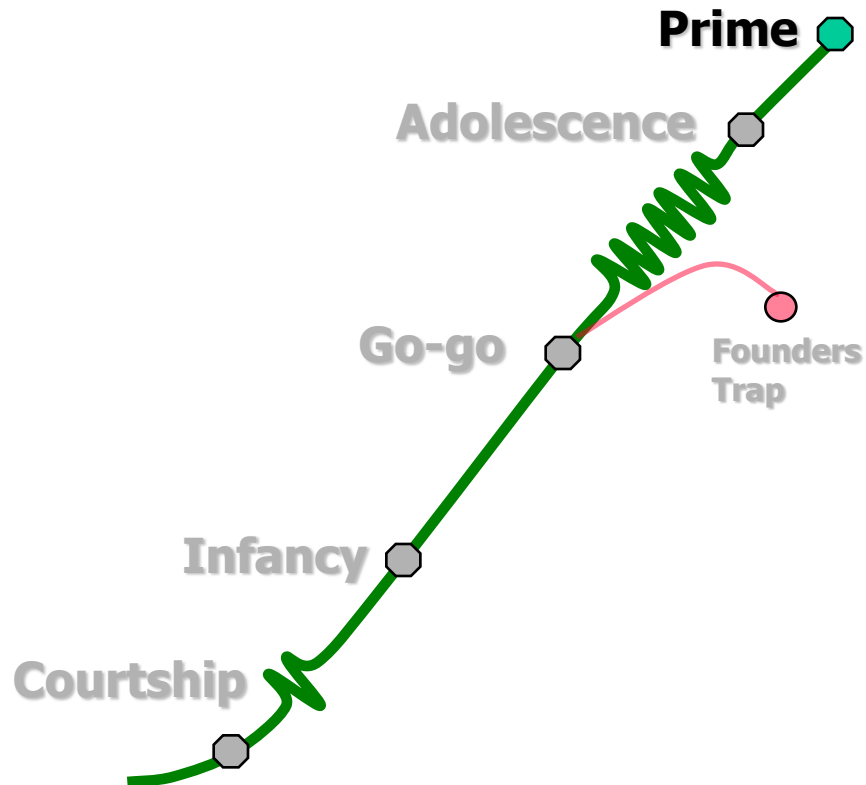
**Organization ages and dies
with the Founder**

The Founder's Trap



"I can't solve your problem. I am the problem."

The “Optimum” Region



- Mature company
- Functional organization structure
- Creates new infant organizations
- Reorganizes and changes as needed



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