

Stages Of Growth Matrix 1

Themes	Stages of Growth:	Start-Up 1	Ramp-Up 2	Delegation 3	Professional4	Integration 5	Strategic 6	Visionary 7
Total Number of Staff		1-10	11-19	20-34	35-57	58-95	96-160	161-350+
Number of Managers		0	2	3-5	6-10	11-16	17-26	27-45
Number of Executives		1	1	1	2-3	4-5	6-8	9-15
Builder-Protector Ratio		4 : 1	3 : 1	1 : 1	3 : 2	2 : 1	3 : 1	2 : 1
Three Gates of Focus	1st Priority 2nd Priority	Profit People Process	Profit Process People	People Profit Process	Process Profit People	Profit People Process	People Profit Process	People Process Profit
CEO/Executive Modality Manager Modality Staff Modality		Dominant Supportive Facilitative	Dominant Supportive Facilitative	Facilitative Supportive Dominant	Facilitative Dominant Supportive	Facilitative Dominant Supportive	Dominant Supportive Facilitative	Dominant Facilitative Supportive
Sustainable Growth Catalyst Blend		Order 24% Results 64% Culture 12%	Order 25% Results 50% Culture 25%	Order 33% Results 31% Culture 36%	Order 29% Results 40% Culture 31%	Order 35% Results 33% Culture 32%	Order 31% Results 32% Culture 36%	Order 33% Results 33% Culture 34%
Visionary		40%	40%	10%	10%	30%	45%	75%
Three Faces of Leader Blend	Manager	10%	20%	60%	70%	60%	50%	20%
	Specialist	50%	40%	30%	20%	10%	5%	5%
		Stage 1	Stage 2	Stage 3	Stage 4	Stage 5	Stage 6	Stage 7
Five Primary Challenges of the Company		Cash Flow	Hiring Quality People	Staff Buy In	Weak Project Mgmt	Improve Sales	Staff Buy In	Products Not Differentiated
		Destabilized by Chaos	Improve Sales	Leadership/Staff Gap	Difficulty Diagnosing Problems	Difficulty Forecasting Problems	Staff Satisfaction / Profit Relationship Not Seen	Inadequate Profits
		Slow Product Development & Getting to Mkt.	Cash Flow	Weak Business Design	Employee Turn Over	Cost of Lost Expertise	New Staff Orientation	Slow Getting Offering To Market
		Limited Capital to Grow	Leadership/Staff Gap	Core Values Unclear	Not Getting Systems in Place	Weak Business Design	Weak Business Design	Weak Business Design
		Improve Sales	Limited Capital to Grow	Culture Resistant to Change	Organization Uninformed About Company Growth	Staff Training	Hiring Quality Staff	Marketplace Changes Too Quickly
Primary Leadership Style	1st	Visionary	Coaching	Coaching	Coaching	Democratic	Affiliative	Visionary
	2nd	Coaching	Pacesetting	Democratic	Affiliative	Visionary	Pacesetting	Coaching
Ideal Executive Leader Learning Style	1st	Trial and Error	Concrete	Reflective	Modeling	Reflective	Modeling	Trial and Error
	2nd	Concrete	Trial Error	Concrete	Concrete	Modeling	Reflective	Modeling

Non-Negotiable Rules of the 7 Stages Of Growth

Stage 1 Rules

1-10 employees

1. Generate, track and preserve cash
2. Focus 80% of your resources on selling the 2 - 3 offerings with the best margins
3. Hire, first, for "how the person fits in with the team" and second, for how competent they are
4. Waste no time trying to stabilize" your company -- embrace chaos -- command the team and inspire the employees
5. Establish a company-wide performance mindset, feedback loop and employee development through regular one-on-one meetings

Stage 2 Rules

11-19 employees

1. Sell absolutely everyday
2. Develop, without fail, three employee leaders to be responsible, accountable and proactive.
3. Create a daily, weekly and monthly "key indicator" instrument panel/flash sheet
4. Communicate any and all directions in writing
5. Drive small action teams to hit goals

Stage 3 Rules

20-34 employees

1. Release responsibility and authority to capable supervisors and then lead them.
2. Create a Stage 5 financial tracking reporting and forecasting system
3. Instill a team-based mindset throughout the company
4. Overhaul the business model
5. Without fail, clarify and strengthen any and all communication with your employees by: A) Co-authoring with them the cultural focus of the company and its core values B) Clearly communicating the goals and direction of the company

Stage 4 Rules

35 - 57 employees

1. Hire and/or train professional level gun slinger managers who are responsible, accountable and proactive
2. Create strong performance driven department fiefdoms that compete with each other
3. Allocate 5 -10% of gross revenue to identification, acquisition and implementation of new systems
4. Set in place management team core strategy processes, operations processes and people processes
5. Establish a strict company project management template

Stage 5 Rules

58 - 95 employees

1. Integrate management team into an inter-dependent execution-focused leadership unit
2. Establish a fully integrated "living budget" by revenue group and by department
3. Overhaul the business model
4. Establish 1 year operational business plan
5. Allocate 3% of gross revenues for staff training

Stage 6 Rules

96 - 160 employees

1. Without fail, establish a 2-3 day new staff orientation program
2. Generate 3 year living business plan model with detailed budgets for each department and revenue group
3. Implement an organizational health survey once a year and establish two company-wide one-day unifying events a year
4. Establish Stage 7 financial system
5. Without fail, secure "regular" one-on-one supervisor/ employee meetings

Stage 7 Rules

161 - 350+ employees

1. Overhaul business model to optimize direction and margins
2. Get to know a little something about every employee
3. Sell everyday
4. Select three leaders in the succession line to train for your job
5. Generate, track and preserve cash