

Organization Life Stages

	Founding Mother Founding Father Stage	<i>Indicators of Change</i>	Taking Care of Business Stage	<i>Indicators of Change</i>	Automatic Pilot Stage	<i>Indicators of Change</i>			
<i>Length of Time</i>	5 – 15 Years		5 – 10 Years		10 – 30 Years				
<i>Staff Leadership</i>	Founder carries organization, mission, vision		<i>Burnout</i>		Executive director experienced manager, often directive		<i>Disconnect from staff and customers</i>	Well rounded executive director, associate/assistant director	<i>New leader Change agent</i>
<i>Board</i>	Small, “friends” support passion Friends of founder		<i>Conflict over role</i>		Expand to include “strangers”, skilled in systems areas		<i>Too inward looking</i>	Well established board – committees, decision making process, roles and responsibilities	<i>Board dissatisfied with staff</i>
<i>Staff/Volunteers</i>	Dedicated volunteers Often self-interest in mission		<i>Want a job not a lifestyle</i>		Paid staff, organized volunteers, “job” orientation		<i>Out of touch with leadership connected with customers</i>	Peak size, experienced managers, staff managed volunteers	<i>“Just a job” Lose “stars” Keep “dead wood”</i>
<i>Administrative Systems</i>	“Kitchen Table” Few systems “Semper Flexibus”		<i>Inadequate to meet reporting requirements</i>		Develop systems, expand administration, install technology and develop policies		<i>Improvements costly part of budget</i>	Maintain systems, high functioning, policy and procedure manuals	<i>Become the reason for the organization’s existence</i>
<i>Funding</i>	Start-up funds, few donors, in-kind, and founder money “shoestring”		<i>Funders unhappy</i>		Grow funding Diversify funding Greater efficiency in securing funds		<i>Less personal connection with funders</i>	Stable core, excellent at securing funds, expansion opportunities	<i>Losing some key funders, variable support</i>
<i>Programming</i>	Focused or varied mix related to customers		<i>Problems abound</i>		Expand programs, evaluate and refine/ drop		<i>Rethink outcomes of core programs</i>	Strong core programs, excellent planning, expansion/contraction	<i>Drifting from mission</i>
<i>Customers/Clients</i>	Close ties to founder, volunteers participate in organization		<i>Challenge image</i>		Expand numbers of customers and clients		<i>Lose connection with leaders</i>	Customers/clients connected with direct service, large numbers	<i>Outcomes not achieved</i>