

Organizational Lifecycle Analysis

	Idea	Start Up	Growth	Maturity	Decline	Turnaround
Program	-Not defined -Activities unfocused	-Simple -Experimental -Willing to do anything	-Defining self -Finding right service mix -Services are positional	-Well organized -Infrastructure -Policies/Procedures -Balanced resources and needs -Able to take risks	-Stalled Progress -Losing clients -Feedback mechanisms do not match needs -Disconnected	-Reassessed and modified -Regular input sought -Programs fewer in number for control
Management	-Originator of commitment -Structural changes	-One leader -Staff doing multiple tasks	-Staff battle against time -Staff tired of continual change -Staff beginning to specialize skills -Visionary Leader	-Credibility and Good reputation -Staff can manage delegated functions -ED leads and inspires confidence -Delegation routine	-Complacent -Slippage denial -Management trapped by commitments -Crisis oriented decision making	-Leadership is bold and aggressive -Staff by in -Not making promises unable to keep for dollars
Governance	-Policy -Future Direction	-Personally connected -Defer decisions to staff -Operates as a committee -Non-governing	-Board transforms beyond "friends" and "founders" -Structure begins -Vision / Planning -Roles Clarified	-Board sets direction -Board leadership -Organized for leadership and culture -Strategic Planning framework	-Board unaware -Diminished Board attention -Transitioning Board members and ideas -Internal chaos	-Ready to do "whatever it takes" -Turnover shrunk - Board to committed members -Board support of turn around
Resources	-Self funded -Single source	-Low budget -Cash basis	-Income demands accounting and compliance -Moving from income only to balance and assets -Sophisticated financial tracking	-Multiple resources -Capable of financial forecasting -Sufficient flexibility -Diverse funding -Skilled Staff -HR System -Community input	-Not adjusting expenses to meet income or staff cuts -Assets and resources inflexible -Budgets are fixed cost -Community lost	-Limited funding -Competition -Cutting of expenses -Budget adjustments -Rebuilding name and community awareness -Restructure
Systems	-In kind -Partnerships -Key Stakeholders	-Financial and administrative functions weak	-Improving to meet demands of expansion	-Operates from a predictable course of action/structure -Consistent communication	-Systems are under developed/outdated -Space shortage -Communication break down	-Simplification of policies and procedures (cultural competence)

Adapted from Nonprofit Lifecycles by Susan Kenny Stevens, 2001

