



Stages of Growth:		1	2	3	4	5	6	7
Themes		Start-Up	Ramp-Up	Delegation	Professional	Integration	Strategic	Visionary
Total Number of Staff		1-10	11-19	20-34	35-57	58-95	96-160	161-500
Number of Managers		0	1	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 <small>1st priority</small>		Profit People Process	Profit Process People	People Profit Process	Process Profit People	Profit People Process	People Profit Process	People Process Profit
CEO Modality		Dominant	Dominant	Facilitative	Facilitative	Facilitative	Dominant	Dominant
Manager Modality		Supportive	Supportive	Supportive	Dominant	Dominant	Supportive	Facilitative
Staff Modality		Facilitative	Facilitative	Dominant	Supportive	Supportive	Facilitative	Supportive
Three Faces of a Leader Blend								
Visionary		40%	40%	10%	10%	30%	45%	75%
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 4	Hiring Quality Staff 7	Staff Buy-In 10	Weak Project Management 11	Expand Sales 27	Staff Buy-In 10	Products not Differentiated 26
		Destabilized by Chaos 17	Expand Sales 27	Leadership/Staff Communication Gap 12	Difficulty Diagnosing Problems 23	Difficulty Anticipating Problems 22	Staff Satisfaction/Profit relationship not seen 19	Inadequate Profits 1
		Slow Product Development & getting to market 24	Cash Flow 4	Weak Business/Profit Design 2	Employee Turnover 6	Cost of Lost Expertise 16	New Staff Orientation 13	Slow Product Development & getting to market 24
		Limited Capital to Grow 5	Leadership/Staff Communication Gap 12	Unclear Core Values 15	Systems Development 25	Weak Business/Profit Design 2	Weak Business/Profit Design 2	Weak Business/Profit Design 2
		Expand Sales 27	Limited Capital to Grow 5	Culture Resistant to Change 20	Organization Uninformed of Growth Plans 18	Staff Training 14	Hiring Quality Staff 7	Marketplace Changes too Quickly 21
Leadership Style Focus								
Primary		Visionary	Coaching	Coaching	Coaching	Democratic	Affiliative	Visionary
Secondary		Coaching	Pacesetting	Democratic	Affiliative	Visionary	Pacesetting	Coaching
Auxiliary		Commanding	Commanding	Pacesetting	Pacesetting	Affiliative	Visionary	Democratic



27 Challenges and The 7 Stages of Growth grid							
	Stages of Growth						
	1	2	3	4	5	6	7
27 Challenges							
1. Profits are inadequate to grow the company	A	B	B	A	A	LEAST	TOP
2. Need for an improved profit design	LEAST	LEAST	TOP	B	TOP	TOP	TOP
3. Customers are migrating away from your products or services	LEAST	B	B	A	A	B	LEAST
4. Continual cash flow challenges	TOP	TOP	A	LEAST	LEAST	B	LEAST
5. Limited capital available to grow	TOP	TOP	B	A	B	B	A
6. Employee turnover	B	B	A	TOP	B	LEAST	LEAST
7. Hiring quality Staff	LEAST	TOP	B	B	A	TOP	B
8. Staff morale and voltage challenges	LEAST	B	B	B	LEAST	B	A
9. Need for a flexible planning model	LEAST	B	A	A	B	LEAST	LEAST
10. Need to have better staff buy-in	LEAST	LEAST	TOP	A	B	TOP	B
11. Project management and resource coordination challenges	LEAST	LEAST	B	TOP	A	B	LEAST
12. Leadership/Staff communication gap	LEAST	TOP	TOP	B	A	B	B
13. New staff orientation	LEAST	LEAST	B	B	A	TOP	A
14. Staff training	LEAST	LEAST	B	B	TOP	A	B
15. Unclear values throughout the organization	LEAST	B	TOP	B	B	A	B
16. Dealing with the cost of lost expertise or knowledge when employees leave	B	B	B	A	TOP	LEAST	LEAST
17. Chaotic periods destabilize company	TOP	B	A	A	B	LEAST	LEAST
18. Organization needs to understand how the company will grow in the future	LEAST	LEAST	B	TOP	A	A	B
19. Impact that staff satisfaction has on the companies profitability	B	B	A	B	B	TOP	LEAST
20. Company culture is generally resistant to change	LEAST	LEAST	TOP	A	B	A	B
21. The marketplace and your customers change too quickly	LEAST	LEAST	LEAST	B	B	A	TOP
22. Difficulty anticipating problem areas before they surface	LEAST	LEAST	B	B	TOP	B	LEAST
23. Difficulty diagnosing the real problems or obstacles of growth	LEAST	LEAST	B	TOP	A	B	B
24. Too slow getting new products/services to market	TOP	B	LEAST	LEAST	B	A	TOP
25. Not able to quickly get systems and procedures in place as the company grows	LEAST	LEAST	B	TOP	A	A	B
26. Weak product/service development and differentiation in market	LEAST	LEAST	LEAST	B	B	A	TOP
27. Challenge expanding sales	TOP	TOP	B	B	TOP	LEAST	LEAST

Three Faces of a Leader

Visionary - can take the most insignificant situation and turn it into an opportunity. The Visionary is the strategist, the dreamer, the long range thinker, the innovator, the leader who deals with the future and focuses on the theoretical foundations of the work. This person has a high need for control and is an excellent growth initiator.

Manager - creates order and focuses on the pragmatic systems and procedures that make the company run well. The Manager focuses on planning, order and predictability. They are effective with organizing teams to get results and works to coach the staff to success.

Specialist - is action oriented and detail focused. The Specialist is the doer, the technician who is driven to complete tasks and excels with operations and the nuts and bolts of the enterprise. Centers on results not ideas.

Builder/Protector Ratio

Builder mind set -creates new ideas, takes on new initiatives, finds ways to expand the revenue and profitability of the enterprise. Chooses to challenge and improve the ways things are done. Is risk tolerant. Is highly supportive of growth.

Protector mind set -is cautious and prefers to slow down the pace of change. Is risk adverse. Is highly suspicious of growth.

Leadership Competencies and The 7 Stages of Growth grid							
	Stages of Growth						
	1	2	3	4	5	6	7
Leadership Competencies							
Emotional Self Awareness	TOP	TOP	A	A	A	A	TOP
Accurate Self Assessment	A	TOP	TOP	B	A	A	A
Self Confidence	TOP	LEAST	LEAST	B	A	B	A
Self Control	A	A	A	B	B	A	LEAST
Transparency	A	LEAST	LEAST	A	TOP	B	TOP
Adaptability	LEAST	A	B	TOP	LEAST	B	LEAST
Achievement	A	A	TOP	B	LEAST	LEAST	A
Initiative	A	TOP	B	B	B	TOP	LEAST
Optimism	LEAST	A	B	A	LEAST	A	LEAST
Empathy	TOP	TOP	A	A	B	A	TOP
Organizational Awareness	LEAST	LEAST	A	TOP	TOP	TOP	B
Service	LEAST	LEAST	LEAST	TOP	B	TOP	A
Inspirational Leadership	TOP	B	B	LEAST	A	B	TOP
Influence	B	A	A	LEAST	TOP	LEAST	B
Developing Others	TOP	TOP	TOP	TOP	LEAST	LEAST	A
Change Catalyst	B	LEAST	A	LEAST	A	LEAST	TOP
Conflict Management	B	B	TOP	A	TOP	TOP	B
Teamwork & Collaboration	LEAST	B	TOP	TOP	TOP	TOP	B

Leadership Styles and The 7 Stages of Growth grid							
	Stages of Growth						
	1	2	3	4	5	6	7
Leadership Styles							
Visionary	TOP	A	A	LEAST	TOP	TOP	TOP
Coaching	TOP	TOP	TOP	TOP	A	A	TOP
Affiliative	LEAST	A	A	TOP	TOP	TOP	A
Democratic	LEAST	LEAST	TOP	A	TOP	A	TOP
Pacesetting	A	TOP	TOP	TOP	LEAST	TOP	LEAST
Commanding	TOP	TOP	A	LEAST	LEAST	LEAST	LEAST

How to Read the Charts

TOP indicates that this is the MOST IMPORTANT aspect for that stage of growth.

A indicates some importance for that stage of growth.

B indicates less importance for that stage of growth.

LEAST indicates not important for that stage of growth.