



- Development Tasks of the Evolving Organization
- Classic Dilemmas of Rapid Growth
- Managing Rapid Growth

The Organizational Context

The Human Context

The Task Context

# **DEVELOPMENT TASKS OF THE EVOLVING ORGANIZATION - I**

- 1. Vision and direction**
- 2. Resource base**
- 3. Basic business functions**
- 4. Professional management**

## DEVELOPMENT TASKS OF THE EVOLVING ORGANIZATION - II

5. Personnel development

6. Outcome planning  
*(for both success and failure)*

7. Pervasive ambiguity

8. Crucial decision areas

*Capital (incl. cash flow)  
organizational structure  
human resource  
management*

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# **CLASSIC DILEMMAS OF RAPID GROWTH - I**

- 1. Growth covers up problems**
- 2. Dilemmas of leadership**
- 3. Loss of focus in organizational mission**
- 4. Communication becomes harder**

## **CLASSIC DILEMMAS OF RAPID GROWTH - II**

- 5. Inadequate human resources practices**
- 6. Incongruent management skills and organizational needs**
- 7. Emergence of stress and future shock**

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# **- Managing Rapid Growth**

## **The Organizational Context - 1**

- 1. Expecting the unexpected**
- 2. Anticipating the end of rapid growth**
- 3. Assessing the meaning of growth**

# **- Managing Rapid Growth**

## **The Organizational Context - 2**

- 4. Developing sources of objectivity**
- 5. Thinking like a small organization**
- 6. Changing leadership style**
- 7. Managing organizational culture**

# - Managing Rapid Growth

## The Human Context

1. Recruitment *negative consequences of a bad hire are significant*
2. Assimilation *new employees must learn organizational culture rapidly*
3. Career planning *necessary for organization to make job allocation decisions*
4. Information gathering *enhancing communication; monitoring org. health*
5. Reward systems *Is the right kind of behavior being rewarded, and being rewarded properly?*
6. Human resource planning *people are the critical resource*
7. Balancing skills and complexity *replace or reassign people when jobs outstrip their capabilities*

# - Managing Rapid Growth

## The Task Context

- **Difficult to define**
- **Difficult to organize time**
- **Lack of precedents**
- **Heuristic process**
- **Diverse and changing**