

Where is your company?

Stage	Features	To develop	Time to make changes
Start-up	<ul style="list-style-type: none"> Led by founder(s) 'All hands to the pump' High-energy, fun, 'buzz' Juggling, troubleshooting Personal / 'family' feel Focus on delivery / cash 	<ul style="list-style-type: none"> Working 'on' the business Financial awareness Communicating effectively Recognition – keeping people motivated Time management Work-life balance 	<ul style="list-style-type: none"> Working harder to stand still Trusted people demotivated / leaving. Differences over direction / policy Frustration / finger-pointing Losing customers Waste - processes, money, time
Scale-up	<ul style="list-style-type: none"> Still directly led by Director(s) Beginnings of second tier of management Professional relationships Building processes / systems Focus on sustainability of organisation 	<ul style="list-style-type: none"> Solid second management tier Effective delegation Teams - role clarity / accountability Performance <i>and</i> behaviour standards Leadership / management skills Succession planning Consistent, durable systems 	<ul style="list-style-type: none"> Over-dependence on Directors No future leaders coming through 'Silos' developing Finger-pointing / blame Performance management stale Inability to adapt / innovate Gripes / talk about 'the old days'
'Grown-up'	<ul style="list-style-type: none"> Director-led strategy and growth Managers handle day to day operations Rigorous business planning Hierarchy, departmentalisation Focus on shareholder value 	<ul style="list-style-type: none"> Balanced scorecard Performance management Succession planning / developing top performers Delegation Recognition Unity of culture Continuous improvement 	<ul style="list-style-type: none"> No vision – going through the motions Slow to address market changes Poor performance Flabbiness – costs out of control, too many levels, too many staff Organisation structure out of date Poor corporate governance