

Reading Assignment - Managing Transitions, Part Two - The Solution, Chapter Six...

Transition, Development, and Renewal

The Seven Stages of Organizational Life

- 1. Dreaming the Dream.** Imagining and planning - little more than an idea.
- 2. Launching the Venture.** People who thrive at this stage are good at improvising.
- 3. Getting Organized.** Bringing order to chaos - slow down and standardize.
- 4. Making it.** The organization has what it needs to be a significant player - competitive.
- 5. Becoming an Institution.** Moving from doing to being - to occupying the image.
- 6. Closing In.** Increasingly unresponsive bureaucracy - argument about rules and status.

Alternative 6a. Reinventing, redefining the approach, organization renewal.

- 7. Dying.** Pieces are split off or sold, operates with a skeleton staff.

Alternative 7a. Recapture the venture spirit, revival or renewal of a lost culture.

The Five Organizational Development Laws.

1. Those who were most at home with the necessary activities ... of one [stage] are the ones who are most likely to experience the subsequent [stage] as a severe personal setback.
2. The successful outcomes of any [stage] of organization development triggers its demise by creating challenges that it is not equipped to handle.
3. In any significant transition, the thing that the organization needs to let go of is the very thing that got it this far.
4. Whenever there is a painful, troubled time in the organization, a developmental transition is probably going on.
5. During the first half of the life cycle - through the Making-it stage - not to make a transition when the time is ripe for one to occur will cause a development "retardation" in the organization.

Summary based on the book, Managing Transitions by William Bridges, Da Capo Press, 1991, 2003