

Table II:5 – Another Perspective on Life Cycles

This author often views life cycles in the following phases (rather than stages). As with any life cycles, they are highly integrated and not always sequential in order. The phases include infancy, growth and maturity. Decline, stagnation or growth can occur between the infancy, growth and maturity phases. This simple approach to life cycles is straightforward to describe to clients and easy for clients to apply on their own.

Infancy Phase	Growth Phase	Maturity Phase
<ul style="list-style-type: none"> ▪ Clarify mission, vision and values ▪ Firm up the leadership systems, including Board and CEO role ▪ Identify major stakeholders, including customers, investors and community leaders ▪ Clarify desired products and services ▪ Clarify methods to deliver products and services ▪ Develop business plans for each major product or service ▪ Build image in community ▪ Build infrastructure and lay groundwork for future sustainability 	<ul style="list-style-type: none"> ▪ Focus on effectiveness of services through major plan ▪ Focus on efficiencies through operational procedures and automation ▪ Expand products and services, especially current products and services to new customers ▪ Attend to longer-range planning ▪ Implement and polish long-range and business plans ▪ Expand evaluations and accountabilities, and capture learnings ▪ Systematize major functions, including systematic plans 	<ul style="list-style-type: none"> ▪ Sustain momentum ▪ Focus on innovation ▪ Cultivate renewal ▪ Focus on succession planning and risk management ▪ Share learning across the organization ▪ Expand products and services, especially new products and services to new customers ▪ Seek to successfully duplicate the business model in other locales ▪ Attend to even longer-range planning ▪ Manage change and transformation