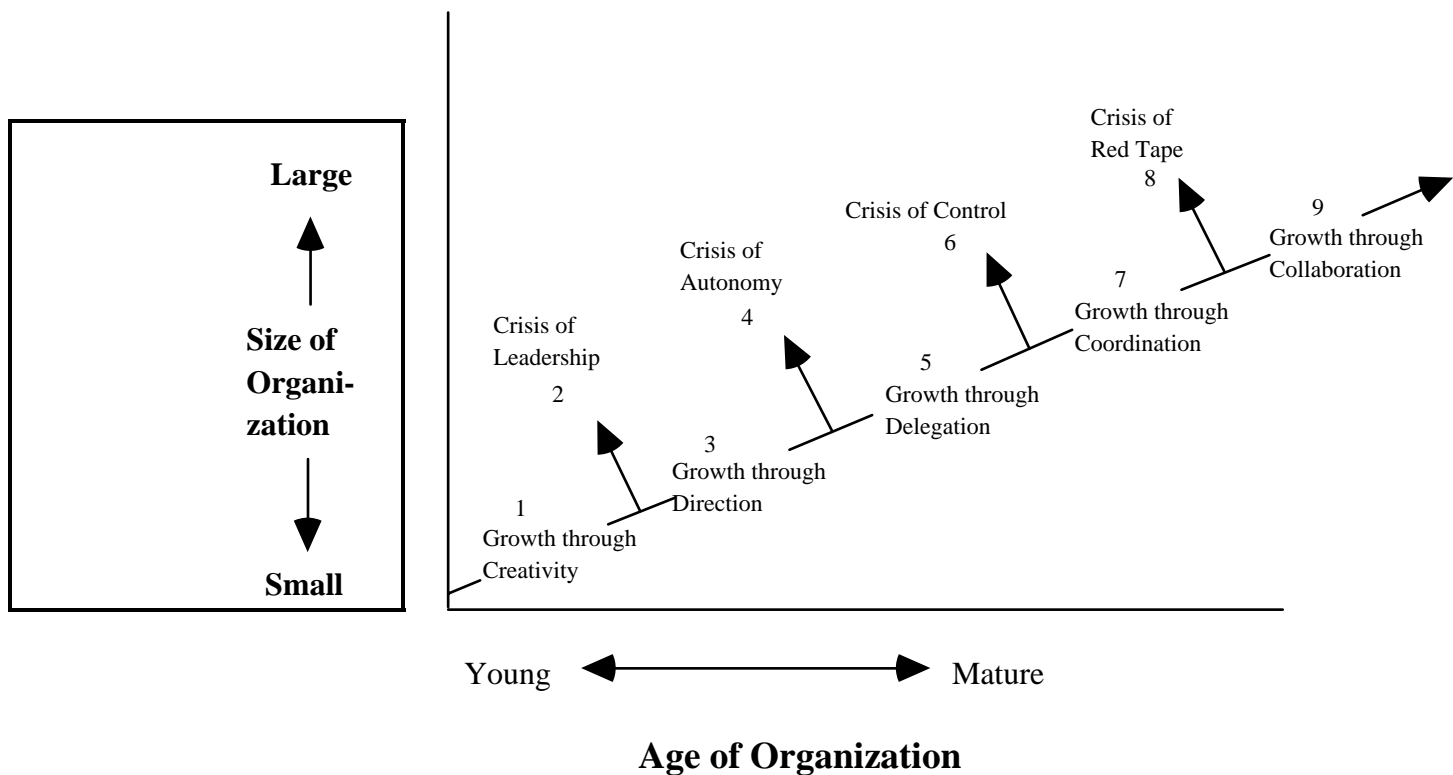


# Patterns of Organizational Development

From: Evolution & Revolution as Organizations Grow. Authors: Larry Greiner, Harvard Business Review, July/August 1972



- 1. Growth through Creativity**
  - Communication with everyone frequent and informal
  - Long hours rewarded by low salaries
  - Direction control/immediate feedback from community
  - Disdain for management activities
  - Solidarity, excitement
- 2. Crisis of Leadership**
  - Increased number of staff cannot be managed by informal structures
  - New staff not part of original creativity
  - More dollars needed, new accounting procedures maintain financial control
  - Longing for "good olde days"
- 3. Growth through Direction**
  - Sustained growth under able directive leadership
  - Job assignments become more specialized
  - Budgets and work assignments adopted
  - Communication becomes more formalized and impersonal
  - Staff becomes functional specialists

4. **Crisis of Autonomy**
  - Greater efficiency but staff feel restricted by decision-making process
  - Staff develops more knowledge than Board about community needs therefore torn about following directives and taking initiatives
  - Need for greater staff autonomy
  
5. **Growth through Delegation**
  - Decentralized co-ordinators with greater authority and incentive respond more effectively to changing community needs
  - Reports from staff groups to managers/Board: less direct intervention from above
  
6. **Crisis of Control**
  - Board and managers sense they are losing control of a diversified organization
  - Autonomous co-ordinators prefer to maintain decision-making control
  - Need for improved communication systems between Board and staff
  
7. **Growth through Co-ordination**
  - Use of formal systems to achieve formal co-ordination and planning
  
8. **Crisis of Red Tape**
  - Proliferation of formal systems begins to exceed their usefulness
  - Everyone critical of the bureaucratic paper system which has evolved
  - Procedures take precedence over problem solving and innovation is dampened
  
9. **Growth through Collaboration**
  - Strong interpersonal collaboration in an attempt to overcome overly formal systems
  - Greater spontaneity in management action through teams and the skilful confrontation of interpersonal differences
  - Solving problems through team action
  - Experiments in new practices encouraged
  - Conferences of co-ordinators held frequently to focus on major issues