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Ride the Waves of Organizational Transition



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The Early Stages

1: Dreaming the Dream

- Conception: organization is but an idea
- Focus: articulating the dream, engaging others in it

2: Launching the Venture

- Organization's infancy and childhood
- Focus: operating by "seat of the pants"; no formal systems

The Middle Stages

3: Getting Organized

- May feel like going backward or slowing down
- Focus: predictable activities, processes, specialized roles, formal definitions, financial controls, policies

4: Making It

- Adulthood: org. has what it needs to become significant player
- Focus: expansion, growth, greater complexity

5. Becoming an Institution

- Maturity: org. has its reputation — not earning it
- Focus: from *doing* to *being*, from results achieved to impressions made

The Late Stages

6. Closing In

- Decaying: occurs imperceptibly out of self-satisfaction
- Customers' importance declines; focus on rules or status
- Without market/public/customer pressure, can become unresponsive bureaucracy.

7. Dying

- No results orientation, inclination to change, teamwork – only systems, rules, procedures, forms
- Connections to the outside world are narrow

Organizational Renewal

- The alternative to ***Closing In*** and ***Dying***
- Does not occur by changing specific practices or values. Rather, it occurs by taking the organization back to the start of its life cycle.
- The organization has to choose – not ***Closing In*** – but ***Renewal*** instead

The organization's "immune system" is set up to reject the results of making such a choice

Recommended Resource

***Managing Transitions:
Making the Most of Change***
William Bridges