

Leadership Attributes at Lifecycle Stages

Stage	Leadership Attributes	Performance Outcomes
IDEA	<ul style="list-style-type: none"> • Creative • Free thinker • Opportunity-driven • Not bound by time • Understands the marketplace • Single-minded • Committed to the cause • Follow-through 	<ul style="list-style-type: none"> • Founders serve as volunteers until resources can be obtained and paid staff recruited
STARTUP	<ul style="list-style-type: none"> • Energetic • Balances multiple priorities • Handles continual interruptions • Multi-talented generalist • Single-minded but adaptable • Risk-takers 	<ul style="list-style-type: none"> • Other staff are invested and share organizational commitment and knowledge • Staff have specific positions and duties • Basic organizational activities routinized and roles clarified
GROWTH	<ul style="list-style-type: none"> • Dynamic • Strong base of personal reserves • Inspires and motivates • Energetic • Creates a plan and provides focus • Creates and routinizes systems • Instincts to know what opportunities to pursue • Comfortable with continual change • Servant leader 	<ul style="list-style-type: none"> • Management is willing to balance opportunity with strategy • Organization has flexible focus on priorities • Formalization of job and role descriptions • Work environment geared to attracting staff • Founder separates personal needs
MATURE	<ul style="list-style-type: none"> • Like to manage people and processes • Respected in the field • Policy and procedures oriented • Sees the value in stability • Capable of motivating staff • Values organizational structure 	<ul style="list-style-type: none"> • Executive Director is resilient and anticipatory • Management participates in field development/public policy • Organization has bench strength • Work environment attracts and retains high-quality, motivated staff
DECLINE	<ul style="list-style-type: none"> • Committed to mission • Willingness to shake the status quo • Capable of objective rather than subjective analysis • Understands the dynamics of renewal • Responsible, no tendencies to blame or deny • Motivates and leaders others to change the status quo 	<ul style="list-style-type: none"> • Requires new leadership for turnaround to occur • Self-awareness is reached about agency's deteriorating condition • Adapts quickly to setbacks and changing circumstances
TURNAROUND	<ul style="list-style-type: none"> • Take charge personality • Confidence builder • Highly energetic • Comfortable with bad news • Doesn't take things personally • Natural problem solver • Makes quick decisions • Doesn't need others' approval 	<ul style="list-style-type: none"> • Management owns past problems and re-establishes confidence • Management has streamlined personnel • Organization has the capacity to think about the future