

Four Stages of Organisational Development

Tick the boxes that you feel reflect where your organisation is now. This will offer insight into the maturity of the business

	SPONTANEOUS	DEPENDENT	INDEPENDENT	COLLABORATIVE
Leadership approach	Chaotic and inconsistent Leader may be enthusiastic and may micro-manage. Focus is on immediate issues, without vision or strategic planning	Command and control Leader is fearful of mistakes occurring, so focusses fully on ensuring that staff obey the rules	Leaders empower individuals Delegating tasks to encourage individual growth Focus on individual high performance and continuous learning	Collaborative leadership Championing collaboration and partnerships Leader takes a supporting role to facilitate high performing, self-governing teams with a focus on common goals
Organisational structure	Minimal formal policies and procedures Lack of systems and formal structure	Traditional linear hierarchy Staff expected to follow the rules and do what they are told.	Systems encourage individual accountability and responsibility	Circular structure – information shared outwards to all staff Self-governing teams
Culture	Frequent “firefighting” of problems Poor communication. Unpredictable environment. Feels “unsafe” Minimal individual accountability	Autocratic culture Key aims are stability and safety Top-down accountability Task focussed. Strict adherence to rules Low engagement and trust Risk averse Blame culture when mistakes occur	Coaching culture Focus on personal goals and individual achievement Little focus on team or organisational goals Competitive Two-way communication Organisation welcomes innovation	Learning culture Two-way communication Focus on collaboration and teamwork High levels of awareness and responsibility for self and others.

Lencioni Team dysfunction	Lack of trust Fear of conflict Lack of commitment No peer-to-peer accountability Focus on individual, not team results	Lack of trust Fear of conflict Lack of commitment No peer-to-peer accountability Focus on individual, not team results	Lack of trust No peer-to-peer accountability Focus on individual, not team results	High levels of trust Minimal fear of conflict High commitment Strong peer-to-peer accountability Focus on team results, rather than individual results.
Maslow's motivators	Survival	Belonging	Esteem	Self-actualisation
Impact of leadership style	Staff may feel confusion, frustration and stress	Limited individual and team potential Fear of failure can crush initiative and reduce engagement	Individuals are empowered to achieve goals and be accountable. Teamwork is encouraged, but not always successful	Excellent teamwork and commitment is enabled The high levels of team autonomy encourage greater commitment to the organisational vision, rather than simply personal goals.