Greiner L. (1972). evolution and revolution as organizations grow

First published on December 1, 1997 Other Foreman This author argues that growing organizations go through five notable stages of development, each containing a relatively calm period of growth that ends in a crisis of management. In addition, he argues that once each stage is strongly influenced by the previous one, management with a sense of the history of their own organization can anticipate and prepare for the next development crisis. The article contains an equation for appropriate management actions at each of the five stages, and it shows how companies can turn organizational crises into opportunities for future growth. Ms. Griner is an associate professor of organizational behavior at Harvard Business School and author of several Harvard Business Reviews articles on the organization's development. This article originally appeared in the July-August 1972 issue of HBR. To reassess the article as a classic, the author removed some outdated material from the first section. He also added a comment: Is evolution still inevitable to update its observance? Key executives at the real chain head office the organizational structure long after it served its purpose as the source of the organization. Overemphasizing the power of history in the organization, I draw attention to the legacy of European psychologists who argue that human behavior is determined primarily by past events and experiences, and not by what lies ahead. By expanding this focus to organizational development challenges, we can identify a number of phases of development through which companies tend to go as they grow. Each phase begins with a period of evolution, with steady growth and stability, and ends with a revolutionary period of significant organizational turmoil and change, for example, when centralized practices ultimately lead to decentralization requirements. The decisions of each revolutionary period determine whether the company will move forward in the next stage of evolutionary growth. Models of organizational development to date, research development was largely empirical, and scientists did not try to create a model of the overall process. However, when we analyze the research, five key dimensions appear: the age and size of the organization, its stages of development and evolution, competition in the industry, the management of the company, and the growth-rate of new markets. The most obvious and important dimension for any development model is the life expectancy of the organization (presented in the form of a horizontal axis). History shows that the same organizational practices are not supported for a long life. This demonstrates the most basic point: problems and principles of management are rooted in time. The concept of decentralization, for example, can describe corporate practice in one period, but may lose its descriptive power in another. Management problems and practices are time in time. They do not last the whole life of the organization. The passage of

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Intriguing paradox is that by learning more about history, we can do a better job in the future. A version of this article was published in the Harvard Business Review issue in May-June 1998. Review.

lifestyle is inherent in the limited size of the organization, and not their relatives. If they take away they can ... Can they find new solutions for further evolution? Or do they reach the stage where the government will act

much of what happens to the company in the future. Awareness of this effect should help managers assess the company's ... the blame for current development. Even better, it should accommodate managers able to anticipate problems and thereby

before, but which actually makes it impossible for a new phase to appear. Management should be ready to dismantle the ... too turbulent. Top-level managers, realizing that their own managerial styles are no longer appropriate, may even have to

managers to periodically spend time in lower-level workplaces can also cost a non-epidemiological assessment. For too ... be equated to a rising path to title, salary and power. Could it be that some vice presidents in marketing can simply

week, ensuring job security, building physical facilities to rest on a working day, creating more interchangeable jobs, ... is always off for reuse, and switching to longer vacations and more flexible working hours. Chinese practice of requiring

2 functional organizational structure requires data that reflects revenue and expense centers, while phase 3 ... center. I wrote an article mainly about industrial and consumer products companies, not about knowledge organization or

in which growth depends on the such as the establishment of a holding or network organization consisting of alliances and ... In which the periphery of companies is built around the main money company or bank (GE Capital), which attracts capital,

at the top, as revolution often means that units under each senior leadership will be eliminated or transformed. That is ... outside, and why senior managers often leave companies. Executives go not because they are bad managers, but because they

seems to determine the length of phases. Secondly, transitions between phases of development still do not occur naturally ... All organizations appear to be experiencing revolutionary hardships and upheavas, and many of these organizations

in which development is first obvious. These transitional periods are characterized by transitions in the basic structure of the organization and the leadership, and by changes in the amount of authority that top managers have. By the end of Phase 2, managers are no longer in the same positions.

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while the next level moves up to take the place of the one that is leaving. When individuals gain more experience, they can...

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