

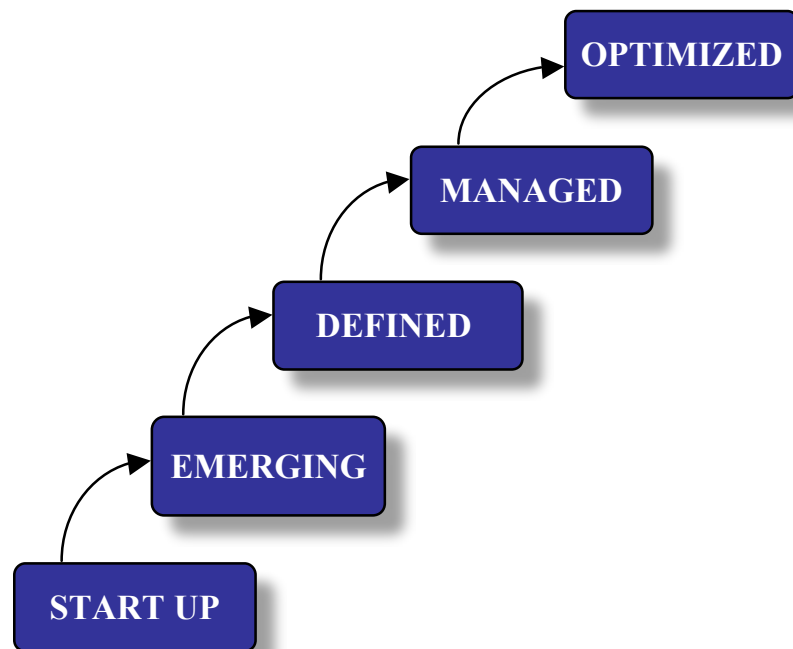
Business Maturity Sample Comparison Model

Paul Leslie

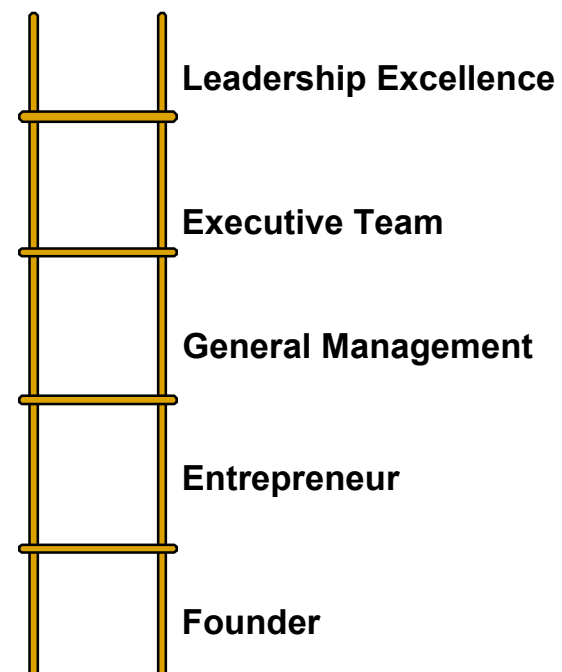
Leadership Maturity Model



Business Maturity Stages



Leadership Maturity Stages



Maturity Comparison

Level 2

Emerging stage defined by:

- \$10M to \$100M in sales
- Expansion - need for infrastructure
- Basic business policies, processes & procedures
- Organization is loosely based on functions needed
- Roles defined by organization; multi-functions continue
- Defined systems for operational management
- Culture is: controlled chaos, basic discipline & unpredictable

Level 3

Defined stage defined by:

- \$100M to \$200M in sales
- Transition to professional management
- Strategic thinking leadership
- Defined basic processes to support management team
- Functional organizational structure
- Roles defined by function
- Organizational development begins
- Culture is defined through shared values and operating principles

Level 4

Managed stage defined by:

- \$200M to \$500M in sales
- Professional leadership executive team
- Strategic vision, operating plan, annual budget process linked
- Well managed enterprise processes and procedures
- Market-focused organization structure (business unit/division)
- Accountability at the business unit/division level
- Organizational development fully engaged
- Corporate culture is embraced by employees, customers, and shareholders

Leadership Comparison



Level 2

Key Leadership Dimensions:

- Entrepreneurial growth
- Product/service tested & refined
- Participative leadership style
- Coping with managerial problems
- The cattle drive
 - Herding staff
 - Herding organizational resources

Level 3

Key Leadership Dimensions:

- Experience in general management
- Business validation & acceptance
- Founder/entrepreneur takes on new role
- Strategic planning
- More formal administration & controls
- Coping with change
- Supportive/consensus leadership style

Level 4

Key Leadership Dimensions:

- Executive team transition - CEO, COO, CFO
- Enterprise management predictability
- Delegation of operations & finance
- Financial metrics & measures
- Decentralized administration & controls
- Coping with internal & external visibility
- Leadership style conforms to business events

Top 5 Critical Success Factors



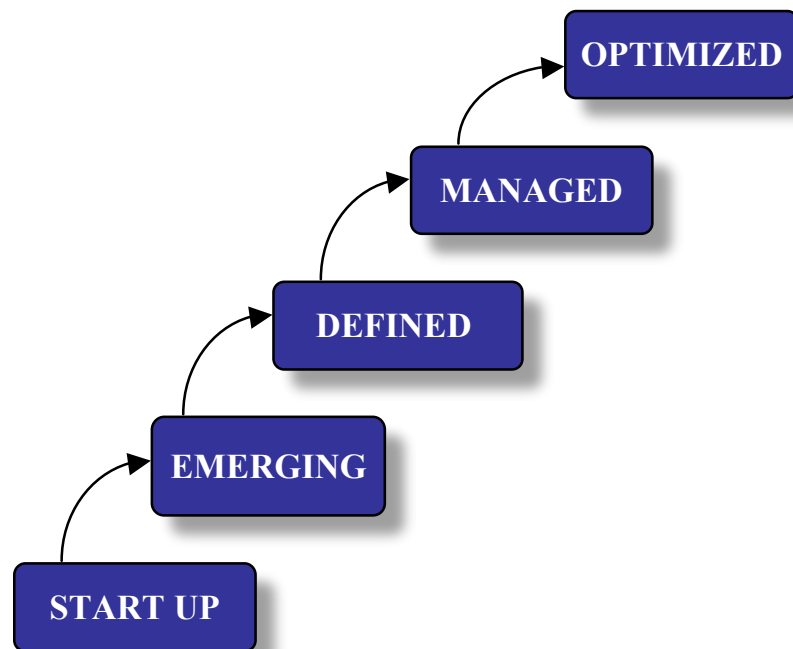
...For a Maturing Company

- **Set clear expectations**
- **Build a culture of learning and innovation**
- **Create a supportive climate**
- **Believe that the impossible – isn't!**
- **Communicate, communicate, communicate....**

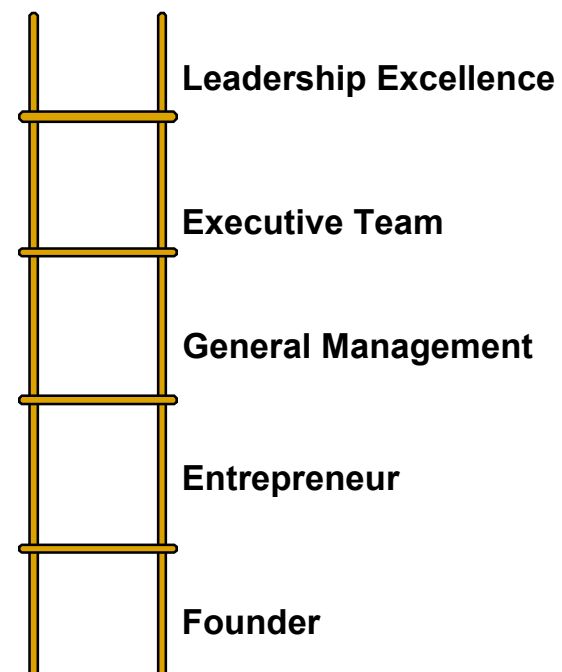
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