



## Checklist

# Navigating Growth Transitions With the Greiner Curve

This checklist is a practical guide for leaders to anticipate and manage the challenges of organizational growth. It is based on the Greiner Growth Model, developed in the 1970s by U.S.-based economist, Larry E. Greiner, and updated by him in 1998.

The six phases of growth are:

1. Growth through **creativity**.
2. Growth through **direction**.
3. Growth through **delegation**.
4. Growth through **coordination and monitoring**.
5. Growth through **collaboration**.
6. Growth through **extra-organizational solutions**.

For a full breakdown of the six stages of the Greiner Curve, see the Mindtools article which accompanies this checklist.

By using this checklist, leaders can anticipate challenges, align their strategies, and ensure that their leadership approach evolves alongside their organization's growth. Revisiting the Greiner Curve framework will help maintain momentum and create a resilient, adaptable organization.

### Step 1: Identify Your Current Growth Phase

YES

NO

Assess your organization's stage in the Greiner Curve.

Have you analyzed your current phase based on the six growth stages?

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Are you experiencing stable growth?

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Do you notice early signs of transition?

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### Step 2: Anticipate the Next Growth Challenge

YES

NO

Look for indicators of upcoming organizational shifts.

- Leadership Crisis (Phase 1: **Creativity** to **Direction**)

Are informal communication and decision-making processes breaking down?

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Is there a need for more professional management and structure?

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- Autonomy Crisis (Phase 2: **Direction** to **Delegation**)

Are leaders struggling to delegate decision-making authority?

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Are employees feeling restricted by excessive oversight?

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- Control Crisis (Phase 3: **Delegation** to **Coordination and Monitoring**)

**YES****NO**

Is there tension between mid-level managers and senior leadership?

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Are separate business functions struggling to work together efficiently?

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- Red-Tape Crisis (Phase 4: **Coordination** to **Collaboration**)

Are bureaucratic processes slowing down innovation and agility?

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Is excessive control stifling growth and flexibility?

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- Internal Growth Crisis (Phase 5: **Collaboration** to **Extra-Organizational Solutions**)

Have internal resources reached their limits for sustaining growth?

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Do you need external partnerships, acquisitions, or strategic alliances?

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### Step 3: Address Key Transition Needs

**YES****NO**

Evaluate whether your organization requires changes in:

**Decision-making authority:** does control need to shift from a central figure to distributed leadership?

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**Structure and reporting lines:** are teams aligned for efficiency and growth?

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**Communication channels:** is information flowing effectively across the organization?

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**Incentive structures:** are rewards motivating the right behaviors and supporting long-term growth?

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**Employee engagement and retention:** are team members aligned with evolving business priorities?

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**Technology and automation:** are digital tools supporting or hindering scalability?

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### Step 4: Strengthen Leadership Capabilities

**YES****NO**

Ensure leaders are evolving alongside the business:

Do leaders need to develop new management skills for the next phase?

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Are senior executives prepared to delegate or consolidate authority as necessary?

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Have sustainability and digital transformation been factored into long-term strategy?

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Is there a plan for leadership succession and development?

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## Step 5: Regularly Reassess and Adjust

YES

NO

Build adaptability into leadership practices:

Have you scheduled a growth review every 6-12 months to reassess your organization's phase?

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Are you actively identifying early warning signs of future crises?

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Are leadership and culture evolving in alignment with business needs?

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