

The Four Seasons of Business Creation

- The "Four Seasons" of Business Creation (Bernardez, 2007)

	Most Significant Challenges	Main Goals & Achievements
Seed Organisation	<ul style="list-style-type: none"> • Rationality & analysis v passion & fantasy • Lack of management model and skills • Narrow or incomplete business case restricted to existing vision and strengths • Recruiting for talent v recruiting for loyalty and trust 	<ul style="list-style-type: none"> • Coaching to develop and extend vision and strengths • Attracting the right mix of financial, intellectual and human capital • A credible business case and viable business plan
Toddler Organisation	<ul style="list-style-type: none"> • Rapid growth (sales, ROI, investor satisfaction) v strategic fundamentals (value proposition, client, market) • Lack of internal and external feedback 	<ul style="list-style-type: none"> • Establishing low-friction feedback that is "early & often" to create a nurturing business ecosystem • Explicitly identifying expectations, defining tactical and operational plans, and building shared management calendars - clarifying roles, tasks, responsibilities and deliverables • Defining, quantifying and elaborating the value added to clients, market and society that the organisation will produce • A sound and scalable business ready to launch
Adolescent Organisation	<ul style="list-style-type: none"> • Business view v people view v organisation view • Putting a management system in place • The view from ownership v the view from management • Loyalists attached to established structures v innovators proposing new ones 	<ul style="list-style-type: none"> • Experimenting by using incubators and spinoffs as organisational labs • Developing a field-tested product or service • An established self-regulating business
Graduated Organisation	<ul style="list-style-type: none"> • Business view (looking from within) v wider system view (looking from without) • Scale v Sale • Failing to establish alliances and strategic partnerships with stakeholders 	<ul style="list-style-type: none"> • Focusing on strategic market positioning and alliances • Looking beyond the organisation to the wider environment • A stable client base and ROI - both social and conventional • A stable self-sustaining business