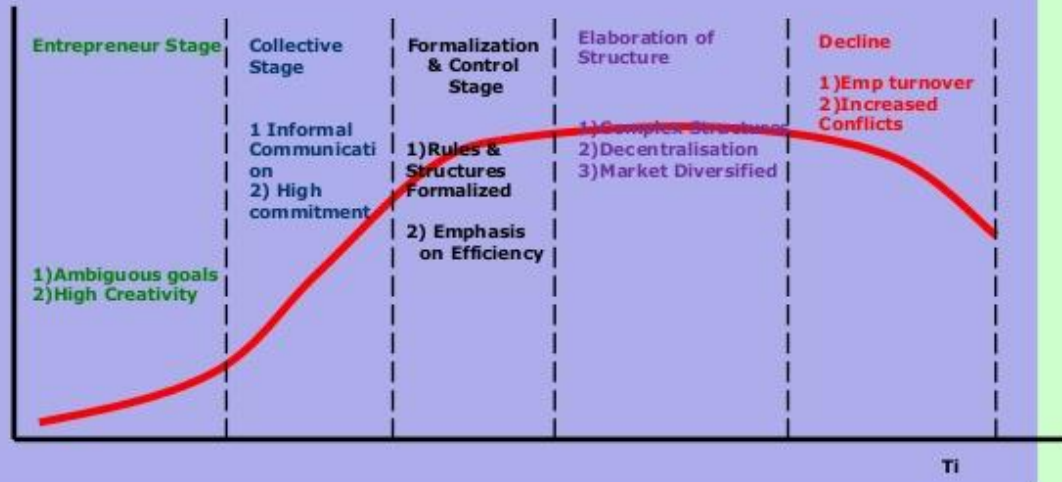
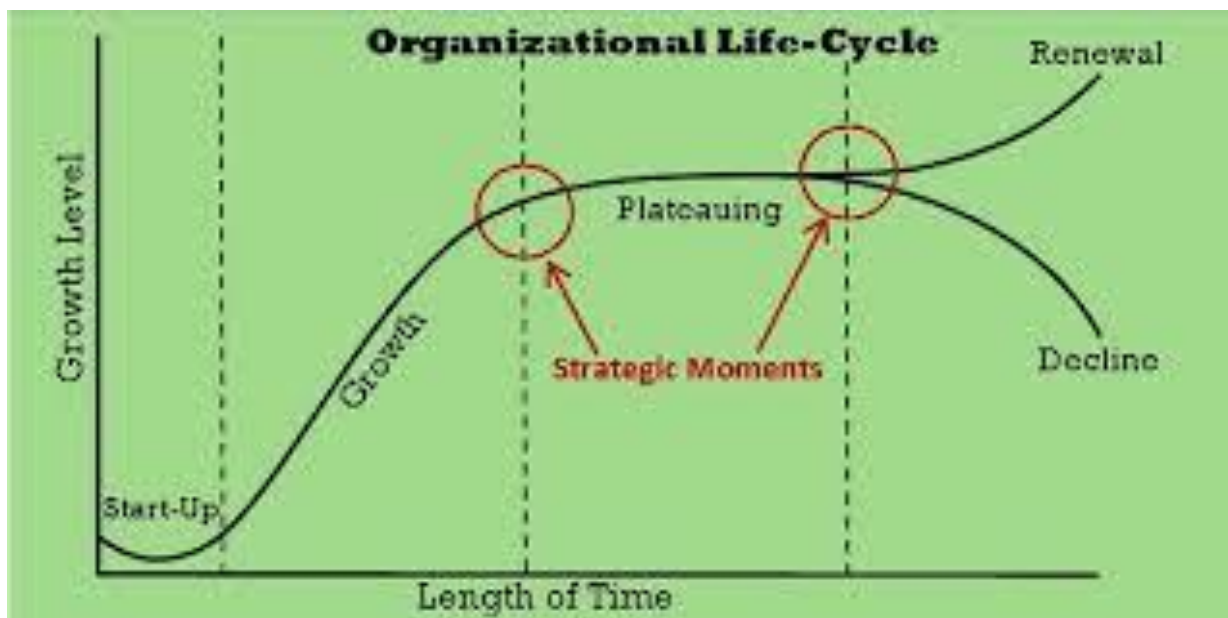
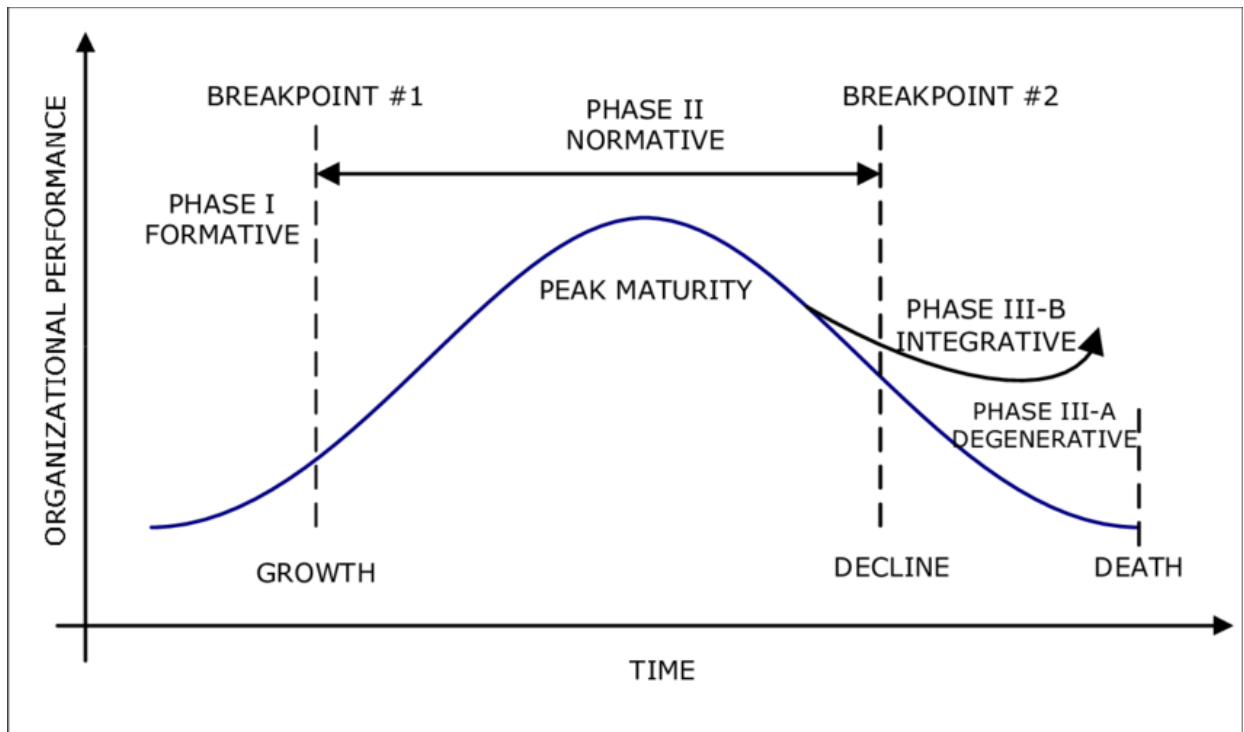


Organization Life Cycle



1-19





Nothing that grows can continue to grow indefinitely. Eventually, and inevitably, decline sets in and it cannot be prevented. In organizations, the question is not how to defend against, or how to cushion this decline, but instead how to manage the natural “rhythm of the seasons in a productive way”.



Leaders must pay attention to the portfolio mix of S-curves in play in their organization at any one time. If most S-curves are approaching or are at their peak *at the same time* then the organizations' resources will be consumed by these S-curves while contributing little to strategic development.

New S-curves are always needed and the skills to transform from old to new are

demanded.