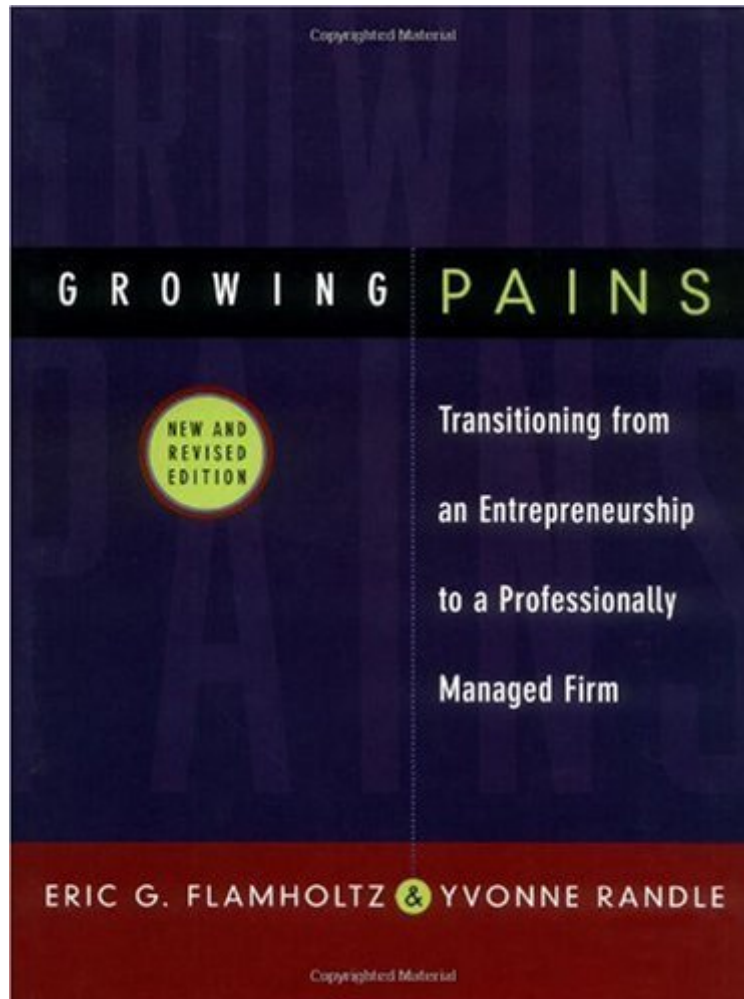


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# Growing Pains: Transitioning from an Entrepreneurship to a Professionally Managed Firm

*Eric G. Flamholtz, Yvonne Randle*

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**Eric G. Flamholtz, Yvonne Randle : Growing Pains: Transitioning from an Entrepreneurship to a Professionally Managed Firm** before purchasing it in order to gauge whether or not it would be worth my time, and all praised Growing Pains: Transitioning from an Entrepreneurship to a Professionally Managed Firm:

9 of 9 people found the following review helpful. Textbookish but useful  
By Ashok Korwar  
This is a book about an important topic - the transitions companies must go through, from the struggle for survival to becoming a large, mature company. It contains a very useful and credible model in the form of a pyramid depicting the 'normal' growth stages of a company, beginning with defining product/market and ending with establishing a corporate culture. Two noticeable shortcomings: the authors seem to largely ignore strategy and business models in their description of the growth path, and second, it is written in a very lifeless and textbookish style. The management jargon rolls on and on, dulling the reader's mind, and making him wonder if he is reading the same page again and again. The entire approach is

extremely conventional, with very little appreciation for more modern theories of management. Overall, a good book, not great. 0 of 0 people found the following review helpful. Five Stars By Robert R. Exactly what I needed to learn how to grow my business 0 of 0 people found the following review helpful. Excellent By CRISTIAN NOVALES It is a powerful guide to guide a growing company into success! Definetly, I recommend to all entrepreneurs to read it!

From start-up enterprise to mature corporation, this latest edition of the best-selling original explores the seven predictable stages of organizational growth. It also identifies what must be accomplished in each stage to ensure continued development and provides practical guidance for implementing management systems. Thoroughly updated to reflect recent business developments, it contains all-new chapters on strategic planning and structure, along with many new company success stories including those of Starbucks, Jamba Juice, PacifiCare, and American Century Investors. [Click here](#) to read the introduction to this important book.

"...whose clear analysis, audit tools and real life case studies make it an invaluable complement [to *The Essential Guide to Managing a Small Business*]..." (Financial Times, 18 September 2003) "Flamholtz and Randle have done an excellent job of updating their classic roadmap. It is the best approach I have seen to overcoming the hurdles we all face in creating and improving world-class companies. I have used it and it works." — Jeffrey M. Nugent, worldwide president, Neutrogena "A must-read for any entrepreneur, board member, or manager of a company that's evolving from an entrepreneurial to a professionally managed organization. Flamholtz and Randle have created an invaluable framework for guiding all stages of a company's evolution that will help to minimize the many obstacles that all growth companies experience." — Kirk J. Perron, founder, chairman, and CEO, Jamba Juice Company "Most entrepreneurs experience initial success by breaking the rules and ignoring the experts. But sooner or later we all run into the kinds of issues and challenges that Flamholtz and Randle have studied and assisted organizations with over the last twenty-five years. This comprehensive guide to business growth shares valuable perspectives on complex business issues. My review copy is already dog-eared!" — Brian Maxwell, founder and CEO, PowerBar Inc. **From the Inside Flap** Why, after brilliant beginnings, do many leading entrepreneurial firms lose their way and eventually fail? What secrets have other start-up companies discovered to help them weather the storms of rapid growth and emerge successful? In this new and revised edition of *Growing Pains*, authors Eric G. Flamholtz and Yvonne Randle observe that many entrepreneurs are unprepared for the rigorous organizational demands of rapid growth. As firms mature, the loose, informal management styles that drove them to success become inadequate. Original systems are strained, profits decline, and founders are ousted to make room for more experienced managers. Drawing on the experiences of Starbucks, Jamba Juice, and PacifiCare, among other recent success stories, Flamholtz and Randle show entrepreneurs how to make the successful transition from humble start-up to professionally managed firm without sacrificing the unique spirit that inspired the company in the first place. The authors provide readers with a framework they can use to evaluate their firm's growth objectively, anticipate problems, pinpoint solutions, and plan strategies that will move their company toward desired goals. They outline the seven predictable stages of organizational growth and identify what must be accomplished in each stage to ensure the company's continued healthy development. *Growing Pains* provides the entrepreneur with many proven principles of professional management, offering guidance in such key areas as strategic planning, organizational structure, management development, organizational control, leadership, and corporate culture management. Thoroughly updated to address the realities of today's business environment, *Growing Pains* will help company founders deal with the personal and professional challenges they must confront as they transform their companies into professionally managed firms.