

The STARS model

Start-Up	Turnaround	Accelerated growth	Realignment	Sustaining success
Assembling the capabilities (people, financing, and technology) to get a new business or initiative off the ground.	Saving a business or initiative widely acknowledge to be in serious trouble.	Managing a rapidly expanding business.	Reenergizing a previously successful organization that now faces problems.	Preserving the vitality of a successful organization and taking it to the next level.
Challenges				
<p>Building the strategy, structures, and systems from scratch without a clear framework or boundaries.</p> <p>Recruiting and welding together a high-performing team.</p> <p>Making do with limited resources.</p>	<p>Reenergizing demoralized employees and other stakeholders.</p> <p>Making effective decisions under time pressure.</p> <p>Going deep enough with painful cuts and difficult personnel choices.</p>	<p>Putting in place structures and systems to permit scaling.</p> <p>Integrating many new employees.</p>	<p>Convincing employees that change is necessary.</p> <p>Carefully restructuring the top team and refocusing the organization.</p>	<p>Living in the shadow of the former leader and managing the team he or she created.</p> <p>Playing good defense before embarking on too many new initiatives.</p> <p>Finding ways to take the business to the next level.</p>
Opportunities				
<p>You can do things right from the beginning.</p> <p>People are energized by the possibilities.</p> <p>There are no rigid preconceptions.</p>	<p>Everyone recognizes that change is necessary.</p> <p>Affected constituencies offer significant external support.</p> <p>A little success goes a long way.</p>	<p>The potential for growth helps to motivate people.</p> <p>People will be inclined to stretch themselves and those who work for them.</p>	<p>The organization has significant pockets of strength.</p> <p>People want to continue to see themselves as successful.</p>	<p>A strong team may already be in place.</p> <p>People are motivated to continue their history of success.</p> <p>A foundation for continued success (such as a long product pipeline) may be in place.</p>