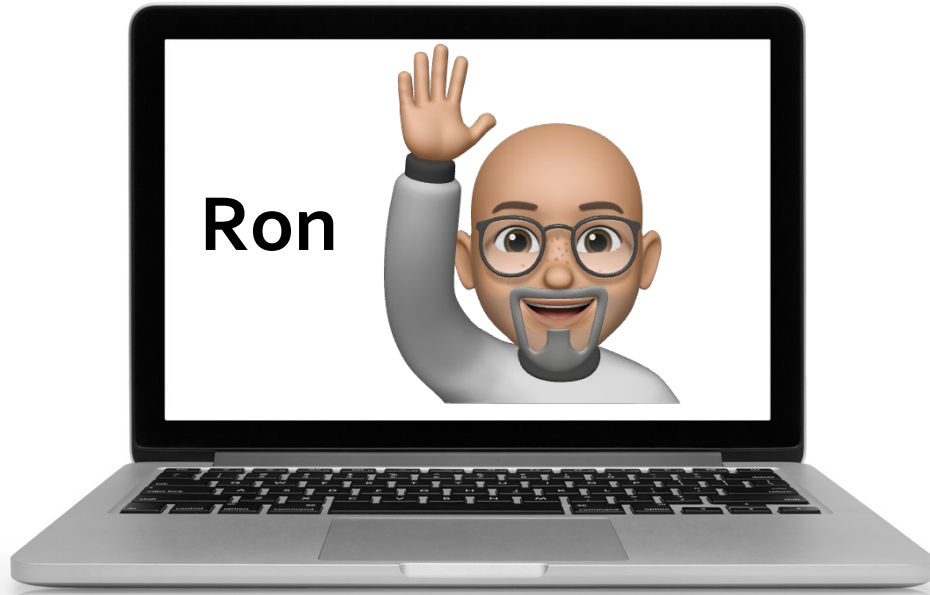# Business and Growth Models Along the Journey of Achieving Sustainability

Day Two of a Three-Part Series Covering Financials, Growth, & Leadership

Jeanette , Katherine, Russ, & Ron

Suggested Norms

- Think forward
- Check-in questions
- Add notes to documents
- Have fun

Ron

www.RonaldCWilliamsPHD.com

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Our Time Together

- Define sustainability

- Explore sustainability as a makerspace growth strategy

- Discuss "intentional change" and growth curve navigation

- Examine data-informed growth strategies

- Review data-related to sustainable growth from the 2019 NoM Survey

- Develop the growth segment of the sustainability scorecard for your space

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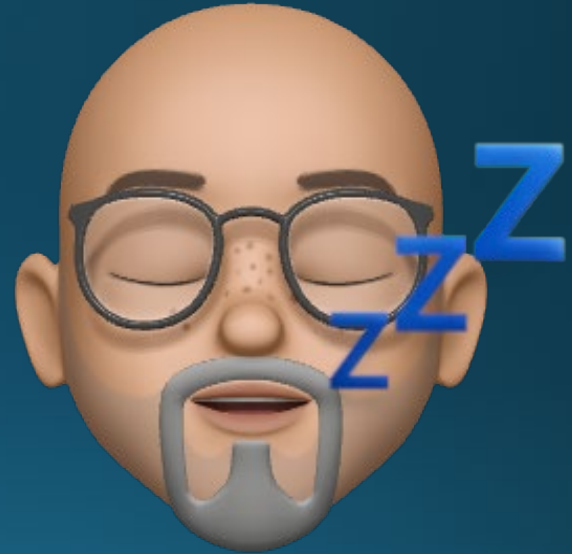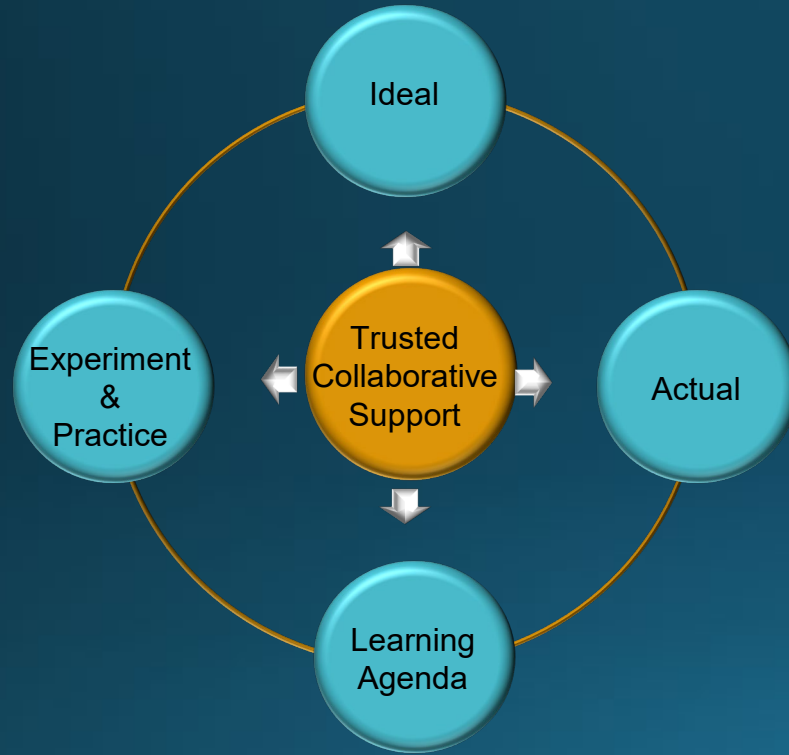
Sustainability

Sustainability is the set of objective actions that minimize negative environmental and social factors in the present to ensure adequate resources in the future.
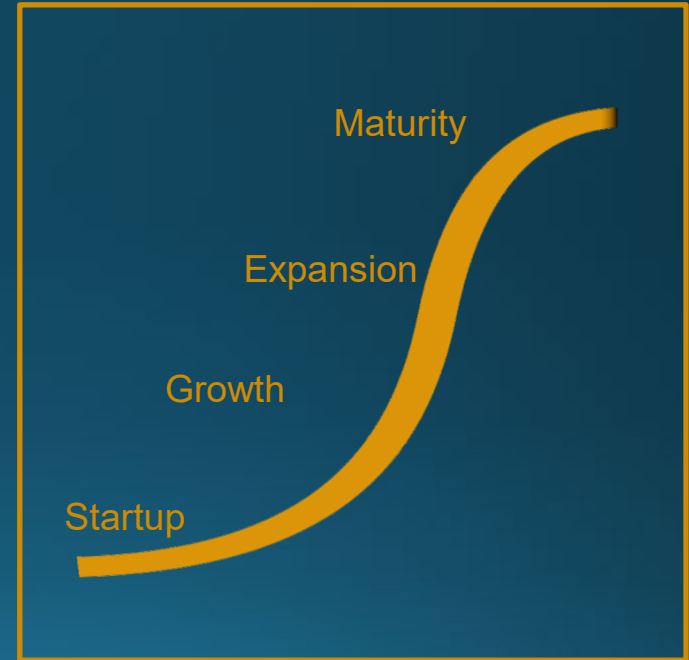
de Oliveira, E. W. M., de Sousa de Melo, M. F., de Campos Silva, W. L., & Polo, E. F. (2019). The Business of the Business Is Not Just the Business: Business Sustainability as Strategic Element. *Brazilian Journal of Management / Revista de Administração Da UFSM*, *12*(1), 41–53. https://doi-org.proxy-cs.researchport.umd.edu/10.5902/1983465917339

Intentional Change & Growth Curve Navigation

Boyatzis, R.E. (2006), "An overview of intentional change from a complexity perspective", Journal of Management Development, Vol. 25 No. 7, pp. 607-623.
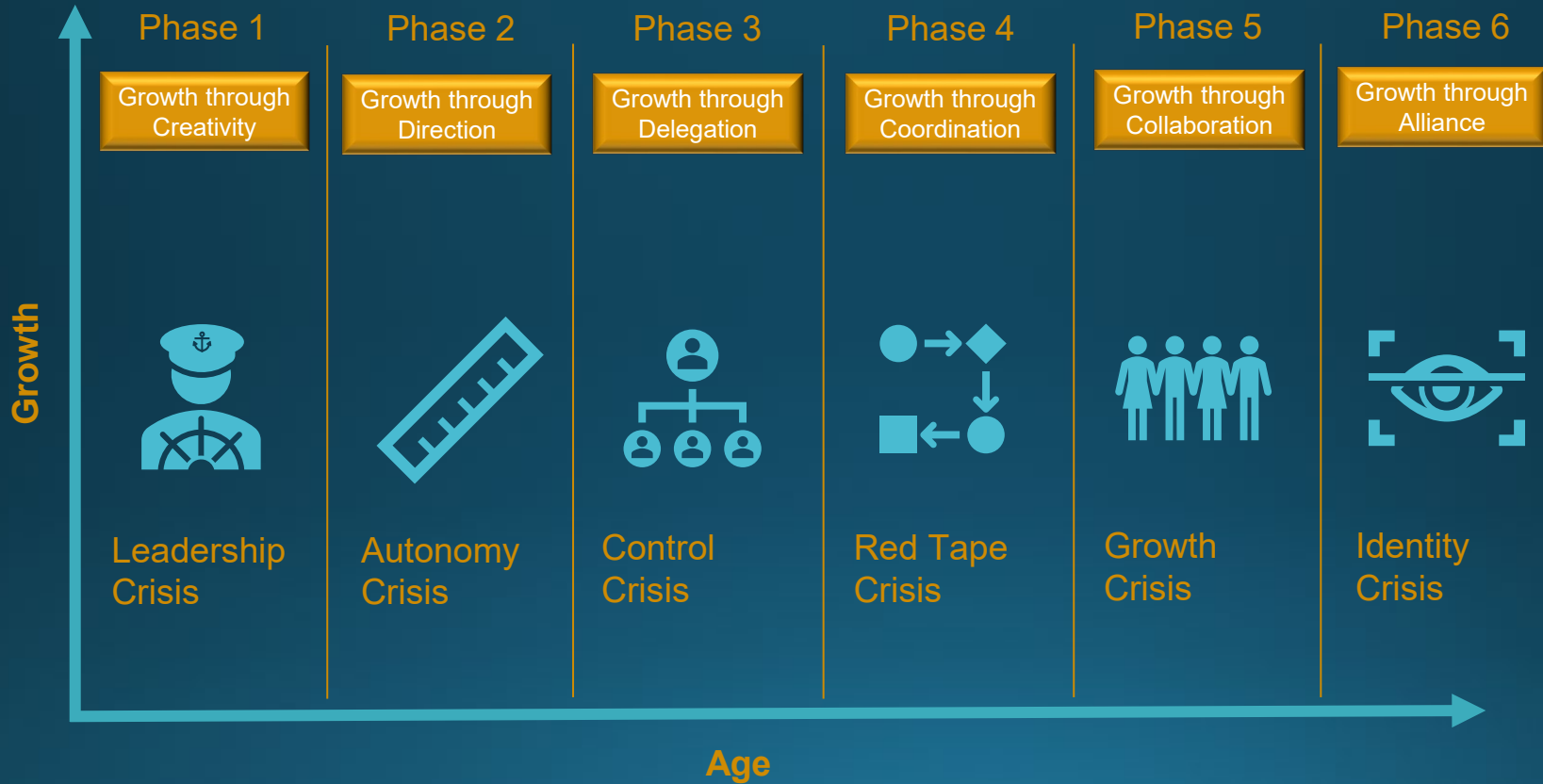
Threats to Sustainable Growth
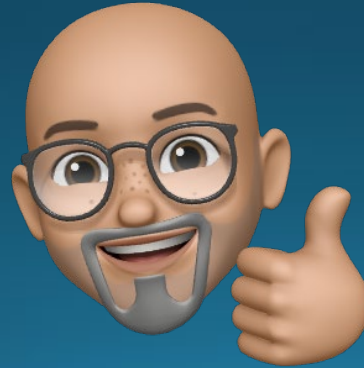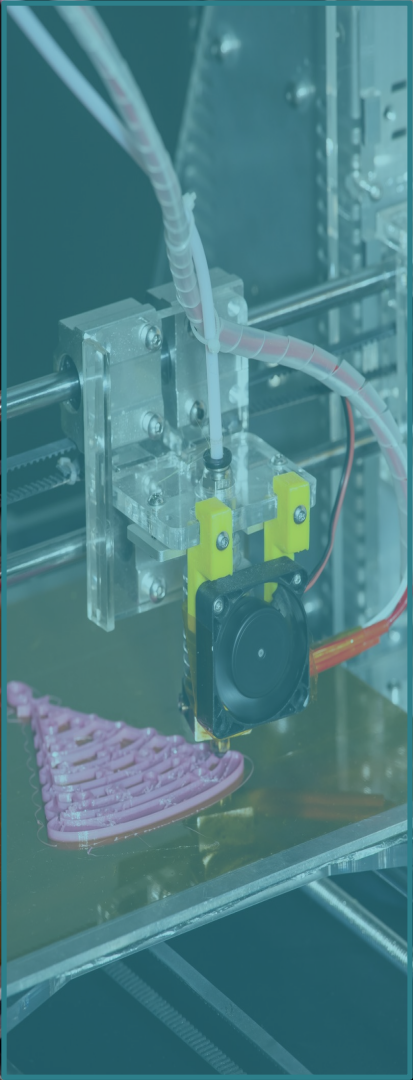
Growth (vertical axis)

Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Phase 6
Growth through Creativity	Growth through Direction	Growth through Delegation	Growth through Coordination	Growth through Collaboration	Growth through Alliance
Leadership Crisis	Autonomy Crisis	Control Crisis	Red Tape Crisis	Growth Crisis	Identity Crisis

Age (horizontal axis)

Evolution and Revolution as Organizations Grow" by Larry E. Greiner, May 1998.

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Makerspace Sustainability Scorecard

Growth

Objective	Measures	Target	Owner	Status	Notes

Leadership

Objective	Measures	Target	Owner	Status	Notes

Financial

Objective	Measures	Target	Owner	Status	Notes

Do People Report to you in your role as a leader?

|	Not Sure	No	1-5 people	6-10 people	11-20 people	20+ people
				Yes		
Independent For-Profit	2.4%	28.6%	26.2%	14.3%	9.5%	19.0%
Independent Non-Profit	5.1%	40.3%	27.8%	14.8%	6.3%	5.7%
All Other	1.1%	32.22%	27.78%	16.67%	12.22%	10.00%
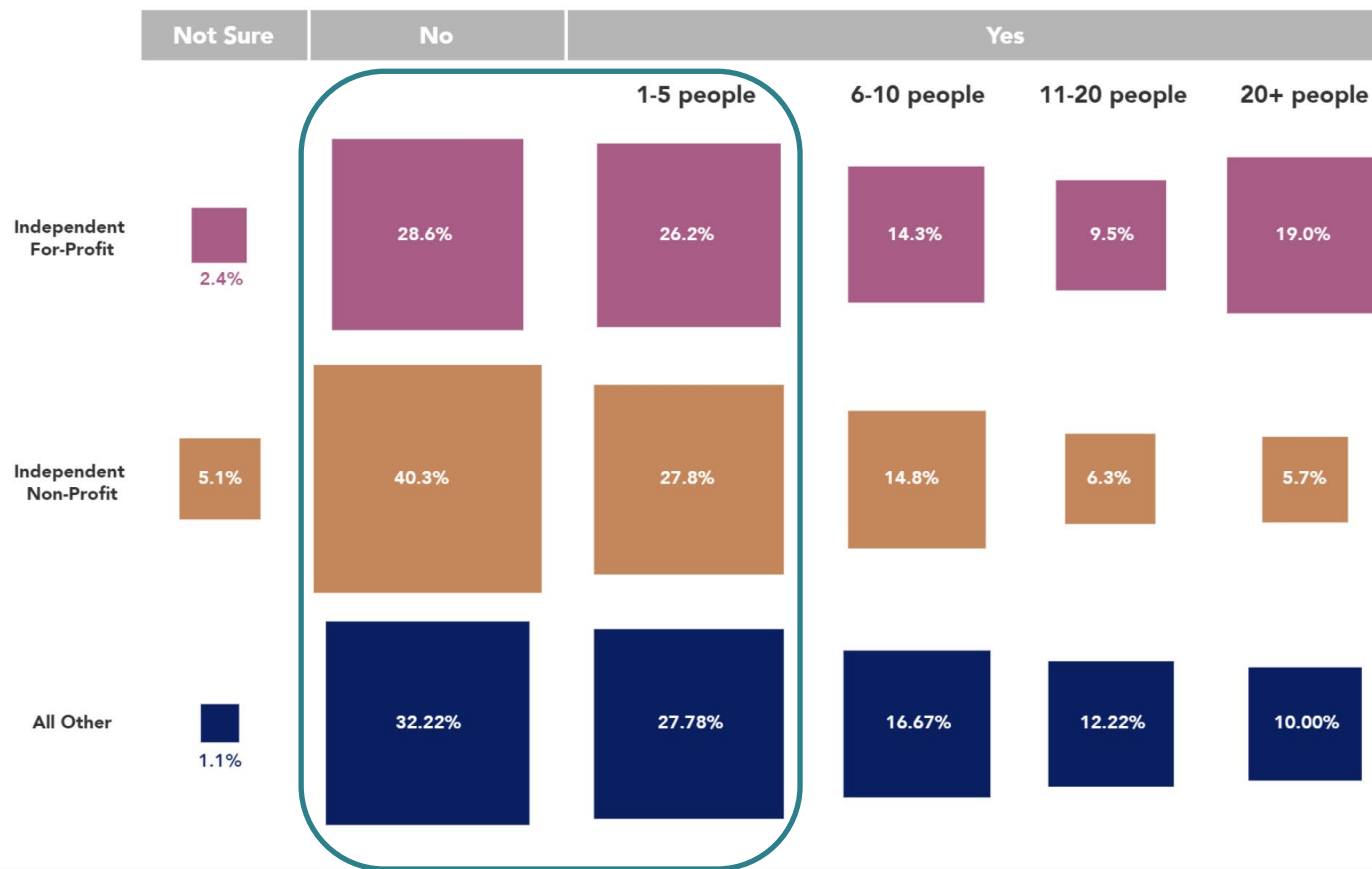
L00 Spacetype Grouped (color) and % of Total Number of Records (size) broken down by L22 Direct Reports vs. L00 Spacetype Grouped. The view is filtered on L22 Direct Reports, which excludes Null. Percents are based on each row of the table.

How often does your leadership team meet to discuss strategic planning?
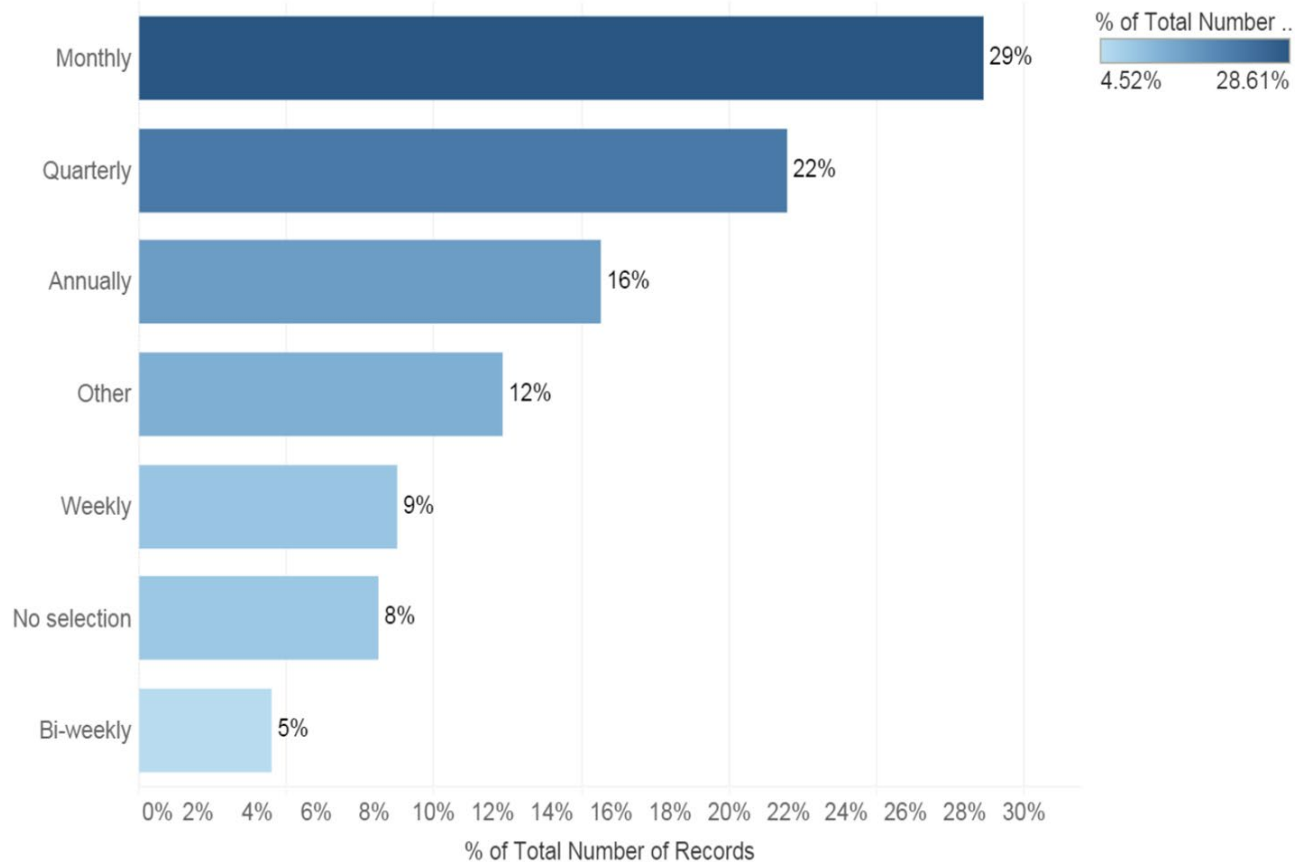
% of Total Number of Records for each L26a Leadership Meets Strategic. Color shows % of Total Number of Records.

If you could change one thing about your role in the makerspace, what would it be?
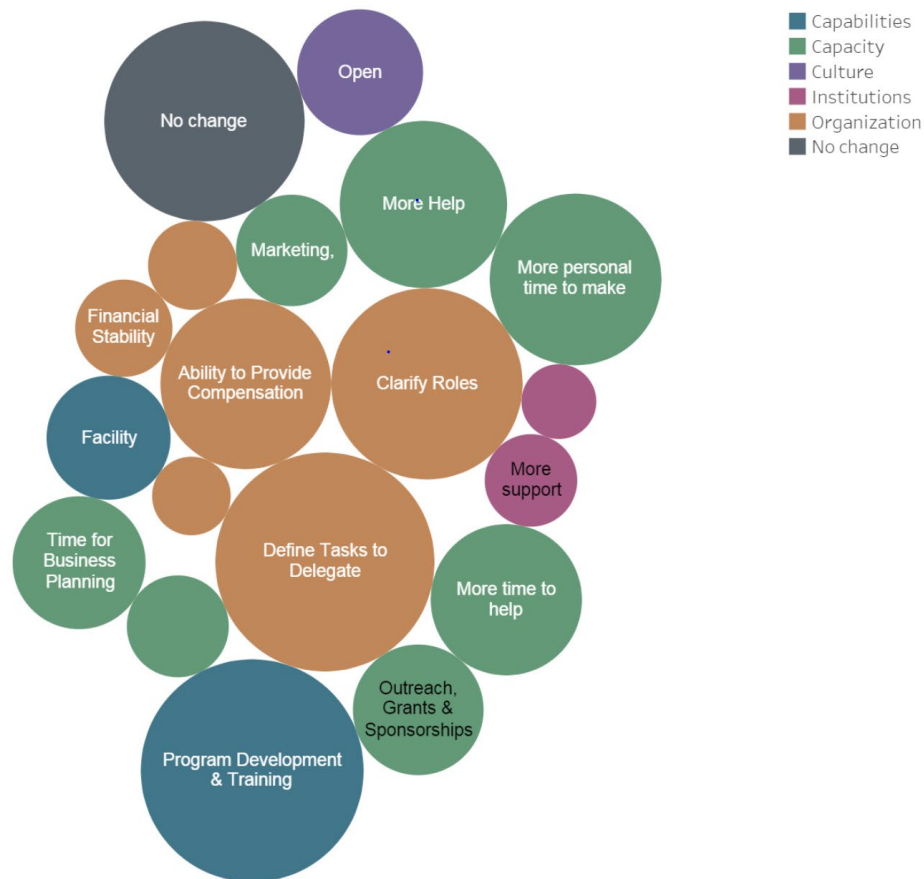

SubCategory (Option 2). Color shows details about Category (Option 2). Size shows % of Total Count of Records. The marks are labeled by SubCategory (Option 2). The view is filtered on SubCategory (Option 2), which excludes Null.

How often do you collaborate with other people **in** your makerspace on your projects?
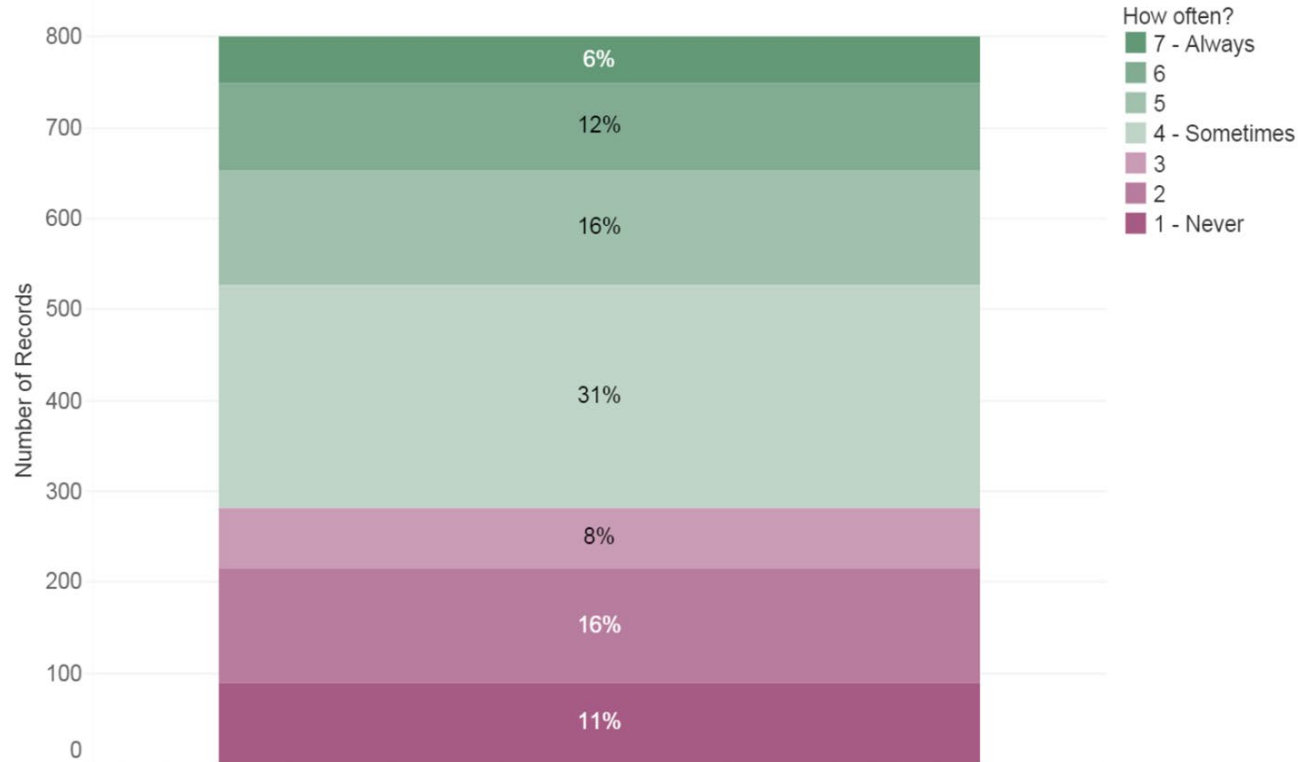
Sum of Number of Records. Color shows details about M23 Frequency Collab In Makerspace. The marks are labeled by % of Total Number of Records. The view is filtered on M23 Frequency Collab In Makerspace, which excludes NA.

How often do you collaborate with other people **outside** of the makerspace on your projects?
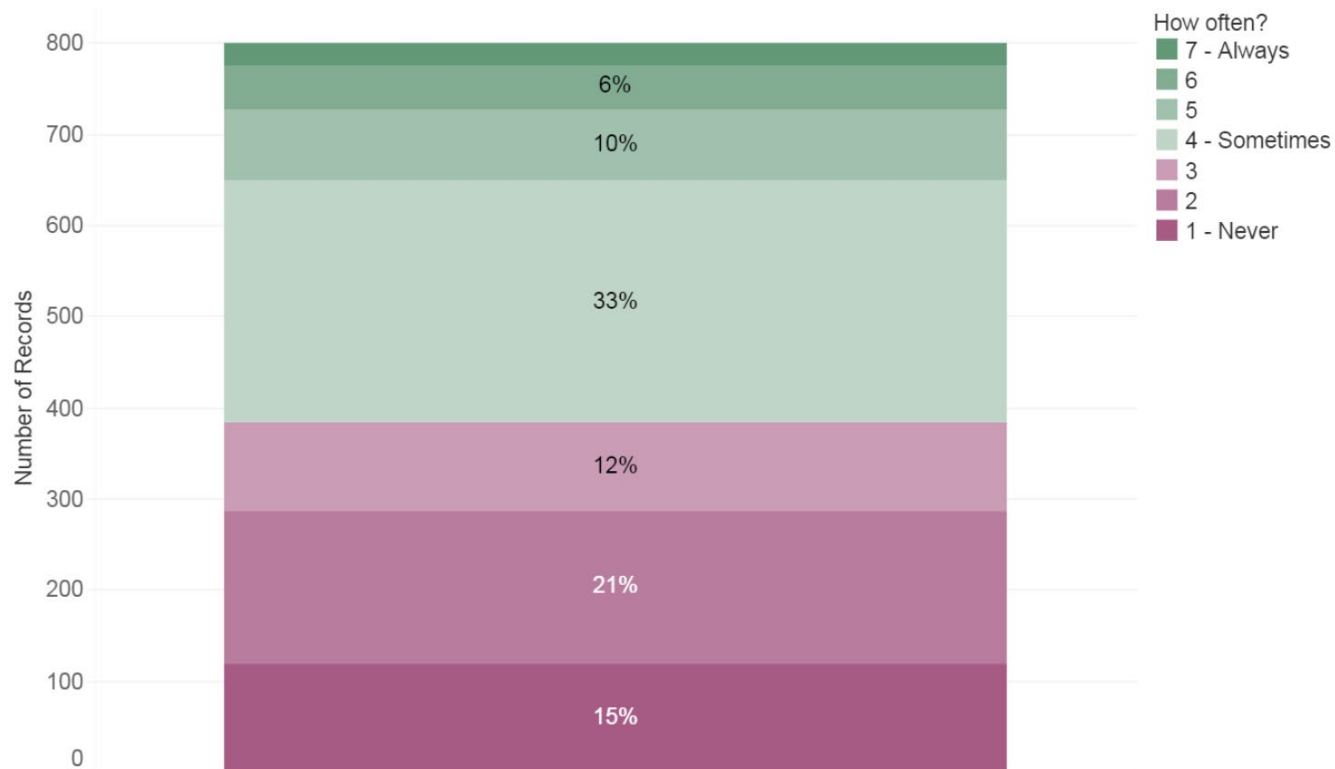
Sum of Number of Records. Color shows details about M24 Frequency Collab Outside Makerspace. The marks are labeled by % of Total Number of Records. The view is filtered on M24 Frequency Collab Outside Makerspace, which excludes NA.
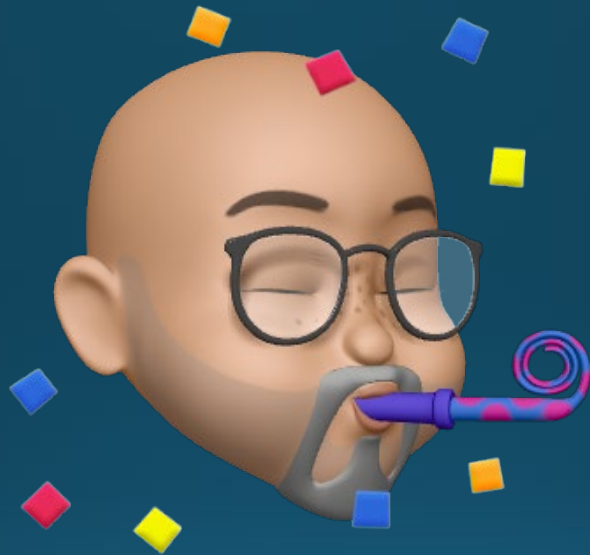
Makerspace Sustainability Scorecard

		Growth			
Objective	**Measures**	**Target**	**Owner**	**Status**	**Notes**
Increase Membership	Number of inquiries	130	Ron	Green	
	Score on Member Satisfaction Survey	80 very satisfied	Kathy	Red	
	Number of Customer Service Training Sessions	5	Russ	Yellow	
	% of visitor converted to members	20%	Jeanette	Green	
		Leadership			
		Financial			

Thank you!