I. LIMITS TO GROWTH are activities that deplete resources over long periods of time with no replenishing plans. An organization should plan for the things that will automatically decrease or stop the growth. If the organization does not recognize “limits to growth,” it will, ultimately, fail.

1. The city of College Station has grown in several areas including housing and retail shopping. The roads and other infrastructure systems cannot accommodate for the mass of people moving in. Eventually people will stop moving here due to over-crowding.

2. Branded food products like free range chicken eggs or other organic food cannot be produced fast enough to meet the needs of the consumers. Consumers find other products; do not purchase the free range chicken eggs or other organic food. Therefore, the original producers go out of business.

3. A university continues to recruit more students. There is not enough dorm space, parking, professors, classrooms, etc. Soon, students do not apply to that university.

4. The logging industry cuts trees continuously. They did not replant for the future. The logging industry did not have enough mature timber to support the industry and companies went out of business.

II. TRADEGY OF THE COMMONS occurs when people get individual benefits from a common resource. Everyone in the organization has access to a central supply system to obtain their office supplies. But when everyone starts to use the supply system, then it runs out of the materials.

1. The Welfare System in the United States was created to support those who were unable to work. After 3 generations of welfare support, more people apply for Welfare System than government taxes can support.

2. The price of chicken was extremely low and more crowds buy more chicken. Stores run out and prices rise.

3. At a local burger joint, food runs out when college students all try to buy food at 2:30am on Thursday nights.

4. Both the fuel industry and the cattle industry utilize corn as a resource. Eventually we will not be able to grow enough corn for both industries and prices will go up for both transportation and food.
III. ACCIDENTAL ADVERSARIES are groups who begin with the same goals and work well together to maximize their strengths. However, unintentionally, one group takes an action that the other group interprets as a hostile take-over. The two groups become “enemies.”

1. In an athletic team, 2 players compete for the same position. Teammates become adversaries on the court and even in their personal lives.

2. Churches work against each other to gain members even though their basic beliefs are fundamentally the same.

3. The government is stagnant because of the fighting between the Republican and Democratic political parties. No progress is made due to this “fighting” situation.

4. In a work environment, people go out of their way to intentionally fulfill someone else’s duty. All productivity is diminished because one employee is doing too much and the other is doing nothing.

IV. FIXES THAT BACKFIRE are short term fixes for long term problems. Leaders fix the immediate problem and do not consider the results that affect the other parts of the whole organization.

1. Sport related injuries may be treated with pain killers rather than take a longer time to actually repair the injury.

2. A car owner has a tire blow out. The owner purchases a used tire rather than a new one. The used tire only lasts a short time. In the long run, the used tire costs more because of the time involved in more flat tires, repair, loss of transportation, etc.

3. A city uses cheap materials to repair roads. The roads get damaged year after year…. The cheap materials are only a temporary repair.

4. A plumber capped a shower leak. After one hour, the pipe exploded and the whole room was flooded.

V. SHIFTING THE BURDEN occurs when an organization solves a big problem by patching the symptom. The burden of the situation is shifted from the fundamental problem to a simple and obvious solution.

1. A collegiate football team season record was 7-4. The head coach was blamed and replaced by a new coach. The new coach was not able to produce an improved winning record. The blame was shifted to the coach when the win/loss record may have occurred due to another problem.

2. A student fails a class and blames the professor. The student fails the same class when taught by a different professor.

3. A university president was fired because of misappropriation of funds. The funds were actually used unethically prior to that president’s appointment.

4. Siblings and roommates blame each other for actions when the real cause is not explored.