

**Adizes®**

Adizes Graduate School

In Cooperation with:

**ADMINISTRATIONAL  
DETAILS:**

The training is organized  
by Adizes Graduate  
School (AGS)

**THE TRAINING WILL  
TAKE PLACE:**

In Surmeli Istanbul Hotel  
(Istanbul, Turkey).

**TRAINING FEE:**

670 EUR for BMDA,  
CEEMAN and RABE  
members\*

950 EUR for the other  
members of Academic  
community\*

\*Fee includes 3 days  
training materials,  
lunches and coffee  
breaks. FEE does not  
include travel and  
accommodation.

**REGISTRATION:**

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Phone: +370 686 26942

**MORE INFORMATION  
ON ADIZES  
METHODOLOGY:**

[www.adizes.com](http://www.adizes.com)



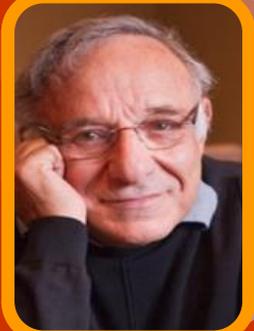
**“ADIZES THEORY AND PRACTICE  
FOR THE BEST BUSINESS SCHOOLS”**

INTERACTIVE TRAINING FOR ACADEMIC STAFF OF THE BEST  
BUSINESS SCHOOLS FROM AROUND THE WORLD

**Training dates and location: November 7-9, 2013**

**ISTANBUL, TURKEY**

**THE UNIQUE OPPORTUNITY  
TO BE TAUGHT BY THE  
FOUNDER OF THE  
METHODOLOGY  
DR. ICHAK ADIZES!**



**CHANGE AND LEADERSHIP THEORY**, tested  
during 40 years of successful implementation  
within various organizations & business  
companies all around the World!

The effective in achieving sustainable results and  
effective in using it—the **Adizes theory assuring  
the Organic Growth of any organization!**

**HOST  
INSTITUTION:**





**This interactive training presents** the cornerstones of the Adizes methodology, such as PAEI (organizational roles and managerial styles), the organizational Lifecycle concept, CAPI (Coalesced Authority, Power and Influence) and the power of mutual trust and respect.

These key knowledge points represent an opportunity how to take any organization to the next level, to have that enterprise, company or team perform at the highest levels in the marketplace.

**The methodology's fundamental principle** is that every organization, like any living organism, has a natural lifecycle which demonstrates predictable and repetitive patterns of behaviour as it grows and ages. At each new stage of its development, an organization is presented with a distinct set of challenges. How well or poorly these issues are addressed and changes made determine the ultimate success or failure.

**During these 3 days the professors and lecturers from various business schools will learn how to teach their students using Adizes methodology, enabling them to work in a team and be much more effective and efficient within their own organizations.**

**To reach these ends, the participants will be given tools in 3 main areas:**

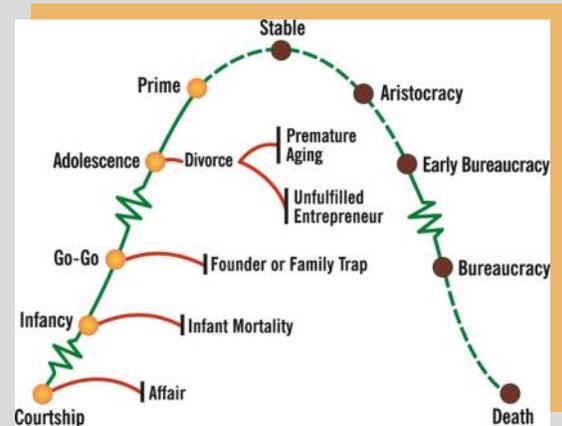
- Tools to diagnose any organization, including your own: identify and prioritize its problems and opportunities.
- Tools to create a highly effective decision making structure that deals with the prioritized problems and development issues.
- Tools to optimize implementation of the decisions while minimizing resistance and destructive conflict.



**The aim of using the Adizes tools and methodology is to drive commitment and accountability deep into the organization (rather than only in the hands of top management) while building a balance between organizational**

**Specifically the Adizes Methodology™ allows you to:**

- Predict future challenges and opportunities;
- Make change initiatives understood and supported by everyone in the organization who will carry them out;
- Implement critical changes with great speed and accuracy;
- Promote an atmosphere of mutual trust and respect where honest, open communication naturally surfaces;
- Avoid destructive conflict, actually turning it into a constructive force for positive change.



### **The format of the Training:**

The course will be delivered with a commonsense, practical approach to change and management. Individual concepts that are observed in everyday life will be clarified and layered into a logical model of human and organizational behavior. Practical tools for how entrepreneurs, managers, and agents of change can assure that the desired outcome is reached will be presented and discussed.

During the training the lecture, individual and group discussions, role plays, case studies based on real world examples as well as multimedia presentations will be used in order to facilitate learning. Short teaching videos produced to enhance understanding about the topics studied will be also watched.

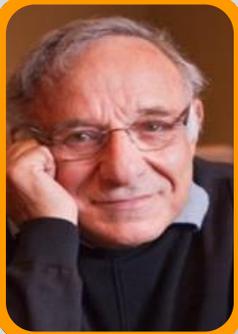
**The Graduates of the training will receive the Certificate of Attendance, issued by Adizes Graduate School (USA). They also will obtain the right to continue further learning of Adizes methodology in more depth level in the future.**



## WHAT PEOPLE SAY ABOUT ADIZES METHODOLOGY:

- "Adizes is the best kept secret in America. Discover him! The sooner you do, the better off you'll be." **Ken Blanchard, author of "The One-Minute Manager"**
- "Adizes should be taught in the first year in every university." **Dr. Katalin Varga, Director Hill Int., Budapest**
- "Adizes is one of the truly great innovators of our times. He cuts through pretentious management principles to get to the core of what it takes to bring about effective change in organizations." **Kirby Warren, Dean Emeritus, Columbia University School of Business**
- "... one of the most insightful, experienced and compelling educators of our time." **Stephen Covey, author of "The 7 Habits of Highly Effective People"**
- "Adizes methodology opened for me completely new, unexpected and very exciting approach how to manage changes. Once again I confirmed for myself the old rule – "everything that is genius is simple". Adizes methodology is easy understandable and due to that – very effective. One of the reasons is - it helps to understand the basic behaviour of individual and opens that behaviour for the natural development." **Professor, Hab. Dr. Albertas Skurvydas, Rector of Lithuanian Academy of Physical Education**
- "I am proud that I had initiated the first Russian language translation of Adizes book a decade ago. Now the biggest Russian companies, comprising Sberbank, use his methodology. What differs it from the majority of management theory? It works. And It works very well. It helps you to get quick and practical solutions of the majority of complicated problems you face while running your business". **Prof. Sergey Myasoedov, Vice-Rector, Academy of the Russian President; Dean, IBS-Moscow; President of the Russian Association of Business Education (RABE)**

## Dr. ICHAK ADIZES



**Dr. Ichak Adizes** (born October 22, 1937) is one of the world's leading experts on improving the performance of business and government through fundamental change. Over the past 40 years, he has worked with some of the largest organizations in the world, and consulted with many heads of state.

Ichak Kalderon Adizes, PhD, is widely acknowledged as one of the world's leading management experts. Over the course of more than 40 years, he has developed and refined a proprietary methodology that enables corporations, governments, and complex organizations to accomplish exceptional results and manage accelerated change without destructive conflicts. Leadership Excellence Journal named him one of the Top 30 Thought Leaders in the United States, and Executive Excellence Journal put him on their list of the Top 30 Consultants in America.

Dr. Adizes has served as a tenured faculty member at UCLA; was a visiting professor at Stanford, Tel Aviv and Hebrew Universities; and taught at the Columbia University Executive Program. He also served as the CEO/Founder of the Adizes Graduate School for the Study of Leadership and Change, and is currently an academic advisor to the Graduate School of Management of the Academy of National Economy of the Russian Federation.

Dr. Adizes is founder and president of the Adizes Institute, based in Santa Barbara, California, an international consulting company that applies the Adizes Methodology for clients in the public and private sectors. In 2011, the Leadership Excellence Journal ranked the Adizes Institute as one of the top ten consulting organizations in the United States. In 2012, the Adizes Institute was ranked #10 in the Large Consulting Groups category of the 2012 Leadership 500 by Leadership Excellence.

In addition to consulting to prime ministers and cabinet-level officers throughout the world, Dr. Adizes has worked with a wide variety of companies ranging from startups to members of the Fortune 50. He lectures in four languages, and has appeared before well over 100,000 executives in more than 50 countries. He has written more than 14 books that have been published in over 24 languages. His book, Corporate Lifecycles: How Organizations Grow and Die and What to Do About It (subsequently revised, expanded and republished as Managing Corporate Lifecycles) was named one of the Ten Best Business Books by Library Journal.

Dr. Adizes lives in Santa Barbara, California, with his family. In his leisure time, he enjoys folk dancing, playing the accordion, and practicing meditation.

## FACULTY OF THE TRAINING:

- **Dr. Ichak Adizes, CEO and Founder of Adizes Institute and Adizes Graduate School (USA)**
- **Dr. Virginijus Kundrotas, Dean of Adizes Graduate School (USA), Vice-President of Adizes Institute for West Europe and Baltics (Lithuania)**
- **Dr. Nir Ben Lavi, Certified Adizes Associate and Managing Director of Adizes Institute (Israel)**

## ADIZES GRADUATE SCHOOL FOR THE STUDY OF LEADERSHIP AND CHANGE:

**Adizes Graduate School (AGS)** – is private Higher education Institution, located in Santa Barbara, California (USA) and offering Master and Doctoral (PhD and Clinical Doctorate) degree programs as well as Executive courses and programs for corporate world and academic society. AGS offers unique, flexible, interdisciplinary degree programs with a focus on understanding and managing change and transformation. Programs provide an opportunity for integral study in terms of change management, sustainability, complexity, leadership, organizational management and managing change in complex systems.

The online and on-ground programs attract consulting professionals, change agents and leaders in the profit and nonprofit sectors interested in sustainability and cross-disciplinary applications, including core courses in Adizes methodology and Spiral Dynamics. Transformational change management methods are intended for use on many levels - with individuals, organizations, and society.

## HOST INSTITUTION - SABANCI UNIVERSITY (ISTANBUL, TURKEY):



**Sabanci University is a private, independent young university with a state of the art campus spread over 1,260,000 m2 and located 40 km from Istanbul's city center.**

The University aspires to develop competent and confident individuals, capable of independent and critical reflection, who possess a strong sense of social responsibility. This mission is reflected throughout the entire University, from its interdisciplinary academic programs, its state-of-the-art technology and infrastructure and its research and development projects in industry. Students at Sabanci University have the privilege and freedom to design their own



undergraduate programs by choosing courses among a wide range of course pools and with the support of the University Counseling system.

At Sabanci University, academic activities operate within the framework of three programs: the Faculty of Engineering and Natural Sciences (FENS), the Faculty of Arts and Social Sciences (FASS) and the Faculty of Management (FMAN). The undergraduate degree programs are built around a blend of disciplines, which leverage new, scientific developments and equip students with a wide diversity of mental tools and skills needed to deal with the increasingly complex, interactive and fast-flowing environment that characterizes today's world. Graduate programs, on the other hand, are designed to prepare students for career-specific fields and/or research.

Sabanci University has fostered an environment conducive to research. It has the distinction of being the first university in Turkey accepted for membership in the European Foundation for Quality Management (EFQM). The majority of full-time faculty members have received their Ph.D. degrees overseas and a large number of them have joined Sabanci University from careers outside Turkey in higher education, research institutions, international NGOs and industry.

The University's distinguished international faculty comes from a broad spectrum of the nations of the world, including Australia, Austria, Bosnia, Bulgaria, Canada, England, Belgium, Denmark, France, Germany, Luxemburg, Poland, Russia, Sweden, and the United States of America.

### EXECUTIVE DEVELOPMENT UNIT:

As an integral part of the management education at Sabanci University, Executive Development Unit (EDU) offers professionals the privilege of being in close proximity to the scientific world on one hand, and provides executive education focused on managerial practice on the other. EDU, as the interface with the Turkish Business World, aims to bring accumulated knowledge to the service of the managers and businesses in Turkey.

EDU is committed to excel by building upon the expertise of Sabanci University's core faculty, and national and international affiliations with network faculty and some well-recognized executives and consultants. In addition to approaches and theories arising from scientific researches taken as the basis in design and practice stages, EDU programs are designed with the support from managers and executives in the market so as to integrate theory to managerial practice.

Equally important, in the collaborative design and implementation of the programs, EDU aims to combine a strong theoretical foundation with genuine concern and engagement with the issues of the world of management practice. EDU proceeds to its mission

by offering value to the business world with its programs focusing on "Strategy", "Management & Leadership" "Change", "Inovation" issues that are crucial for the executives.

EDU programs that aim to contribute to managerial and organizational development may be one of the following kinds: Open Enrollment Seminars, Modular Programs, Conferences, and Executive Clubs. These programs may also be designed aiming at specific needs of managers, organizations and industries. Such customized and/or in-house programs focus on and/or cater for the particular objectives of the client organization, group of professionals or industries via seminars and relatively longer-term modular programs.

EDU serves at the Sabanci University Campus with executive training facilities including a hotel and training halls, models of which are available in the best manager development centers worldwide, and which are designed for the purpose of meeting all equirements of the executives in a comfortable and peaceful training environment.

### THE TRAINING IS ORGANIZED IN COOPERATION WITH 3 ASSOCIATIONS:



The Baltic Management Development Association (BMDA) was founded at the end of 2002. From the very beginning, the Association started to induce the quality of management development in the Baltic region and beyond through promoting research, offering educational services and networking opportunities for management development institutions and business enterprises. Bridging East and West – became the main motto of BMDA. By establishing a virtual bridge between the East and West Management schools, especially taking into account enriching nature of collaboration of different scientific cultures, BMDA provides a unique opportunity for its members to share the experience of transformation, rapid growth and managing organizations for stabilization, that is the main feature of the New EU Member states including Baltic Countries economy and management challenges. The focus on Baltic region management development is also well kept.

BMDA currently unites more than 65 members from 23 countries – Austria, Belgium, Croatia, Denmark, Estonia, Finland, France, Georgia, Germany, Italy, Latvia, Lithuania, the Netherlands, Malaysia, Norway, Poland, Russia, Slovenia, Sweden, United Kingdom, Ukraine, Republic of Kazakhstan, and USA.



CEEMAN is an international management development association established in 1993 with the aim of accelerating the growth in quality of management development in Central and Eastern Europe. Now it is a global network of management development institutions interested in quality of education and innovations in this field, as well as in the broad area of subjects related to change, with more than 210 institutional and individual members from over 50 countries in Europe, North America, Latin America, Africa, and Asia.



The Russian Association of Business Education (RABE) was established in 1990 to create "an effective system of business education in Russia that will provide home consumers with up-to-date means and resources for professional workforce training." RABE's programs include: an annual conference; public certification and assessment of member institutions; training and study abroad programs for business people and professors; and the development of long-term training programs and refresher courses for business education teachers. It is composed of over 50 business schools and commercial centers. Membership in RABE is open to state and commercial enterprises.