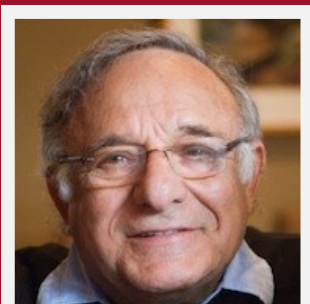




How to successfully make changes in your Company?

APRIL 20-22, 2015, TIROL, AUSTRIA

**THE ADIZES SEMINAR FOR OWNERS,
CEOs AND TOP MANAGERS**



Dr. Ichak Kalderon Adizes



Dr. Virginijus Kundrotas



Kjetil Sandermoen



Dr. Yuri Danilevskiy



Dr. Ichak Kalderon Adizes

Founder & President

Over the course of more than 40 years, Dr. Ichak Kalderon Adizes has developed and refined a proprietary methodology that bears his name. The Adizes Methodology enables corporations, governments, and complex organizations to achieve 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. In recognition of his contributions to management theory and practice, Dr. Adizes has received 17 honorary doctorates from Universities in ten countries. He is honorary Chancellor of the University of Fredericton, Canada, received the 2010 Ellis Island Medal of Honor, holds the honorary rank of lieutenant colonel from the military and has been made an honorary citizen of two Eastern European countries. Dr. Adizes is a Fellow of the International Academy of Management and has served as a tenured faculty member at UCLA. 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. The Adizes Institute was ranked as one of the top ten consulting organizations in the United States by Leadership Excellence Journal. 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 17 books that have been published in 26 languages.

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Many companies, especially successful ones, are faced with opportunities coming from change. Change can come from the inside, such as when the company is growing, or when Management needs to evolve. Or change can come from the outside, such as new technologies, new competitors, economic crises and more. But continuous change makes adapting harder every day. How can you manage change in a way that it becomes integrated right into your Company DNA, allowing you to avoid the destructive conflicts that usually happen in disruptive times and stay ahead of the game?

SOME OF THE QUESTIONS THAT ARISE IN THIS CASE ARE:

- How do I recognize that something has to change in my company?
- What will make my company successful now and in the future? Is there any success formula?
- When do I know that a decision is good for my company?
- How can I recognize normal, abnormal and pathological problems in my company? What do I do about it?
- How do I transform my company in order to harness the power of change?
- What should be the sequence of change to maximize the benefit of it?

This seminar, **designed for company owners, CEOs and top managers**, will help participants understand the logic of organizational changes necessary to achieve and maintain success. It will also make you realize that change is permanent...and when there is no more change, it means that death is around the corner. Because of accelerated change, integrating change as it develops is a key capability your company needs to nourish and grow.

You will leave after these 3 days with the feeling that you have built your inner change strength and work on the change muscle of your company.



Dr. Virginijus Kundrotas

He is Doctor of Social Sciences (Education), Dean of Adizes Graduate School (USA), Managing Director of Adizes Institute Lithuania and Certified Adizes Associate for Organizational transformation and change. He is President of the Baltic Management Development Association (BMDA), Vice-president of International Association for Management Development in Dynamic Societies (CEEMAN); Member of Editorial Board of Baltic Journal of Management (UK), member of International Scientific Committee of the EDUNIVERSAL - Official selection of World Business Schools (France), Member of the Board of Trustees of Almaty Management University (Kazakhstan). He also serves as the Board member of Lithuanian Free Market Institute, VilNews on-line magazine and number of other institutions.

Dr. Virginijus Kundrotas is Founding President of ISM University of Management and Economics, Lithuania (first private HEI in the country) performed in this position from year of establishment in 1999 till 2008.

Virginijus Kundrotas delivers trainings and consults various organizations around the World on Change Management, Organizational transformation, Leadership, Business ethics and corporate responsibility. He also coaches managers of various business and non-profit organizations. His extensive practical experiences and practice of managing organizations as well as deep theoretical knowledge of various management methodologies and approaches, makes him easy understandable and very well accepted among CEOs and other managers within companies.

Dr. V. Kundrotas is visiting professor at number of Business Schools in France (Euromed Management), Czech Republic (Prague University of Economics), Latvia (BA Business School, Riga Technical University), Kazakhstan (Almaty Management University), Russia (IBS Moscow, Kazan Federal University, and Irkutsk University), etc.

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Seminar OBJECTIVES - To familiarize the participants with:

- A Methodology of planning and management structure of organizational changes;
- Principles of healthy organizational structure development;
- Methods of generating predictable, good decisions and ensuring their guaranteed implementation;
- Methods of forming a healthy corporate culture.

TARGET AUDIENCE:

Company owners, CEOs and top managers.

SEMINAR AGENDA:

Day 1

Why is there a feeling that something has to be changed and what to do about it?

Why does the company have to change, if all is going well?

The nature of changes and the modern world.

- **Corporate culture: Who needs it and why is it important? Leadership and integration.**
 - ◇ What makes a company successful? Learn the formula for success.
 - ◇ What role should the owner perform in his company?
 - ◇ How does one grow a healthy organization? The change management system.
 - ◇ What does an organization need to be well not only today, but in the future? The purpose, functions and roles of management.
- **Why won't the existing management model work in future? The inconsistency of management functions.**
- **Why don't managers want to work together? Managerial competencies.**
 - ◇ Where do bad managers come from? Who can and who cannot be a manager, and why there is no ideal manager.
 - ◇ Why do managers, who have to solve problems, frequently create problems for themselves? The nature of



Kjetil Sandermoen

He has been a practicing Adizes associate for over 20 years based in Scandinavia. One of only four Principle Associates, and one of only six who have been practicing continuously since the 1980's.

As such, Kjetil is an adviser to Adizes Graduate School Doctoral Committees as a subject area expert on Adizes methodology.

Short summary:

Academic and management consultant.

Worked globally with over a hundred companies big and small, in all kinds of industries and both in the private and public sector.

Broad international experience, worked in Norway, Sweden, Denmark, Finland, Germany, Holland, Belgium, France, UK, Turkey, China, Brazil, USA, Canada, Ukraine, and Spain.

Facilitated major change programmes in companies leading to vastly improved business performance.

Working with CEO's and senior management teams.

Founder and principal owner of the University of Fredericton, a fully designated Canadian degree-granting university.

Economist from Karlstad University, Sweden

Languages: Norwegian, Danish, Swedish, English and German

Borne in 1956, married, 2 children, citizen of Norway, live in Denmark.

Type of assignments:

Organizational structure/ re-structuring, Strategic development, Organizational Diagnostics, Change processes, Implementing improvement programs, Regional development (for municipalities and regions), Team integration, Mission development, Executive development programs, Guest lecturer and speaker.

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management conflicts and constructive resolution.

◇ How do we make ordinary people produce extraordinary results? Complementary commands and principles of their formation.

- **How do we ensure the predictable implementation of decisions? Sources of energy of management.**
- **Is my company developing right? The general laws of organization development.**
 - ◇ Why do people die and companies live? Theory of lifecycles (LC) of an organization.
 - ◇ Are the problems in my company unique? The rules of organizational behavior.
 - ◇ Doctor! ... Is it dangerous? Normal, abnormal and pathological problems at every stage of the LC.
 - ◇ Why is development slowing down? The causes and signs of premature aging of organizations.
 - ◇ How to address crises as a company ages. The normal and optimal way.
 - ◇ How to get out from Deadlock? The restoration of organizational health at different stages of the LC.
- **Does the owner need to change the style of his leadership? Leadership styles at every stage of the LC.**
- **What has to be changed – the players or their arrangement? The functionality of organizational structure at the different stages of the LC.**
- **How to successfully split the role of owner and manager and keep the leadership. Principles of organizational structure for the transition from entrepreneurship to professional management.**
- **We don't have to have diseases to be sick. Express diagnostics of your organization position on the LC.**

DAY 2

- **Sequence of changes. Where are we now?**
 - ◇ FIRST – the diagnostics. Practice in a group - mini Syndag (diagnostics) on an example provided by the company-participant.
- **HOW do we unite people for common purpose? Vision, Mission and Values.**
 - ◇ Why do we need to plan for the future? Vision: what we will be doing in 10 years.
 - ◇ How to keep your values in the company. Values and strategy.
 - ◇ Why don't standard missions work? Mission as part of unique strategy.
- Practice in a group - express case to develop a mission by the example of company-participant.



Dr. Yuri Danilevskiy

He graduated from the First Leningrad Medical Institute (now known as Saint-Petersburg State Medical University) where he did his residency in the field of Pulmonology. He also engaged in scientific research in the field of clinical immunology. Yuri has spent over 20 years working in major international pharmaceutical companies including Merck Sharp Dohme & Abbott. He started as a medical representative and finished as the director of various business units. While working in this field he gained extensive experience in sales and marketing and program management. His ability to bring his department to "Commercial Excellence," contributed to his organization's #1 worldwide ranking in sales and profit growth over several years. Yuri also helped develop multiple new products while working as part of an international new product development team within the organization. In partnership with international NGOs, such as Project HOPE and VishnevskayaRostropovich Foundation, Yuri worked in Russia and the CIS to develop and implement various humanitarian programs, protecting millions of children from Hepatitis B and A. As a project leader and business consultant on sales and marketing, Yuri has carried out multiple successful organizational transformation programs in various industries, helping his clients become more customer-oriented and successful. Yuri currently resides in Moscow, Russia. He works in both Russian and English.



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- How to ensure that the accepted strategy will be implemented? Mission cascading.

DAY 3

- **How to structure the company? The functionality of organizational structure.**
 - ◇ How to structure the company for new goals. For each mission – its own structure.
 - ◇ What comes first - the structure or strategy? The fundamentals of organization.
 - ◇ How do we set people on the right path? Managerial roles and styles in structure.
- **What to do if there is no "ideal" successor? Complementary administrative core.**
- **What breeds irresponsibility and organizational paralysis? When you need a matrix structure.**
- **How to support the transition from entrepreneurship to professional management? Structures of transition.**
- **HOW TO provide transparency in the company? Through the system: VISION - MISSION - STRUCTURE - REWARDS.**
 - ◇ How do we ensure people behave responsibly? Three structures: duties, powers and remuneration.
 - ◇ Why even professional managers do not perform their duties. Structure of authority.
 - ◇ How to monitor the effectiveness at all levels of organization? Monitoring the system of each manager's contribution in the overall result.
 - ◇ Why don't we need to motivate employees? How the system of demotivation works.
 - ◇ When does the reward system not work? Motivation at different stages of the LC.
 - ◇ How do we maximize employee engagement? Through the System: Vision - Mission - Structure - Remuneration.
- **HOW TO CREATE a change management system? Parallel structures.**
 - ◇ How to direct and control the development of a company? The structure of management changes.
 - ◇ How do we ensure that managers understand the tasks? Four imperatives of correct problem formulation.
 - ◇ How to get management to willingly make good decisions? The technology of group decisions.

PROGRAM OF THE VISIT:

April 19, Sunday

Arrival to Austria or Germany. The hotel is approx. 30 min drive by taxi from Innsbruck airport. Accommodation at the hotel. Welcome dinner from the owner of the hotel.

April 20, Monday

09:00 - 17:00 Training

17:30 - 19:30 Visit to Innsbruck

20:00 Dinner at the hotel

April 21, Tuesday

10.00 - 18.00 Training

20:00 Dinner at the hotel

April 22, Wednesday

10.00 - 18.00 Training and individual consultations.

19:00 Excursion and closing dinner with national music and songs in the castle Freundsberg (Schwaz city).

April 23, Thursday *(optional day to stay in the hotel)*

Departure day



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THE ORGANIZERS:

The training is organized by **Adizes Institute (USA)** and **Adizes Graduate School (USA)**

THE PRICE OF THE TRAINING (PER PERSON):

3700 EUR + VAT* (if participates 1 person form the company)

3200 EUR + VAT* (if participates 2 persons form the company)

2700 EUR + VAT* (if participates 3 persons form the company)

* If VAT is applicable it is added to the price

THE PRICE INCLUDES:

Training materials, accommodation, meals and coffee breaks during the training, dinners.

Additional expenses:

Flight tickets, transfers from/to the airport.

REGISTRATION AND INFORMATION:

Please contact Mrs. Goda Nevidauskiene, Project Manager of Adizes Institute Lithuania:

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email: goda@adizes.com

