



**Mastering Change:
Basic Conceptual Foundations of the Adizes Methodology**

**February 25 – 26, 2011 in Vilnius (in Lithuanian),
and
March 31 - April 2, 2011 in Vilnius (in English)**

Adizes Graduate School (USA) together with Adizes Institute (USA)

Invite **You**

to the 5 **day interactive training course**, where you will be introduced to the basic conceptual foundations of the **Adizes Methodology™**.

Course Content and Objectives

This course will provide a **general introduction to the conceptual foundations of the Adizes Methodology™**, covering such topics as "How to Solve the Mismanagement Crisis," "Mastering Change" and "Managing Corporate Lifecycles". Applications for every day problem solving and decision-making will be demonstrated and a framework for dissecting and addressing sources of conflict to make them constructive will be given. Additionally, participants will be introduced to the Adizes program for organizational transformation. The training will present the **cornerstones of the Adizes Methodology™**, such as CAPI (Coalesced Authority, Power and Influence), PAEI (managerial styles), the Lifecycle concept, and the power of mutual trust and respect.

Adizes Methodology™ lets You execute faster and more accurately

At the heart of the methodology is the fundamental principle that every organization—like any living organism—has a natural lifecycle, and it will exhibit predictable and repetitive patterns of behaviour as it grows and ages. At each new stage of its development, an organization is presented with a unique set of challenges.

How well or poorly these issues are addressed, and necessary changes made, determines the ultimate success or failure.



Age-appropriate solutions based on the Adizes Methodology are naturally more effective and a better fit than the canned “one-size-fits-all” ideas offered by most management consultants.

Specifically **Adizes Methodology™**:

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

Target Audience

Organizational consultants, life coaches and agents of change will all find the information delivered in this course of significant value and benefit.

University's lecturers, planning to start consulting activities or thinking to enrich their teaching courses by learning change implementation process would be able to benefit from the training as well.

CEOs of various organisations with solid managerial experiences will find answers how to lead their companies in more effective and efficient way.

Individuals new to the methodology as well as those with significant prior exposure will equally profit from this high level, wide-ranging perspective of the multiple subjects and applications that make up the **Adizes Methodology™**.



Course Rationale

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 behaviour. Two distinctively different outcomes, one desirable, one not, will become apparent. Practical tools for how managers and agents of change can assure that the desired outcome is reached will be presented and discussed.

The course will use lecturing, discussion, real world examples and multimedia presentations to facilitate learning.

Between first and second part of the training participants will work on practical case evaluation in order to deepen skills of **Adizes Methodology™**.

Intended Learning

Participants of this course will learn a proven Formula for Success and a recipe for how this formula can be implemented within any organization.

At the end of the course the graduates will receive a Certificate of Attendance and (after passing the exams) be able to continue their studies to be Adizes Synergetic consultants.

The Format of the Program

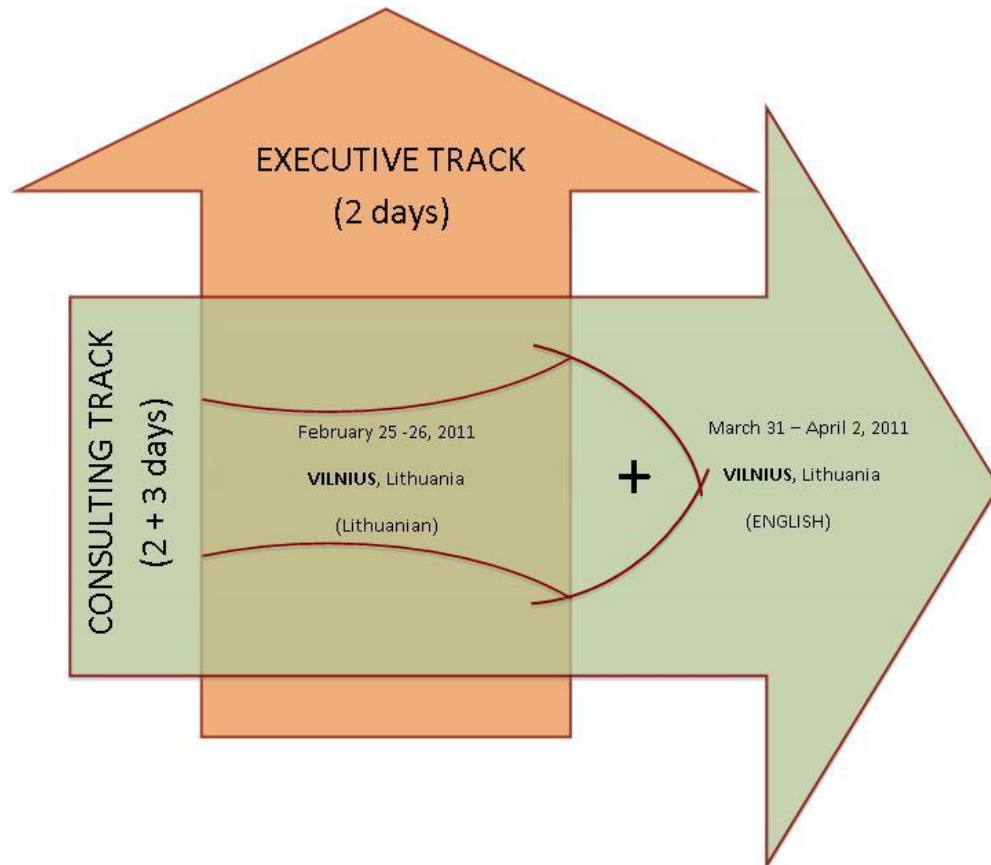
The program is built on short video lectures of Dr. Adizes, presentations of major aspects of the methodology delivered by **Adizes Associates**, case studies and practical exercises.

The program consists of 3 modules

- Mastering Change
- Roles and Styles of Management
- Corporate Lifecycles



Concept of the course



Model of Adizes trainings in the Baltic countries during 2011

Mastering change trainings consists of 5 days (2 days +3 days) program, where 2 days are design for a general introduction to the conceptual foundation of the Adizes Methodology and it is **mostly dedicated** for the **Executives** and **Managers of various organisations**. The whole 5 days program is dedicated towards **Consultants and Trainers**, who want to continue deep their knowledge and develop competences in Adizes methodology application and training. During the last 3 days of the seminar they will be able to analyse and apply Adizes methodology based on case studies and interactive group discussions.



About Adizes

Adizes is a worldwide consulting organization established by **Dr. Ichak Kalderon Adizes** serving clients who are involved in many diverse industries, and range in size from start-ups to members of the Global 100. At the heart of the organization is the Adizes Institute where research, licensing and training in the Adizes Methodology™ is conducted. The Adizes Methodology™ is a proprietary, structured system for accelerating organizational change that was developed by Dr. Adizes, and has been applied by the Licensees of the Adizes Institute since 1975.

Dr. Adizes has achieved world-wide recognition in three fields of management during his 40+ year career: from the 1960s he was recognized as a leader in the field of workers' participation in decision making (self-management, industrial democracy, cooperative management). In 1969 he established the first graduate program in the world in the field of Management of Performing Arts (opera, dance, theatre, music). From 1975 on he has developed the leading methodology for managing organizational change

Dr. Adizes is one of the world's leading experts on improving the performance of business and government by making fundamental changes without the chaos and destructive conflict that plague many efforts.

He is Academic Dean of the Adizes Graduate School for the study of Leadership and Change, which he established in 1994.

Adizes Management Training and Development Programs are designed to help leaders at all levels improve their ability to build and manage a team that is "right" for their situation. Training helps participants learn how to choose team players and create a climate in which all can grow and prosper. The important concepts of mutual respect, balance, flexibility, maturity and ability to harness conflict are all brought into play.





Tentative program

Mastering Change



Module 1

February 25 – 26, 2011

Day 1

10:00 - 11:30	The change cycle and how to thrive in a turbulent environment? How to manage change successfully? Making decisions and implementing decisions – democraship.
11:30 - 12:00	
12:00 - 13:30	How companies grow, age and die. Organisational lifecycles
13:30 – 14:30	Lunch
14:30 - 16:00	Functional approach to management.
16:00 - 16:30	
16:30 - 18:00	<i>PAEI</i> roles of management and conflict between them, Management and mismanagement styles

Day 2

09:00 - 10:30	What do you need to implement decisions well? Sources of managerial energy and <i>CAPI</i> Perception of Reality and Accelerating through the lifecycle, What is a problem and how is it solved?
10:30 - 11:00	
11:00 - 12:30	What's in Organizational Structure? Responsibility, authority, and awards The power of Mutual Trust & Respect.
12:30 – 13:30	Lunch
13:30 - 15:00	Adizes program for managing Accelerated Change. Organizational Therapy – Treating problems of organizations in different lifecycle stages
15:00 - 15:15	
15:15 - 17:00	Reviewing the tools for moving an organization into <i>Prime</i> and keeping it there



**Roles and Styles of Management
Module 2
March 31 –April 2, 2011**

Day 3, March 31st, 2011

10:00 - 11:20	Effectiveness & efficiency (P)roviding for the clients' expected needs (A)dministering
11:20 - 11:40	☕
11:40 - 13:00	(E)ntrepreneuring (I)ntegrating Incompatibility of PAEI roles
13:00 - 14:00	Lunch
14:00 - 15:20	Producer (Paei) The lone ranger (P---) Administrator (pAei) The Bureaucrat (-A--)
15:20 - 15:40	☕
15:40 - 17:00	Creative Contributor (paEi) Entrepreneur (PaEi) The Arsonist (--E-) Integrator (paeI) The Super Follower (---I) Deadwood (----) Sources of conflict from interests and different perceptions



Day 4, April 1st, 2011


10:00 - 11:20	The Ideal Executive (<i>PAEI</i>) Complementary teams Conflict of Styles
11:20 - 11:40	☕
11:40 - 13:00	How to deal with "P" dominant style. How to deal with "A" dominant style
13:00 - 14:00	Lunch
14:00 - 15:20	How to deal with "E" dominant style How to deal with "I" dominant style How to deal with several different styles simultaneously
15:20 - 15:40	☕
15:40 - 17:00	How to improve components of ("P"), ("A"), ("E") and ("I") styles Prescriptions needed for a good manager as a team member



**Corporate Lifecycles
Module 3
April 2, 2011**

Day 5, April 2nd, 2011

10:00 - 11:20	Lifecycle and the nature of the problems Normal and abnormal problems of different stages: Courtship, Infancy Normal and abnormal problems of different stages: Go-Go, Adolescence and Founder's Trap
11:20 - 11:40	☕
11:40 - 13:00	Normal and abnormal problems of different stages: Prime, Stability The signs of organizational aging Problems of aging companies: Aristocracy, Salem City, Bureaucracy and Death Predicting the lifecycle
13:00 - 14:00	Lunch
14:00 - 15:20	<i>PAEI</i> and Lifecycle <i>CAPI</i> over the Lifecycle

	<p>The causes of organizational aging Organizational therapy Treating Courtship, Infancy and Go-Go Getting out of the founder's or family trap</p>
15:20 - 15:40	
15:40 - 17:00	<p>Treating adolescence and remaining in prime How to treat the Aristocratic Organization, Salem City Treating Bureaucracies and Dead Organizations The optimal path Strategy, structure, reward system, staffing and managerial style over the lifecycle</p>



About Trainers

Virginijus Kundrotas

Virginijus Kundrotas is certified instructor in the Basic Conceptual Foundations of the Adizes Methodology and Vice- president for Europe of Adizes institute (USA) as well as Dean of Adizes Graduate School (USA).

He has over 20 years of managerial and teaching experience and is the Founding President of ISM University of management and Economics, Lithuania (first private University in the country) and performed in this position from 1999 till 2008.

Virginijus Kundrotas is President of the Baltic Management Development Association (BMDA), Vice-president of Central and East European Management Development Association (CEEMAN), etc.

He holds Doctor of Social Sciences (Education) degree from Kaunas University of technology.

Greg Mathers

Greg Mathers is a certified instructor in the Basic Conceptual Foundations of the Adizes Methodology and the founder and managing director accel Performance Consulting in Riga, Latvia. He is also a professor of management at Riga Business School teaching MBA courses in organizational behaviour, leadership, and managerial communications.

Greg has more than 15 years experience in corporate consulting and training with companies such Accenture, Johnson & Johnson, SEB, and Estonian Telephone. He got his start in international management nearly 20 years ago with the founding of the first of 4 companies.

Greg holds a BA degree in communications from the University of Nevada and an MBA degree from Riga Business School, Riga Technical University in association with the State University of New York at Buffalo and University of Ottawa in Canada.



Administrative details:

The course will be organised by Adizes Graduate School (California, USA) and Adizes Institute (USA)

The training will take place at:

25th – 26th February in Lithuania

31st March – 2nd April in Lithuania

Tuition fee:

Tuition fee for 5 days: 2400 LT + PVM

Registration

To register, candidates must fill contact information, and send it by e-mail to this address:

vikkmi@ism.lt

For more information about **trainings concept** please contact:

Dr. Virginijus Kundrotas

Dean of Adizes Graduate School

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For more information about **registration** and **administration questions** please contact:

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Registration form:

Name and Surname	
Full Name of Institution	
Position (and academic degree, if applicable)	
Telephone	
Fax	
E-mail	
Hotel Booking	Yes / No
Person(Institution),which recommended you to the course	