BIENVENIDOS
WELCOME
BIENVENUE
PLENARY SESSION 3:

Managing accelerating changes: how to succeed in fast changing environment?

Chairperson: Dr. Virginijus KUNDROTAS, Eduniversal ISC member – Eastern Europe, Dean of Adizes Graduate School, USA

Dr. Beatriz MERINO, Professor of Strategy and Leadership, CENTRUM Católica, Peru

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Managing accelerating changes: how to succeed in fast changing environment?

October 18, 2012

Moderator: Dr. Virginijus Kundrotas, Eduniversal ISC member – Eastern Europe, Dean of Adizes Graduate School, U.S.A.
change

opportunities
There are no opportunities without problems
change
\downarrow
opportunities/threats
\downarrow
management
The more the change –
the more...

... the problems!
and opportunities!

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When will we have no more problems?

When we are... DEAD!
Choices?

To Slow down the change...

or

To ignore the problems...

or

... Manage them better!
How to manage change successfully?
- Everything is a system
- All systems have a lifecycle
Stones
Stars
Butterflies
What happens to an old car?

What happens to an old person?

What happens to an old house?
Falling Apart!
Disintegration!
Change causes disintegration!
All systems are composed of subsystems
Subsystems do not change in synchronicity
All problems are a manifestation of DISINTEGRATION

Crime is a manifestation of social, political, economic and emotional Disintegration!
If all problems are caused by Disintegration, what is the Antidote?

Integration!
Change, but
KEEP IT TOGETHER!

Rather than
Keep it together by avoiding change!

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How to manage accelerated change

Without falling apart?
Organizational Lifecycles

What is going on?
It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change.

Charles Darwin
Lifecycle of an Organization

- Courtship
- Infancy
- Go-Go
- Adolescence
- Prime
- Stable
- Death
- Bureaucracy
- Early Bureaucracy
- Aristocracy
- Premature Aging
- Unfulfilled Entrepreneur
- Founder or Family Trap
- Infant Mortality
- Affair

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Goals over the Lifecycle

-**SALES & PROFITS**
  - Prime
  - Divorce
-**PROFITS**
  - Adolescence
-**SALES & MARKETSHARE**
  - Go-Go
-**CASH**
  - Infant
  - Infant Mortality
  - Courtship
  - Affair

**Stable**
- Protect the Gains
- ROI

**Premature Aging**
- Founder or Family Trap

**Unfulfilled Entrepreneur**

**Early Bureaucracy**

**PERSONAL SURVIVAL**
- Death

**EXTERNAL & INTERNAL POLITICS**

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How to Manage Organizational Lifecycle Transitions
SUCCESS = \( f \)  

\( \begin{cases} 
\text{External Integration} \\
\text{Opportunities} & \text{Capabilities} \\
\text{External "Marketing"} & \text{Internal "Marketing"} \\
\text{Lack of Mutual Trust} & \text{Lack of Mutual Respect} \\
\text{Internal Integration} & \\
\end{cases} \)  

Integrated Company
Thank you for your attention and good luck!