

Interview

**Shoham Adizes, Vice President, Adizes Institute**

Adam Smith Conferences presents an **innovative Master class “LEADERSHIP CHALLENGE. MASTERING CHANGE OR HOW TO SUCCEED IN THE NEW ECONOMIC LANDSCAPE”** (*March 16<sup>th</sup>, 2010, Kyiv, Intercontinental Hotel*).

The world-renowned expert on *Leadership and Organisational Change* **Shoham Adizes** will conduct this ground-breaking master class on **16<sup>th</sup> March** (Kyiv, Ukraine, Intercontinental Hotel). The Master class will equip participants with **tools to build fast growing and sustainable organisations that far outpace their competition!**

Today we would like to gain Shoham’s views on several very important issues and share them with our audience!

1. Following global changes in the world today, a lot of companies are transforming economically, technologically and socially. Top management in companies in different industries see interdepartmental sub systemic conflicts in their companies unravel and they realise that changes must be harnessed. Could you elaborate on how the master class on March 16<sup>th</sup> and Adizes methodology will help managers to learn how to approach this issue?

**The master class on March 16<sup>th</sup> will provide a detailed, in depth, yet simple explanation for why technological, economic and social changes cause organizations to unravel. By understanding the relationship between change and disintegration, the unravelling of organizations, we can better understand the role of management and what it needs to do in order to keep an organization together. This explanation will include a close look at the different sources of conflict and will provide a prescription for how those sources of conflict can be made constructive. By understanding the relationship between change and disintegration and by learning how to deal with the different sources of conflict we discover the secret to harnessing the power of change, mastering it.**

2. Why is Adizes methodology unique?

**The Adizes methodology is unique because it provides a holistic view of organizational transformation. Different methodologies attack the issue of how to change an organization from different angles.**

Psychologists and coaches try to change organizations by focusing on the behaviour of people. They use behavioral sciences such as behavior modeling and sensitivity training to change behavior and they believe that by changing behavior they will change the organization.

Mediators, moderators and facilitators try to change organizations by focusing on the managerial process. They believe that by changing the way people interact and make decisions they will be able to change the organization.

Some consultants try to change an organization by restructuring them, others focus on the mission and vision.

Each approach is valid, as people, process structure and mission and vision must all be addressed when transforming an organization. But what sets the Adizes methodology apart is that it is the only methodology that focuses on all four. The Adizes methodology understands the interdependency between these four pillars of organizational transformation and it provides the tools to deal with all of them, holistically, and in the right sequence.

3. Why is meaningful organisational change important?

Organizations must change because the world in which they operate is changing. Technologies change, the needs of the market change, the competitors change... everything changes. If an organization does not adapt to these changes they will be left behind, trying to sell horse whips in the age of the automobile.

As the rate of change increases it becomes more and more important for organizations to increase the speed at which they are able to change. In this day and age adaptation is no longer sufficient. More and more animals go extinct every year because they are unable to adapt fast enough. The same can be said about organizations, used to just adapting to their environment they are now finding it impossible to keep up. Unfortunately, in our rapidly changing world adapting to change is no longer sufficient. It is no longer sufficient because adaptation implies a reactive approach to change. Today's organizations need to be proactive. They need to predict the changes that they will face in the future and take action in the present to be ready for them. Making this transition from adaptation to pro-

action is precisely the purpose of the Adizes methodology. For more information on this subject please visit <http://www.adizes.com/blog/?p=54>.

4. Companies and actions of management are inevitably affected by the global economic crisis. Could you elaborate how Adizes Institute explains the nature of the recent (and may be still ongoing) crisis and its implications on the companies?

**“In a tornado even turkeys fly.” This is a common saying that is very relevant to today’s economic crisis.**

The economic boom years of this decade were a tornado and everyone got to fly. Even organizations that were poorly managed made substantial profits and became arrogant with their success. This made them complacent to change and thus even more poorly managed.

When the global crisis hit it marked the end of the tornado and soon all of the turkeys began to fall from the sky. At the Adizes Institute this was no surprise. We have been teaching this for over 30 years.

Also not surprising is the fact that most of our clients are thriving during this economic crisis. With competitors going under, the availability of raw materials, land, equipment and even people at greatly reduced prices, the world looks ripe for the taking. Our clients are consolidating market share and reinforcing their position as pillars in their industry.

Economic booms and busts are largely out of your control. Additionally, all of your competitors are subject to these same economic booms and busts. It is an even playing field. Thus you should not focus on the external environment, the tornado. You need to focus on who you are. Are you an eagle or are you a turkey. Does your organization actively pro-act to change or does it adapt to change?

Success comes from within. If you want to succeed, start by creating a healthy robust managerial culture that way no matter what external environment sends your way, no matter what the weather is like outside, you will be in a position of strength, ready to capitalize on opportunities rather than be crippled by problems.

5. The master class will be organised in the capital of Ukraine, Kyiv. A lot of managers from companies operating in Ukraine will be present. Ukraine is rapidly approaching an important date – last Round of National elections. The country is at the crossroads. The democratic institutions are young and fragile, emotions are high and opinions are plentiful. Surely, a lot of changes are coming to companies operating in similar conditions. Could you tell us how Adizes methodology can contribute to strengthening the competitiveness of companies at these turbulent times?

**Dealing with uncertainty is very difficult. How can we pro-act to the coming change if we cannot predict it? In times of great change we must not only pro-act to change but we must also increase the rate in which the organization is able to implement change.**

**If we do not know what the market will look like in 6 months, due to uncertainty, we are probably not the only ones. After all, isn't our competition also subject to the same uncertainty? Once again, success comes from within. Rather than focus on the external uncertainty we should focus on creating and nurturing a managerial culture that will allow for the rapid implementation of change. This way when the future becomes clear, when the uncertainty is removed, we will be able to deal with our new environment faster than the competition, giving us the upper hand.**

6. You have an experience of visiting Ukraine and working with Ukrainian companies. What is it like for you?

**Ukraine is a wonderful country. Full of smart, willing and hard working people we have high hopes for its future. We have been delighted with the success of the few Ukrainian clients we have had the pleasure of working with and while Adizes is still new to the Ukraine, we are excited with the reception we have received. We are working hard to increase our capacity to deliver Adizes products and services and believe that we can make a contribution to the future economic success of this great nation.**

Shoham, thank you very much for taking the time to talk to us! We are looking forward to meeting you in Kyiv on March 16<sup>th</sup> and wishing every success to your organisation!