

Session 1

Changing Organizations – Why Fail?

Changing Organizations – Why Fail?

- **Change accompanies**

- 1. Pain**

Changing Organizations – Why Fail?

- **Change accompanies**

1. Pain

2. Risk

Changing Organizations – Why Fail?

- **Change accompanies**

1. Pain

2. Risk

- 3. Resistance**

(those who should lead get the most severe penalty)

Changing Organizations – Why Fail?

- **Change accompanies**

1. **Pain**

2. **Risk**

3. **Resistance**

(those who should lead get the most severe penalty)

4. **Ignorance**

Changing Organizations – Why Fail?

- **Change accompanies**

1. **Pain**

2. **Risk**

3. **Resistance**

(those who should lead get the most severe penalty)

4. **Ignorance**

5. **Uncertainty**

Changing Organizations – Why Fail?

- **Kotter + Lee**

- 1. Sense of Emergency**

Changing Organizations – Why Fail?

- **Kotter + Lee**

1. **Sense of Emergency**

2. **Weak Coalition**

Changing Organizations – Why Fail?

- **Kotter + Lee**

1. **Sense of Emergency**

2. **Weak Coalition**

3. **Lack of Vision**

Changing Organizations – Why Fail?

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4. **Insufficient Communication**

Changing Organizations – Why Fail?

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4. **Insufficient Communication**

5. **Obstacles Left Untouched**

Changing Organizations – Why Fail?

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- 2. Weak Coalition**
- 3. Lack of Vision**
- 4. Insufficient Communication**
- 5. Obstacle Left Untouched**
- 6. No Short-Term Wins**

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- 5. Obstacle Left Untouched**
- 6. No Short-Term Wins**
- 7. Early Champagne**

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- 7. Early Champagne**
- 8. No Anchor**

Changing Organizations – Why Fail?

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- 1. Sense of Emergency**
- 2. Weak Coalition**
- 3. Lack of Vision**
- 4. Insufficient Communication**
- 5. Obstacles Left Untouched**
- 6. No Short-Term Wins**
- 7. Early Champagne**
- 8. No Anchor**
- 9. Cyclic Revision**

Changing Organizations – Why Fail?

1. Sense of Emergency

National Crisis Vs. Personal Crisis

Changing Organizations – Why Fail?

1. Sense of Emergency

National Crisis Vs. Personal Crisis

Corporate Crisis Vs. Personal Crisis

Changing Organizations – Why Fail?

1. Sense of Emergency

National Crisis Vs. Personal Crisis

Corporate Crisis Vs. Personal Crisis

Family Crisis Vs. Personal Crisis

Changing Organizations – Why Fail?

1. Sense of Emergency

National Crisis Vs. Personal Crisis

Corporate Crisis Vs. Personal Crisis

Family Crisis Vs. Personal Crisis

SNU Crisis Vs. Personal Crisis

Changing Organizations – Why Fail?

1. Sense of Emergency

National Crisis Vs. Personal Crisis

Corporate Crisis Vs. Personal Crisis

Family Crisis Vs. Personal Crisis

SNU Crisis Vs. Personal Crisis

ex) eleven dills in front of dashing train

Changing Organizations – Why Fail?

2. Weak Coalition

Who does what Vs. My Load

Changing Organizations – Why Fail?

2. Weak Coalition

Who does what Vs. My Load

Additional Load Vs. Current Assignment

Changing Organizations – Why Fail?

2. Weak Coalition

Who does what Vs. My Load

Additional Load Vs. Current Assignment

The usual approach by the gov/mgt/univ

– Special Committee ??

Ad hoc. Committee ??

Task Force Team ??

Changing Organizations – Why Fail?

2. Weak Coalition

Typical Failure – “CEO is a Supporter !”

Changing Organizations – Why Fail?

2. Weak Coalition

Typical Failure – “The CEO is a mere supporter !”

Coalition

Changing Organizations – Why Fail?

2. Weak Coalition

Typical Failure – “The CEO is a mere supporter !”

Coalition

Symptom of failure committee – back burner job

: “I am busy with ~”

Changing Organizations – Why Fail?

2. Weak Coalition

Typical Failure – “The CEO is a mere supporter !”

Coalition

Symptom of failure committee – back burner job

: “I am busy with ~”

Symptom of success

: “This works better, or else ~”

Changing Organizations – Why Fail?

2. Weak Coalition

Typical Failure – “The CEO is a mere supporter !”

Coalition

Symptom of failure committee – back burner job

: “I am busy with ~”

Symptom of success : “It better works, or else ~”

**Worst-case study of domestic major firms
- the “MGT Innovation Division”**

Head of Div. – Not CEO, but he is busy

- Production? Marketing? Finance? : they are busy too

- “MGT Innovation Drive”, “Slogan”, “Placard”

Changing Organizations – Why Fail?

3. Lack of Vision

- **Necessary and Sufficient Conditions**

Changing Organizations – Why Fail?

3. Lack of Vision

- Necessary and Sufficient Conditions

1. Negative Aspect

Changing Organizations – Why Fail?

3. Lack of Vision

- Necessary and Sufficient Conditions

1. Negative Aspect

2. If we fail ~

Changing Organizations – Why Fail?

3. Lack of Vision

- Necessary and Sufficient Conditions

1. Negative Aspect

2. If we fail ~

- 3. Positive Aspect**

Changing Organizations – Why Fail?

3. Lack of Vision

- Necessary and Sufficient Conditions

1. Negative Aspect

2. If we fail ~

3. Positive Aspect

4. Once it's done ~

Changing Organizations – Why Fail?

3. Lack of Vision

- Necessary and Sufficient Conditions

1. Negative Aspect
2. If we fail ~
3. Positive Aspect
4. Once it's done ~

- The Vision of Major Firms – Sales Objective?

Changing Organizations – Why Fail?

3. Lack of Vision

- Necessary and Sufficient Conditions
 1. Negative Aspect
 2. If we fail ~
 3. Positive Aspect
 4. Once it's done ~
- The Vision of Major Firms – Sales Objective ?

Vision Tower

Changing Organizations – Why Fail?

3. Lack of Vision

- Necessary and Sufficient Conditions

1. Negative Aspect
2. If we fail ~
3. Positive Aspect
4. Once it's done ~

- The Vision of Major Firms – Sales Objective ?

Vision Tower

Read *Vision Theory* from <Creation of a New Country>*, they even copy MGT philosophies!

Changing Organizations – Why Fail?

3. Lack of Vision

- Vision is different from

Changing Organizations – Why Fail?

3. Lack of Vision

- Vision is different from

- **Goals**

Changing Organizations – Why Fail?

3. Lack of Vision

- Vision is different from
 - Goals
 - Objectives

Changing Organizations – Why Fail?

3. Lack of Vision

- Vision is different from

- Goals
- Objectives
- **Directions**

Changing Organizations – Why Fail?

3. Lack of Vision

- Vision is different from

- Goals
- Objectives
- Directions
- **Schedules**

Changing Organizations – Why Fail?

3. Lack of Vision

- Vision is different from

- Goals
- Objectives
- Directions
- Schedules
- **Roadmaps**

Changing Organizations – Why Fail?

3. Lack of Vision

- Vision is different from

- Goals
- Objectives
- Directions
- Schedules
- Roadmaps
- **Portfolios**

Changing Organizations – Why Fail?

3. Lack of Vision

- **Negative Value of Vision**

Changing Organizations – Why Fail?

3. Lack of Vision

- Negative Value of Vision

- (1) Lay-offs**

Changing Organizations – Why Fail?

3. Lack of Vision

- Negative Value of Vision

- (1) Lay – off

- (2) Salary reductions

Changing Organizations – Why Fail?

3. Lack of Vision

- Negative Value of Vision

(1) Lay – off

(2) Salary reduction

(3) Additional Assignments

ex) Cancer treatment – Positive vision

Negative Action

Changing Organizations – Why Fail?

3. Lack of Vision

- Typical Joke

Changing Organizations – Why Fail?

3. Lack of Vision

- Typical Joke

- **Visioning Committee – average of group?**

Changing Organizations – Why Fail?

3. Lack of Vision

- Typical Joke

- Visioning Committee – average of group?
- **Consultant – avoid harsh words – sponsor**

Changing Organizations – Why Fail?

3. Lack of Vision

- Typical Joke

- Visioning Committee – average of group?
- Consultant – avoid harsh words – sponsor
- **Blue ribbon (SNU!)**

Changing Organizations – Why Fail?

3. Lack of Vision

- Typical Joke

- **Visioning Committee – average of group?**
- **Consultant – avoid harsh words – sponsor**
- **Blue ribbon (SNU!)**
- **Advisor**

Changing Organizations – Why Fail?

3. Lack of Vision

- Typical Joke

- **Visioning Committee – average of group?**
- **Consultant – avoid harsh words – sponsor**
- **Blue ribbon (SNU!)**
- **Advisor**
- **Foreign role model (Jack?)**

Changing Organizations – Why Fail?

3. Lack of Vision

- Rules of thumb ;

Changing Organizations – Why Fail?

3. Lack of Vision

- Rules of thumb ;

Kotter – get a reaction within 5 minutes

Changing Organizations – Why Fail?

3. Lack of Vision

- Rules of thumb :

Kotter – get a reaction within 5 minutes

Lee - burn hearts within 3 minutes

Changing Organizations – Why Fail?

4. Insufficient Communication

- **A few meetings, a few memos**

Changing Organizations – Why Fail?

4. Insufficient Communication

- A few meetings, a few memos
- **Lonely whistle – CEO alone**

Changing Organizations – Why Fail?

4. Insufficient Communication

- A few meetings, a few memos
- Lonely whistle – CEO alone
- **Newsletter and speeches - cynicism among**
 - **influential people**

Changing Organizations – Why Fail?

4. Insufficient Communication

- A few meetings, a few memos
- Lonely whistle – CEO alone
- Newsletters and speeches - cynicism among
 - influential people
- **Slogans**

Changing Organizations – Why Fail?

4. Insufficient Communication

- A few meetings, a few memos
- Lonely whistle – CEO alone
- Newsletters and speeches - cynicism among
 - influential people
- Slogans
- **Event – Nation-Wide Rally**

Changing Organizations – Why Fail?

4. Insufficient Communication

- A few meetings, a few memos
- Lonely whistle – CEO alone
- Newsletters and speeches - cynicism among
 - influential people
- Slogans
- Event – Nation-Wide Rally

Word + Deeds – Show it to me!

Prove it!

Changing Organizations – Why Fail?

5. Obstacles Left Untouched

Lay-offs

Changing Organizations – Why Fail?

5. Obstacles Left Untouched

Lay-offs

Elimination of organization

Changing Organizations – Why Fail?

5. Obstacles Left Untouched

Lay-offs

Elimination of organization

Obsolete regulations

Changing Organizations – Why Fail?

5. Obstacles Left Untouched

Lay-offs

Elimination of organization

Obsolete regulations

New demands to cope with “vision”

Changing Organizations – Why Fail?

5. Obstacles Left Untouched

Lay-offs

Elimination of organization

Obsolete regulations

New demands to cope with “vision”

Personnel block

Changing Organizations – Why Fail?

5. Obstacles Left Untouched

Lay-offs

Elimination of organization

Obsolete regulations

New demands to cope with “vision”

Personnel block

- He was a hero then ~

Changing Organizations – Why Fail?

5. Obstacles Left Untouched

Lay-offs

Elimination of organization

Obsolete regulations

New demands to cope with “vision”

Personnel block

- He was a hero then ~

- **He is now No.3**

Changing Organizations – Why Fail?

5. Obstacles Left Untouched

Lay-offs

Elimination of organization

Obsolete regulations

New demands to cope with “vision”

Personnel block

- He was a hero then ~

- He is now No.3

- He is leaving the company ~

Changing Organizations – Why Fail?

5. Obstacles Left Untouched

Lay-offs

Elimination of organization

Obsolete regulations

New demands to cope with “vision”

Personnel block

- He was a hero then ~
- He is now No.3
- He is leaving the company ~

Ex) *Seolleongtang Theory*

from **<Creation of a New Country>***

Changing Organizations – Why Fail?

6. No Short-Term Wins

Trip : from Seoul to Pusan

Changing Organizations – Why Fail?

6. No Short-Term Wins

Trip : from Seoul to Pusan

- **Gas station**

Changing Organizations – Why Fail?

6. No Short-Term Wins

Trip : from Seoul to Pusan

- Gas station

- **Rest area**

Changing Organizations – Why Fail?

6. No Short-Term Wins

Trip : from Seoul to Pusan

- Gas station
- Rest area
- **Check time schedule**

Changing Organizations – Why Fail?

6. No Short-Term Wins

Trip : from Seoul to Pusan

- Gas station
- Rest area
- Check time schedule
- **“Are we *really* going to Pusan?”**

Changing Organizations – Why Fail?

6. No Short-Term Wins

Trip : from Seoul to Pusan

- Gas station
- Rest area
- Check time schedule
- "Are we *really* going to Pusan?"
- **Intermediate success within/every six months**

Changing Organizations – Why Fail?

6. No Short-Term Wins

Trip : from Seoul to Pusan

- Gas station
- Rest area
- Check time schedule
- "Are we *really* going to Pusan?"
- Intermediate success within/every six months

- These short-term success – Intermediate celebration

Changing Organizations – Why Fail?

7. Early Champagne

- **Victory in one segment is not THE victory,
Setting changes into system takes 3 ~ 10 years.**

Changing Organizations – Why Fail?

7. Early Champagne

- Victory in one segment is not THE victory,
Setting changes into system takes 3 ~ 10 years.
- **Early cut-off – tradition reigns again**

Changing Organizations – Why Fail?

7. Early Champagne

- **Victory in one segment is not THE victory,**
 Setting changes into system takes 3 ~ 10 years.
- **Early cut-off – tradition reigns again**
- **Early victory – troops sent home-resistance**

Changing Organizations – Why Fail?

8. No Anchor

- **Allow new processing time to establish a familiar routine?**

Changing Organizations – Why Fail?

8. No Anchor

- Allow new processing time to establish a familiar routine?
- **Two factors**

Changing Organizations – Why Fail?

8. No Anchor

- Allow new processing time to establish a familiar routine?
- Two factors

1. Show specific behaviors/attitudes

Changing Organizations – Why Fail?

8. No Anchor

- Allow new processing time to establish a familiar routine?

- Two factors

1. Show specific behaviors/attitudes

2. Sufficient time to ensure the training
effective until the next generation

Changing Organizations – Why Fail?

9. Cyclic Revision

Original vision may act as a milestone

Session 1 Summary

