

제 1주 1시간

**Changing Organization
– Why Fail?**

2006. 9. 5

Changing Organization – Why Fail?

- **Change Accompanies**

1. **Painful**

2. **Risky**

3. **Resist**

(those who should lead get the most severe penalty)

4. **Ignorant**

5. **Uncertain**

Changing Organization – Why Fail?

- **Kotter + Lee**

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

Changing Organization – Why Fail?

1. Sense of Emergency

국가의 위기 Vs. 나의 위기

회사의 위기 Vs. 나의 위기

가정의 위기 Vs. 나의 위기

서울대학의 위기 Vs. 나의 위기

ex) eleven dills in front of dashing train

Changing Organization – Why Fail?

2. Weak Coalition

Who does what Vs. My Load

Additional Load Vs. Current Assignment

국가, 기업, 대학의 전형적 접근 – **Special Committee**
Ad hoc. Committee
Task Force

Changing Organization – Why Fail?

2. Weak Coalition

Typical Failure – “CEO is a Supporter !”

Coalition

Symptom of failure committee – back burner job

: “I am busy with ~”

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

국내 대기업 실패사례 – 경영혁신 본부

본부장 – Not CEO, he is busy

- 생산? 영업? 금융? : they are busy

- “경영혁신 추진대회”, “Slogan”, “Placard”

Changing Organization – Why Fail?

3. Lack of Vision

- Necessary and Efficient Condition

1. Negative Aspect

2. If we fail ~

3. Positive Aspect

4. Once it's done ~

- 대기업의 **Vision** – 매출목표 ?

Vision Tower

Read – 신창조론 **Vision** 이론, 경영철학도 베낀다.

Changing Organization – Why Fail?

3. Lack of Vision

- Vision is different from

- Goal
- Objective
- Direction
- Schedule
- Roadmap
- Portfolio

Changing Organization – Why Fail?

3. Lack of Vision

- Negative Value of Vision

(1) Lay – off

(2) Salary reduction

(3) Added Assignment

ex) Cancer treatment – Positive vision

Negative Action

Changing Organization – Why Fail?

3. Lack of Vision

- Typical Joke

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

Changing Organization – Why Fail?

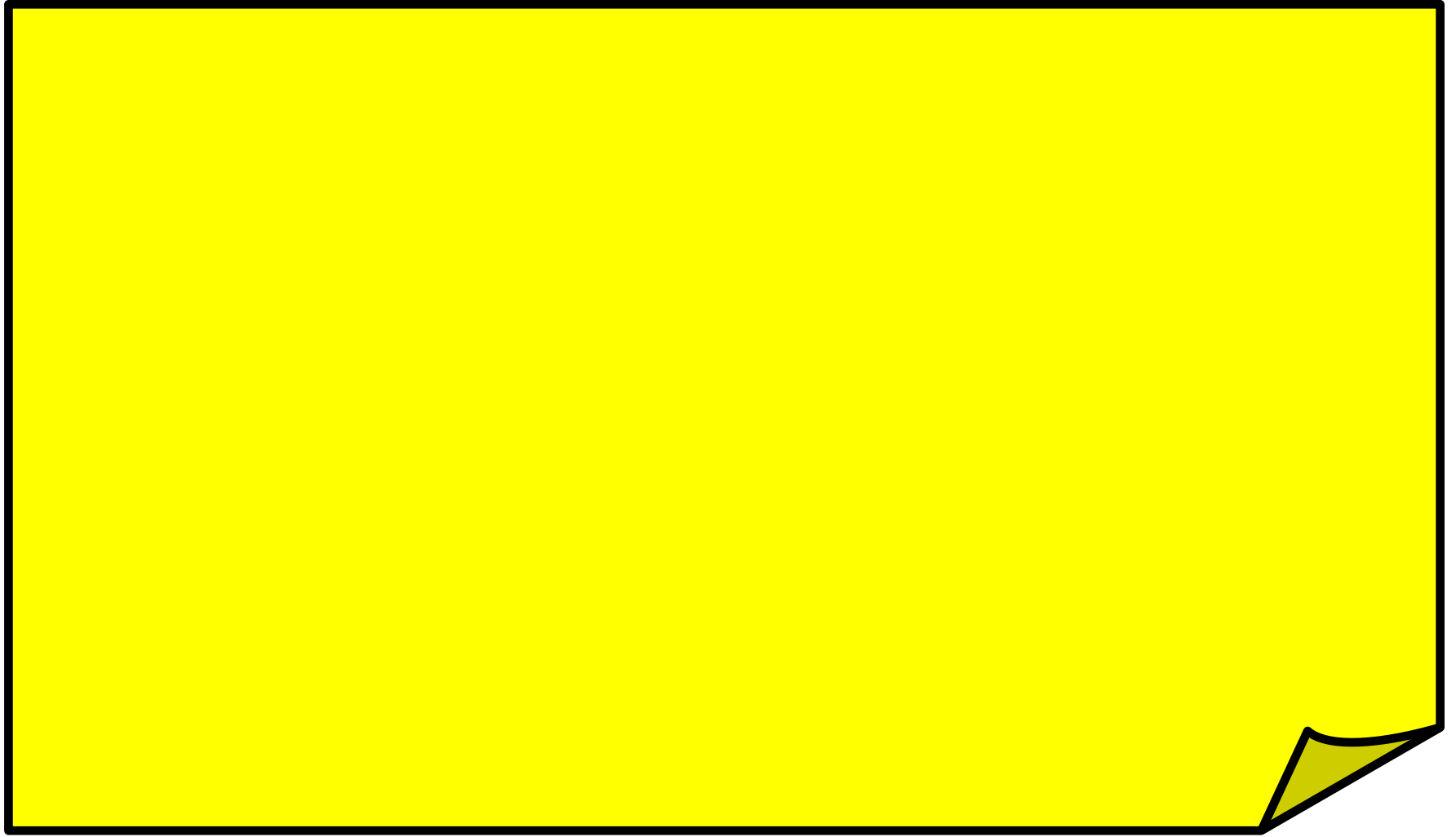
3. Lack of Vision

- Rules of thumb ;

 - Kotter – state within 5 minutes and get a reaction

 - Lee - state within 3 seconds and get
burning hearts

제 1주 제 1시간 정리



제 1주 2시간

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Changing Organization – Why Fail?

4. Insufficient Communication

- A few meeting, a few memos
- Single whistle – CEO alone
- Newsletter and speech - cynicism among
 - Influential people
- Slogan
- Event – 범국민대회

Word + Deeds – Show it to me!

Prove it!

Changing Organization – Why Fail?

5. Unattacked Obstacle

Lay-off

Elimination of org

Old regulation

New demands to cope with “vision”

Personnel block

- He was a hero at the early stage ~
- He is No.3
- He will leave the co. ~

Ex) 신창조론 - 설령탕이론

Changing Organization – Why Fail?

6. No Short – Term Wins

Trip : 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 Organization – Why Fail?

7. Early Champagne

- Win in one segment is not a victory,
Setting changes into system takes 3 ~ 10 years.
- Early cut-off – tradition take over again
- Early victory – troops sent home-resistance

Changing Organization – Why Fail?

8. No Anchor

- Let new process time to establish a familiar routine
- Two factors
 1. Show specific behaviors/attitudes
 2. Sufficient time to ensure the training effect for next generation

Changing Organization – Why Fail?

9. Cyclic Revision

Original vision may act as milestone

제 1주 제 2시간 정리

