



How to Deal With Change and Dynamism in Organisation

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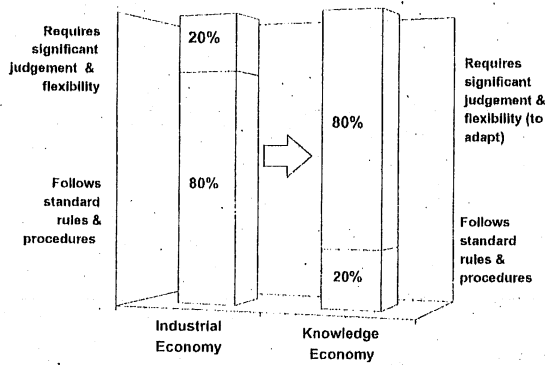
eECONOMY



Changing economic assumptions require businesses to apply and enhance existing capabilities to the expanded enterprise to compete in the eEconomy.

- Adopt New Technology
- Collaborate
- Focus on Results
- Integrate Partners
- Leverage Competency
- Provide Visionary Leadership
- Reach Globally and Virtually
- Speed to Market
- Manage Knowledge
- Segment Customers

Business performance will increasingly be driven by how well we enable people with the right tools, training, and information



Yet:

- 72% of executives say knowledge is not re-used throughout their organization
- 88% say they do not have access to lessons learned or best practices
- US Fortune 500 companies lose \$12 billion annually due to inefficient knowledge management, it will be \$31 billion by 2003 - IDC

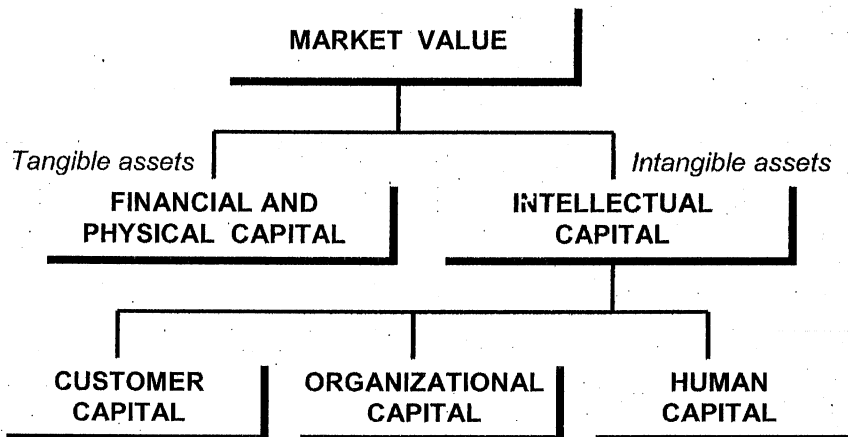
PEOPLE ISSUES



80%

**of global leaders think
"people issues" are more
Important today than
three years ago**

HUMAN CAPITAL



TRANSFORMATION



"A century ago the most valuable US corporation was US Steel, whose primary assets were smokestack factories. Today's most valuable corporation is **Microsoft**, whose most valuable assets go home every night. Companies that want those assets to return every morning must pay attention to the workplace."

Fortune, January 10, 2000

PEOPLE ISSUES



67%

***believe retaining talents
has become more important
than acquiring new blood***

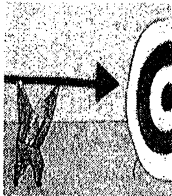


About Talent

WHO ?

**The high value employee
who are critical to execute
of competitive advantage**

Key Challenge about Talent



1. Complex economy demands more talent.
2. Increasing of Talent's Job Mobility
 - Not stay with co. very long
 - Diversity of interest makes satisfying them challenging
3. External market responses to specific needs of key talent.

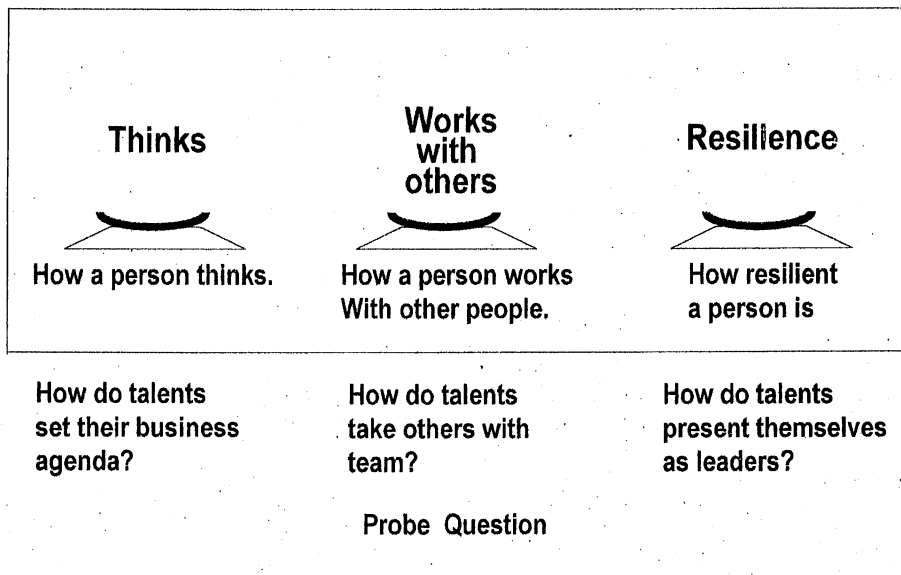
The Crystal Balls

How does today's organization identify

Talent or **Potential leader** ?

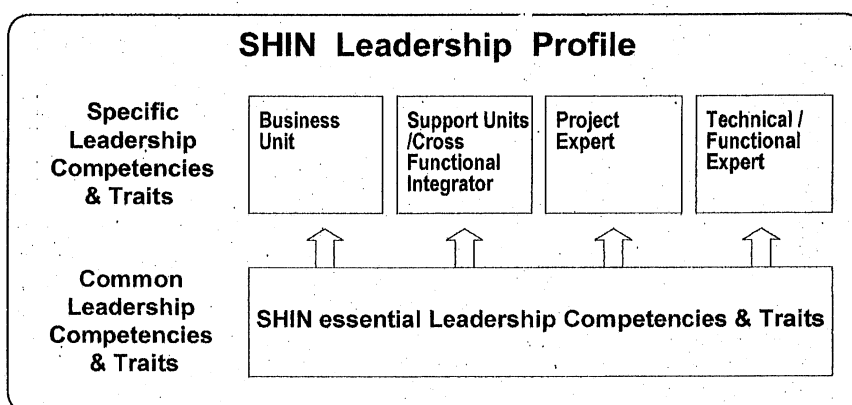
**“ I wish I had
a crystal balls ”**

The 3 Crystal Balls

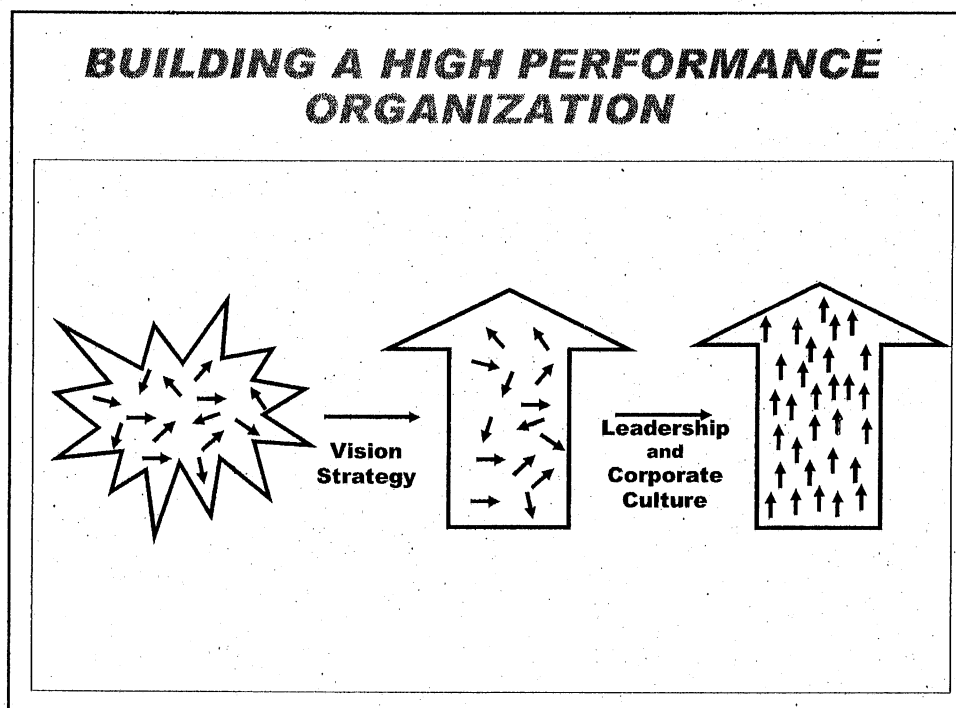


Leadership Modeling

Leader of each group need to possess common qualification and specific competencies as required by the work



Corporate Leadership Profile					
Common Competencies & Traits		Business Units	Project Mgt Expert	Technical/ Functional Expert	Support Units
<u>Competencies</u>	<u>Traits</u>	<u>Competencies</u>	<u>Competencies</u>	<u>Competencies</u>	<u>Competencies</u>
<ul style="list-style-type: none"> ▪ Business Acumen ▪ Strategic Vision ▪ Decision Making ▪ Change Championship ▪ Influencing & Partnering ▪ Results Orientation ▪ Quality Excellence ▪ Cognitive Capacity ▪ Problem Solving 	<ul style="list-style-type: none"> ▪ Innovative ▪ Want Challenge ▪ Dynamic ▪ Integrity ▪ Open/ Reflective ▪ Enlist Cooperation ▪ Resilient ▪ Self-motivated ▪ Assertive ▪ Effective Enforcing <p><u>Negative Traits</u></p> <ul style="list-style-type: none"> ▪ Defensive ▪ Micromanagement ▪ Self Critical ▪ Blindly Optimistic ▪ Imperceptive 	<ul style="list-style-type: none"> ▪ Business Performance Management ▪ Initiative <p><u>Traits</u></p> <ul style="list-style-type: none"> ▪ Risking ▪ Persistent ▪ Decisive 	<ul style="list-style-type: none"> ▪ Project Management ▪ Leveraging Diversity <p><u>Traits</u></p> <ul style="list-style-type: none"> ▪ Planning ▪ Analytical ▪ Precise ▪ Organized 	<ul style="list-style-type: none"> ▪ Industry Acumen ▪ Analytical <p><u>Traits</u></p> <ul style="list-style-type: none"> ▪ Eager to learning ▪ Helpful ▪ Analytical ▪ Analyze Pitfalls 	<ul style="list-style-type: none"> ▪ Operational Effectiveness ▪ Organizational Awareness <p><u>Traits</u></p> <ul style="list-style-type: none"> ▪ Self-acceptance ▪ Diplomatic ▪ Warmth/ Empathy



with Focus on
MIT - Innovation

Culture and Socialization

- **SOCIALIZED EMPLOYEES :**

- are committed to organizational values and goals
- support organizational initiatives
- will make sacrifices for the organization

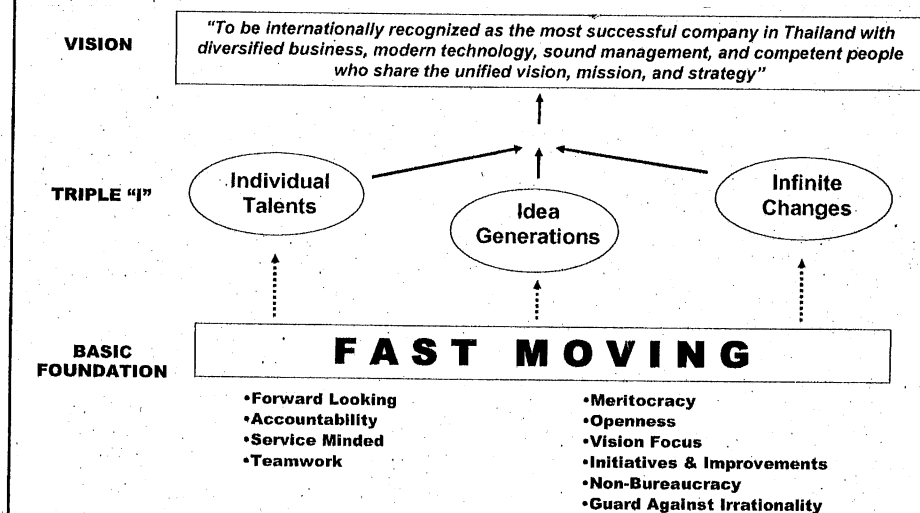
- **PARTIALLY SOCIALIZED EMPLOYEES :**

- show some commitment to goals and values
- will not oppose organizational initiatives
- are unwilling to sacrifice for the organization
- are not strongly committed to remaining with the organization

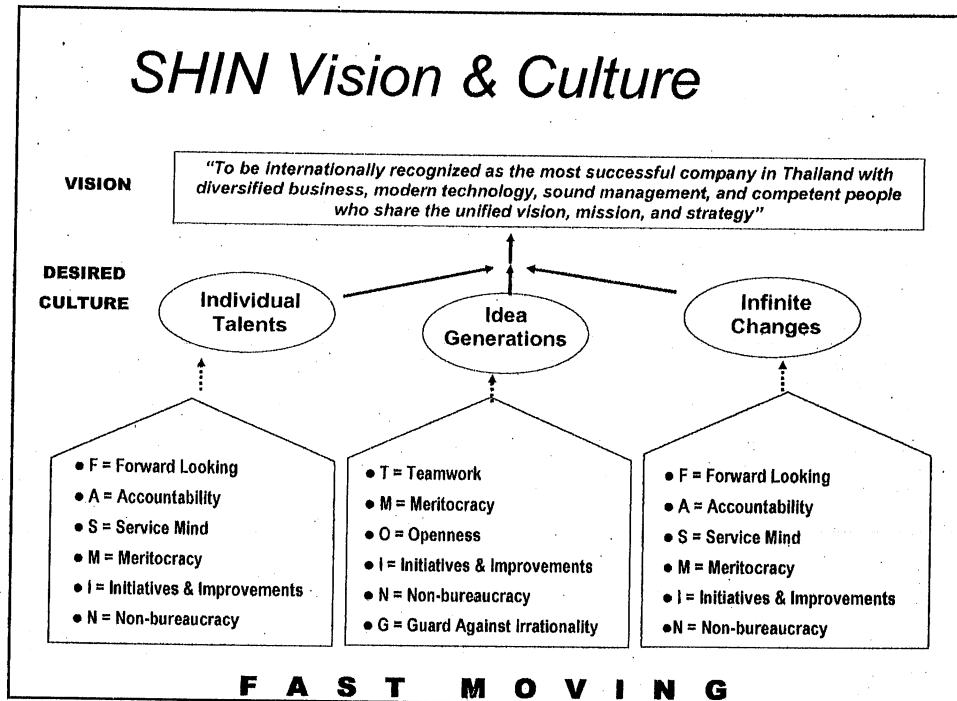
- **UNSOCIALIZED EMPLOYEES :**

- oppose organization goals, values and initiatives
- can be openly hostile and subversive
- always leave the organization

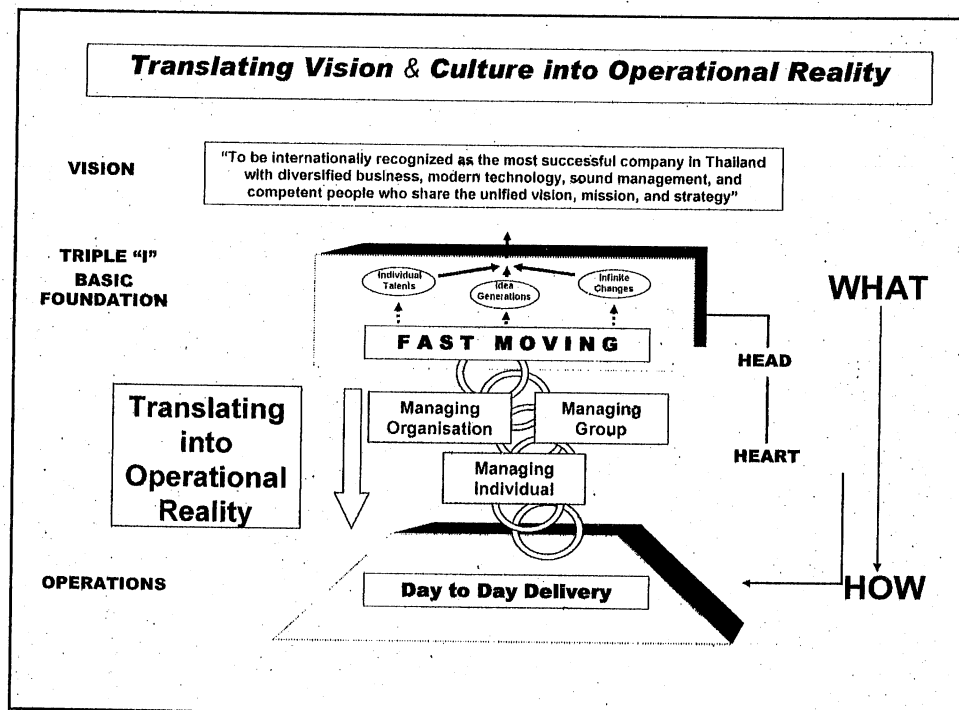
SHIN Vision & Culture



SHIN Vision & Culture



Translating Vision & Culture into Operational Reality



Alignment : Head & Heart



3 I

Individual Talents

Idea Generations

Infinite Changes

FAST MOVING



3 M

Managing
Organisation

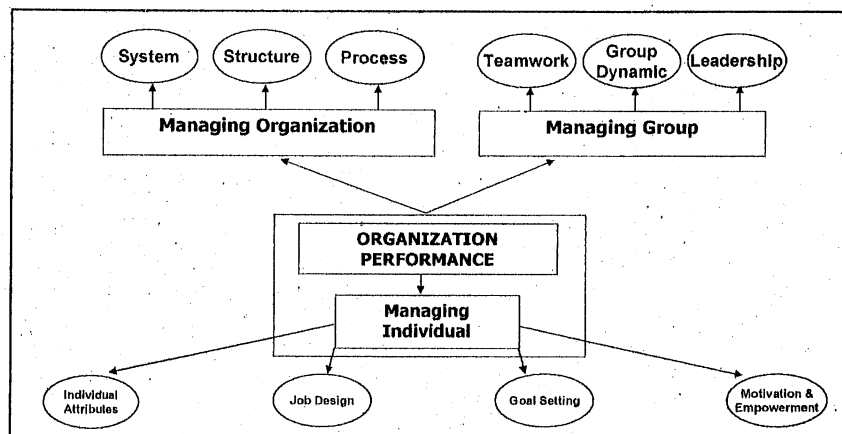
Managing
Group

Managing
Individual

- Does Shin Group have the right structure and existing levels within organization to support rapid decision making and changes required for the future?
- Does the current systems and processes contribute to effective organizational performance?
- Does Shin Group have the right HR process and systems to attract and retain the talents to support "Triple I"?
- Does Shin Corp have "DNA" for the type of Leaders that will create the "Triple I" culture?
- Does SHIN Group have models of self-directed work teams and effective communication?
- Does SHIN Group build the Winning Team to achieve corporate goals?
- Does SHIN Group develop a unique cohesiveness to unblock the Triple "I" culture?
- Are the current individual attributes of SHIN Group ready to be changed to Triple "I" culture?
- Does SHIN Group have the right critical jobs designed to support the Triple "I" culture?
- Are the current individual objectives aligned with the new Direction of SHIN Group?
- Does SHIN Group have the empowerment plan created to support the Triple "I" culture?
- Does individual motivation of SHIN citizen determine outstanding performances?

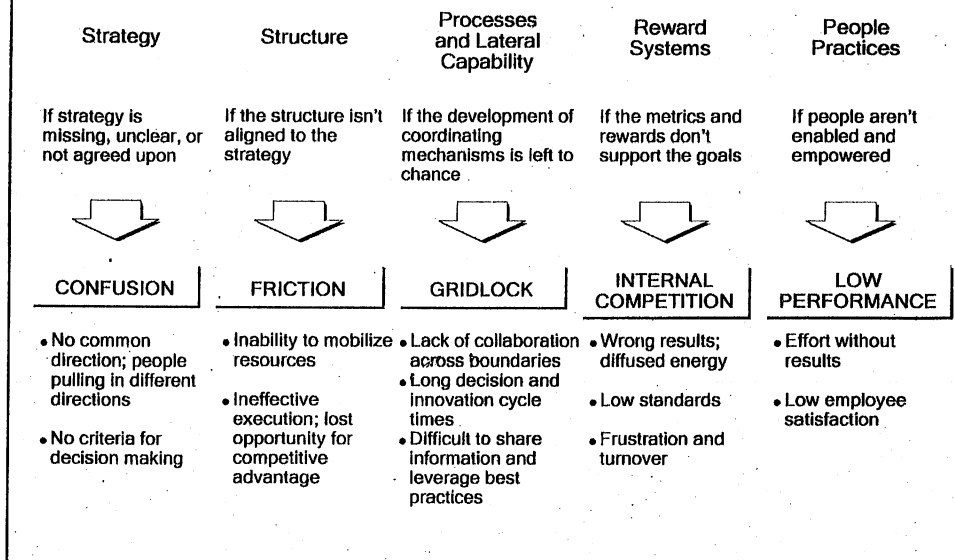
SHIN GROUP Organization Effectiveness

Organizational Behavior

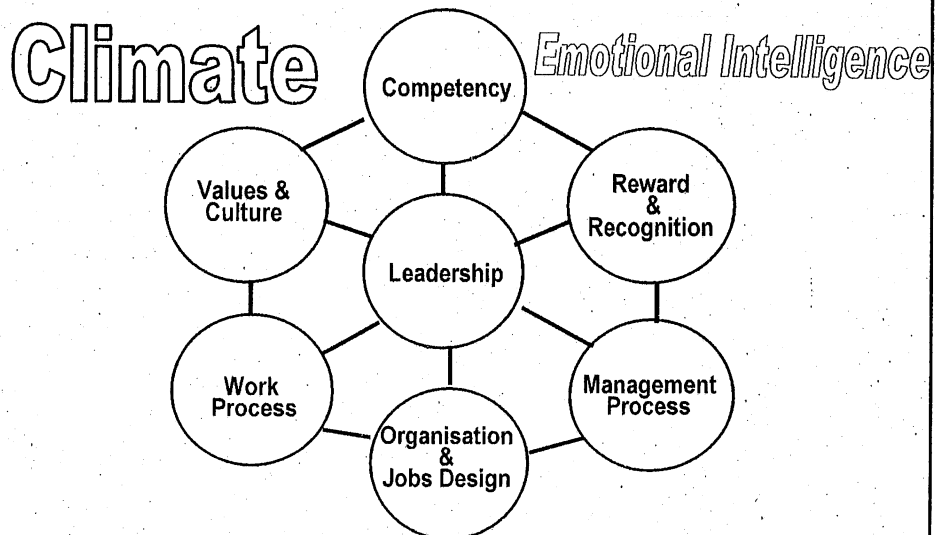


How individual and group interact in organization?

UNALIGNED ORGANIZATION DESIGN



What is Involved in Organization's performance?



GENERIC SOURCES OF SUSTAINABILITY

PRICE	<60 DAYS
ADVERT	<1 YEAR
INNOVATION	<2 YEARS
MANUFACTURING	<3 YEARS
DISTRIBUTION	<4 YEARS
HUMAN RESOURCES	>7 YEARS
CORP. PORTFOLIO	>10 + YEARS

Some activities are much harder to replicate than others.

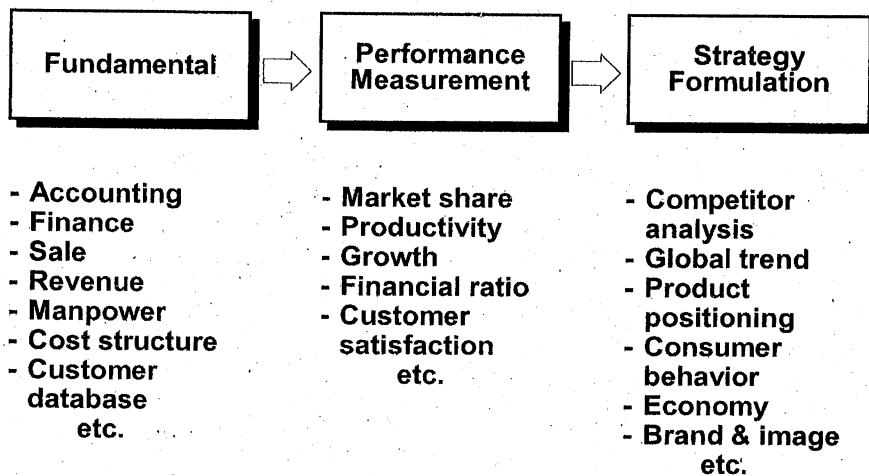
PRIVATE vs PUBLIC

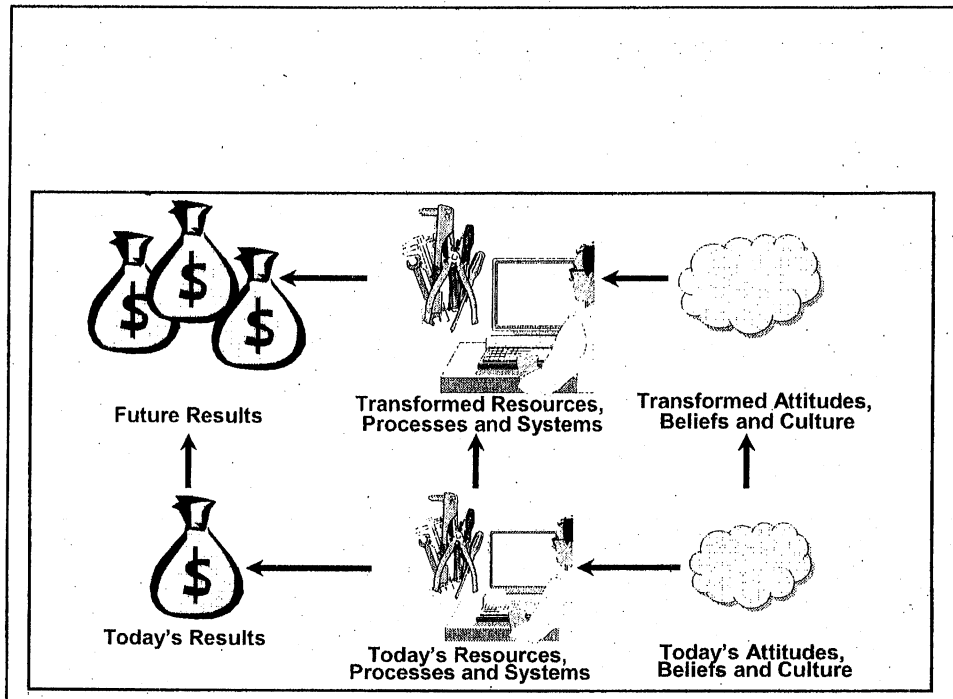
- **Ownership**
- **Motivation**
- **Reward / Punishment**
- **Competition**
- **Process / result**
- **Organization Structure**
- **Centralization / Decentralization**

BUSINESS REQUIREMENTS

- **Industry know-how**
- **Understand consumer behavior**
- **Identify substitute products**
- **Strategy which can't be imitated**
- **"Analyst" not just "Thinker" and "Doer"**
- **Brand image**
- **Network and free flow of information in the organization**

USAGE OF INFORMATION SYSTEM





การทำสิ่งเดิมครั้งแล้วครั้งเล่า
 โดยหวังให้ผลลัพธ์ออกมาแตกต่างจากเดิม
 เป็นความวิกลจริตอย่างหนึ่ง

**Insanity : doing the same thing over and over again
 and expecting different results**

**สิ่งเดียวที่ขัดขวางการเรียนรู้
ของข้าพเจ้าคือระบบการศึกษา**

**The only thing that interferes with my learning
is my education.**

ความรู้ไม่ใช่ปัญญา

Knowledge is not wisdom.

จินตนาการสำคัญกว่าความรู้

Imagination is more important than knowledge.

**ความรู้มีขอบเขตจำกัด
แต่จินตนาการไร้ขีดจำกัด**

**Knowledge is limited.
Imagination encircles the world.**

ความอยากรู้อยากเห็น ไม่ใช่เรื่องไร้เหตุผล

Curiosity has its own reason for existing.

เมื่อข้าพเจ้าสำรวจตัวเอง และวิธีคิดของข้าพเจ้า
ข้าพเจ้าได้ข้อสรุปว่าความนึกคิดที่เกิดขึ้นอย่างฉับพลัน
มีความหมายต่อข้าพเจ้ามากกว่าความสามารถในการคิด
เชิงนามธรรมใดๆ มันคือการสร้างสรรค์อย่างแท้จริง

When I examine myself and my methods of thought,
I come to the conclusion that the gift of fantasy
has meant more to me than any talent for abstract,
positive thinking.

ข้าพเจ้าไม่ได้มีพรสวรรค์พิเศษอะไร
ข้าพเจ้าเพียงแต่มีความกระหายใคร่รู้อยู่เสมอ
ทุ่มเทให้กับสิ่งที่อยากรู้ พากเพียรอย่างทรหด
และสำรวจวิจารณ์ความคิดของตัวเองเป็นประจำ
ปัจจัยเหล่านี้คือที่มาของแนวคิดต่างๆ ของข้าพเจ้า

I am not quite certain that I myself have no special talent;
curiosity, obsession and dogged endurance,
combined with self criticism, have brought me
to my ideas.

สิ่งที่เรารู้มีเพียง
หนึ่งในพันของหนึ่งเปอร์เซ็นต์
ของสิ่งที่ธรรมชาติเผยให้เราพบเห็น

We still do not know one thousandth of one percent
of what nature has revealed to us.

การสอนที่ดีจะต้องมองเหมือน
การให้สิ่งที่มีค่า
ไม่ใช่ภาระหน้าที่อันหนักหน่วง

Teaching should be such that what is offered
is perceived as a valuable gift and not as a hard duty.

ข้าพเจ้าไม่เคยสอนลูกศิษย์
ข้าพเจ้าเพียงแต่สร้างบรรยากาศ
และสภาพแวดล้อมให้พวกเขา
สามารถเรียนรู้ได้

I never teach my pupils; I only attempt to provide
the conditions in which they can learn.

ถ้ารู้ว่าสิ่งที่เรากำลังทำคืออะไร
คงไม่เรียกว่างานวิจัย

If you know what have you done,
it doesn't a research.

มีความเป็นไปได้ที่จะอธิบายทุกสรรพสิ่ง
ด้วยวิทยาศาสตร์ แต่มันจะมีความหมายอะไร
เหมือนกับที่ท่านอธิบายบทเพลงซิมโฟนีของบีโธเฟน
ว่าเป็นความผันแปรของคลื่นเสียง

It would be possible to describe everything scientifically,
but it would make no sense; it would be without meaning,
as if you described a Beethoven symphony
as a variation of wave pressure.