

Managing Transition



OLD

NEW



Dr. Eric Kung

Chairman & Principal Consultant
Human Dynamic Group, APAC

From THE OLD to

>>>>>> THE NEW <<<<<<

In leading organizational changes, business leaders will face the dilemmas of “destroying and remaking” themselves in their corporate identity and business strategy. Many business management models such as the organization development cycle, product development cycle, and the Boston Consulting Group (BCG) Grid, are used for analyzing organizations and products with reference to those cycles and developing appropriate market strategies in different stages. The old and the new are always overlapping.



We may call that “transition” or “renewal” or “transformation”. The old has made the company successful in the past and thus the existing corporate identity is very much attached to the old corporate image and business model. However, the environment is constantly changing, and the company has developed new products to adapt to those changes in the environment or their internal “repositioning” in the market.

If we look at the automobile industry, we may notice the rapid changes in the past 15 years from gasoline engines to EVs, and now to hydrogen engines. Many companies like Toyota and BMW have announced that they will not go into the EV market because it has been dominated by the Chinese EV companies, which have literally dumped their over-produced cheap EVs in Europe and North America killing the EV markets for the old-time automobile companies e.g. Nissan, Honda, Ford, and GM. Every company in whatever industry will face this question about replacing the old with the new.

For Human Dynamic we had been successful in **Work Life Coaching** markets, and we decided that we wanted to exit from CHEAP (the low-end employee assistance program market) which had become a “red ocean” with high competition and cut-throat price wars. We repositioned ourselves as the regional leading provider of “**Integrated Solution for Leadership and Change**”. Yet, we have gone through the “growing pain” or painful transition when our major revenue from the old was dropping and the revenue from the new was not increasing fast enough. There is always a temptation to go back to the old and to give up the new because transition or transformation is never easy.

Each company must ask themselves about their identity and business strategy. The future customers will decide on the future business and thus the future identity of the company. It is similar, though not the same, to our human growth process. While we may love to stay in our childhood or teenage years or university years, we have grown up and our life stages have changed. Life will go on and business will move on whether we want to change or not. It is a dynamic process, not a static position.



To keep balance, like riding on a bicycle you must keep moving and adapting.
“To be or not to be, that is the question.”