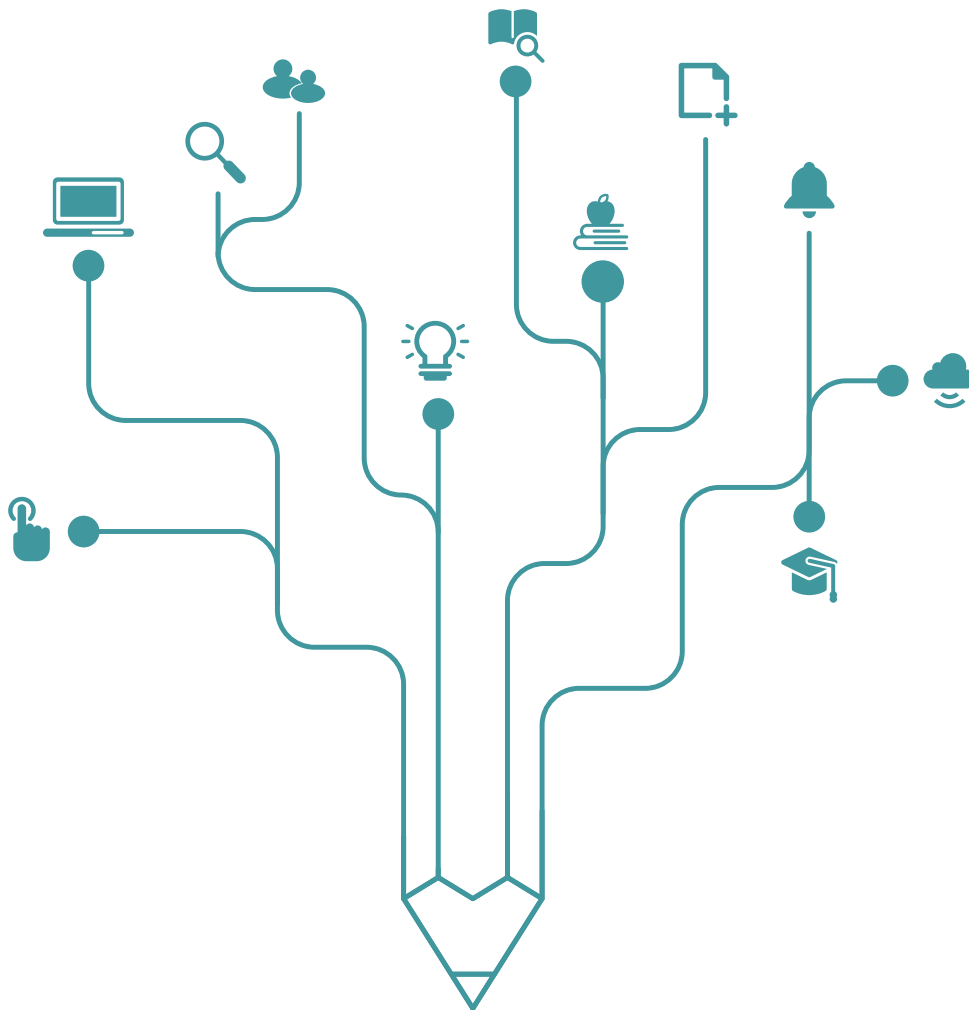


Paradox Management: Challenges and Alternatives of Organizations' Failure-Success Management

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INTRODUCTION

Organizational management is dynamic by nature because of the two paradoxes: (1) organizational failure can be beneficial by creating new opportunities, and (2) organizational success can be harmful by bringing in new crises. The former is the essence of failure management (FM), which asserts that organizational failure and adversity can be positively utilized. The latter is the principle of success management (SM), which emphasizes that the negative aftermath of success should be cautious about. The two approaches (FM and SM; FSM in short) help us recognize and manage a dynamic sustainability through paradoxes in our organizations.

However, implementing the failure-success management (FSM) in organizations is easier said than done because there are various obstacles in and out of the organization. Internal and external stakeholders of organizations have many reasons to resist FSM, ranging from psychological hesitation and cultural prematurity to institutional setback and stakeholders' conflict. With this in mind, this article examines the patterns and logic of the challenges of FSM, and introduces theoretical and practical alternatives to sustain FSM in organizations. In the next section, the concepts of FSM are introduced first. Then the challenges and alternatives for effective FSM will follow.

MANAGING ORGANIZATIONAL PARADOXES: FAILURE-SUCCESS MANAGEMENT

Failure management (FM)

As previously mentioned, failure management (FM) offers a unique perspective on organizational failures and adversities, viewing them as valuable assets that can help correct errors or explore new opportunities. Failure is defined as a state in which an organization falls short of its goals or expectations, ranging from minor mistakes to significant profit losses or

even bankruptcy, which are less desirable than expected outcomes. FM is an optimistic approach that is not limited to the internal affairs of an organization, but also includes both internal and external stakeholders.

When FM is focused on internal stakeholders, such as employees who experience failures, it encourages them to learn from their mistakes and make the most of them. Adopting FM in organizations signals that the organization is led by an entrepreneurial spirit that values experimentalism and views failures as a test-bed and learning opportunity. Consequently, the organization may benefit from increased agility and resiliency, both symbolically and practically.

When FM is applied to external stakeholders, such as customers or beneficiaries, it provides them with a "repechage," i.e., a second chance to recover from their failures. For example, many public or private financial institutions offer debt relief programs to their customers or citizens, adopting this approach. Governments also adopt FM through public service programs such as unemployment benefits or the public service loan forgiveness (PSLF), allowing their citizens more opportunities for a second chance after adversity.

Success management (SM)

As opposed to FM, which focuses on the bright side of failure, SM looks at the dark side of success. While success is desirable, it can lead to two types of adversity. First, success can cause us to become anchored in our ways of thinking and working, eventually leading to biased decision-making. Second, success can cause external stakeholders, such as customers and rivals, to view our successes in a distorted way, and to become flatterers or predators, which can again impair our decision-making abilities. To avoid these negative consequences of success, we need to more prudently manage the resources and outcomes of success.

Similar to FM, SM can also be used for both internal and external stakeholders. When SM is applied to internal affairs of an organization, providing employees with preventive measures is essential to enable better self-control over resources and powers. Examples include implementing a decision-making process that requires a participatory governance system, or a knowledge management system that stores and shares information on the negative impacts of success to help employees avoid a success trap.

When SM is applied to external stakeholders, such as customers or citizens, many options are available. For instance, many developed countries mandate regular health checks for their citizens to prevent overconfidence in health. Another example is the risk warning

provided by financial institutions to their customers, stating, "This product involves a risk of losing your investment principal, so please make a careful decision." A similar approach is taken with lottery winners, who are provided with education on asset management to prevent them from squandering their fortunes. Overall, regulatory measures that aim to mitigate the adverse effects of success may be seen as frustrating, but they actually benefit us by protecting us from being victims of success.

CHALLENGES OF ORGANIZATIONS' FAILURE MANAGEMENT

As previously discussed, FM and SM can be applied to both internal and external stakeholders of organizations. FM can help internal and external stakeholders utilize the positive outcomes of failure, whereas SM can help them avoid the negative outcomes of success. However, in practice, the adoption of failure-success management (FSM) is not as simple as one might expect due to many challenges in terms of psychological, relational, cultural, and institutional aspects. First, this section presents the challenges of FM, as summarized in Table 1.

Table 1. Challenges of organizations' failure-success management (FSM)

	Internal FSM	External FSM
Main ideas	Helping internal stakeholders' FSM	Helping external stakeholders' FSM
Challenges	FM <i>Failure is not an option:</i> Failure not tolerated in reality <i>Failure is a virtuous evil:</i> Failure management as an excuse of failure	FM <i>We have diverse definitions of sustainability:</i> Static vs. dynamic; micro vs. macro <i>We have diverse definitions of justice:</i> Fairness of giving a second chance
	SM <i>We lack organizational learning:</i> Deficient effort to share precaution <i>We overdo organizational learning:</i> Excessively precautionous measures	SM <i>Your SM is none of my business:</i> Insensitivity to external stakeholders' risks <i>My SM is none of your business:</i> Resistance to external precautionous helps

Failure is not an option

There are many popular proverbs and slogans that contain messages of FM, such as "Every cloud has a silver lining," "Every crisis is an opportunity," "Failure is the mother of invention," and "Failure is encouraged in our company," which praise the value of FM. These

messages are often echoed by CEOs and practitioners because the propositions provide not only principles of failure management but also an image of "open management" that can be beneficial to a company's public relations. However, in reality, failures are not simply tolerated in organizations, and the slogans advocating failure are often limited to rhetoric. The limited adoption of FM in organizations can be attributed to various reasons such as lack of CEO's attention and support, absence of incentives or rewards for utilizing failure, and fear of inflexible performance evaluation or auditing. Consequently, the internal environment that opposes FM leads to a cynical organizational culture that questions the real value of FM.

Failure is a virtuous evil

Another adverse reality of FM for internal stakeholders is quite different from the previous one. While the sentiment of "Failure is not an option" is against failure, the view of "Failure is a virtuous evil" goes for failure beyond the pale. The most desirable state for organizations adopting FM might be an institutionalized celebration of failure, which can effectively lead to new insights and discoveries for the future, thanks to failure. However, if the optimistic view on failure goes too far, the organization might be accused of being naïve and negligent because it can make FM an excuse for failure. Such overextended views on failure that exempt every failure without a rigorous and balanced analysis of the positive and negative consequences of failure would be rather detrimental to a healthy organizational culture for FM.

We have diverse definitions of sustainability

The two previous statements "Failure is not an option," and "Failure is a virtuous evil" are about the resistance to FM for internal stakeholders of organizations. However, there are different challenges when FM is applied to external stakeholders. FM is a way to turn adversity into opportunity, but in the process of transformation, there are diverse and often competing paths of change that can be chosen, and the direction of the change is what really matters to stakeholders. For example, a financial difficulty in an organization can lead to structural or human resource reforms, but the direction of the change can be a source of conflict. It is often said that, for instance, the recent large-scale layoffs in the tech industry can facilitate the redistribution of human resources across the entire industries but can also lead to resentment from those who were laid off. This presents conflicting ideas of sustainability—individual sustainability versus industry sustainability. Competing ideas on

sustainability, whether static or dynamic, micro or macro, among stakeholders can create barriers to reform through FM.

We have diverse definitions of justice

A different barrier to FM, but similar in nature to the previous one, is the varying definitions of justice. FM aims to give a second chance to those who have failed, but this can be seen as unfair by some people. Many ordinary individuals try to avoid failure and accept the consequences if they do fail. However, if the generosity of FM goes beyond certain limits, it can conflict with the principles of justice. For example, some people oppose public policies or financial institutions' measures that forgive debt because they believe it violates their definition of justice, which involves a balance between giving and taking. Similar resentment can also be found in the debate over unemployment benefits, which some see as another infringement on justice. Generally speaking, even when we can agree on a common definition of justice as a "balance," the objects of balance may vary: give and take; give and give; take and take; or any fractional combinations of give and take (for example, give/take and give/take). In short, despite the creative and constructive image, in reality FM can confront various frictions among diverse interests and perspective inside and outside organizations.

CHALLENGES OF ORGANIZATIONS' SUCCESS MANAGEMENT

Success management (SM) is a systematic approach to recognize and mitigate the negative consequences of success. It involves implementing measures to prevent biased decision-making within organizations or to avoid negative reactions from external stakeholders. However, implementing SM within organizations is just as challenging as FM due to various barriers such as psychological, cultural, and institutional factors.

We lack organizational learning

To effectively implement SM, one of the most important steps is to learn about the causes and effects of success. In other words, looking back on past experiences, where we have first or second-hand knowledge of the negative impacts of success, should form the basis of SM.

This knowledge of the dark side of success needs to be shared with others in the organization so that we can protect ourselves from being trapped by success. This process of acquiring and sharing knowledge about the adversity generated by success is a process of organizational learning that can lead to better foresight and protective measures.

However, there are many barriers to organizational learning about SM in reality. Firstly, organizational personnel systems often require employees to be transferred to other departments for two purposes: (1) HRD purposes to promote employees' general and universal capabilities, and (2) HRM purposes to equally distribute the advantages and disadvantages of various tasks in organizations. However, the result of the rotational personnel system is inconsistency of work, which can eventually harm effective organizational learning. Secondly, the inflexibility of organizational performance systems can create two kinds of fears among employees: (1) fear of disclosing my discredit, and (2) fear of disclosing others' credit. The consequence of these fears is a lack of trust in the "fair trade" of organizational memory. In other words, unless people have a sense of fair exchange of giving (knowledge sharing) and taking (compensation), people's know-how on SM cannot be stored, transferred, and shared in organizations. Thirdly, even when employees know and comply with the spirit of knowledge sharing on SM, they may be unable to participate in sharing because they lack methods or media to store and transfer their knowledge and experience on SM. As a result of these three stumbling blocks to organizational learning, the valuable experiences of SM cannot become a part of the organizational asset.

We overdo organizational learning

On the contrary to the lack of organizational learning, sometimes we experience the opposite pattern of organizational change. Especially during a serious crisis in organizations or when a new CEO takes office, we often witness a dramatic change across all parts of the organization. Excessive precautionary measures, too many new standards or manuals, or undue structural changes are some examples that we can call "reform fever." This represents unnecessary reforms that take place not only for effective change but also for a euphoric feeling of change. The results of such overstepped changes include a "manual flood" or a "standardization trap," where some preventive measures are originally designed to protect us from the negative impacts of success but actually entrap us in reality.

Your success management is none of my business

The two previously discussed phenomena of SM—deficiency and excess of organizational learning—are targeted on internal stakeholders of organizations. However, when SM is directed towards external stakeholders such as customers or citizens, there are other types of challenges that arise. If an organization wants to assist its customers in SM, there can be resistance from within the organization. For instance, as discussed previously, many manufacturers or financial institutions provide their customers with risk warnings in various forms, such as alert messages or contract terms, to help customers avoid moral hazards or ignorance of risks after experiencing the benefits of products or services. Governments also enact a broad range of regulations, such as regular checkups and mandatory education, to safeguard citizens from being trapped by success. However, such SM-based measures for customers or citizens can only be implemented when organizations are sensitive to the risks faced by external stakeholders. Unfortunately, organizations often lack significant attention to the risks faced by their customers because a customer's success occurs today certainly, but a failure due to that success may occur uncertainly in the future. In short, an organization's internal insensitivity to its constituency's risks hinders the organization's SM for external stakeholders.

The two phenomena mentioned above, "We overdo organizational learning" and "Your success management is none of my business," embody two distinct aspects of the "power game," which involves competition for power and influence among various stakeholders and groups. Specifically, the former phenomenon, "We overdo organizational learning," exemplifies the "pulling game" in which we strive for more authority and resources, engage in popular activities excessively, and consequently become overly active. On the other hand, the latter phenomenon, "Your success management is none of my business," arises from the "pushing game" where we vie for less responsibility and risks, avoid unpopular activities, and ultimately become inactive.

My success mangement is none of your business

When an organization tries to protect its external stakeholders who may experience risks due to success, the targeted external stakeholders may resist the protective measures and precautions. Typically, we tend to ignore any risks until they become apparent, especially if the risks are an unexpected negative outcome of a delightful success. For instance, a healthy person may be overconfident about any health risks and neglect the importance of regular checkups. Similarly, a successful business can make owners and employees unrealistically

optimistic about their capabilities responding to the future market situation. This biased perception and assessment of future risks due to success may result in insufficient attention to and resistance to external support and interventions for SM. Instances of such external stakeholders' resistance to SM due to their overconfidence are abundant, including low participation in regular checkups or vaccination campaigns, low turnout in public education, and high violation of the warning terms in insurance contracts.

ALTERNATIVES FOR ORGANIZATIONS' CHALLENGES OF FAILURE-SUCCESS MANAGEMENT

The challenges of organizational FSM discussed in the previous sections represent a gap between the theory and practice of FSM. In theory, it is desirable for organizations to employ FSM perspectives to systematically manage organizational paradoxes. However, the implementation of FSM is confronted by many practical challenges. Nonetheless, we need breakthroughs to overcome these challenges; otherwise, the managerial paradoxes—the positive impacts of failure and the negative impacts of success—will remain unaddressed and undeveloped. Thus, this section presents a set of good practices and principles that can help us better deal with the challenges of organizational FSM.

Alternatives for the FSM challenges: 5W1H approach

To address the challenges of FSM, there are various methodologies that can be employed. This article adopts a 5W1H (WHAT, WHO, WHEN, WHERE, WHY, HOW) approach that provides a logical description and systematic prescription for FSM. Table 2 highlights the first three elements (WHY, WHAT, HOW) of FSM alternatives. WHY represents the rationale for the need for breakthroughs in organizational FSM, as previously discussed. WHAT refers to the core actions that need to be taken to embrace FSM in organizations. HOW includes the specific methods that can be employed to implement these actions. In summary, as there are four groups of challenges—internal FM, external FM, internal SM, external SM—there should be four corresponding alternative perspectives.

First, the challenges of internal FM stem from viewing failure either as an unbearable thing or as an easy excuse for fallacy. Both approaches lack "rigorous tolerance." Failure should be tolerated to constructively revisit it as a valuable asset, but such positive analysis of

failure still needs to be conducted rigorously to avoid naïve negligence. Therefore, overcoming the challenges of internal FM is to **capitalize outcomes of failure through rigorous tolerance**.

Second, the challenges of external FM originate from diverse definitions and interests regarding the "second chance" for those who fail. Competing values on sustainability and justice represent different stakeholders' cherished values. One way to resolve such dilemmas is to apply competing values to different spaces and times. For instance, giving a second chance to losers may not always be justified but can be acceptable when the loss occurs in a risky business where every employee hesitates to work. Thus, handling the challenge of external FM is to **balance competing values through complementary diversification**.

Table 2. Alternatives for the challenges of organizations' failure-success management (FSM)

	Internal FSM	External FSM
Main ideas	Helping internal stakeholders's FSM	Helping external stakeholders' FSM
WHY (challenges)	FM Failure is not an option: Failure not tolerated in reality	We have diverse definitions of sustainability: Static vs. dynamic; micro vs. macro
	Failure is a virtuous evil: Failure management as an excuse of failure	We have diverse definitions of justice: Fairness of giving a second chance
	Alternative WHAT: Capitalize outcomes of failure HOW: Through rigorous tolerance	Alternative WHAT: Balance competing values HOW: Through complementary diversification
	SM We lack organizational learning: Deficient effort to share precaution	Your SM is none of my business: Insensitivity to external stakeholders' risks
	We overdo organizational learning: Excessively precautionous measures	My SM is none of your business: Resistance to external precautionous helps
	Alternative WHAT: Systemize caution of success HOW: Through accountable learning	Alternative WHAT: Internalize external risks and helps HOW: Through empathic collaboration

Third, the challenges of internal SM arise from inadequate organizational learning. Organizational memory on the negative impacts of success and the know-how to overcome such paradoxical outcomes of success is challenging to store and share. To promote SM, we need to institutionalize learning and sharing efforts of SM by promoting a sense of accountability to protect ourselves and our neighbors from the success trap. Therefore, dealing with the challenge of internal SM is to **systemize caution of success through accountable learning**.

Fourth, the challenges of external SM are based on ignorance of others' risks due to their success and negligence of our own risks due to our success. The common factor behind these challenges is a lack of sensitivity to the dark side of success. To overcome such inactivity, we need empathy with the victims of success to internalize their risks as our own, as well as humility to accept and comply with external help. Thus, the method of managing the challenge of external SM is to *internalize external risks and helps through empathic collaboration*.

The four statements previously mentioned represent the three items (WHY, WHAT, HOW) among the 5W1H alternatives for the challenges of FSM. To make them more valid and implementable, these statements should be specified and supported by the remaining three items (WHO, WHEN, WHERE). Table 3 presents a way to systemize the alternatives by applying two dimensions. The first dimension is WHO, which concerns the subject of FSM in organizations and can be categorized based on the collectivity level into individual and group level. The second dimension is WHEN and WHERE, which represents the space and time context of FSM in organizations and can be divided into two categories (low and high) based on the level of value integration. A low level of value integration is conducted in an emerging, open, free, inclusive, diverse, and unofficial environment, whereas a high level of value integration is done in a deliberate, closed, rigorous, selective, integrative, and official setting. By combining the two dimensions that have two categories, the matrix generates four cells representing the four organizational platforms for FSM. These platforms can help secure, align, and facilitate FSM in terms of leadership, culture, and institutions of organizations.

Table 3. Organizational platforms for failure-success management (FSM)

WHO (subject of FSM): Collectivity level	WHEN/WHERE (space-time context of FSM): Value integration level	
	Low (emerging, open, free, inclusive, diverse, unofficial)	High (deliberate, closed, rigorous, selective, integrative, official)
Low (individual)	<i>Knowledge (holistic) creation</i> (e.g., knowledge creator's sandbox)	<i>Knowledge (active) transfer</i> (e.g., systemized hand-over)
High (group)	<i>Knowledge (passive) sharing</i> (e.g., Failcon, Failexpo)	<i>Knowledge (systematic) application</i> (e.g., institutionalized experimentalism)

FSM platform for knowledge (holistic) creation

The starting point for implementing FSM in organizations is an individual who perceives the paradoxes of failure and success and enforces measures to handle them. Only when individuals exercise FSM, knowledge and practices of FSM can be stored, shared, and utilized across the organization. Therefore, individuals should be the fundamental basis of knowledge creation for FSM. However, knowledge creation is not automatic. Employees need certain conditions to seek, find, and create knowledge on FSM.

First, individuals should have a sense of being in a "fear-free zone" for learning. Both those who fail and those who succeed need an organizational environment to reflect on the paradoxes they experience and how they handle them without fear of being falsely accused. Second, they need useful learning methods that help them find patterns of problems and solutions of failure and success. A set of holistic methods, such as Benchmarking, Modeling, Forecasting, and Backcasting (BMFB), might be helpful. Benchmarking involves collecting good and bad practices and identifying critical factors of success and failure. Modeling is used to find generalizable patterns and causalities behind the success/failure factors. Forecasting predicts the future based on legitimate models, while backcasting involves creating actionable plans to reach the future predicted.

When at least two conditions, i.e., a comfortable learning atmosphere and holistic learning methods, are satisfied, individuals can benefit from a "knowledge creator's sandbox," where they are free to experiment and create novel knowledge on the paradoxes without fear of accusations or ignorance. As a result, individuals who acquire knowledge on FSM can transform their implicit experiences into explicit knowledge by creating their own database, which can range from a simple memo to a more comprehensive manual, toolkit, or handbook for FSM.

FSM platform for knowledge (passive) sharing

The FSM knowledge created by individuals should be shared and diffused to benefit organizations. However, sharing knowledge beyond individuals can be challenging due to several barriers, such as fear of ridicule or criticism from others, and a lack of sharing opportunities or venues. Therefore, the "fear-free zone" needs to be expanded beyond individual learning to form a learning community.

One example of a learning community for FSM is Failcon (thefailcon.com), a US-based enterprise that regularly holds conferences where entrepreneurs who have experienced failure and success in their businesses can gather to share their experiences. Such gatherings

have enormous benefits because they take on a festive atmosphere, making it easier for people to share their know-how of business paradoxes without fear of any official penalty in their organizations. South Korea has a similar model, where the Ministry of the Interior and Safety hosts an annual meeting called “Failexpo” for citizens and organizations to share their stories of failure and success, with similarly positive results. Participants in such public venues for sharing FSM knowledge do not have to be present at the same place and time. Beyond close and synchronized contact, remote and asynchronous meetings can be gathered via digital cloud systems where people can leave and access stories and knowledge of FSM without limits of time and space.

All these methods of sharing FSM knowledge have the characteristics of an open, free, and unofficial learning community. However, the open and free attribute of the method is like a double-edged sword. Although participants are not obligated to join or exchange their ideas, there is no guarantee that organizations would manage the valuable knowledge systematically, so that they can eventually benefit from it. Therefore, we need another method of officially transferring knowledge of FSM within organizations, which is introduced in the next section.

FSM platform for knowledge (active) transfer

The aforementioned method of knowledge sharing is to provide an open and free venue where people may freely exchange their ideas on FSM, enabling a learning community to be formed. However, as knowledge related to FSM often remains as intangible and unstable asset of an organization, we need another reliable method to ensure knowledge transfer within organizations. In specific, considering the typical personnel system where employees are regularly transferred to other departments for HRD and HRM purposes, we must build a more systematic handover system that allows FSM knowledge to be shared between the predecessor and successor of every position in the organization.

An example from South Korea can show a model of such FSM knowledge transfer among the staff. The South Korean government manages an online system called the "On-nara service," a comprehensive and integrative online platform for documentation and communication. The system accommodates various demands on internal affairs such as documentation and communication with internal and external stakeholders through email, chat, and video conference. What makes the system unique is its knowledge management function. Government officials can join online bulletins and learning communities to share

their ideas. Furthermore, the system includes a handover section through which information and knowledge can be systematically transferred from predecessor to successor of any position. The forms of knowledge transferred between officials vary from explicit, such as formal and official data, information, and documents, to implicit, such as informal and unofficial data and information like video clips, memos, checklists, handbooks, and manuals that contain any know-how on works. In doing so, the volatile and intangible knowledge on FSM can be formally saved and enriched, constituting institutional assets.

FSM platform for knowledge (systematic) application

All the methods previously mentioned provide venues for creating and sharing knowledge of FSM. However, to effectively connect the shared knowledge to organizational outcomes, the efforts towards FSM need to be institutionalized into the decision-making process. As the essence of FSM is to systematically respond to the paradoxical impacts of failure and success by learning from trials and errors in organizations, the experimentalism should become a part of the organizational procedure and culture. In other words, we need to ensure a "down-to-earth zone" as well as a "fear-free zone" in our organizations, through which all organizational experiences of failure and success can be transformed into practical lessons and insightful decision-making.

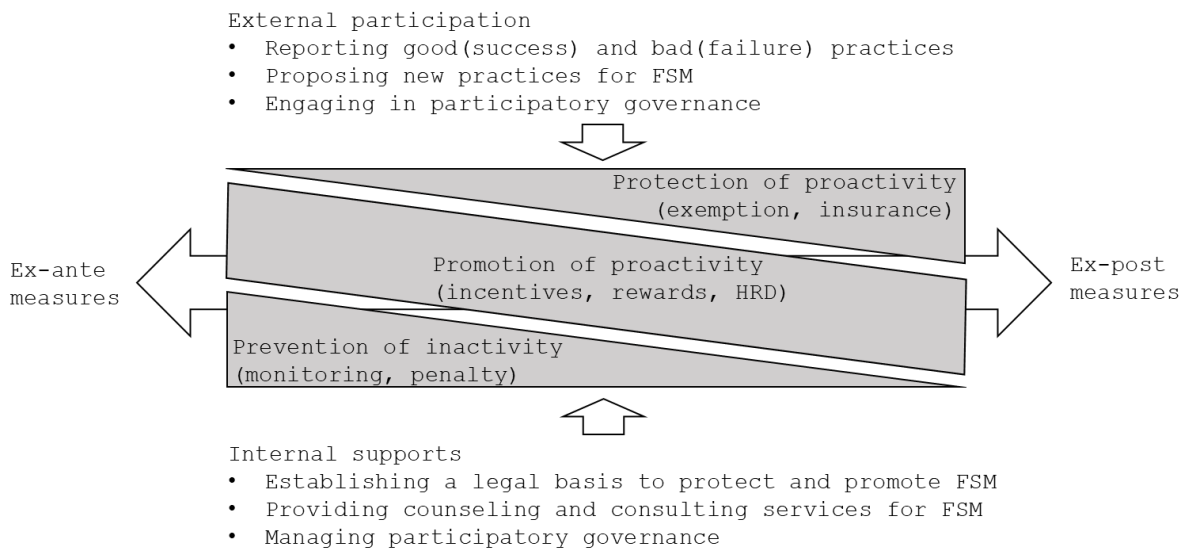
In fact, FSM is not far away from our daily lives in organizations. All businesses and policies in our organizations are not only the goals we try to achieve today but also the means, rehearsal, test, and experiment for the next level's goals we want to achieve tomorrow. Therefore, an organizational attitude and policy towards experimentalism for FSM will lead to a more audacious and proactive organizational culture. Organizational proactivity can be defined in various ways. As Table 4 presents, an organization's proactivity can manifest multidimensionally, ranging from discomfort solution and preemptive move to performance improvement and innovation exploration.

Table 4. Types of organizational proactivity

Temporal focus	Directional focus	
	Minimizing bad	Maximizing good
Retrospective (reflectional, reactive)	<i>Discomfort solution</i>	<i>Performance improvement</i>
Prospective (preventive, anticipatory)	<i>Preemptive move</i>	<i>Innovation exploration</i>

In any types of proactivity, in order to make organizations more proactive towards effective FSM, a set of multifaceted measures must be taken. Figure 1 illustrates three types of actions for organizational proactivity: (1) prevention of inactivity through monitoring and penalties; (2) promotion of proactivity through incentives, rewards, and HRD systems; and (3) protection of proactivity through exemption from penalties and insurance for audacious and creative failures. These actions can be further promoted with the help of both internal and external stakeholders. External stakeholders, such as customers and citizens, can contribute to organizational proactivity by: (1) reporting both good (success) and bad (failure) practices of an organization; (2) proposing new practices for handling success and failure; and (3) participating in governance processes within the organization. Internal stakeholders, including CEOs and higher management, can promote organizational FSM by: (1) establishing a legal basis to protect and promote FSM; (2) providing counseling and consulting services for FSM; and (3) managing participatory governance within the organization. In summary, taking the measures for organizational proactivity will also promote effective FSM.

Figure 1. Measures for organizational proactivity towards effective FSM



CONCLUSION: DYNAMIC SUSTAINABILITY THROUGH PARADOXES

Organizational management is inherently dynamic, especially due to two paradoxes: (1) failure can sometimes have positive outcomes by creating new opportunities, and (2) success can sometimes be negative by bringing in new crises. Dealing with such two paradoxes, failure management (FM) and success management (SM) can help manage these paradoxical phenomena. However, implementing the failure-success management (FSM) in organizations can be challenging due to various obstacles and resistance from inside and outside the organization. This article examined the patterns and logic of these challenges and introduced theoretical and practical alternatives to sustain FSM in organizations.

No matter what smart strategies and tactics for FSM are suggested, it is ultimately up to us to actually design and implement them in our organizations. One of the ultimate factors that help us effectively realize FSM might be the organizational mission. In other words, a constant awareness of the answers to two questions on the organizational mission, (1) who we are; and (2) who we (have to) serve, will be a lighthouse or guiding hand that lead us to the dynamic sustainability through paradoxes. Then, how can we have such constant awareness of our mission? We do not have to worry so much about it, because organizational failures and adversities will play their paradoxical roles as a reminder of the organizational mission. In other words, organizational difficulties will function as micro and temporary disequilibrium that leads to macro and ultimate equilibrium. That is an organizational paradox that leads us to dynamic sustainability.

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