



ผู้นำกับสภาพแวดล้อม ที่เปลี่ยนแปลง

การประชุมเชิงปฏิบัติการ
หลักสูตรเพื่อพัฒนาผู้นำการบริหารการเปลี่ยนแปลง
3 สิงหาคม 2548



(I) The New Environment

The Free Flow



- Goods
- Capital
- Information
- People

Thailand : Transitional Stage



- Political reform
- Economic reform
- Public sector reform
- Private sector reform
- Social reform

Maslow's Hierarchy of Needs



Income Distribution

Monthly Income Range (Bht)	Bangkok (thousand)	Upcountry (thousand)
<5,000	3,926 (44%)	33,903 (80.8%)
5,000-9,000	2,409 (27%)	4,717 (11.2%)
10,000-19,000	1,428 (16%)	2,457 (5.9%)
20,000-39,000	892 (10%)	850 (2.0%)
>40,000	268 (3%)	53 (0.1%)

Source : AcNielsen 2002

Consumer Trend



- Speed and convenience
- Fragmented
- High expectation
- Emotional needs
- Lifestyle spending
- More traveling

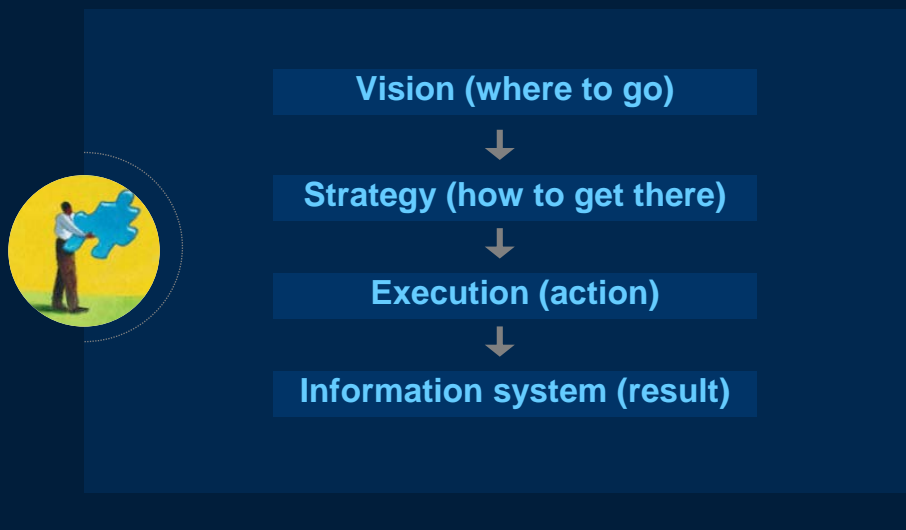


(II) The New Management System

Management Theories

Mission	Mean	Management
Vision Strategy Direction Objective	MBO TQM Reengineering Empowerment 7's Model	Benchmarking Balanced scorecard
Leader	Manager	Analyst

Management Model



Information System



- **Communication tool**
- **Create trust**
- **Analytical thinking**
- **Strategy formulation**
- **Performance output**



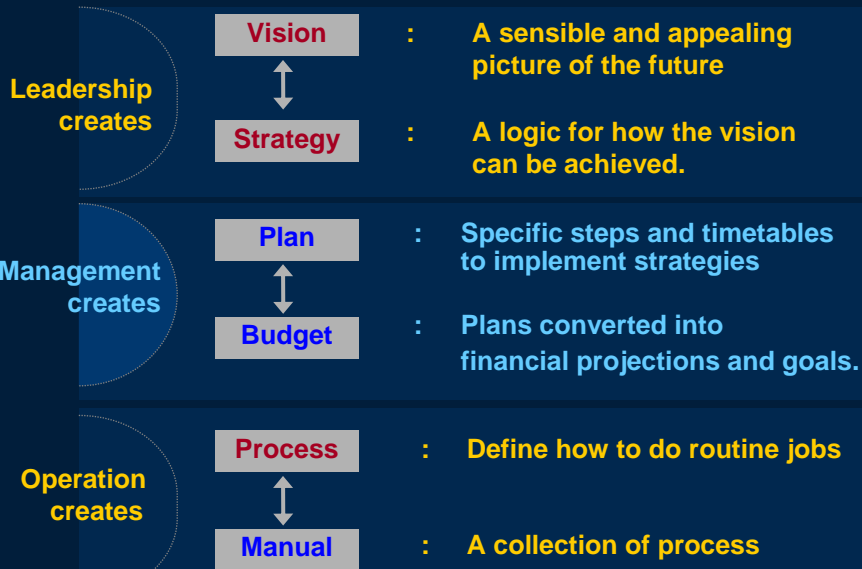
(III) The New Leader

Executive Leadership Style

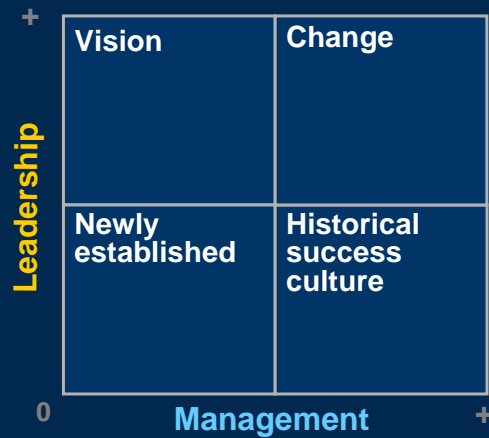
Strategic Leadership (Head) Visionary Enabler	Inspirational Leadership (Heart) Inspiring Enabler
Characteristic (Trust) Role Model	Performance Leadership (Hands) Coaching Enabler

Source : Adapted from Dr. John Nicholls, American Management Association

Task & Relationship



A Complementary



Learning Levels

STAGE	ROLE	OUTPUT
<ul style="list-style-type: none"> • Data • Information 	<ul style="list-style-type: none"> • Messenger • Manager 	<ul style="list-style-type: none"> • Routine • Operational strategy
<ul style="list-style-type: none"> • Knowledge • Wisdom 	<ul style="list-style-type: none"> • Analyst • Innovator 	<ul style="list-style-type: none"> • New service • Killer application

Common Traits among Leaders



- **Passion** (love what they do)
- **Intelligence & creativity thinking** (smart, see & act on opportunity)
- **Great communications skills** (communicate clearly, inspiring)
- **High energy level** (work hard)
- **Egos in check** (quite humble)
- **Inner peace** (calm, least stressed, role model)

Source: Lessons from the Top by Thomas J Neff and James M. Citrin, copyright 1999



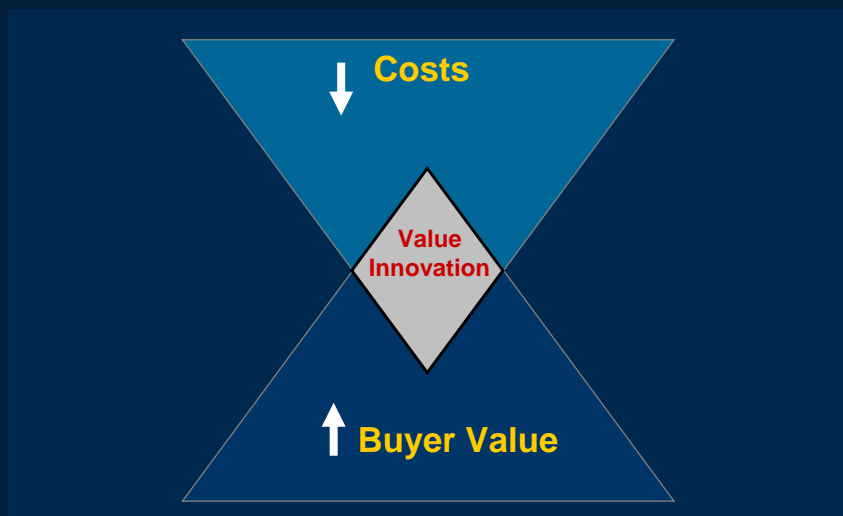
(IV) The New Strategy

Judo Strategy

Movement	<ul style="list-style-type: none">• Low profile• Don't invite attack• Speed
Balance	<ul style="list-style-type: none">• Co-opetition• Push when pulled• Avoid head-on
Leverage	<ul style="list-style-type: none">• Opponent's asset• Opponent's competitor

Source : Judo Strategy by David B. Yoffie and Mary Kwak, copyright 2001

Blue Ocean Strategy



Source : Blue Ocean Strategy by W Chan Kim and Renee Mauborgne, 2005

Value Innovation

Value without innovation	<ul style="list-style-type: none">• Easy to imitate• Incremental scale• Value added
Innovation without value	<ul style="list-style-type: none">• Technology-driven• Futuristic• Buyers not ready to accept
Value innovation	<ul style="list-style-type: none">• Align innovation with price & cost

Source : Blue Ocean Strategy by W Chan Kim and Renee Mauborgne, 2005

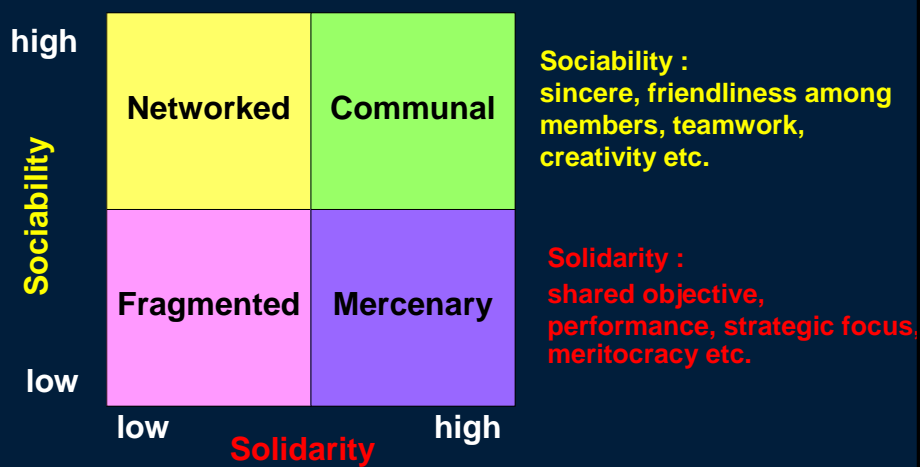


(V) THE NEW CULTURE

7s Model of Organization Alignment

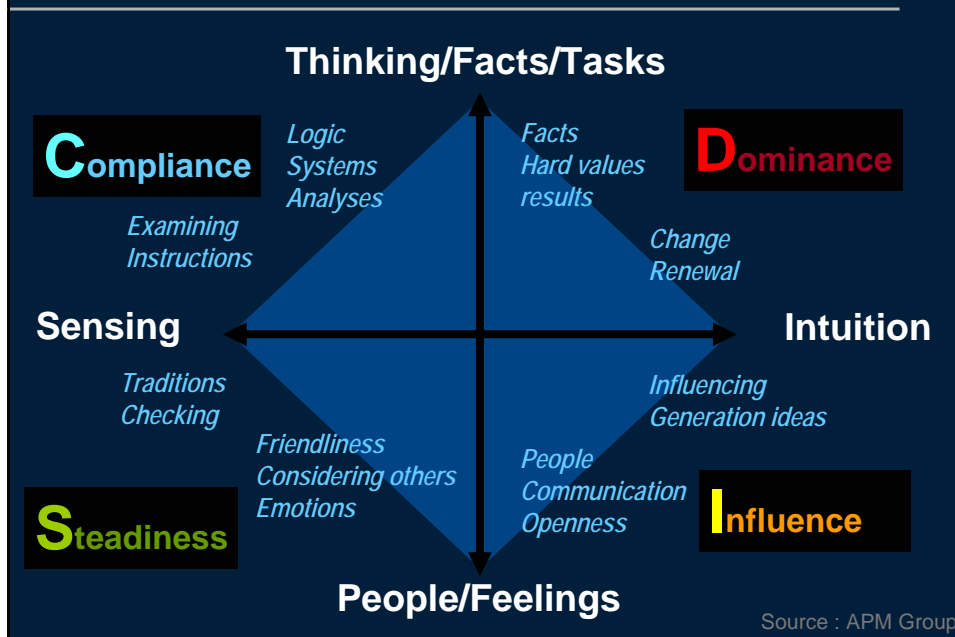
HARD	SOFT
<ul style="list-style-type: none"> • Structure • System • Staff 	<ul style="list-style-type: none"> • Shared value • Style (creativity) • Skill (talent) • Strategy

Organization Culture

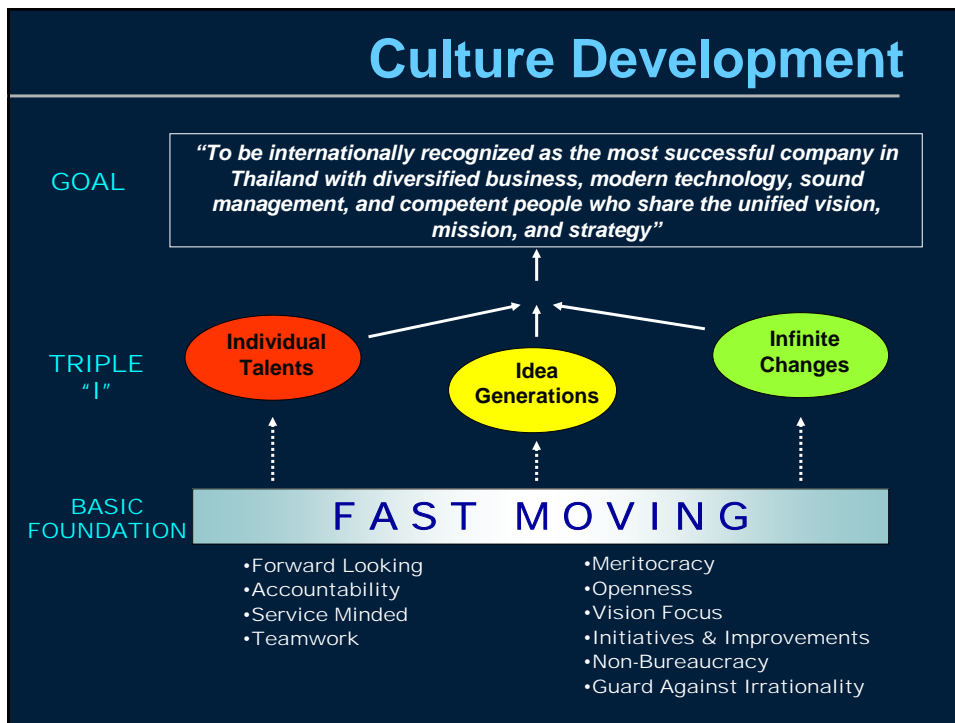


Source: Harvard Business Review on Managing People, copyright 1988

Model of Human Behavior



Culture Development



Practise Your Thinking Profile

คิดท้าทาย	<ul style="list-style-type: none">• challenging• provoking• innovative
คิดแตกต่าง	<ul style="list-style-type: none">• out of the box• different
คิดสร้างสรรค์	<ul style="list-style-type: none">• positive• constructive
คิดเชื่อมโยง	<ul style="list-style-type: none">• systematic• cost and effect interrelated

Organization's fitness = flexibility x speed x vision
experience

Source :Business 2010 by Ian Pearson & Michael Lyons, copyright 2003