



# Leadership

101

*Nuthapong Ukarapol*  
*July 28, 2016*

**G X E V E R A O R**

**G X E V E R A O R**

G X E V E R A O R





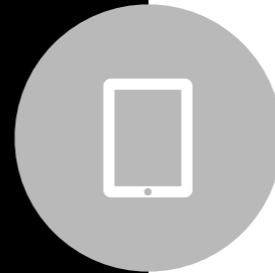


National league



World-class

Cross-sectional  
assessment



Longitudinal  
assessment

Microscopically  
focus on process



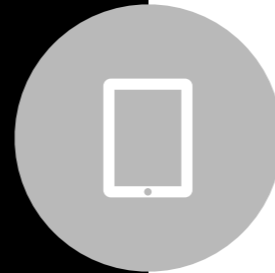
Macroscopically  
focus on system

Prescriptive



Self-determined

Purposefully devised  
for quality assurance &  
accreditation



Purposefully devised to  
drive competitive  
advantage through  
quality improvement &  
recognition (Award)

Mandatorily  
monitored by  
authorities



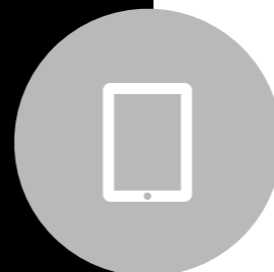
Voluntarily peer  
review process

**Process assessment:**  
PDCA-based against  
single item (rather  
silos)



**Process assessment:**  
ADLI-based against  
multiple  
requirements on  
each item (more  
focus on integrated  
framework)

**Result assessment:**  
Common set  
predetermined  
measures against  
standards



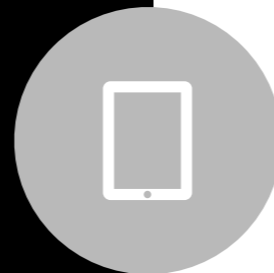
**Result assessment:**  
Appropriately customized  
measures against  
competitors/industrial  
leaders

Ensures minimal standards



Inspires excellence & sustainability

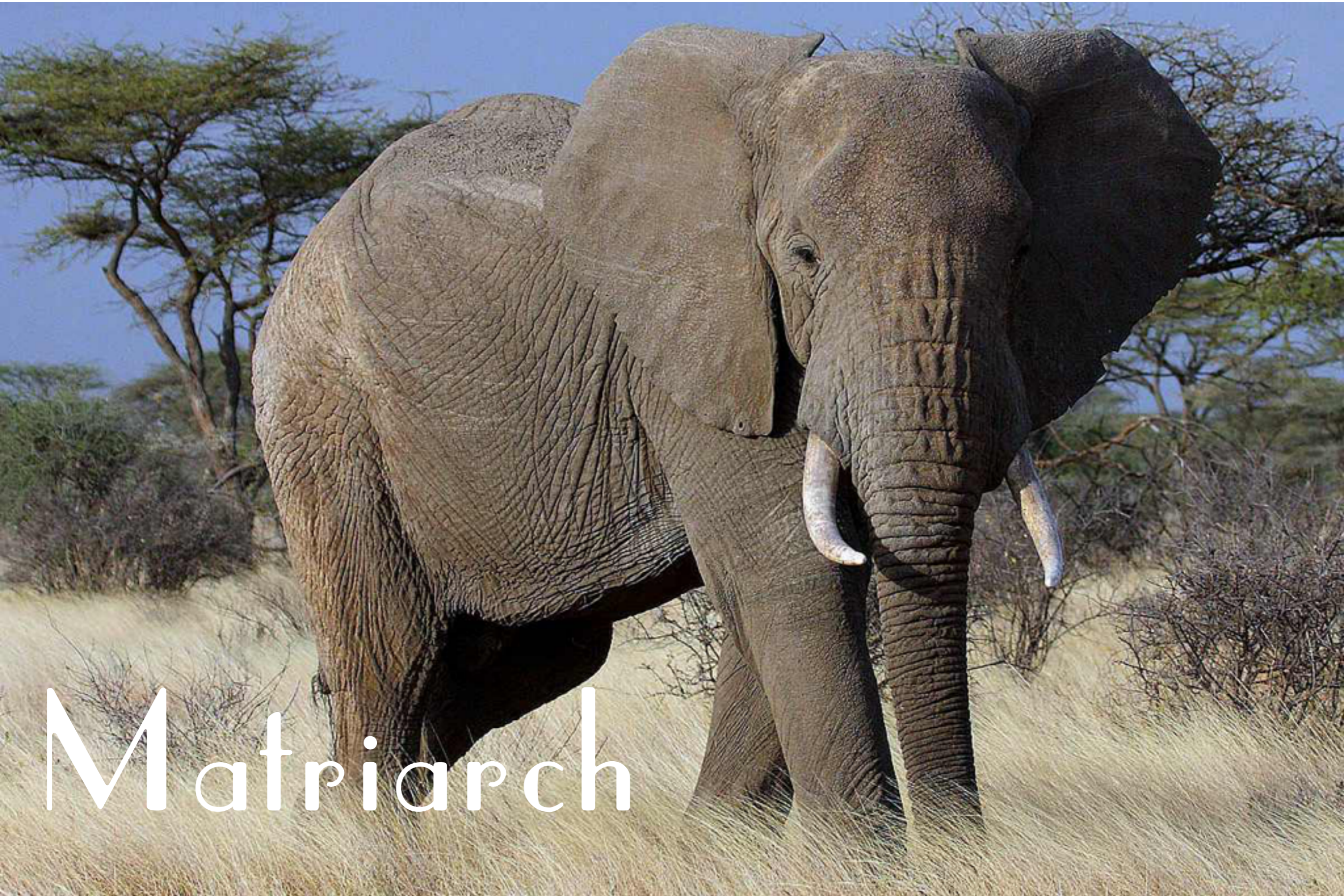
Operator dependent



**Leader** dependent

GUESS



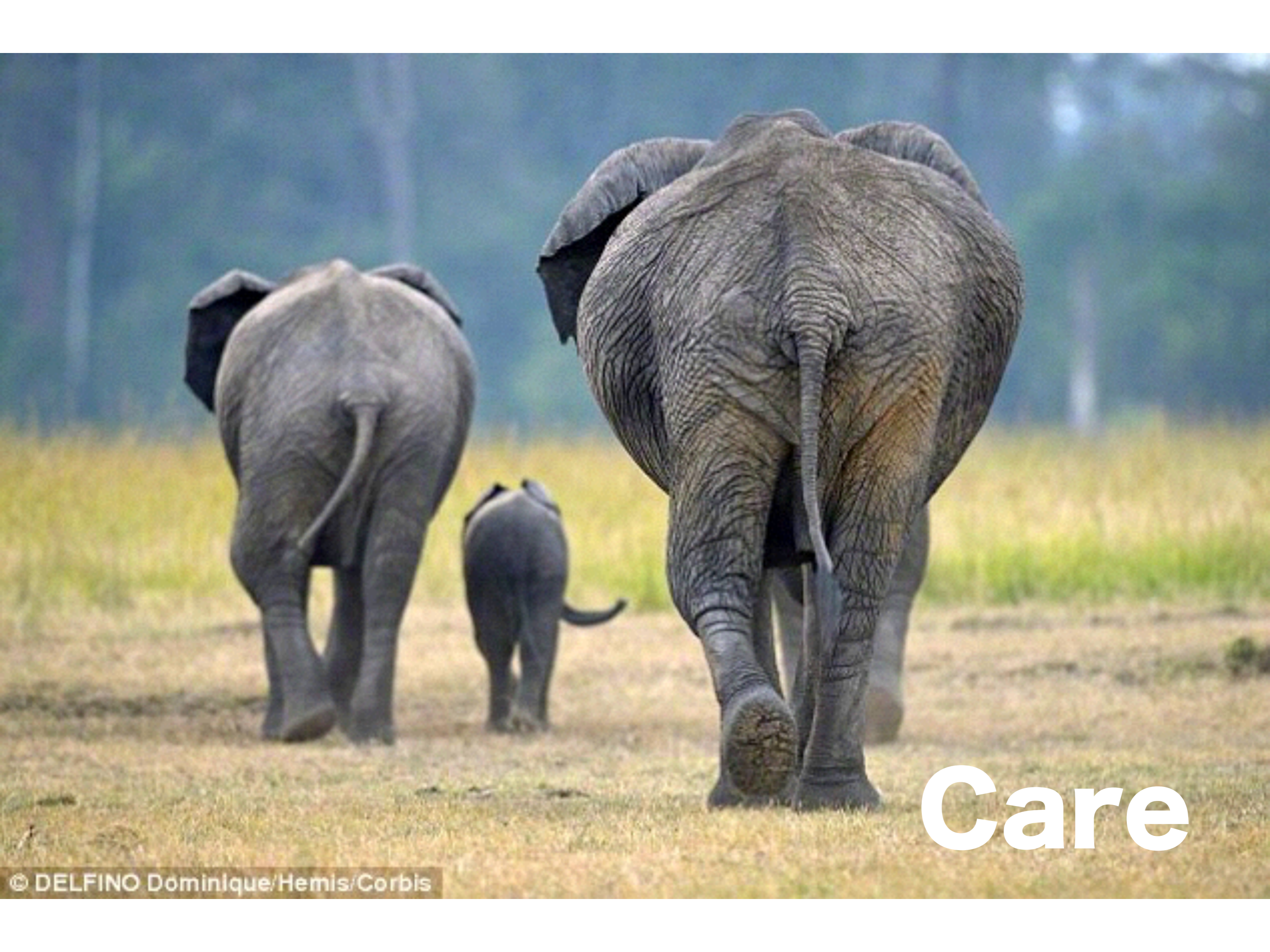


Matriarch







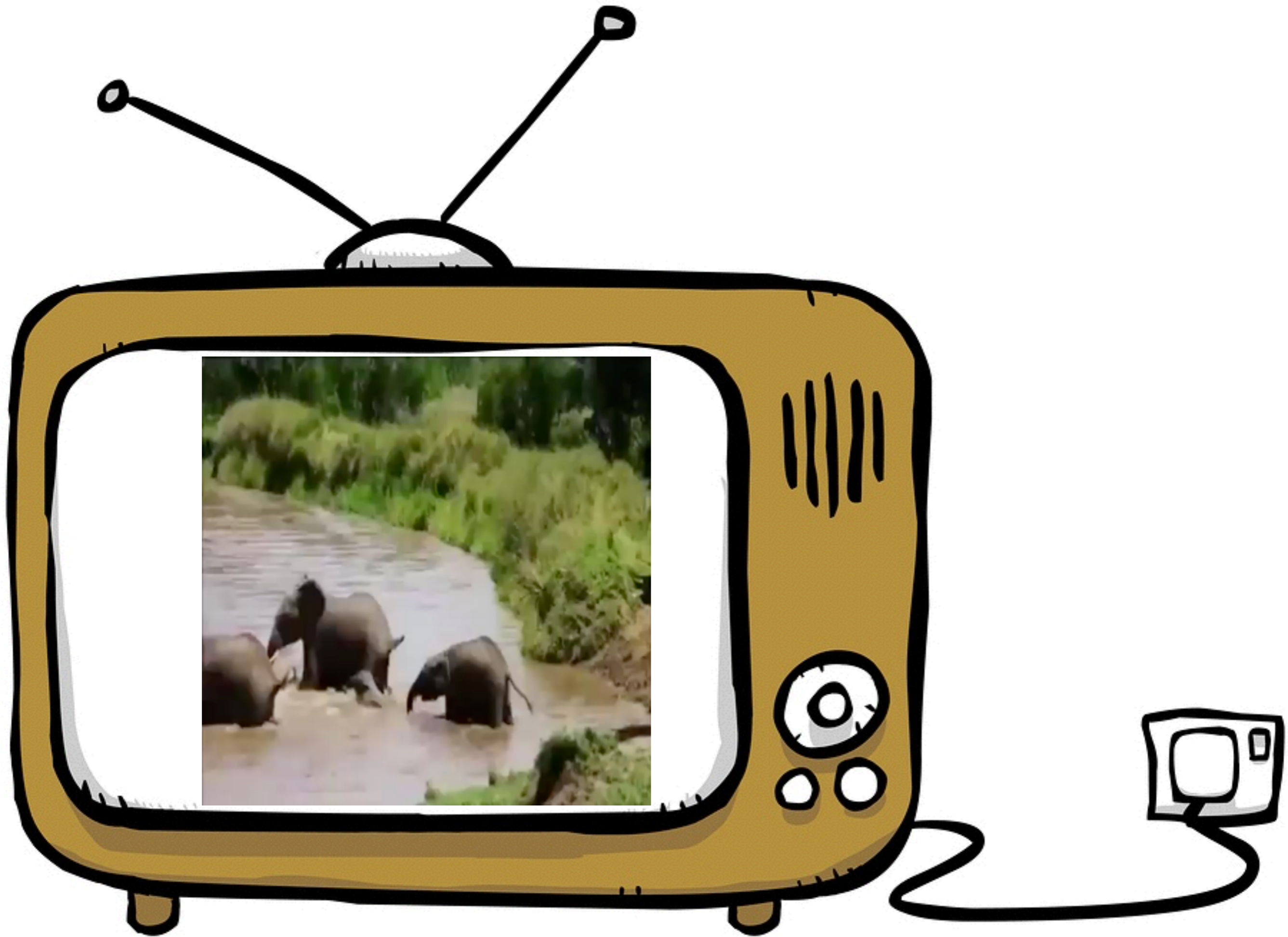


Care





# Pragmatic Empathy







**Respect for others brings trust**





**Consistency**









**“Leaders lead by example,  
whether they intend to or not.”**

**- Anonymous,**



# Smell, Sight, Sound & Touch







**“Leaders need to be masterful listeners;  
they need to be able to receive as well as send.”**

**- Prof. Joseph Badaracco,**





**“Learn from the mistakes of others,  
you can never live long enough to make  
them all yourself.”**

**- Anonymous,**



**Pragmatic Empathy**  
**Respect**  
**Consistency**  
**Example**  
**Communication**  
**Evolution**





A photograph of a herd of elephants in a savanna landscape during sunset. The main elephant in the foreground is facing the camera, with its large ears and trunk clearly visible. Another elephant is partially visible behind it to the left. The background shows a line of trees and a warm, golden sky.

**“The elephant is the nearest to man in intelligence. It possess virtues rare even in man.. honesty, wisdom, and justice”**

**- Pliny,**







Anyone can  
achieve higher  
status on a team,  
both at the outset  
and over time, by  
temporarily  
**shifting** his or her  
**mind-set** before a  
first meeting

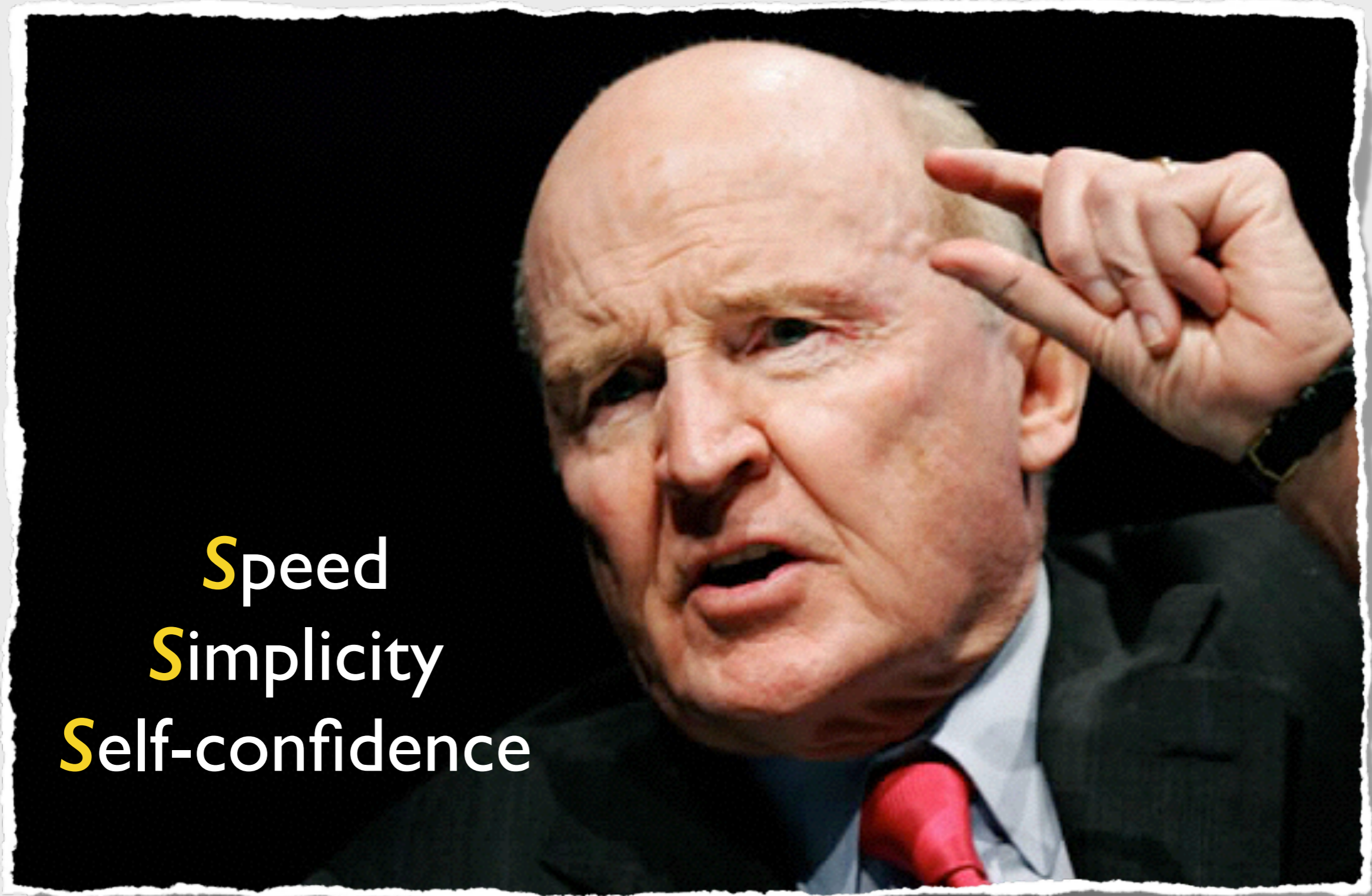
Source : HBR; Dec 2013





**You never get a second chance to  
make a first impression**





**S**peed  
**S**implicity  
**S**elf-confidence











“

A good speech should be like a woman's skirt; long enough to cover the subject and short enough to create interest

”

.....  
Winston Churchill

---

*“Everyone **com**municates  
but few **con**nect”*

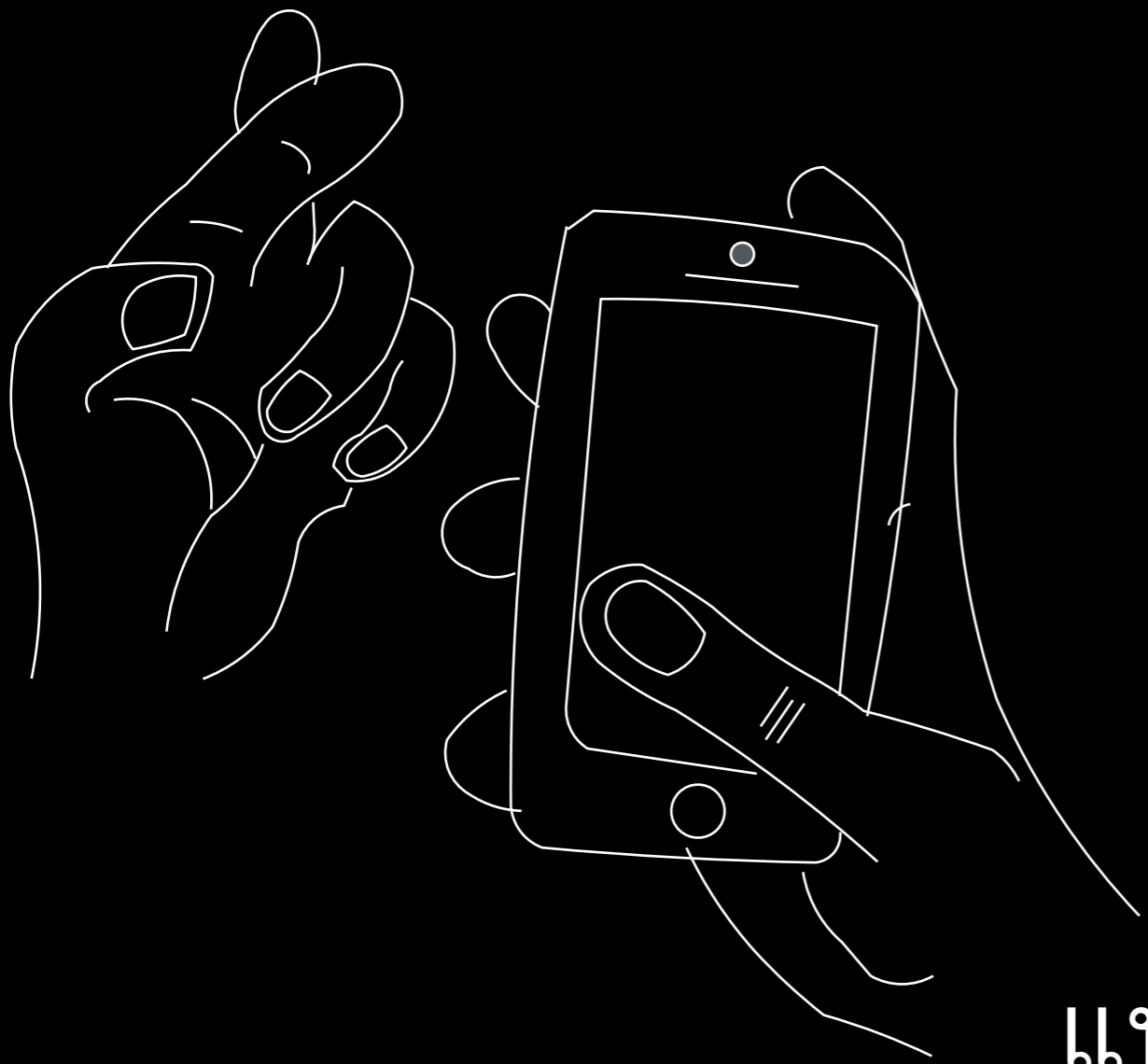
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*John C. Maxwell*









แน่ใจแค่ว่าเขาพูด  
ความจริงกับคุณทั้งหมด

---

**Am I a Man of Integrity?**  
**Am I a Man of Courage?**  
**Am I a Man of Judgement?**  
**Am I a Man of of Dedication?**

---

*John F Kennedy*

**COMPLEX**

PROBE  
SENSE  
RESPOND

**COMPLICATED**

SENSE  
ANALYZE  
RESPOND

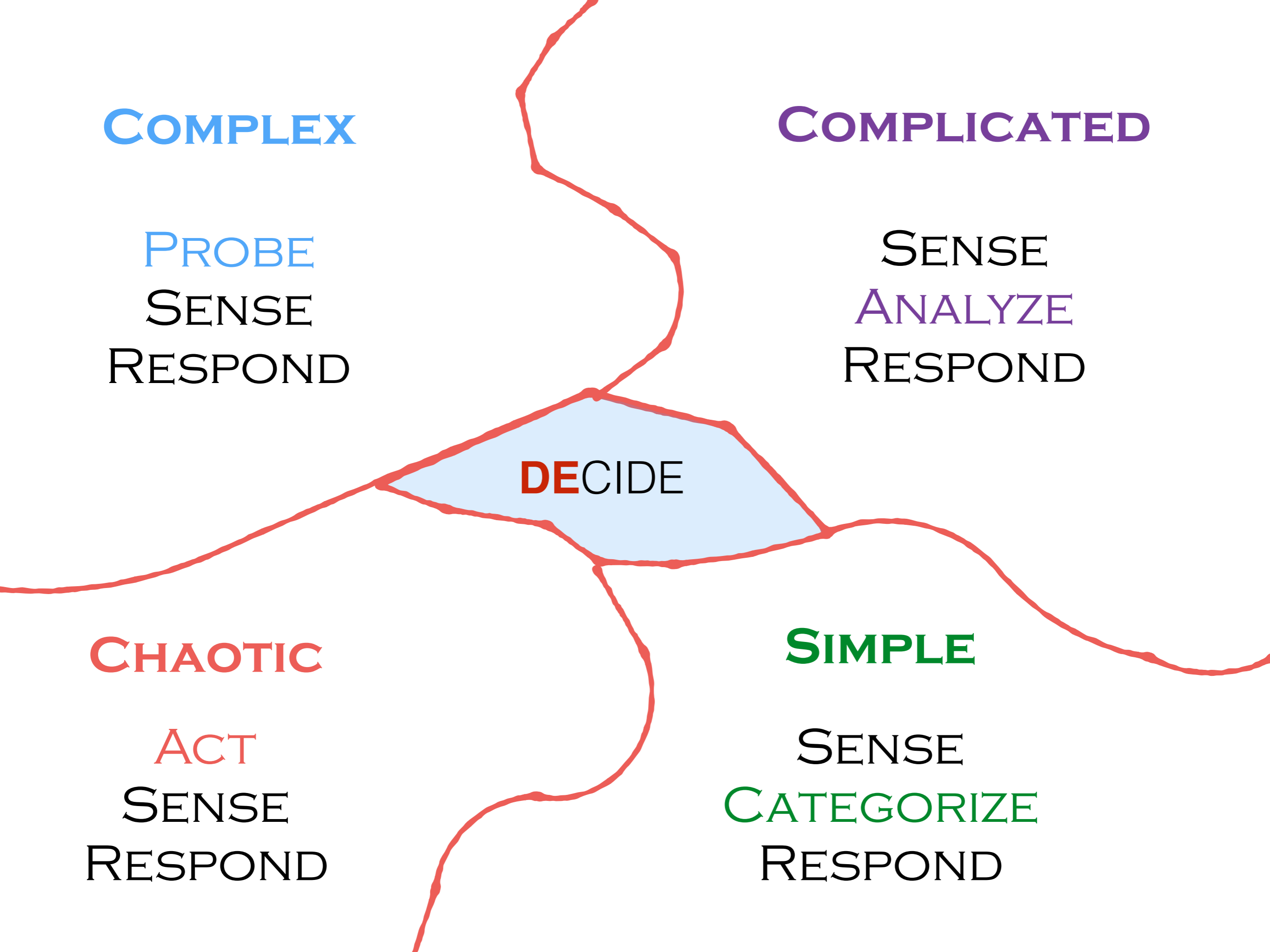
**DECIDE**

**CHAOTIC**

ACT  
SENSE  
RESPOND

**SIMPLE**

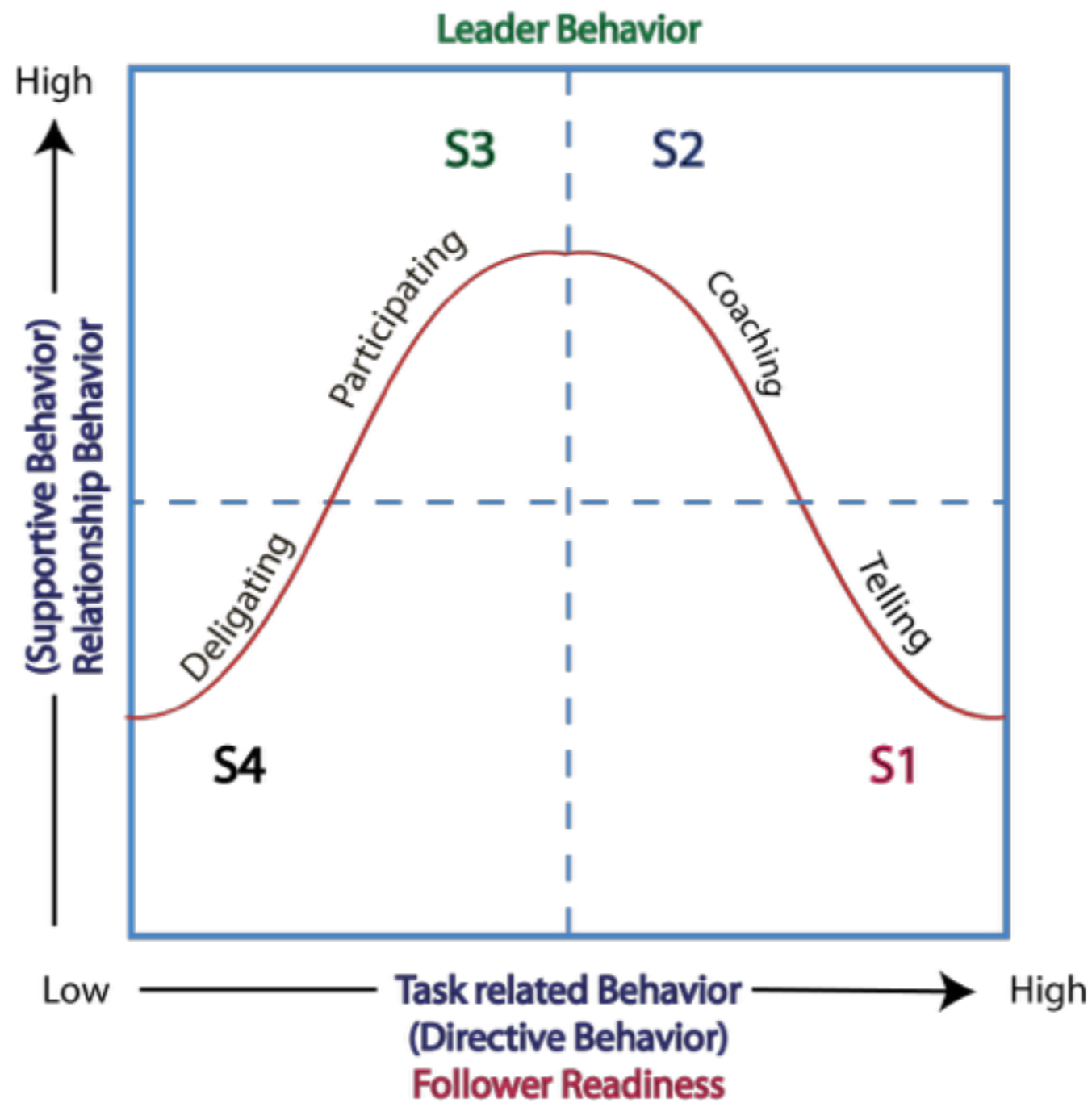
SENSE  
CATEGORIZE  
RESPOND





**Indecision is often  
worse than making  
the **wrong** decision.**



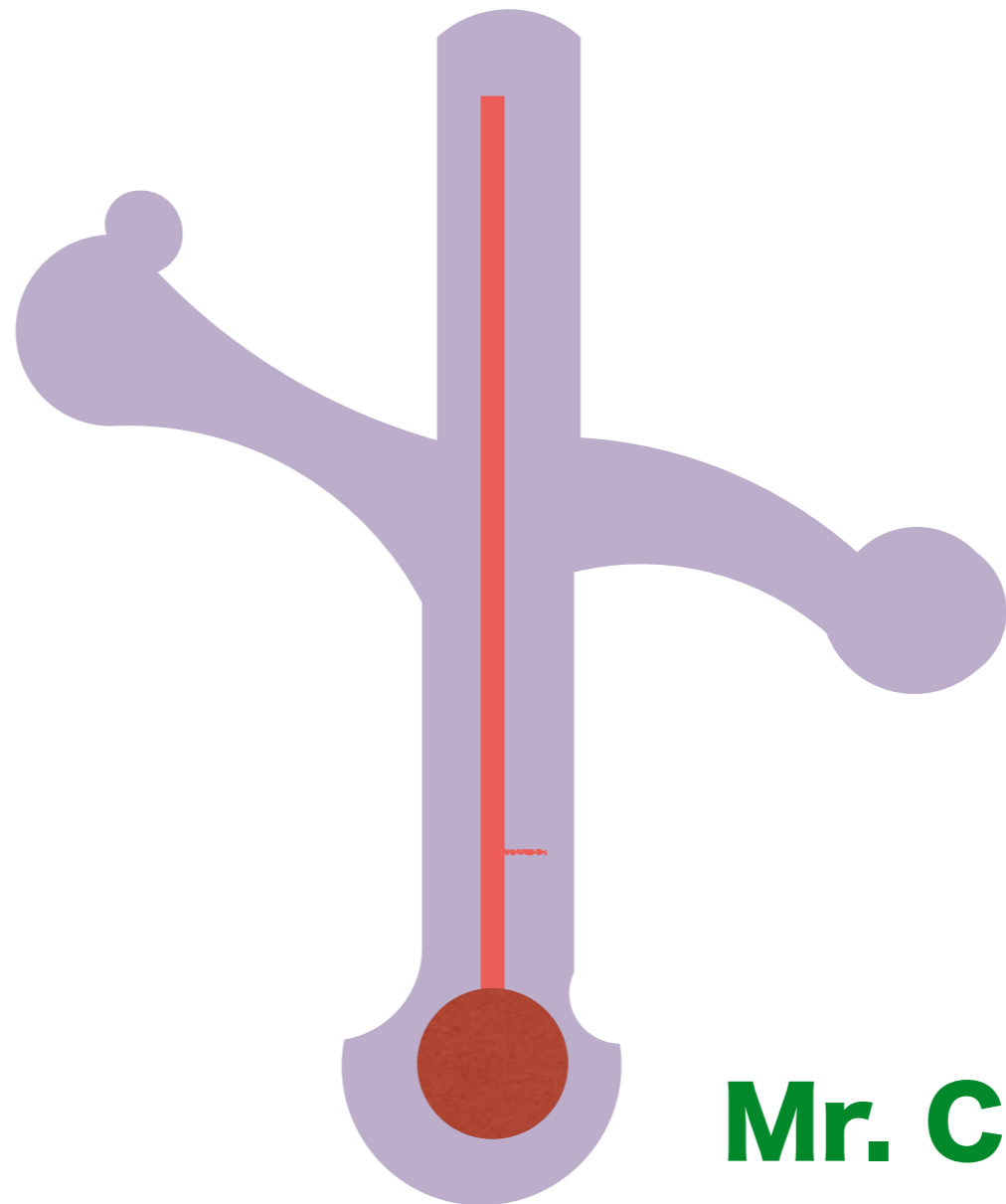
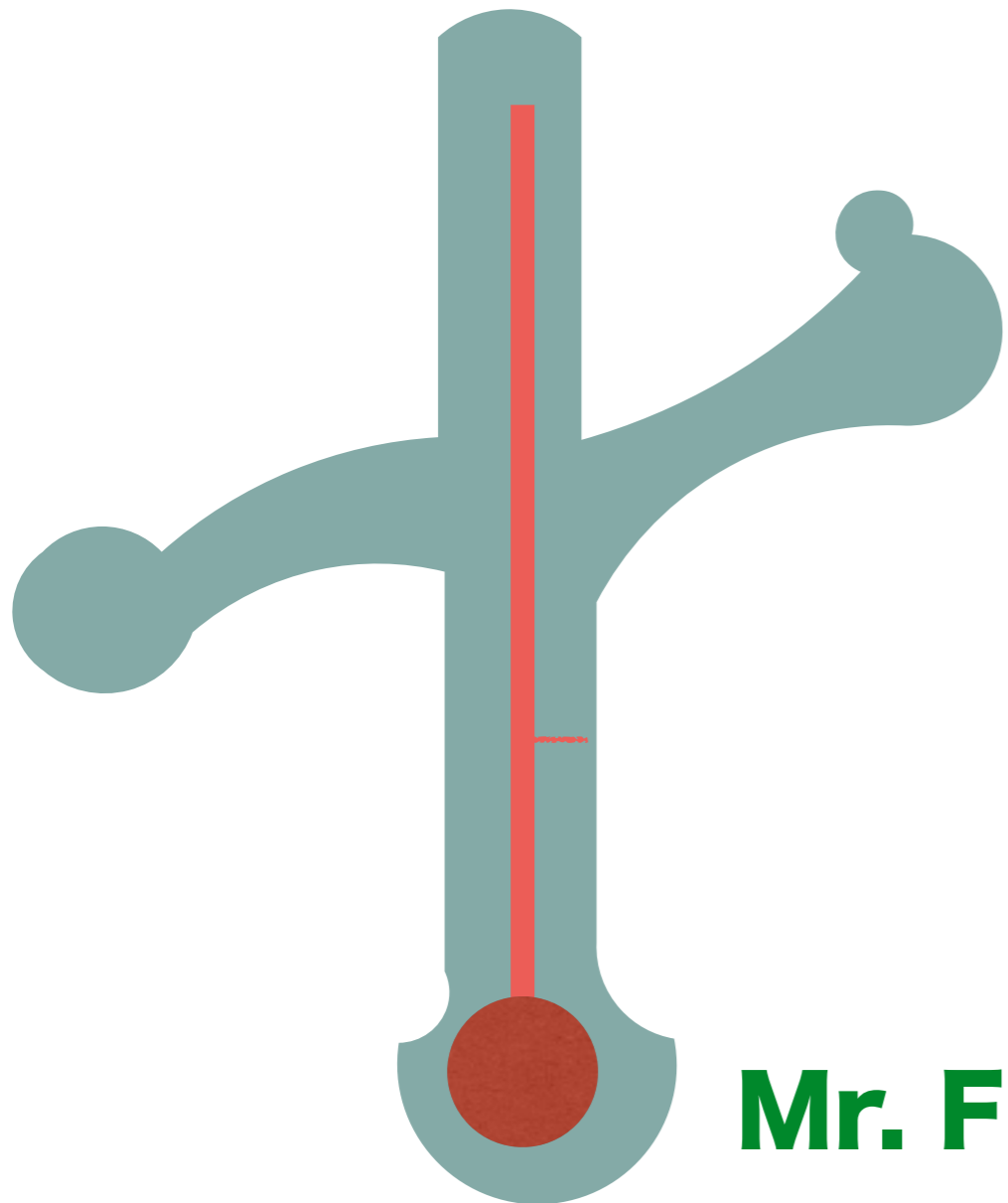


R4	R3	R2	R1
High competence	High competence	Some competence	Low competence
High commitment	Variable commitment	Low commitment	High commitment

P. Hersey  
K. Blanchard  
D. Johnson



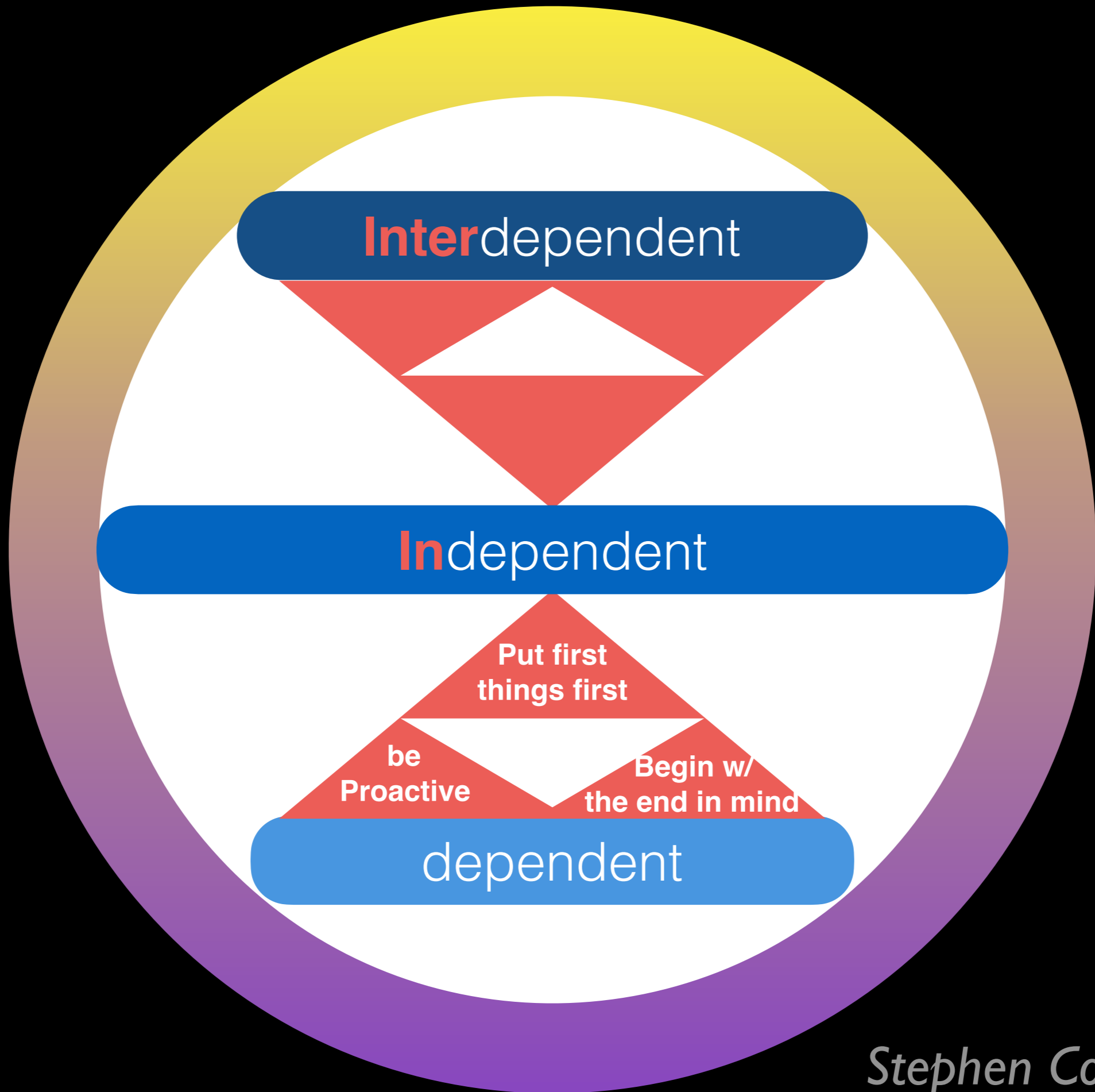
Human beings *value* things by  
**INTERVAL** scales



Until you and I are **in**dependent,  
we cannot be **inter**dependent.

*Stephen Covey*





**Inter**dependent

**In**dependent

Put first things first

be Proactive

Begin w/ the end in mind

dependent

*Stephen Covey*

*Set Vision & Values*



*Communicate w/  
and engage WF &  
Customers*



*Demonstrate  
legal/ethical  
behaviors*



*Build current &  
future org.  
success*



*Create focus  
on action*







**BREAK THROUGH**

**BUILD UP....**

Level 5 Leadership  
First Who... Then What

**Disciplined PEOPLE**

Confront the Brutal Facts  
Hedgehog Concept

**Disciplined THOUGHT**

Culture of Discipline  
Technology Accelerator

**Disciplined ACTIONS**

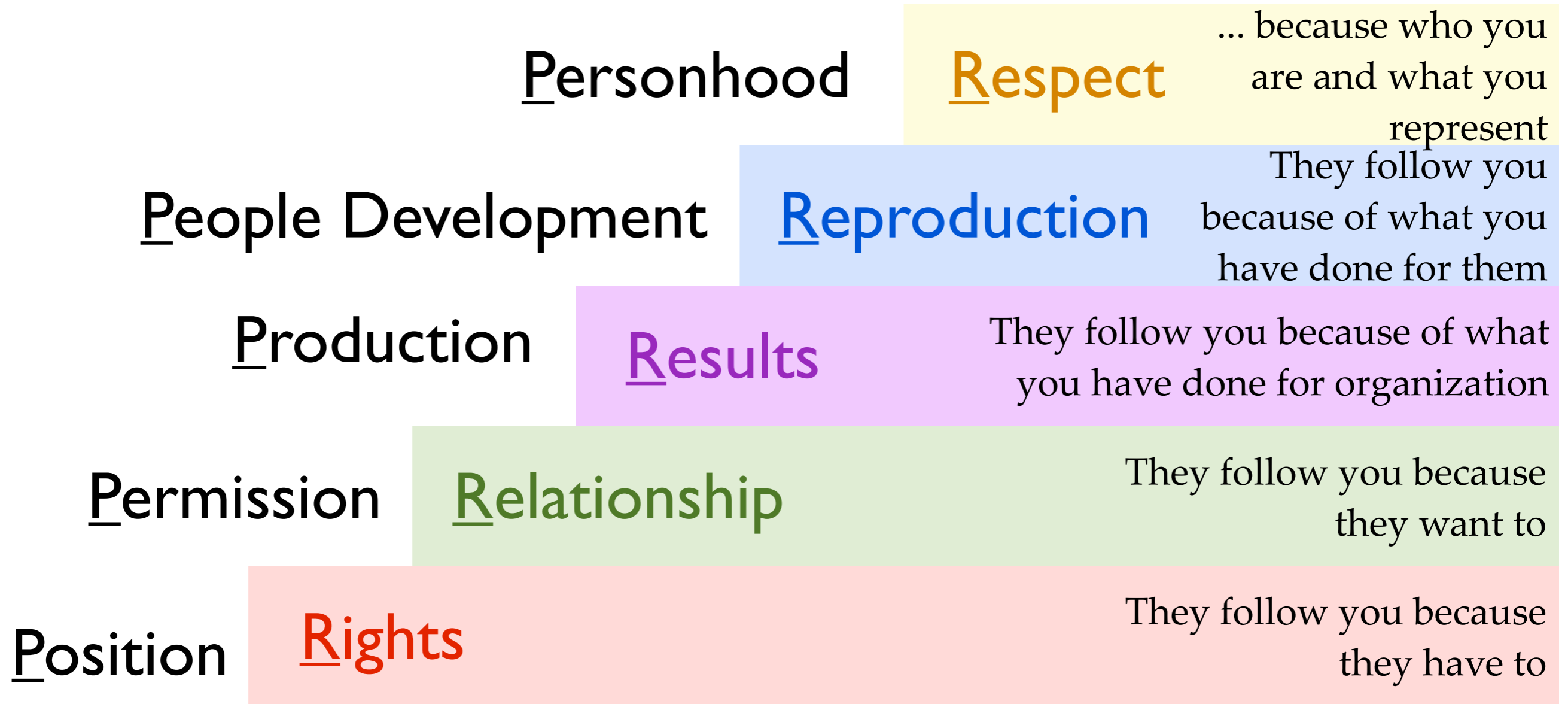
*Jim Collins*



Source : Good to Great



# 5 Levels of Influence



ทาน

ศีล

ความเสียสละ

ความซื่อสัตย์

ความสุภาพ อ่อนโยน

ความเพียร

ความไม่โกรธ

การไม่เบียดเบียน

ความอดทน

ความยุติธรรม




















**CORPORATE  
SOCIAL**  
*responsibility*



## The Ranking

 <p><b>1</b></p> <p><b>Lars Rebien Sørensen</b></p> <p>COMPANY Novo Nordisk</p> <p>INDUSTRY Health care</p> <p>HQ COUNTRY Denmark</p> <table border="1"> <thead> <tr> <th>START YEAR</th> <th>FOUNDER</th> <th>INSIDER</th> </tr> </thead> <tbody> <tr> <td>2000</td> <td>✓</td> <td>✓</td> </tr> </tbody> </table> <p>CHAIRMAN ✓</p> <p>FINANCIAL RANKING 6</p> <p>ESG RANKING 15</p>	START YEAR	FOUNDER	INSIDER	2000	✓	✓	 <p><b>2</b></p> <p><b>John Chambers*</b></p> <p>COMPANY Cisco Systems</p> <p>INDUSTRY Information technology</p> <p>HQ COUNTRY United States</p> <table border="1"> <thead> <tr> <th>START YEAR</th> <th>FOUNDER</th> <th>INSIDER</th> </tr> </thead> <tbody> <tr> <td>1985</td> <td>✓</td> <td>✓</td> </tr> </tbody> </table> <p>CHAIRMAN ✓</p> <p>FINANCIAL RANKING 7</p> <p>ESG RANKING 69</p>	START YEAR	FOUNDER	INSIDER	1985	✓	✓	 <p><b>3</b></p> <p><b>Pablo Isla</b></p> <p>COMPANY Inditex</p> <p>INDUSTRY Retail</p> <p>HQ COUNTRY Spain</p> <table border="1"> <thead> <tr> <th>START YEAR</th> <th>FOUNDER</th> <th>INSIDER</th> </tr> </thead> <tbody> <tr> <td>2005</td> <td></td> <td>✓</td> </tr> </tbody> </table> <p>CHAIRMAN ✓</p> <p>FINANCIAL RANKING 20</p> <p>ESG RANKING 49</p>	START YEAR	FOUNDER	INSIDER	2005		✓	 <p><b>4</b></p> <p><b>Elmar Degenhart</b></p> <p>COMPANY Continental</p> <p>INDUSTRY Automobile</p> <p>HQ COUNTRY Germany</p> <table border="1"> <thead> <tr> <th>START YEAR</th> <th>FOUNDER</th> <th>INSIDER</th> </tr> </thead> <tbody> <tr> <td>2008</td> <td></td> <td>✓</td> </tr> </tbody> </table> <p>CHAIRMAN ✓</p> <p>FINANCIAL RANKING 27</p> <p>ESG RANKING 120</p>	START YEAR	FOUNDER	INSIDER	2008		✓	 <p><b>5</b></p> <p><b>Martin Sorrell</b></p> <p>COMPANY WPP</p> <p>INDUSTRY Consumer services</p> <p>HQ COUNTRY United Kingdom</p> <table border="1"> <thead> <tr> <th>START YEAR</th> <th>FOUNDER</th> <th>INSIDER</th> </tr> </thead> <tbody> <tr> <td>1986</td> <td></td> <td>✓</td> </tr> </tbody> </table> <p>CHAIRMAN ✓</p> <p>FINANCIAL RANKING 15</p> <p>ESG RANKING 187</p>	START YEAR	FOUNDER	INSIDER	1986		✓
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 <p><b>21</b></p> <p><b>Mark Parker</b></p> <p>COMPANY Nike</p> <p>INDUSTRY Consumer goods</p> <p>HQ COUNTRY United States</p> <table border="1"> <thead> <tr> <th>START YEAR</th> <th>FOUNDER</th> <th>INSIDER</th> </tr> </thead> <tbody> <tr> <td>2006</td> <td></td> <td>✓</td> </tr> </tbody> </table> <p>CHAIRMAN ✓</p> <p>FINANCIAL RANKING 46</p> <p>ESG RANKING 265</p>	START YEAR	FOUNDER	INSIDER	2006		✓	 <p><b>22</b></p> <p><b>Martin Gilbert</b></p> <p>COMPANY Aberdeen Asset Management</p> <p>INDUSTRY Financial services</p> <p>HQ COUNTRY United Kingdom</p> <table border="1"> <thead> <tr> <th>START YEAR</th> <th>FOUNDER</th> <th>INSIDER</th> </tr> </thead> <tbody> <tr> <td>1983</td> <td>✓</td> <td>✓</td> </tr> </tbody> </table> <p>CHAIRMAN ✓</p> <p>FINANCIAL RANKING 79</p> <p>ESG RANKING 146</p>	START YEAR	FOUNDER	INSIDER	1983	✓	✓	 <p><b>23</b></p> <p><b>Johan Thijs</b></p> <p>COMPANY KBC</p> <p>INDUSTRY Financial services</p> <p>HQ COUNTRY Belgium</p> <table border="1"> <thead> <tr> <th>START YEAR</th> <th>FOUNDER</th> <th>INSIDER</th> </tr> </thead> <tbody> <tr> <td>2012</td> <td></td> <td>✓</td> </tr> </tbody> </table> <p>CHAIRMAN ✓</p> <p>FINANCIAL RANKING 84</p> <p>ESG RANKING 134</p>	START YEAR	FOUNDER	INSIDER	2012		✓	 <p><b>24</b></p> <p><b>Roberto Egydio Setubal</b></p> <p>COMPANY Itaí Unibanco</p> <p>INDUSTRY Financial services</p> <p>HQ COUNTRY Brazil</p> <table border="1"> <thead> <tr> <th>START YEAR</th> <th>FOUNDER</th> <th>INSIDER</th> </tr> </thead> <tbody> <tr> <td>1994</td> <td></td> <td>✓</td> </tr> </tbody> </table> <p>CHAIRMAN ✓</p> <p>FINANCIAL RANKING 4</p> <p>ESG RANKING 460</p>	START YEAR	FOUNDER	INSIDER	1994		✓	 <p><b>25</b></p> <p><b>Laurence Douglas Fink</b></p> <p>COMPANY BlackRock</p> <p>INDUSTRY Financial services</p> <p>HQ COUNTRY United States</p> <table border="1"> <thead> <tr> <th>START YEAR</th> <th>FOUNDER</th> <th>INSIDER</th> </tr> </thead> <tbody> <tr> <td>1988</td> <td>✓</td> <td>✓</td> </tr> </tbody> </table> <p>CHAIRMAN ✓</p> <p>FINANCIAL RANKING 5</p> <p>ESG RANKING 483</p>	START YEAR	FOUNDER	INSIDER	1988	✓	✓
START YEAR	FOUNDER	INSIDER																																
2006		✓																																
START YEAR	FOUNDER	INSIDER																																
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START YEAR	FOUNDER	INSIDER																																
1988	✓	✓																																

# 86%

were promoted to CEO from within their companies

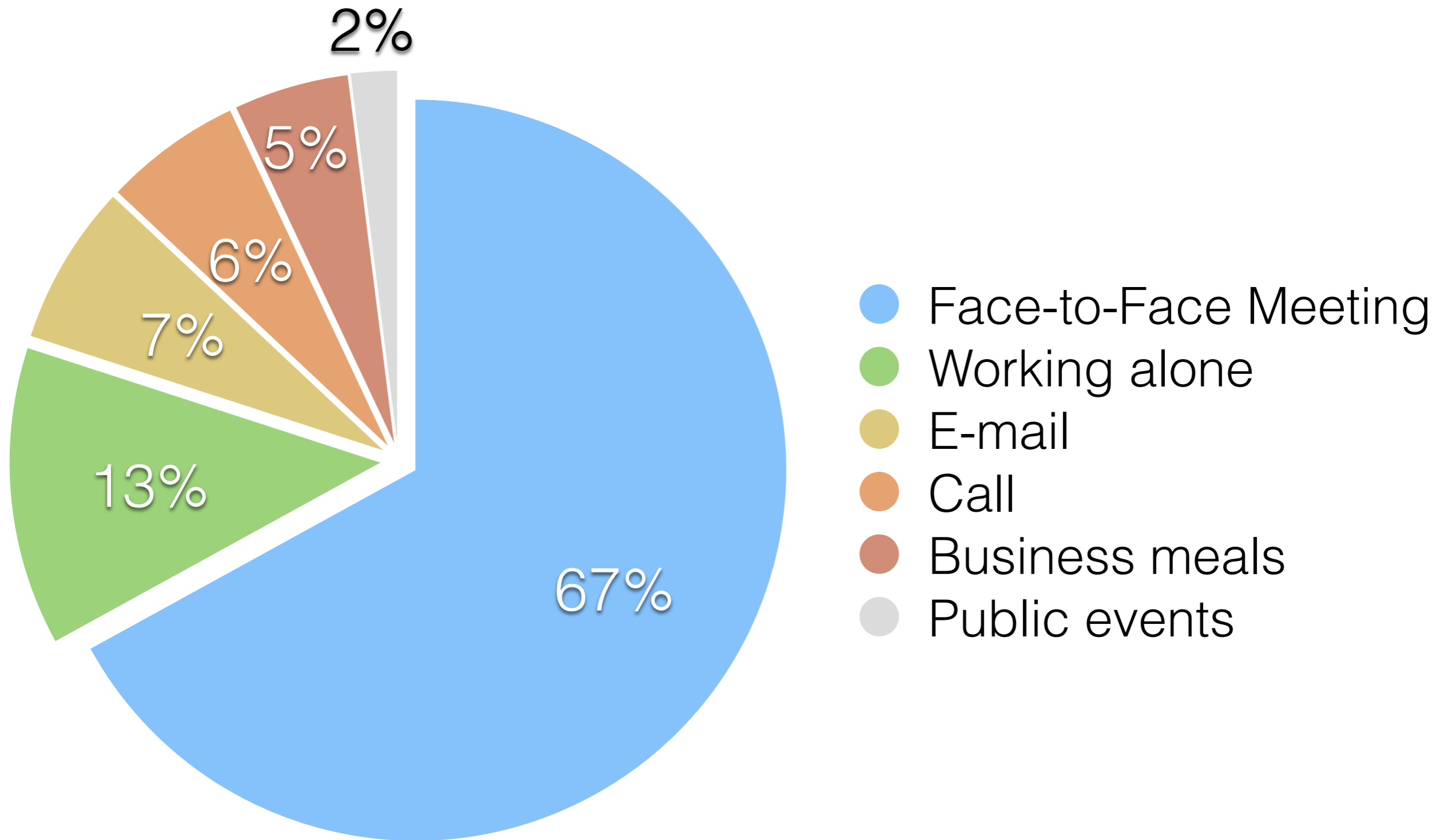
Source : HBR; Nov 2015



On average,  
they became CEO  
at **age 45** and have  
been in office  
**16 years**

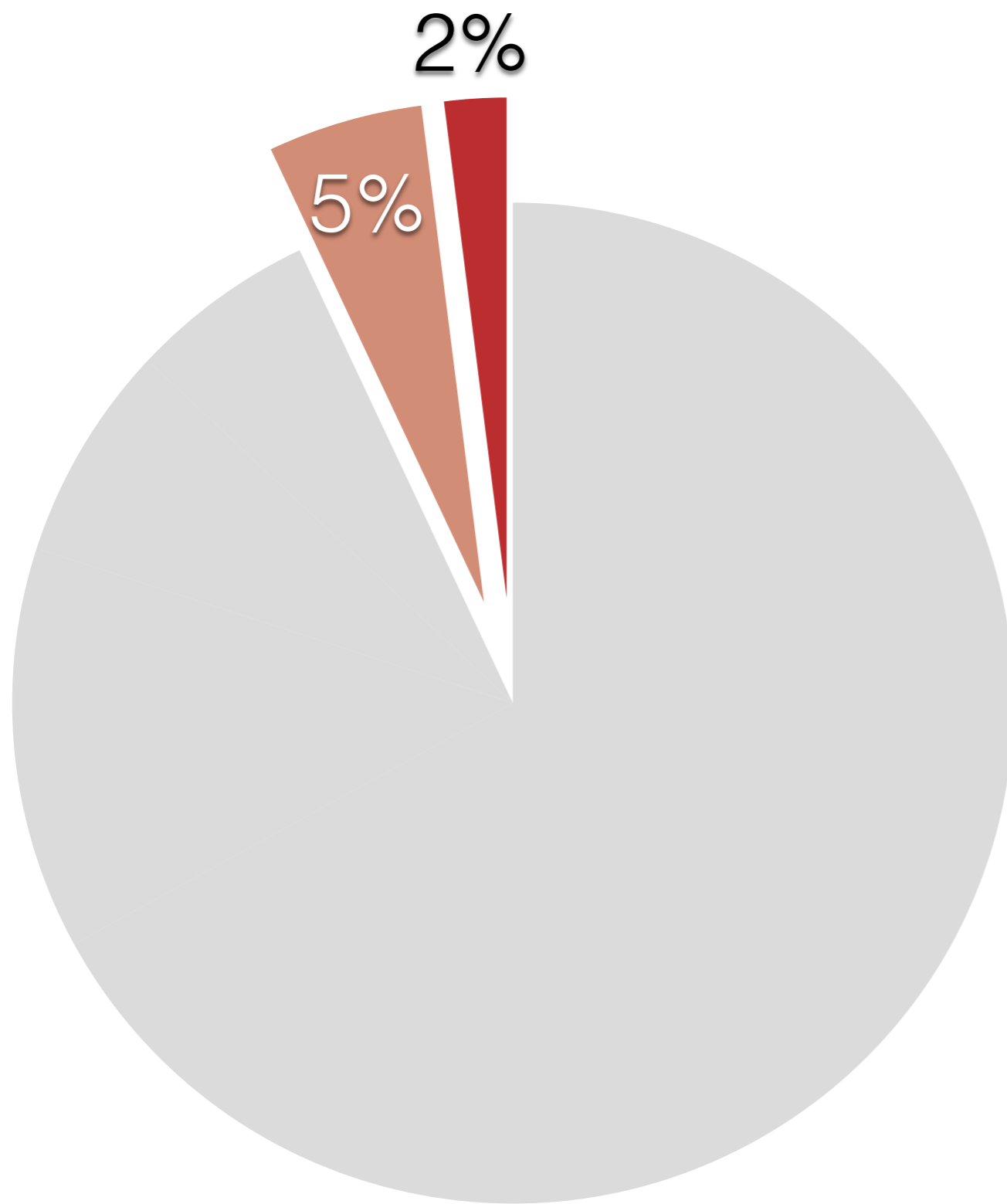
Source : HBR; Nov 2015

The Ranking									
	1		2		3		4		5
Lars Rebien Sørensen		John Chambers*		Pablo Isla		Elmar Degenhart		Martin Sorrell	
COMPANY Novo Nordisk		COMPANY Cisco Systems		COMPANY Inditex		COMPANY Continental		COMPANY WPP	
INDUSTRY Health care		INDUSTRY Information technology		INDUSTRY Retail		INDUSTRY Automobile		INDUSTRY Consumer services	
HQ COUNTRY Denmark		HQ COUNTRY United States		HQ COUNTRY Spain		HQ COUNTRY Germany		HQ COUNTRY United Kingdom	
START YEAR 2000	FOUNDER ✓	START YEAR 1985	FOUNDER ✓	START YEAR 2005	FOUNDER ✓	START YEAR 2008	FOUNDER ✓	START YEAR 1986	FOUNDER ✓
CHAIRMAN ✓	INSIDER ✓	CHAIRMAN ✓	INSIDER ✓	CHAIRMAN ✓	INSIDER ✓	CHAIRMAN ✓	INSIDER ✓	CHAIRMAN ✓	INSIDER ✓
FINANCIAL RANKING 6	ESG RANKING 15	FINANCIAL RANKING 7	ESG RANKING 69	FINANCIAL RANKING 20	ESG RANKING 49	FINANCIAL RANKING 27	ESG RANKING 120	FINANCIAL RANKING 15	ESG RANKING 187
	11		12		13		14		15
Leslie Wexner		Howard Schultz		Florentino Pérez Rodríguez		Jacques Aschenbroich		Benoît Potier	
COMPANY L Brands		COMPANY Starbucks		COMPANY ACS		COMPANY Valeo		COMPANY Air Liquide	
INDUSTRY Retail		INDUSTRY Consumer goods		INDUSTRY Industrials		INDUSTRY Automobile		INDUSTRY Materials	
HQ COUNTRY United States		HQ COUNTRY United States		HQ COUNTRY Spain		HQ COUNTRY France		HQ COUNTRY France	
START YEAR 1983	FOUNDER ✓	START YEAR 2008	FOUNDER ✓	START YEAR 1993	FOUNDER ✓	START YEAR 2008	FOUNDER ✓	START YEAR 1997	FOUNDER ✓
CHAIRMAN ✓	INSIDER ✓	CHAIRMAN ✓	INSIDER ✓	CHAIRMAN ✓	INSIDER ✓	CHAIRMAN ✓	INSIDER ✓	CHAIRMAN ✓	INSIDER ✓
FINANCIAL RANKING 14	ESG RANKING 275	FINANCIAL RANKING 37	ESG RANKING 207	FINANCIAL RANKING 21	ESG RANKING 280	FINANCIAL RANKING 78	ESG RANKING 62	FINANCIAL RANKING 64	ESG RANKING 123
	21		22		23		24		25
Mark Parker		Martin Gilbert		Johan Thijs		Roberto Egydio Setubal		Laurence Douglas Fink	
COMPANY Nike		COMPANY Aberdeen Asset Management		COMPANY KBC		COMPANY Itaú Unibanco		COMPANY BlackRock	
INDUSTRY Consumer goods		INDUSTRY Financial services		INDUSTRY Financial services		INDUSTRY Financial services		INDUSTRY Financial services	
HQ COUNTRY United States		HQ COUNTRY United Kingdom		HQ COUNTRY Belgium		HQ COUNTRY Brazil		HQ COUNTRY United States	
START YEAR 2006	FOUNDER ✓	START YEAR 1983	FOUNDER ✓	START YEAR 2012	FOUNDER ✓	START YEAR 1994	FOUNDER ✓	START YEAR 1988	FOUNDER ✓
CHAIRMAN ✓	INSIDER ✓	CHAIRMAN ✓	INSIDER ✓	CHAIRMAN ✓	INSIDER ✓	CHAIRMAN ✓	INSIDER ✓	CHAIRMAN ✓	INSIDER ✓
FINANCIAL RANKING 46	ESG RANKING 265	FINANCIAL RANKING 79	ESG RANKING 146	FINANCIAL RANKING 84	ESG RANKING 134	FINANCIAL RANKING 4	ESG RANKING 460	FINANCIAL RANKING 5	ESG RANKING 483



Source : "Managerial capital at the top: Evidence from the time use of CEOs (2012)"





- Face-to-Face Meeting
- Working alone
- E-mail
- Call
- Business meals
- Public events

Source : "Managerial capital at the top: Evidence from the time use of CEOs (2012)"



**WORKING**  
alone







20%

**access & control  
our own body**

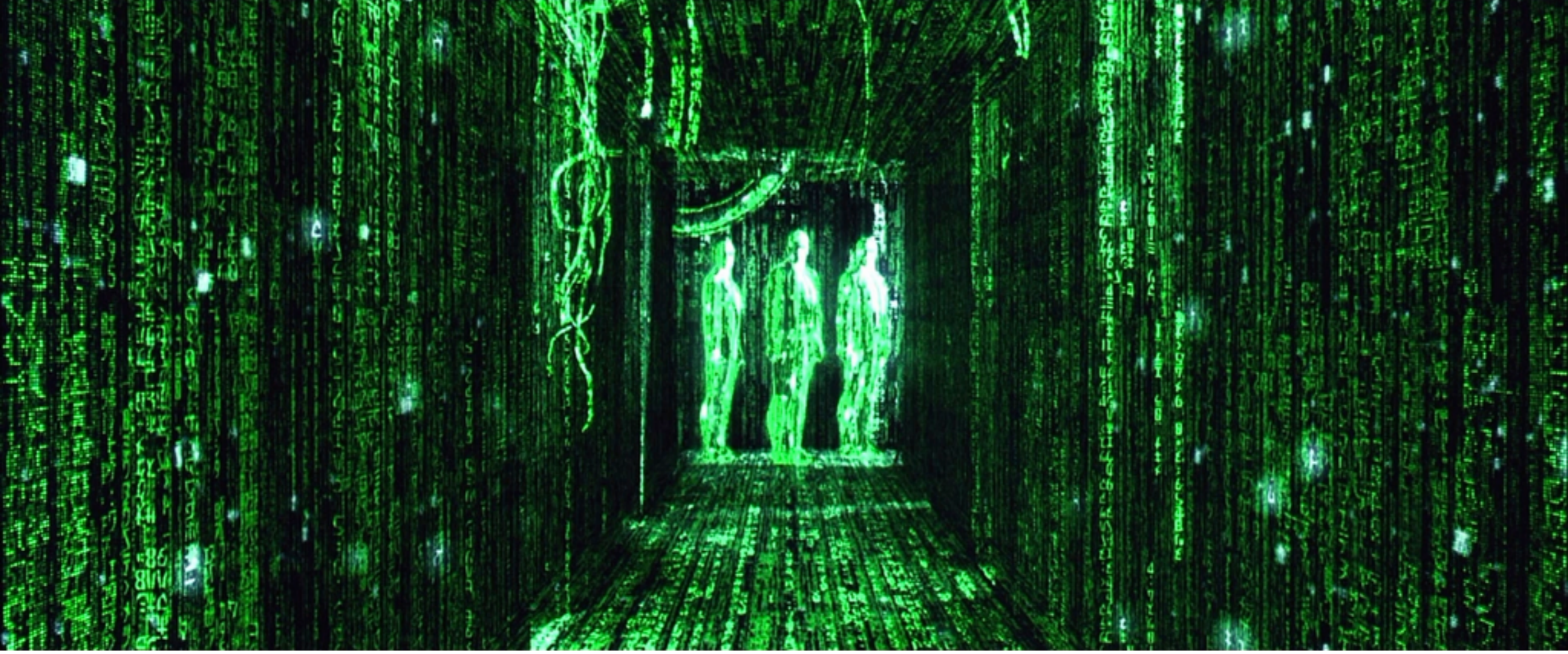




“...ทุกชีวิตดิ้นรนค้นหาแต่จุดหมาย **ใจในร่างกายกับไม่เจอ**  
ทุกข์ที่เกิดซ้ำเพราะ **ใจนำพรั้าเพื่อ หาหัวใจให้เจอก็เป็นสุข ...**”











Leadership  
000



Make  
Decisions



Develop  
People  
& leaders




Pragmatic  
Care



**“The natural leader knows that  
style is no substitute for substance”**

**- Lao Tzu,**





**“Leaders don't create followers,  
they create more leaders”**

**- Ralph Nader,**

