



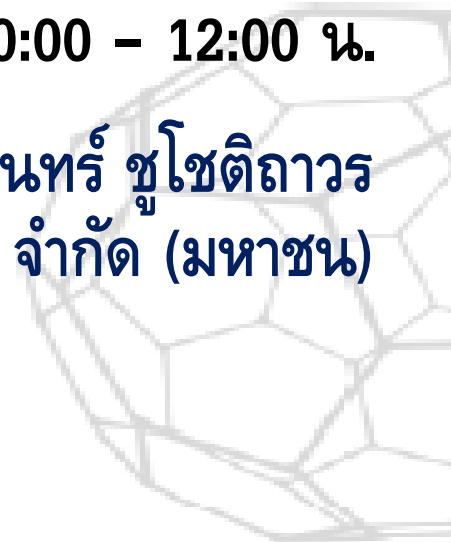
# เครื่องมือสำหรับผู้นำเพื่อการตัดสินใจ และการบริหารเชิงรุก

*Tools for leadership decision making and effective management*

หลักสูตรการบริหารความมั่นคงสำหรับผู้บริหารระดับสูง (สวปอ.มส.SML) รุ่นที่ 4

ณ ห้องประชุมวิทยาลัยป้องกันราชอาณาจักร สถาบันวิชาการป้องกันประเทศ  
วันเสาร์ที่ 4 กุมภาพันธ์ 2566 เวลา 10:00 - 12:00 น.

โดย ดร. ไพรินทร์ ชูโชติถาวร  
ประธานกรรมการ บริษัท โกลบอล เพาเวอร์ ซินเนอร์ยี จำกัด (มหาชน)





*Today . . . . .*

## **STRATEGY LEADERSHIP :**

- >>> Preamble**
- >>> Leadership**
- >>> Strategic Planning Process**
- >>> Decision Making**





*Today . . . . .*

## STRATEGY LEADERSHIP :

- Preamble
- Leadership
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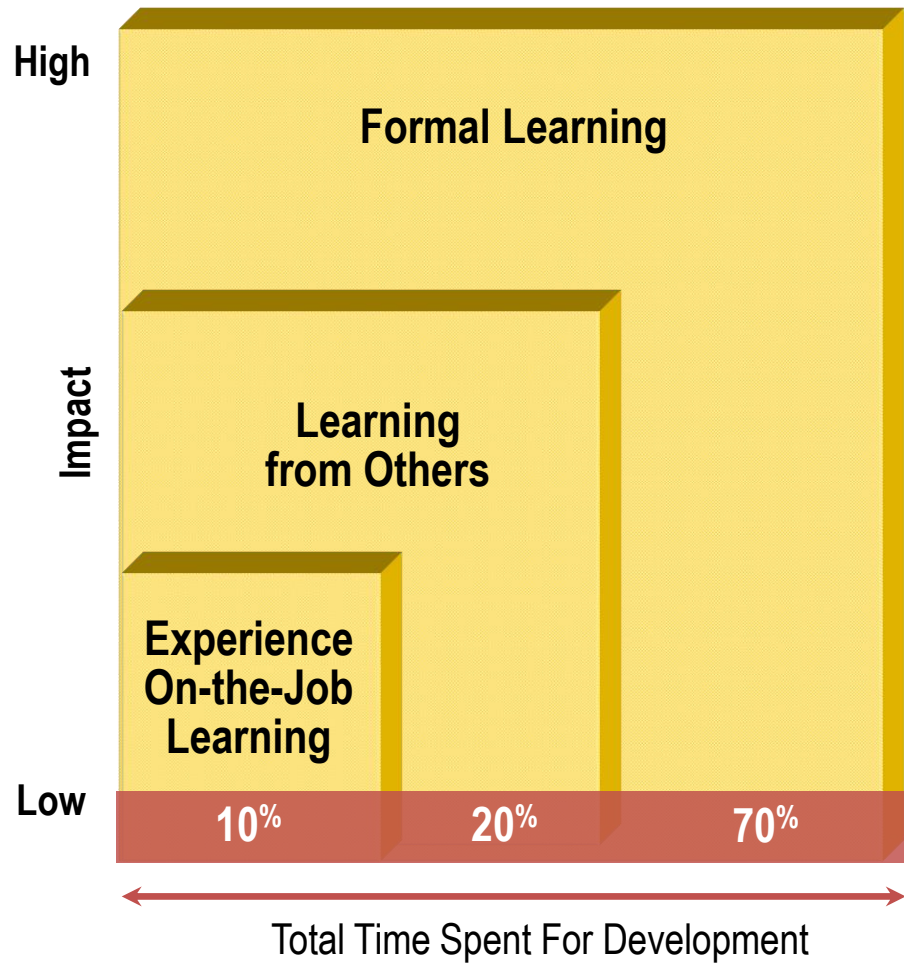




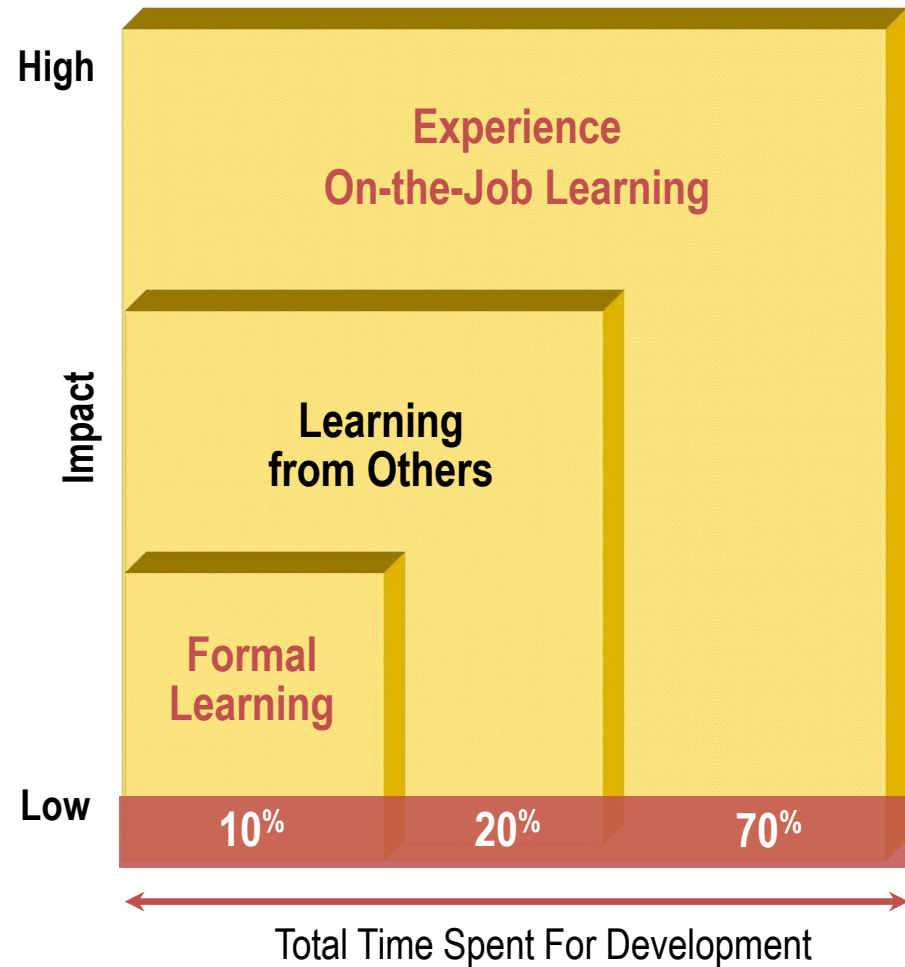
# We got it **BACKWARDS**

**Tip #1**

HR/Traditional View of **LEARNING**

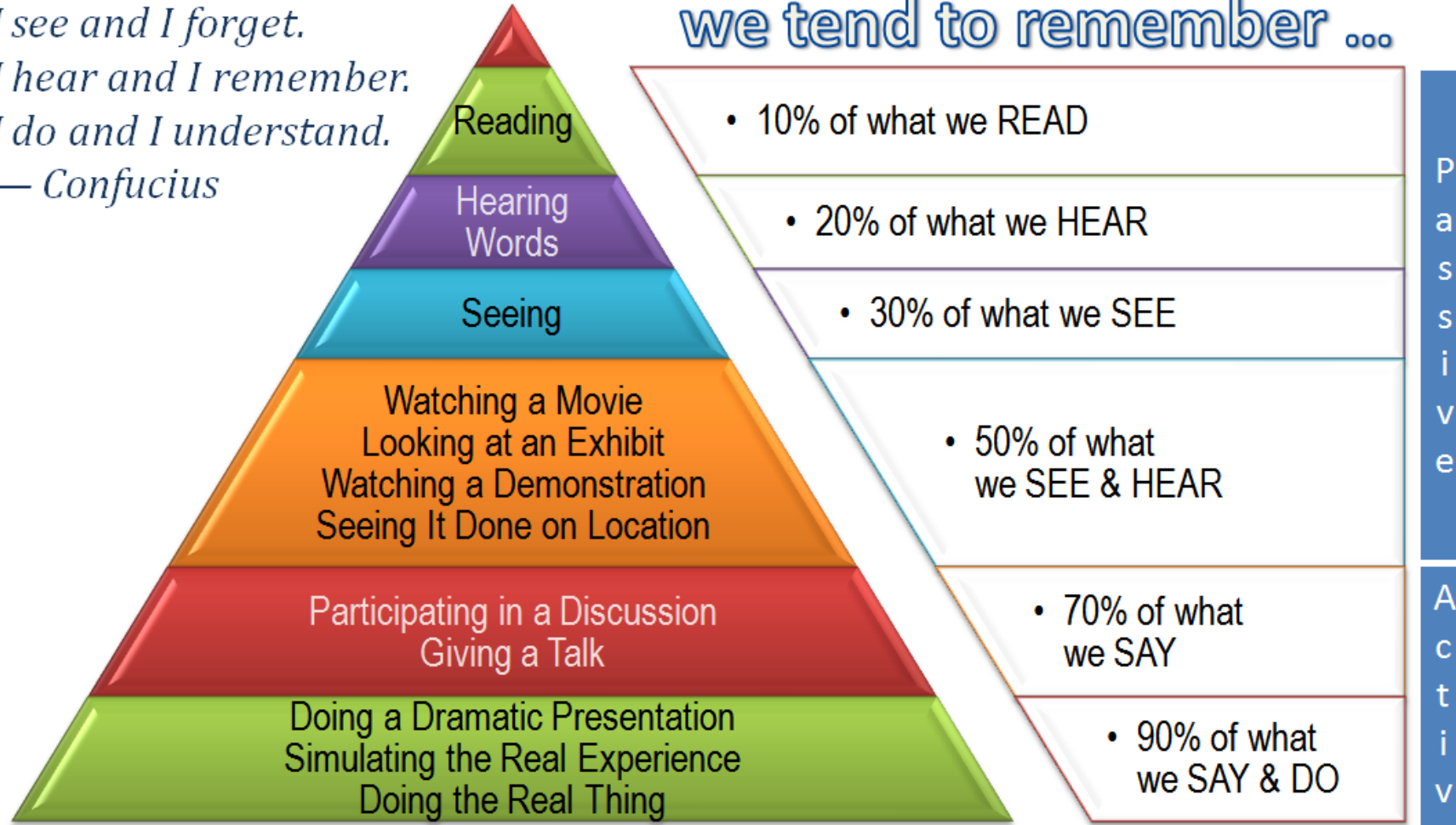


The Way Leaders **REALLY** Learn



# The Cone of Learning

*I see and I forget.  
I hear and I remember.  
I do and I understand.*  
— Confucius



Source: Edgar Dale (1969)

**The older you get the more like yourself you become.**



*fb/ Buddhist Teaching*

**"Yesterday I was clever, so  
I wanted to change the world.  
Today I am wise, so  
I am changing myself."**

**- Rumi**



**AS IRON SHARPENS  
IRON, SO ONE  
PERSON SHARPENS  
ANOTHER.**

*Prov. 27:17*







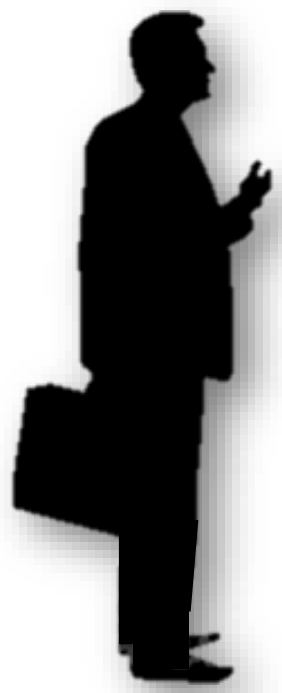
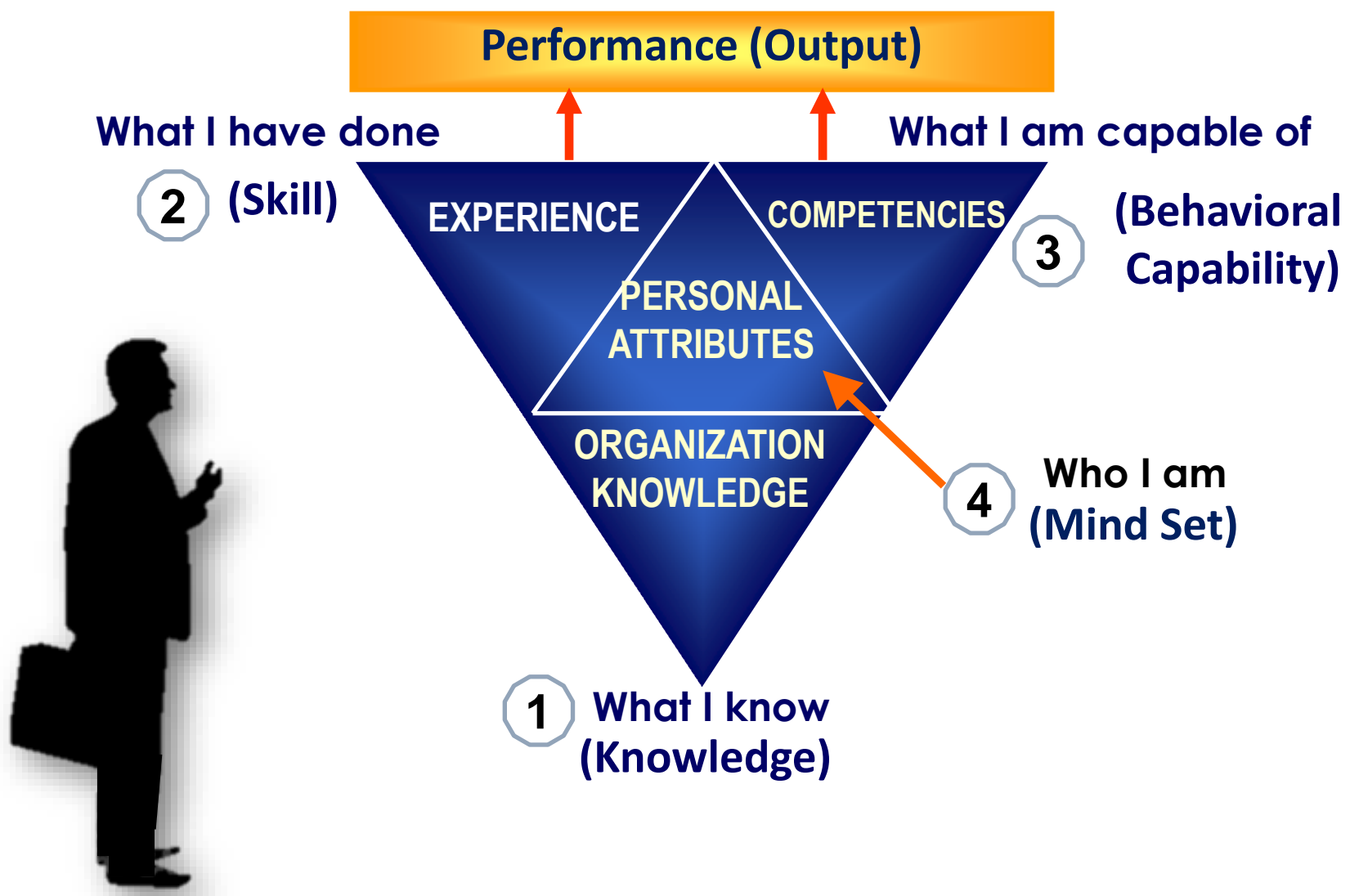
*Today . . . . .*

## STRATEGY LEADERSHIP :

- Preamble
- **Leadership**
- Strategic Planning Process
- Decision Making



# DDI Leadership Profile



# Leadership Profile:

 **Competency = Behavioral Capability**  
= สมรรถนะเชิงพฤติกรรม (จริต, นิสัย)

 **Personal Attributes = Mind Set**  
= ตัวตน (จิตใต้สำนึก, สันดาน)



# Competency (Behavioral Capability): Template

## สมรรถนะเชิงพฤติกรรม 6 Clusters, 19 Competencies

### ***Achievement Cluster***

1. มุ่งมั่นสู่ความสำเร็จ
2. ยึดมั่นต่อระเบียบและพิธีการ
3. ปฏิบัติการเชิงรุก
4. เชี่ยวชาญอย่างมืออาชีพ

### ***Managerial Cluster***

11. ร่วมมือและประสานการทำงานเป็นทีม
12. พัฒนาผู้อื่นตามความถนัดของแต่ละคน
13. นำทีม
14. มุ่งเน้นปฏิบัติงานเชิงยุทธศาสตร์

### ***Helping/Service Cluster***

5. เข้าใจคน
6. ตั้งมั่นบริการลูกค้า

### ***Cognitive Thinking Cluster***

15. ขวนขวายหาข้อมูลข่าวสาร
16. คิดเชิงวิเคราะห์
17. คิดเชิงหลักการ

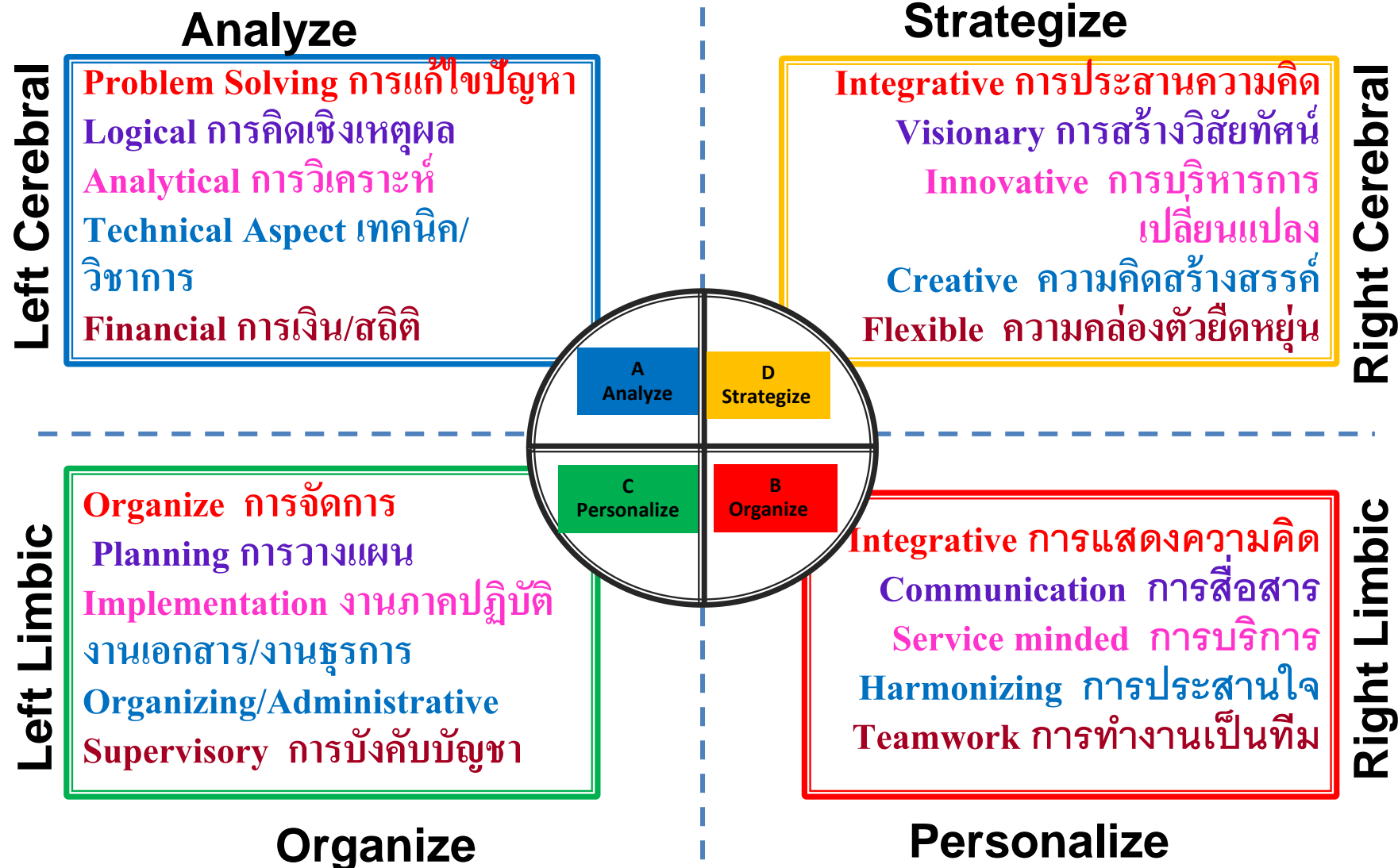
### ***Influence Cluster***

7. สร้างผลกระทบและโน้มน้าวจิตใจผู้อื่น
8. รอบรู้ในองค์กร
9. จัดการให้คนแสดงความรับผิดชอบในหน้าที่
10. นำการเปลี่ยนแปลงในองค์กร

### ***Personal Effectiveness cluster***

18. เชื่อมั่นในตนเอง
19. มีความซื่อตรง

# Competency: Brain Map



Source: 'The whole brain business book' by Ned Herrmann

# Example: GE's Leadership Traits (Competencies)

## Growth Generation



**External focus** ... defines success in market terms



**Clear thinker** ... simplify strategy into specific actions



**Imagination** ... take risks on both people and ideas



**Inclusiveness** ... energizes teams to build loyalty & commitment



**Expertise** ... uses deep domain expertise as a source of confidence to drive change

# Example: GE's Growth Generation Leaders . . .



always executing with integrity

# Personal Attributes (Mind Set) (1)

## Enneagram of Personality

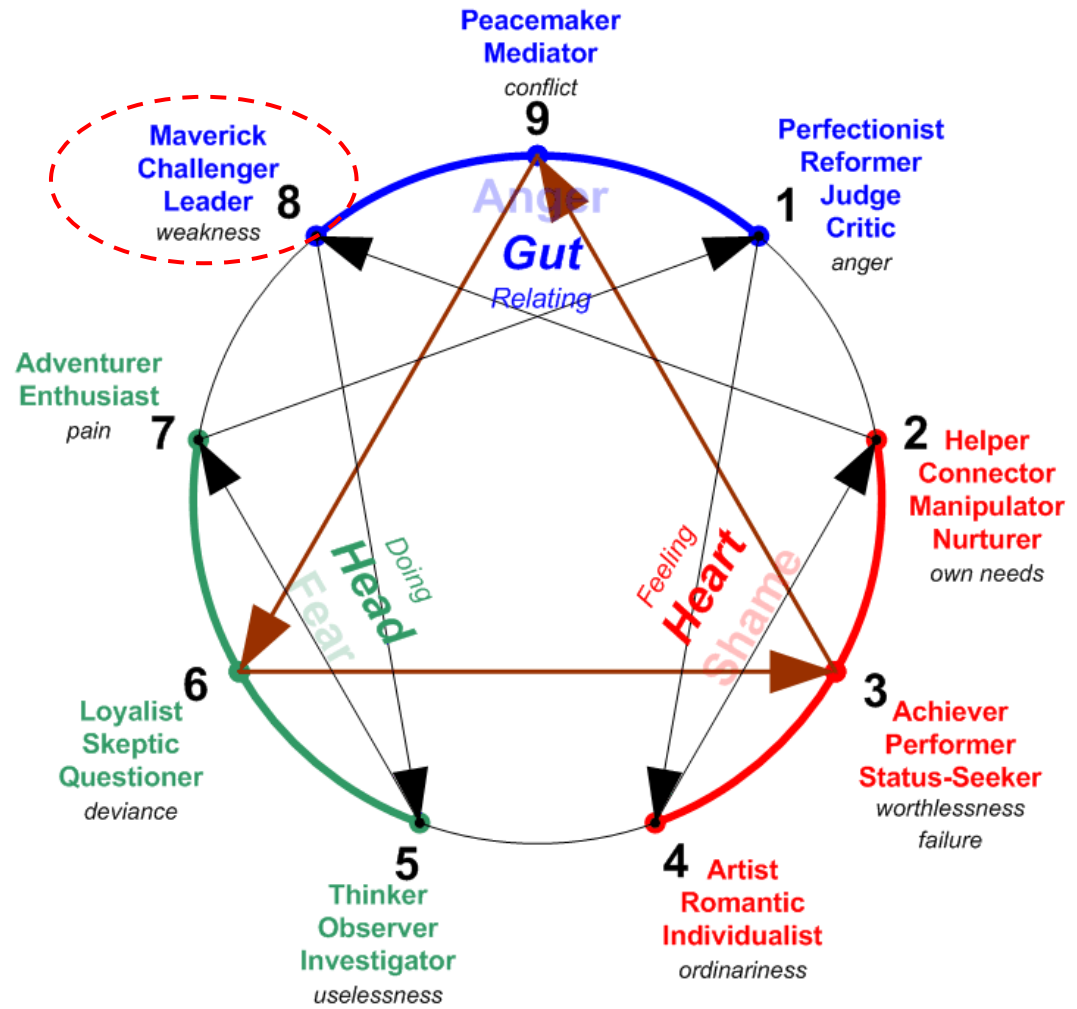
Enneagram is a model of the human psyche which is principally understood and taught as a typology of nine interconnected personality types.

The nine spaces create three triads that also have distinct characteristics, with Eight, Nine, and One forming what's often called “The Gut Triad,” Two, Three, and Four forming “The Heart Triad,” and Five, Six, and Seven forming “The Head Triad”.

1. **THE REFORMER** : The Rational, Idealistic Type: Principled, Purposeful, Self-Controlled, and Perfectionistic
2. **THE HELPER** : The Caring, Interpersonal Type: Demonstrative, Generous, People-Pleasing, and Possessive
3. **THE ACHIEVER** : The Success-Oriented, Pragmatic Type: Adaptive, Excelling, Driven, and Image-Conscious
4. **THE INDIVIDUALIST** : The Sensitive, Withdrawn Type: Expressive, Dramatic, Self-Absorbed, and Temperamental
5. **THE INVESTIGATOR** : The Intense, Cerebral Type: Perceptive, Innovative, Secretive, and Isolated
6. **THE LOYALIST** : The Committed, Security-Oriented Type: Engaging, Responsible, Anxious, and Suspicious
7. **THE ENTHUSIAST** : The Busy, Fun-Loving Type: Spontaneous, Versatile, Distractible, and Scattered
8. **THE CHALLENGER** : The Powerful, Dominating Type: Self-Confident, Decisive, Willful, and Confrontational
9. **THE PEACEMAKER** : The Easygoing, Self-Effacing Type: Receptive, Reassuring, Agreeable, and Complacent



# Personal Attributes (Mind Set) (2)



## The Enneagram Personality Test....

<https://www.truity.com/test/enneagram-personality-test>

	HEART	HEAD	GUT
MOTIVATED BY	Image What will others think?	Strategies How can I solve this?	Resistance What is wrong here?
FOCUS OF ATTENTION	Looks out to what others want	Looks within to what I think	Digs in to my own opinion
LIFE PERSPECTIVE	Life is a task	Life is a problem	Life is a battle
WANTS TO	Fix the problem	Understand the issue	Control people and circumstances
INSTINCTIVE RESPONSE	"Yes, I'll do that if you want me to."	"I don't know about that. I'll have to think about it."	"No."
MOVES	Toward people	Away from people	Against people
UNDERLYING FEELING	Shame	Fear	Anger
SEEKS	Attention	Security	Autonomy

*italics above are the avoidance*

→  
With Arrow – Disintegration (stress)  
Against Arrow – Integration (growth)

**Sub Types (Instinctual Variant Stack)**  
Sexual (one-on-one, intimate)  
Social  
Self-Preservation



# Field Marshal Moltke's 4 Officer Attribute Matrix

		LAZY	Initiative	ENERGETIC
Intelligence	SMART	<p><b>Commanders</b></p> <p><i>Make the right things happen but in the easiest possible manner</i></p> <p>- [ Discover ] -</p>		<p><b>General Staff Officers</b></p> <p><i>Direct the right things to happen</i></p> <p>- [ Capture ] -</p>
	DUMB	<p><b>Menial Tasks</b></p> <p><i>Follow orders to perform routine tasks that must be done by an officer</i></p> <p>- [ Maintain ] -</p>		<p><b>Eliminate</b></p> <p><i>Will make things happen But the wrong things</i></p> <p>- [ Destroy ] -</p>



คำว่า **“Lead”** แปลตรงๆ คือ นำ  
แต่จริงๆ ความหมายรากเหง้าของมัน  
คือ **step ahead and across the threshold**  
หรือ การก้าวข้ามผ่านข้อจำกัด และ  
คำว่า **Lead** ไม่ได้หมายถึง ผู้นำแบบ **Hierarchy**  
ที่เราคุ้นเคยกันในองค์กรต่างๆ ไป  
แต่ทุกคนเป็น Leaders ได้  
**“Everyone can be a Leader”**

***“The Fifth Discipline” by Peter Senge***

# To Step Ahead, across Threshold... Leaders need **Passion** and **Purpose**...!!

## PLEASURE

“rock star happiness”

chasing the next  
short-term high



## PASSION

“flow & engagement”

working hard and  
accomplishing something  
you care about



## PURPOSE

“feeling part of something  
bigger than you”  
feeling important and  
part of a great team,  
group or mission



## PASSION ?

What things do you like to do ?

What is something that gets your blood pumping ?

What keeps you up at night ?

What makes you want to get up in the morning ?

What is something that causes you to lose track of time ?

When you close your eyes and imagine your greatest moment,  
what are you doing ?

What would you do if you knew you couldn't fail ?

## PURPOSE ?

What do you want your legacy to be ?

How do you want to be remembered ?

What would you change if you could ?

How can you make this world a better place ?

What's the greatest or craziest thing that you can imagine doing ?

What's something that you've wanted to try ?

What's on your list of things to accomplish in this lifetime ?

Who can you help ?

# The Passion 4 (อิทธิบาท 4)



*Aspiration*

นันทะ

ความพอใจ



*Perseverance*

วีริยะ

ความเพียร



*Dedication*

จิตตะ

ความคิด



*Reasoning*

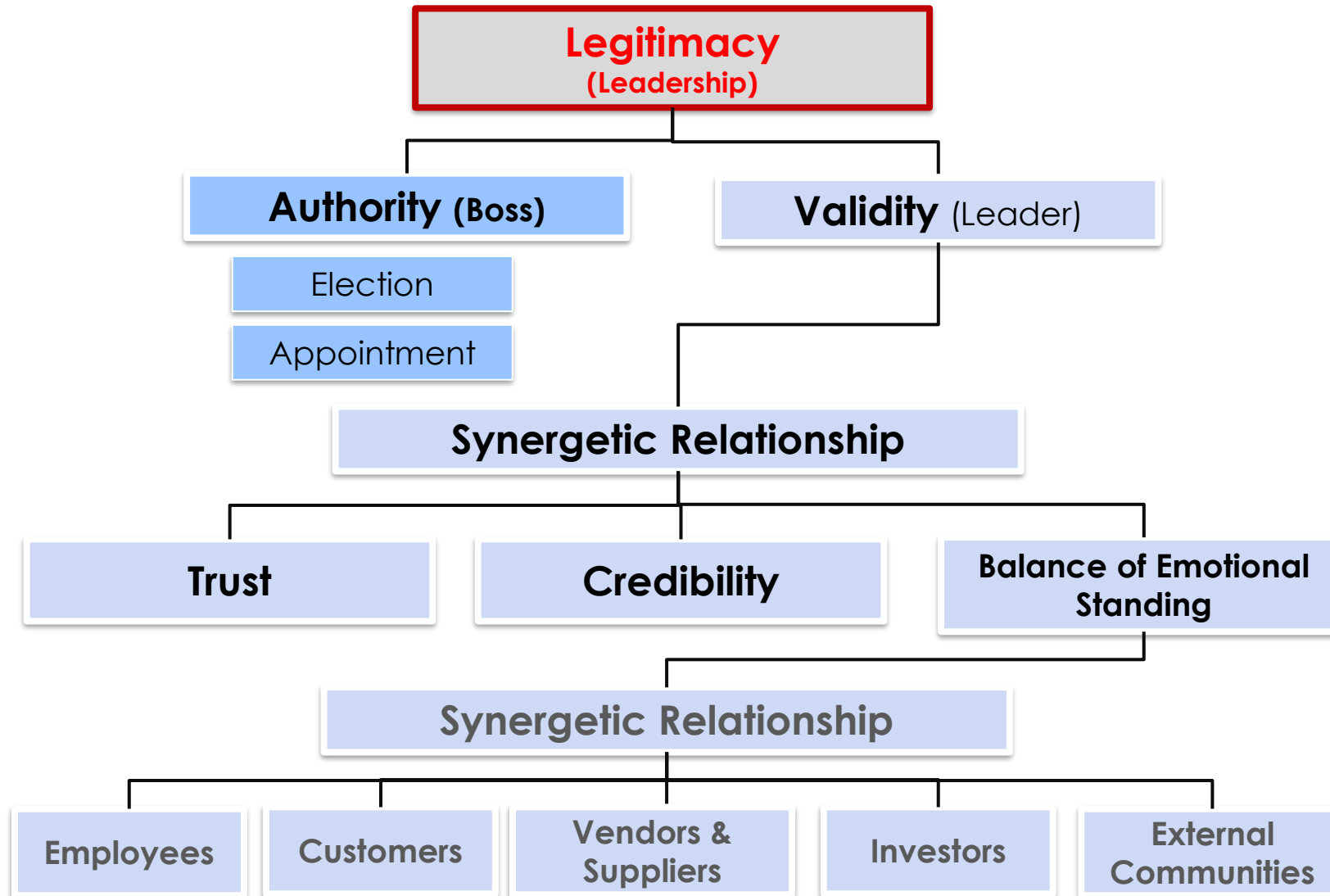
วิมังสา

ความไตร่ตรอง

The difference between a successful person and others is not lack of strength  
not a lack of knowledge but rather a lack of will.



# The Legitimacy Principles of Leader




Source: Timothy F. Bednarz



**Leadership is Not about Titles, Positions or Flowcharts.  
It is about One Life Influencing Another.**

*By John C Maxwell*



Of the Fortune 500 companies,  
163 CEO's are **Marines...**  
Most were **enlisted Marines...**

The list goes on and on of **MARINES** who left the Marine Corps and went on to do amazing things because of the **LEADERSHIP** and **DISCIPLINE** instilled in every Marine from day one that could be today for you !

*GOOGLE - Feb 3, 2019*





# ภาวะผู้นำ 5 ระดับ (The 5 Levels of Leadership)

ความสำเร็จขั้นสูงสุดของภาวะผู้นำ  
คือ การพัฒนาให้ผู้นำอื่นขึ้นมาอยู่ในระดับที่ 4







# Pfizer CEO hails ‘obsessive’ Netanyahu for calling 30 times to seal vaccine deal

Speaking with Israeli TV, Albert Bourla says kids under 16 likely to soon get okay for vaccines, younger children to be vaccinated by year’s end

By TOI STAFF

11 March 2021, 9:48 pm | 3

328 shares



Pfizer CEO Albert Bourla speaks at a Pfizer manufacturing site, February 19, 2021, in Portage, Michigan. (AP Photo/Evan Vucci)

Pfizer CEO Albert Bourla on Thursday praised Prime Minister Benjamin Netanyahu’s “obsessive” efforts to secure a coronavirus vaccine deal for Israel and predicted that children younger than 16 will soon begin receiving his company’s vaccine. **“He called me 30 times,”** Bourla said of Netanyahu. . . .

He also cited Israel’s “extraordinary healthcare system... very high degree of economic data” and experience in dealing with crises.

Asked about Netanyahu’s frequent claim ahead of the March 23 elections that only he can bring vaccines to Israel, Bourla stressed his company signs supply contracts with states, not individual leaders.

**“We are not contracting with individual companies or organizations... The vaccines will be sold to every country, irrespective of who is the leader,”** he said.

# 📌 Hard v.s. Soft Power

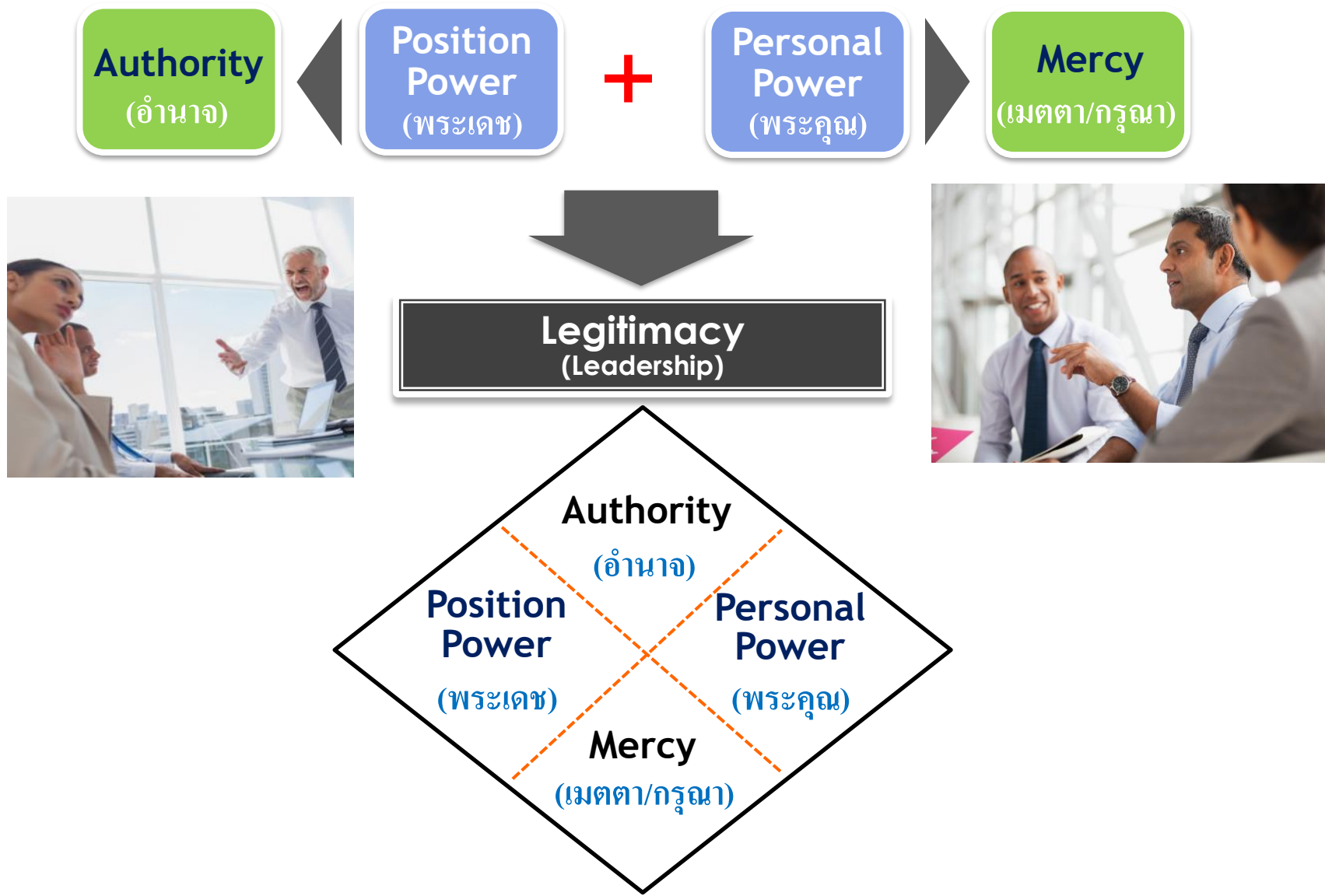


## HARD VERSUS SOFT POWER

 Uses military force to coerce.	 Uses culture to influence others.
 Utilises economic means.	 Demonstrates good governance and principles.
 Imposes sanctions to achieve goals.	 Engages with other states in a positive way.

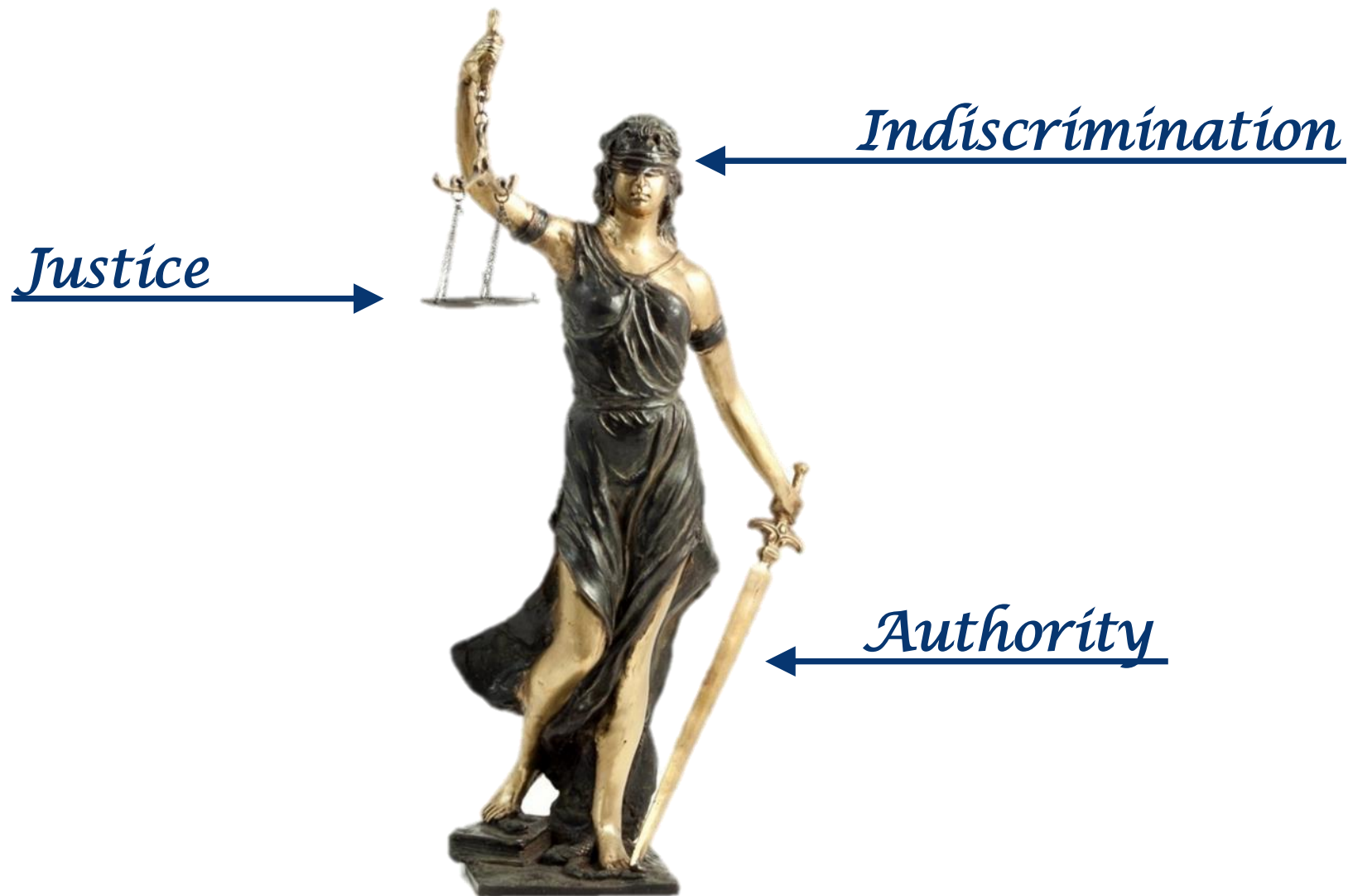


# The Leadership and Charisma





# Symbolic Leadership : Lady Justice





# Good Leadership Model





# Leaders' Ultimate Responsibilities



To lead the organization by:

- **Accountable for bottom line**
- **Create vision**
- **HRM owner**

***“ The only purpose of being a leader is to lead.”***

# Leader doing WHAT else?

- Having firm standing/believe on a certain principle
- Being Visible (as figure Head)
- Ensure Execution
- Crisis Resolution
- Delivering next generation executives





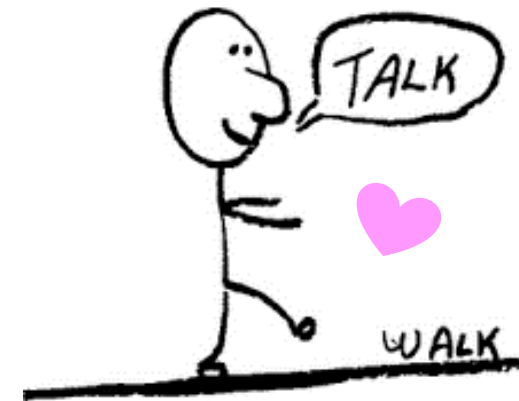
# Tips for New Leaders ! (1)

- Leader  $\neq$  Leadership

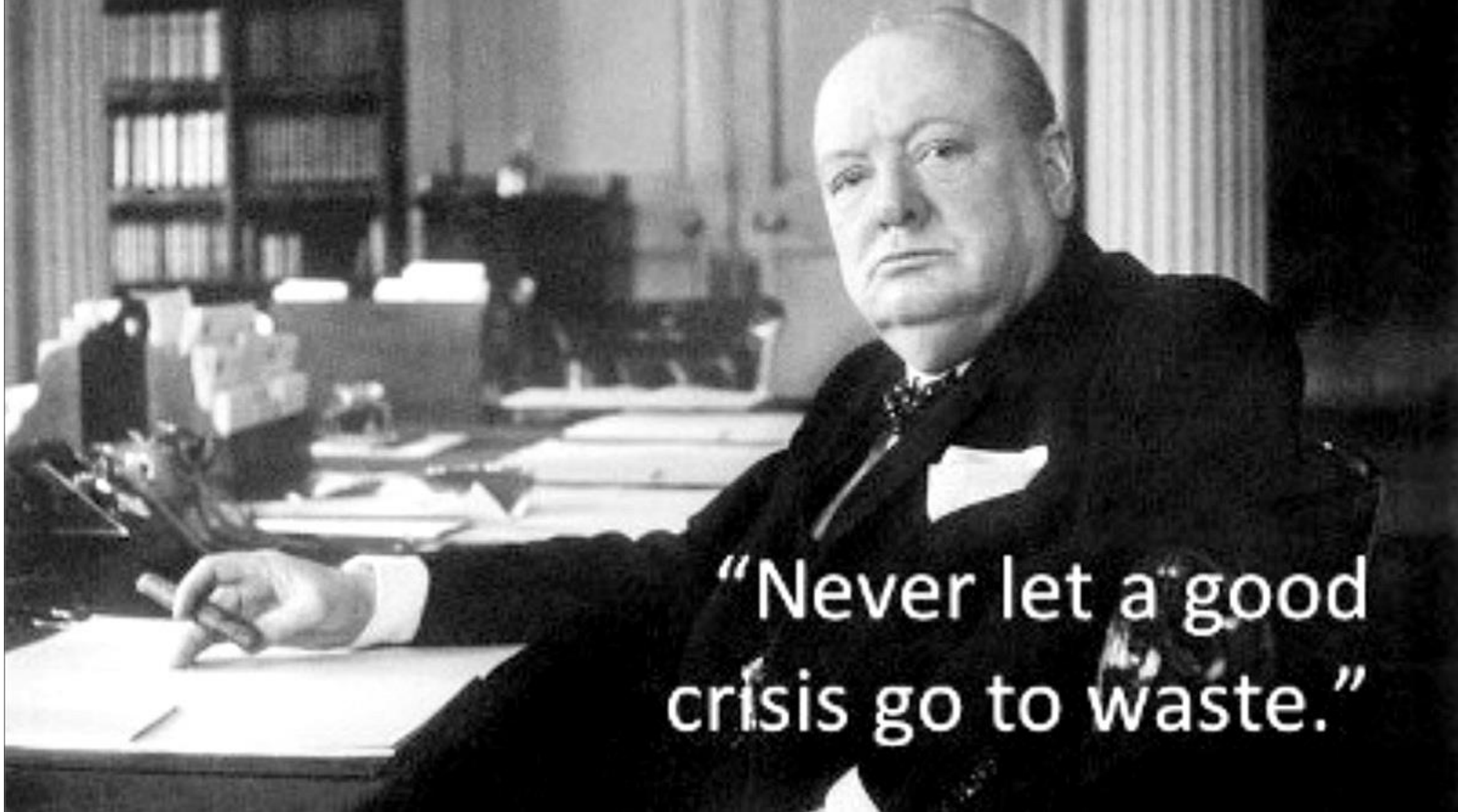


*Leader with Charisma = "Great Leader"*

- Always walk the talk
- There is no free lunch in real world.
- One can always find opportunity in every crisis.







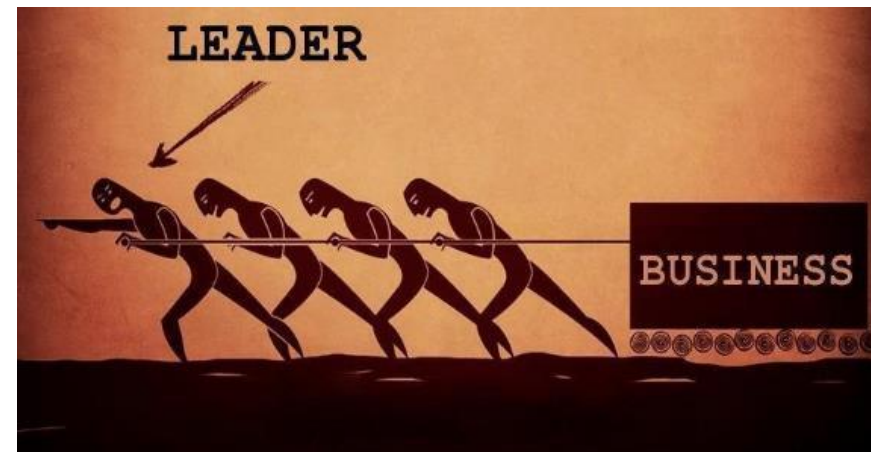
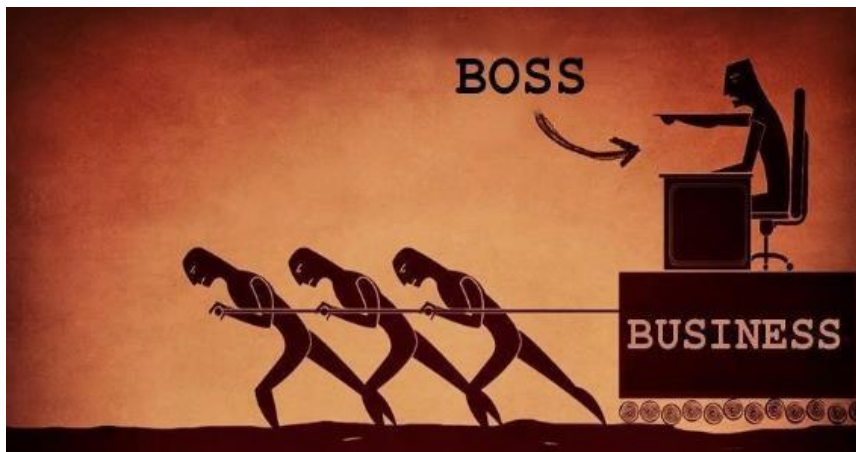
“Never let a good  
crisis go to waste.”

*Sir Winston Churchill*  
*Former Prime Minister of the United Kingdom*



## Tips for New Leaders ! (2)

- Work smart not work hard.
- Hear more, talk less.
- Solve problem by not being a part of it.
- Leader's lowest morale standard is the highest standard for subordinates.

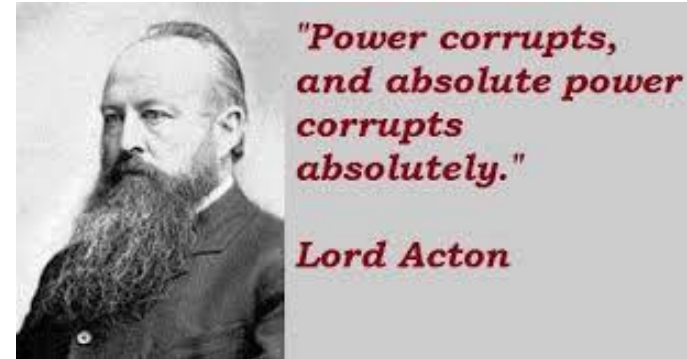




# Tips for New Leaders ! (3)

## On Corruption :

*"Power tends to corrupt and absolute power corrupts absolutely. Great men are almost always bad men, even when they exercise influence and not authority; still more when you superadd the tendency of the certainty of corruption by authority."*



Lord Acton, 1870

*"Unlimited power is apt to corrupt the minds of those who possess it."*

William Pitt the Elder, Earl of Chatham and British Prime Minister, 1770

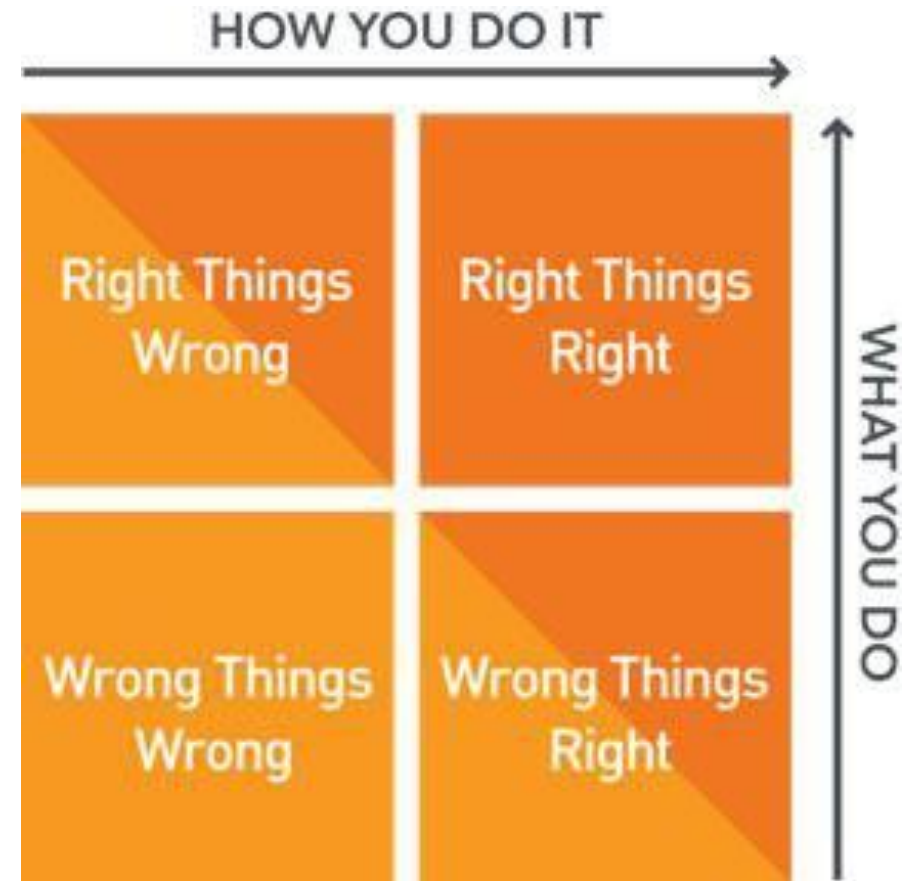
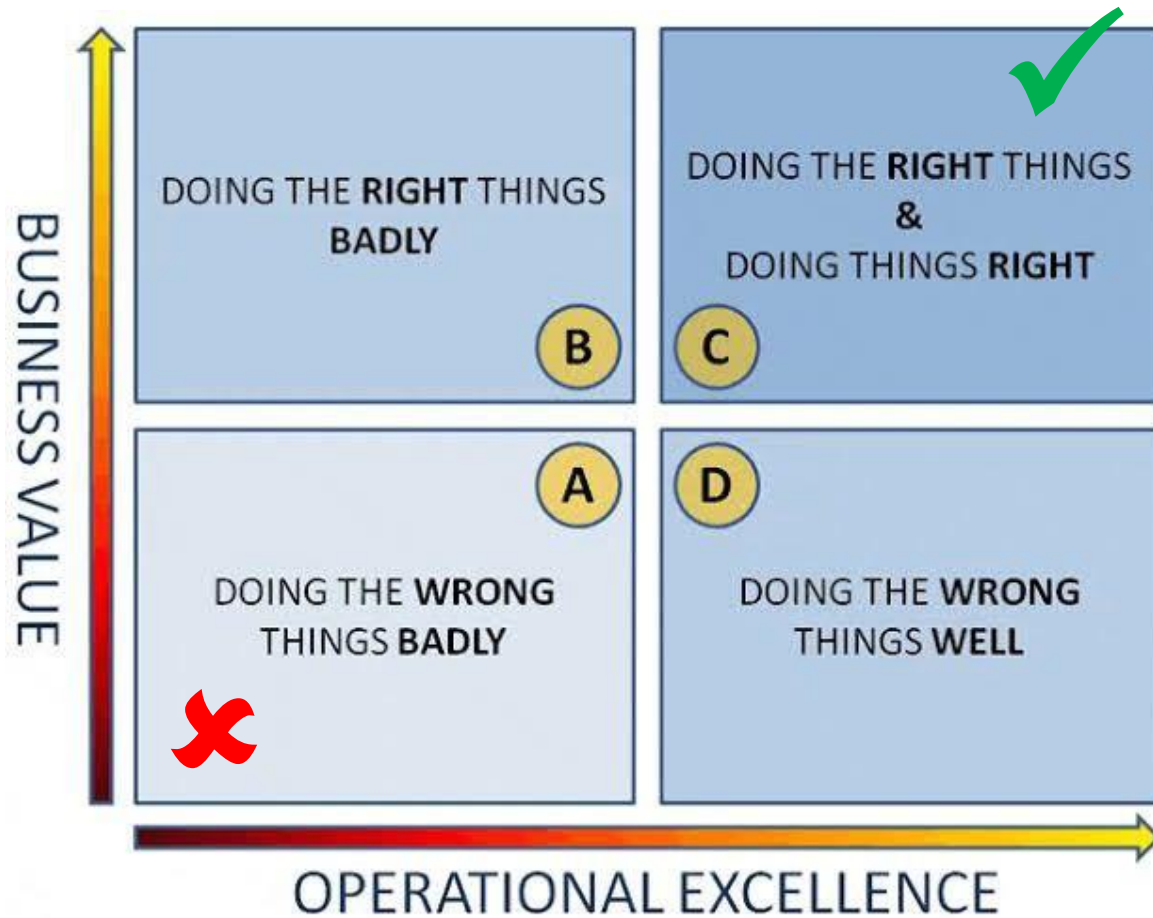
*"A Fish Rots From The Head Down."*

English proverb



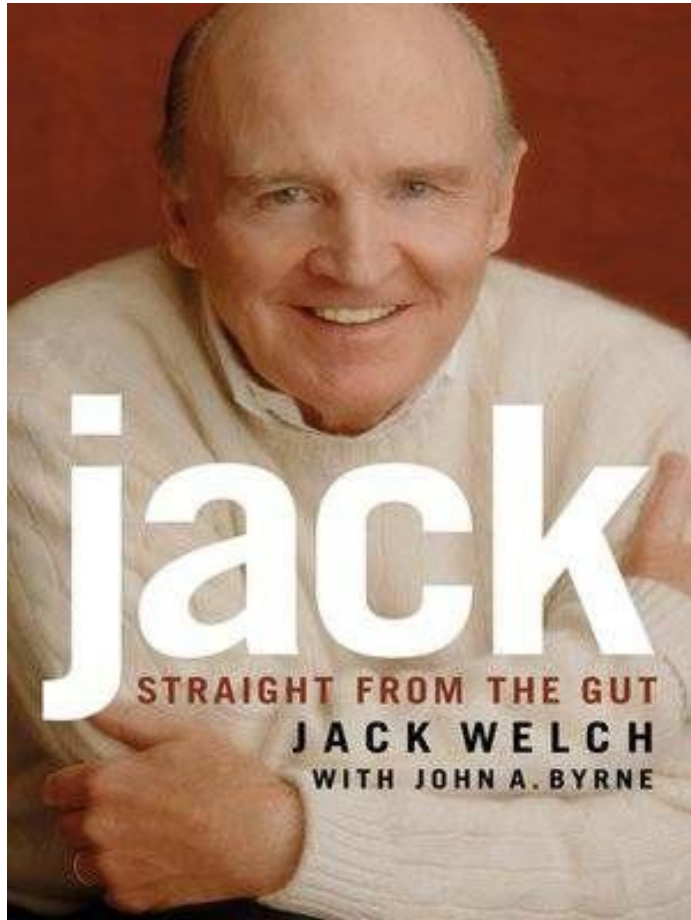
# Tips for New Leaders ! (6)

“Doing the right thing is more important than doing the thing right.”  
 Peter Drucker, Father of Management.



# Do you understand your responsibility as a Leader ?

## By JACK WELCH



According to JACK WELCH, the CEO of all CEOs . . .

### 6 Rules for leadership:

1. Control your destiny; or someone else will
2. Face reality as it is, not as it was or as you wish it were
3. Be candid with everyone
4. Don't manage; lead
5. Change before you have to
6. If you don't have a competitive advantage, don't compete

# “ผู้นำทางยุทธศาสตร์” George S. Patton (1885-1945)



He was an American general and army officer. He is best known for his leadership as a general during WWII. His eccentric character and frankness has also made him quite prominent.

- “A pint of sweat will save a gallon of blood.”
- “A good plan, violently executed now, is better than a perfect plan next week.”
- “Lead me, follow me, or get out of my way.”
- “Do everything you ask of those you command.”
- “Say what you mean and mean what you say.”
- “Many soldiers are led to faulty ideas of war by knowing too much about too little.”
- “Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity.”
- “If everybody is thinking alike, then somebody isn’t thinking.”
- “Do more than is required of you.”
- “Moral courage is the most valuable and usually the most absent characteristic in men.”
- “I am a soldier, I fight where I am told, and I win where I fight.”



## Tips for New Leaders ! (4)

### Like Attracts Like – The Principle Behind the Law of Attraction



As you know like attracts like, if you want better people in your life, you must work on being a better person yourself.

- Leon Brown

LIVELIFEHAPPY.COM



*Today . . . . .*

## STRATEGY LEADERSHIP :

- Preamble
- Leadership
- **Strategic Planning Process**
- Decision Making







# Strategic Leadership



Tactics is the art of using troops in battles,

Strategy is the art of using battles to win wars

ยุทธวิธี/กลยุทธ์ คือ ศิลปะการใช้กำลังทหารในสนามรบ

ยุทธศาสตร์ คือ ศิลปะการใช้สนามรบเพื่อให้ได้ชัยชนะเบ็ดเสร็จ

# Strategy & Tools : The Golden Circle

## WHY เข้าใจ

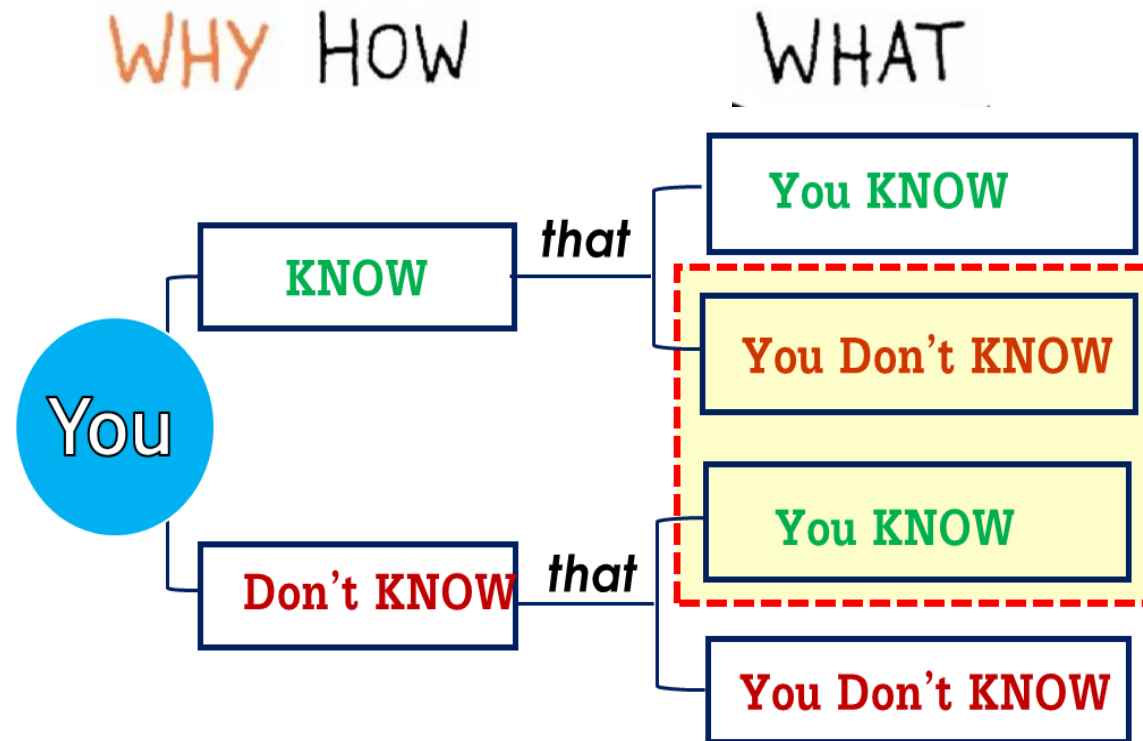
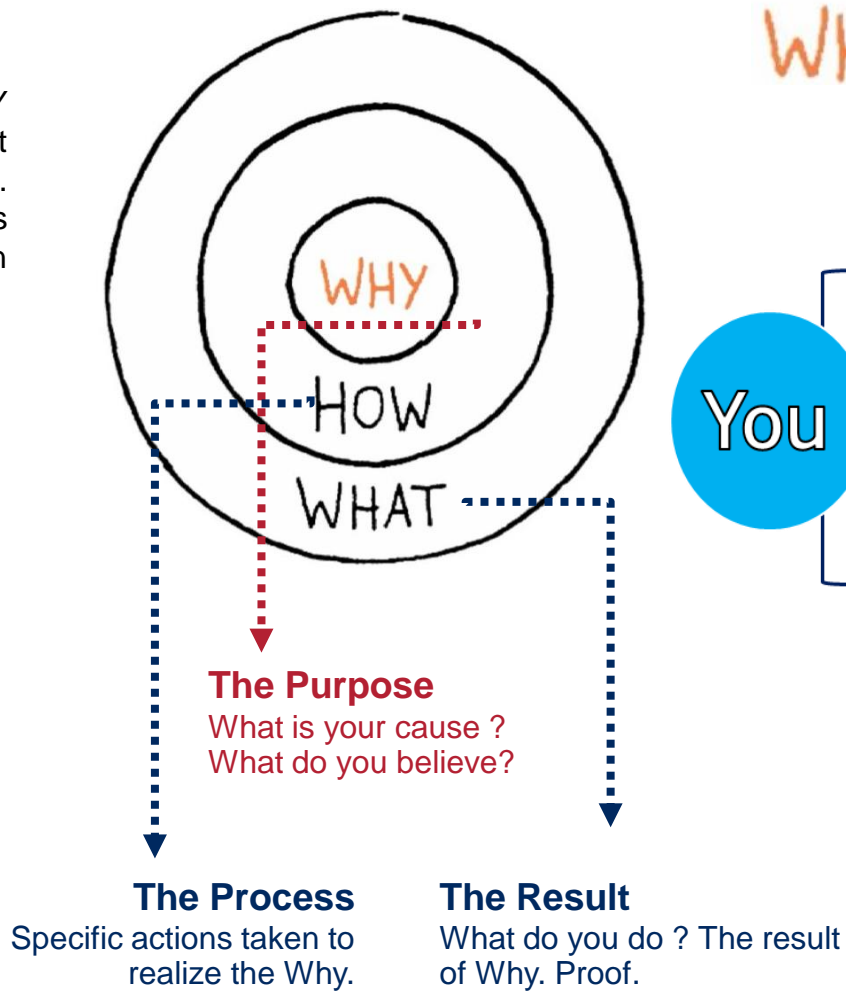
Very few organizations know WHY they do what they do. WHY is not about making money. That's a result. WHY is a purpose, cause or belief it's the very reason your organization exists.

## HOW เข้าถึง

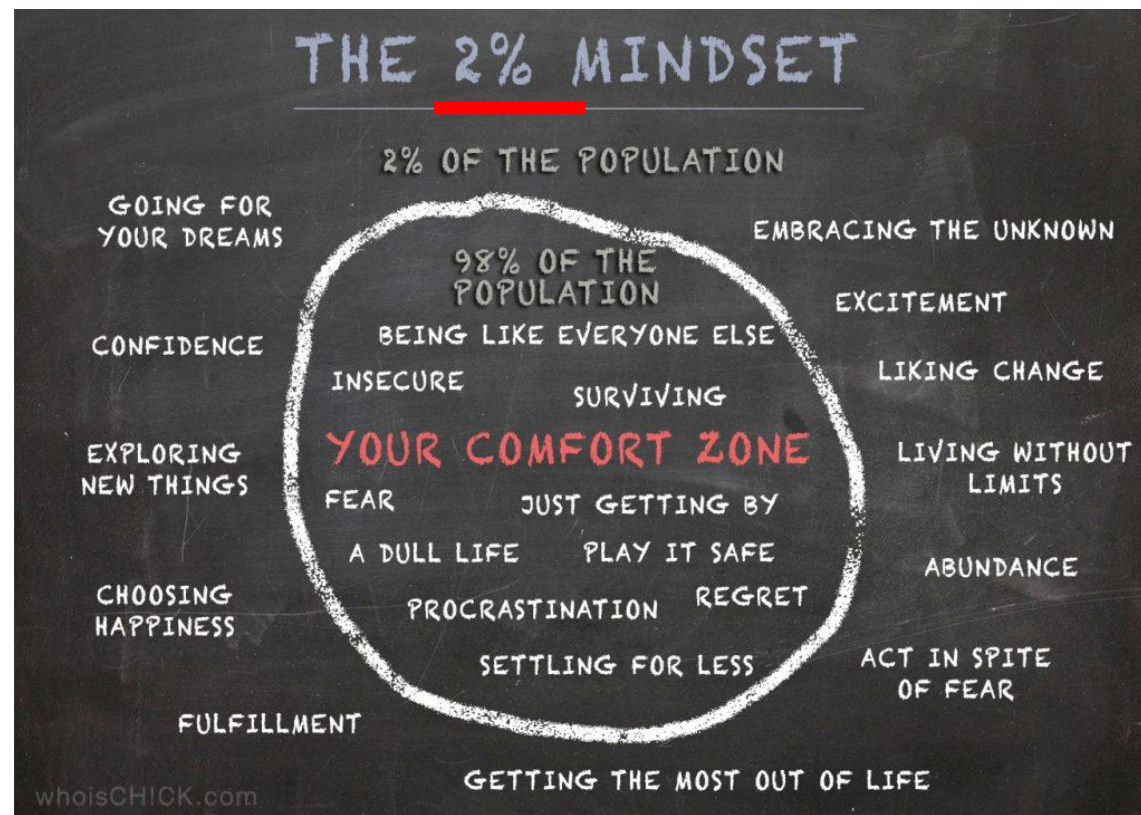
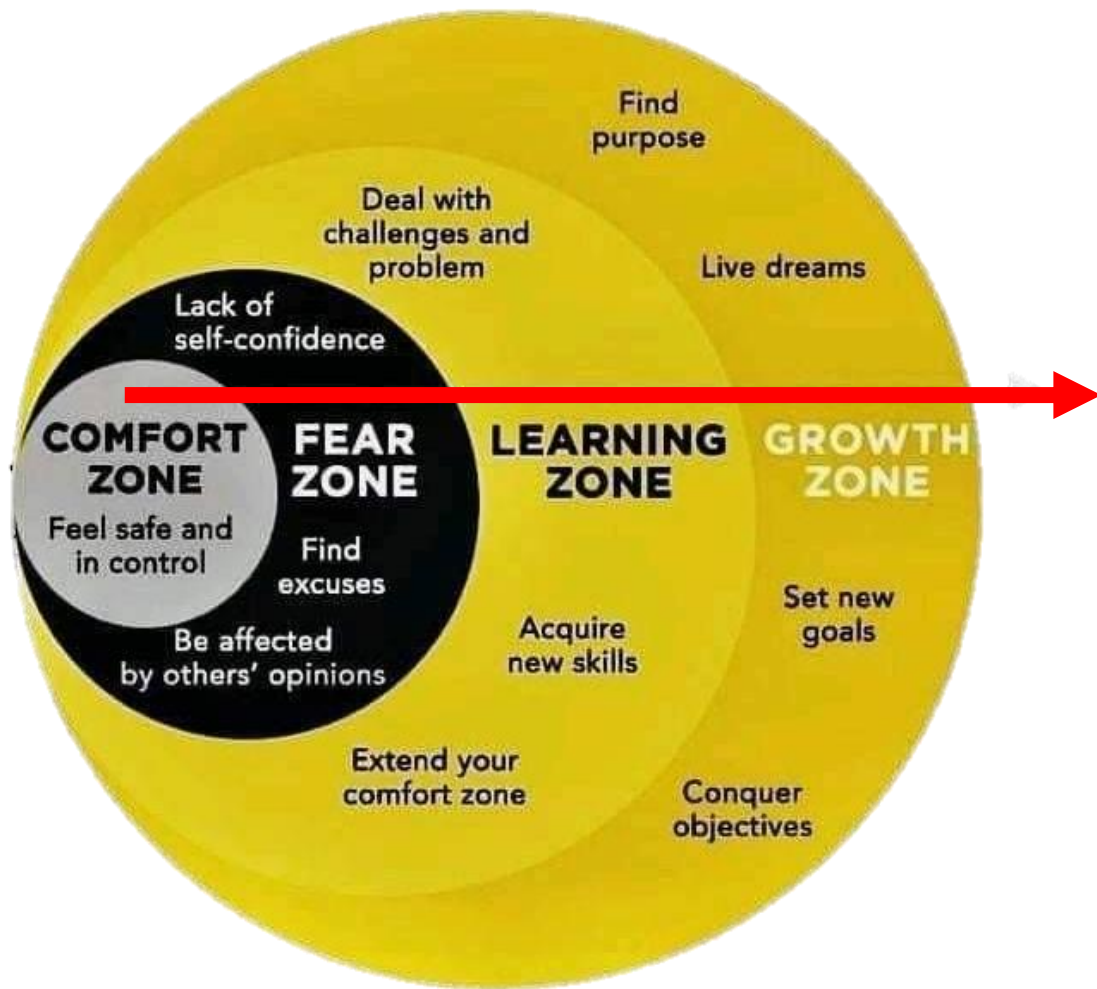
Some organization know HOW they do it. These are the things that make them special or set them apart from their competitions.


## WHAT พัฒนา

Every organization on the planet knows WHAT they do. These are products they sell or the services.



# Strategy & Tools : Comfort Zone

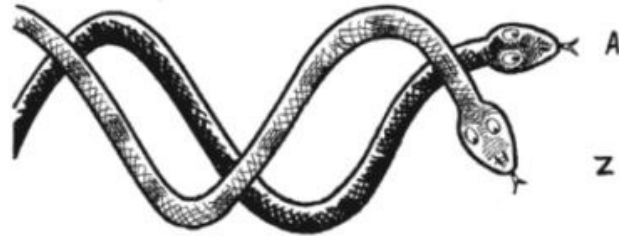




## There are only two ways to formulate Vision and Strategic Plan...

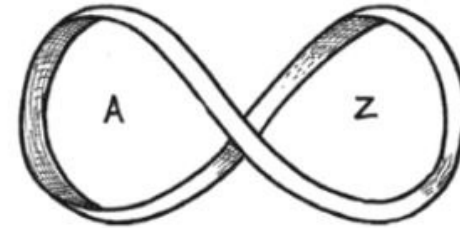
1. **By leader (owner)** e.g. Owner's guidance or directives, etc...  
Can be moderate or very aggressive and risk taking...
2. **By group effort** e.g. via annual Strategic Planning Session (STS)...  
Usually less aggressive but more thorough...

# The Contrasts between the Finite Game and Infinite Game



## Finite game

- The purpose is to win
- Improves through survival of fittest
- Winners exclude losers
- Winner takes all
- Aims are identical
- Relative simplicity
- Rules fixed in advance
- Rules resemble a debating contest
- Compete for mature markets
- Short-term decisive contests



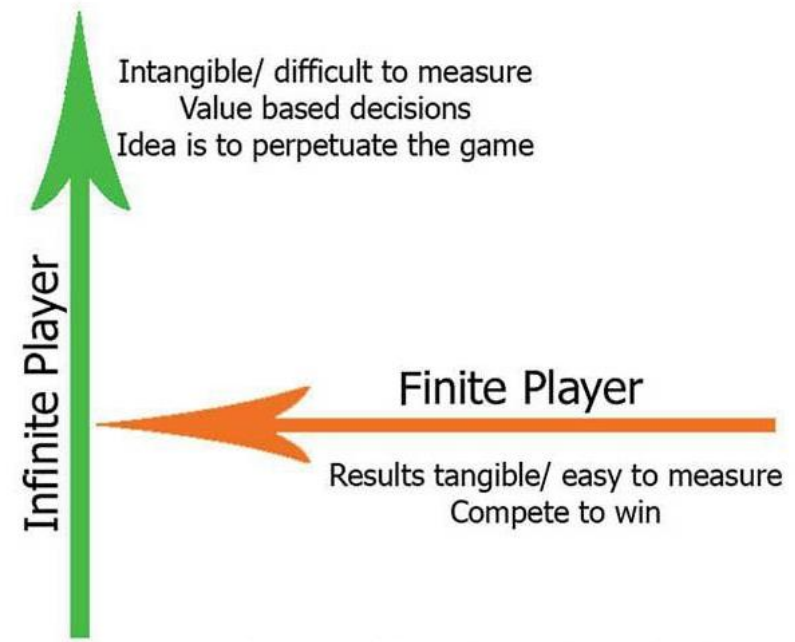
## Infinite game

- The purpose is to improve the game
- Improves through evolving the game
- Winners teach losers better plays
- Winnings widely shared
- Aims are diverse
- Relative complexity
- Rules changed by agreement
- Rules shape language like grammar
- Grow new markets
- Long-term enduring processes



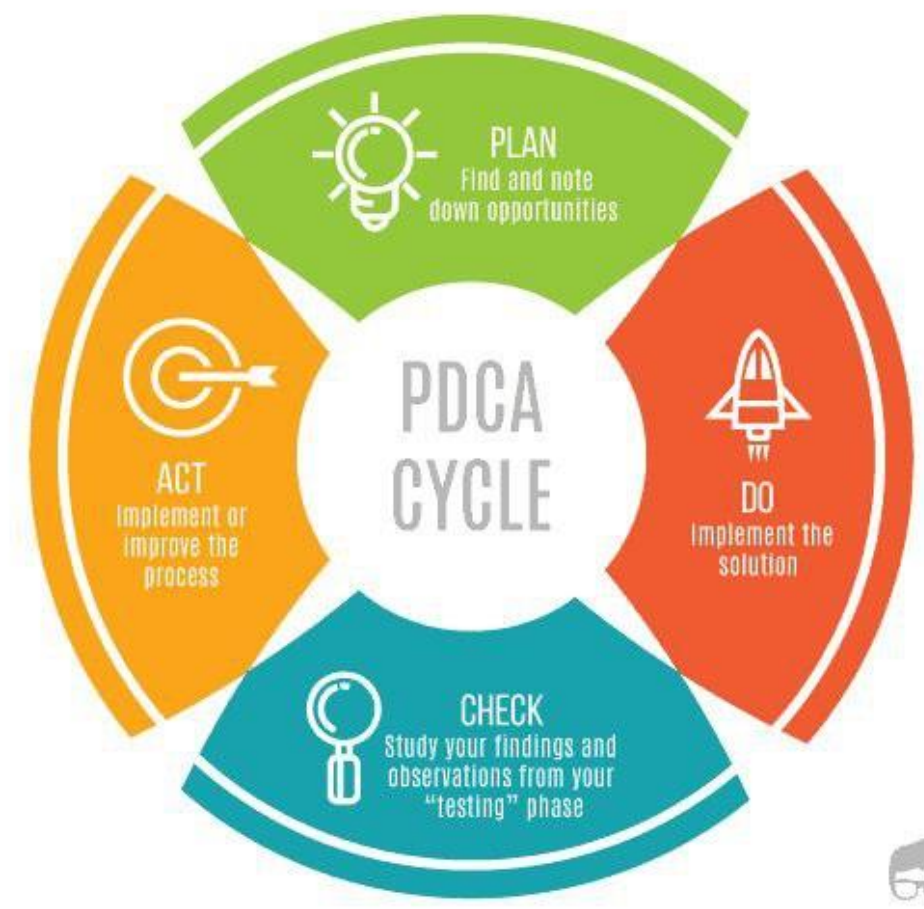
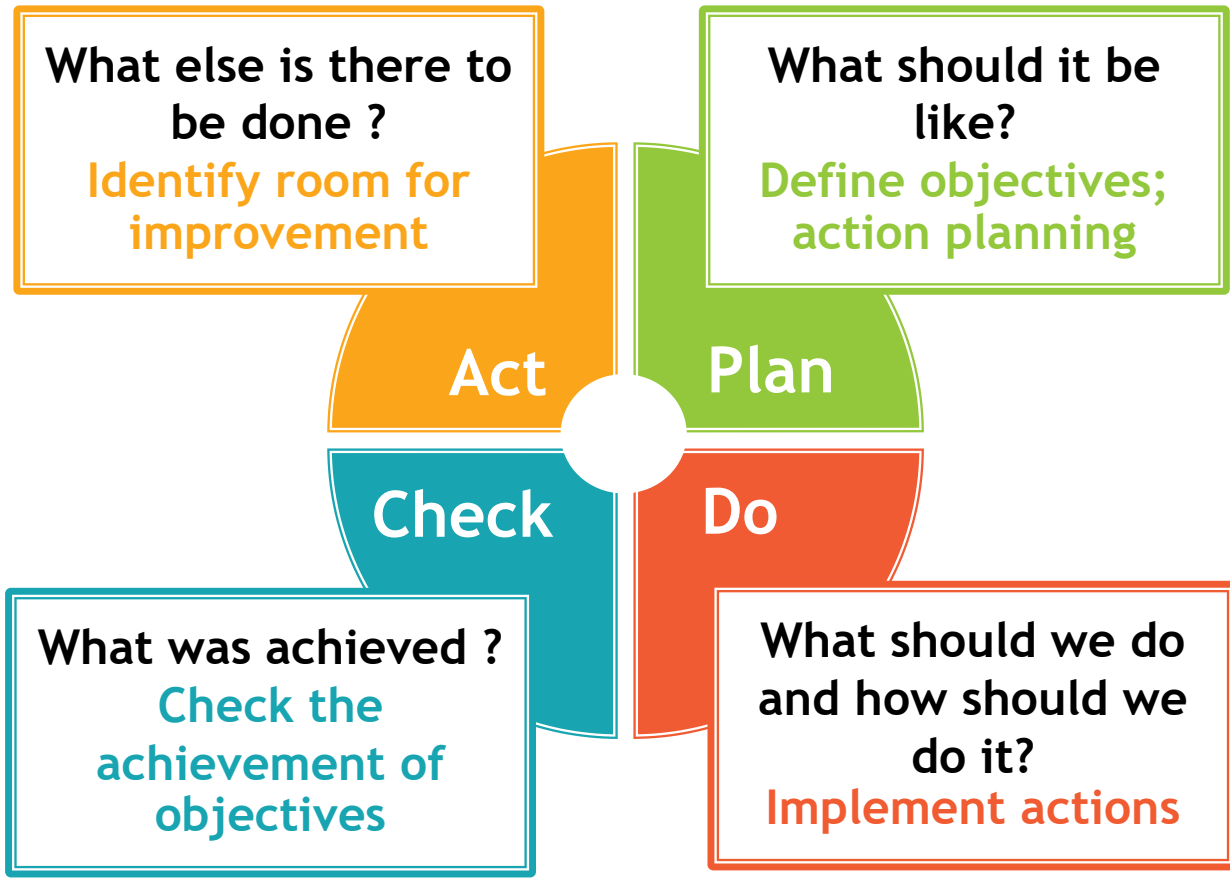
# The Infinite Game

- 1. Advance a Just Cause**
- 2. Build Trusting Teams**
- 3. Study Worthy Rivals**
- 4. Prepare for Existential Flexibility**
- 5. Demonstrate the Courage to Lead**





# Deming Cycle for QC → PDCA



# Strategic Planning Cycle

## Strategic Foresight, Scenario Analysis

	Range of possible futures (due to external drivers)				Present statistics derived from	
	A	B	C	D	reanalysis data	observations
0 (no adaptation)	Baseline Scenarios				Reference Scenarios	
Strategic Adaptation Options	Alternative Future Scenarios					
	I					
	II					
	III					
IV						

D

A



Act

Plan

Deming Cycle

Check

Do

KPI

OKRs



## Key Performance Indicators

C

B

**Andy Grove** ได้แนะนำแนวคิดนี้มาใช้ที่ Intel  
**John Doerr** ทำงานร่วมกับ Andy Grove & ศึกษาเรื่อง OKRs  
 1999 John Doerr นำมาใช้ที่ Google

**Objective**

การกำหนดจุดประสงค์ขององค์กรเป็นต้นแบบที่ชัดเจนและเป็นที่ยอมรับ

**KRs** Key Results

กำหนดตัวชี้วัดที่วัดความสำเร็จที่สำคัญต่อความสำเร็จ

"OKRs have helped lead us to 10x growth, many times over."  
 - Larry Page, Co-founder -

**Google**

---

**OKRs** อนุภาค Objective + Key Results ที่มองเป้าหมายที่ชัดเจนและวัดผลได้จริง Tech Company อันโด่งดังอย่าง Google, LinkedIn, Spotify, Intel, Twitter ฯลฯ ก็ใช้วิธีนี้เพื่อวัดผล

OKRs ที่ใช้กันอย่างแพร่หลายในบริษัทชั้นนำ 1 บริษัทกว่า 100 บริษัทในอเมริกาและทั่วโลกกำลังใช้วิธีนี้ในการเปลี่ยนแปลงเร็ว จึงต้องมีการปรับและสร้างเป้าหมายที่ชัดเจน

**เป้าหมายที่ดีควรเป็นเป้าหมายที่สามารถทำได้ในกรอบเวลา 90 วัน**

**ตัวอย่าง**

**Objective:** สร้างประสบการณ์ที่ประทับใจให้กับลูกค้า

**Key Results:**

- ลดค่าจากการบอกต่อเพิ่มขึ้นจาก 5% เป็น 20%
- อัตราการร้องเรียนลดลง 12% เป็น 20%
- Net Promoter Score จาก 6 เป็น 9
- อัตราการตอบแชทเร็วขึ้นจาก 1 นาที เป็นต่ำกว่า 30 วินาที

**Key Results** เป็นตัวชี้วัดที่ชัดเจนของ Objective ว่าจะจริง ๆ แล้วหมายถึงอะไร สดุดีที่เห็นและวัดผลด้วยค่าอะไรบ้าง ทำให้ทุกคนในทีมเคลียร์กับเป้าหมายมาทุก ๆ และมองไปในทิศทางเดียวกัน

ที่มา: <https://www.wjames.co.uk/okr/> ETDA



End  
Way  
Mean

# Military Approach to Strategic Planning : "End-Way-Mean"

A

Plan



**END**

Why? Where? When?



(Strategic Objective)  
เป้าประสงค์เชิงกลยุทธ์

**WAY**

What ?



(Strategic Initiative)  
กลยุทธ์, วิธีการ

**MEAN**

How ?



(Critical Success Factors)  
องค์ประกอบของความสำเร็จ

**End + Way + Mean = SOLID ACHIEVEMENT**

# Start Up Approach to Strategic Planning : “OKRs (Objective and Key Results)”

1968 Andy Grove ได้นำเอาแนวคิดนี้มาใช้ที่ Intel

1974 John Doerr ทำงานร่วมกับ Andy Grove & ศึกษาเรื่อง OKRs

1999 John Doerr นำมาใช้ที่ Google



Objective

การกำหนดจุดประสงค์  
ของแต่ละระดับ ตั้งแต่ผู้บริหาร  
ถึงพนักงานที่สนับสนุน  
และมีความเชื่อมโยงกัน



Key Results

กำหนดตัววัดผลที่เป็นวิธีการ  
ที่ทำให้ องค์กรประสบความสำเร็จ

“OKRs have helped lead us to 10x growth, many times over.”

- Larry Page, Co-founder -



**OKRs** ย่อมาจาก **Objective + Key Results** คือการตั้งเป้าหมายที่นิยมใช้  
อย่างแพร่หลายใน Tech Company ชั้นนำของโลกอย่าง Google, LinkedIn,  
Spotify, Intel, Twitter ฯลฯ ทำให้บริษัทพวกนี้โตเร็วมาก

OKRs วัตถุประสงค์ที่เป้าหมายรายไตรมาสเพราะเป้าหมาย 1 ปีหรือยาวกว่านั้นนานเกินไป  
แต่การทำธุรกิจในปัจจุบันมีการเปลี่ยนแปลงเร็ว จึงต้องมีการปรับและรีวิวเป้าหมายกันถี่มากขึ้น



เป้าหมายที่ดีควรเป็นเป้าที่สามารถ  
ทำสำเร็จได้ในกรอบเวลา **90 วัน**

ตัวอย่าง

**Objective:**  
สร้างประสบการณ์  
โดดเด่นให้กับลูกค้า

**Key Results:**

- 👍👍 ลูกค้ามาจากการบอกต่อเพิ่มขึ้นอาทิตย์ละ 5%
- 👍👍 อัตราการซื้อซ้ำเพิ่มขึ้นจาก 12% เป็น 20%
- 👍👍 Net Promoter Score จาก 6 เป็น 9
- 👍👍 อัตราการตอบแชตเร็วขึ้นจาก 1 นาที เป็นต่ำกว่า 30 วินาที

**Key Results** เป็นตัวอธิบายคำนิยามของ Objective  
ว่าจริง ๆ แล้วหมายถึงอะไร สโคปแค่ไหนและวัดผลด้วยค่าอะไรบ้าง  
ทำให้ทุกคนในทีมเคลียร์กับเป้าหมายมาก ๆ และมองไปในทิศทางเดียวกัน

# Key Performance Indicators

KPI Stand for **Key Performance Indicator** - a measurable value that indicates progress towards a project outcome or result.

KPIs	Metrics
<ul style="list-style-type: none"> <li>All KPIs are Metrics</li> </ul>	<ul style="list-style-type: none"> <li>All Metrics are not KPIs</li> </ul>
<ul style="list-style-type: none"> <li>KPIs give a holistic view of the performance of different functions in your organization</li> </ul>	<ul style="list-style-type: none"> <li>Metrics give you a picture of how different individual activities rolled out within the functions are progressing</li> </ul>
<ul style="list-style-type: none"> <li>KPIs tell you where exactly your teams stand with respect to the overall business goals</li> </ul>	<ul style="list-style-type: none"> <li>Individual Metrics do not give any insights on their own</li> </ul>
<ul style="list-style-type: none"> <li><b>Examples:</b> Pre-sales KPIs, Email Marketing KPIs, Customer Success KPIs</li> </ul>	<ul style="list-style-type: none"> <li><b>Examples:</b> Open Rate, Conversations in the last 2 weeks, Deals lost last quarter</li> </ul>

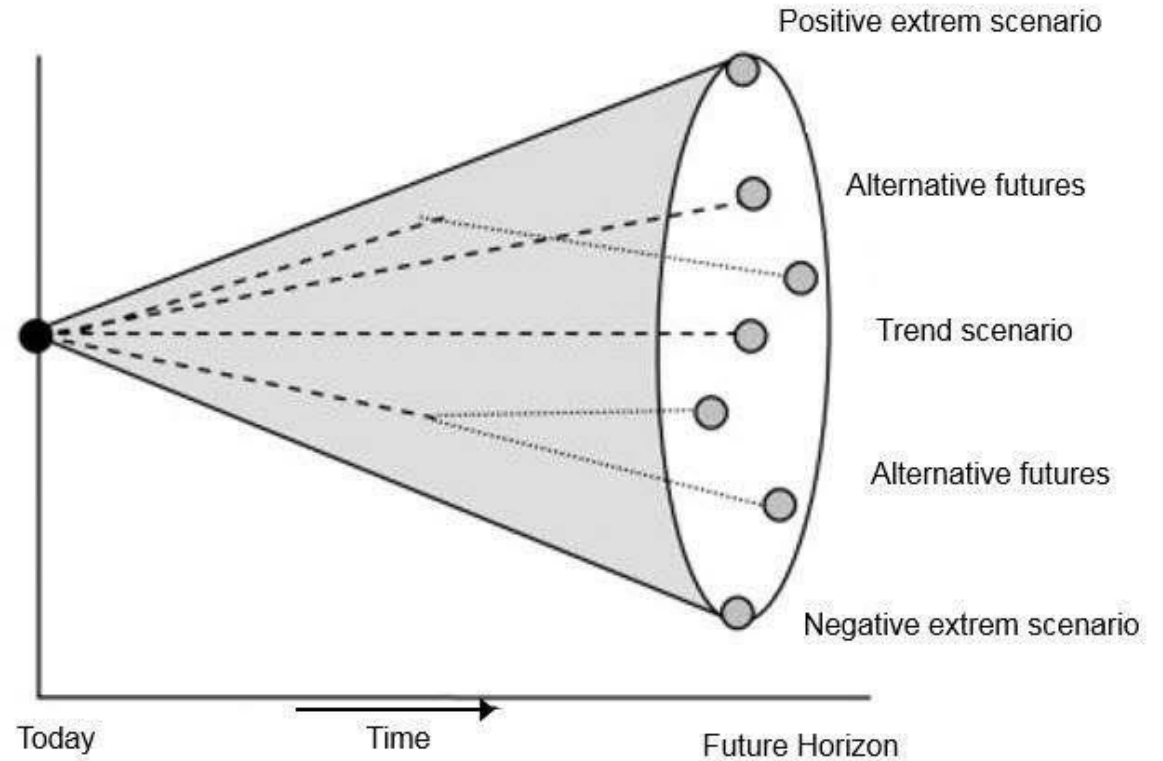
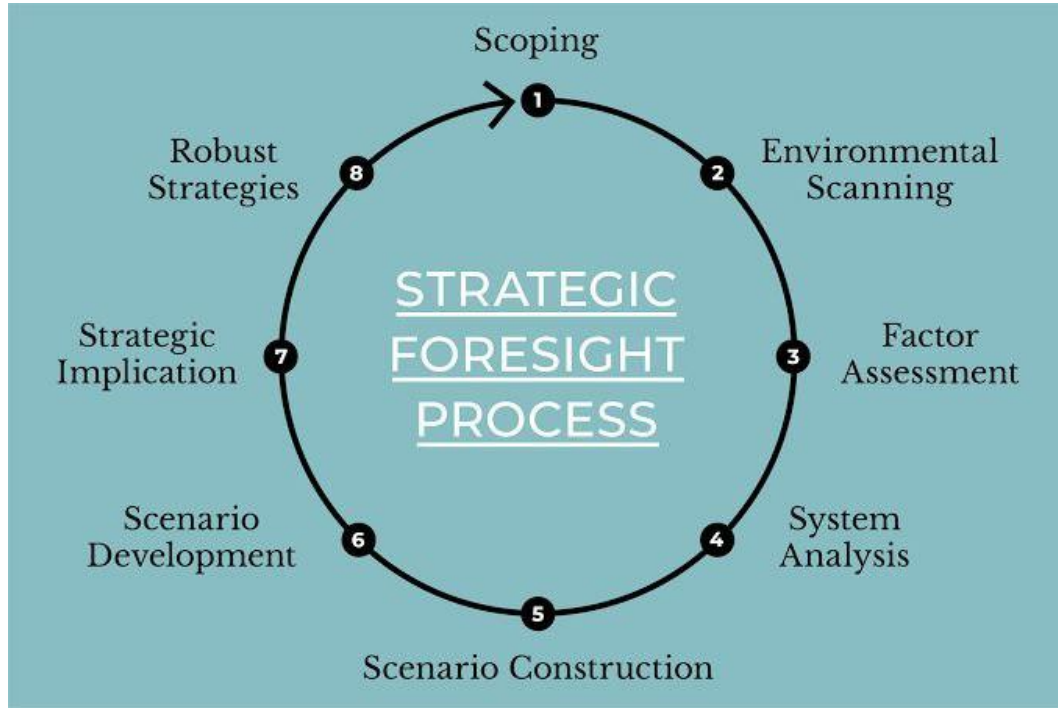
*- What is not measureable is not manageable ? -*

# Strategic Foresight

Why  
How  
What

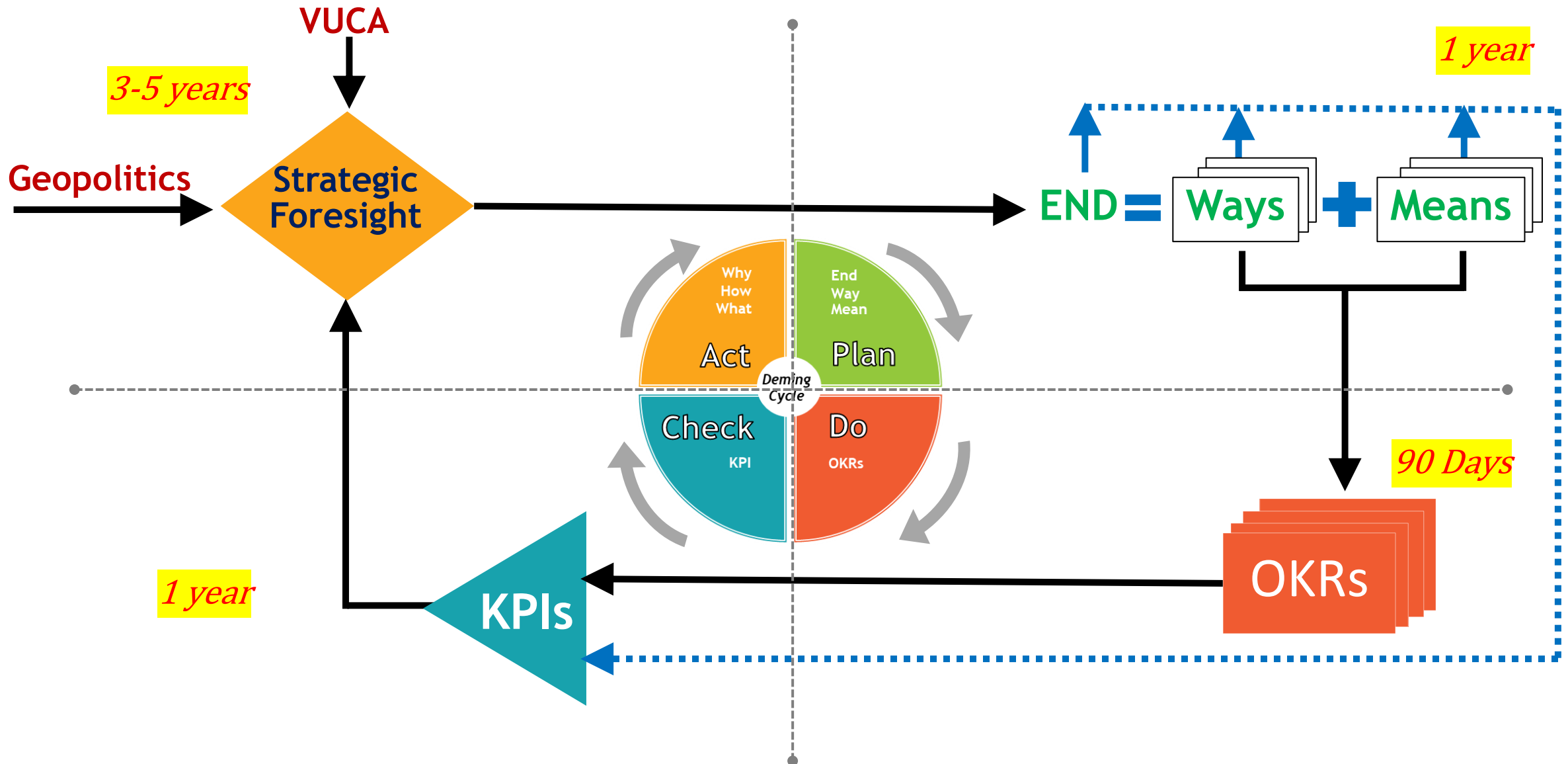
Act

**D**





# Strategic Planning Cycle in Actions





*Today . . . . .*

## STRATEGY LEADERSHIP :

- Preamble
- Leadership
- Strategic Planning
- **Decision Making**





# The Rules of Decision Making for Highly Effective Leader

## Pailin's Rules of Decision Making:

- 1** Don't make decision without all necessary and sufficient information  
ไม่ตัดสินใจ ถ้าข้อมูลไม่ครบ
- 2** With all information at hand don't hesitate to make decision  
เมื่อข้อมูลครบ ต้องไม่ลังเลที่จะตัดสินใจ
- 3** NOT making a decision is a kind of decision making  
การไม่ตัดสินใจ คือ การตัดสินใจแบบหนึ่ง
- 4** Leader has to make decisions and accept the ultimate responsibility of those decisions  
ผู้นำต้องกล้าตัดสินใจ ยอมรับและรับผิดชอบต่อการตัดสินใจนั้น
- 5** There is only good or bad decisions,  
There is no such thing like "fair decision".  
ไม่มีการ "ตัดสินใจที่พอรับได้" มีแค่การตัดสินใจที่ "ดี" การตัดสินใจที่ "ไม่ดี" เท่านั้น




*“The BUCK STOPS here!*  
**WITH ME”**

**By Harry S. Truman**  
**33<sup>rd</sup> President of**  
**the United States**  
**(1945-1953)**





A landscape photograph featuring a road that splits into two paths, leading through a vast field of golden wheat. The sky is filled with dramatic, dark clouds, and the sun is visible on the left side, creating a strong contrast. In the background, there are rolling hills and mountains. The overall mood is contemplative and serene.

*You are free to choose,  
but you are not free  
from the consequences of your choice.*

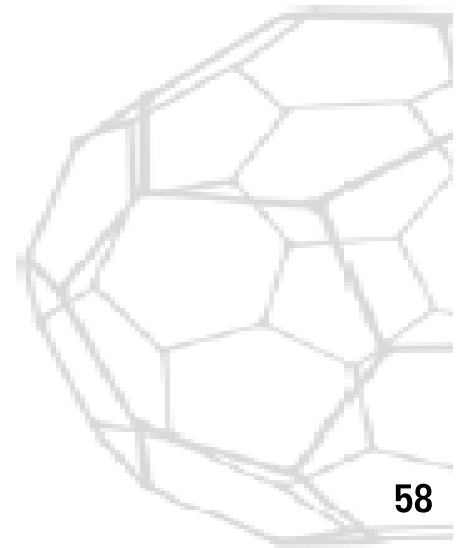
**THANK YOU**



**Fools learn from experience.  
I prefer to learn from the  
experience of others.**

Otto von Bismarck

  
[www.idlehearts.com](http://www.idlehearts.com)



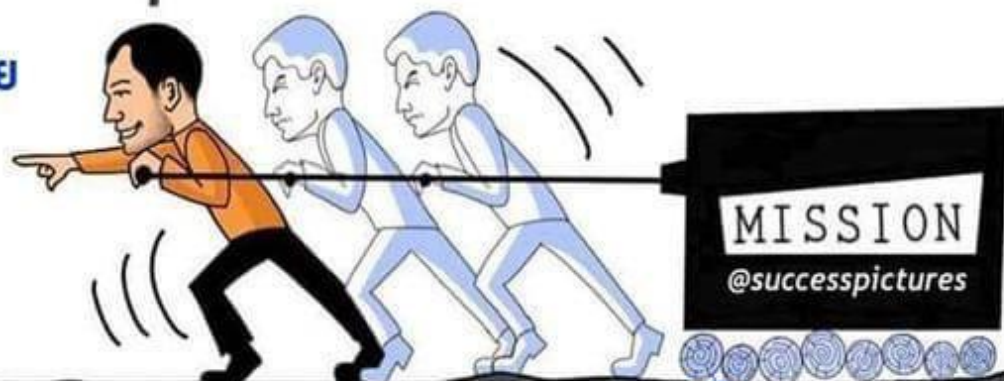
## #ผู้นำองค์กรสร้างแรงบันดาลใจ

- 1 Lead By Example ทำให้ดู
- 2 Passion เป็นแรงบันดาลใจ (ไม่ใช่แรงกดดันให้หมดใจ)
- 3 Be Organized จัดระเบียบ
- 4 Delegate แบ่งงานให้เหมาะสม
- 5 Communicate Effectively สร้างระบบการสื่อสารที่มีประสิทธิภาพ
- 6 Take Ownership and Responsibility แบ่งความรับผิดชอบและความเป็นเจ้าของ
- 7 Be Brave and Honest กล้าหาญและซื่อสัตย์ (จริงใจ)
- 8 Great Listener ฟัง ฟัง ฟัง และ ฟัง (ให้เยอะๆ)
- 9 Know Your People รู้จักพี่ๆ น้องๆ ทุกคนในองค์กรด้วย อย่างจำชื่อได้เฉพาะคนโปรด
- 10 Be a Follower เป็นผู้ตามที่ดีได้ในเวลาที่ต้องตาม

# BOSS



# LEADER



# Daily practices that foster well-being can help leaders' performance in an era of constant change.

## Body



### Sleep

- Aim to sleep for 7+ hours at the same time each day
- Have a cutoff time for work/screens
- Create a ritual to aid in tuning out for the day (light reading before sleep)

### Exercise

- Maintain or increase weekly exercise goals (flexibility, strength, aerobics)
- Use spontaneous opportunities (such as a last-minute meeting cancellation) to get out and move

### Nutrition

- Start with a small goal and build your way up
- Modulate daily caloric intake with a sustainable level of activity

## Mind



### Meditation

- Commit to a habit of daily meditation
- Build in 2 to 3 one-minute mindful breathing breaks throughout the day

### Introspection

- Consider journaling or other ways to express/process your inner thoughts
- Tune into yourself; hone ability to not be distracted and to disconnect (including from technologies)

### Perspective

- Begin each day with positive affirmations
- Express gratitude
- Reframe negative/unhelpful mindsets to ones that serve you better

## Spirit



### Purpose

- Regularly reflect on your work contributions and how they connect to your purpose, especially in moments of low energy
- Get more involved in your local community

### Renewal

- Block time for your hobbies in advance and on a recurring basis—solo or in groups
- Place yourself deliberately in joyful activities with no attachment to outcomes

### Connection

- Spend quality time daily with at least one person who is important to you
- Find ways to spend time in nature
- Perform an act of kindness each day

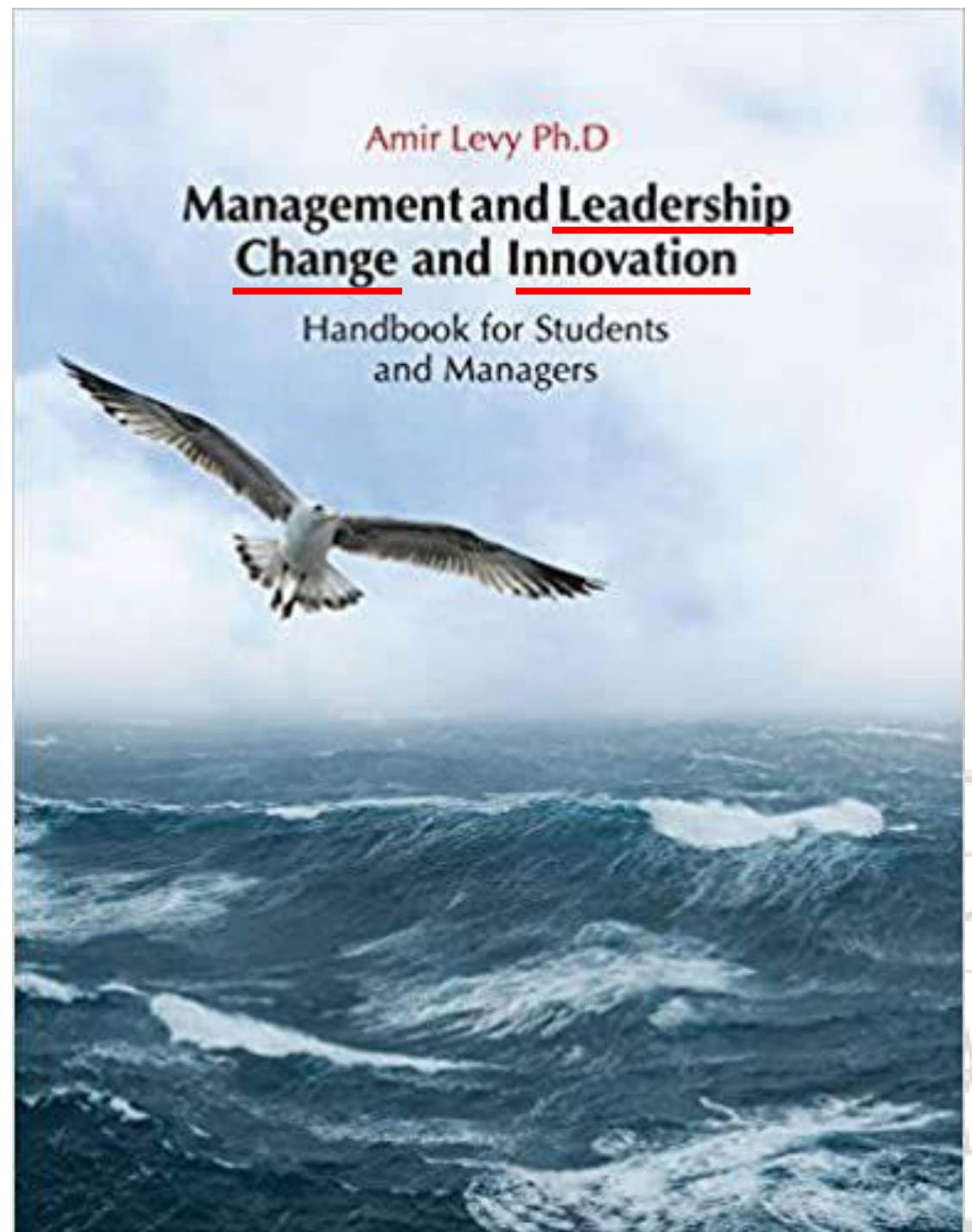
Note: Not an exhaustive list.



Chinedu Ngene  
Umer Ghauri

# The Role of Effective Leadership in Managing Innovation and Change

Managing Innovation and Change in Projects: The Role of Effective Leadership



Amir Levy Ph.D

## Management and Leadership Change and Innovation

Handbook for Students  
and Managers

Every great dream begins with a dreamer.  
Always remember, you have within you the strength,  
the patience, and the passion to reach for the stars  
to change the world.

Harriet Tubman



mywildlifeimages @andyparkinsonphoto  
jsk

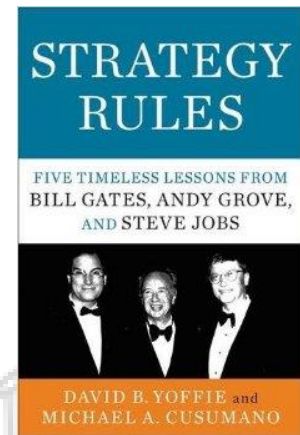
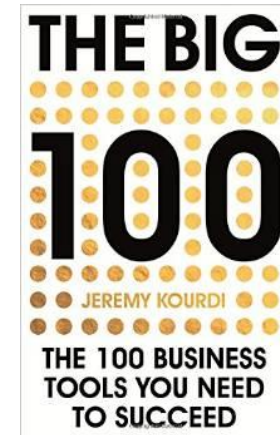
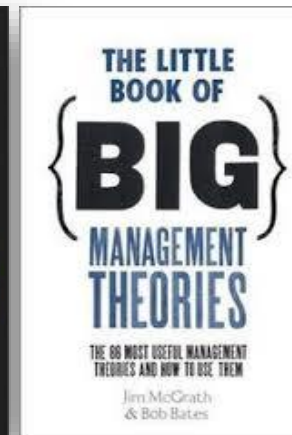
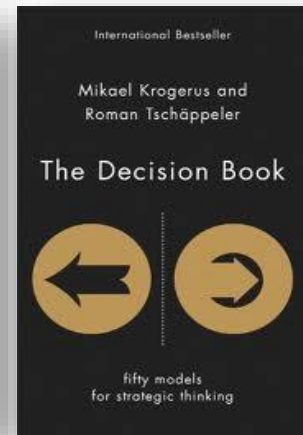
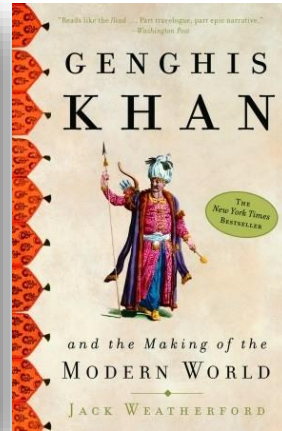
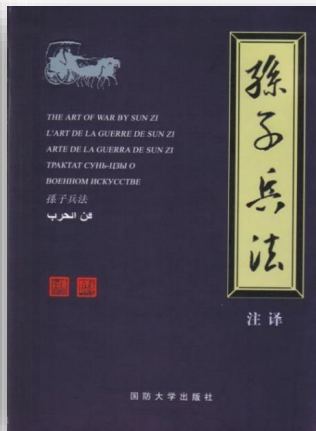
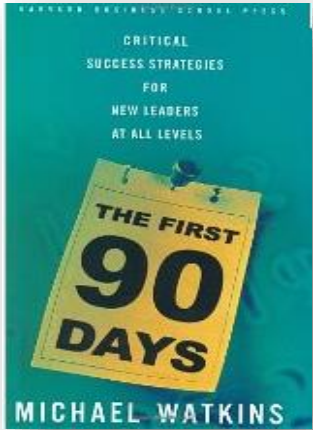
"Technology is valuable in a world with diminishing resources in terms of lowering waste and facilitating mass production, but we can never lose sight of the power of the touch of human hands."

Issey Miyake



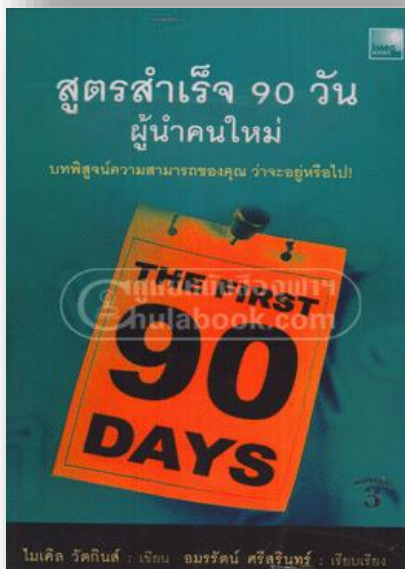
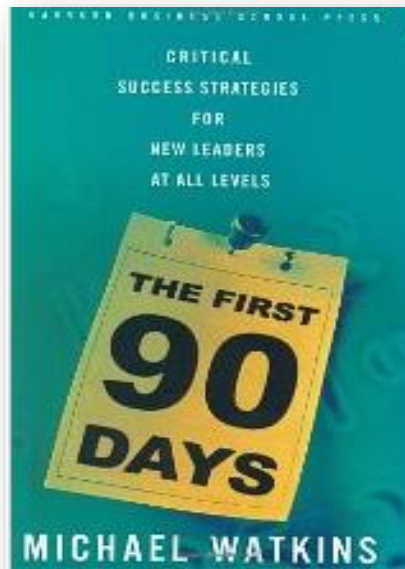
# BACK UP

## STRATEGY PLANNING : TOOLS





# The First 90 Days by Michael Watkins



## Critical Success Strategies for New Leaders at All Levels

*A road map for taking charge in your first 90 days in a management job.*

The first days in a new position are critical because small differences in your actions can have a huge impact on long-term results.

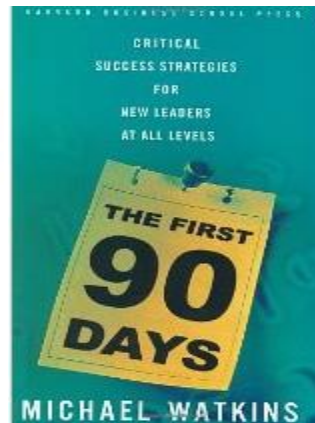
Leaders at all levels are very vulnerable in their first few months in a new job because they lack in-depth knowledge of the challenges they'll face and what it will take to succeed with their new company.

Failure to create momentum in the first 90 days virtually guarantees an uphill battle for the rest of an executive's tenure.

# Tips for New Leaders !

## First 3 Months :

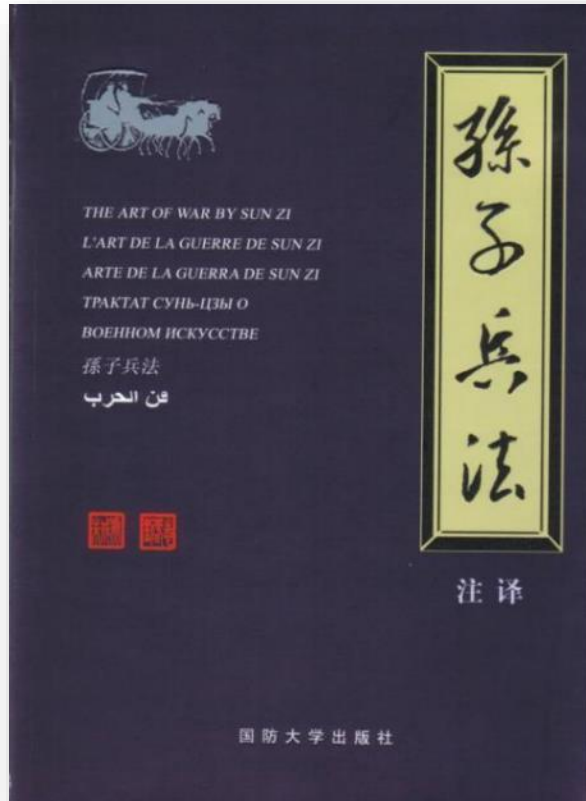
- Understand the business model
- Get hold of the big picture
- Find out strength and competency
- Identify immediate threat
- Formulate medium and long term strategies





# Sun Tzu or Sun Zi : 544 - 496 BC

“รู้เขารู้เรา รบร้อยครั้ง มิพ่าย”



“ ตำราพิชัยสงครามของซุนวู ”

“ 孫子兵法 ”

“ Sūn Zǐ Bīng Fǎ ”

“ The Art of War ”

(ตำรายุทธศาสตร์ทางทหาร ที่มีอิทธิพล  
มากของประเทศจีน)

# The Art of War by Sun Zi



Portrait of Sun Tzu



13 chapters of Art of War written on bamboo strips

เนื้อหาของตำราพิชัยสงครามของซุนวู

แบ่งเนื้อหาออกเป็น 13 บรรพ ดังนี้

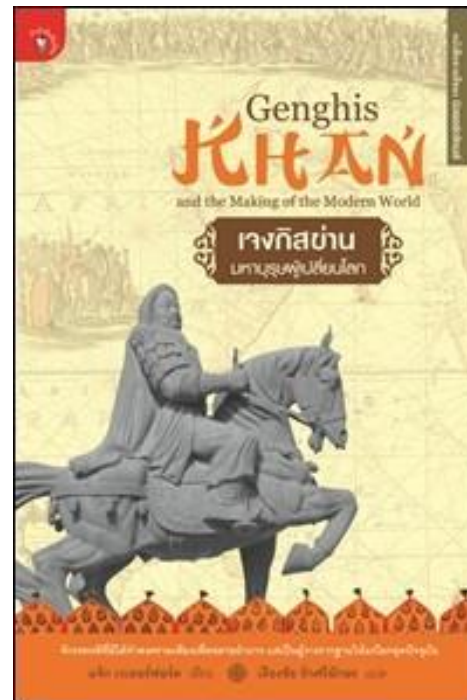
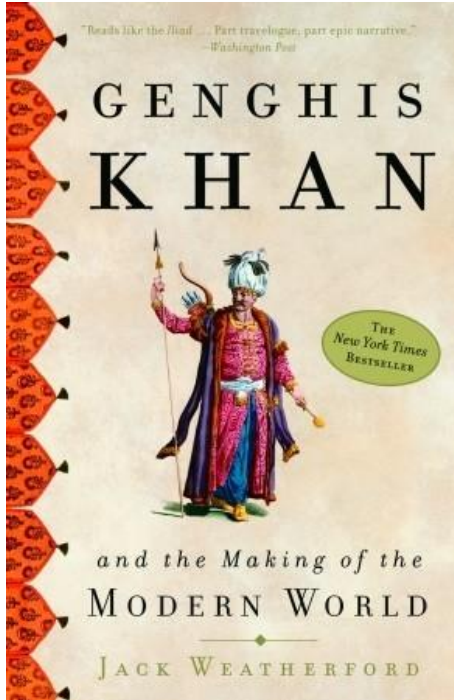
1. การประเมิน (始計)
2. การวางแผน (作戰)
3. ยุทธศาสตร์การรบรุก (謀攻)
4. ทำที (軍行)
5. กำลังพล (兵勢)
6. ความอ่อนแอ-เข้มแข็ง (虛實)
7. การดำเนินกลยุทธ์ (軍爭)
8. สิ่งผันแปร 9 ประการ (九變)
9. การเดินทัพ (行軍)
10. ภูมิประเทศ (地形)
11. พื้นที่ต่างกัน 9 อย่าง (九地)
12. การโจมตีด้วยไฟ (火攻)
13. การใช้สายลับ (用間)



# Genghis Khan : 1162 -1227 AC and the Making of the Modern World

## เจงกิสข่าน มหาบุรุษผู้เปลี่ยนโลก

ผู้ก่อตั้งจักรวรรดิมองโกล  
กษัตริย์ยอดนักรบที่พิชิตมากกว่าครึ่งโลก

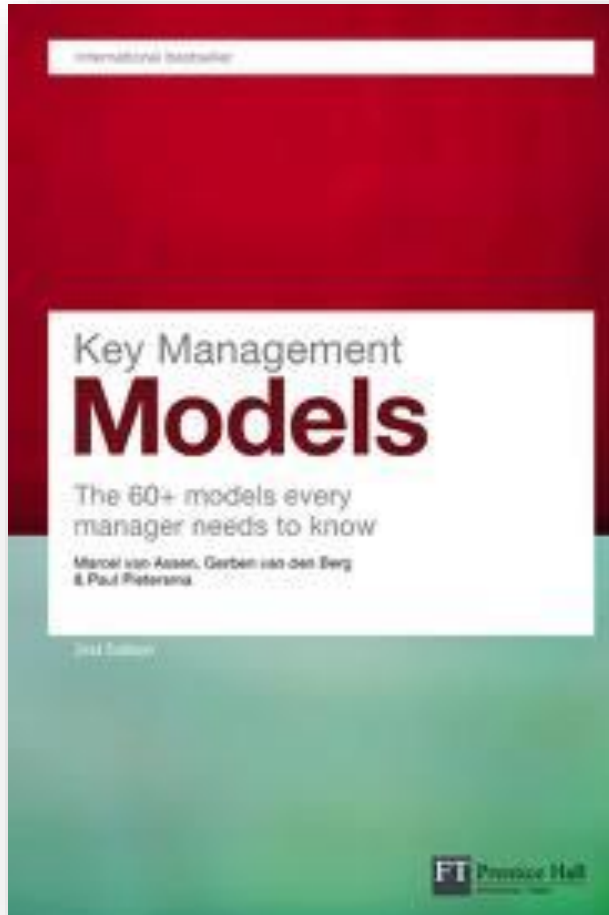


By Jack Weatherford แปล : เรืองชัย รักศรีอักษร

จักรพรรดิที่มีได้ทำสงคราม  
เพียงเพื่อขยายอำนาจ  
แต่เป็นผู้วางรากฐาน  
ให้แก่โลกยุคปัจจุบัน

แท้จริงแล้วกระบวนการโลกาภิวัตน์  
เคยเริ่มขึ้นเมื่อกว่า 700 ปีมาแล้ว มอง  
โกลคือผู้นำความเจริญมาสู่โลกยุคใหม่  
ที่เราอาศัยอยู่อย่างแท้จริง  
โดยทำหน้าที่เป็นผู้เผยแพร่อารยธรรม  
และส่งต่อภูมิปัญญาข้ามโลกที่ยิ่งใหญ่  
ที่สุดเท่าที่โลกเคยรู้จักมา

# 1. Key Management Models by Marcel Van Assen



**\* International Bestseller**

**60+ Models divided into 3 Groups:**

-  **Strategic models**
-  **Tactical models**
-  **Operational models**

***“If you want to be a model manager,  
keep this book close at hand.”***

# Why do we need **Models** ?



When we encounter chaos, we seek ways to structure it, to see through it, or at least to gain an overview of it.

**Models** help us to reduce the complexity of a **situation** by enabling us to suppress most of it and concentrate on what is important.

Critics like to point out that models do not reflect reality. That is true, but it is wrong to claim that they compel us to think in a prescribed way. **Models do not define what or how we should think; they are the result of an active thought process.**

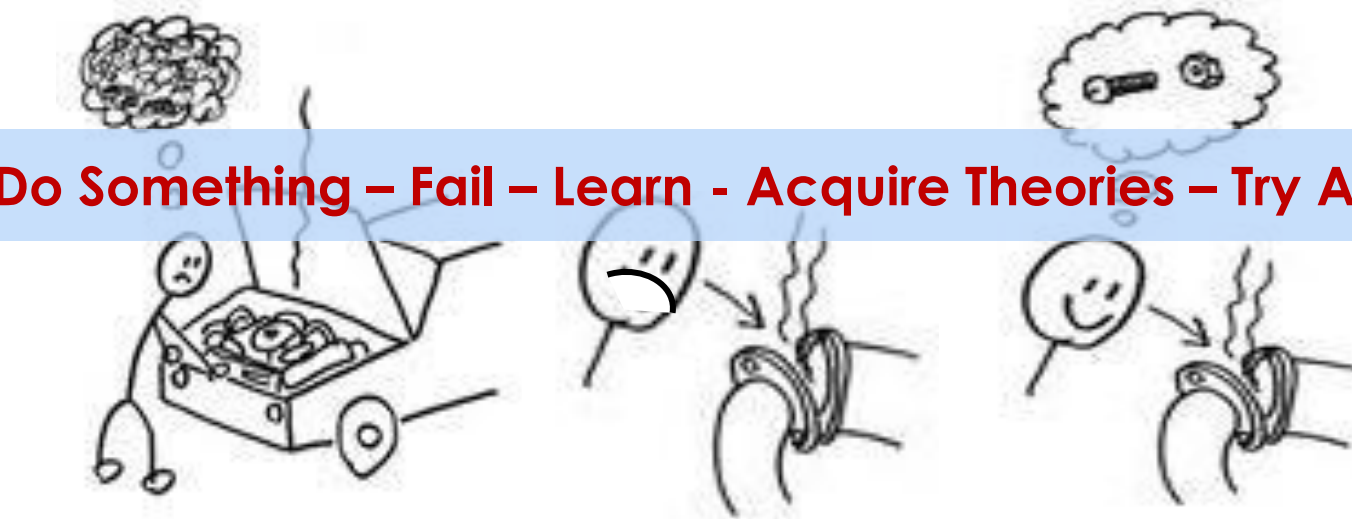


# Modeling : American vs. European

**Do Something – Fail – Learn - Acquire Theories – Try Again**



*Trial and error approach*



**Acquire Theories – Do Something – Fail – Analyze – Improve & Repeat**



*How to understand yourself better*





# Modeling. . . . . Past



# Modeling . . . . . Present

**Sand  
Table**



# Functional Areas & Levels of Management Decision Making (1/3)



## Strategic Models

	Strategy & organization	Finance & Governance	Marketing & Sales	Operations, Supply chain management & procurement	Innovation & Technology	HRM, Leadership & Change
Ansoff's product market grid.	x					
The BCG matrix.	x					
Blue ocean strategy.					x	
Competitive analysis: Porter's five forces.	x					
Core competencies.	x					
Greiner's growth model	x					
Kay's distinctive capabilities.	x					
Market-driven organisation.		x				
Off-shoring / outsourcing.	x					
Road-mapping.					x	
Scenario planning.	x					
Strategic dialogue.	x					
Strategic HRM model						x
Strategic human capital planning.						x
SWOT analysis.	x					
The value chain.	x					
Value-based management		x				
The value disciplines of Treacy & Wierseman.	x					

# Functional Areas & Levels of Management Decision Making (2/3)



## Tactical Models

	Strategy & organization	Finance & Governance	Marketing & Sales	Operations, Supply chain management & procurement	Innovation & Technology	HRM, Leadership & Change
The 7-S framework.	x					
Activity-based costing.	x					
Beer & Nohria - E & O theories.						x
Benchmarking.		x				
Business process redesign.				x		
Competing values of organisational effectiveness.						x
Core quadrants.						x
Covey's seven habits of highly effective people.						x
Curry's pyramid			x			
DuPont analysis.		x				
Factory gate pricing.				x		
Henderson & Venkatraman's strategic alignment					x	
Hofstede's cultural dimensions.						x
House of purchasing & supply.				x		
The innovation circle.					x	
Kotler's 4Ps of marketing.			x			
Kotters' eight phases of change.						x
Kraljic's purchasing model				x		
Lean thinking / just-in-time.				x		
MABA analysis.			x			
Milkovich's compensation model						x
Mintzberg's configurations.	x					
Monczka's purchasing model				x		
Overhead value analysis.		x				
Quick response manufacturing.				x		
Senge – The fifth discipline.						x
Six Sigma.				x		
The EFQM model	x					
The theory of constraints.				x		
Vendor managed inventory.				x		

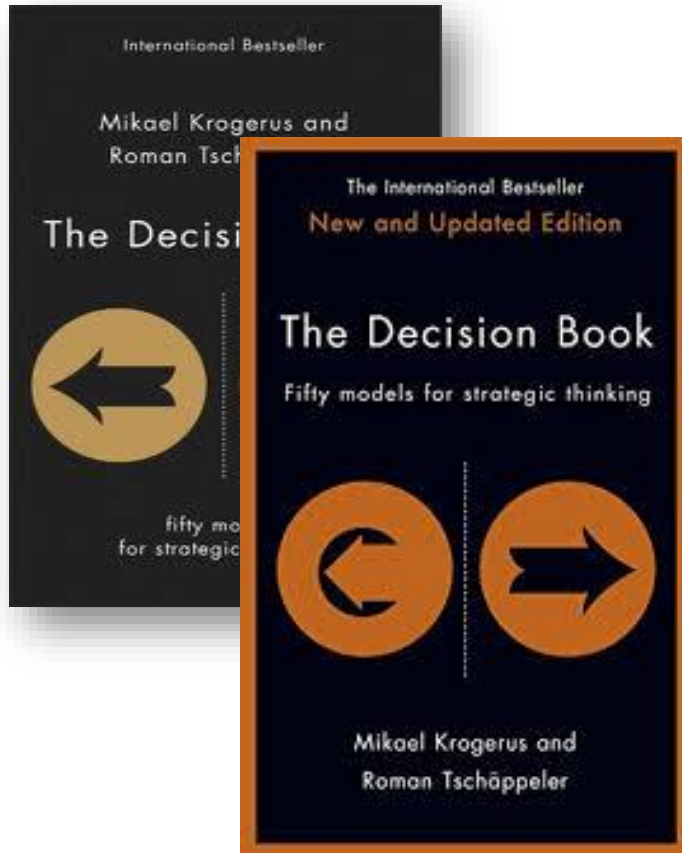
# Functional Areas & Levels of Management Decision Making (3/3)







## Operational Models

	Strategy & organization	Finance & Governance	Marketing & Sales	Operations, Supply chain management & procurement	Innovation & Technology	HRM, Leadership & Change
The balanced scorecard (BSC)		x				
Belbin's team roles.						x
Brand pentagram.			x			
Change quadrants.						x
Discounted cashflow (DCF)		x				
Kaizen / Gemba house				x		
Mintzberg's management roles.						x
Risk reward analysis.	x					
Root cause analysis / Pareto analysis.				x		
The six thinking hats of De Bono.						x
The Deming cycle: plan-do-check-act				x		
Value stream mapping.				x		

# 2. The Decision Book by Mikael Krogerus



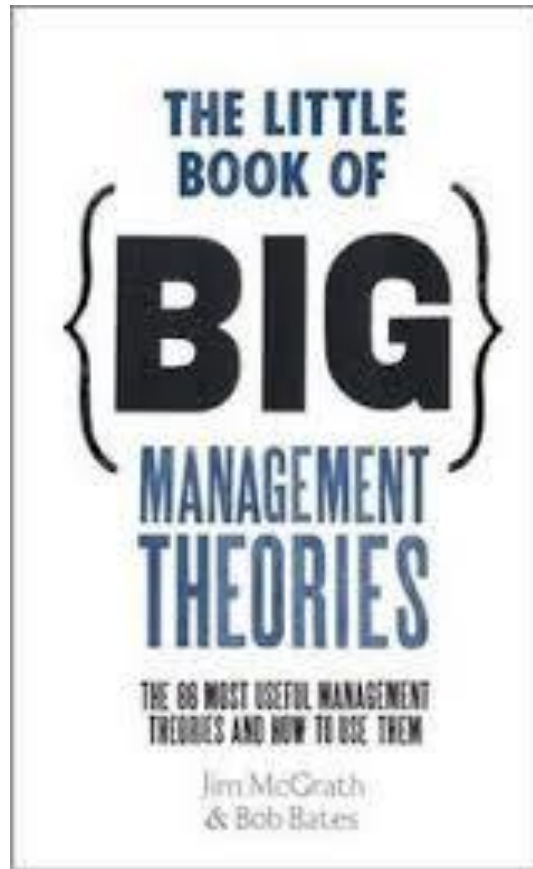
*What do I want? And how can I get it ?  
How can I live more happily  
and work more efficiently ?*

-  **How to improve yourself**
-  **How to understand yourself better**
-  **How to understand other better**
-  **How to improve others**

**\* *International Bestseller***




**\*\* *A European Bestseller***

### 3. The Little Book of BIG Management Theories and How to use them by James McGrath & Bob Bates

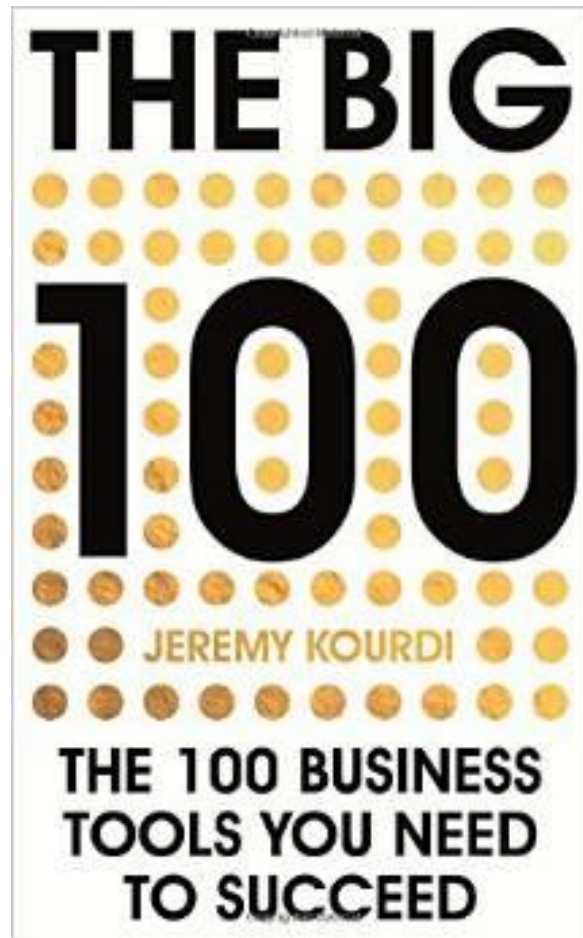


As a busy manager, you need solutions to everyday work problems fast. It gives you access to the **very best theories and models** that every manager should know and be able to use.

It divided into 10 sections The first to nine deal with specific areas of management such as motivation or team building. Final section contains a miscellany of great theories.

-  **Quickly resolve a wide range of practical management problems**
-  **Be a better, more decisive manager who gets the job done**
-  **Better motivate and influence your staff, colleagues and stakeholders**

## 4. THE BIG 100 by Jeremy Kourdi



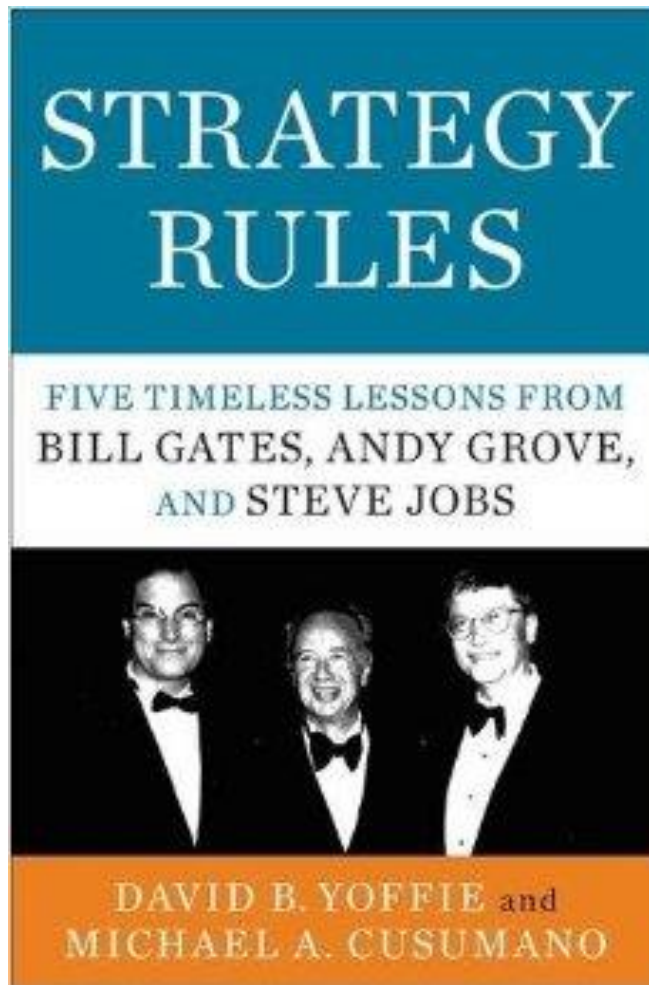
**The world is full of business ideas.  
But how do you know which the best ones are?  
And how do you find time to read them?  
THE BIG 100 is a little book,  
crammed full of big ideas.**

This book offers you the best business tools, concepts and strategies from the top business brains on the planet. Each one is expertly summarized, so that you can quickly discover the insights which are driving the most successful people in all walks of life. The Big 100 – all the ideas you need to know, in one book.



# 5. Strategy Rules

by David B. Yoffie and Michael A. Cusumano



## FIVE Timeless Lessons from Gates, Grove, and Jobs's Keys to Success

1. Look Forward, Reason Back
2. Make Big Bets, Without Betting the Company
3. Build Platforms and Ecosystems—Not Just Products
4. Exploit Leverage and Power—Play Judo and Sumo
5. Shape the Organization around Your Personal Anchor



# Strategy Rules

by David B. Yoffie and Michael A. Cusumano

- 1. Look forward, Reason back:** They determined where they want their companies to be in the future and could “reason back” to identify the moves that would take them there.
- 2. Make Big Bets, Without Betting the Company:** All three men made enormous strategic bets but rarely took gambles that put the financial viability of their companies at undue risk.
- 3. Build Platforms and Ecosystems:** Technology leaders have to create industry platforms that enable other firms to create complementary products and services that make the platforms increasingly valuable.
- 4. Exploit Leverage and Power:** Gates, Grove, and Jobs often turned opponents’ strengths into weaknesses and used enormous resources (once they had them) to dominate competitors.
- 5. Shape the Company around Your Personal Anchor:** From Gates’ understanding of software to Grove’s devotion to process discipline and Jobs’ obsession with design, all three built their companies around their personal strengths while compensating for their weaknesses.