

**WHAT ARE THE REASONS WHY MIDDLE MANAGEMENT
STAFF COMPLAINS ABOUT THEIR C-LEVEL EXECUTIVE
LEADERS**



**A THEMATIC PAPER SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR
THE DEGREE OF MASTER OF MANAGEMENT
COLLEGE OF MANAGEMENT
MAHIDOL UNIVERSITY
2022**

COPYRIGHT OF MAHIDOL UNIVERSITY

Thematic paper
entitled
**WHAT ARE THE REASONS WHY MIDDLE MANAGEMENT
STAFF COMPLAINS ABOUT THEIR C-LEVEL EXECUTIVE
LEADERS**

was submitted to the College of Management, Mahidol University
for the degree of Master of Management
on
December 18, 2022



S. Jaroonroj

Mr. Jaroonroj Satitkasem
Candidate

[Signature]

Assoc. Prof. Sooksan Kantabutra,
Ph.D.
Advisor

[Signature]

Assoc. Prof. Randall Shannon,
Ph.D.
Chairperson

Vichita Ractham

Assoc. Prof. Vichita Ractham,
Ph.D.
Dean
College of Management
Mahidol University

[Signature]

Assoc. Prof. Juthamas Kaewpijit,
Ph.D.
Committee member

ACKNOWLEDGEMENTS

This research endeavour wouldn't have been possible without the help and support from Assoc. Prof. Dr. Sooksan Kantabutra. He always supports and help us along the way from the start to finish. His advice on how to do the interview and analyse and interprets the result in the working analytical framework are greatly helpful. I would also like to extend my sincere thanks the interviewee who have spared their time for the interview. This research couldn't be accomplished without them.

Jaroonroj Satitkasem



WHAT ARE THE REASONS WHY MIDDLE MANAGEMENT STAFF COMPLAINS ABOUT THEIR C-LEVEL EXECUTIVE LEADERS

JAROONROJ SATITKASEM 6449015

M.M. (GENERAL MANAGEMENT)

THEMATIC PAPER ADVISORY COMMITTEE: ASSOC. PROF. SOOKSAN KANTABUTRA, Ph.D., ASSOC. PROF RANDALL SHANNON, Ph.D., ASSOC. PROF. JUTHAMAS KAEWPIJIT, Ph.D.

ABSTRACT

This research paper is aiming to examine the root causes of why middle management often complains about their C-level executive. As a leader you might want to find out what causes the complains and try to avoid them. To understand the issue more clearly and systematically, the theory of EQ-5 Factor will be applied.

Each component of the theory will be discussed and used it to identify the gap. Qualitative research method will be applied. Semi-structured interviewed will be conducted among seven staff in the middle management position. The result of the interview will be analyzed in the working analytical framework. The interview result shows that missing one or two components of the EQ will not causes the staff to complain. However, if two or more components are missing, complains is likely to occurs.

KEY WORDS: Emotional Intelligence/ Complains/ EQ-5 Factor Theory / Leadership / Middle management

36 pages

CONTENTS

	Page
ACKNOWLEDGEMENTS	ii
ABSTRACT	iii
LIST OF TABLES	vi
LIST OF FIGURES	vii
CHAPTER I INTRODUCTION	1
1.1 Problem statement	2
CHAPTER II LITERATURE REVIEW	3
2.1 Emotional Intelligence	3
2.2 Five Emotional Intelligence Domains	5
2.2.1 Self-awareness and Self-control	6
2.2.2 Empathy (Social Awareness)	7
2.2.3 Social Expertise (Social awareness and managing relationship)	7
2.2.4 Personal Influence (Managing relationships)	7
2.2.5 Mastery of Vision	8
2.3 Propositions for the Qualitative Research	9
CHAPTER III RESEARCH METHODOLOGY	10
3.1 Research methodology	10
3.2 Sample and data collection	11
3.3 Interview Questions	11
3.3.1 Questions regarding self-awareness and self-control	12
3.3.2 Questions regarding Empathy (Social-Awareness)	12

CONTENTS (cont.)

	Page
3.3.3 Questions regarding Social Expertise (Social-awareness and managing relationships)	12
3.3.4 Questions regarding personal influence (Managing relationship)	12
3.3.5 Questions regarding Mastery of Vision	13
3.4 Data analysis method	13
3.5 Data Validation	14
CHAPTER IV RESEARCH FINDINGS	15
4.1 Self-awareness and Self-control	16
4.2 Empathy (Social Awareness)	17
4.3 Social Expertise (Social awareness and managing relationships)	18
4.4 Personal Influence (Managing relationships)	19
4.5 Mastery of Vision	20
CHAPTER V RECOMMENDATIONS AND CONCLUSIONS	23
5.1 Recommendation	23
5.1.1 Improving Self-awareness and Self-control	23
5.1.2 Improving Empathy	24
5.1.3 Improving Social Expertise	24
5.1.4 Improving Personal Influence	24
5.1.5 Improving Master of Vision	24
5.2 Conclusion	25
REFERENCES	26
APPENDICES	28
Appendix A: Section of the working analytical framework	29
BIOGRAPHY	36

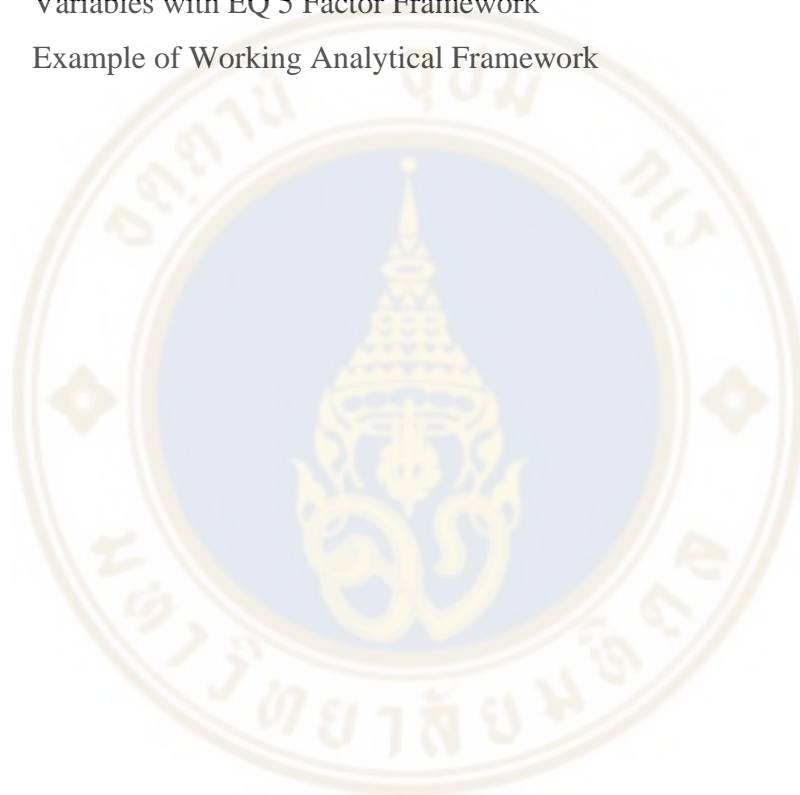
LISTS OF TABLES

Table		Page
3.1	Details about informants	11
4.1	Summary of findings	15



LIST OF FIGURES

Figure		Page
2.1	Emotional Intelligence Domains and Competencies	5
2.2	Five components of Emotional Intelligence	6
2.3	Variables with EQ 5 Factor Framework	8
3.1	Example of Working Analytical Framework	14



CHAPTER I

INTRODUCTION

We rarely come across people who never complained about their boss or supervisor. We usually were told to be quiet and not complain; we please them instead. This is a very old way of thinking where bosses sit at the top, criticizing their employees and treating them poorly.

It is widely believed that everyone can be a leader but being a good leader is difficult. Things can get stressful and tiring in a working environment as if we were on a battlefield. Some day we might get scolded by our peers or boss. For management staff, there are tremendous pressures from sales targets, new strategies, or new projects. Those stresses and pressures could accumulate inside your head without realizing it. You might easily get stressed and triggered even from tiny issues.

We might have heard our friends or even ourselves complaining about their supervisor. “The way he/she scolds at me is non-sense and childish” “Does he/she knows how to handle stress?” “Does he/she always lose temper?”

This could be because one does not have self-control or genuinely understand their emotion. Thus, they have to express themselves in these kinds of aggressive ways. If this persists, eventually, it can cause burnout, accumulated stress, or even a bad working environment for all. All leaders must learn how to understand themselves—teaching themselves how to cope and deal with all these stresses and pressures.

As stated earlier, being a good leader is difficult. Not only do you need to have the ability and capability or IQ, but you also need to have EQ or sometimes refer as “Emotional Intelligence.” Emotional Intelligence has been extensively studied abroad, but not much in Thailand. Researchers John Mayer and Peter Salovey introduced the concept back in 1990. Later, it was popularized by famous Psychologist Daniel Goleman. EQ has become a significant concern for many big companies

worldwide; they provide training on EQ. People are giving more importance to EQ rather than focusing on IQ.

The ability to be aware of your own emotion and recognize those around you is considered to have emotional intelligence. In this research, we will explore the root causes of the complaints, what is missing in the leaders and what characteristics people expect to see in their leaders. We will apply the theory of EQ 5 factors and use five primary factors in the theory as variables in this paper to identify the gap and give recommendations on how to fill these gaps.

1.1 Problem statement

What are the reasons why middle management staff complain about their C-Level Executive Leaders?

The next section of this research will introduce and discuss how the concept of Emotional intelligence evolved from the IQ or Intelligence Quotient to EQ or Emotional Intelligence. The literature on Emotional Intelligence, supported studies, as well as books, will be reviewed. In the third chapter, the concept of conducting this research will be introduced. The data collection methods and data analysis will also be discussed. Followed by chapter 4, a discussion of findings, and end the research in chapter 5 with a conclusion and practical recommendation.

CHAPTER II

LITERATURE REVIEW

In this chapter, the author will explore the root causes of the complaints, what EQ Components are missing in the leaders, and what characteristics people expect to see in their leaders. The author will apply the theory of EQ-5 factors and use five primary factors in the theory as variables in this paper to identify the gap and give recommendations on how to fill these gaps.

This research will mainly use the EQ 5 Factor Theory and relevant studies to explore why Thai middle management is complaining about their C-Level Executive Leaders and why each variable drives behavior that way.

2.1 Emotional Intelligence

The first concept of Emotional intelligence has branched out from the study of human intelligence. It appeared in the journal of E.L. Thorndike over 100 years ago (Thorndike, E.L. 1920). Many people talked about intelligence and debated how to measure it. Intelligence can vary from person to person. Some people might be good at numbers, and some might be good at language. Thorndike, E.L. (1920) has classified intelligence into three dimensions: mechanical intelligence, social intelligence, and abstract intelligence. He explained that social intelligence means understanding others and acting wisely in relationships (Thorndike, E.L. 1920). This is similar to what Wechler has mentioned in his book: *THE MEASUREMENT OF ADULT INTELLIGENCE*. He stated, "Intelligence is the aggregate or global capacity of the individual to act purposefully, to think rationally and to deal effectively with his environment" (Wechler, 1944, p. 3). Emotional intelligence was first defined as a subset of social intelligence (Mayer & Salovey, 1990, p. 189). It is later defined as Emotional Quotient, also known as Emotional Intelligence.

Emotional intelligence describes our capacity to understand our feelings and those of others, to motivate ourselves, and manage emotions effectively within ourselves and in our relationships (Goleman, 2000).

EQ is said to be embodied with you when you were born, genetically, and some part of EQ you can develop through your lifetimes from experience and training. EQ can be developed and improved.

There are plenty of studies that indicate a relationship between EQ with leadership. There are previous studies about how Emotional intelligence contributes to effective leadership.

Goleman's (2017), studies discovered:

The most effective leaders are alike in one crucial way: They all have a high degree of what has come to be known as emotional intelligence. It's not that IQ and technical skills are irrelevant. They do matter, but mainly as "threshold capabilities"; that is, they are the entry-level requirements for executive positions. (pp. 2-3)

Despite having the best education or unlimited ideas, one can only be a good leader if one has Emotional Intelligence. (Goleman, 2017). The statement is true since we all have experienced one point where we think our boss is intelligent but not the type of leader we want to work with.

This goes in line with the LinkedIn Learning survey results where they collected information from 2,968 professionals about the: *Most frustrating quality they have experienced in a manager*. The results are as follows 1. A manager whose expectations aren't clear or frequently change. 2. A manager who micromanages, a manager who isn't involved enough 3. A manager who doesn't foster employee development (Petroni, 2018). The interesting result from the survey further shows that if the manager portrayed one of these frustrating behaviors, it could lead to employees quitting their job. It said that 36 percent had quit their job, and another 15 percent are considering it (Petroni, 2018).

Emotional intelligence is crucial as it is one of the core competencies of being a good leader. Acquiring emotional intelligence benefits individuals and improve performance. One would be able to interact with people more successfully, develop deeper personal bonds, be more empathic, improve one's professional prospects, and feel more comfortable handling change. Moreover, it also helps bring greater creativity,

reduced stress, more confidence, and optimistic thinking (Machová et al., 2020). An effective leader often has a high level of EQ. They know their own emotion. They know others' emotions and can adjust the emotional stage of their individual and organization.

In order to improve our EQ, we all need to understand the framework. We assess ourselves according to these five principles. After that, we will identify a gap. We will develop a recommendation based on the gap that we identify.

2.2 Five Emotional Intelligence Domains

According to Goleman (1999), There are five components of Emotional Intelligence which are 1. Self-Awareness 2. Self-regulation 3. Motivation 4. Empathy 5. Social Skill. The last component, social skills, can be developed as a result of the previous preceding four components (Goleman, 1999).

However, in recent studies by Goleman & E. Boyatzis (2017), they have rearranged and renamed Emotional intelligence from what Daniel published in 1999. EI has been divided into four main domains and within each domain are twelve Emotional intelligence competencies (Figure 2.1).

SELF-AWARENESS	SELF-MANAGEMENT	SOCIAL AWARENESS	RELATIONSHIP MANAGEMENT
Emotional self-awareness	Emotional self-control	Empathy	Influence
	Adaptability		Coach and mentor
	Achievement orientation	Organizational awareness	Conflict management
	Positive outlook		Teamwork
			Inspirational leadership

Figure 2.1 Emotional Intelligence Domains and Competencies

Note. From Emotional Intelligence has 12 elements. Which do you need to work on? by Goleman, D., & E. Boyatzis, R, 2017, Harvard Business Review, February, p. 3 (<https://hbsp.harvard.edu/product/H03F4A-PDF-ENG>)

There are 1. *Self-Awareness* (Self-Control) 2. *Self-Management* (Emotional Self-Control, Adaptability, Achievement orientation, Positive outlook) 3. *Social-Awareness* (Empathy, Organizational Awareness) 4. *Relationship Management* (Influence, Coach and Mentor, Conflict Management, Teamwork, Inspirational Leadership).

The above two frameworks, from 1999 to 2017, are similar, but recent studies have more aspects and competencies. It has been further developed in the aspect of leadership and framed into EQ 5 Factors framework. There are five core competencies in the EQ 5 factors framework, which consist of 1. Self-Awareness and self-control 2. Empathy 3. Social Expertise 4. Personal Influence 5. Master of Vision. (Figure 2.2).

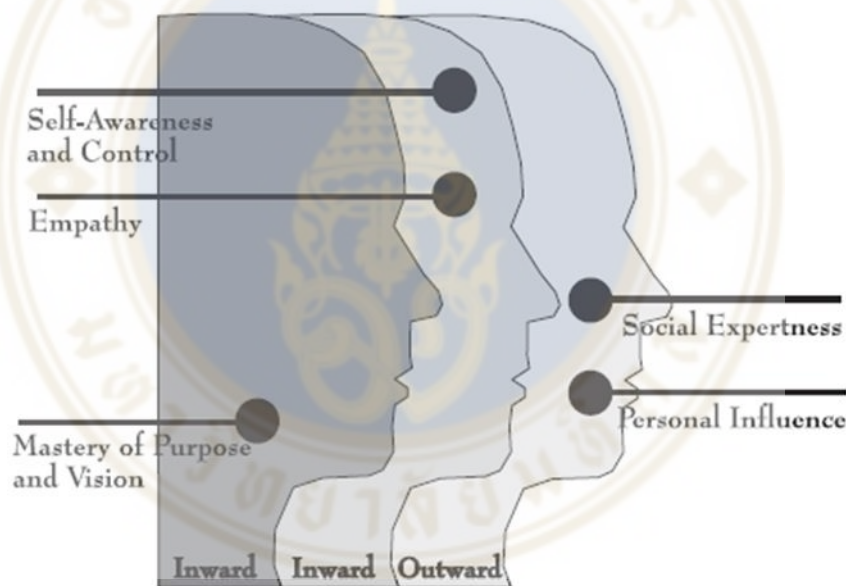


Figure 2.2 Five components of Emotional Intelligence

Note. From The EQ Difference: A Powerful Plan for Putting Emotional Intelligence to Work (1st ed.). (p.40), by A.Lynn, 2004, American Management Association, Copyright 2004 by AMACOM.

2.2.1 Self-awareness and Self-control

Self-awareness is the capacity to recognize and understand your own feelings. Understand yourself means that you understand your mental state, emotions,

sensations, beliefs, desires and personality (Showry et al., 2014). This means that you know what kind of person you are and how you would react in certain situation.

Self-awareness also means you know your core values and understand the effect of compromising your core values. Knowing how you will react in case someone goes against what you believe in is essential. Once you are aware of yourself and your own's emotions, you also need to be able to control them and be a master of your own emotion. Do not let them control you. It is believed that self-awareness and self-control are the first doors open to other traits in the EQ component (Lynn, 2004). Self-awareness is the basis of all other EQs component. It is from the inner self. It tells us how we see the world and predicts how we react to it.

2.2.2 Empathy (Social Awareness)

Empathy is related to social awareness. It means that you are aware of the surroundings and society around you. It is the ability to understand how others perceive and feel about a different situation. When you are concerned about how other people think, it is called having empathy. It is how you treat people according to their emotional reactions (Motlhanke & Naong, 2021).

2.2.3 Social Expertise (Social awareness and managing relationships)

Once you are aware of those around you, it is also important to manage relationships with others. Social expertise means being able to read and sense how the society or people around you feel. You also give importance to how they feel and what they are concerned. If you can read social situations, you can use empathy, express feelings, and deal with conflict in a way that builds relationships. You will be able to show caring, concern, and support, resulting in a strong network of relationships. People will appreciate your kind gesture and build a positive relationship.

2.2.4 Personal Influence (Managing relationships)

Personal influence or a social skill. It is the ability to influence others to follow in the direction that you want. You can achieve this by inspiring others through words and action. This also means the ability to confront the issue that impacts your

personal goals and relationships. You are also motivated to achieve your own goal and vision.

2.2.5 Mastery of Vision

The ability to become a master of your own vision. People with EQ would be passionate about their vision and values. Provide the motivation to overcome an obstacle and an inner compass to let us know if our actions align with our purpose. Knowing an organizational vision is an essential requirement that an effective leader should have. Vision will act as a guideline on how to produce a good result for all stakeholders. A leader must understand and communicate those visions (Bromley & Kirschner-Bromley, 2007).

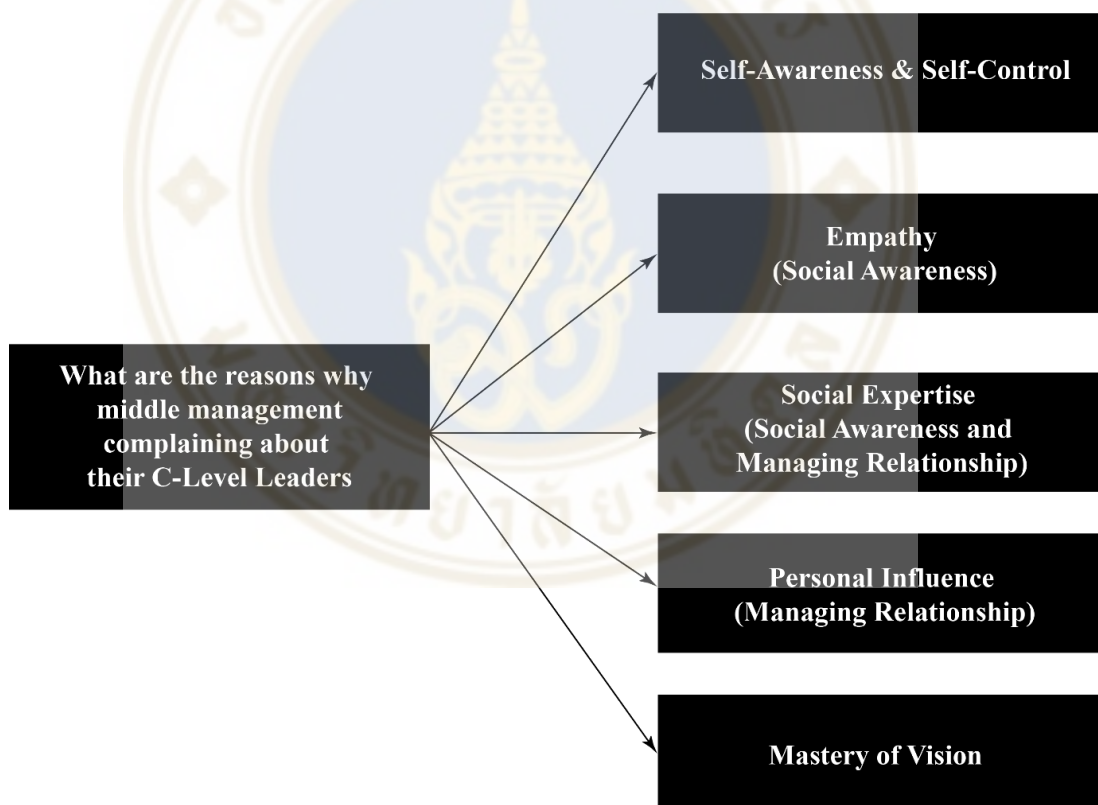


Figure 2.3 Variables with EQ 5 Factor Framework

2.3 Propositions for the Qualitative Research

P1: Middle-level management often complains about leaders who lack of Self-awareness and self-control

P2: Middle-level management often complains about Leaders who lack of Empathy

P3: Middle-level management often complains about Leaders who lack of Social-Expertise

P4: Middle-level management often complains about Leaders who lack of Personal Influence

P5: Middle-level management often complains about Leaders who lack of vision

Now that we understand the issue that the researcher would like to explore, what framework the researcher is going to use, and the five propositions have been introduced. In order to investigate further about these propositions, the researcher designed the research methodology in the next chapter to explore these five propositions.

CHAPTER III

RESEARCH METHODOLOGY

The researcher will explain the research method used in this chapter, followed by the sample and data collection. The questions used to ask interviewees will also be listed. The researcher will discuss the data analysis method and data validation at the end of this chapter.

3.1 Research methodology

This research will explore the root cause of why middle management complains about their C-Level leaders by applying the EQ-5 Factor theory framework. We will be focusing on Thai middle management in various companies in Thailand.

The main strategy used for this research is the Qualitative method, conducting a semi-structured interview. In this research, we apply the philosophy of interpretivism. According to Alharahsheh et al., (2020), Interpretivism provide more subjective perspective when compares with positivism. It takes human factors and in-depth variables into account as emotion of human beings cannot be explored in the same way as scientific does.

During the interview, open questions will be asked according to the five factors in the EQ-5 Factor Theory exploring their own experience with C-level executive leaders. The questions will cover self-awareness and self-control, empathy (Social awareness), Social expertise (Social awareness and managing relationship), personal influence (managing relationships), and mastery of vision. Some of the unlisted questions will be promptly asked if some topic is picked up during the interview. The interview will be conducted in Thai and later translated into English.

3.2 Sample and data collection

In this research, a semi-structured interview is conducted with seven middle managers to collect data and determine the factors that explain why middle management often complains about their C-Level management. The interviewees were selected from various industries ranging from banking, retail, healthcare, etc. This is to get a broader perspective of a leader as leaders' characteristics, and styles differ in each industry. The interview takes approximately 30 minutes and is conducted via Zoom or telephone, depending on the interviewee's choice. During the interview, voice recording, and note-taking techniques will be applied. The interviewees were not under our influence and happened voluntarily. Lists of the interviewee are provided in the table below,

Table 3.1. Details about informants

No.	Informant Position	Industry	Position of C-Level
1	System Operation Manager	Banking Industry	Vice President
2	Marketing Manager	Retail Industry	VP of Marketing
3	Branch Manager	Logistic Industry	Regional Head
4	Business strategic Manager	Healthcare Industry	CEO of the Company
5	Customer Relation Manager	Retail Industry	Managing Director
6	Business Development Manager	Start-up Industry	Co-Owner and CMO
7	Senior Business Analyst Manager	Healthcare Industry	CFO of the Company

3.3 Interview Questions

The question listed here, the researcher adapted from The EQ Difference book by Lynn A, (2004). At the beginning of the interview, the interviewer explained the purpose of conducting this research interview to the interviewee. Briefly explain the EQ-5 Factor theory and its meaning. The five main questions according to the EQ-5 Factor theory are listed below as well as the additional questions.

3.3.1 Questions regarding self-awareness and self-control

1. Do your boss able to control their emotion or temper?
 - a. How does your boss handle emotion when you inform them about your mistake?
 - b. Please tell me is there any time where your boss yelling at you?
 - c. Do you think that your boss think before they speak? Or giving any sign of pause before responding back?
 - d. How is your boss body language or tone of voice?
 - e. Have your boss show any sign of self-control that you can observe? When is he irritating or frustrating?
 - f. Do your boss stay calm during difficult times?

3.3.2 Questions regarding Empathy (Social-Awareness)

2. Do you think your boss understands you in regular and irregular circumstances? Please give example.
 - a. Do you think your boss puts themselves in other's shoes?
 - b. Did they know what you thought and how you felt and how did they respond?

3.3.3 Questions regarding Social Expertise (Social-awareness and managing relationships)

3. Do you think your boss is aware of surrounding people's emotions and feelings?
 - a. Does your boss think before taking any action or speak? Do your boss think of other first?
 - b. Is there any time when your boss notices struggling or frustrating members and help?

3.3.4 Questions regarding personal influence (Managing relationship)

4. Please tell me the time when your boss inspires you
 - a. How often does your boss give complement to team members?

b. How did the leadership ability of your manager, and more senior managers, affect how your thought, felt, and behaved in terms of the change?"

3.3.5 Questions regarding Mastery of Vision

5. In your opinion, do you think that your boss has a vision?

a. If yes, how does he or she act or do to reach that goal of vision? (Decision making, everyday behavior)

b. Do your team have a vision? If yes, does it align with the organization's goal?

c. How does your boss assign you a task? (Specific detail? Vague? With direction?)

3.4 Data analysis method

The recorded interview data will be transcribed and translated into English. The transcribed information will improve the assessment and organization of the data. The EQ-5 factor theory model from figure 2.2, will be translated into a working analytical framework. This working analytical framework will improve the data structure and interpretation of the researcher. Thitiadisai, N. Et al., (2021) explained further about the working analytical framework that "It is an analysis technique called "Coding" that use to find some common themes emerging from a set of data" (p. 19). Subsequently, the analysis will be done based on the working analytical framework. From the coding table, the researcher will look for the commonality of the gap according to the EQ-5 Factor theory framework and provide a recommendation accordingly.

Table 3: Sample of the working analytical framework

No.	EQ 5 Factor Theory	Supporting Coded Data (ENG)	Informant	Data Type	Year of data collection	Supporting Evidence		
						Evident	Least Evident	Not Exist
1	Self-awareness & Self-control		Informant Detail	Interviewed	2022			
	Empathy				2022			
	Social Expertise				2022			
	Personal Influence				2022			
	Mastery of Vision				2022			

Figure 3.1 Example of Working Analytical Framework

3.5 Data Validation

The technique used in this research is the semi-structured interview is the probing technique. The probing technique is asking the same question by paraphrasing it to confirm that the initial answer of the interviewee is still valid and prevent bias. The interview will be recorded to ensure to correctness and completeness of the data.

In the next chapter, each interview will be transcribed and analyzed with working analytical framework and interpreted according to the EQ-5 Factor Theory framework. The findings from the working analytical framework will be discussed and provide recommendations in the last chapter.

CHAPTER IV

RESEARCH FINDINGS

In this section, the interview and analysis results will be shown and discussed, explaining the root cause of why middle management often complains about their C-Level executive based on the EQ-5 Factor Theory. The section will start with the summary of findings to give an overview of the result from each interview in each component to comprehend better. The detail of the interview and coding data will be in appendix A.

Table 4.1 Summary of findings

Interviewee	Self-awareness & Self-control	Empathy	Social Expertise	Personal Influence	Mastery of Vision
1	Evident	Evident	Not Exist	Evident	Not Exist
2	Somewhat Evident	Somewhat Evident	Not Exist	Somewhat Evident	Not Exist
3	Evident	Evident	Somewhat Evident	Evident	Somewhat Evident
4	Evident	Not Exist	Evident	Not Exist	Not Exist
5	Somewhat Evident	Somewhat Evident	Evident	Evident	Evident
6	Not Exist	Not Exist	Not Exist	Not Exist	Not Exist
7	Somewhat Evident	Evident	Evident	Evident	Evident

4.1 Self-awareness and Self-control

From table 4.1, we can see that leaders who are aware of themselves and have self-control show that they have possessed other EQ traits as well. This proves the prior statements that this EQ trait will open doors and lead to other components. In most cases from our interview, every C-level executive has possessed this trait, there are only 3 persons that we considered as “sometimes”. This could be because of the age as most of the C-level Executive age around 40-50. As we grow, we better understand ourselves and our emotions.

“He can control himself I heard that he was a hot head person before I joined the company. For me, he is very reasonable and always thinks before he speaks. I can notice that there is a short pause before he talks back. There was a time in a meeting where other company accused us of work delays. Our team felt uncomfortable, but he was able to remain calm and think carefully before responding back.”

System Operation Manager, Banking Industry (2022)

“He is a very mature and reasonable person. He always keeps calm and think before he speaks especially if it is a sensitive issue.”

Branch Manager, Logistics Industry (2022)

“She has but it is a bit inconsistent. She usually aware and behave herself when talking with junior staff but not with senior staff. For senior staff she is stricter and more aggressive. She usually thinks before she speaks.”

Business Analyst Manager, Healthcare Industry (2022)

“She is somewhat aware of herself. However, when it comes to self-control I am still in doubt in my point of view. She is widely known as a moody person. Her facial expression is the most obvious when she is upset or not agreeing with something. However, with a position, she always thinks before she speaks and choose her word wisely.”

Loyalty Program Director, Retail Industry (2022)

“She knows how to control herself and remain calm. However, when she works, she doesn't have time to plan that much. When she faces difficulties, she can be panic, agitated, and overreact which affect those who working with her. She never thinks before she speaks, words are just pouring out of her mouth. On the other hand, when it is not an unexpected situation, I can feel that she is prepare and has been thinking about

choices of word. There was also a time when she got irritating by my colleague who ask her to repeat her sentence twice.”

Senior Marketing Manager, Retail Industry (2022)

Those who are identified as "Evident" and "Sometimes" on self-awareness and self-control usually have Empathy towards others, except for one example from the start-up industry. He is said to be stubborn and hard to change. Firmly hold to what he believes, and no one can change it.

“He has his self-awareness and control. He is already mature. When he speaks, he always maintains his posture and keep it professional. In some difficulties situation, he tries to think of a positive side and not panic.”

Business Development Manager, Start-up Industry (2022)

One CEO from the healthcare industry doesn't show any sign of self-awareness or self-control. When he isn't aware of his emotions and how he will react to certain situations, he won't be able to understand others, and it will affect those around you. Moreover, from the coding, we can see that he does not show any sign of other EQ.

“He doesn't have self-awareness or self-control at all. It is very obvious in the meeting where he will raise his voice when he disagrees. Furthermore, the question he asks is usually harsh and inappropriate such as why am I hiring you? or You are stupid! He usually yells at junior staff and the operational level staff.”

Business Strategy Manager, Healthcare Industry (2022)

4.2 Empathy (Social Awareness)

A leader lacking Empathy often gets criticized and complained about more than other EQ components. From the interview, the staff thinks the leader who lacks Empathy doesn't respect them or try to understand their perspective. The result from table 4.1, we can see that leaders who don't have Empathy are less likely to have an influence on their peers doesn't know their vision as well.

“He is not really willing to listen much if it is against his idea or belief. There was a time when we debate the price of the new service. I have done market research about price and competitors to show him that the price he set is way overpriced. He still insists that we should set the price like this no matter what.”

Business Development Manager, Start-up Industry (2022)

Below cases from the healthcare industry CEO, lacking Empathy could lead to not being aware of their own feeling and emotion. When people are agitated or overwhelmed, their listening skill is reduced, or they do not even listen at all. Eventually, it can cause conflict that reduces productivity.

“He doesn't pay attention to others' points of view and is not willing to listen. There was one case, in which we are trying to explain about business strategy, but he doesn't want to listen and rushing to get results. He doesn't seem like he is even trying to understand or pay attention to listening closely. When he doesn't listen, he doesn't understand, when he doesn't understand, he gets irritated, agitated, and angry.”

Business Strategy Manager, Healthcare Industry (2022)

Those who have empathy as their trait often have an influence and impact on others, as shown in table 4.1. This is evident that leaders who listen to their team will earn more respect.

4.3 Social Expertise (Social awareness and managing relationships)

The theory states that once we are aware of our emotions and know how to react and be emphatic to others, we are ready to create bonds and collaborate with others. However, in a top management position such as C-Level Executive, the relationship with the team might not be that close. They are trying to keep the relationship professional. 50% of the interviewee responded that they are trying to keep it professional and trying not to involve any staff at a personal level.

“He is not aware of his surroundings much. Maybe it is because of the nature of the work and culture of the company. He gives personal space to us and do not want to involve with other personal issue.”

System Operation Manager, Banking Industry (2022)

“Honestly, my boss doesn't really care and pay attention to anyone's feeling. There was a time when I was informing her about the behaviour of the other team, before I even finish the story, she said that she doesn't care she only care about result, focus on the goal not the feeling along the way.”

Senior Marketing Manager, Retail Industry (2022)

“He has a mindset not to invade other's personal space unless we tell him. However, in the event of sickness, he will come straight and ask how are you feeling? In a broader sense, I feel that he can sense and read other's feeling but not showing it. There was a time when we are very busy and all the staff are occupied. He saw that and offered help right away.”

Branch Manager, Logistics Industry (2022)

“In my opinion, I don't think he is aware of others feeling. He thinks he is the big boss and everybody has to approach him. Everyone is his employee. The best surgeon in his hospital also resigned because of him. He doesn't even know”

Business Strategy Manager, Healthcare Industry (2022)

4.4 Personal Influence (Managing relationships)

On the personal influence component of EQ-5 Factor. Personal Influence can only be achieved if you can develop a strong relationship with that person. From our interview, most leaders can influence their team members regardless of a strong bond. It happens in the form of personal impressions and admiring. Due to the Thai culture and power distances, juniors would want to avoid getting personally close to higher top management.

“The level, detail, and quality of my boos are always impeccable. He is very smart and analytical. He always plans ahead in prone situation, and I am always amazed by that. One day I wish that my level of work will be as good as him.”

System Operation Manager, Banking Industry (2022)

“She inspires me by her talent and ability to reach high management position quickly within 8 months since joining the company. I can imply that if she moved up this fast, there must be something good in her. She always makes herself shine even in the meeting which really inspires me and want to become like her. She taught me to work smart not hard.”

Senior Marketing Manager, Retail Industry (2022)

“I admire her for her toughness, creativity, and presentation skill. The way she presents and tell story can capture all audience attention in the room. When I looks at myself, I really wish to possess that kind of skill.”

Loyalty Program Director, Retail Industry (2022)

“She is a type of person who really give opportunities for others. I really want to be like her. She never judges others from the background but rather looking at the results. When staffs are doing well, she always gives compliment. Looking for things to compliment rather than a mistakes.”

Business Analyst Manager, Healthcare Industry (2022)

4.5 Mastery of Vision

The coding result and grouping support our proposition that Middle-level management often complains about C-Level executives who lack vision. According to table 4.1., 4 out of 7 C-Level executives do not master their own vision or are unable to communicate to the team member well.

“There is no clear vision and direction from the boss. There is no clear objective in each year as well. The bank business is very large plus our team are taking care of the SEA region. We don't know where to focus whether to emphasize on e-commerce or ATM or technology. It is pretty lost for us. Every beginning of the year, my boss always let our team set our KPI and goal by ourselves.”

System Operation Manager, Banking Industry (2022)

This would cause confusion and doubt for the team whether their actions align with the business goal. Without a specific direction and guideline, the manager and team members felt that they didn't have enough support from the C-Level Executive. In some cases where the C-Level Executive is the business owner, it makes them look unreliable. The staffs are not motivated and uncertain whether their business will survive or make it through.

“She always said that she wants something new this year but not specify what. She doesn't have a specific direction for marketing team. There was one time she told us that "if you can't come up with the strategy, go and copy other team." She doesn't really support us much since marketing is about creativity. In addition to that, she is

handling the merchandise team where the team has more concrete KPI and direction which is revenue and profit. Despite what I have mentioned earlier, I still personally feel that our team vision and mission are still aligned with the organization goal.”

Senior Marketing Manager, Retail Industry (2022)

“He doesn't have a vision and able to provide a clear direction. He thinks he can do it all since he is the owner. He only demands for the end results but doesn't really at the reality. He is also giving a vague command that doesn't specify specific instructions and doesn't provide any support and want fast result. This causes a disruption at the operation level, the relationship between him and employees. Subsequently, the business goals failed.”

Business Strategy Manager, Healthcare Industry (2022)

“He doesn't have any vision; he always changes his mind and direction. He periodically changes vision and mission of the company every 6-month including the brand logo and key visual.”

Business Development Manager, Start-up Industry (2022)

“He has a vision but not confident about it. He is from marketing field not from sales area. Thus, he thinks it is difficult for him to set the goal and vision by himself. He always asks opinion of the team and open for sharing idea what kind of strategy they want to implement. It is sort of a big direction instead of a specific information.”

Branch Manager, Logistic Industry (2022)

On the other hand, when their C-Level executives genuinely understand their own vision and communicate their vision, the staff and members are happy. No matter how challenging the task, they are willing to give their 100% since they know that their top management will always support them. Leaders with "Master of Vision" traits often get fewer complaints.

“She has a vision that aligned with the company goals which is maximize the profit and to be leading luxury retailer in Thailand. When she decides something, all our team feel that she sees something that we can't see. She has a sharp eye for everything.”

Loyalty Program Director, Retail Industry (2022)

“She is a person that has vision of herself and understands the business, hence, she knows which direction to move forward. She has her own plan and exit strategy when plan doesn’t work out. In her mind, there is mission and milestone and a plan of how to get there”

Business Analyst Manager, Healthcare Industry (2022)

In chapter 5, I will provide a recommendation based on the research findings discussed in this chapter. The recommendation will be provided based on the gap that we identified. After the recommendation, it will be the conclusion of this research paper.



CHAPTER V

RECOMMENDATIONS AND CONCLUSIONS

In this chapter, the researcher will provide a practical recommendation for C-Level Executive leaders to improve each component of their emotional intelligence, get along well with their team, and hopefully reduce subordinates' complaints. After that, I will conclude the summary of findings on why middle management often complains about their C-Level Executive leaders.

5.1 Recommendation

This recommendation would be given to the C-Level Executive leaders to improve each component of Emotional Intelligence.

5.1.1 Improving Self-awareness and Self-control

As stated, self-awareness is the fundamental component of others in the EQ-5 Factor theory. Below are guidelines and questions to ask yourself to improve your self-awareness.

- Always observe yourself in various situations, both positive and negative. Observe your body language, facial expression, inner feeling, and other's mood.
- Sample of questions that you could ask yourself 1.) How do I feel about this situation? 2.) How do others perceive me in various situations?
- Always practice a positive expression in front of the mirror while you are alone or asking for feedback from your friends and family. Always do a self-reflection after each situation and may note it down so that you will not forget and can be reflected later.
- Practice staying calm in a crisis or tense situation. Always think before you speak. Always ask yourself how much your thinking is distorted.

5.1.2 Improving Empathy

- Always listen actively without any judgment and think about how they would feel if you were in their situation.
- Always be aware of others' non-verbal language and try to comprehend how they feel.
- Ask others what you could do to help or assist them.

5.1.3 Improving Social Expertise

- Try to pay attention and observe more to surrounding people's emotions.
- Offer unexpected assistance to someone. You can approach your team and ask if they need any help.
- Be genuine with your team and learn more about their interest to understand them more.

5.1.4 Improving Personal Influence

- Improve and create a strong relationship with others. Once others connect with you, they will start opening up.
- Practice giving honest, constructive feedback.
- Always open your mind and ears.
- Respect other people's differences.
- Act as a role model.
- Encourage all team members to express their opinion.

5.1.5 Improving Master of Vision

- Think of the time when you are most energized and feel passionate about it and rearrange your life based on those.
- Always evaluate your desired purpose and what you do. Checking whether it is aligned? Adjust your action accordingly.

5.2 Conclusion

This research aims to explore what is the reason why middle management complains about their C-Level Executive Leaders. The data in this research is collected by applying the qualitative research method and a semi-structured interview with seven middle management staff. Each staff comes from different background and working industry. They are from the retail, health care, logistics, banking, and start-up industries. The purpose of variation is to see if there are any differences in EQ in each industry. The result of this research would give us an answer to what components are essential and likely to cause a complaint.

From the finding in Chapter IV, middle management staff starts to complain about their leaders when two or more components of the EQ-5 Factor theory are missing from their leaders. One or two missing components don't significantly impact the staff to start a complaint. They considered it as a standard routine of the job when working. No one can be perfect; it is a learning curve, and it takes time to adjust when working together. However, the most critical aspect we found is the fundamental of all EQ components: self-awareness and self-control. It is only possible to achieve other EQ components when you know about your own self, as indicated by interviewee no.6 (see table 4.1.)

The experience of each employee with a leader's EQ differs depending on the role and how each person behaves. For example, if the boss perceives you as a staff who always delay for submission. They would probably be stricter and use a different approach to you.

REFERENCES

- Alharahsheh, H.H., & Pius, A. (2020). A Review of key paradigms: positivism VS interpretivism.
- Bromley, Howard R,M.D., M.B.A., & Kirschner-Bromley, V. (2007). Are You a Transformational Leader? *Physician Executive*, 33(6), 54-7. <https://www.proquest.com/scholarly-journals/are-you-transformational-leader/docview/200009323/se-2>
- Goleman, D. (1999). “Emotional Intelligence” key to leadership. *Health Progress*, 80(Mar/Apr), 9.
- Goleman, D. (2000, January 4). *Working with Emotional Intelligence* (Reprint). Bantam.
- Goleman, D. (2017, June 27). *What Makes a Leader?* (*Harvard Business Review Classics*). Harvard Business Review Press.
- Goleman, D., & E. Boyatzis, R. (2017, February 6). Emotional Intelligence Has 12 Elements. Which Do You Need to Work On? *Harvard Business Review*, February, Article H03F4A. <https://hbsp.harvard.edu/product/H03F4A-PDF-ENG>
- Lynn, A. (2004). *The EQ Difference: A Powerful Plan for Putting Emotional Intelligence to Work* (1st ed.). AMACOM.
- Machová, R., Zsigmond, T., Lazányi, K., & Krepszová, V. (2020). Generations and Emotional Intelligence A Pilot Study. *Acta Polytechnica Hungarica*, 17(5), 229–247. <https://doi.org/10.12700/aph.17.5.2020.5.12>
- Motlhanke, S. D., & Naong, M. N. (2021, December 13). The impact of emotional intelligence on behavioural factors during transition: A case of the Free State Technical and Vocational Education and Training colleges. *SA Journal of Human Resource Management*, 19. <https://doi.org/10.4102/sajhrm.v19i0.1641>

REFERENCES (cont.)

- Petrone, P. (2018, October 22). *The “Most Frustrating” Thing a Boss Can Do Is*.
<https://www.linkedin.com/business/learning/blog/productivity-tips/the-single-biggest-complaint-employees-have-about-their-bosses>. Retrieved
 September 24, 2022, from
<https://www.linkedin.com/business/learning/blog/productivity-tips/the-single-biggest-complaint-employees-have-about-their-bosses>
- Salovey, P., & Mayer, J. D. (1990, March). Emotional Intelligence. *Imagination, Cognition and Personality*, 9(3), 185–211. [https://doi.org/10.2190/dugg-p24e-52wk-6cdg\("<Nicolae_Sfetcu-Emotional_Intelligence.pdf>,"](https://doi.org/10.2190/dugg-p24e-52wk-6cdg())
- Showry, M., & Manasa, K. V. L. (2014). Self-Awareness - Key to Effective Leadership. *IUP Journal of Soft Skills*, 8(1), 15–26.
<https://ejournal.mahidol.ac.th/login?url=https://search-ebshost-com.ejournal.mahidol.ac.th/login.aspx?direct=true&db=bsu&AN=96669053&site=eds-live>
- Thorndike, E.L. (1920). Intelligence and its uses. *Harper's Magazine*, 140, 227–235.
- Wechsler, D. (1944). *The measurement of adult intelligence*, 3rd ed [doi:10.1037/11329-000]. Williams & Wilkins Co.
<https://doi.org/10.1037/11329-000>



Appendix A: Section of the working analytical framework

No.	EQ 5 Factor Theory	Supporting Coded Data (ENG)	Informant	Data Type	Year of data collection	Supporting Evidence		
						Evident	Least Evident	Not Exist
	Self-awareness & Self-control	<p>“ He is able to control himself - I heard that he was a hot head person before I joined the company. For me, he is very reasonable and always think before he speaks. I can notice that there is a short pause before he talks back. There was a time in a meeting where other company accused us of work delay. Our team felt uncomfortable, but he was able to remain calm and think before responding back. “</p>			2022	Evident	-	-
	Empathy	<p>“ My boss always monitoring us. When he gives us a difficult task, he never forgets to give us guidance on how to do the task. He always says “Should you need any help, please do let me know”</p>			2022	Evident	-	-
1	Social Expertise	<p>He is not aware of his surrounding much. Maybe it is because of the nature of the work and culture of the company. He gives personal space to us and do not want to involve with other personal issue.</p>	Senior Operation Manager	Interviewed	2022	-	-	Not Exist
	Personal Influence	<p>The level, detail, and quality of my boss are always impeccable. He is very smart and analytical. He always plans ahead in prone situation, and I am always amazed by that. One day I wish that my level of work will be as good as him.</p>			2022	Evident	-	-
	Mastery of Vision	<p>There is no clear vision and direction from the boss. There is no clear objective in each year as well. The bank business is very large, and our team are taking care of the SEA region. We don't know where to focus whether to emphasize on e-commerce or ATM or technology. It is pretty lost for us. Every beginning of the year, my boss always let our team set our KPI and goal by ourselves.</p>			2022	-	-	Not Exist

No.	EQ 5 Factor Theory	Supporting Coded Data (ENG)	Informant	Data Type	Year of data collection	Supporting Evidence		
						Evident	Least Evident	Not Exist
	Self-awareness & Self-control	<p>“ She knows how to control herself and remain calm. However, when she works, she doesn't have time to plan ahead that much. When she faces difficulties, she can be panic, agitated, and overreact which affect those who working with her. She never think before she speaks, words are just pouring out of her mouth. On the other hand, when it is not an unexpected situation, i can feel that she is more and has been thinking about choices of word. There was also a time</p> <p>I feel like she doesn't listen to anyone that much if it is not the story she wants to hear. There was a time when we told her something in the meeting, later she will ask us again via phone call and then later by message which is a bit too much for us. However, I feel that she tries to avoid doing something that she might not like as well. When assigning work, she wouldn't just throw it to me. She thinks first and then delegate to responsible person.</p>			2022	-	Sometimes	-
	Empathy				2022	-	Sometimes	-
2	Social Expertise	<p>Honestly, my boss doesn't really care and pay attention to anyone's feeling. There was a time when I was informing her about the behavior of the other team, before I even finish the story, she said that she doesn't care she only care about end result, focus on the goal not the feeling along the way.</p>	Senior Marketing Manager	Interviewed	2022	-	-	Not Exist
	Personal Influence	<p>She inspires me by her talent and ability to reach high management position quickly within 8 months since joining the company. I can imply that if she moved up this fast, there must be something good in her. She always make herself shine even in the meeting which really inspires me and want to become like her. She taught me to work smart not hard.</p>			2022	-	Sometimes	-
	Mastery of Vision	<p>She always said that she wants something new this year but not specify what. She doesn't have a specify direction for marketing team. There was one time she told us that "if you can't come up with the new strategy, go and copy other team." She doesn't really support us much since marketing is more or less about creativity. Moreover, she is handling the merchandise team as well where that team has more concrete KPI and direction, revenue and profit.</p> <p>Despite what i have mentioned earlier, I still personally feel that our team vision and mission are still aligned with the organization goal.</p>			2022	-	-	Not Exist

No.	EQ 5 Factor Theory	Supporting Coded Data (ENG)	Informant	Data Type	Year of data collection	Supporting Evidence		
						Evident	Least Evident	Not Exist
	Self-awareness & Self-control	<p>“ He is a very mature and reasonable person. He always keeps calm and think before he speaks especially if it is a sensitive issue.”</p>			2022	Evident	-	-
	Empathy	<p>Like I mentioned earlier, he always put himself in other's shoe. The way he handle sensitive issue shows that he really care and look from other's perspective as well. I also feel that he understands his team member. Maybe it is because we have been working together for quite sometimes. In the beginning, we all have to learn about each other. In a busy day or he sense that i am overload, he always ask me is everything alright? or anything i can do to support?</p>			2022	Evident	-	-
3	Social Expertise	<p>He has a mindset not to invade other's personal space unless we tell him. However, in the event of sickness, he will come straight and ask how are you feeling? In a broader sense, I feel that he can sense and read other's feeling but not showing it.</p> <p>There was a time when we are very busy, and all the staff are occupied. He saw that and offered help right away.</p>	Branch Manager	Interview	2022	-	Sometimes	-
	Personal Influence	<p>Yes, I see him as my role model in terms of work management, planning, handling politic in the organization. He made me feel that I want to become like him.</p>			2022	Evident	-	-
	Mastery of Vision	<p>He has a vision but not confident about it. He is from marketing field not from sales area. Thus, he thinks it is difficult for him to set the goal and vision by himself. He always asks opinion of the team and open for sharing idea what kind of strategy they want to implement. It is sort of a big direction instead of a specific information.</p>			2022	-	Sometimes	-

No.	EQ 5 Factor Theory	Supporting Coded Data (ENG)	Informant	Data Type	Year of data collection	Supporting Evidence		
						Evident	Least Evident	Not Exist
	Self-awareness & Self-control	“ He has his self-awareness and control. He is already mature. When he speaks, he always maintains his posture and keep it professional. In some difficulties situation, he tries to think of a positive side and not panic.”			2022	Evident	-	-
	Empathy	“ He is not really willing to listen much if it is against his idea or belief. There was a time when we debate about the price of the new service. I have done market research about price and competitors to show him that the price he set is way overprice. He still insists that we should set the price like this no matter what. “			2022	-	-	Not Exist
4	Social Expertise	“ Good think about him is that he is a person that cares about others and always treat staff well. He is able to notice staff feelings and emotion. I saw him approach to the staff who is having a bad day.”	Business Development Manager	Interview	2022	Evident	-	-
	Personal Influence	“ The way he works, and think is not much of an ideal thing for me. I would say he doesn't have any impact on me regarding change.”			2022	-	-	Not Exist
	Mastery of Vision	“ He doesn't have any vision; he always changes his mind and direction. He periodically change vision and mission of the company every 6 month including the brand logo and key visual.”			2022	-	-	Not Exist

No.	EQ 5 Factor Theory	Supporting Coded Data (ENG)	Informant	Data Type	Year of data collection	Supporting Evidence		
						Evident	Least Evident	Not Exist
	Self-awareness & Self-control	“ She is somewhat aware of herself. However, when it comes to self-control I am still in doubt in my point of view. She is widely known as a moody person. Her facial expression is the most obvious when she is upset or not agreeing with something. However, with a position, she always thinks before she speaks and choose her word wisely.”			2022	-	Sometimes	-
	Empathy	“ With high position, it comes with great responsibility. She might be busy that she didn't pay much attention to listening to others since she is always on the meeting or on the phone. However, off the work she is like a great sister with great heart.”			2022	-	Sometimes	-
5	Social Expertise	“ She is known best for her people skill. She understands all her staff well. She always walks around the office and talk to other people. I notice that she sometimes recognizes the feeling and emotion of the staff by herself, and that person is surprised as well how do she knows that.”	Managing Director	Interview	2022	Evident	-	-
	Personal Influence	“ I admire her for her toughness, creativity, and presentation skill. The way she presents and tell story can capture all audience attention in the room. When I looks at myself, I really wish to possess that kind of skill.”			2022	Evident	-	-
	Mastery of Vision	“ She has a vision that aligned with the company goals which is maximize the profit and to be leading luxury retailer in Thailand. When she decides something, all our team feel that she sees something that we can't see. She has a sharp eye for everything.”			2022	Evident	-	-

No.	EQ 5 Factor Theory	Supporting Coded Data (ENG)	Informant	Data Type	Year of data collection	Supporting Evidence		
						Evident	Least Evident	Not Exist
	Self-awareness & Self-control	<p>“ He doesn't have self-awareness or self-control at all. It is obvious in the meeting where he will raise his voice when he disagrees. Furthermore, the question he asks is usually harsh and inappropriate such as why am I hiring you? or You are stupid!. He usually yells at junior staff and the operational level staff.”</p>			2022	Not Exist	-	-
	Empathy	<p>“ He doesn't pay attention to others point of view and not willing to listen. There was one case, we are trying to explain him about business strategy but he doesn't want to listen and rushing to get results. He doesn' t seems like he is even try to understands or pay attention to listen closely. When he doesn't listen, he doesn' t understand, when he don't understand, he gets irritated, agitated, and angry.”</p>			2022	Not Exist	-	-
6	Social Expertise	<p>“ In my opinion, I don' t think he is aware of others feeling. He thinks he is the big boss and everybody has to approach him. Everyone is his employee. The best surgeon in his hospital also resigned because of him. He doesn't even know”</p>	CEO	Interview	2022	Not Exist	-	-
	Personal Influence	<p>“ He doesn't inspire or create change in any of us. The only inspiration I have from him is not to be like him.”</p>			2022	Not Exist	-	-
	Mastery of Vision	<p>“ He doesn't have a vision and able to provide a clear direction. He thinks he can do it all since he is the owner. He only demands for the end results but doesn't really at the reality. He is also giving a vague command that doesn't specify specific instructions and doesn't provide any support and want fast result. This causes a disruption at the operation level, the relationship between him and employees. Subsequently, the business goals failed.”</p>			2022	Not Exist	-	-

No.	EQ 5 Factor & Theory	Supporting Coded Data (ENG)	Informant	Data Type	Year of data collection	Supporting Evidence		
						Evident	Least Evident	Not Exist
	Self-awareness & Self-control	“ She has but it is a bit inconsistent. She usually aware and behave herself when talking with junior staff but not with senior staff. For senior staff she is stricter and more aggressive. She usually thinks before she speaks.”			2022	-	Sometimes	-
	Empathy	“ She understands about others emotion, understanding others feeling and how they feel in certain situation. She has different way of approach for each person. For example, I like to things brief and concise. Thus, when she approaches to me, she will be very concise.”			2022	Evident	-	-
7	Social Expertise	“ She is very detail observants and always ask others feeling. She always has time for staff. She always shows that she is paying attention to what other said. This makes everyone come and consult with her.”	CFO	Interview	2022	Evident	-	-
	Personal Influence	“ She is a type of person who really give opportunities for others. I really want to be like her. She never judges others from the background but rather looking at the results. When staffs are doing well, she always gives compliment. Looking for things to compliment rather than a mistakes.”			2022	Evident	-	-
	Mastery of Vision	“ She is a person that has vision of herself and understands the business, hence, she knows which direction to move forward. She has her own plan and exit strategy when plan doesn't work out. In her mind, there is mission and milestone and a plan of how to get there”			2022	Evident	-	-