

**SUSTAINABLE LEADERSHIP: HONEYBEE PRACTICES AT A
THAI CONSTRUCTION BUSINESS**



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AT A THAI CONSTRUCTION BUSINESS**

was submitted to the College of Management, Mahidol University
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Krailert Manajaroen

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ABSTRACT

The object of this paper is to adopt Avery and Bergsteiner's 23 sustainable leadership practices derived from sustainable organizations as a framework to inspect the sustainable practice of a construction business in Thailand. Adopting a in-depth interview and non-participant observation as a data collection approach which consist of open-ended question and probing technique. Evidence was found for compliance with 20 of Avery and Bergsteiner's 23 sustainable leadership elements, but to various degrees. The elements were consisted of 23 practices: developing people, labor relations, retaining staff, suscession planing, valuing staff, CEO and top team, ethical behavior, long and short term perspective, organanizational change, financial mareket orientation, responsibility for environment, social responsibility, stakeholders, vision's role in the business, decision making, self-management, team orientation, culture, knowledge sharing and retention, trust, innovation, staff engagement, and quality. The paper summerized that Avery and Bergsteiner's 23practices provide a useful framwork applicable to construction business in Thailand to evaluate its corperate sustainability. Other construction business companies in Thailand that seek to sustain their organisational success could adopt Avery and Bergsteiner's 23 Honeybee leadership to investigate their leadership practices and to help them adjust to become more sustainable.

KEY WORDS: Sustainable Leadership / Construction / Honeybee

38 pages

CONTENTS

	Page
ACKNOWLEDGEMENTS	ii
ABSTRACT	iii
LIST OF TABLES	v
CHAPTER I INTRODUCTION	1
CHAPTER II LITERATURE REVIEW	2
2.1 Honeybee Leadership Explanation	4
2.2 The previous studies on Rhineland and Honeybee Leadership	7
CHAPTER III METHODOLOGY	10
CHAPTER IV FINDING	19
CHAPTER V RECOMMENDATION	28
CHAPTER VI DISCUSSION	31
CHAPTER VII CONCLUSION	35
REFERENCES	37
BIOGRAPHY	38

LIST OF TABLES

Table	Page
2.1 Honeybee Foundation practices	5
2.2 Honeybee Higher-level practices	6
2.3 Honeybee Key performance drivers	6
3.1 List of questions	11
3.2 Honeybee Analysis table	18
4.1 Finding table	20



CHAPTER I

INTRODUCTION

Corporate sustainability is becoming more important nowadays and widely discussed among international corporate leaders and scholars. However, there are still not many approaches that enter and examined in the Thai context.

The present study therefore adopts Avery and Bergsteiner's Sustainable Leadership concept that has been supported by previous studies as a relevant approach to corporate sustainability in Thailand. The study examines business practices of ADISA to determine if there is a fit between Sustainable Leadership practices and those of the case company.

ADISA Company is established in 2538 by the founder name, Mr. Kritsadee. They are mainly focus on construction business which is electric system (M&E) and civil construction. With almost 20 years in this business, ADISA is quite well known among construction industry and recently has about 20 projects on their process. The company is operating with about 150 staffs and 150 workers.

To determine the fit, the literature on Sustainable Leadership in Thailand is reviewed in Chapter2, In Chapter 3, the methodology used to test the Sustainable Leadership concept is explained. This includes how to collect and analyze data. Chapter 4 presents finding, while Chapter 5 discusses the findings and concludes the study with practical recommendations to enhance the prospect of corporate sustainability for the case company.

CHAPTER II

LITERATURE REVIEW

Many companies in the world are facing with the global financial crisis and they try to search for an alternative to sustain their businesses. However, corporate sustainability is becoming increasingly significant for business leaders concerned with the long-term sustainability of an enterprise and its relationships with every stakeholder including social and environmental responsibility.

One of reason for corporate sustainability is attractive to investors. Investor probably look at the companies with proven records in global and local sustainability that can make profit through employees productivity, better long-term public following and investments due to good public reputation. Corporate sustainability can assist competitiveness in business, as it forces industry to innovate and create new solutions. Sustainability has also been shown to produce new demands and markets for businesses. Therefore, this is to improve their competitiveness against other competitors.

Rhineland and Honeybee are seen as an alternative philosophy to promote corporate sustainability in Europe, being concerned about the long-term sustainability and its relationships with all stakeholders (Albert, 1992, 1993). The search to ensure sustainability of the organization appears similar in Asia. One approach is Japanese Human Capitalism with a strongly focus on human resources. Japan is the most advanced stage of capitalism. In Thailand, the “Sufficiency Economy Philosophy”, which aims to create balance and sustainability for the society that, has been widely regarded as an approach to ensure the sustainability of organization (UNDP, 2007)

Japanese human capitalism

Broadly, the concept of human capital is semantically the mixture of human and capital. In the economic perspective, the capital refers to ‘factors of production used to create goods or services that are not themselves significantly

consumed in the production process' (Boldizzoni, 2008). Along with the meaning of capital in the economic perspective, the human is the subject to take charge of all economic activities such as production, consumption, and transaction. On the establishment of these concepts, it can be recognized that human capital means one of production elements which can generate added-values through inputting it.

Sufficiency Economy Philosophy

Sufficiency Economy Philosophy is based on the development of Buddhism in the creation of sustainable development through the integration of the physical, social and spiritual dimension which based on three principles: moderation is necessary for needed for adequate protection of internal and external shocks through the planning and implementation, reasonableness is the application of knowledge through wisdom and prudence, and self-immunity strengthens the community in order to deal with negative impacts caused by external events which is globalization.

Rhineland and Honeybee

Honeybee is expanded from Rhineland by adding four lists of practices as being more comprehensive in sustainability. Rhineland and Honeybee enterprises emphasize the long term more rather than short term where the long term including strategic thinking, planning, investment, growth and work process, human resource policies and stakeholder relationship (Avery, 2005). Rhineland and Honeybee leaders consider themselves as being entrusted with the wellbeing of organization for future generation (Kennedy, 2000)

Honeybee leadership is the possible approach to ensure corporate sustainability as the approach isextensivethe most when compared to the others. Other approaches are emphasis only on particular elements which lead in the same direction as long-term sustainable. However, Honeybee sustainable leadership is the most efficiency to indicate organization by its comprehensive elements.

2.1 Honeybee Leadership Explanation

Honey bee emphasizes on the long-term and delivers its outcomes with greater responsibly for stakeholders. It considers all its members as well as the interests of future generations. Honeybee develops their people, protect the environment and the communities in which it operates and protects its image and brand through ethical behavior.

Honeybee 23 elements

There are 23 lists of practices for “Honeybee”. These elements are arranged in the form of a pyramid which separate into 3 levels of practices. The three levels are foundation practices, higher-level practices and key performance drivers. The fourth level is at the top of the pyramid contains performance outcomes that research shows contribute to sustainability.

2.1.1 Foundation practices are at the base of the pyramid and composing of 14 practice elements. They are flexible to be introduced at any time management decides.

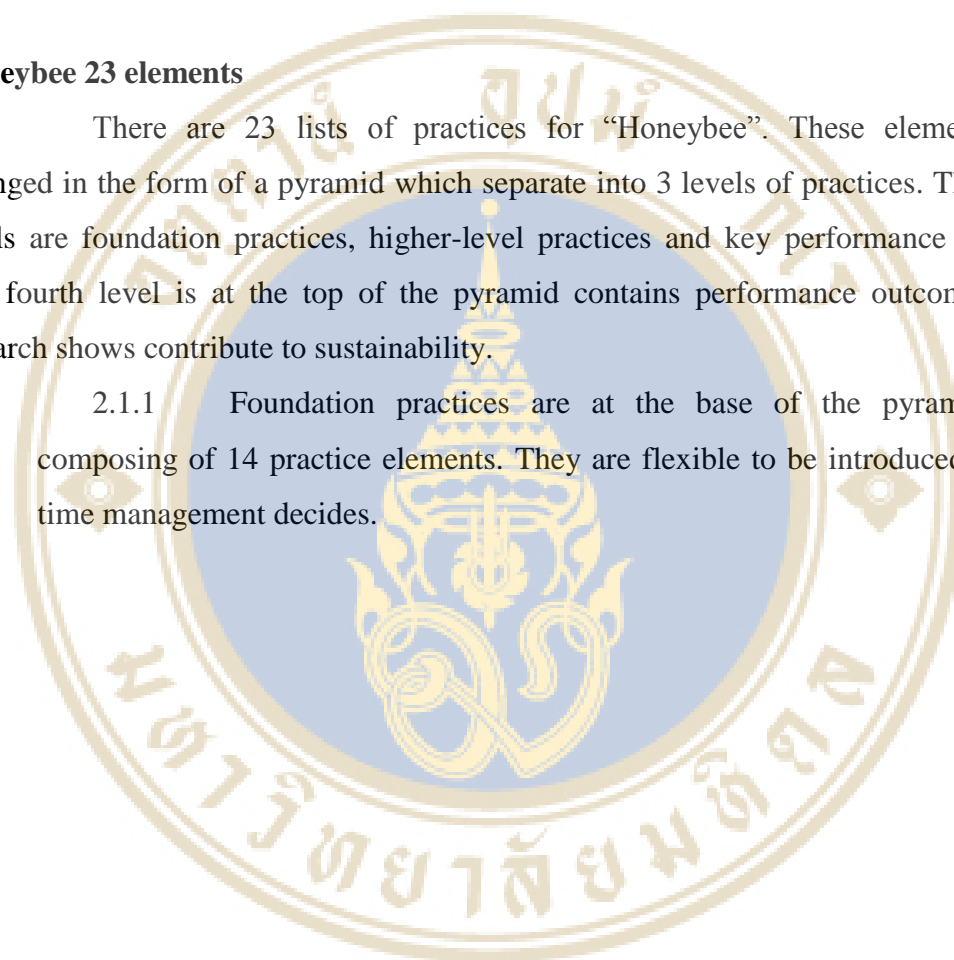


Table 2.1 Foundation practices

Foundation practices	
1. Developing people	Develops everyone continuously
2. Labor relations	Seeks cooperation
3. Retaining staff	Values long tenure at all levels
4. Succession planning	Promotes from within wherever possible
5. Valuing staff	Concerned about employees' welfare
6. CEO and Top team	Works as the top team member
7. Ethical behavior	"Doing-the-right thing" as an explicit core value
8. Long term perspective	Prefer the long-term over the short-term
9. Organizational change	Change is an evolving and considered process
10. Financial market orientation	Seeks maximum independence from others
11. Responsibility for environment	Protects the environment
12. Social responsibility (CSR)	Values people and the community
13. Stakeholders	Everyone is on issue
14. Vision's role in the business	Shared view of future is essential strategic tool

2.1.2 Higher-level practices form the second layer of the pyramid.

This layer has been developed based on the idea that when foundation practices are in place, they facilitate and support the initiate of higher-level practices. The layer has six practices.

Table 2.2 Higher-level practices

Higher-level practices		
15.	Decision making	Consensual and devolved
16.	Self-management	Provide Self-managing to employees
17.	Team orientation	Extensive and empowered
18.	Culture	Foster, widely-shared culture
19.	Knowledge sharing and retention	Spreads throughout the organization
20.	Trust	High trust through relationships and goodwill

2.1.3 Key performance drivers are the third level. The key performance drivers emerge from various combinations of the foundation and higher-level practices.

Table 2.3 Key performance drivers

Key performance drivers		
21.	Innovation	String systemic, strategic innovation evident all levels
22.	Staff engagement	Values emotionally-committed staff
23.	Quality	Embedded in the cultures

2.1.4 Performance outcomes are the apex of the pyramid. It contains five performance outcomes which are from the 23 elements from the various levels in the pyramid.

- Integrity of brand and reputation.
- Enhanced customer satisfaction.
- Solid operational finances
- Long-term shareholder value.
- Long-term value for multiple stakeholders.

The pyramid is intended to be dynamic in all directions. Interaction between the elements not only flow bottom-up and top-down, practices on the same level also influence each other.

2.2 The previous studies on Rhineland and Honeybee Leadership

There are not many industries and organizations in Thailand that had been examined by Rhineland and Honeybee Leadership. From the previous studies by ArjanSooksan, the results are closely fit to Thailand firms in different industries but they are still lacking of few elements. There are seven studies which are Sa Paper preservation, MahidolUnniversity, SCG, The Conglomerate, True Corporation, Bathroom design and Theptarin Hospital. I have concluded the studies and similarity of Thai firms that being examined by Rhineland and Honeybee Leadership in to six core categories as following.

Long-term perspective

All the cases have the same perspective which is long-term. They concern on the quality of product or outcome more than to maximizing profit. Some of the cases refuse orders from their customers whoever leads them to not reach the standard of the product and might harm to social and environmental as to keep their reputation of being long term. Considerable on stakeholders, they always return added values and benefit to all even in the periods that the companies faced through the crisis. As the long term planning and management, the companies keep strongly relationship with their stakeholders such as suppliers, customers, employees and community.

Staff development

They provide training and keep developing their staff at all levels and they would prefer to grow their own people rather than outsiders as to minimize risk which can occur to the organization. Most of the cases also concern on their staffs' personal lives and well-being including their family relationship. All companies have high rate of the staff retention which reflected that they give much on people priority.

Organization culture

Benefits from staff development make the companies have strong organization cultural in some ways such as staff retention, family administration. All companies focus on sharing vision, values and beliefs with their employees and realize the importance of the effort and support of their employees. Therefore, they able to survive through any crisis because a strong bond of loyalty and sustain in the long term.

Innovation

Radical and incremental innovation takes place in all firms due to Rhineland organization. Research and development is the method which every companies use to create innovation such as products value, services, processes and new business model. Nevertheless, some companies take opportunity of innovation to overcome barriers.

Social and environmental responsibility

Rhineland organizations always teach their staff to be aware of environmental considerations and the well-being of society. For the Mulberry case, even though their materials are directly from natural and they strictly respect for nature in many ways.

Ethical behavior

Ethical behavior is important issue that all companies keep in mind as a corevalue. They are well trained their people to be honest with all parties as concrete action on agreements and contracts, the state law and regulation including corruption. Some of firms has strictly punishment when appears of staff doing not the right thing. Employees are encouraged to be good citizens for the benefit of the community. One common thing for Thai companies are adhering to the King as our “father” so we live all together like relative, not just within organization but as the society.

Since Sustainable Leadership has gained support in Thailand as an approach to ensure corporate sustainability and no study has been conducted into construction business in Thailand, the present study adopts the Honeybee Leadership

as a framework to explore business practices of a business in the proposed industry to determine if they are consistent with the Honeybee leadership. Recommendations to improve the business practices so that the business can be more sustainable will also be provided. Methodology used for the present study is discussed in the next chapter.



CHAPTER III

METHODOLOGY

To answer the research question, in-depth interview and non-participant observation (during a company visit) techniques are adopted as the data collection approached because in-depth interview is a useful method of qualitative research in which observer use open-ended questions orally along with recording answers from respondent and note down included. The point of in-depth interview is to explore in depth a respondent's point of view, experience, feelings and perspectives which different from survey interview that is more rigidly structured. For non-participant observation techniques is to collect the data by observing without interacting with the respondents to reduce the level of impact between the researcher and the respondents.

Open-ended questions are used because in this interview I need to encourage the respondent explore their answer by their feelings, experiences and perspectives to their organization. An open-ended question is designed to encourage a full, meaningful answer using the subject's own knowledge and feeling. It requires a response with more depth and a lengthier response. Moreover, the questions are helpful in finding out more about respondent or a situation. Therefore, it is more suitable and appropriate to this interview rather than close-ended question that designed to receive answer just short or single-word "yes" and "no".

A list of open-ended questions is developed because to prepare the suitable and get the most efficiency answer from the respondents within appropriate interview time. These questions are provided below;

Table 3.1 List of question

	CEO	HR	Employee	Manager	Customer
1. Develop people	- What is your policy about human resources? How?	- How much is the training budget from your company? - Could you tell me more about training record? - Is there any training programs provide for new employee? How? - What is your policy about the development?	- What do you gain from previous training? - How do you feel about the training programs of your company?		
2. Labor relations					
3. Retaining staff		- How does the company plan for retaining staff? How? - What is average duration of working time?	- What is your thinking of working here? - Do you have planned to quit or change your job?		
4. Succession planning		- What is your company criterion to promote your people? - Is promoting provide to all level of employee? - How many employees has been promote every year?			
5. Valuing staff		- How does the company provide any welfare to your staffs? - How often does your company provide award to your people? - What do you think about working environment?	- How your company does provide you compensation every year? - How about you're working environment? - How is your welfare of being working here?		

Table 3.1 List of question (Cont.)

	CEO	HR	Employee	Manager	Customer
6. CEO and Top team			- How do you feel about your CEO? - What is your perspective about your CEO?	- How do you work along with your CEO?	
7. Ethical behavior	- What are your policies for ethic?	- How does your company solve when there is unethical issue? - Could you tell me about your company ethical?			
8. Long-term and short term	- Is there any explanation plan? - How many investments are going on now?				
9. Organization change	- How do you plan for coming AEC? - Any preparation for future product?	- How does the company plan for any change in the future?			
10. Financial markets orientation					
11. Responsibility for environment		- What is your policy for environment responsibility?	- Is there any activity that helps protect environment? How?		
12. Social responsibility (CSR)		- What is the policy for CSR?	- What activity did you join your company about CSR? How?		
13. Stakeholders					
14. Vision's role in the business			- Could you tell me in five year in the future how do you see about your company? - What is the company's vision?		

Table 3.1 List of question (Cont.)

	CEO	HR	Employee	Manager	Customer
15. Decision making	- How do you use to make a decision?		- Do you involve in any decision making in the company?	- How does the company make a decision among top team and CEO?	
16. Self-management			- Have you ever got assignment to handle your own project? How do you manage?	- How do you manage your subordinate when they get assign on a task?	
17. Team orientation			- How relationship between related departments? I.e.?	- How do you feel when there is assigned cross functional between departments	
18. Culture	- What is the core value (innovation/quality/CSR) for company?		- How is your company culture?		
19. Knowledge sharing and retention			- How do you share information to your company? - How do you get the knowledge in the company?	- How do you share knowledge in organization? - How do you retain knowledge in your company in long term?	
20. Trust			- Do you trust among your employee when passing a task from other departments? - Have you ever feel uncomfortable to work with in your team or company? How to deal?		
21. Innovation	- How often is your new product launching? - Is there any new product launching now? Or previous?		- Have you ever seen anyone in your company that creates innovative idea? Reward?		

Table 3.1 List of question (Cont.)

	CEO	HR	Employee	Manager	Customer
23. Quality	<ul style="list-style-type: none"> - What is your standard award? - When you face with economic downturn, how do you maintain product quality? 		<ul style="list-style-type: none"> - How do you concern about your quality? - Have your company ever face on financial problem which lead to decrease your product quality? 	<ul style="list-style-type: none"> - Quality control procedure 	



To ensure validity of the data, the probing technique is adopted. Probing technique is a way that using words and techniques to receive more accurate information and more deep in details from these respondents. Moreover, this technique is one of the most important aspects of interviewing.

Reflective note is also used to record observed data because it would not be proper if we interview the organization in more than once to get repeat answers with repeat questions. Therefore, a good reason to use reflective note is that helps me never re-listen to a speech or an interview so I have to take every opportunity record and keep information for further purposes in this report.

The sample is convenient as interviewees are one CEO, one Human resource manager, one employee and one customer who are willing to participate in the study.

Following the previous studies (Kantabutra and Suriyankietkaew, 2013; Kantabutra and Saratun, 2012; Kantabutra and Avery, 2013; Kantabutra, 2012; Kantabutra and Avery, 2011; Kantabutra, 2011), Honeybee leadership is adopted as the framework to collect and analyze data which shown in the table below.

Explanation on 23 elements

1. Developing people – Honeybee organization values a skilled workforce and invests heavily in training and developing staff and provide to all level of staff which do it continuously.
2. Labor relation – This element aim for organization to give cooperation among staffs in the company. All levels have the equal power to work together constructively. Moreover, the company has to cooperate along with Union division.
3. Retaining staff – Company always see their staff as the heart and soul of the organization and try to retain them in the long term, even when faced difficult economic times. At these times they might retrain staff and redistribute them within the organization as opposed to laying them off)
4. Succession planning – Organization prefers to promote their people from within the firm whenever there are the opportunity seen. In this

way, they can grow their own senior levels of staffs from junior levels within the organization.

5. Valuing staff – Company is always concern on employees' welfare such as feeling, working environment and even salary.
6. CEO and top team – This element focus on the staffs' perspective to their CEO. According to Honeybee approach, everyone in the company should have equal right including CEO which does not tend to be a hero for company or decision maker.
7. Ethical behavior – Company concerns about ethical behavior (doing-the-right thing) to all stakeholders including within a company and outsiders as the core value.
8. Long-term or short-term perspective – organization basically focus on both long-term and short-term sustainable including profit. However, when it is come to certain time, honeybee emphasis only in long-term sustainable rather than short-term.
9. Organizational change – As Honeybee is concerning on future so organization will prepare for any change to deal with. With this point, organization always improves their staff or organization structure to be able to tackle any problems.
10. Financial markets orientation – This element is about profit and dividend. The organization should not try to maximize its quarterly profit but should consider on long-term perspective for their organization.
11. Responsibility for environment – organization's working processes are not harm on environment, although the organization should protect the environment or even make the environment gets better.
12. Social responsibility (CSR) – Honeybee concerns on society and community especially on the area beside. Organization should help its community
13. Stakeholders – Honeybee takes that everyone who involved is the matters.

14. Vision's role in the business – Basically, every staffs should know their own vision which will tell about the future of the company and also able to share it.
15. Decision making – Honeybee follow on consensual and devolved when they are making decision. Everyone in the company has right to involve on any decision making.
16. Self-management – Higher levels staffs should give lower levels staffs to operate by themselves. Employees engaged in work that appeals to them do not need motivating or controlling by a manager.
17. Team orientation – Staffs from all departments in the company are able to coordinate each other when there is related task to collaborate among the departments.
18. Culture – Employee are be able to share company's value such as innovation, quality and social response widely and also provide the firm's core value to customer to a better benefit.
19. Knowledge sharing and retention – Company's knowledge is allowed to share to staffs that would be useful and appropriate. Moreover, everyone should share their knowledge to everyone in organization.
20. Trust – Staffs are trust among each other in the company at all departments and willing to work together.
21. Innovation – Company needs to invest in every department to develop about innovation and not specific one.
22. Staff engagement – Staffs are willing to volunteer to do jobs that beyond their duty without ask for any compensation.
23. Quality - Company is keeping in mind on the product quality to reach the standard or however exceed the customers' expectation all the time even in crisis period.

Table 3.2 Analysis Table

Honeybee Elements on the Sustainable Leadership Grid		Typical Thai Firm	Extent to Conform		
			Least Evident	Moderately Evident	Most Evident
1.	Developing people: grow their own				
2.	Labor relations				
3.	Retaining staff				
4.	Succession planning				
5.	Valuing staff				
6.	CEO and Top team				
7.	Ethical behavior				
8.	Long term perspective				
9.	Organizational change				
10.	Financial market orientation				
11.	Responsibility for environment				
12.	Social responsibility (CSR)				
13.	Stakeholders				
14.	Vision's role in the business				
15.	Decision making: Consensual				
16.	Self-management: Strong				
17.	Team orientation: strong, self-governing				
18.	Culture: strong				
19.	Knowledge sharing and retention: strong				
20.	Trust: strong				
21.	Innovation: strong				
22.	Staff engagement: strong				
23.	Quality: high is a given				

Total elements in conformity

Legend: √ = conforms; - = does not conform; ? = not known

CHAPTER IV

FINDING

After I observed and interviewed 4 people in ADISA Company and 1 of customer. I would conclude the result of 23 practices according to Honeybee Leadership as following;

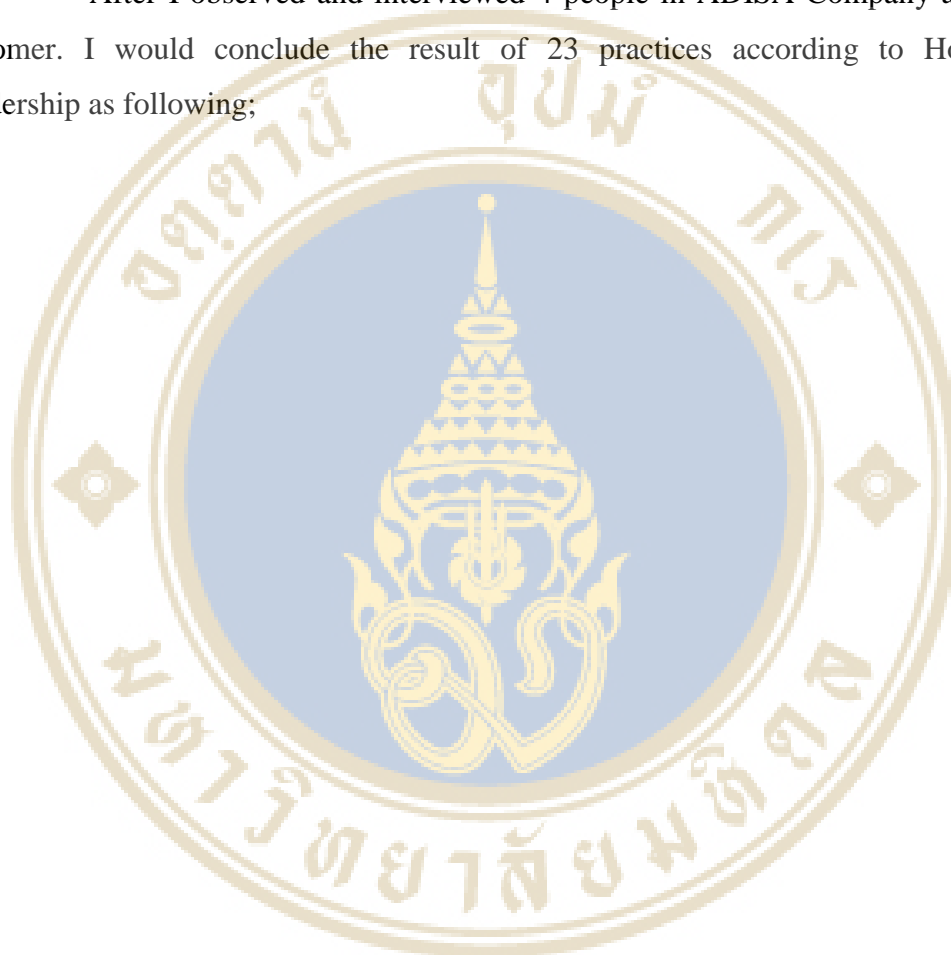


Table 4.1 Finding table

Honeybee Elements on the Sustainable Leadership Grid		Typical Thai Firm	Extent to Conform		
			Least Evident	Moderately Evident	Most Evident
1.	Developing people: grow their own	√			
2.	Labor relations	√			
3.	Retaining staff	√			
4.	Succession planning	√			
5.	Valuing staff	√			
6.	CEO and Top team	√			
7.	Ethical behavior	√			
8.	Long term perspective	√			
9.	Organizational change	√			
10.	Financial market orientation	-			
11.	Responsibility for environment	√			
12.	Social responsibility (CSR)	√			
13.	Stakeholders	√			
14.	Vision's role in the business	√			
15.	Decision making: Consensual	√			
16.	Self-management: Strong	√			
17.	Team orientation: strong, self-governing	√			
18.	Culture: strong	√			
19.	Knowledge sharing and retention: strong	√			
20.	Trust: strong	√			
21.	Innovation: strong	-			
22.	Staff engagement: strong	√			
23.	Quality: high is a given	√			

Total elements in conformity

21

Legend: √ = conforms; - = does not conform; ? = not known

Developing people

One of the company's policy is training programs as to keep improve their people skills continuously. The programs are provided efficiency and relevant to each departments. The budget is set roughly about 300,000 baht per year. The training programs policy is every staffs have to participate at least 3 hours a month in order to meet the KPI standard of the company. However, the training is provided more heavily in junior staffs so they able to grow in the company perfectly.

“The company provided well training, I have gain a lot of skill that able to improve my working career “Ms. Pannida said

“As the world is changing, many new technologies of engineer have been developing all the time. I feel great that the company provided these training programs to be able to catch up in technology world and also this knowledge might increase own ability and efficiency outcome “Mr. Mettsaid

Staff retention

“We essentially focus on human resource as the heart and soul, as staffs is able to alive then the company is also alive “Mr. Christiesaid

The company has never release out a policy about lying off their staff before when they has confronted a number of crises. They decided to stick together and able to survive by their strong bond.

During the interview, there is a story in the company told that once they faced with the economic downturn period which cause the company lost quite a number of projects. CEO designed not to lay off any staffs to sustain the company but he took this opportunity from this unemployment period and provided them more training. As the outcome after the economic turn more stable, the company is easily redistributed and able to received ISO 9001.

Succession planning

The company has set the policy to define on staff's performance in order to promote, by looking at their experience and yearly evaluations. The period of

promoting is not too long as they always improve their staff's ability, it often happen when a project is done and promoted them at the next construction project. In the past few years, the rate of promotion increased more rapidly because the company expanded the base of construction lines and received more construction projects. Therefore, the company always requires younger generation to develop their own people.

Valuing staff

The company quite concern about employee's welfare. The rate of salary is minimum increase 5% each year. In general, engineers and worker always move around depend on working site, so the company provided them facilitate importantly such as allowance, accommodate and travel expense. Absolutely, they also provided basically welfare such as life insurance, social security etc. In addition, parties are organized on every important occasion for example New Year party, Songkarn festival to make good relationship among the firm and also provided holiday trips of 3-4 days. Moreover, in every construction working site, the company provides safety accessories to staffs and worker and strictly aware them of using these accessories.

CEO and top team

The CEO is reacting differently to different depend on staff level. For seniority, CEO is probably given them right to make a decision and listen as a top team member. However, CEO is slightly act as the hero in operational levels' perspective.

“It is depended on levels of staff; CEO would listen to the top team managers in meetings and authority for them to make decision making while himself act as the top team.” Mr. Somphobsaid

Ethical behavior

The company has set the efficient management system according to ISO 9001 and 14001 standard. Every staff and process has to follow with these two standards intensively. They also set a team of internal audit to make sure and examine

on the documents and working processes at all departments and work sites every three months. Moreover, the slogan of the company also increases awareness about ethical behavior to staffs;

“มุ่งมั่นคุณภาพงาน – ชำนาญวิศวกรรม– ทำครบความต้องการลูกค้า– ส่งมอบตรงเวลา– พัฒนาต่อเนื่อง” the company’s slogan

“Concern on quality – expertise of engineer – fulfill customer’s need – efficient time management – keep developing” the company’s slogan

Long-term perspective

“Every organization initially seeks for profit at the beginning period but once they reached to the certain point or until the company is stable enough and they will find a way to focus on long-term sustainable as usual.” Mr. Christie said

ADISA started their business on electric system (M&E) and recently expanded more construction line on civil. The CEO perspective is to make ADISA becoming fully operated on construction business including electric system (M&E), civil, interior design, and maintenance and so on. As they want to reduce number of main contractor outside and do on this part instead. The CEO thinks that if this expansion plans able to complete, it will gain awareness of believability and confidence from stakeholders.

“One of strategy for long-term sustainable is to gain on believability and confidence from stakeholder” Mr. Christie said

Organization change

As the CEO perspective above, the company would prepare many things in order to expand more of construction lines, many new departments will arise. Moreover, on technology on construction is changing all the time, they also provide many training to increase their staffs’ ability.

Furthermore, the world is changing all the time as AEC is coming; the company is now providing language training and others for their staffs to being well prepared. Moreover, the company is bidding for an international project in Myanmar which will be an initial step.

Financial markets orientation

Not relevant to the company

Social responsibility CSR and responsibility for environment

The company has not much on social responsibility activity for now but they are willing to push this on in the future. In every year, the company invites monks come to the office building and invite all of people in the building who are interested to make merit to join as the company is helping to maintain Buddhism culture. However, in working scopes at each work site, they are strongly responding to surrounding society such as setting wheel cleaning machine to make sure that every vehicles drive out from the work site are clean, set appropriate working time to restrict noise pollution occur, waste partition, saving energy etc. However, these are just some part of the company activities, they also guarantee by international standard of ISO 14001 which directly relevant to environment.

In addition, there is an evident that probably harms the environment which is the impermanent material for construction they use is woods. They are still using woods as material in many working processes.

Stakeholders

ADISA concerns on the stakeholders as I have mentioned on the other elements. In addition, I would like to add on about the relationship between suppliers, consultants with the company. The company has signed contract with numbers of supplier with win-win relationship to work along each other as long as they company receive new construction project. For consultants, the company avoids the conflict with consultants as much as possible by strictly controlled on their quality and due to time management as well. Moreover, the company set a budget for every construction site as requisite to consultants such as a little party and treat for meals.

Vision's role in the business

The company emphasis to distribute the company's vision to all staffs in verbal communicate and the signs within the company.

“When I was a new employee, I able to remember the slogan of the company within a week because it is written on every piece of company's document and the big sign at the entrance of office building” Mr. Mettsaid

Decision making

In decision making, they are depended on each levels of decision. Important issues or organization issues prefer to do decision making among administrator levels without employee involve. For normal issues or each work site decision making, it involve within the work site and each department by the top management levels focus only on PQP (Project Quality Planning) scope in the decision making.

Self-management

In construction business, there is obviously given responsible to each position, when the team is assigned a project. Therefore, the company have given fully respond and self-management on their each own working scopes. Upper level staff concerns only a result which defines from PQP (Project Quality Plan) whether it is appropriate or not according to the standard of ISO and time management.

Team orientation

As every department are related to each other in the company in order to finish a single project and the pressure from PQP about time management to complete the project on schedule, these leads them to concentrate much on team orientation.

Culture

I will describe the culture of the company as their slogan which placed outstanding at the entrance of the office building. The company emphasis to share this from exist generation to new generation among the company.

Knowledge sharing and retention

From every construction project, staffs have frequently submitted many reports to head quarter for updating the progresses. The head quarter keeps these documents as company's profile and knowledge for sharing to other staffs and new generation of staff when they are assign in the similar projects.

Trust

There are many cross functional among the company. Every department have to work together accordingly such as M&E engineer has to wait for CE engineer finish their progress first then subsequently submit through step by step etc. However, the trust is automatically under control by the ISO systems.

“Although, the process is controlled by ISO systems, there still not trustable issues occurred a few times and it always happen with new staffs so it might slow down and created less confident between employees” Mr. Mettsaid

Innovation

The company has not much concern and develops on innovation itself because the company might not have production process itself. The only innovation was found as evident is come from suppliers, the company always update on construction technologies to improve on people's ability and along with their working processes to become more efficiency and satisfy by customers.

Staff engagement

There is no evident found in this element as the interview from the employee was saying this never happen before when the company ask to do something beyond regular duty without compensation.

“If the company asks me to do something that beyond my regular duty, I would see my capability first whether I able to assign the task or not, if can I would willing to do so” Mr. Mettsaid

Quality

The quality of the company focuses on PQP and time management of a project. Before start any project construction, customer would check on the PQP first for satisfy his/her own need. If the customer made an agreement on a project then the company will send the team of construction to start the project. However, time management is a strong point of the company as the core value and company's slogan to finish a project on time or even before the schedule and this will lead to increase customer's satisfaction as he/she can start operates their building beforehand.



CHAPTER V

RECOMMENDATION

According to the Honeybee Leadership analysis from the finding, ADISA shows agreement on 21 of the 23 elements, somehow there are some elements that able reached only at least evident and moderate evident. Therefore, I would give suggestion to ADISA as recommendation. I decided to group related elements and recommend as following;

CSR and responsible environment

Overall, CSR and responsible environment are just concerned within the company. I would suggest the company to increase these two values according to Honeybee Leadership by directly give benefit to outsider by creating more activities. The company can set new budget which is not much to create activities such as Internship, Tree planting campaign etc. In their working process, the company can reduce of using woods as their material by finding some of substitute material which might cost a little bit more to be responsible on environment or in case of none substitute, the company should show a sense of compensation by create tree planting campaign. As ADISA is quite expertise on construction, I would highly recommend them to increase value of CSR simply by creating activity about facility building for those areas where have less opportunity such as school, toilet, hospital etc. These activities will implicitly lead to increase quality for that communities and societies.

Develop, trust, team orientation

From the finding, there still appeared with some issues about mistakes of new employees so I would suggest the company to provide more with practical training to them, senior staffs should also give them advice and monitoring closely in order to improve these people and diminish their mistake. The fewer mistakes the more trust among the company will grow and being more confident. However, there is

not much to recommend on these elements because their processes are controlled by the standard of ISO and probably reduce conflicts within the company.

Valuing staff, CEO and top team, Decision making, Staff engagement

From my point of view, although the company provides quite good welfares to their people but I would suggest the company to provide more extra ordinary welfares when compare to other companies such as a bonus for best performance after they have done a single project that exceed the target of PQP and customer's satisfaction as a reward. For "CEO and top team" and "Decision making", I would suggest the CEO to be more familiar with operational levels and involve them for all levels of decision making because it might lead with an innovation solution according to new generation perspectives. With these suggestions, they would implicitly increase the value of "staff engagement" because they will increase more relationship and reduce stress within the company both to the CEO and the organization. Furthermore, these will gain positive perspective to employees and willing to satisfy more to the organization without think of compensation.

Knowledge sharing

I would describe the "knowledge sharing" is rather old method of how they keep the company's knowledge and a little inconvenience for sharing. I will suggest creating the company online website where store all company's knowledge. Username and password are providing to staffs for the company's security. This will be more convenience among the company to store and share knowledge.

Innovation

The company should consider more about innovation. Although, they do not have production process and depend on suppliers to offer innovation products, they probably can start to invest on R&D division to improve on this element. Innovation is not all about producing but with the system within the company that will lead them more on efficiency management such as the recommend on knowledge sharing above.

Quality

In general, I would say the good outcome in this industry is not concern much on quality because it is fix by the PQP but thing that able to improve is time management. With combining of all recommendation above, I believe that they will lead the company to get more accuracy working process and efficient outcome as resulting to fulfill all stakeholders.



CHAPTER VI

DISCUSSION

From this analysis, I would discuss with the previous seven studies. As the studies are grouped by six core categories of Honeybee Leadership so I would discuss and compared to each category as following;

Long-term perspective

Since its founding, ADISA has experienced of 20 years in construction business. A building project has to consist of many different fields of engineer and others which all are related to each other. The CEO has seen this opportunity to become fully operation on a whole construction project including civil, interior design etc. Therefore, the company has planned to expand more departments to fulfill the gap on construction lines as a strategy to sustain the organization in long term. Recently, when the company was reached the stable point and well prepared about employees and suppliers, ADISA has started the plan as the initial step, by creating new department of civil and already run in many building projects. At the same time, the company keeps strongly relationship with their stakeholders in order to sustain.

I would describe about ADISA compared to the other industries from the previous study, they are concerning on the same direction which is long term perspective and stakeholder considerable in different alternatives. I would compare with the Sa Paper preservation as the quote *“She has regulated the pace of expansion by the availability of capital, labor ... ”*, meaning that before she try to expand her business, she has to consider on her ability first including her people.

People priority

The elements that relevant to people are developing people, staff retention, valuing staff, stakeholder, staff engagement and trust according to Honeybee leadership. According to the table analysis, the results of ADISA about people are

mostly got most evident, as ADISA's perspective is to emphasis on human resources because they are the most important factor for company to be able to drive on. They provided efficiency training to their staffs continuously at all levels, concerns about employees' welfare, promoting their own people.

All the previous studies are also mainly concerned on the human resource and take it as a core value of the companies. They provided training heavily to their staffs and willing to grow their own people by promoting. Moreover, they concentrate on employees' well-being and living differently depend on appropriate in each industry and never try to take advantage from them.

I would take the studies of Sa paper preservation and the conglomerate as they have similar perspective.

"...happy employees are keys to producing innovative products.

If employees are not happy, they could impact negatively the products..." Sa Paper Preservation.

"Workforce development is fundamental to sustainable enterprises." The conglomerate.

Organizational culture

The organizational culture at ADISA is rooted in shared values and vision. The vision of the company is keep improving the achievements and becoming the leader of construction industry in Thailand with emphasis on quality, time management, and transparency. The company emphasis of their vision is able to deliver to employees and practically use in realistic. ADISA has strong organizational culture because they nurture treat their staffs i.e. never set a layoff policy, performance evaluation and promoting within the company.

It is quite similar to the Bathroom Design Company case about how they treat the staffs. However, ADISA's culture still lack of some elements according to Honeybee leadership that they should consider on such as social and environmental responsibility.

Innovation

The company rarely concern on innovation and it seems no motivation for them to be different from competitors. As they think just the company has no production process and destroys about innovation idea. I would like to compare ADISA to Theptarin hospital because they are both on the service industry.

Theptarin takes innovation as its core value of the company. Theptarin has introduced several new treatments and always been a pioneer in Thai healthcare to provide these benefit to society (Sooksan 2013). Therefore, ADISA should consider more on innovation and begin to establish R&D division to start seeking about innovation that able to lead them differently from competitors and becoming the leader of Thai construction business.

Social and environmental responsibility

According to the table analysis, the results on these two elements are least evident which mean the company is not concern much about social and environmental responsibility. The company still uses the materials that harm environment and provide less to add more value to their society. ADISA concerns on these parts too simply. Compare to the studies, all of them take this as a core value of their company. I would take two of the study cases which are True Corporation and Bathroom Design Company.

From the analysis of True Corporation, the results on these two elements appear to be a socially responsible company that conducts its business to concern not just for itself but for those of stakeholders. Clearly, social responsibility is a core value of the company (Sooksan 2013)

“Bathroom Design conducts business with the philosophy that the company must demonstrate a keen sense of responsibility toward the best interests of its stakeholders” Bathroom Design Company.

Ethical behavior

ADISA has set the efficiency management systems for the organization by following the standard of ISO 9001 and 14001. The company also set the slogan as the

core value which is consisting about performance, expertise, and transparency to stakeholders, efficient time management, and development. The company believes that this core value will lead them to sustain in long-term sustain. Moreover, staffs are implicitly followed with these norms and encourage being good citizens for the benefit of society. I would describe that all the studies have strictly instruct and embed differently to their people but lead in to the same way of being ethical behavior.



CHAPTER VII

CONCLUSION

Overall, ADISA practices closely fit the 23 Honeybee criteria that Avery and Bergsteiner (2010) indentified. My analysis above shows agreement on 21 of the 23 elements, it shows that construction organization in Thailand able to match with Honeybee Leadership approach.

According to the analysis table, there were three element cannot be observed from the company which are “Labor relations”, “Financial market orientation” and “innovation”, because the company does not have Union for their labor and the company is not a listed company and no issue about dividend concerning. For innovation, the company does not concern on this element as they think they are not producer. 12 elements were found to be strongly evident within the company, 4 elements reached moderately evident and 4 elements are at least evident.

The company’s policy mainly concerns on human resources, they provide them with quite good conditions and the elements that consider on people resulted with most evident. Due to Thai society, cultural give the high power distance valued to be highly respected “heroic” leaders. Nevertheless, ADISA seems to have both perspectives within the company as the CEO reacts differently depend on staff levels, conform to decision making element is not consensual.

To be more close to Honeybee Leadership, the company has to improve and consider on every element to reach the result of “most evident” and will lead them to sustain more in long-term. Moreover, I believe that my recommendation would be the suggestion for them in order to improve and

The close fit between Honeybee elements and the construction business’s practice approves Honeybee leadership as relevant to a large, construction industry in less-developed economies, such as Thailand’s. The results of this study able to describe that in Thailand, construction business seeking to sustain its organizational

success usefully adopt Avery and Bergsteiner's 23 sustainable leadership grid elements to guide their progress.



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