

**SUSTAINABLE LEADERSHIP: HONEYBEE PRACTICE AT
THAI PROCESSED FISH COMPANY**



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entitled
**SUSTAINABLE LEADERSHIP: HONEYBEE PRACTICE AT
THAI PROCESSED FISH COMPANY**

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PROCESSED FISH COMPANY**

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ABSTRACT

The aim of this paper is to adopt Avery and Bergstiener's 23 Honeybee sustainable leadership practices derived from sustainable enterprise as a framework to examine the sustainable business practice of a small company in Thailand by using a case study approach and multi-data collection methods. Evidence was found for compliance 20 of 23 honeybee's elements, but to various degrees. The paper conclude that Honeybee leadership practices provide a useful framework applicable to small enterprises in Thailand to investigate its leadership practices and adjust it to become more sustainable.

KEY WORDS: Sustainable Leadership / Honeybee Leadership / Entrepreneurship
and Small business/ Rhineland principle / Thailand

40 pages

CHAPTER I

INTRODUCTION

Corporate sustainability has become an increasingly important issue in our world over the past few years. Although it is important issue, but only a few approaches to organization sustainability have been 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 the *Thai fish processed company* to determine if there is a fit between Sustainable Leadership practice and those of the case company.

Lungpong–Longpung is the brand of Thai's SME (OTOP) who provided fish processing products which has many several product types from fish.

To determine the fit, the literature on Sustainable Leadership in Thailand is reviewed in **Chapter 2**. 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 findings, 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

In fact, sustainable leadership has been growing in popularity over the past several decades. Nowadays, many organizations face with increasing problems in trying to achieve profitability, managers are looking for ways to decrease costs while still maintaining quality products and services which managers are looking for ways to survive. This is where the concept of sustainable leadership becomes important.

It is important that sustainability concepts are able to produce visible results for the organizations that implement them. The organizations have been able to identify ways to ensure success through sustainability which has been found that a competitive advantage can be accomplished through a “balance between long-term perspective Staff development, Organizational culture, Innovation, Social responsibility, and Ethical behavior”.

2.1 Corporate sustainability framework

First it is commonly referred to as the Triple bottom lines, an accounting framework that consists of three dimensions of performance which are environmental sustainability, corporate social responsibilities, and financial success principle (Kantabutra, 2012), is becoming more widespread amongst both large and small organizations which makes business decisions and actions more visible and allows people to obtain a comprehensive understanding of their business however this principle has some disadvantages such as they should also focus more on the impact of their actions on people which are employee and community that they lived in (Norman, Wayne, & Chris MacDonald, 2004).

Another variation comes from Southeast Asia, where governments take an active role in creating, shaping and guiding market and require firms to take considerable responsibility for the social welfare of their employees (Stinglitz, 2002).

In Asia, the mission for corporate sustainability appears, one alternative is Japanese human capitalism, which with its strong employee focuses that parallels the Japanese model for economic success characterized (Ozaki, 1991).

In Thailand, the sufficiency Economy Philosophy aims at creating balance and sustainability for society, has been widely acclaimed as a viable approach to corporate sustainability (Kantabutra & Siebenhuner, 2011; United Nations Development Programmed, 2007).

In Europe, Rhineland Avery's original sustainable Leadership Grid is seen as an alternative philosophy to promote sustainability (Albert, 1992) which contain 19 criteria which these terms only denote different approaches to creating value and not be understood in a geographic sense.

Therefore later on, Avery and Bergsteiner's (2011) adopt the original sustainable leadership grid and introduce Honeybee which is a 23 sustainable leadership practices by adding four more criteria derived from sustainable organizations as a framework to examine the leadership practices.

2.2 Honeybee Sustainable Leadership

Honeybee principles were grouped into six categories for analysis focus on long-term perspective, staff development, organizational culture, innovation, social responsibility, and ethical behavior, providing the framework for analysis. Sustainable break into three groups: foundation practice, higher level practice, and key performance drivers.

For the first group which is foundation practices which form the lowest level. The 14 foundation practices include developing staff and training programs by considers that all the organization members as well as the interests of future generations and develops them continuously, striving for labor relation by seeks cooperation and creating good relationship between company and union, retaining staff by values long tenure at all level and lower the staff turnover, succession

planning by promotes from within wherever possible by identified the successor, valuing employee experience and their contribution which concerned about employee welfare, deciding whether the top role manager is hero or top team member, ensuring ethical behavior by “Doing the right thing” as an explicit core value and embedded it to be part of organizational culture by binding people to a set of principles, codes of conduct and values that support ethical behavior (Zadek et al., 1997), promoting long term thinking over short term thinking which the organization focuses on the long-term and delivers its outcomes more responsibly for more stakeholders, managing organizational change which change is an evolving and considered systematic process whenever possible because honeybee leadership is concerned about reinforcing and protecting the firm’s strong culture and reputation, striving for independence from financial market by seeks maximum independence from others, promoting environmental and social responsibility, balancing multiple stakeholder interest which everyone is matter, and ensuring that everyone know, share, and practice vision which drives the business.

The second six-higher-level practice which it has been developed on the idea that when relevant foundation practices are in place they facilitate and support the emergence of the higher-level practices (Avery and Bergstiener, 2010). It covers consensual and devolved decision making by disperse decision making to the lowest level within the organization and also empowering staff to make decisions and come up with solutions and innovations, creating self-managing employees by well-educated and skilled workers do not need to be instructed in how to do their work, these employees engaged in work that appeals to them do not need motivating or controlling by a manager, empowering and harnessing power of a strong team orientation which they represent on highly skilled individuals who know each other well, forming an organizational culture that enable sustainable leadership and sharing and retaining the organizational knowledge, developing a trusting atmosphere and relationship which highly trustworthy and trusting of each other will form flexible innovative working teams.

The final three key performance drivers which in turn emerge from various combinations of the foundation and higher-level practices (Avery and Bergstiener, 2011), include developing strong, systematic, and strategic innovation both radical and

incremental innovation at all levels which their staff are engaged and motivated, resulting in better customer service and satisfaction, productivity and efficiency and overall better organizational performance, staff engagement and quality essentially provide what end customers experience by embedded in the culture and also drive the organizational performance by values emotionally-committed staff and the resulting commitment.

Sustainability need to be fully integrated and embedded in every aspect of the organizations (Van Marrewijk & Were, 2003). Honeybee principle offers a relatively comprehensive approach to assessing embedded sustainable leadership practice to organization which all three levels collectively drive enhance an organization's long term prosperity in many ways, including by reflecting good management, at times lowering cost and enhancing reputation and brand(Mays, 2003; Morgan Stanley and Oekom Research, 2004). Better management also includes better handling of business risks and opportunities that may reduce the potential impacts of adverse events. Designing products and operations to be more sustainable can increase profits and generate saving through improved process (Dunphy, 2004). These effects create a virtuous cycle in that better performing organizations have more resources to invest in sustainable practices, which in turn should make them more likely to withstand external events and more attractive to long-term investors and customers, and hence their market value also rises. Locust leadership can easily enter a reverse downward spiral instead.

2.3 Previous studies practices for sustainable leadership in Thailand

2.3.1 Theptarin Hospital

In the Thai healthcare organization studied, Theptarin hospital's evidence was found for compliance with 15 of Avery's 19 sustainable leadership elements, but no information was provide on the hospital's environmental activities, or on decision making processes at operation level. Since Theptarin does not currently have a union, this element was not applicable (Kantabutra, 2011). By adopting a long-term perspective leads Theptarin to better management of business risks and opportunities such as Theptarin try to avoid listing on the Thai Stock Exchange because of possible pressure to make short-term profits or decision. Moreover, they heavily invest in major new public education facilities which open up to a new market and also clearly invest in its future. For staff development, Theptarin gives its people priority by promoting from within, developing all employees through in-house training and also retaining its skilled staff. In term of organizational culture, it is consistent to Avery's Rhineland framework by teamwork, strong culture including strongly shared vision and values, social responsibility, high quality through research and continuous improvement and long-term employee relationships. Innovation at Theptarin encompasses the Rhineland elements of striving for high quality in service and goods which is the pioneer in Thailand healthcare such as peripheral distal bypass surgery, foot clinic, several wound care technique and other technology diabetes care. Theptarin also developed a behavior modification program covering the "3Cs" activities which are *namely classes, a diabetes club and an educational camp* as well as sharing and managing knowledge and also operating in self-governing team with uncertainty and change. Theptarin's social responsibility, primarily though knowledge sharing with other healthcare institutions, extend wide range of stakeholders which help Theptarin enhanced its reputation and brand. For "ETHICS" (Excellence, Teamwork, Hospitality, Integrity, Continuous improvement and Social responsibility) defined among Theptarin's core values.

2.3.2 Siam Cement Group

In the listed business in an emerging economy, a major publicly-listed Thai enterprise, the Siam Cement Group (SCG), evidence was found for compliance with 18 of Avery's 19 sustainable leadership elements at SCG (Kantabutra and Avery, 2011). Moderate evidence was found for consensual and devolved decision making and self-managing teams. All 16 other elements were strongly evident, but evidence for two variables, consensual and decision making and self-governing teams was only moderately evident which may reflect a Thai expectation that senior people make decision.

Later on, it adopts Honeybee leadership practices the Avery and Bergstiener (2010) which closely fit with all 23 criteria, including the four new elements of trust, vision, and staff engagement and self-managing employees (Kantabutra and Avery, 2013). 19 practices were found to be strongly evident within the organization. Three of the more recent practices introduced into Avery and Bergstiener (2010) Honeybee principle, that is trust, vision, and staff engagement are also strongly evident at this leading Asian conglomerate. They adopted ten-year plan to become the ASEAN leader in sustainable business and also heavily invest in R&D. For developing self-managing employees, they offering graduate scholarships to employees for technical and MBA. The strong organizational culture encourages employees to be open-minded, think outside the box and more. Also the employees has been put the organization's interest ahead of individual interests which in turn the interest of society and other stakeholders. For the "innovation" theme, it focus on people development by valuing and trusting staff by including soliciting ideas from individual such as "the Valued Innovation Program" which designed to promoted employees creativity and training programs on such topics as thunderbolt thinking and also generate idea with mind-mapping. They also promoting social and environmental responsibility which embedded in its culture which can leads to create a stable national economy in the long-term , seeking high quality in processes, services and products and also a strongly ethics as the company's core value.

2.3.3 The oldest university in Thailand

In the oldest university in Thailand closely fit the Honeybee criteria that Avery and Bergstiener (2010) identified which it shows agreement on 21 of 23 elements, each of which conforms to a different extent (Kantabutra and Saratun, 2013). Fifteen practices from 23 Honeybee elements were found to be strongly evident within the university. By Long-term perspective found at university includes development of shared strategic directions among various group of the university, involvement and collaboration in decision making with different levels of the management team. The university has started developed “Talent Development”, a talent pool for future succession planning. The university provides an orientation program for supporting staff by an English language program, executive assistant program, IT skill development program, and also exit program “ready for retirement”. The university use “360-degree evaluation” which helps individual to determine their owned professional development plan. The explicit core values of the university include Mastery, Altruism, Harmony, Integrity, Determination, Originality, and Leadership which embedded in the university core values and developed across whole range of facilities and generation of students. The university also recruiting and selecting people who are competent and possess the required shared values. The university has continued to invest in building a dynamic research culture that has drive the leading of knowledge. It’s also being the first university in Thailand which focuses on professionalization of its management processes. They also encourage their staffs to innovate in many areas of their operations through a program called “Routine to Research” which is the most innovative tool for human resource and organizational development. From the university’s motto “Do unto others as you would have others do unto you” is becoming the core values that university member adhere to. Moreover, the university develops vision of a promised place to live and learn with nature. “Wisdom of land” is only the knowledge but also with ethics which is an important element of the university that provides higher education services to Thailand and beyond.

2.3.4 Bathroom Design

The close fit between the Rhineland elements and Bathroom Design's practices are consistent with 18 of 19 Avery's Rhineland elements (Kantabutra, 2012a). For long term perspective leads to innovation and diversifications that Bathroom Design has formulated as long-term strategies and plan which involve with investments for future growth and competitiveness that are not greatly affected by short-term decision and profit. For staff development fosters retention, with that Bathroom Design develop its general staffs by grow its own managers and develop its general employees, even in skills beyond those needed to conduct their dairy work. For organizational culture supports a global vision, Bathroom Design has nurtured a strong organizational culture; the company never lay off employees in its history, even in times of economic difficulty and also they recruit people who display diligence, perseverance, honest, integrity, dependability, generously, frugality, and other virtues. For innovation yields a competitive edge, Bathroom Design has made many major innovations within its field such as soliciting ideas and suggestions for improvement from individual employees that stem from Thai wisdom and used of local material which are often presented during "Creative Saturday". For social responsibility permeates the organization, Bathroom Design is a socially responsible company that conducts its business which social responsibility is a core value of them, as CSR practices are found throughout the whole operation at all levels such as the employees are encourage to donate a part of their salary to various charity, employees are encourage to take care of orphans every Wednesday on company time and also install bathroom donated to temple. Last but not least, for ethical behavior imbues the corporate culture, Bathroom Design has made a strong sense of ethic part of its culture such as employees are encourage to be goods citizen for the benefit of the community, and to live happily with others wherever they work and they are also encouraged to follow the five Buddhist commandment which make their employees have a strong compass for guiding the firm's progress, not only in Thailand but also internationally.

2.3.5 True Corporation

In Many of **True Corporation** practices are consistent with the 23 honeybee elements (Kantabutra, 2012). First, True Corporation adopts a long term perspective such as long-term plan and strategies which help benefit the stakeholder in a long run to continue growth and competitiveness. True Corporation focuses on developing leaders within the organization such as attempting to develop its general workforces by offered a competitive salary in line with role and responsibilities, employees are treated as family members and also grow its own managers by mapping a succession planning to develop their staffs' capacity keeping up with requirements. Moreover, continuous development at True Corporation is a key of success by providing various courses such as creativity, effective communication, and strategic planning to their staff. Besides, True Corporation supports their staff to continue their studies. In term of organization structure, True Corporation has nurtured a strong organizational culture characterized by its core attributes: caring, creative, credible, and courageous and it also set a small meeting room for each project team to brainstorming for innovative ideas which employees who come up with innovative ideas that can adopt to company will be rewarded. True Corporation has made many major innovations within its field with its multiple platforms, staff knowledge, and technical support which help them maintain a leadership position. Moreover, the True Corporation offered "convergence" packages which include True Move, True Vision, and True Internet. Lastly, for social responsibility by launching "True Plook Panya" which is an educational project to plant knowledge and foster a love for a nature and it also do many CSR activities such as donate educational software to school, set up hyperlink.net for communication, supported the disabled, and also provide free communications in the times of crisis. In term of ethics that is the company's core values with a motto "the customer always right" which make True Corporation share the same commitment among organization to providing the quality products and services its customers to meet customer satisfaction.

2.3.6 Sa paper preservation house

Sa paper preservation house exhibits 14 of Avery's 19 elements characterizing Rhineland enterprise (Kantabutra and Suriyankietkeaw, 2013). But five of Avery's 19 elements, no information was provided on the decision making processes and self-governing teams at the operational level. Since Sa paper Preservation house does not currently union and is not listed in the Stock Exchange of Thailand, these two elements were not applicable. Sa paper Preservation house focus on long-term perspective by expansion of availability of capital, labor, and natural resources. Moreover, the company has a policy to use income first to pay employees and suppliers which their goal is not maximize profit but to ensure that their staff is happy because staff is a key of their success and they also established good relationship with all stakeholders such as supplier, customers, employees, and the community. They treat their staff as a member in their family such as it offer employees interest-free loans and encourage daily saving schemes and their staffs are trained to have skilled and more importantly moral and ethical principle with a strong organizational culture which shared vision, values, and beliefs by no lay-off policy. Knowledge and innovation at this company are remarkable with both radical and incremental innovation such as organizational process to overcome barriers, ability to adapt various requirement form its customers and innovates other processes within company by using local material and wisdom. Most notable are the social and environmental responsibility by it show great respect to nature in many ways such as its effective system of managing waste water, simple machine to recycling tiny pieces of their finished product to the production process and also local technical to generate heat by recycling gas produced as a by production from the production process. Moreover, it also worked with many various educational intuitions for students take internship with the company. For ethical behavior, it embedded deep into the organizational culture with the customers, the company ensures that their product and services meet with meet every specific detail and also kept the customer customization design to be secret.

There are some similar in these previous studies finding which they focuses on the interests of a wide range of stakeholders and adopts a very long-term perspective by investing in its future and not attempting to maximize short-term profitability for its shareholder alone. All of them prefer to develop managers and staffs, and also avoid laying off people in difficult times with a very strong culture deeply rooted in the founder's values. It is both incrementally and radically innovative, pioneering many products and service in Thailand. Most notable are the social and environmental responsibility and ethical behavior deep into the organizing culture. Knowledge sharing occurs within the organization, and across their industry. Uncertainty and change can be seen as a managed process when the organization continuously innovative product and service, and when it continues to develop associated manufacturing technologies. However, There is one notably deviant element, that is both the current and the past CEO appear to be highly respected "Heroic" leaders who gives strategic direction and final approvals, may be because Thai society cultural give the high power distance value and a Thai cultural respect for senior people that would be difficult for the organizations to run on a top team basis and the fact that the CEO is the successful entrepreneur behind the organizations.

Since Sustainable Leadership has gained support in Thailand as an approach to ensure corporate sustainability and no study has been conducted into the Thai processed fish industry, 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) technique are adopted as the data collection approaches because the in-depth interview used to obtain information in order to achieve a comprehensive understanding of the interviewee's point of view or situation; it can also be used to explore the interesting areas for further examination (Patton, 1987). This type of interview involves asking interviewees open-ended questions, and probing wherever necessary to obtain useful information which has no specific set of questions that must be asked with particular words and in a particular order. In term of non-participant observation, there may be a problem of gaining access (Fox, 1998) - with some aspects of a setting being 'off-limits' to an outsider, or topics refusing to be observed but it has the advantage of being unbiased and enabling detailed observations to be made without disruption as the interviewer does not need to become 'part of the action'. *Open-ended question* are used to the instinctively answers from the interviewees and avoid the bias that may result from suggesting answers to interviewees (Monroe, 2002). In addition to fulfilling the simple interview objective, the provided complete explanations can lead interviewers in new directions which letting them see perspectives and opportunities they didn't consider before and interviewees also can clarify what they mean, with motivations often revealed.

A list of open-ended question is developed because it helps to identify which questions is for whom to answer such as this question is for manager or employees only and to set different questions for different level of interviewees to make them feel more comfortable answering interviewing questions (Monroe, 2002). Moreover, it helps to identify the scope of questions and also know what you are looking for. These questions are provided below:

Table 3.1 Question list

Question for whom	Questions	Elements
HR Manager	<i>How many budgets your company gives for training staff?</i>	Developing people
	<i>How many of your Top manager promote from within?</i>	Succession planning
	<i>Do your company have high staff turnover rate? How?</i>	Retaining staff
	<i>How you value your staff? What about commitment/engagement?</i>	Staff engagement
	<i>Does your company share knowledge to everyone? How?</i>	Knowledge sharing
	<i>What is your company policy to protect the environment?</i>	Environmental resp.
Employee	<i>Can all employees manage and make decision by themselves?</i>	Self-managing
	<i>Does your company have the labor union?</i>	Labor relationship
	<i>How your company pleases customers?</i>	Knowledge sharing
	<i>What facility and welfare that company provides to you?</i>	Valuing Staff
	<i>How do you position your company in next 5 years?</i>	Long-term perspective
	<i>Does your company have a policy about social or environmental?</i>	Social Responsibility
	<i>Do your trust your college or your manager?</i>	Trust
	<i>Do you give any suggestion to improve the process or product?</i>	Innovation
Owner	<i>Does your company work on a team-based or individual?</i>	Team orientation
	<i>Your company decision mainly based on CEO or top team?</i>	CEO and Top team
	<i>What is your company vision? Do you shared and practices it?</i>	Vision
	<i>Does your company prepare for change? (AEC or Social Media)</i>	Organizational change
	<i>How many stakeholders does your company have? Who are they?</i>	Stakeholder
Customer & Neighbor	<i>How do you make decision and consensus in your company?</i>	Decision Making
	<i>Do you satisfy with this company's product quality?</i>	Quality
	<i>Does this company provide variety of products to you or not?</i>	Innovation
	<i>What activity this company does for social or local?</i>	Social Responsibility
	<i>How do you get treat from this company?</i>	Ethical behavior

To ensure validity of the data, the probing technique is adopted (Kvale 1996). The purpose Probing technique, another strategy for finding out more detail, is to deepen the response to a question, to increase the richness of the data being obtained, and to give clues to the interviewee about the level of answer that is desired. This can be done through direct questioning of what has just been said or just a pause

can indicate to the subject to go on with the description. Repeating significant words of an answer can lead to further explanation.

Reflective note taking is also used to record observed data (Piolat, 2004) because it is seen as the rapid transcription of information which usefulness for storing, learning and thinking about what is being interview, by using a few condensing techniques.

The sample is convenient as interviewees are the owner, 3 managers which are marketing manager, production manager and HR manager, 2 employees, 1 customers and 1 local neighbor who are willing to participate in the study.

Following the previous studies Kantabutra, 2011; Kantabutra, 2012; Kantabutra and Avery, 2011; Kantabutra and Avery, 2013; Kantabutra and Saratun, 2013; Kantabutra and Suriyankietkeaw 2013, Honeybee leadership is adopted as the framework to collect and analyze data.

Honeybee leadership framework consists of 23 sustainable leadership practices. Starting with programs for training and developing staff by develops everyone continuously, striving for labor relation by seeks cooperation, retaining staff by values long tenure at all level, succession planning by promotes from within wherever possible, valuing employee experience and their contribution which concerned about employee welfare, deciding whether the top role manager is hero or top team member, ensuring ethical behavior by “Doing the right thing” as an explicit core value, promoting long term thinking over short term thinking, managing organizational change which change is an evolving and considered process, striving for independence from financial market by seeks maximum independence from others, promoting environmental and social responsibility, balancing multiple stakeholder interest which everyone is matter, and ensuring that a shared vision drives the business.

Next, consensual and devolved decision making, creating self-managing employees, empowering and harnessing power of teams, developing a trusting atmosphere and relationship, forming an organizational culture that enable sustainable leadership and sharing and retaining the organizational knowledge. Then, driving innovation which is both radical and incremental innovation at all levels, staff

engagement and quality essentially provide what end customers experience and also drive the organizational performance.

Honeybee leadership framework shown in Table2 has been classified on a range from “Least evident” which somewhat like Locust, “Moderately evident” which somewhat like Honeybee to “Most evident” which exactly like Honeybee. Moreover, “Does not conform” which exactly like Locust, “?” (Not known)” for no information but relevant to the topic, and “N/A (not applicable)” for no information and also not relevant to the topic.



Table 3.2 Sustainable Leadership Grid of Honeybee elements.

Honeybee Elements on the Sustainable Leadership Grid		The fish Processing company	Extent to conform		
			Least Evident	Moderately Evident	Most Evident
1	Developing people: grow their own				
2	Labor relations: cooperation				
3	Retaining staff: strong				
4	Succession planning: strong				
5	Valuing staff: strong				
6	CEO and top team: top team speaker				
7	Ethical behavior: an explicit value				
8	Long- or short-term perspective: long term				
9	Organizational change: considered process				
10	Financial markets orientation: challenge				
11	Responsibility for environment: strong				
12	Social responsibility (CSR): strong				
13	Stakeholders: broad focus				
14	Vision's role in the business: shared future				
15	Decision making: consensual				
16	Self-management: strong				
17	Team orientation: strong, self-governing				
18	Culture: strong				
19	Knowledge sharing and retaining: 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

Source: Adopted from Kantabutra and Saratun (2013)

3.1 Company introduction

Lungpong–Longpung is established since 2003 by a President of Agricultural cooperative of Si Prachan at Suphanburi, Mr. Sompong Srisakda. Moreover, there are 34 shareholders that cooperate together. They provided mainly a Thai food to serve Thai people which their products are high-quality as evidenced by its OTOP award (Five stars) in 2008 and the top player in this market.

From very small beginning, the start-up cost of Lungpong – Longpung was about THB 100,000 in 2003. The recipe of products mostly comes from Thai local wisdom and the experience during running the business. Despite, Lungpong – Longpung has applied the low level of technology i.e. grinding machine, chopping machine, blending machine, and hood which the main production process applies labor force and the company is also considered as SME company consisting the employee less than 50 people. It has been a leader in the processed fish industry in Thailand.

The business's purpose is to compile village's members in nearby area by using the philosophy of "Sufficiency Economy Philosophy" of King Bhumibol Adulyadej to run the business via using local resources such as local vegetable, local herbs, and fish which also add value by processing and transform in order to develop better standard of living for the members.

From interviews and observations, this fish processing company appears largely consistent with Avery and Bergstiener (2010) research framework, as been found earlier using (Avery, 2005) earlier framework (Kantabutra and Avery, 2011). Based on the data collected, the extent to which each of the 23 elements was evident for the "Honeybee" and "Locust" leadership approach which is then used to summarize the results in table 3.

CHAPTER IV

FINDING

Table 4.1 Sustainable Leadership Grid compares Honeybee elements and Lungpong-Longpung.

Honeybee Elements on the Sustainable Leadership Grid		The fish Processing company	Extent to conform		
			Least Evident	Moderately Evident	Most Evident
1	Developing people: grow their own	√			
2	Labor relations: cooperation	N/A			
3	Retaining staff: strong	√			
4	Succession planning: strong	√			
5	Valuing staff: strong	√			
6	CEO and top team: top team speaker	√			
7	Ethical behavior: an explicit value	√			
8	Long- or short-term perspective: long term	√			
9	Organizational change: considered process	√			
10	Financial markets orientation: challenge	N/A			
11	Responsibility for environment: strong	√			
12	Social responsibility (CSR): strong	√			
13	Stakeholders: broad focus	√			
14	Vision's role in the business: shared future	√			
15	Decision making: consensual	√			
16	Self-management: strong	?			
17	Team orientation: strong, self-governing	√			
18	Culture: strong	√			
19	Knowledge sharing and retaining: strong	√			
20	Trust: strong	√			
21	Innovation: strong	√			
22	Staff engagement: strong	√			
23	Quality: high is a given	√			
Total elements in conformity		20			

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

Source: Adopted from Kantabutra and Saratun (2013)

4.1 Developing People

Starting with developing people, the company provides training and some workshop about fish processing to all level of employees. But not much educational scholarship and continue their education offering by the company, only selected from some employees but not everyone. It is “*Moderate evident*” because even all employees in this company are trained, but It has not provide much scholarship and higher education for employees and managers.

“My company helps me to understand more about fish processing thought many workshops. Not only the skill that they train to us but also ethical and local wisdom too.” – an employee.

4.2 Retaining staff

For retaining staff, the company not has the lay-off policy and low employees” turnover rate. For example, some employee work since the company was established, some of employees” family all work with the company, and some of the employees” children are trained and prepared to be next generation in the future for the company. The employees are the most important part of their success and employees also know the customers the best. Therefore, the company tries to find every ways to increase employee satisfaction and also their happiness. Moreover, the company provides a good compensation and benefit that fit with the employees” need to motivate them to work more effectively. It is “*Moderate evidence*” because the company has no lay-off policy and low employees” turnover which evidence by employees who work for a long time since company established who still work with the company or all of the employees” family and their next generation who work with the company inheritability. But for employees that resign from the company, they don”t know the reasons why do they leave.

“We know everyone here because we work together for a very long time. I can”t think where I can work if I wasn”t work here.” – an employee.

“Due to the main production process of company applies labor force; Our Company tries to retain our employee as long as we can because they are the most important part of our company” – HR Manager.

4.3 Succession planning

Related to retaining staff, the company **promotes from within whenever possible** by gives employees a clear path of advancement and identifies the successor to find the right individuals who are ready and equipped to be placed in the right positions as the time comes. Therefore, this succession planning, motivate the employees to do their best to be chosen. It is only “Moderate evidence” because for the higher level such as department director or higher manager still be the owner’s family members and relatives.

“We try to promote from within which help our employees be with us longer instead recruiting and training new one.” – Production Manager.

4.4 Valuing staff

Valuing employees is an important part of retaining and can also help decrease turnover rates. Due to they work together for a long time, This Company treats their employees as the members in their family with they can share and talk everything to everyone in the company. The company also **offers a competitive benefit that fits their employees’ needs** by providing health insurance; life insurance and transportation service to their employees which can help employees better manage their lives. They also concern about employees outside and individual lives such as their family and accommodation. It is “Most evident” because their employees are the most important part of the company so that the company tries to treat their employees as their family members and also concerns about their personal life and needs.

“In 2011 flood, my company help me by give money to my family and allow me to go back home without counting it as absence” – an employee

“Almost every employee in our company is the local people who live near us, so we know about them very well and also know their needs too. We try to offer them some welfare that make their life better to ensure that they will happy to work with us” – HR Manager

4.5 CEO and top team

The company manager always works as top team member, also be a speaker when they presenting the products. The owner Mr. Sompong Srisakda always attends many festivals and trade shows with his employee. When the Province has “the fish processing product innovation competition”, he is always being a presenter who presents their new ideas products to the audience. It is “most evidence” because the owners work with company as a top team members who help and join every work process of all level at this company.

“I think that I am a part of the team, not the top manager or leader and everyone is equal” – Mr. Sompong Srisakda, the owner.

4.6 Ethical behavior

Ethical behavior is “Doing-the-right-thing” which this company conducts it into an ethical code which is become a core value of the company. They always embed ethic into every workshop when they train their staff. Due to this industry is about fish, the company will not buy the fish that been fishing in spawning season because the overfishing thus threatens the ecosystem, the sustainable use of fishing grounds and the livelihood of fishing communities. Moreover, the company tries to ensure that their raw materials from the suppliers are always fresh, so they can produce the fresh fish processing products to serve to the customers. It is “Most evidence” because this company tried to embed ethic in to their culture and core value.

“We not have policy buying fish if the suppliers fish it in spawning season.” – Marketing manager

“This company product always delicious and new, it’s worth my money.” – Customer

4.7 Long- or short-term perspective

In many ways, the company shows the long-term perspective consistent with Avery and Bergstiener (2010) Honeybee leadership principle. First, they have a long-term plan for their business, contains to distribute into tourist attractions in almost every provinces around Thailand, to develop the quality and variety of their products, expand their market to international market start from AEC to Europe, and also emphasize to concepts of Sufficiency Economy Philosophy of King Bhumibol Adulyadej to run the business via using local resources such as local vegetable, local herbs, and fish which also add value by processing, in order to develop better standard of living for the members and to balance economic, social and environmental. Moreover, they also have a succession planning to choose the right person to the right position which have discussed before. It is “Most evidence” because the company propose is not try to maximize profit every minute and for some shareholder but they focus on develop their product and service to customer and ensure that their employees satisfy with the work that they do. Moreover, they plan to expand market to export their product to the international market after success with the domestic market.

“Our company”’s proposes is to compile village’s members in nearly area by using the philosophy of “Sufficiency Economy Philosophy” of King Bhumibol Adulyadej to run the business via using local resources which also add value by processing and transform in order to develop better standard of living for the members.” – Owner.

4.8 Organizational change

In term of organizational change, the company tries to increase and improve their product quality and service to meet international standard and also prepare themselves for Asian Economic Community (AEC) in 2015 which this is one mission that they want to achieve. Although, the company has applied the low level of technology (i.e. grinding machine, chopping machine, blending machine, and hood)

which the main production process applies labor force. They start to find new ways to do business by expand their market though online market via Facebook and other social media which is the new way of doing business today. It is “Most evidence” because of the strong organizational culture which uncertainty and change of developing in technology and the new market environmental is concerned.

“We start to use social media to do our business by using Facebook, Line, YouTube and other social media to expand our brand awareness and customer base.” – Marketing manager.

“Our company starts to find information about different fish from different countries in AEC to launch new product matching with each countries taste and flavor.” – Production manager.

“We try to develop production, marketing, finance and operation for AEC market.” – Owner

4.9 Responsibility for environment

For responsibility for environmental the company river is the place of their raw material which is fish. Therefore, they try every ways to make the water clean by not throw trash and fish waste after their processing it into the river. Moreover, they always try to reduce energy use such as turn off light when no one is using it, they will close in order to save money and reduce environmental impact. It is “Moderate evidence” because the company focuses on clean river which give them a life and also energy conservation to help reduce the environmental impact but there are more things they can do for environmental responsible

“We try to reduce environmental impact by turn off light and water when on one using it”. –an employee

“The river in this community is very clear without garbage and bad smell”. – The neighbor

4.10 Social responsibility (CSR)

In term of social responsibility (CSR), the company values their people and community by the process of products and recipe mostly comes from Thai local wisdom and the experience during running the. It is only “Moderate evidence” because almost everyone in this community is their employees that help create job for local people in community and their next generation with the local wisdom and raw material but the evident of CSR still weak and there are several things that they can do for social responsibility not only for their company.

“When 2011 flood disaster, it is not affecting our company area, so we help donate to help the flood victim.” – Marketing manager.

4.11 Stakeholders

In term of stakeholder, the company has 34 shareholders which cooperate together in this business but they not only focus on shareholders, they also paid attention to a wide range including supplier, employees, environment, customers, local community and next generation. It is “Most evidence” because they not treat only their employees as their family members but also create a good relationship with all other stakeholders which every stakeholder is the part of their success.

“Everyone matters for us, without them we can’t be success.” – Owner.

“This company is fair to everyone; they never try to take advantage from us such as they give us a special price when fish is hard to find.” – neighbor who also supplier.

4.12 Vision’s role in the business

The company shares their vision to all of their employees and also shareholder who cooperate with them. They develop clear and effective vision with can easy to remember and understand which focus on the long-term perspective that helps motivate their people and encourage them to follow their vision. Moreover, they

develop some strategies that support vision. Besides, they not only communicate their vision but also practice it in their work. It is “Most evidence” because this company all processes and activities drive by strong and effective vision which make them become the leadership of this relevant business in Thailand. Moreover, every employee share and work by following this vision.

“Our vision is „To provide high quality products, manage organization as corporate governance, distribute income to the community and expand business into the AEC market.” We don’t only focus on our company but also community.” – Owner.

“We wish that we can produce more quality and variety products to achieve our company vision for serve AEC in 2015.” – Production Manager.

“Our long term goal are increasing the number of dealers and distribution centers in every province until products are sold at convenience stores and expanding our market size and increase market share by using digital marketing strategy.” – Marketing Manager.

4.13 Decision making

For decision making in this company is consensual and devolve such as when the company has to make a decision making, they always listen to all members’ ideas and make a consensus for the final decision making by voting system. It is only “Least evidence” because of meeting trap. For example, the employees try to make votes by following their college and many times which they want to pay court to their manager which may reflect in Thai society. Moreover, they are some employees who are lack of focus on the topic and just vote to make that meeting end as fast as possible. It can lead to overlong meetings that sap energy from a meeting rather than energizing it and many times that it leads to conflict and diversify.

“Our company use voting system to find the final decision making, everyone have one vote and every when each of us vote, we always come up with support reasons” – an employee.

“In the new product positioning meeting, we always give chance to every members to share their ideas and consensus which one is acceptable by everyone.” – Marketing Manager

4.14 Team orientation

Team orientation is another important part of this company; the company motivates their employees to work as a team by empowers them to help and support each other in production line not only in their own department but also across department for creative ideas and more effective work process. It is “Most evidence” by their owner and top manager always joins the team when they attend trade show or competition. Moreover, in every time they launch new products and invest in new machine and plan for new marketing strategy which has discussed before in “*CEO and top team*” element.

“Working as a team is better than working alone, more creative ideas and solution can help our company success in the future.” – Owner.

“We need as many ideas as possible when we launch our new product” – Marketing manager

4.15 Culture

The company has a strong culture that they embedded it into every employees when they recruit and training. They try to create a “*Family-Like Feel*” culture to the workplace which they try to treat their employee as one member of the family which makes employees enjoy coming to work every day and make them feel important as a part of the company. It is “Most evidence” because the company is give equal opportunity for each employee to work with their full potential by effective communication with all employees and strong company leaders. Moreover, all

employees are motivated to think creativity and also act ethically. In the result, employees will work more efficiency and effectively with happiness.

“I try to know every member in the employees” family, so we see them they know we know who they are which it also creates a good relationship together.” – Owner.

“We hope that a „Family-Like Feel’ culture and good relationship among employees with their college will make them happy and stay longer with us” – Production Manager.

“Someone will think I am going crazy but I’m looking forward to Monday!!!” – an employee.

4.16 Knowledge sharing and retaining

For knowledge sharing and retention, the company always share their ideas and information throughout the company which some of this ideas can develop for improve their work process and products. From the observation, the senior employees and managers share and also teach their younger employees by workshop and also individual which help their younger employees understand the work process and can work more effectively. Moreover, the senior employees not only teach and share work skill but also embedded the younger employees with ethical and local wisdom. It is “Most evidence” because it helps the company continuous improvement their work process and not have to rely on only key person who has the knowledge whether that person is not able to work or resign. Besides, they also share some of their knowledge and wisdom throughout their community.

“My senior teaches me which helps me work more effectively.” – an employee.

“I’ve learned many new ways how to process fish from here which easy to do.” – Neighbor.

4.17 Trust

Due to a „Family-Like Feel“ culture at workplace, it also helps increase trust among employees and the company evident by the manager allow them to come to work without standard working hour because they trust in employees“ responsibility and time oriented which make employees do not have to worry when they work such as bring their children to school or take care of their parents. Moreover, employees with a money and debt problem, they can talk directly with their manger for loans or pre-paid salary without interest. It is “Most evidence” by there are high level of trust among all members in the company because of their social responsibility and ethical behavior such as they can talk everything to their college and managers when they face with the personal and family problem that they can’t solve which help they feel that they are not lonely.

“I have more time for my children which make me happy to work here and the company also lend me the money when I do not have money for my children tuition fees” – an employee.

“We think that standard working time is negative which result in lower production and make our employees unhappy, so we trust and respect for their time” – Production Manager.

4.18 Innovation

From the past, this community sells fresh fish which there are raising fish in order to deliver to the market but the problem is that sometimes the fish have exceeded market demand which increased expenditures and also make it difficult to sell. Therefore, they take fresh fish to the fish processing process which helps solve community problem. Due to fish is a highly perishable food which needs proper handling and preservation to make it a longer shelf life and retains a desirable quality and nutrition.

Therefore, the company comes up with the innovation of fish processing products to prevent fish from deteriorating which produce the unpleasant odors and

flavors associated with spoiled fish that result in the loss of fish quality. Fish processing, is considered to be one of the popular dishes of Thai people which looks and tastes vary depending on the flavors of each locality. In addition to keep food preservation, for a longer time, it also adds value to the product itself. They also come up with variety of products in many forms from the fish processing such as chili paste, herbal pickled fish paste, dried fish and also Chinese sausage. It is “Moderate evidence” because this company provides a variety of product to their customers by transform their local fish to processing fish which have a longer shelf-life and add value to their products and also their packaging. Moreover, they has not just innovated only their products but also other processes such as using local wisdom and ingredients that can find in the local community but it still not much evidence of encouraging innovative and creativity thinking in employees. The ability to innovate the fish processed products has helped the company to be a leader in this competitive market.

“We try to find the ways to improve our work process to produce higher quality products and more streamline and effective.” – Production manager.

“In our meeting, we try to come up with menu that make from many kinds of fish both in local and other countries as many possible as to make new fish processed products that can serve to customers not only in Thailand but also AEC.” – Marketing Manager.

4.19 Staff engagement

In term of staff engagement, the employees at this company feel that they are the part of the company because owner and manager always ask them for ideas and suggestions to improving their process and their emotionally committed to the company. Moreover, the company’s goal and expectation are clear which all employees can focus to help the company achieve their goal and expectation for future success. Unlike, many other employees in other company in this area try to quit their job to work in other company in Bangkok which offered them better salary and compensation, this company’s employee still want to continue work here. It is

“Moderate evidence” by just asking from manager is not enough because employees will give answers that they know that manager want to hear from them which sometimes they have another answer in their mind, they also do not have any evaluation and feedback to measure the employees’ positive and negative emotionally commitment to their company. Besides, not every employee that is fully involve in and thus will act in a way that furthers their individual’s interests not an organizational interest.

“I love to work here and not think to quit my job until I’m retire” – An employee

4.20 Quality

For the quality of their products, the company has received several awards such as Best Award in Agriculture and Cooperatives festival in 2007, The OTOP Product champion award (Five Stars) in 2008 and 2009, the certified aquatic products processing premises hygienic practice native from Department of Fisheries. These awards can ensure that their products are fresh and high quality but this is just the first step for the company. It is “Most evidence” because they continue improve their process and products to make it higher quality, in every of their production need to be clean and *dot the i's and cross the t's* to ensure that customer will receive the best and high quality products when they buy. Moreover, the raw materials from the suppliers need to be fresh and clean so that when the company produces the finished product it will be fresh too.

“Our company focus on every detail of work process, starting from raw material from supplier need to be fresh and clean, with detail oriented in every piece of products by our employees to serve high quality finished products to our customers.” – Production manager.

“I love to buy and consume this fish products because it clean and delicious” – an customer.

CHAPTER V

DISCUSSION AND CONCLUSION

Overall, the fish processing company leadership practices closely fit the Honeybee criteria that Avery and Bergstiener (2010) identified. Our analysis above shows agreement on 20 of the 23 elements which show that small business can adopt the long-term, socially responsible principles of sustainable leadership. Twelve practices were found to be strongly evident within this business which matches with some sustainable leadership practice from previous study.

5.1 Discussion

There are some similarity between the fish processing company and Theptarin Hospital (Kantabutra, 2011), Siam Cement Group (Kantabutra and Avery, 2011), Thailand's oldest university (Kantabutra and Saratun, 2011), Bathroom design (Kantabutra, 2012a), True Corporation (Kantabutra, 2012), and Sa paper preservation house (Kantabutra and Suriyankietkeaw, 2013). First, they all focuses on long-term perspective from their strategic thinking, planning, investment, growth and work processes to developing and retaining employees and maintaining long-term stakeholder relationships (Avery and Bergstiener, 2010). Moreover, all of them are concerned with the organizations across next generation. All of them prefer to develop managers and staffs, and also no laying-off policy in difficult times by focus on training and developing their own employees by succession plan, retaining and valuing to all of their employees. With a strong organizational culture to preserve and share core values and ideas that connect organizational member together. It is both incrementally and radically innovative, pioneering many products and service in Thailand and also knowledge sharing occurs within the organization. Most outstanding are the social and environmental responsibility and ethical behavior embedded into the organizing culture which is not become an easy targets for cost cutting but because it

is “right thing to do”. The company should continue and develop these practices for more sustainable.

Given the *developing people, retaining staff, succession planning, Responsibility for environmental, social responsibility, innovation and staff engagement*, these seven elements is only “Moderate Evident” at this company which leaving the way for the future recommendations for improvement. It does not show strong evidence that support *consensual decision making*, therefore it is determined only least evidence. Moreover, it shows evidence for all but three of 23 elements from our data. No information was provided on *self-management* of the employees at operational level. Since this company does not currently union and is not listed in the Stock Exchange of Thailand, these two elements were not applicable.

5.2 Recommendations

5.2.1 Developing people

To become more sustainable, This company should focus on more **developing people** by provide more scholarship and further studies by like *SCG (Kantabutra and Avery, 2011)* that offering graduate scholarships to employees for technical and MBA in their relevant business or *True Corporation (Kantabutra, 2012)* which supports their staff to continue their studies at master and doctoral degree at one of True Corporation’s partner universities and also pay half of tuition fee with no obligation after graduate which the employees will apply some knowledge from their learning with the company in the future. They can do like the *oldest university in Thailand (Kantabutra and Saratun, 2013)* by provides an orientation program for supporting staff by an English language program, executive assistant program, IT skill development program, and also exit program “ready for retirement”.

5.2.2 Retaining staff

For Retaining staff, they should have “*exit interview*” for the employees who want to resign to provide valuable information that the company can use to retain remaining staff and improve their process. They can also do like the

conglomerate (Kantabutra and Avery, 2013) or Theptarin Hospital (Kantabutra, 2011) by retaining skilled staff and resulting in enables retaining the company-specific knowledge and skills, which in order to allows it to continuously improve their product and service quality and become more adaptive within the dynamic business environment.

5.2.3 Succession planning

They should have more clear **succession planning** and give chance to the employees who are not the owner's family member by mapping a succession planning to develop their staffs' capacity keeping up with requirements like *True Corporation (Kantabutra, 2012)* of start developed "Talent Development", a talent pool for future succession planning like the *oldest university in Thailand (Kantabutra and Saratun, 2013)*.

5.2.4 Consensual decision making

They should focus more in **consensual decision making** by doing individually ideas and shows to the meeting before doing a consensual decision making to avoid the "meeting trap" which are dominant voice which reflect unequal power relation, inability to separate content and process, or "no-idea" members who lack of focus and want to end the meeting as soon as possible by including soliciting ideas from individual *SCG (Kantabutra and Avery, 2011)* such as "the Valued Innovation Program" which designed to promoted employees creativity or "Creative Saturday" of *Bathroom Design (Kantabutra, 2012a)* which soliciting ideas and suggestions for improvement from individual employees that stem from Thai wisdom and used of local material which are often presented.

5.2.5 Responsibility for environmental

They should concerned more about **responsibility for environmental** by adopting *Sa paper preservation house (Kantabutra and Suriyankietkeaw, 2013)* which show great respect to nature in many ways such as its effective system of managing waste water and local technical to generate heat by recycling gas.

5.2.6 Social responsibility (CSR)

In term of **social responsibility**, they should focus more CSR activities. For example, they can work with many various educational intuitions for students take internship with the company like *Sa paper preservation house (Kantabutra and Suriyankietkeaw, 2013)* or CSR practices of *Bathroom Design (Kantabutra, 2012a)* are found throughout the whole operation at all levels such as the employees are encourage to donate a part of their salary to various charity, employees are encourage to take care of orphans every Wednesday on company time and also install bathroom donated to temple which not require much budget for the small business.

5.2.7 Innovative

They should focus more on encourage **innovative** and creativity to their employees by set a small meeting room for each project team *True Corporation (Kantabutra, 2012)* to brainstorming for innovative ideas which employees who come up with innovative ideas that can adopt to company will be rewarded or encourage their employees to innovate in many areas of their operations like the *oldest university in Thailand (Kantabutra and Saratun, 2013)* through a program called “Routine to Research” (R2R), a research management project that provides nonacademic staff essential resource(e.g. Funding, research assistance and methodology consultant) to transform their daily work and unique know-how into scientifically sound research or like *SCG (Kantabutra and Avery, 2011)* by encourages their employees to be open-minded, think outside the box , be self-confident, take risk and learn.

5.2.8 Staff engagement

For staff engagement for this company, they should have evaluation and employees satisfaction measurement to know what employees needs and what thing that can be improve more in the company to enhance employees happiness and reduce the employees turnover rate by using “*360-degree evaluation*” of the *oldest university in Thailand (Kantabutra and Saratun, 2013)* which helps individual to determine their owned professional development plan that brings about required leadership behavior.

The close fit between the Honeybee elements and the fish processing industry practices which appears that the 20 of 23 Honeybee practices do apply

usefully to this Thai small business in less developed countries. The result of this study suggest that in Thailand, enterprise seeking to sustain their organizational success can usefully adopt Avery and Bergsteiner's 23 sustainable leadership grid element to evaluate their sustainability and guide their progress in their business environment to become more sustainable which Honeybee practices have helped the company enhance the integrity of its brand and reputation as well as increase customer satisfaction by provide quality products and service.



CHAPTER V

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They should have more clear **succession planning** and give chance to the employees who are not the owner's family member by mapping a succession planning to develop their staffs' capacity keeping up with requirements like *True Corporation (Kantabutra, 2012)* of start developed "Talent Development", a talent pool for future succession planning like the *oldest university in Thailand (Kantabutra and Saratun, 2013)*.

5.2.4 Consensual decision making

They should focus more in **consensual decision making** by doing individually ideas and shows to the meeting before doing a consensual decision making to avoid the "meeting trap" which are dominant voice which reflect unequal power relation, inability to separate content and process, or "no-idea" members who lack of focus and want to end the meeting as soon as possible by including soliciting ideas from individual *SCG (Kantabutra and Avery, 2011)* such as "the Valued Innovation Program" which designed to promoted employees creativity or "Creative Saturday" of *Bathroom Design (Kantabutra, 2012a)* which soliciting ideas and suggestions for improvement from individual employees that stem from Thai wisdom and used of local material which are often presented.

5.2.5 Responsibility for environmental

They should concerned more about **responsibility for environmental** by adopting *Sa paper preservation house (Kantabutra and Suriyankietkeaw, 2013)* which show great respect to nature in many ways such as its effective system of managing waste water and local technical to generate heat by recycling gas.

5.2.6 Social responsibility (CSR)

In term of **social responsibility**, they should focus more CSR activities. For example, they can work with many various educational intuitions for students take internship with the company like *Sa paper preservation house (Kantabutra and Suriyankietkeaw, 2013)* or CSR practices of *Bathroom Design (Kantabutra, 2012a)* are found throughout the whole operation at all levels such as the employees are encourage to donate a part of their salary to various charity, employees are encourage to take care of orphans every Wednesday on company time and also install bathroom donated to temple which not require much budget for the small business.

5.2.7 Innovative

They should focus more on encourage **innovative** and creativity to their employees by set a small meeting room for each project team *True Corporation (Kantabutra, 2012)* to brainstorming for innovative ideas which employees who come up with innovative ideas that can adopt to company will be rewarded or encourage their employees to innovate in many areas of their operations like the *oldest university in Thailand (Kantabutra and Saratun, 2013)* through a program called “Routine to Research” (R2R), a research management project that provides nonacademic staff essential resource(e.g. Funding, research assistance and methodology consultant) to transform their daily work and unique know-how into scientifically sound research or like *SCG (Kantabutra and Avery, 2011)* by encourages their employees to be open-minded, think outside the box , be self-confident, take risk and learn.

5.2.8 Staff engagement

For staff engagement for this company, they should have evaluation and employees satisfaction measurement to know what employees needs and what thing that can be improve more in the company to enhance employees happiness and reduce the employees turnover rate by using “360-degree evaluation” of the *oldest university in Thailand (Kantabutra and Saratun, 2013)* which helps individual to determine their owned professional development plan that brings about required leadership behavior.

The close fit between the Honeybee elements and the fish processing industry practices which appears that the 20 of 23 Honeybee practices do apply usefully to this Thai small business in less developed countries. The result of this study suggest that in Thailand, enterprise seeking to sustain their organizational success can usefully adopt Avery and Bergsteiner's 23 sustainable leadership grid element to evaluate their sustainability and guide their progress in their business environment to become more sustainable which Honeybee practices have helped the company enhance the integrity of its brand and reputation as well as increase customer satisfaction by provide quality products and service.



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