

**SUSTAINABLE LEADERSHIP:
HONEYBEE PRACTICE
AT “RAPEE DESIGN”**



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ABSTRACT

This report is about the literature reviews, evaluated major theories of sustainable leadership, as well as summarizes findings from empirical research on corporate leadership in Thai small construction enterprise. The major topics and controversies include sustainable leadership versus existing management; such as leader traits and skills, leader behavior and organizations’ activities, as well as leader power and influence. Honeybee 23 frameworks are also adopted to use in making the corporate sustainability in the small enterprises. Methodological issues in sustainable leadership research and implications for improving managerial practice are discussed also.

The outstanding objectives of the report are to know and be applied the strategy to the chosen enterprise. Furthermore, the research methodology of the report is done by qualitative method with the target respondents by having close and deep observations and interviews about company background and current situation, the perception of CEO and head of department to their staffs, as well as the perception of the staffs to their heads.

**KEY WORDS: SUSTAINABLE LEADERSHIP, HONEYBEE23,
CORPORATE SUSTAINABILITY, INNOVATION, STAFFS.**

55 pages

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CHAPTER I

INTRODUCTION

Corporate Sustainability has been widely discussed among corporate leaders and scholars. Although, it is an important issue, only a few approaches to corporate 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 *Rapee Design* to determine if there is a fit between Sustainable Leadership practices and those of the case company.

„*Rapee Design*“ is a construction company that has been operated in industry for over 22 years. The company starts its business as the marble and granite supplier to various well-known developers. For example, Bumrungrad hospital, Bangkok hospital, The oriental hotel, Shangri-la hotel, Terminal 21, Grand centre point service apartment and so many more.

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 Sustainability 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

Interestingly, with the increasing and changing of interconnected world economy, global warming, as well as unethical behavior of the business, the long-term value and success of company are inextricably now linked to the integration of *environmental, social and governance* issues into corporate management and operations which can be defined for now the modern corporate sustainability movement. The corporate sustainability is now becoming ubiquitously considering for all the business. Explicably, sustainable leadership is a business approach that creates long-term shareholder value, improves performance by removing waste and manages risk. Corporate sustainability is to meet the current needs of our society in ways that enable future generations to meet their own needs. It strongly considers the interrelationship of economic, environmental and social issues. Outstandingly, the reason why business leaders applied corporate sustainability because they are able to meet the growing consumer demand for ethically-made and eco-friendly products, minimize the hazardous impact of products upon the environment and society, demonstrate compliance to hazardous substances regulations, enhance risk management and brand protection, identify and realize sustainable cost savings across the supply chain.

Ultimately, the purpose of all companies is to serve the customer needs while nurturing the inside staffs continuously, therefore we need to consider to the significant components of the company that enables the organization to reach the goal of corporate sustainability. To ensure sustainability, the company should perceive employees at all levels as a prime asset by continuously developing while retaining them. Self-management and Self-governing teams then will be enabled and lead to both of radical and incremental innovations because they can generate ideas freely for the organization. Additionally, people management system that is continuously improving a strong organizational culture needs to be emphasized more on. Therefore,

the company should not bring the outsider in joining the management teams, but promote the insider instead. Moreover, avoid laying off of the staff is the best way and try to reinforce the values of altruism and integrity into the staffs, as well as the performance evaluation system. In conclusion, the company should be ensured the responsible for all of its stakeholders, including the society, the environment and future generations. Furthermore, the company should instill a sense of social responsibility into their people through a performance evaluation system that rewards employee performing the socially responsible behaviors.

Theoretically, Anglo/US is the traditional approach to promote corporate sustainability in short-term profits, shareholder values, but it still does not prove and lead to long-term sustained business success. Therefore, there are lots of understandable approaches in ensuring the corporate sustainability. To begin with Europe Rhineland capitalism, the alternative approach, there are financial, social and environmental that concerned. It concerned not only shareholder (Anglo/US) but also stakeholders (e.g., employees, clients, pressure groups, communities) in the long-term sustainability of the organization. Moreover, Japanese the human capitalism focuses more on employees, positioned as the most advanced country of capitalism. (Ozaki, 1991). Another variation comes from Singapore because it performs the highest and successful example of its business model. It required in taking responsibility for giving the social welfare to all employees (Stiglitz, 2002). Outstandingly, in Thailand “the sufficiency Economy Philosophy” the purpose is to create balances and sustainability for the society (UNDP, 2007). Furthermore, Rhineland leadership was developed into Honeybee leadership or sophisticated stakeholder-orientated, social and sharing approach to leadership, focuses on the long-term and delivers its outcomes more responsibly for multiple stakeholders. In conclusion, Rhineland or Honeybee enterprises tend to have better performance than Anglo/US on environmental and social issues, as well as on long-term shareholder value. It has three clear dimensions; financial, social and environmental (Avery and Bergsteiner, 2010, 2011; Bergsteiner and Avery, 2006).

Actually, sustainability in business goes beyond the traditional view of the firm is being fully green and socially responsible. The sustainable company has to activate more than just comply with internationally accepted rating systems; such as

ISO14001, the Global Reporting Initiatives or the Triple Bottom Lines. In contrast, sustainability needs to be completely integrated and embedded in every dimension of the organization; how business operates in the social, cultural and economic environment (Marrewijk and Were, 2003). Moreover, the company should formulate the suitable strategy for its business that fosters to longevity by having transparency and continuous of employee development.

Clearly, each approach from various regions has its own business model, but whether the models operate across region remains to be demonstrated. “Does the Singapore approach suitable demonstrated in Thailand’s developing economy?” This is the purpose of the studies in investigating Rhineland and Honeybee leadership practices in Thailand’s developing economy. This is to say that Rhineland” or “Honeybee” leadership practice would be good impulse considering promoting for the corporate sustainability investigation (Albert, 1992) because it concerned not only shareholder (Anglo/US) but also stakeholders (e.g., employees, clients, pressure groups, communities) without compromising its ability in meeting the needs of future stakeholders as well. It can be seen obviously that Rhineland leadership is more sustainable than Anglo/us enterprise (Albert, 1992, 1993; Avery, 2005; Avery and Bergsteiner, 2010) because Rhineland is always thinking of every aspects in the business and persons.

Personally, *Honeybee Leadership* is the most appropriate and possible approach in ensuring the corporate sustainability because it requires taking a long-term perspective in making decisions, fostering systematic innovation which the purpose is to increase customer value by offering the quality of products, services and solutions. One of the significant reason is it emphasizes more on developing and retaining staff over the long term periods. Its organizations value a skillful and invest heavily in training and developing staff. They see their staff as the heart and soul of the organization and try to retain staff in the long term, no matter how difficult economic times are. At these times they might retrain staff and redistribute them within the organization instead of laying them off. Its organizations also plan for the future by conducting succession planning and prefer to promote people within the firm wherever possible. In this way they are able to grow their own managers from junior to higher levels within the organization. In times of growth, when they need to hire workers

from outside the organization these new workers are carefully selected to fit the culture and values of the company and orientated into the policies and procedures of the organization. Honeybee organizations value their employees and generally provide outstanding employee benefits and recognition that exceed those of competitors. This is the suitable method to ensure and support the organization leading to corporate sustainability which

Honeybee leadership focuses on the long-term and delivers its outcomes more responsibly for its multiple stakeholders. Honeybee leadership assumes that corporate sustainability can succeed only if all its operations are sustainable and if the basic needs of all involved parties are taken into account. A sustainable enterprise considers all its staff members as well as the interests of future generations. A business led under honeybee approach cares for and develops its people, tries to protect the planet, cares for the local communities in which it operates and protects its image and brand through ethical behavior. The long term honeybee approach is generally more sustainable than locust short-termism. There are 23 key factors that underlie its sustainable leadership which it can be categorized into three core themes; 14 foundation, 6 higher-level practice and 3 key performance drivers.

One of these is a focus on *developing and retaining staff* over the long term. Honeybee organizations value a skillful workforce and invest heavily in training and developing staff. They see their staff as the heart of the enterprise and try to retain staff in the long term, even though its difficult economic times. At these times they might retrain staff and redistribute them within the organization instead of laying them off. Honeybee organizations also plan for the future growth by conducting *succession planning* and prefer to promote people from within the firm wherever possible. In this way they are able to grow their inside managers from junior to higher levels. In times of growth when they need to hire workers from outside the organization these new workers are carefully screened in order to fit the culture and values of the company and orientated into the policies and procedures of the organization. It also values their employees and generally provides outstanding employee benefits and recognition that are beyond those of competitors. A huge amount of research now establishes that a team based leadership approach characterizes honeybee executive teams with the role of the *CEO can be either that of speaker of a group of equals or as the final authority.*

A team focus at the top promotes sustainability by ensuring that strategy, decision-making, corporate culture and management styles continue seamlessly in the event that something happens to the CEO. Regarding to ethics, it seek to move mistakes away by embedding ethical behavior into the organizations culture. It requires people to do the right thing, binding people to a set of principles and regulations, and values supporting ethical behavior.

Table 2.1 Honeybee Leadership Framework

No.	Honeybee Elements on the Sustainable Leadership Grid	Sustainable leadership “Honeybee” philosophy
1	Developing people: grow their own	Develops everyone continuously
2	Labor relations: cooperation	Seeks cooperation
3	Retaining Staff: Strong	Values long tenure at all levels
4	Succession Planning: Strong	Promotes from within wherever possible
5	Valuing Staff: Strong	Is concerned about employees’ welfare
6	CEO and top team speaker	CEO works as top team member or speaker
7	Ethical behavior: an explicit value	“Doing the right thing” as an explicit core value
8	Long-or-short-term perspective: long-term	Prefer the long-term over the short-term
9	Organizational change: considered process	Change is an evolving and considered process
10	Financial markets orientation: challenge	Seeks maximum independence from other
11	Responsibility for environment: strong	Protects the environment
12	Social responsibility (CSR): strong	Values people and the communities

Table 2.1 Honeybee Leadership Framework (Cont.)

No.	Honeybee Elements on the Sustainable Leadership Grid	Sustainable leadership “Honeybee” philosophy
13	Stakeholders: broad focus	Everyone matters
14	Vision’s role in the business: shared future	Shared view of future is essential strategic tool
15	Decision making: consensual	Is consensual and devolved
16	Self-management: strong	Staffs are mostly self-managing
17	Team orientation: strong, self-governing	Teams are extensive and empowered
18	Culture: strong	Fosters an enabling, widely shared culture
19	Knowledge sharing and retention: strong	Spreads throughout the organization
20	Trust: strong	High trust through relationships and goodwill
21	Innovation: strong	Strong, systematic, strategic Innovation evident at all levels
22	Staff engagement: strong	Values emotionally committed staff and the resulting commitment
23	Quality high is a given	Is embedded in the culture

2.1 Honeybee 23 Framework

Foundation Practices

1. Developing People: developing and training everyone continuously

Not only technical skills are developed but also people’s interpersonal and management skills. Programs are already planned and updated for employee in developing the competencies because these are the opportunity for their career paths

developing through learning and the quality of life. Honeybee practice using general skills is used to take step to the next employer

2. Labor relations: Striving for amicable labor relations:

It is cooperation between employers and employees. Therefore the collaboration with unions is very significant in Honeybee Leadership philosophy. The collaboration is a small number of unions, centralized and coordinated collective bargaining. Every staff can participate at all levels in decision relating to their futures. Influence of workforces can be quite strong. Evidently, relationships are really necessary to corporate sustainability in Honeybee Leadership.

3. Retaining staff: Value long tenure at all levels, instead of laying them off

“Retaining well-trained and loyal staff can enhance organizational performance” Staff retention begins with recruiting qualified people aligned with company’s qualification because if people do not really fit to the company, they will find elsewhere to work. The apparent benefit in fitting the relationships between the employers and employees relate to association with organizational commitment and job satisfaction, and employees’ intention to stay with. Besides, employers are able to increase the retention of staffs by managing employees’ career aspirations.

4. Succession Planning: Promote from within wherever possible

Honeybee leadership prefers insider promotion rather than outsider. On the other hand, some circumstances, insider is not applicable, therefore, the company has to recruit newcomers carefully and work with the existing organizational culture. The newcomers are recruited thoroughly and mentored for a year or more in order to ensure their role and culture finesses. Then, they will be promoted if the results are good enough..

5. Valuing Staff: is concerned about employee welfare

The people caring are the approach in increasing efficiency, adaptability, as well as productivity. The attention is to try in raising the organizational performance from managing operations, technology better, and cost saving. The

valuing of workforces are to provide security of employment, recruit for cultural fit, share information, workforce participation and empowerment, self-managing teamwork, multiskilling and staff training. Moreover, the company can offer incentives, such as bonuses or workforce ownership.

6. CEO and Top team: Top team speaker: CEO works as top team member or speaker

A team based approach is more powerful and important to Honeybee Leadership. The role of CEO can be both of speaker of a group and final authority in the organization. It can be seen that team speaker role is institutionalized in law, but certainly performing organizations appear to voluntarily embrace top team leadership. Team leadership focus at the top promotes sustainability by ensuring that strategy, decision-making, corporate culture and management styles continue seamlessly in the event that something happens to the CEO. Sharing responsibilities seem important because quality of decisions have more tendencies to increase.

7. Ethical Behavior: an explicit value: “Doing the right thing” as explicit core value

Openness and transparency are part of business success. Therefore, Honeybee organizations seek to change wrong-doing into right by embedding ethics into the organization’s culture. It requires all employees in doing the right thing attaching to set of principle, code of conduct and values that support ethical behaviors. It can be seen obviously that ethical behaviors are able to protect brand, reputation and an appropriateness of the uses of a firm’s resources and technical skills

8. Long-or-short-term perspective: long term: prefer the long-term over the short-term

Honey bee leadership prefers long-term strategy over the short-term. Moreover, it shows that long-term outperforms the better performance over the short-term strategy too. Importantly, long-term preparation is needed to create key performance drivers of staff engagement, innovation and quality. Nevertheless, Honey bee company value the long-term perspective, whether it concerns stakeholder

relationships, planning, financial or other performance measures, innovation, managing staff or their own investment plans or not.

9. Organizational Change: Change is an evolving and considered process

Change and continuous innovation are considered as opportunities rather than threats. But it can be seen that it is hard to practice when organizations are experiencing unprecedented and unforeseen levels of change, so related people have to adapt and adjust to the change. The need of change is globalization which brings more competitions and opportunities. Honeybee enterprise is planned and managed process wherever possible when major change is required. Managers' roles are to commit to long-term efforts in order to change people's attitude and behavior, and modify the associated systems and processes. Moreover, they should provide an environment in which people are able to engage in continuous learning, development and develop trust.

10. Financial markets orientation: Seek maximum independence from others

Honeybee enterprises value their independence from the capital markets and seek to place the needs of the business over the demands of analysts and investors.

11. Responsibility for environment: Protects the environment

Environmental responsibility has two considerations which are ethical and pragmatic. For ethical considerations, the people have no right to damage other people's health, livelihood or quality of life; such as their share of clean air, water and other natural resources with healthy life without having toxic environment. For pragmatic consideration, the motivation in protecting environment can come from investors, insurers or lenders, customers and staff, regulations or moral concerns, or need for damage control, public relation and brand protection.

12. Social Responsibility (CSR): Value people and the community

Corporate sustainability strongly contributes to business sustainability, which all stakeholders support good enterprise and protect a company's reputation. Additionally, CSR activities are able to create competitive advantages for the firm.

CSR activities are philanthropic donations, employ apprentices and sponsor university group. Furthermore, others may seek to improve community relations by taking workforces to be volunteers during working time.

13. Stakeholders: broad focus: everyone matters

The interests of shareholders and owners are able to best met when the interests of all those who need to contribute to the task of enriching the shareholders are simultaneously taken care of. Stakeholders include employees, customers, supplier managers, board members, patrons, the media governments and politicians, regulators, alliance and future generations. Honeybee leadership accepts and believes that many groups contribute to the success of the company.

14. Vision's role in the business: Shared view of future is essential strategic tool

Vision provides a clear direction or higher-order purpose for a company's future. Honeybee's vision expects every employee to be shared. Visionary companies are so clear and understand what they are stand for and what they are trying to achieve, so it means that there is no room for unable to fit their exacting standards. For this reason, Honeybee companies should make sure that their people accept the organization's vision which needed to pay attention to recruitment and selection in ensuring that they select good employees that fit with the organization.

Higher Level Practices

15. Decision making: is consensual and devolved

Honeybee decision making has more tendencies to be both devolved to the lowest level within a company and strives for consensus. The lowest level can get involved in decision making at the highest level of the company. For example, some companies include their employees on their supervisory board, making and enabling them to participate and influence strategic decisions. In doing this, it allows the people in making the decision which can affect their work which referred to empowerment to

them. For consensus, it means that a group accepts the decision, even though the decision is not agreed to.

16. Self-management: Staffs are mostly self-managing

„Self-managing“ means the staffs that can control their own behaviors, initiate and self-lead. Not everyone able and willing to be self-managing because of their personal preferences, personalities, skills and other reasons. Some people require needs for supervision than any others, so they require more external management. Self-managing employee works and follows a shared direction and vision prescribed by leaders, while others formulates and pursue their own vision. They use their skills and initiative in achieving their goals. Interestingly, they assess problems, set goals, pursue those goals and reward themselves for their successes.

17. Team orientation: self-governing: Team are extensive and empowered

Teamwork and collaboration are significant to achieve the company success, and develop competitive advantages. Teamwork is considered to better than individuals. The valuable employees are the people who can self-manage, communicate with others, work in teams and take responsibility. Obviously, Honeybee enterprises“ teams are able to draw on highly skillful individuals who know each other well which already committed to a strong corporate vision and culture, and willing to share information and knowledge having highly trustworthy between each other.

18. Culture: Fosters an enabling, widely shared culture

Organization“s culture means to the informal norms and regulations which govern people“s behavior. The organization“s culture is shared feelings, beliefs and values. It can be seen that Honeybee enterprises are obvious about what they are standing for and where they are going. For newcomers, the company needs to seek and recruit people whose value matching to the organizational culture.

19. Knowledge sharing and retention: Strong: Spread throughout the organization

Firm's Knowledge encouraged people by sharing knowledge through informal ways; such as informal meetings in coffee shop and staff kitchens, attendance of company seminar roadshow and company events. Sharing specific knowledge does easier for Honeybee companies because of their long-term emphasizes on retaining and valuing staffs; such as continual staff development, high-trust culture, chatting in canteen, a focus on teamwork, minimizing internal competition. For some extra case, it is good in having high turnover rates because it may bring fresh knowledge from newcomers into the organizations but in doing this can lose cost of internal knowledge to competitors. The challenge is to continually update resident knowledge and promote its sharing while preventing unwanted outsiders from getting their hands on it.

20. Trust: High trust through relationships and goodwill

Obligation Contractual Relationships (OCR) assumes that all parties in a relationship will mutually commit in working together, as well as be willing to do more than they have contractually agree to do. Trust is presented to all levels; such as employees, suppliers, investors or other stakeholders. Besides, OCR trust takes a long-term view of relationships.

Key Performance Drivers

21. Innovation: Systematic, strategic innovation at all levels

Significantly, organizations have to innovate seriously to survive in the businesses. Systematic innovation in product, service, process, as well as management is the core of Honeybee leadership. Innovations are an important strategic tool which being widespread capacity inside the business processes. New ideas are always requested from employees who are rewarded for the ideas they save cost to the company, as well as generate new solutions and opportunities.

22. Staff engagement: Values emotionally committed staff and the resulting commitment

Staff engagement relates to staff motivation and satisfaction which reflect to workers who emotionally motivated and committed to workplaces. They intend to stay with their employers, and perform the best performances. Evidently, there are three engagement factors; say positive things about their employers, express and intention to stay with that employer, as well as strive to achieve organizational goals.

23. Quality: is embedded in the culture

Every company considered quality of products and services as the most significant measure of business success. Moreover, it tries to achieve the highest quality as the organizational culture in order to promote and serve the customer needs. For Honeybee Leadership, the high quality is easier in achieving because a lot of elements required to create a quality culture which are including top management support, a focus on people, as well as have a strong culture. The quality considerations should take long-term perspective because it can encourage retaining, developing, investing in employees and valuing them. Loyal, skillful employees are likely to enhance quality of products and services in the organization.

Performance Outcome

It absolutely creates brand reputation, customer satisfaction, financial performance, long-term shareholder values, as well as long-term stakeholder values.

With the overlap of Rhineland and Honeybee leadership approached, it was such a good chance in investigating both of listed and non-listed enterprises in Thailand developing economy using and covering all of 19 Rhineland and 23 Honeybee criteria; as explained below.

2.2 Sustainable leadership: Rhineland and Honeybee practice at a Thai small enterprise.

Thai healthcare services provider:

Theptarin Hospital fits to *Rhineland leadership* criteria. The evidence was found with 15 out of 19 criteria. Firstly, it adopts a *long-term perspective* leads to have better management and opportunities in making the hospital less vulnerable by avoiding to list on SET leading to short-term profits. It prefers to promote inside persons since it develops professionals specifically for its service which is including dietitians and diabetes educators depending upon knowledge and skills. Also, *training and development* are provided for retaining its skilled staff. The strong *culture* helps hospital survived. It has very strong teamwork culture, trust and respect for lower-level employee. Evidently, he introduces several wound care techniques and other *technology* diabetes care benefits to stakeholders, along with new treatment procedures; thyroid therapy and professions. Theptarin concerns on its multiple stakeholder while it is enhancing the quality, managing knowledge and change. The hospital shares *socially* its specific knowledge with other healthcare institutions and for clients because it would like to be the model for other institutions for raising the standard of diabetes care nationally. It support and share the specialized knowledge about endocrine diseases to impoverished people throughout the country. Obviously, *ETHICS* means excellence, teamwork, hospitality, integrity, continuous improvement and social responsibility.

Siam Cement:

SCG fits to *19Rhineland criteria*. It develops *long-term* strategies and invests in sustainable development for future growth and competitiveness, such as innovation and R&D etc. It heavily invests in training to develop and retain its people. Moreover, it run the business based on teamwork system; such as self-governing teams and consensual decision making. Its culture is deeply rooted in shared values and vision. It is able to survive in competitive situation because of employee cooperation. SCG also boosts exchanging and sharing knowledge among employees to create mutual relationships. Strong organizational culture strongly characterized by ethic, diligence, perseverance and innovation, low turnover rates and promotion from

within. The shared vision and values are preserved and passed on the coming generation of employees. For it uses the innovative idea to create more value for its products, services, processes, and new business models. SCG has made many radical and incremental innovations within its field, while enhancing service and product quality, managing knowledge and uncertainty and change associated with possibly obsolete products and services. Its CSR is to create activities that support to stakeholders, the environment and society because its business must be aware of environmental consideration and the wellbeing of society. Next to *a leading Asian industrial conglomerate* (SCG), the conglomerate closely fits to the 23Honeybee criteria which have been developed from 19 Rhineland leadership in SCG, including trust, vision, staff engagement and self-managing employee. Outstandingly, both past and current CEO appear to be highly respected “heroic” leaders, may be cultural given the high power distance valued by Thai society. There’s least evident since former CEO resigned while having crisis. Moreover, trust, vision, staff engagement show strongly evident. Explicably, trust flows in both directions between its employer and employee. It flows from customer and society towards the company normally because of its socially responsible and ethical behavior. The forward looking vision and share values get along and drive the business. Staff engagement, it engage employees, plus consult and empower its people, value its opinions, provide career path, development opportunities, the purpose is to make them loyalty and involve with the organization. On the other hand, self-managing employees shows moderately evident. Employees expected to be innovative and support innovation culture.

Bathroom Design Company (Sanitary Product Producer):

It fits to *19Rhineland criteria* maintains this perspective that committed to being adaptive and innovative. Moreover, for the long-term perspectives, it evolved from being just an importer to be a producer of accessories and product under its own brand, as well as diversified its brand internationally. People are important and preferred to be promoted from within. The training and the life learned practice are provided for all people because they can manage and lead themselves as self-governing. Its culture is adhered to shared values and vision. It is able to survive in competitive situation because of its employee cooperation. Strong organizational

culture characterized by ethics, diligence, perseverance, social responsibility, as well as innovation supporting by no-layoff policy, strict employment entry practice, low staff turnover rate, performance evaluation and promotion. Low staff turnover, shared vision and values are preserved and passed on to the next generation of employees. It promotes existing core values and culture among employees. Innovatively, it introduces new innovative product to the world extending the benefits to its stakeholders. Simultaneously, the company awarded of all environmental considerations supported environmentally and socially beneficial projects that its employees initiated. Company demonstrates a responsibility toward the best interests of its stakeholders. For ethical concerns, it regards competence and moral integrity as inseparable in instilling to staffs and contributing heavily to sustainable growth and prosperity for an organization and society.

Thailand's True Corp:

It fits to *22Honeybee criteria*. It invests in retaining the best people. It offers salary and plenty of opportunities to grow professionally and extensively for the long-term perspective. Look beyond the maximization of short-term profits; invest for future growth and competitiveness. *Continuous people development* helps it prosper in fast-growing telecommunication industry because it attempt staffs to grow its own managers. Truly, it cannot compete with other competitors if there is no potential innovation in order to use and retain its competitive advantage. Its organizational culture is characterized by its caring, creative, credible, as well as courageous. The small continuous improvement by trying to find the way to improve an office while enhancing the quality of service and managing uncertainty. Also, all supporting activities are relating to education, energy and natural prevention which involve to the teenagers. It can be seen that it does social responsibility to pursue to its interesting multiple stakeholders. Morally, it adheres to ethical conduct emphasizing on people by treating its employees with trust, respect, as well as sincerity in order to show the sincere contributions. Besides, leader becomes quite important person to reconcile because if leaders think positively, staffs will follow.

Thailand's oldest university(The oldest teaching hospital in Thailand):

It fits to 21 *Honeybee Leadership* and shows that the university adopts a long-term perspective, continuously develops its own staffs, strong staff retention, staff engagement and valuing staff, shared organizational cultures and values, high staff retention rates, ethical behavior focusing on multiple stakeholders, social responsibility. On contrary, there is less sustainable concept of heroic leader. Understandably, Thai university administrators should perceived employees as heart of organization by continuously developing and retaining them, so that self-governing and consensual decision making teams will be enabled. Also, it should maintain a sense of social responsibility into its people through a performance evaluation system by rewarding those performing socially responsible behaviors. In addition, the creating of employee self-managing, instill and harness a power of teams, developing trusting atmosphere, forming an organizational culture will be enabled and lead sustainable leadership success.

Sa Paper Preservation House's:

The producer of paper handmade fits to 14 *Rhineland leadership factors*. It is responsible for its customers and stakeholders; employees as its future and long-term business by keeping its positive relationship. In addition, the company is always support the communities in allocating the jobs for them to earn a suitable salary. Outstandingly, it focuses on long-term prosperity of all stakeholders. For staff development, it nurtures them to always be happy because it is the key to produce innovative products. Employee concerns more on environment and society which from the strong organization culture. Moreover, it has such a potential ability in adapting to various requirements from its customer because of its skillful workforce. It has a great deeply respect for nature as a social responsibility. Furthermore, the company also acts socially as a learning centre for the people who are interested in acquiring knowledge about making Sa products. Interestingly, sometimes clients come up with their own product design for the company to produce. The designed are kept in order to prevent the clients' competitors to imitate their ideas. According to the example of the case, it shows that the company is honest to its customer and stakeholders as stakeholder broad focus.

From all above findings, those show both of the similar and different studies from Rhineland and Honeybee leadership. It can be seen that Rhineland and Honeybee approaches are similar. On the other hand, the different between the approaches are the added elements from the Honeybee because it developed. All the findings are fits in different approaches; it depends on the business type and performance. Outstandingly, every findings shows the same results of most evident in sharing cultures values and visions, organizational culture, Long-term perspective, People priority, Innovation, Staff Development and Engagement, Social responsibility, Environmental concerns, as well as Ethical behavior which means that all the findings considerably care for stakeholders, environment and society leading to corporate sustainability.

Since Sustainable Leadership has gained support in Thailand as an approach to ensure corporate sustainability and no study has been conducted into construction industry in small enterprises, 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. Recommendation 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

RESEARCH METHODOLOGY

3.1 Methodology Chapter structure

To answer the research question, in-depth interview and non-participant observation (during a company visit) techniques are adopted as the data collection approaches because firstly the in-depth interview needs to gain an insight into individual evaluations of specific material. Moreover, the advantages of using in-depth interview are there is time for the interviewer, in peace, in further developing and giving reasons for their individual point of views, (*about.com*, 2013) and non-participant observation is used for the research technique whereby the interviewer watches the subjects of their studies without participating with the organization. Therefore, there are no ethical problems. Furthermore, it is easier in recording information and observations if you do not participate, so you can record the data easily. Some of the observations are carried out and performed without the interviewer participating because there are several reasons they might choose to do this, one reason it can reduce the risk that people will be affected by the presence of interviewer, or it could be that the company might be unwilling in cooperating in the interview if you participate in. (*tutor2U*, 2009)

Open-ended questions are used because it is designed in encouraging full-details, meaningful answer using the subject's own knowledge and feelings. Moreover, it requires a response with more depth and lengthier responses. Open-ended questions also have more tendencies to be more objective and less leading than close-ended questions. (*University of Illinois*, 1982)

A list of open-ended questions is developed because it is easier for both of interviewer and interviewees. For interviewers, they prepare well-organized questions before asking the interviewees' questions, so it makes interviewer and interviewees both comfortable and easy to reply and respond because open-ended question enables them

to think and consider before answering the questions. The well-organized questions are effective to manage the answer without having any mistake.

Besides, the open-ended questions are able to answer wider than close-ended question. The research question is “What can the leader of *Rapee Design* does to create enterprise that is more sustainable both internally and externally?” These lists of questions below are covered to the research.

Table 3.1 Lists of questions

Honeybee Elements	Interviewees	Questions
1.Developing people	HR	How do you develop your people?
2.Labor relations: cooperation		
3.Retaining Staff	HR	How do you do to and retain good people?
4.Succession Planning	CEO, HR	How long of average time spending of employee? Do you prefer outsider when you have to do promotion? How do you promote your employee?
5.Valuing Staff	HR	How do you value your staffs?
6.CEO and top team speaker	HR, Employee	Tell me about your relationship with your boss How do your boss interacts with staffs?
7.Ethical Behavior	CEO, HR	Do your staffs adhere to ethical behavior? How?
8.Long-or-short-term perspectives	CEO	How do you feel if this quarters you do not reach target?
9.Organizational Change	CEO	How do you manage „change“?
10.Financial Markets Orientation		

Table 3.1 Lists of questions (Cont.)

Honeybee Elements	Interviewees	Questions
11.Responsibility for environment	HR, Employee	Does your organization care for environment? How?
12.Social Responsibility	HR	What is your corporate social responsibility?
13.Stakeholders focus	CEO	How important do you give to your people?
14.Vision's role in the business	CEO	Could you please tell me in10-20 years from now for your vision?
15.Decision Making	CEO, Employee	How do you usually make a decision?
16.Self-management	CEO	Have you ever decided something in your organization?
17.Team Orientation	CEO, Employee	How do employees interact with other departments?
18.Culture	HR, Employee	What are your core values? Do your staffs follow?
19.Knowledge sharing and retention	CEO	Is there some specific knowledge shared and trained to staffs?
20.Trust	CEO, Employee	What do you think about this company? Are there any trust and goodwill?
21.Innovation	CEO	Do any innovations spread throughout the organization?
22.Staff Engagement	HR	How do you motivate staffs to willing to work with the company?
23.Quality	CEO, Customer	How does your organization improve the quality of product and service?

To ensure validity of the data, the probing technique is adopted. Probing technique is an open-ended follow-up question intended to find out more details, make interviewee justify the causes, elicit a thoughtful answer and answer that clarifies ambiguities in order to understand and gain clarification to ensure that having the whole the story and that you understand the statement apparently. It can be seen absolutely that it can draw information out of people who are trying to avoid telling the interviewer. The probing questions are classified into clarification, relevance, purpose, completeness and accuracy, repetition, example, extension, evaluation and emotional. (*Mindtools, 2013*)

Reflective note taking is also used to record observed data because it helps interviewer in examining learning experiences and integrating feelings and reactions to those learning experiences in the writing. It can be seen that reflective note is meaningful to both the writer and readers. (*Durham College, 2011*) The effective reflective not should be considered to style, content, and supportive practice.

The sample is convenient as interviewees are one chief executive officer, one manager, two employees, one customers and one housekeeper who are willing to participate in the study.

Following the previous studies of Rhineland practices at a Thai small enterprise, Honeybee leadership is adopted as the framework to collect and analyze data.

CHAPTER IV

STRATEGY IMPLEMENTATION

Table 4.1 Findings of „Rapee Design“

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: cooperation	N/A			
3	Retaining Staff: Strong	✓			
4	Succession Planning: Strong	✓			
5	Valuing Staff: Strong	✓			
6	CEO and top team speaker	✓			
7	Ethical behavior: an explicit value	✓			
8	Long-or-short-term perspective: long-term	✓			
9	Companyal 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 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

Remarks: Most Evident= Exactly like Honeybee, Moderately Evident= Somewhat like Honeybee, Least Evident= Somewhat like Locust, Does not conform= Exactly like Locust

4.1 The findings of Rapee Design in explanation

Foundation Practices

1. Developing People:

People development is crucial to company's success. Particularly today, it is inevitable topic to develop existing talent staffs with a focus on business objectives, growth opportunities and improve staffs' health, knowledge, as well as competencies. *Rapee Design* considers its employees as the most important asset. It invests heavily on developing their people based on each department through training and development in order to become the effective workforces, can perform their current job more effectively and support CEO to reach success with a budget of 100,000 baht per year. The training of *Rapee Design* can categorize into five important categories. Firstly, financial vocations are developed continuously due to their ongoing training courses. Secondly, administration is called „Project Coordinator“; they are developed through soft skills; such as communication and bargaining skills. Thirdly, constructors, called foreman and estimator are continuously developed and updated the marble and pake wood markets due to the coming innovations; such as dry or wet crabbing. Fourthly, the development of technicians will be done monthly as a result of knowledge and know-how management in order to reduce the time consuming. Lastly, life training is provided for every staff because mind management can pull their abilities out in performing their needed behavior as *quote* “*We live as a family, nurturing everyone like mother nurtures her children. There is no your business or my business but our business*” (*Preyaphan Kruttin, Head of HR*)

It obviously shows „*Most evidently*“; *Rapee Design* invest heavily to develop its staff by giving and attempting general workforces for both technical and life learning. It is clear that people are truly its priority as it core values mentioned.

2. Labor relations:

-No union

3. Retaining staff:

Retaining skilled staff is very important in any company. *Rapee Design* keeps its top performers and prevents its best workforces by looking for opportunities with competitors is much cheaper than constantly recruiting new ones. It keeps right person in the right role. If people like their job responsibilities, they will not disengage and leave the company. However, it cannot definitely say that it does not worth the staffs that have longer tenure. On the other hand, it can be seen that *Rapee Design* focus more on the people who have good and more hours work instead. It does not appreciated deadwood people who only go to work and wait for the salary monthly. “*The more you do good works, the more opportunities the company will promote and force staff*” (*Parinya Kruttin, the owner*). There is no policy to fire the staffs whether they do corrupt to the company? Moreover, it frees in exchanging opinions because each staff is close and knows deeply about their works. Besides, the staffs should know themselves and exchange the right opinion in order to make each work success rapidly.

It shows „*Most evident*“; *Rapee Design* keeps the impressive and suitable person which depend on how long the staffs do good work to the company.

4. Succession Planning:

Due to *Rapee Design*'s top management has just changed into new generation. In the past, foreman will be selected without considering to their specific subject. In contrast, nowadays, it will recruit the staffs with specific subject more. For the office, it will be promoted from inside persons. Promotion should always be carefully considered based on performance and the individual desire and capability. It depends on the work accomplishment in each department because the promotion of outsider is prevalent. Which person shows the best performance will be promoted? Moreover, it is hard to develop people in keeping up their requirements in this continuously changing situation. Therefore, *Rapee Design* planned to provide continuous workshops, meetings and seminars for developing its people. “*Our*

company promotes people based on their capabilities and performances only” (Preyaphan Kruttin, Head of HR)

It can be seen apparently that Rapee Design got „Moderately Evident” to succession planning, it prefer insiders who have good performance rather than outside persons, and it always provides workshop for the staffs in catching up the changing situations.

5. Valuing Staff:

“Employees are our most important resource” (Preyaphan Kruttin, Head of HR). Rapee Design, therefore, concerned more on its staff especially on their private topics; such as families and money. “We consider staffs as a human not machine, so they have feelings, needs, personal issues. It is important for us to seek for the answer of each action they make” (Preyaphan Kruttin, Head of HR) because Rapee Design believes that no one can separate works and private topics. The education for its staffs’ children is important by giving their credit fee around 50% if they got good grades. Furthermore, it provides health insurance for staff 5,000 baht, and their families 5,000 baht.

“I feel I am lucky to work here because I never feel worthless I am happy to stay here my family always obtains and feels safe, even my child is educated” (Tanicha, Finance)

Apparently, Rapee Design got „Most Evident” for valuing staff because its core value prioritizes to its people in the company. Therefore, it will give the valuable and suitable things to them.

6. CEO and Top team:

Rapee Design is still be commander (heroic leader) because of the old instilled culture that staffs familiar with, which is to obtain the orders and follow them. With the old culture that believes in CEO as the hero, and as the white knight who can solve any problem or challenge in developing and maintaining the sustainability and effectiveness of the company which are root causes in inhibiting staff productivity. However, CEO is a great leader because he still views each interaction, question, or even conflict as a coaching opportunity. He does not answer questions or even solve

problems just because he can, yet he teaches his employees how to do it by themselves. On controversy, the majorities valued cases, CEO will be decision maker in some certain situations, also new blood employees are accepted in making a decision too, but those problems are limited to decide. *“ In most cases, subordinates have to follow and accede to CEO’s command because our CEO is the person that knows current situation more than any others, as well as we still adhere to old culture that we have to follow” (Preyaphan Kruttin, Head of HR)*

Evidently, that Rapee Design got „Least Evident“ in CEO and top team due to its staffs is instilled to follow their boss since their previous CEO. CEO works like a commander.

7. Ethical Behavior:

Ethics is one crucial core values part of Rapee Design because it believe that moral integrity can contribute to corporate sustainability and prosperity of societies. Moral integrity absorbed to every staff, as is strictly adhering to its corporate governance and code of ethics. Acting in an ethical way involves distinguishing between “right” and “wrong” and then making righteously the “right” choice. *Rapee Design’s* employees are instilled morally a sense of goodness. Its business cares for business ethics a lot without grabbing customers from competitors or even suppliers to reduce the risk management and reputation of the company. For the workplace, the staffs should not engage in bribery especially on purchasing department’s person got bribe from the suppliers persuaded to purchase materials from them which it made conflict of interest. The company does not use child labor. Also, it does not use unlawfully copyrighted materials and processes.

The company’s ethical behavior is strongly evident in many aspects of the company that concerns all of stakeholders.

“Our company adheres to the ethics since the first generation and will continue no matter which generation will be” (Preyaphan Kruttin, Head of HR)

“We are instilled that customer always right, so we have to serve them with the best and righteous service” (Tanicha Thorsang, Finance), (Yupin Kooaroon, Salesadmin)

„*Most Evident*“, Rapee Design focuses ethical behavior which can be observed in many aspects of its business. All stakeholders are considered to be its interests.

8. Long-or-short-term perspective:

Rapee Design apparently does not maximize only short-term profits for shareholder, but took challenges in taking long-term perspective. The company also does not listed in Stock Markets because it will receive just short-term profits. Rapee Design is now coming to the new generation of CEO which still have the same management strategy in taking the long-term profits over short-term. Obviously, the company not only concern the profits but also turnover of the business because CEO because it is the first thing to consider. If the turnover is lower than it expected, then each quarter would be checked accurately, and then resolved. Rapee Design invests long-term plan in culture and management development, products and especially on service quality than maintained since old generation. Furthermore, it invests in society, environment and uncertainty and change management because these investments are able to reduce the short-term profits. For AEC2015, there are both benefits and drawbacks. Apparently, it leads to good opportunity for free trade with AEC countries; such as China and Singapore. In contrast, there are many competition too, AEC countries will turn into the company's adversaries. Moreover, the workforces are the cons of the company because the number of people still do not have good English skills.

“Being the leader required to plan and manage carefully in order to carry the company and people succeed” (Parinya Kruttin, CEO)

„*Most Evident*“ Rapee Design formulated long-term strategy and already planned that not affected by short-term decisions. The company looks beyond the short-term profits. Moreover, it invests heavily to the affected sides of business, while support staffs certainly that to compete with other competitors.

9. Organizational Change:

Rapee Design has changed the management into the new generation, so it considers change as a thing that evolving and being considered process that makes the

company gets better. There is no need to go fast even if the changes are continuously happening. It thinks over about the changes continuously. Moreover, it gives authorized power to the staffs in deciding whether the change is good or not? in order to make people being a part of the company. Obviously, the extra effort and support come from the staffs, who shared the company's values and vision. In contrast, there are some staffs still resist the changes because of the old framework of the company. Rapee Design adheres to the principle that "some people may lose benefits, yet the change coming into the success of the company, we will do. Furthermore, in the future the company intends to invest heavily in change by continually developing new and innovative skills to the staffs adapting to new situations, and relieving their pressures from rapid change of technologies, customer needs and processes. Besides, it makes the system of the company always dynamic in order to meet and overcome the changes,

"An company's ability to learn, and translate that learning into action, rapidly, is our ultimate competitive advantage." (Parinya Kruttin, CEO)

"We now accept the fact that learning is a lifelong process of keeping abreast of change. And the most pressing task is to invest to teach people how to learn and adapt to." (Parinya Kruttin, CEO)

„Most Evident“, Rapee Design prepares to encounter with changes, while developing and supporting the people, as well as the company's system as the core value of „A“ adaptability to change.

10. Financial markets orientation: Seek maximum independence from others

-Unlisted Company

11. Responsibility for environment:

Rapee Design is a marble company must be extremely aware of environmental considerations and resource conservation and the well-being of society because it considered this preservation as high-priority corporate goals. Many employees find it easier to work in a good environment. Therefore, *Rapee Design* always emphasizes on keeping the workplace pleasant. Refreshment and relaxation are available ideally to all stakeholders as considered. Employees will find it easier to

work in comfortable environments as they will feel at ease and this will give increased workforce productivity. The company integrated guideline competency for environmental preservation, health conscious management and safety to all staffs for realizing these responsibilities. Sewage disposal plant is located at Rangsit Klong 6 factory to reduce contamination of water pollution effluent. Clearly, it cares for the surrounding environment and climate. Moreover, it provided the recycle bins at both the office and factory in order to reduce amount of pollution. For employee, *Rapee Design* fosters and motivates environmental preservation behavior to every staff for creating a sense of green workplace. They use budget around 70,000 baht per year.

“I like to work in this company with the company’s environmental consideration, its work process does not impact the environment, or even got the problem it rush to find the solutions” (Preyaphan Kruttin, Head of HR)

„*Most Evident*“ *Rapee Design* invest hugely to the social responsibility due to it cares for the environment and community areas. It would like the communities to live peacefully.

12. Social Responsibility (CSR):

Rapee Design has wider individual social responsibilities which included the engagement of people towards the communities where they live, which are able to express as an interest through what is happening in the community, and in the participation of solving for some local problems in the communities. Therefore, everyone in the company takes part in the community development in different ways, for instance they take part in cleaning of the street on which they lives, by taking part in company as an event of the year . Furthermore, it should reduce any harm to the environment and work in ways that do not damage the communities in which it operates; Moreover, it emphasizes more on offering the careers through communities. It comes into the communities for creating the opportunity to people. For donation, it donates goods or money to the staff’s selected province by asking the staffs to explore their areas which *Rapee Design* will choose the most necessary single province in every year. For example, Surin province is selected to donate money last year; such as school. If the company does not adhere to business ethics and breaks the laws, they usually end up being fined. They use budget around 70,000 baht per year.

“With our concerns for social responsibility makes us trying to develop continuously in ensuring that we do not create negative impacts; pollution to the community ares” (Parinya Kruttin, CEO)

„*Mbst Evident*“ Rapee Design invests heavily to social responsibility because it considered and prioritized other people and communities (stakeholders).

13. Stakeholders: broad focus:

“Our stakeholders are our business”. Stakeholders of *Rapee Design* included customers, suppliers, employee and local communities. Taking stakeholder concerns and interests into account can develop relationships between each other which are able to make it easier to the company to operate, lead to ideas for products and services that will address all the stakeholder needs. Besides, it allows the company to reduce costs and maximize values. *RapeeDesign* prioritizes everyone related to the company because all people are considered as the cog of the company success by giving the authorized power to be as the owner, because it is our benefits too. Trust and relationships take time to build, yet are valuable assets. Consequently, the company builds stakeholder engagement and trust by listening and acting in response to stakeholder concerns considering to ongoing communication and reporting back to stakeholders. Additionally, every decision the top team makes always takes into account as the needs and expectations of every stakeholder. Undoubtedly, stakeholder focus and engagement are our core value. In the future, the company intends to share each work profit to related people who make success.

“Our company recognized and values people because this can motivate them to be loyal, increase work efficiency, increase sales and revenues. The important of staffs and suppliers we give, it means that we achieve our objectives and then meet the expectation of the customers” (Parinya Kruttin, CEO)

„*Mderately Evident*“ Rapee Design conducts its business not only to pursue its own interests, but also all stakeholders. Clearly, people are a core value of the company.

14. Vision's role in the business:

Rapee Design is the construction provider and sell marble, granite and pake wood. Its vision is „To be the best construction material service and provider, with the spirit to serve a strong modern “Home Sweet Home” within 2018“. Its vision serves as the framework of its business, guiding every aspect of the business by describing what they need to accomplish in order to continue achieving sustainable, quality and growth which must be shared to employees at all levels in order to understand coincidentally and use the same vision and direction, but sometimes some staffs unable to fit with the vision and cannot do. In every 3 months, therefore, there is quarterly meeting in the company in order to summarize the work accomplishment of the last quarter how many percent we made? What should be done next? The purpose is to have the same vision and achieve to the same goal.

"The future belongs to those who see possibilities before they become obvious." (Parinya Kruttin, CEO)

„Moderately evident“, *Rapee Design* shared vision throughout the company in order to make staff s realize and bring to use. The company needs its people to understand the same vision and achieve it, but some of them cannot which it is quite hard to go on.

15. Decision making:

There are decision levels within the company, some may not be decided by the staffs, but other facing problems have to be considered by top management. In contrast, if the values of works are high, it would be the executive to decide. Apparently, the major cases are decided by the top team management and leader. For instance, CEO always makes the grand strategic decisions about investment and direction and future growth of company, and each supervisor may make the more tactical decisions about how their own department may contribute most effectively to the overall business objectives. On the other hand, in some situations that not valued so high, staffs are able to show ideas and uses their skilled capabilities in making decisions and develop shared solution. To illustrate, they are able to make decisions about the conduct of their own tasks, responses to customers and improvements to business practice. There are two styles of leadership; one is autocratic, the other is

participative. Clearly, in making decisions, it depends on situation. Consensual Decision making is quite hard to see in the company because of the leader position in making decisions unilaterally.

“I am the decision maker in most cases. Because I know what is going right or wrong in the current situation” (Parinya Kruttin, CEO)

It shows apparently that „Least Evident“ in Decision-making due to Rapee Design is still trained to obey and follow the final decision of CEO. The staffs have only the right to decide in their work decisions and small cases.

Higher Level Practices

16. Self-management:

Rapee Design’s staffs are still not self-governing because of the low number of workforces that makes CEO and top team have time to check and control them for an accuracy. Therefore, they have no freedom because they are still dependently controlled by its managers. CEO still helps and encourages the workforces to do works and develop behaviors continuously which it means that the staffs are not able to be stopped looking at from CEO’s eyesight. There is only some small situations that the people are able to participate in making decisions because the staffs still need to be committed to the company and have to develop useful and appropriate skills.

“Our company has only 25 officers and 150 technicians, so it is convenient for me to check and control them. Additionally, I would like my people to understand and get orders from me only. No matter how work is hard, the staffs can consult me anytime” (Parinya Kruttin, CEO)

„Least Evident“, Rapee Design limits staff to be self-manage in only some situations. Therefore, it makes staffs do not have authorities to do beyond CEO’s commands.

17. Team orientation:

“Work as a team is important to our company” (Parinya Kruttin, CEO)
 There is the activities, called *team building* which is provided to staffs in every division monthly. The staffs are allowed to work and coordinate with other departments because the success of works cannot happen without building a strong team. One man show shows evidently the wrong thing to get successful works. There are meetings in each department every month in order to check and ensure the staffs understand the same direction. Moreover, there was a special workshop last month which leads the staffs in all departments know currently the situation and consult with each other, as well as the unforeseen circumstances. Only CEO knows about that, but the insiders do not know in order them to understand coincidentally and know how to support the top team management reaching the company’s goals. The concept of this workshop was all about the team were getting lost in deep jungle, which our purpose was to encounter with any obstacle and go out from this place together, which the team has to know the current situations and unforeseen circumstances, and know how to support top leader to achieve the goals by having team coordination.

„Moderately Evident“ Teamwork is considered to be important factor in succeeding in the business. Rapee Design does not believe that individuals can work and succeed. Consequently, it forces its people to work with each other in order to get along and work with well.

18. Culture:

Rapee Design has a strong corporate culture. Its core values are *RAPEE*, which *R* means that ready to serve the best service to all stakeholders, *A* is the adaptability to encounter with changes, *P* means People priority it develops and values its people all the times they stay, *E* means eager to learn no matter these are old or new things, and another *E* means Excellent communication with multiple stakeholders. There is no union, so its guiding human resource management principle is to treat and take care staff as part of family members. For caring culture, the staffs are able to express their concerns anytime they want. Although, CEO is like a commander, but he always visits his employees both of main office once a week and factory once a month. This action of CEO can make the staffs feel reassured and warm because they

know that their boss cares. When flood has spread throughout the Bangkok especially on Raminthra road that most staffs are living, they encountered with the inadequacy of money and four requisites. Consequently, CEO and management team alleviate the staffs by giving the money and necessary goods. Besides, Rapee Design increases the salary in order to reduce their burdens. Every employee is allowed to make mistakes in order to know what is right or wrong. The company is like mothers that treats and teaches the children for being happy and knows how to be the good human resource. The company does not have the policy to lay off the staffs if they do not make severe mistake or corrupt the company.

“I would like every workforce to feel this is our home which is very warm and happy to stay with” (Parinya Kruttin, CEO)

„*Most Evident*“, Rapee Design has nurtured a strong corporate characterized by its core value; ready to serve, adaptability to change, people priority, eager to learn, as well as excellent communication. Shared values and beliefs are preserved and passed on from previous leader to staffs at all levels.

19. Knowledge sharing and retention:

In the past, Rapee Design quite worried in losing the knowledge and expertise of its key employees. Therefore, nowadays, specific knowledge of skillful persons apparently spread throughout the company especially on the construction who will be shared knowledge management about crabbing the marble, granite. To illustrate, the company assigns group of staffs to learn soft skills workshops which the company provides every year because it want its staffs to know and understand deeply the specific knowledge that the staffs must know, and then when these staffs passed on the knowledge they will share it to other staffs in the morning talk. Apparently, *Rapee Design* strives to retain its skillful staffs as mentioned, so this enables the company to retain firm-specific knowledge and skills.

“This company always fulfills me the knowledge, I think I am lucky to stay here because I supported and cared from the company” (Ratiporn Mongkol, sales admin)

„*Most Evident*“, Rapee Design invests heavily on developing people, sharing knowledge and retaining because it would like to have both the good people

and useful knowledge retaining in the company in order to new and next generation to be used.

20. Trust:

“Trust” shows the most beneficial thing if it pervades through the company and is found at all levels from top leaders to supervisors and frontline employees. When trust can be seen in the company and the person is now being trusted, so it means it is in the trustworthy way. Companies with high level of cultural trust have more tendencies to produce high quality of products and services at less cost because they can recruit and retain highly motivated employees. Obviously, these employees are more likely to enjoy their works, take the time to do their jobs accurately in making their own decisions, taking some risks. *Rapee Design* divides the department into five. Each Department has different kinds of responsibilities, and then these works will be assigned to the person suits to each role. The supervisor assigned the works to staffs with full of trust and reliable among workers to increase speed of efficiency because they are able to get more things done. In order to be a successful company, it builds an environment of trust because the company believes that the environment with little or no trust among workers leads to a decrease in speed of efficiency and increase of operating cost because less gets done.

“One part of our core values is to stay together, so it means that we have to trust and believe in each other, otherwise it is not complete family” (Parinya Kruttin, CEO)

„*Most Evident*“, Relationship among employer and employee is very significant to *Rapee Design*. It believes that the best workplace depends on trust among them.

Key Performance Drivers

21. Innovation:

“Everyone believes that innovation can drive modern enterprises, so it becomes a crucial element of a successful corporate strategy” (Parinya Kruttin, CEO).

Rapee Design uses several kinds of innovative ideas and technology opportunities by internalizing the innovation as part of the working processes in order to add value to customers, products, services as well as processes in order to drive future success, and it is the engine that allows its business to sustain. It regards the innovation as life-and-death matter for the company because its business industry has many powerful competitors which encourage the company to innovate by going survey with international brand; such as china and Italy. Leader goes there to explore for new innovative ideas and bring it to use at the company. It can be seen that *Rapee Design* invests heavily on bringing it to use, as well as in staff training. The innovative ideas are all about the selecting of materials and e products; marble, granite and pake that the international brand uses, as well as the designs. For example, it imports vacuum plastic from Germany in order to reduce the time consuming in crabbing processes which are in the CEO supervision level. The innovation does not force to everyone. For technology, there is laser to see water and floor levels. Besides, the innovative idea in workplace, the company tries to adapt and adjust to the working process (Workflow) in order to reduce and save working time. A working process of *Rapee Design* assigns tasks and responsibilities to people who have been trained in their roles. Moreover, it ensures the work is done in the same direction. Obviously, „service“ is our main key to survive in the industry, so the company has to keep updating the new ideas in following the competitors“ actions.

“Innovative idea is main key to stay survive in this industry, due to we have a lot of competitors, so we need to catch up the competitors“ actions. What is the best protection material? We need to find out” (Parinya Kruttin, the owner)

„*Moderately Evident*“, *Rapee Design* made quite a lot of innovative ideas which are able to enhance its service quality, and uncertainty change because there are so many competitors. The innovation helps the company maintains and stays survive in its industry.

22. Staff engagement:

“*Every staff is a part of my family*” (Parinya Kruttin, CEO). Due to the working circumstance as family, the staff engagement or loyalty staffs is quite very high in the company. Staff engagement is obviously about social connections

happening within the company ensuring that employees are committed to the company's goals and values, motivated to contribute to the company's success. The significant factor that drives the engagement are that employees are treated with respect, that their personal values are reflected and the company cares about how they feel. It can be seen apparently that caring leader is one of the key element that drives employee engagement goes well. Its employees would like their leader to care about their personal lives, take an interest in them as people, care about how they feel and support their health and well-being. Consequently, it fosters every staff as a part of its family by giving close relationships. *Rapee Design* strongly supports as family; such as family welfares, family trips, and health insurance. To illustrate, in every lunch it treats and supports its people by providing foods and beverages. Besides, there is a short trip before starting work in New Year because it cares and would like the staffs to relax after working so long in a year. Moreover, it provides health insurance with an amount of money around 5,000 baht.

“Relationships are the most important central system of our company and appreciation is the simplest and most powerful motivational tool in driving the productivity and performance” (Parinya Kruttin, CEO)

„*Most Evident*“; *Rapee Design* gives significant to staff engagement by supporting them as their families in order to make them feel emotionally warmth, love, loyal to the company.

23. Quality:

Rapee Design definitely cares for the quality of products and services because it knows that the quality of the products and services perform ultimately impact to the company. There is a project that allows everyone in the company improve work processes especially on the service quality. Outstandingly, service quality is the significant driver to make company survives in this industry. For customers, *Rapee Design* proved to be the leader of construction material provider. The products and services quality are high which supported by its culture that the staffs are instilled longtime ago.

“I have used the products and service of Rapee Design for over 5 years because they offer me several kinds of products and good services. Particularly in the

service, I believe that Rapee Design will stay be the winner of construction provider”
(Q.House, customer)

“We would like to give customers the best products with the most friendly and qualified service because they are able to be loyalty with our brand” (Parinya Kruttin, CEO)

„Most Evident”; Rapee Design emphasizes more on customer satisfaction which makes it continues developing quality of products and services.



CHAPTER V

RECOMMENDATION AND CONCLUSION

Table 5.1 Recommendations

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: cooperation	N/A			
3	Retaining Staff: Strong	✓			
4	Succession Planning: Strong	✓			
5	Valuing Staff: Strong	✓			
6	CEO and top team speaker	✓			
7	Ethical behavior: an explicit value	✓			
8	Long-or-short-term perspectiv: 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 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

5.1 Recommendations

Developing people

According to Rapee Design practice, developing people performs same as to True corporation case because they intend strongly to develop and grow their people they treat their staffs as family, with plenty of opportunities in growing. They provide training and development to their staffs because they both believe that continuous people development helps them to perform their jobs effectively and the company prosperous. Besides, the other cases are also developing its people (Thailand's oldest university, the conglomerate). These two companies mostly give priority to their people, so training and development are provided to the staffs at all levels which perform the same actions to the Rapee Design which emphasizes more on its people. Significantly, this is another way in retaining and valuing the staffs.

People Development of Rapee Design is not different from Honeybee 23 because it invests heavily too to develop its people to become wiser and effective workers by providing them the continuous development and training.

Labor relations

-No union

Staff retention

Rapee Design practice seems similar to Thailand oldest's university, the conglomerate, Bathroom Design, Sa Paper Preservation, SCG as well as Thai healthcare service which it can be seen that Rapee Design and the other practices focus more on retaining the skilled staff in order to increase the company's performance by having continuous staff development at all staff levels. For instance, the conglomerate considers both of Thai and non-Thai employees providing them the career aspirations, therefore it helps keep them loyal to the company. All employees are eligible to have training, so it means that everyone can grow equally, and make them honest and loyal.

Staff retention of Rapee Design is similar to Honeybee 23 because it keeps and retains good skillful, well-trained, loyal and long tenure workers in the company

which it can be seen that the old timers in the company are so many if comparing to newcomers.

Succession Planning

True Corp moderately considered itself as challenge because its industry is now changing and so many high competitions, so it still not considered the people development as the heart of the business because it fears to plan and encounter with the changing world competition. With the most evident in succession planning of Rapee Design, True Corp should emphasizes more on the future planning especially in prioritizing and developing its people. The changing world situations and competitors are able to make True Corp to grasp the opportunity to develop and improve itself; all levels staffs development. True Corp should not fear and apprehensive to grasp the opportunity. For promotion, it seems that Rapee Design and True Corp are similar because they promote people from the performances wherever possible at True Corp and Rapee Design itself. The one point different is that True Corp promotes outsider in some special occasion in order to help and strengthen the company.

Succession planning of Rapee Design is similar to Honeybee 23 since it supports and plans for the future situations, as well as its promotion are outstanding that it promotes persons within the company only.

Valuing people

Obviously, it can be seen that Thai healthcare service values to its people moderately evident, while the other cases show the most evident for valuing people which similar to Rapee Design that it values its people in every aspect of their lives. To illustrate, True Corp performs the same to Rapee Design because they both think that staff investment will help them prosper in the long run, simultaneously for the staffs to take plenty of opportunities in growing rapidly and professionally.

Valuing staff of Rapee Design is not different from Honeybee 23. Rapee Design cares their employees which is same as Honeybee 23 that values the staffs.

CEO and top team speaker

CEO and top team speaker of Rapee Design is absolutely different from Honeybee 23. Apparently, Bathroom Design only performs moderately evident of CEO top team which is different from Rapee Design. It means that Rapee Design should allow staffs to be a part of company in making decision. Heroic-leader is a locust leadership which cannot lead to the long-term sustainability. Team-based orientation should be allowed to use within the company in order to not focusing only on CEO only. Rapee Design should make its CEO to be just a part of members (speaker) of the company.

To achieve „Most evident“ *Rapee Design* should concern more on team-based decision in order to definitely ensure that organization’s strategy, decision-making, corporate culture and management align to and understand coincidentally with each other. The sharing of responsibilities to the staffs can increase the quality of decisions when several people contribute to.

Ethical Behaviors

Ethics of Rapee Design is strongly similar to Honeybee 23 and it can be seen that similar to every practice, excepts Sa paper preservation that got only „Moderately Evident“. Clearly, ethical behavior can be seen as the value of the company because it can protect the reputation because the company tries to deter wrong doing to right by instilling and embedding ethical behavior into people’s conscious minds and organization’s culture. They all would like their people to do the right and a suitable thing by setting code conducts principle that supports ethical behavior. For example, SCG got „Most Evident“ which it believe that ethical and integral behavior are able to contribute to the sustainable growth and prosperity to the company and society at last. Employees are encouraged to be good people all the time similar to Rapee Design that it believes that in doing this; being good people that benefit to the all communities can make the company rapidly grow, as well as keep the sustainable position.

Long-term-or-short-term perspective

It can be seen that all practices perform most evident in long-term perspective, includes Rapee Design which is similar to Honeybee 23 which shows that the sustainable company values long-term relationships with multiple stakeholders, alliance partners and collaboration with other companies. For instance, SCG which performs similar to Rapee Design that it emphasizes more on getting the long-term benefits by carefully planning and developing the long-term planning. Actually, it can be seen that they cannot maintain this position for so long time, so they decide to invest a lot in long-term sustainable development in order to get returns.

Organizational Change

Evidently, there is only Sa paper preservation house that performs moderately evident in organizational change. Sa paper preservation considered change as a managed process by continually innovating products and developing related technologies. Rapee Design is similar to every practice; such as Honeybee 23 because they considered changes as opportunities. Furthermore, people have to continually adapt and adjust to new situations correctly. They also both considered changes all the times to reinforce and protect the company's strong culture and reputation.

Financial Market Independence

- Unlisted Company

Responsibility for the environment

It can be seen outstandingly that Thailand's oldest University performs least evident in environmental responsibility because there is no systematic approach in continuously protecting and developing the environment. In contrast, Rapee Design become systematically environmental protector which is not different from Honeybee23 because they both concerned for and protect the environment because they are able to enhance the company's brand and reputation which appeals the customers to interested in, buy and invest. Moreover, this responsibility can make both companies more sustainable.

Social responsibility

It can be seen that all practices perform the most evident, includes Rapee Design and which performs similar to Honeybee 23 because their businesses contribute positively to communities and societies which are able to make their companies sustainability. They both are interested in donations and community improvement. For instance, Sa paper preservation shows greatly concerns on multiple stakeholders; it has been honest to suppliers nearby the communities by paying more than they ask for when making a payment which same as to the case of Rapee Design that it give important to the surrounded communities, as well as the donation.

Stakeholders focus

It can be seen apparently that all practices are most evident because they always add values and benefits to multiple stakeholders; such as Bathroom Design. Its customer would be cared by continually checking services as warranty indicated. Moreover, it give priority , training and development to the staffs who are able to make a decision as consensual while Rapee Design got only moderately evident because it actually focuses on multiple stakeholders except staffs who have no authority and are not able to make a decision. They actually are given high trustworthy, however, CEO still takes controls, looks after, and checks the accuracy of the working process as the embedded culture in previous generation.

To achieve „Most evident“ Rapee Design should pay attention more on stakeholders because when the needs of multiple stakeholders are met in both the long and short-term; simultaneously focusing on customers, employees and competitors can increase the organization’s chance of its performance and the success of company. Rapee Design should not put staffs under CEO controls, instead they should allow to do things they want without damaging brand reputation. Outstandingly, CEO should focus on needs of the staffs. If they happy, they would definitely create more productivities and good performances to the company.

Vision’s role in the business

The practices all are most evident; such as True Corp, it has strong and clear vision and direction while Rapee Design have not quite strongly articulated

vision statement, actually it has clear direction and shared throughout organization where are Rapee Design now, How far to reach the goals and what should Rapee Design should do next? But it has to make its vision clearer in making its people understand coincidentally. It seems quite close to Honeybee23 but there is some points have to concern.

To achieve „Most evident“ Rapee Design should indicate vision and direction clearly and share to employee because a shared vision is significant in guiding their futures. To begin with CEO, he must be someone with strong vision and has ability in turning this vision into reality, together with his teams. Then, his teams should accept the company’s vision and do shared vision getting along with their CEO. All practices are all most evident, excepts Rapee Design that have to improve its leader performance, as well as clearly articulate vision.

Decision making

Evidently, SCG, Bathroom Design, True Corp, the conglomerate, Thailand oldest’s university all perform moderately evident. For instance, the conglomerate continually motivates everyone to be consensual. On the other hand, Rapee Design becomes decision-maker and much different from Honeybee 23 because Rapee Design still uses commands in making decision and ordering. In spite of the fact that it should use team-based orientation.

To achieve „Most evident“ Rapee Design should not emphasize only on CEO. The participative and devolved decision-making is very powerful and has more tendencies to be scattered throughout the company. The company should allow the lowest level to involve in the highest-level’s decision making (CEO). Innovative may come out from all over the organization, included the lowest level of staffs.

Self-management

It can be seen that Sa paper preservation house, Bathroom Design and SCG perform the most evident in staff-managing. For instance, Bathroom Design always encourages and lead the staffs to manage themselves within their own roles and responsibilities, having no CEO participation.

In contrast, for Rapee Design, the company has only one commander (CEO). Every staff should not break the rules or even oppose to CEO's decisions. CEO has to control and take care of them. Therefore, it makes Rapee Design have employer and employees, and have no self-management in the staffs.

To achieve „Most evident“ Rapee Design should allow employee to use „self-managing“ authorities in controlling their own behaviors, initiating, and being self-lead. Undoubtedly, they are able to have authorities for greater autonomy, self-motivation and self-leadership. The staffs should have the right to decide about their work tasks. Shared vision and direction should be shared through the entire company for the staffs to know and understand it precisely to do self-lead then.

Team orientation

All practices obviously perform moderately evident, including Rapee Design which quite closes to Honeybee 23. Rapee Design may not be sufficiently focus on team-based between each department. With the low number of workers, it makes the staffs are directly under controls of CEO. There are some work duties that CEO allows them to think and work as a team.

To achieve „Most evident“ Rapee Design should emphasize more on team-based working. Nowadays, team work and collaboration are increasingly needed and being seen as essential in achieving the company's goals, as well as further competitive advantages. Moreover, most of the staffs are old-timer, therefore, it is quite easy to work with teams because they know and trust each other well for so long times.

Culture

Evidently, Sa paper preservation house only performs moderately evident to the organizational culture, while Rapee Design strongly contributes to organizational culture which is similar to Honeybee 23 and the practice of True Corp because their shared values, feelings and beliefs are included in the culture. The outsiders are able to know what their values are and whether they are trust and have teamwork within the companies. Rapee Design's culture is like a family like a mother treats her children, so it would be easier to do works and businesses. Having obvious

organizational culture within is easier to do work within the companies and with other outsider people; suppliers and customers.

Knowledge-sharing and retention

Bathroom Design only performs moderately evident. In contrast, Rapee Design definitely shares and retains specific knowledge in the company which is similar to Honeybee 23 because they both would like their people to share knowledge and have communication with other workers. Actually, they both focus more on developing, retaining and valuing people and high-trust culture, where the staffs are able to have morning talk or during breaks. so it is easier to them to exchange and share specific knowledge with each other.

Trust

Explicably, all practices perform the most evident of „trust“, includes Rapee Design which resemble to Honeybee 23 because they both give high-trust culture to all people relationships as well as in working time that the companies trust in each staff responsibility.

Innovation

Outstandingly, all practices apparently perform most evident, only Rapee Design is moderately evident because its innovation is still not clear because it does not bring a lot of innovations. Noticeably, it shows clearly evident especially on fieldwork; such as using of protection material and some works adapting innovative idea in order to reduce times and expenses. It does not use innovative ideas to all departments. Therefore, it is quite not clear about its innovations.

To achieve „Most evident“ Rapee Design should bring and spread more innovations throughout the company in order to serve and gain for more competitive advantages by employing and engaging more employees that care and give significant to get and promote innovation processes. They must be able to introduce a new ways of product and service processes. According to the results, it can be seen that „service“ is an important factor that drives the business goes well. Therefore, it should create more innovative ideas in order to get better service and stays survive in the industry.

Staff engagement

It can be seen that all practices are most evident, including Rapee Design which resemble to Honeybee 23 because they always give staff motivation in order to increase staff's satisfaction and stimulant to stay with company. For instance, True Corp always makes it people feel that they are part of the companies by paying high attention and fulfilling on them; satisfactory compensation to prevent them from leaving. Whatever motivation to do, it can increase loyal staffs to the companies, positive saying about their employers, strong intention to stay with employer in the companies, and strive for reach the companies' goals.

Quality

Undoubtedly, all practices give priority to the quality of product and service, including Rapee Design which is similar to Honeybee 23 because they all considered quality of products and services as the most significant tool of business and company success which foundation of quality comes from the organization's culture. Additionally, a retention staff is so related with because loyal, skillful staffs with long-term interests have more tendencies to want to enhance the quality.

5.2 Conclusion

To sum up, *Rapee Design* practices all closely fit to the 23 Honeybee criteria that Avery and Bergsteiner (2010) identified. It focuses more on the interest of a multiple stakeholders. Moreover, it planned and adopted the long-term perspective to use in the business instead of looking only at the short-term profits. Rapee Design prefers to develop its people; managers and staffs at all levels, and avoid laying off them as it can be seen that from 175 staffs, it can categorized old timer into 22 officers and 112 technicians, and avoid laying them off even in the crisis times. The outstanding criteria that Rapee Design never forgets are the Social responsibilities; environment and communities, and ethical behaviors. The company invests heavily to preserve and adhere those to the company's culture as our families in order to engage staff emotionally; they stay like part of families. They are taken care of like a mother and father treat their children. They strive to engage with company in many ways.

The staffs appreciated this company in giving important and valuing them. The deviant elements are the CEO top team leader, decision making and self-managing that Rapee Design still uses the commander, CEO still be the hero and decision maker of the company which may be long time cultural given the high power distance valued by Thai society. The staffs, therefore, are not able to control themselves and have to let CEO to take controls. Moreover, they do preparation of the company in succession planning and they also promote the insiders rather than the outside persons because they believe that the outsiders are able to bring about risks. It shared vision to existing staffs and new recruitments because it would like its people to understand the same direction of the company and drive the business. All activities and strategies are able to do and run easier. Furthermore, Rapee Design prepares for the unforeseen changes and adapt to for the better company's performance. Team orientation, is also significant in the working process between each department. Knowledge sharing and retention spread throughout the company in order to make the next generation to keep on. For the innovation, the company uses the innovative ideas in order to catch up the competitors and outpace other competitors. Therefore, it continuously encourages its staffs to be innovative. Undoubtedly, it can be seen clearly that Rapee Design focuses strongly on multiple stakeholders because it believes that when the multiple interests and expectations are shown, the company can get positively effects; such as alliance with other companies, intensify relationships with customers and long-term experienced staffs which all of these considerations are able to bring about the customer satisfaction in quality of product and service.

Interestingly, the close fit between the Honeybee elements and Rapee Design means that the results of this study can suggest that the companies which are seeking to sustain their organizational success can usefully adopt Avery and Bergsteiner's 23 sustainable leadership grid elements in guiding their working progress. Furthermore, this framework can make CEO and senior managers to systematically examine and check accuracy of their leadership actions and it is the guidance on where they and their companies are able to be sustainable.

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