



The Impact of Organization Development Interventions on  
Leadership, Accountability, and Communication  
A Case of Union Footwear Company

By  
Suchart Temsittichock

A Thesis submitted in partial fulfillment of the requirements for  
the degree of

Master of Management in  
Organization Development & Management

Graduate School of Business  
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Bangkok, Thailand

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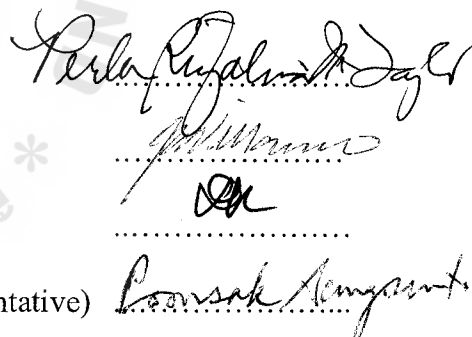
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## ABSTRACT

Nowadays, the impact of change in global organizations has challenged the leaders' capability to drive and steer the organization toward the future. Obviously, footwear business has also got the impact from this global change. The Manufacturer is one of the parties in the footwear business which is also affected by change. Inevitably, emerging of new manufacturers in China, Indonesia, and Vietnam have caused many concerns to footwear business in Thailand. Leadership, Accountability, and Communication are key factors and have played vital roles in many organizations. These are the key variables considered in this study. The ODI was designed, developed and implemented to determine whether there would be positive outcomes on higher level of leadership, wider extent of accountability, and communication.

The Action Research Model was used in this research. Descriptive and perceptual research tools were used to collect primary data. Questionnaire, interview guide, and observation list were used as instruments. Questions were set up to align with leadership, accountability, and communication. A total of 119 employees in the organization were observed. Data analysis was done through the use of SPSS.

Outcomes showed very promising perception on agreed level for all three areas of the study before and after ODI. Not all suggested ODI could be implemented within a period of study to organization because of time and budget constraints. Nonetheless, the organization was willing to proceed implementing all of ODI. The impact of ODI on leadership, accountability, and communication were positive in agreed level with small difference in details of each area.

The hypotheses were tested with paired samples t-test to see different outcomes between Pre-ODI and Post-ODI. There was no significant difference in leadership and

accountability before and after ODI. There was a significant difference in communication before ODI and after ODI.

Recommendations for further research to enhance the ODI program to other areas of organization are offered. Conceptual framework may need to be adapted to be suitable with other relevant areas in the organization.. Research design could help to see the status of the program more easily.



## **Acknowledgement**

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# Chapter One

## GENERALITIES OF THE STUDY

### 1.1 Introduction

There is a long history of Footwear industry Globally, in Asia, and Locally. The research is not related to the history of footwear industry but would relate to employees who work in the Footwear manufacture where business is with Multi national companies. There are many areas for the Manufacturers to perform and practice against expectations or requirements of customers. The imperative areas that need to meet always are high standards and precision in process, timeline, readiness, quality, communication, and so on. There is always a gap to improve performance in any company in the world but at different levels. All of the challenges in the research were the situations in Footwear Manufacturer (organization), which has to ascertain and unfold to see the real or root causes of those concerns in the organization.

#### 1.1.1 Global context

Carlson (1999) told that footwear business is one of the businesses that has a very long history in the world since humans know the footwear before Christian Era (CE). In the past, the business may not be across world wide but limited within each country. With the world's evolution over time and even faster in 20<sup>th</sup> century continue to 21<sup>st</sup> century, new technologies and innovations have been making the world smaller and smaller in terms of connectivity. Footwear business is also one of the businesses that gets impacted from the change. (Dusen, 2006) stated that sneaker or sports shoes is one of the footwear businesses that grows very fast. There are six big companies that are competing in the industry with the amount of \$7 Billion

revenue domestically. They are Nike, Reebok, Adidas, Fila, Converse, and New Balance. There are two options for running the business. The first one is manufacturing options, and the second one is Strategic outsourcing. The first one, companies have their own production and second one, companies do not have their own production but hire others to produce products for them. The first one, factories are located in countries; which has to experience with high wages and expenses. Thus, most of those six brands use the second option in order to reduce the cost; which is the significant factor to compete in the market. Even though they have a lower cost, the quality of product is still a main concern for them.

#### 1.1.2 Asia context

The fierce competition in sneaker market through out the globe causes all big brand footwear companies to seek for factories; which can produce product with high quality and time accuracy in Asia. The first two countries were South Korea and Taiwan, which started the business 30 years ago when cost was still less expensive compares to these days. Then, they looked for lower cost countries in Asia where Thailand, China, Indonesia, and Vietnam are. There are nine factories in Thailand, eight factories in China, eight factories in Indonesia, and ten factories in Vietnam which produce for the no.1 brand of athletic world. Even the amount of factories seem to be the same but the size of factories are hugely different. Thailand is set on the range number four of total number of production which is 13-14% from totally around 22 million pairs per month which is around 2,800,000-3,000,000 pairs per month. Most major sources are China and Vietnam because the wages is a lot lower than Thailand and Indonesia. The basic cost of those competitive countries is a significant area for customer's consideration about money they have to pay for every



single pair of shoes. Nonetheless, the cost is not only the thing that customers take to measure performance of factories; but they are many thing to involve such as quality, on time delivery, product efficiency, environment, corporate responsibility and etc;. Nonetheless, this research will mention about quality and delivery only. Thus, Asian countries have to compete with each other and show the best performance to customer. Those countries where come behind Thailand could get an advantage from newer shoe making technology and machines. They could afford to do this because most of the factories in China, Indonesia, and Vietnam are owned by Korean and Taiwanese which are the big groups in footwear business. They brought capital to invest in those countries since they could not afford for labor cost in their own countries.

Even though Thailand does not have high labor cost problem same as Korea and Taiwan but we still have higher cost than those countries in Asia. There are not so many directions to keep business moving. One of the directions is increasing efficiency which related to staff's performance directly. This is not happened in Thailand only but all other countries.

### 1.1.3 Local context

Thailand has three major groups that produce product for ABC brand. There is the Saha Pattanapiboon group which is called Pan Group for footwear business, Saha Union Group which is called Union footwear, and Rama shoe group which is owned by Indonesians. Pan group is the biggest group which produces two million pairs per month; then Rama shoe which produces 600,000 pairs per month, and Union footwear which produce 500,000 pairs per month approximately. Most of them have been producing products for ABC brand more than 25 years except Rama

group which has business with ABC for only around 10 years. There is also high competition among these three groups. The most significant factors are cost, quality, and on time delivery. These three factories need to create, innovate, implement lots of things, at least to meet customer's minimum requirement. Pan Asia and Rama shoes have been increasing capacity over time but Union Footwear seems to freeze their numbers for a long time.

#### 1.1.4 Company Profile of Union Footwear Company Limited

Union Footwear was established in 1982. It is a company under Saha Union Group. Factory is located at BangNa Trad Rd. km38, ChaCheangSao province. The big factor that made Saha Union to invest in Footwear business is to be a business partnership with the number one global sport company from USA. The ABC Company had brought successful background with others companies in other countries that produce global footwear big brand before Thailand such as, Taiwan, and Korea. Thailand was the third country in Asia which produced product for ABC Company; and Union Footwear was the second factory in Thailand that produced for ABC company after Saha Patanapiboon Group which had succeeded in this business under the name Pan Asia Footwear.

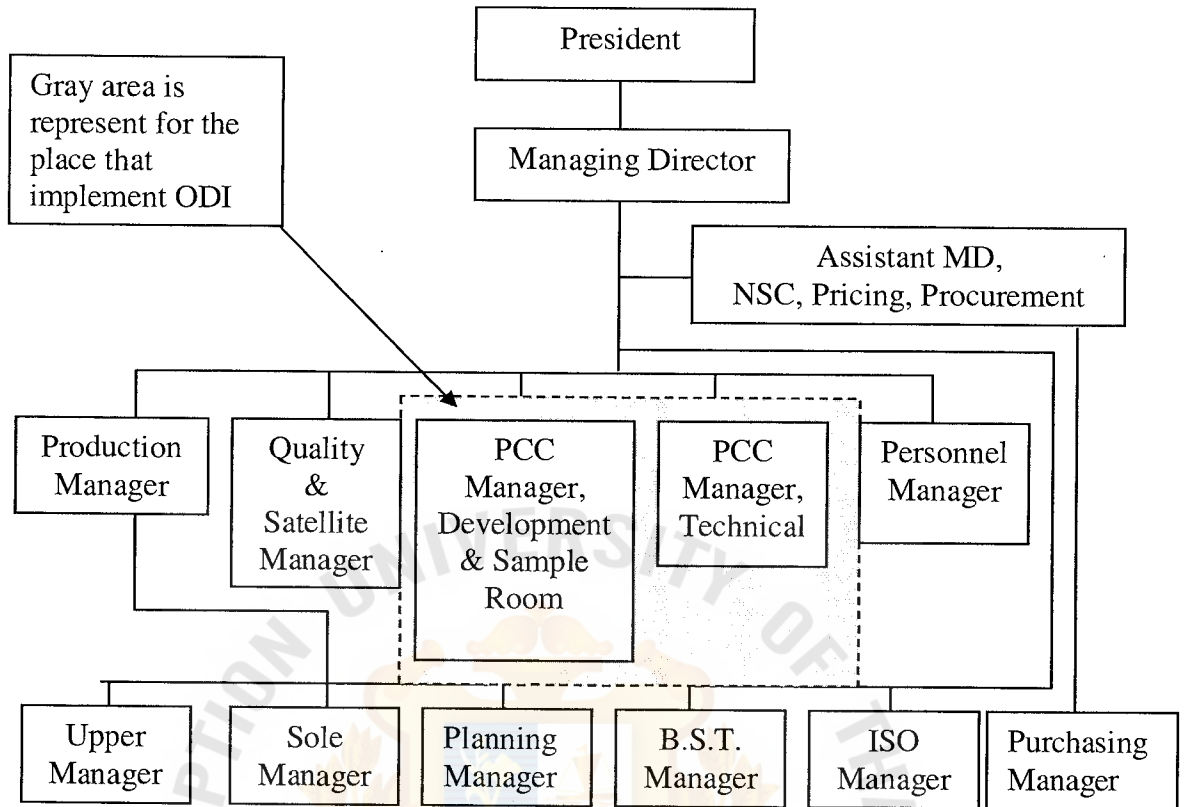
Union Footwear (UF) also succeeded in this business and brought company into list of public company in 1992. UF have been improving their performance with multi direction in order to have strong performance to compete in footwear business. Back to the older days when they did not have many standards to measure the performances of factories same as these days which have lot of things to do. Today business is relentless for the ones which could not improve performance to meet customer's standard. (UF Business Division, 2006)

### UF organization chart

UF could be distinguished into 2 main areas as shown in figure 1.1. They are product creation center (PCC) and production. The organization chart below explains clearly how UF organizes their production and PCC. PCC is highlighted with gray color inside dot line. PCC organize business independently and support production for any new models and colors.

UF has a total of 6,831 people. There are 4,943 male and 1,888 female people which is 72% males and 28% females respectively. UF Capacity weekly is 120,000 pairs. The monthly production is approximately 480,000 to 500,000 pairs. (UF Business Support Division/ UF Manpower tracking report-May, 2006)

UF had experienced a high turnover rate of workers or labors as there are so many companies in the same area; which could give better benefits and salary than Union Footwear. Therefore, UF had established small factories in other provinces where it could find labor easier to avoid high turnover problem. They called those small factories as Satellite. The first satellite program was built in 1995, the second was followed in 1996, the third was built in 1998, the forth was built in 2002, and the fifth was built in 2004 respectively.



#### PCC (Product Creation Center) Organization

This is the detail of organization which ODI is implemented.

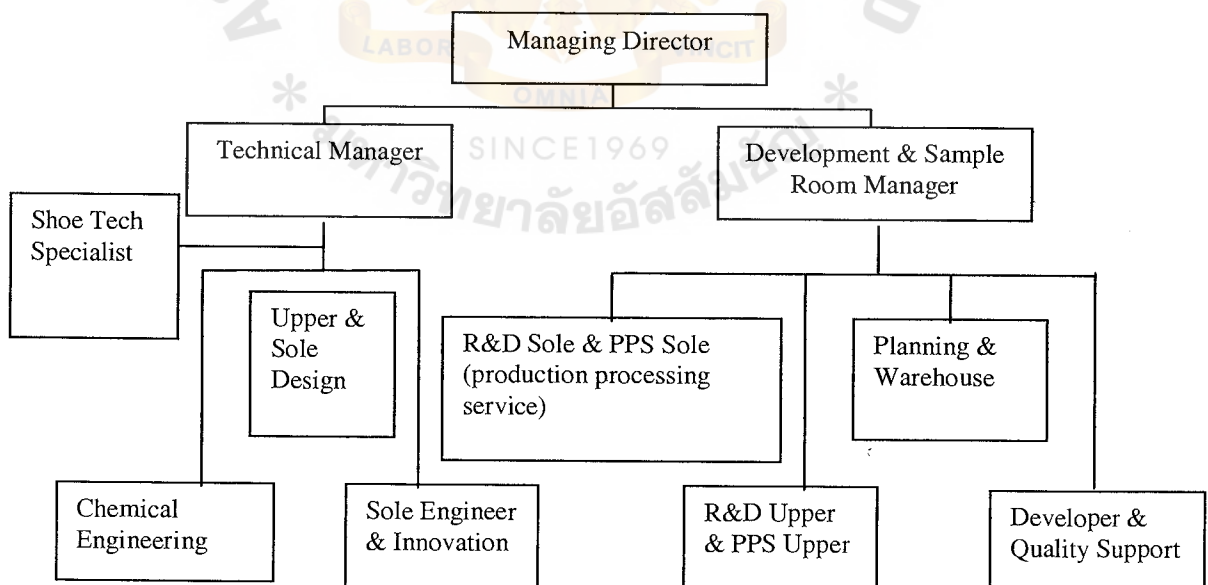


Figure 1.1 PCC Organization chart (Source: UF Business Support Division /UF Organization chart)



They do not establish only the satellite program to resolve the high turnover problem. They also have other projects to help factory run more efficiently. UF had improved in this area by engaging with Kaizen project in 1994; which has Japanese as a consultant company. Minimum Cost Manufacturing project was put into their system in 1997, Total Quality Management project in 1998, ISO 9002 in 1998, and ISO 14000 in 1998, Oregon Series Quality Assurance Program (customer's Program) in 2001 respectively. This is the picture of manufacturing area only. UF also have their own development center in house to develop projects for customers in order to serve their own factory capacity. (UF Business Support Division/ UF presentation Nike VIP visit- Jeff Dumont- February 2006)

Development Center was established later in 1985 as Taiwan and Korea didn't have enough capacity to develop the projects for Thailand. The first development center was settled at Lad Prow Soi 81 for several years and with too small space to expand capacity hence, they moved to the same place as UF. The reason to have its own development center (change the name to Product Creation Center (PPC) later) was to get enough order to feed UF factory. In the early year of PPC they experienced with staffing Pattern as it is hardly to find pattern man in country. Therefore, they sent out the staff to train in Taiwan for several months. Nevertheless, they still need more expertise to sit in company. They hired foreigner staffs whose were American and Taiwanese to make and train the pattern making process to local staff at the same time. Moreover, they have trained staff for tooling making process which those tooling are use for producing Sole, components, etc; which even more complicated. This is the situation in the earlier stage of PPC

establishment. (UF business support division/UF presentation customer's VIP visit- Jeff Dumont- February 2006 )

In the beginning, UF have to compete with itself to get PCC run properly. The increments of PCC's were also happening in other countries as well not only at UF. Therefore, UF had to get involved in competition with new product creation centers (PCC) several years later. Moreover, PCC in other countries especially in the countries which has less cost in many areas such as labor cost, cost of living, etc; like China, Indonesia, and Vietnam. There is also radical competition amongst PCC in the same countries which have different business strategies to run business with the same customer.

New PCC could always get newer technologies to implement in their factory. They could afford to do this because most of the factories in China, Indonesia, and Vietnam are own by Korean and Taiwanese whose are big groups in footwear business. They brought capital to invest in those countries since they could not effort for labor cost in their own countries.

Even though Thailand does not have high labor cost problem as Korea and Taiwan but still has higher cost than those new comer countries in Asia. There are not so many directions for Thailand to keep business moving rather than increasing efficiency which needs to get people enhanced their capability to do job with effectively. (Note from roll out meeting, 2005)

#### 1.1.5 Process and communication flow at PCC

In Product Creation Center (PCC) also created other Mission statement to support and align with the big Mission. Moreover, they make the mission clearer by distinguishing for four missions. They do believe that when the mission is clear then,

all parties can achieve the goals easily by setting up individual goals aligned with mission; when employees committed to the goals. Then the best performance should always create great outcomes to meet customer expectations.

#### UF PCC Mission Statement

The mission statement in PCC in figure 1.1 has reflected identity of UF PCC. They aim to be a leader of footwear business in the world toward to design, development, and quality. Moreover, on other areas which need for pursuing the mission which are HRD&HRM, IT management and responsible for social.

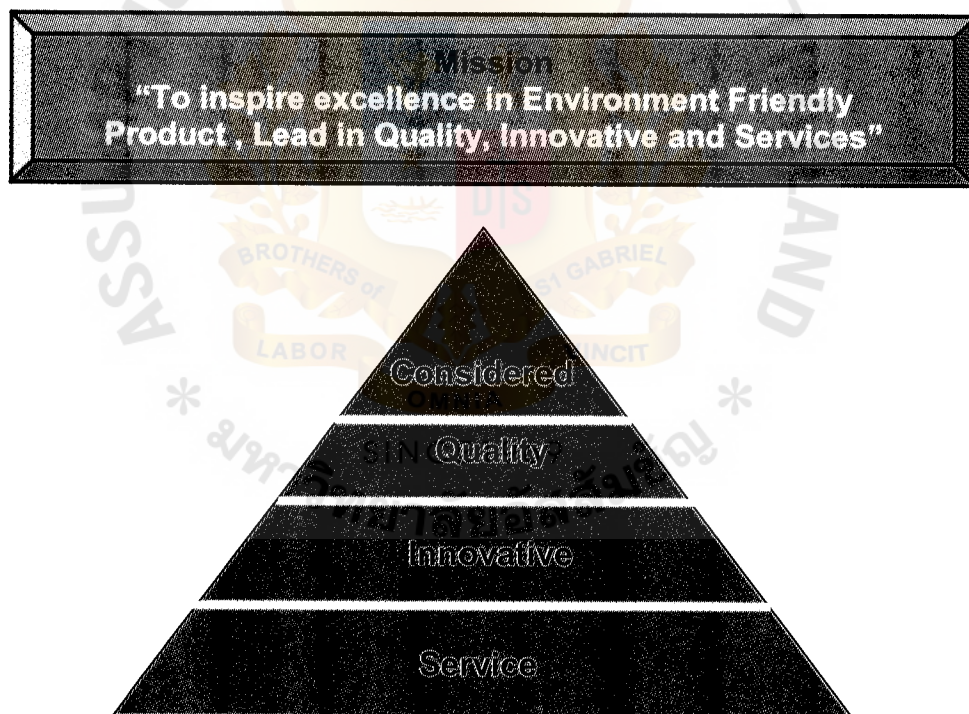


Figure 1.2 UF PCC 2007 Mission Statement (Source: UF Business Support Division/ UF Vision, Mission & Business Plan 2004-2006)

The mission in figure 1.1 consists of two portions. The first one is Union Footwear Company and second one is for UF PCC. The first one is self explanation clearly. The second one are composed with four goals. Considered is the first goal

means environment friendly, quality is general quality that related to footwear, innovation is planned to do one or two projects per year, and service are related to delivery, communication, costing, and HR plan that they need to meet customer expectation.

7 stages of shoe development process These stages are the flow of development process. Each stage is very important for PCC to create the samples to show to customer. In figure 1.2 has illustrated the timeline of sample creation clearly; and PCC is required to finish sample within this timeline strictly.

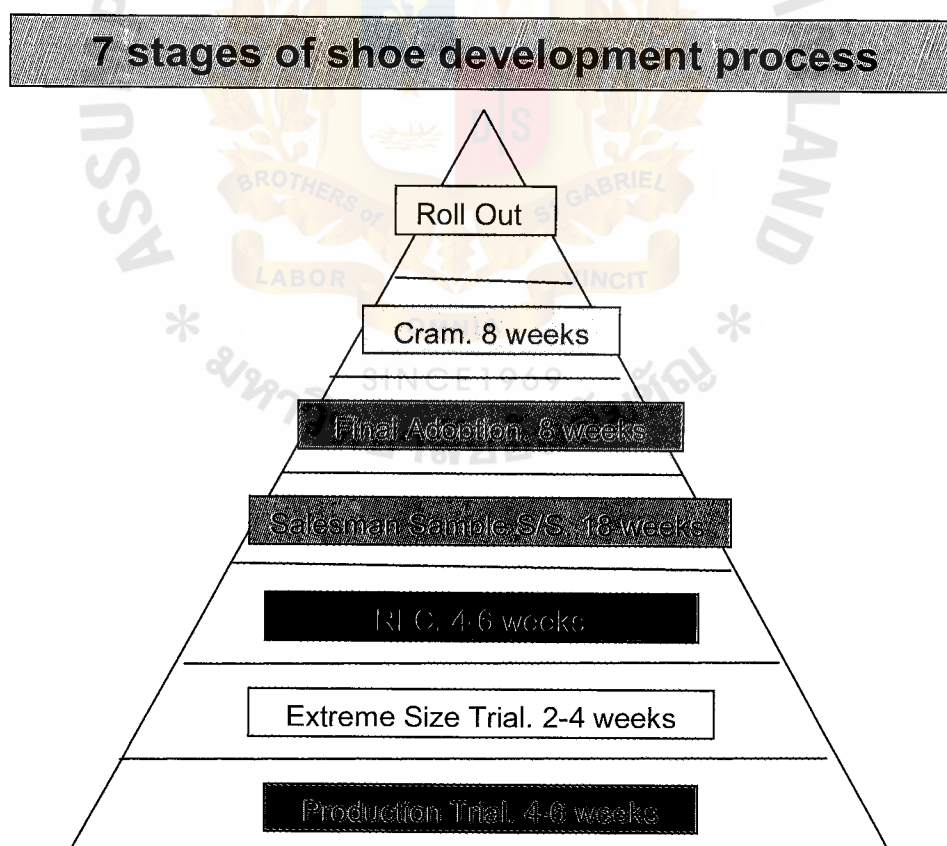


Figure 1.3 7 Stages of shoe development process (Source: Source: UF Business Support Division/Development process, 2006)



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There are 7 stages for developing footwear from sketch drawing design (picture). All of the details in each stage are described as following.

#### R/O = Roll Out

It is the first process of creating new projects. PCC have to do the samples once they have got the drawing and sketch from customer. The samples are sent to show to designers whether they want to adjust anything on the sample. Most of the times have big revision after reviewing the samples.

#### CRAM = Category Region Alignment Month

The first time (of new projects) everyone from Regions, Marketing, Development, Merchandising all present to see the samples. This meeting is significant to make decisions on the samples whether are kept or dropped. Therefore, the samples need to be attractive and are able to do in mass production. The design is possible to change after receive feedback from all parties and to provide for the next round sample.

#### Final Adoption Sample

Finalize the direction of those projects whether to drop or continue by going through the key concepts of projects and profitability. These samples are supposed to get very close to what customer wants to sell in the market which cost become significance.

#### Salesman Sample

This is a crucial round of samples making as they are big presentation for sales force to let them see the entire product; and make decision for the number of product they want in market which is related to the number factories have to produce.

All cost and design are confirmed and if any change happens, it should be very minimal.

#### RFC = Ready For Confirmation

This process is concrete for the design, process, cost, etc; that needs to confirm prior to proceeding to mass production process. The samples of this stage should represent the mass production. PCC needs to make it neat, nice, and correct for all materials and processes to make customers feel confident and satisfied with products which should represent PCC's commitment as well. The important process for this sample is Model size trial. It is to represent the whole processes of those models with only one size to ensure that it is practical and controllable for quality prior to go to the next stage.

#### Extreme size trial

The trial is run on sizes randomly from the total sizes run they have in production. For example the shoes have size 6 to 15; in this stage the random samples are size 6, 9, 12, 15. These extreme sizes could tell about how the proportion of the shoes look like; when make them smaller and bigger from the model size in RFC stage. This one is extremely important as these sizes are representative of full sizes; and should be confirmed prior to proceeding to the next stage which is production trial.

#### Production trial

This stage is the last process prior to the mass production. The trial should not have any big significant issues but minor ones; because they have passed so many trials; and this process is validated for testing the production processes.

All of these seven stages are needed to be done with the best effort to represent perfect samples to the customer. There are soft skills behind the process of creating the samples which consist of Leadership, Accountability, and communication of the factory. Therefore, not only a nice product is required but also meet the timeline.

Since 21<sup>st</sup> century is the third wave that communication becomes the most important tool. No one can avoid the challenge of communication process as well as in development process in PCC at UF. Footwear development process need clear communication with regard to create samples of those stages in figure 1.2. The key persons are developers of customer and developer of UF PCC. Both of them will lead the projects together with followers from other departments such as stitching, upper, out sole, mid sole, sole unit, and lasting. It is necessary to get good cooperation from those departments to finish the components on the schedule. If one of them cannot finish components on time, it could cause delays to samples on those stages. The process flow of shoe making below are illustrate how important of communication that need to be good. Since customer developer in local receive sketch drawing (picture) from headquarters and creating process from the picture until become the completed shoe or sample. This is just the rough processes to get enough image of sample developing. All process will require meeting among parties to ensure that the completed shoes or samples have outlook close to picture as much as possible. Another thing is timeline. The samples need to be finished punctually in order to send to customer at headquarters for holding the meetings there as figure 1.2. Therefore, all parties need to work closely rather than the meetings that have already set; and

accountability, leadership, and communication will play vital roles along the processes; which was illustrated in figure 1.3

#### Sample making process flow in PCC

Samples making processes begin from photo or sketch drawing until become the real sample or completed shoes could be illustrated the work flow as figure 1.3. The diagram of sample making process had shown the relationship between departments is very important; because the sample cannot be finished by only one person or department but needs everyone's cooperation.





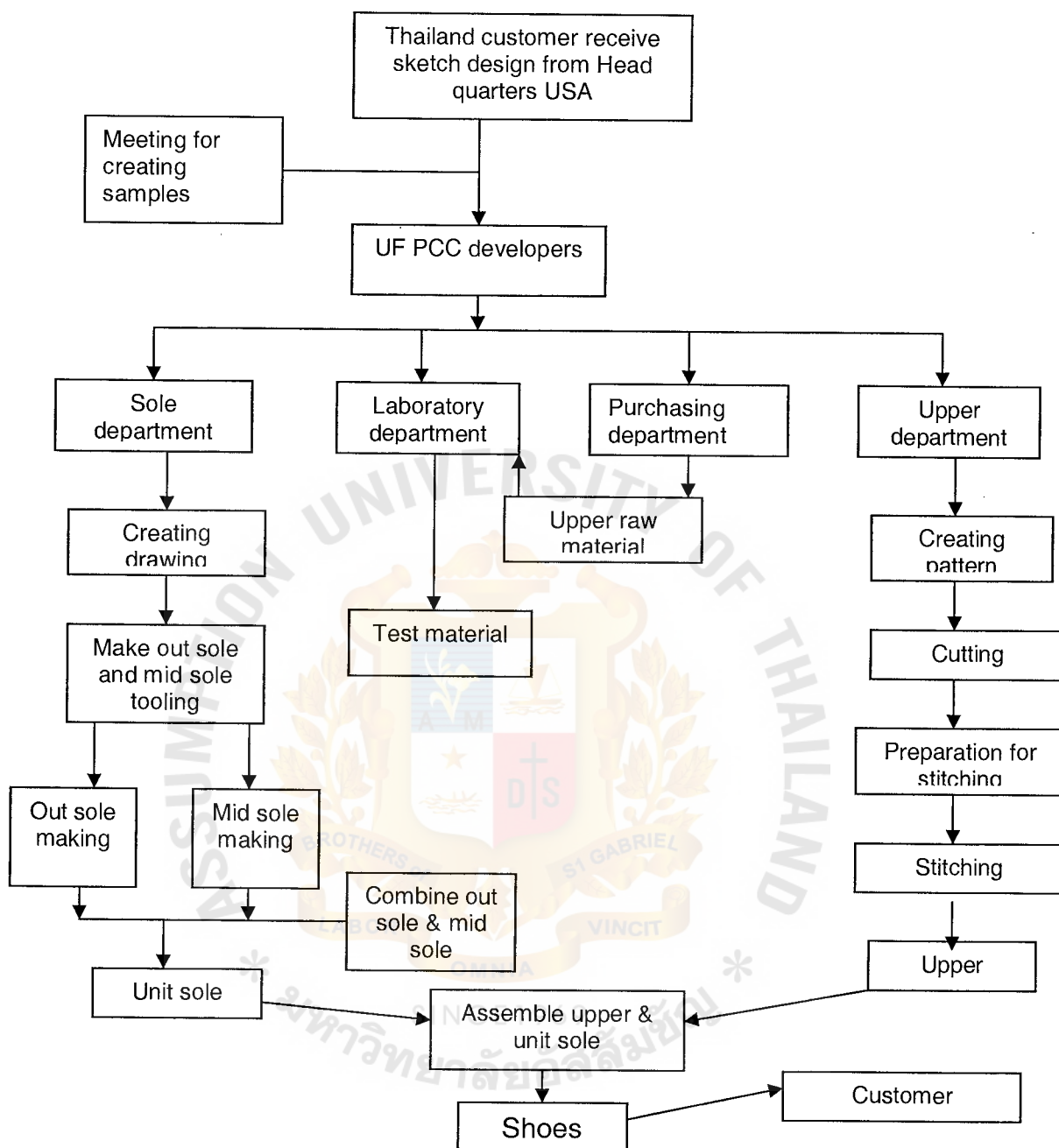


Figure 1.4 Shoe making processes flow chart (Source: UF business support division/development process, 2006)

#### 1.1.6 Areas of concern

As described in development and sample making processes about sample execution; that need so many people from different departments to involve

since beginning until samples are finished. This has created the complexity among individual and teamwork through communication process in order to finish the task properly. Three areas which imply in this situation are leadership, communication, and accountability.

### Leadership

There are plenty areas in UF PCC that have some concerns with the leadership. At PCC area have very complexity about management style. The top management is MD, the middle level is Division Manager, and the Department Manager then, general levels are chief supervisor and, supervisor. As illustrated in PCC organization chart for development section, they need to generate the samples for customer. It is quite difficult for developers to work properly by their own because they need support from other departments in order to get the samples done correctly. Nonetheless, most developers are young people as they need to communicate with customers in English language, which the ones who have more experience on shoe making process cannot. Therefore, developers who are the projects' leaders need to communicate with customers in country directly to create a nice sample; as well as schedule the timeline of samples. Then, customers in Thailand will communicate with counterpart headquarters developer in USA according to the samples details and timeline. Once developers give timeline to head quarters it could count as commitment in the communication process. Developers at headquarters will then communicate with other departments about the timeline. While customer in Thailand communicating with headquarters, the PCC developers need to convey all comments from customer to other departments, which may concerned such as Pattern, Tooling, Chemical, Purchasing, and so on. Project leader needs to realize about the sample

timeline that have given to customer as well as communicate with other departments to finish the samples on time. Anyhow, there are some obstacles to make this happen smoothly. The most difficult challenges are where developers cannot do their job properly. Other departments do not support developers with the best they can. The goals may not be seen clearly by other departments. For example, a developer has got 1 project from customer and pass on all information to those departments with the timeline they want the sample. All those departments seem to be ok with information they got from developers. But during the process of sample making they have found some problems to generate the sample against customer's requirement, and they did not inform periodically. They inform to PCC developers when it gets very close to the dead line; which may be one or two days in advance. Therefore, there is no choice and time allowance for trial other optional samples. Developers need to accept the samples with defects from those departments and give the customer reluctantly. The concern is if developers have good skill to communicate with other departments to finish samples against customer expectation or exceed it then it could help reduce this kind of context.

### Accountability

Connors, Smith, & Hickman (1994) discussed on accountability as self consciousness that takes responsibility to realize the good results always come from best execution. More addition, if there is something wrong how it could be solved with the best solution. It requires a level of ownership that includes making, keeping and proactively answering for personal commitments. It is a perspective that embraces both current and future efforts rather than reactive and historical explanations.

Connors, et al., (1994) had described the concept of accountability level as higher than responsibility. When people express their accountability to any thing they ensure that all things are done correctly whether they make things for themselves or for others.

Accountability is very important for every body as it could tell the story of those people whether they take accountability adequately. The meaning of this key word is even deeper than responsibility and commitment. One story that happened in the UF PCC was the way they have been performing after they finished the meeting. There are plenty of meetings in PCC on many groups and teams such as amongst departments in PCC, PCC and customer, PCC and factory, etc. Most of the meeting will end up with some action plans which consist of direction of projects, timeline, and responsible persons. Therefore, they should have good tools to track the timelines; and evaluate the performance of the persons who responsible for those projects. Nonetheless, it seemed to be everyone just works in their comfort zone. There is no consequent or criteria to measure their performance whether they succeed or fail. Thus, they don't feel that they need to commit with their customers in high level. Moreover, they don't feel that they need to embrace with the meetings that they should attend. They just have a right to skip and select the meetings they want to attend by themselves; which is good but the level of self consciousness they have to commit with the meetings may be too low. There was a meeting called "commercialization meeting" which would be held around once a month. The meeting would be led by customer's Product Engineer (PE) and participants would be the customers' Developers, and PCC Pattern Engineers, Production processing service (PPS), and etc;. Most of the time PE will arrange agenda and PCC will arrange for

room, equipments, people whom concerned, and the one who recap the meeting. One or things have been happening quite often are (1) PCC developers do not participate seriously (2) Hardly find the one who responsible for meeting recap. The meeting will benefit to all concerns, as there are such of things to update with regard to techniques, Protocols, concerns, quality, materials, HR, and so on. The meeting will last approximately 1 to 1.5 hours, which do not disturb working time too much. The consequence from lacking of those 2 items had lead to miscommunication with regard to the meeting. For example, in the meeting had talk about quality and how to solve and prevent the concerns that may happen; but after the meeting, nobody sent out the recap about this and finally, had caused to continue poor quality of samples.

### Communication

There is a clear gap on this area between departments and departments as well as PCC and customer. Communication is not effective to get every one in the same page with regard to do work more efficiently. The story for this context would mention about one project or model that researcher had run the trial and found some problems during the trial. After finished the trial; all parties whom may concerned will need to sit in meeting room to make a conclusion. The conclusion had some concerns that need to follow up and need to make new samples to show researcher to ensure that they understand clearly. In general, every meeting should consist of the host of meeting, agenda, context, solution, etc; and the most significant to track the meeting was recap of the meeting. In this PCC there are strength and weakness areas same as other organizations but for this context should fill in the weakness area.

The conclusion comes up with the date and time or “etc” (estimate time to complete) that PCC could finish the samples. The “etc” arrived but nobody from PCC



to show the samples to researcher. There was no message to ask for postponing the samples. It seemed to be the samples have not been done yet and they just kept waiting for the samples then possibly bring to researcher. Even some questions had been asked from many people and answers were different. Some said that all samples had already been finished and some said that samples were in making process. This kind of information has brought to have question with customer about what was the real story of the samples situation. Finally, it was discovered that the samples were not finished yet but why didn't they communicated this out. What they were thinking about and how serious they handle for this kind of situation? This kind of message could be interpreted as the lack of teamwork they have in place. It showed no communication among the team after the meeting; and everyone just thought that the samples had already been finished but it has not.

Leadership, accountability and communication are indeed key elements in this work processes which the researcher has considered as areas of concern for investigation and resolution. Thus, this action research is pursued in this context.

### 1.2 Objectives of the Study :

1. To describe and analyze the current situation of the company as a human social system or “corporate living person”.
2. To diagnose the company in terms of Leadership, Accountability, and Communication.
3. To identify and implement appropriate OD intervention on Leadership, Accountability, and Communication in the company.

4. To determine the impact of ODI on leadership, accountability, and communication.

### 1.3 Statement of problem

The main purpose of the research is to study the impact of ODI on Leadership, Communication, and Accountability of UF PCC area.

### 1.4 Research Question

- What is the current situation of the company in terms of leadership, accountability, communication?
- What are the appropriate OD intervention to be implemented to address the situation of the company in terms of leadership, accountability, and communication?
- Does OD intervention have impact on leadership, accountability, and communication?

### 1.5 Research hypotheses

Ho: There is no significant difference in Leadership, Accountability, and Communication before and after OD intervention.

Ha: There is a significant difference in Leadership, Accountability, and Communication before and after OD intervention.

### 1.6 Definition of terms

In order to have a common reference on the understanding of this study, researcher has organized and separated the definition of terms in two parts. The first part is technical terms that are used in the footwear business. The second part is composed of the basic terms that apply in this research.

### First part – Technical terms

Product Creation Center (PCC) – The place that has a purpose to develop new products and new technologies.

Assembly – The last process of shoe making by assembling the upper to Sole Unit and become shoes.

Cutting - One of the shoe making process that cut components from raw material to get the shape against to patterns.

Stitching – One of the shoe making process that stitch components from cutting process together to form the upper.

Upper – The result from Stitching process that ready to go to Assembly with Sole unit.

Sole – Bottom part of shoe

Sole Unit – The output from assembling mid sole to out sole.

Bottom – Mid sole and out sole components

Mid sole – Cushioning component of sole unit

Out sole – Duration components of sole unit that touch the ground when walking

Tooling – Molds for mid sole, out sole, and components of bottom and upper.

2D drawing – Two dimensions drawing

3D drawing – Three dimensions drawing

### Second part – Basic terms

Accountability – Quality objectives need to be focused on customers' requirement and expectation as well as linked to employees to execute their tasks to meet or exceed those requirement and expectation. (Howe, Gaeddert, & Howe, 1995). In this

study, it is the task that employees carry out with a higher or greater responsibility to take full charge of present and future consequences of task completion.

Attitude – Opinion and believe toward to the situation, people and places. (Buchana D. & Huczynski A., 1997)

Commitment – Engaging with the goals of the team and do whatever within the limits of law, professional ethics, and organization policy to achieve the goals. (Goetsch, 2004)

Communication – The activities that cannot be fulfilled individually and each individual often serves the needs of others. (Howe, Gaeddert, & Howe, 1995) It this study it is the tasks that employees carry out in consideration and coordination with others to get the work process completed.

Competence - The ability to work with others that reflects on perception of skill, authoritativeness, and expertise. (Lumsden G. & Lumsen D., 2003)

Effectiveness – The capability to manage the outcome of clear goals, comprehensive information, supportive relationships, and a good decision making process. (Howell & Costley, 2001)

Empowerment – Free employees to feel ownership decision making which is related to their job in order to get good support on what they have made decision. (Goetsch, 2004)

Eustress – Stress that is good or produces a positive outcome. (Robert, 2004, P.692)

Financial Reward – The extra money that fit to the individual and organization performance in order to motivate people to do job effectively (Gareth., 2001)

Goals – Put an effort to derive the concepts in the vision statement to a level that managers and employees can influence and control. (Jeffrey, 2003)

Group – Two or more persons who are interacting in such a way that each person influences and is influenced by each other person. (Gary, 2004, P.341)

Leadership – The capability of leaders in transferring the needs and expectations of customers to followers with clearly plans. (Howe, Gaeddert, & Howe, 1995)

Mission statement – Defines what the organization is and its reason for existing; often contains all of the elements of strategic direction, including vision, business definition and organization values. (Jeffrey, 2003, P.122)

Motivation – Psychological process that use for convincing employee to behave more efficient. (Robert, 2004)

Performance appraisal – Monitoring the work against the goals and provide feedback on both positive and areas that need to improve through verbal and nonverbal. (Goetsch, 2004)

Process – The consistently operation on developing and changing. (Lumsden G. & Lumsden D., 2003)

Punctuality – Realistic short and long term schedule on controlling variety product simultaneously to deliver the plant manufacturing. (Costa, 1998)

Purpose – The contribution capability toward to organization successful. (Goetsch, 2004)

Reward – Fostering followers with the pride when they perform well by themselves as well as additional training is given to have more opportunities to develop skills for higher level. (Howell & Costley, 2001)

Speed to market – Firms with complementary skills, such as one firm that is technologically strong and another that has strong market access, partner to increase speed to market in hopes of capturing first mover advantages. (Jeffrey, 2003, P. 264)



Strategic management – A process through which organizations analyze and learn from their internal and external environments, establish strategic direction create strategies that are intended to move the organization in that direction and implement those strategies, all in afford to satisfy the stakeholders. (Jeffrey, 2003, P4)

Stress – Behavioral, Physical, or Psychological response to stresses. (Robert, 2004, P.692)

Subcontractor – Acquiring goods and services that used to be produced in house from external companies (Jeffrey, 2003, P.13)

Team – A group of people committed to a common purpose, set of performance goals, and approach for which the team members hold themselves. (Gary, 2004, P.341)

Teamwork - Collaboration across the levels and groups to accomplish specific business objectives. (Robert, 1997)

Team Building – To create paths and opportunities for team members to communicate openly for future successful which need to devote time to implement strategies and systems as a commitment to become a culture. (Judith, 2001)

Vision – It is a statement of a concept that expresses what the organization want to be in the future (Jeffrey, 2003, P.18)

### 1.7 Significance of the study

The research would be beneficial for all related concerns in term of clearer understanding about leadership, communication, and accountability as well as in practices. The ones whom may consider these concerns are;

- 1) UF employees who participated in the ODI would have developed and enhanced their leadership, communication, and accountability skills.

- 2) UF management team would have also enhanced to a higher level of skills from ODI in practice.
- 3) UF factories as well as other companies in Saha Union Group may use the ODI at UF PCC as a model.
- 4) Customers of UF PCC would eventually get better cooperation at UF PCC.
- 5) Academics would have gained additional information from the results of the study for other students to build for further studies.
- 6) Researcher to gain the most from the whole experience since all of the processes of the study have increased his knowledge in areas of research process, decision making, relationship with PCC, problem solving, coaching, presentation, searching skill, and related OD processes.

#### 1.8 Scope and Delimitation of the Study

The study had focused on the people who work in UF PCC only. The possibility to succeed in development department or PCC is likely to happen rather than doing ODI in the whole area at Union Footwear. Thus, PCC is a model for implementing ODI. The study may be useful for other areas on the result of practices, communication, leadership, and accountability.

Nevertheless, even this effort could succeed the ODI in this area; it does not mean that other areas of UF will have the same results. The variable contexts in one area may not fit in another area even they are the same company. In different areas in the same company could consist of different cultures that have been created their own practices, rules, and related process for a long time.

Even so, there are still a lot of people in PCC and could cause to take too much time consume for data collection with qualitative method or interview. The

study had focused on the management levels and some staff from division manager, Department Managers, Chief Supervisors, and supervisors. For the rest, the quantitative method had been used in order to measure the level of change before and after ODI.

Given the time and budget constraints some delays on some activities within the study timeline could not be prevented.



## Chapter Two

### Review of Related Literature and Conceptual Framework

The review of literature is needed to support the conceptual framework which has been developed for this study. The topics covered from the review of literature are cited from book, journal, thesis, internet, and newspaper. These topics are related the variables in the conceptual framework. They are leadership, communication, and accountability. Concepts and processes on Organization Development, Interventions and Change are also included.

#### 2.1 Organization Development (OD)

Cummings and Worley (2001) stated that OD could help leverage effectiveness, financial, and quality of work life by applying behavioral science knowledge and practices into organizations.

Cummings and Worley (2001) defined and described Organization development (OD) as a program that intends to develop organization to its whole functioning. This OD program could cover a spectrum of activities which include: 1) Laboratory training & background, which relate to interpersonal relations, personal growth, leadership, and group dynamics. Most of the training aim to have effective work groups to achieve organization and individual goals. Team building is the famous term to call this activity. 2) Action Research and Survey feed back is collecting data process in order to analyze and implement proper solution as well as follow up the out comes. 3) Participative management background is continuing from the laboratory training and action research/survey feedback to get highly participation

from group working in goals setting, decision making, improving methods, and appraising results. 4) Productivity and quality-of-work-life Background (QWL) concern to improve workplace, quality, process, other features that help increasing employee productivity and satisfaction such as reward systems, work flows, management styles, and physical work environment. All of these variables need employees to participate in order resolve problems and increase productivity & quality which is called as “Employee empowerment “or” Equally important”. 5) Strategic Change Background has significant involve in technological political, social environment, and cultural system which need support from to management level as the change is crucial impart to organization. The Organization Development (OD) as mentioned earlier that concern the whole organization thus, organization check-up process is needed to correctly and properly to ensure diagnosis process is done properly thus, the Intervention strategies can be implemented more precisely.

## 2.2 Organization Development Intervention (ODI)

Sorge and Warner (1998) had described the process of ODI with 4 stages. These are 1) Definition, objections, and reasons; 2) Criteria for planned change – antecedents and present thrusts; 3) Types of intervention; 4) Outcome of organization development

1. Definition, objections, and reasons are the steps to undertake before doing any organization change. All people in organization should know clearly where the change will happen and what the impact will be to those who are concerned. There may be inside and outside environmental impact to the organization. People in the organization would know that it is time to do ODI. The internal environment could be



structure, processes, communication, management and external environment would be economic, technological and social aspects.

2. Criteria for planned change – antecedents and present thrusts, the action research is needed to get a good plan. The theoretical and empirical are necessary to process with systemically. All data and information are collected for diagnosis correctly. The accurate information is significant for proceeding to the next process which is intervention.

3. Types of interventions, there are 3 types of interventions. First one is The Person – Centered approach is focus on attitude and behavior change as well as qualification underlying. To get people recognized in social could increase capability in individual. It needs to integrate learning process and emotional level to support attitude change. Proper training is necessary to build intellectual competence and social competence into those individuals. The second one is structural approach. This one will have great impact on the organizational structure such as divisionalization, matrix, or profit center organization. It has definite implications and impact on job description. Most of the change is likely to expand the scope, integrate; some similar jobs in details will be put together as one title. Decentralization and transparency are most used for today re-organization. The third one is The Relationship approach. The tool to drive this approach is team development. This part is the most functional from 3 types. The training in group is much required in order to exchange each other background, knowledge, and experiences. The specification role is then to apply for each member as they know each other better on working and strength area. The measurement tool is survey feedback to ensure that the environment of group working is developed appropriately.

4. Outcome of organization development, this stage gives us the result according to interventions. The results must be evaluated by reliable tools. The results may possibly turn out either negative or positive. All participants should accept the results and use the results as guideline for organization improvement. In practice, the ODI could not implement successfully in bureaucratic and highly centralization organization.

Daft (1997) and, Richard and Stewart (1994) stated that ODI have 3 steps for implementation. All of 3 stages is scope down to touch on the soft skills only which is close to People – center theory of Sorge and Warner (1998). They are related to attitude and behavior of people in organization. First is Unfreezing, second is Changing and third is Refreezing. Unfreezing is to announce to all participants to aware of the problems according to the current situation of organization. The problems need to be fixed by ODI which start diagnosis by change agent who decides for the areas that need to change. Changing is in the implementation of intervention stage which all strategy decides by change agent. Change agent will make specific plan that need for organization such as team building, inter group, process – consultation, and activities, etc;. Refreezing is the last process of ODI which aim to get results after interventions implementing on new attitudes and behaviors. The results from evaluation could help decide whether the intervention methods are validity to continue as and maintain new culture of organization or should be change. The change agent is the one who manage and provide all new data regarding performance change.

Varma (2000) asserted the ODI process with three approached on Job Characteristics Model (JCM), Sociotechnical Systems (STS), and Reengineering.

These three approaches have similar characteristic on work integration, decentralization, minimize hierarchy, and maximize teamwork. They all aim to High Performance Organizations. Different in details as JCM believe in experienced and responsibility of individual, while STS is mixed social and technical together, and Reengineering pay high attention on information, communication technology can ease work better. Nonetheless, there is no method which perfectly fits the ODI of different organization and could cause to fail in implementation process if use the wrong one. So, it is likely to prediction for success if three models are mixed and use it effectively against the situation and place. With doing this practitioner need to do effective diagnosis, focus on core work processes to see if any cross-functional skill can apply, empowerment, reward system should reflect the success especially for the higher level who responsible for change as well as operations levels as they do more work and multi skill that organization should pay for the high performance.

Kantar (1999), discoursed that with technology evolving rapidly while the product life cycle declining fast as well. New strategic planning is needed to align with demanding of customer. Most of big companies have designed to change to launch product faster than competitors such as Gillete, Procter & Gamble's, etc;. The global companies pay attention on communication as they need to ensure that performance of their branches meet organization goals. The collaborative advantage is in place to help achieve speed and quality by integrate with suppliers and customers, Multi-locations help for keep distance closer to customer and know customer need in those local area, Community embedded is provided for adapting organization culture and value close to those community, and competition for talent is how to keep all talents to work with organization rather than pay high attention on financial as before.

The extent of the change would exactly impact to all levels of employees and everyone is responsible for the change.

### 2.3 Organization Change

Cummings and Worley (2001) asserted that there are 5 factors that relate to create activities for implanting Effective Change Management as shown in figure 2.3.

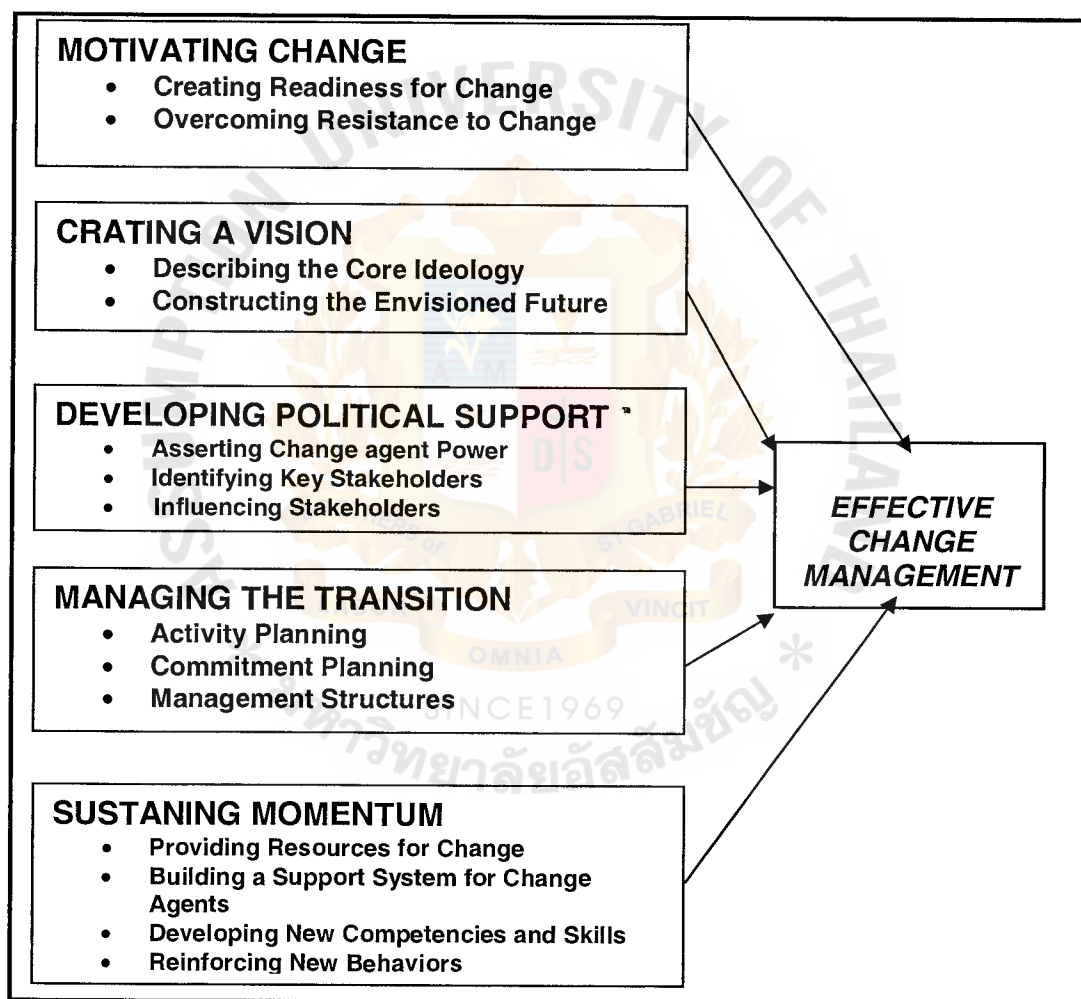


Figure 2.1 5 Factors of Organization Change (Source: Effective Change Management, Cummings & Worley, 2001, P.115)

Motivating change is the activity intended to make people in organization to feel that they need a change to dilute the Status Quo. The strategies are used for reducing the resistance for change. The Empathy and Support are used for making

people feel that organization realize and worry about their feeling toward to the change.

Creating a vision is what every leader from top to bottom needs to lead subordinates in those functioning areas to see change in future clearer; and commit to the goals that needs to be set up. Describing the Core Ideology of organization is very important as change is needed to know the value of organization prior to go further.

Developing political support is a very sensitive portion to get people to align with the change by losing their power in some areas, because no one wishes to loose their power. The relationship strategies could play a vital role in this activity to influence the key stakeholders of those whom loose their power to support the change.

Managing the transition is involved in planning strategies process to ensure; the change is transition appropriately. The Activity Planning would specific activities clearly then, gets people to be responsible for activities on Commitment Planning. This Change-Management Structures are needed to set up with proper resources in different area.

Sustaining momentum is needed to sustain in organization over time. It will help keep people in organization to reinforce and carry the change. There are 5 keys features that need for sustaining and moving for the change. They are Providing Resources for change, Building a Support for Change Agents, Developing New Competencies and Skills, Reinforcing New Behaviors, and Staying the Course.

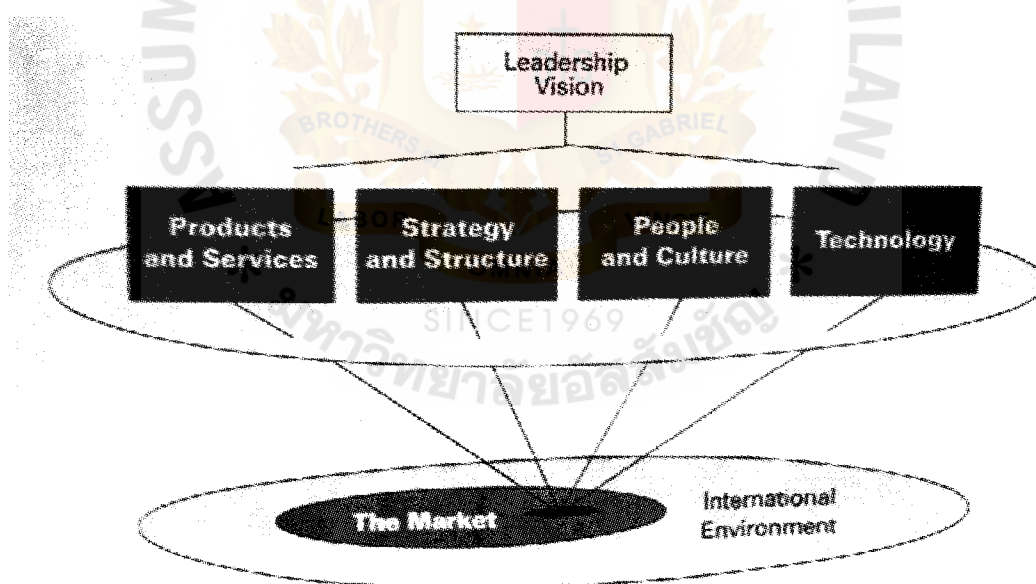
All of the above steps of the OD Process as advanced by Cummings and Worley are critical in conducting ODI in an organization.

Similarly with Kantar (1999) had commented about the change. She had added on the details of change agents that culture of change agent is needed to build in



organizations from now on or as soon as possible to experience with the change in the future. She identified the high potential for change agents on the junior managers and new comers. These groups have possibility to execute faster, reduce costs, move obstacles from changing processes. Top management is still pay the vital role on executive sponsor to the change agent. This is to ensure that change agents do not experience with obstacles alone especially across the generations which is the great barriers of organization culture.

2.3.1 Strategic Types of Changes: Daft (1998) stated that there are 4 types of change that manager should focus to avoid the great impact. They are Technology, Product and services, Strategy and Structure, People and Culture. All the change processes could be illustrated to ease understanding as shown in figure 2.4.



Source: Joseph E. McCann, "Design Principles for an Innovating Company," *Academy of Management Executive* 5 (May 1991): 76-93. Used by permission.

Figure 2.2 Strategic types of Change (Source : Daft, R. L. (1998), *Organization Theory and Design*, P. 289)

Daft (1998) explained the change processes as follow:

1. Technology changes focus on increasing productivity which are related to equipment, work methods, work flow, knowledge, and skill base.
2. Product and Service Changes focus the new products and services that could increase market share or more product to produce in production lines.
3. Strategy and Structure Changes focus on administrative and management as well as included organization structure, strategic management, policies, reward systems, accounting, budget, and etc;.
4. People and Culture Changes is values, attitudes, expectations, beliefs, abilities, and behavior of employees. It focuses on increasing leadership skill of key managers. Communication, problem-solving, and planning skills are included in this change.

2.3.2 Organizational Life Cycle. Daft (1998) and Gareth (2001) have very similar ideas about the process of organization growth and life cycle. Gareth (2001) stated that organization life cycle begin with birth, growth, decline, and death. All stages have its own crisis or obstacle same as Daft (1998) which anticipate how can to avoid the issues on process of life cycle in organization from birth, growing, aging and dying stages. There are 4 stages of organization development which can help managers to foreseen for the change in figure 2.5.

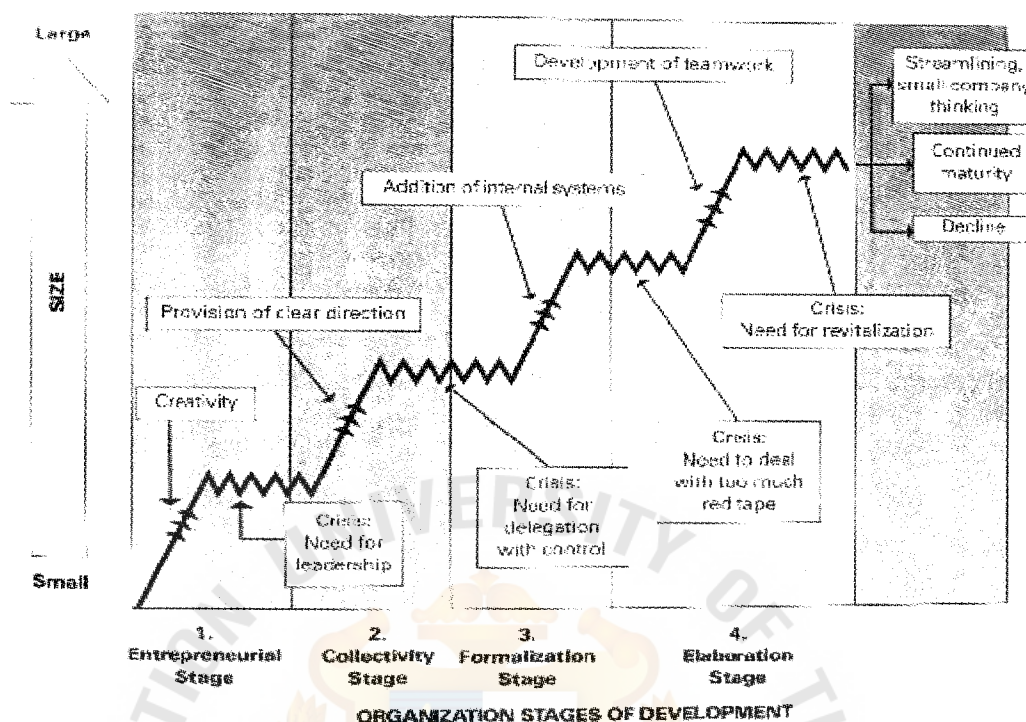


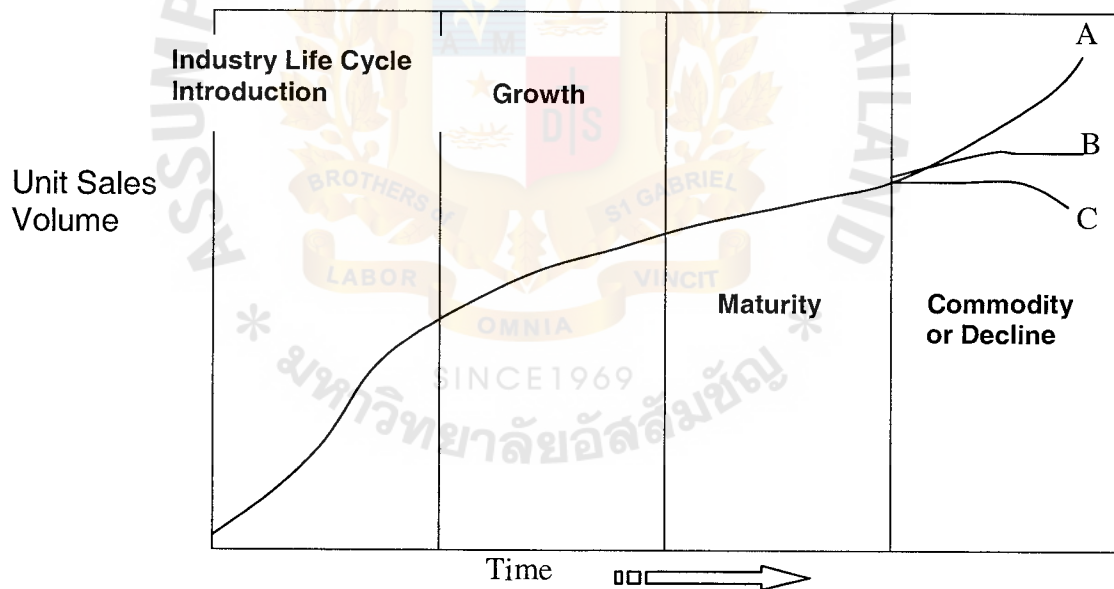
Figure 2.3 Organization Life Cycle (Source : Daft, R. L. (1998), Organization Theory and Design, P.175)

Daft (1998) explained the stages of organization life cycle which has four stages. They are (1) Entrepreneurial Stage. The new organizations are always striving very hard to get their product or service to appear in the market. Therefore, everyone will work hard according to the requirements of the owner. The best leadership managers are needed to control and keep continuing the growth of organizations. (2) Collectivity stage. Clear goals and direction are needed for all departments which begin to establish when organizations' size gets bigger. All employees still work hard against the mission of organization. Most communication and control are still informal thus employees have close relationship as a group. Top managers still hold all power and do not want to delegate to middle managers. (3) Formalization Stage. Most of things are formed in this stage such as rules, procedures, and control systems. Top managements become more responsible. The crisis in this stage is to be aware of too much rules, policies, etc; could bring in Bureaucratic. (4) Elaboration Stage. Good

teamwork is needed for organizations in order to get together from different departments to resolve problem and work as a team. No more rules are created in this stage. The crisis of this stage is to realize about declining and get ready for revitalization.

### 2.3.3 Industry as Life Cycle

Harrison (2003) also compared the Industry as a Life Cycle but more focused on Product in Market not in organization. He discoursed the Industry Life Cycle have 4 stages. They are (1) Introduction, (2) Growth (3) The Maturity, and (4) The commodity or Decline. The illustration in figure 2.6 was drawn to show the processes clearer.



Note : A = Moderate Growth, B = Community, C = Decline

Figure 2.4 Organization Life Cycle (Source : Harrison, J. S. (2003), Strategic Management of Resources And Relationships. P.162

Harrison (2003) explained that (1) Introduction stage which firms attempt to make reputation in the market to find place to stand. (2) The Growth stage would focus on strategies to have distinctive products different from competitors as more

competitors will arise in this stage. (3) The Maturity stage produces similar products into the market. The maturity stage is a price competitive market. It needs efficient cost control in production which has huge volume. (4) The Commodity or Decline stage when there are a lot of similar product and price in the market. Firms need to look for new innovation or core value of existing product to serve demand of niche consumers. That is why organizations have to predict their status and change themselves always to resolve on both internal organizations and customers demand from outside.

#### 2.4 Organization as a system

Daft (1998) has explained clearly for cross functional working on projects is very important for organization in order to work more effective. The flexibility on boundaries between departments will help company to adapt and respond to change more efficient.

Brooks , (1999), Daft , (1998), and Collins (1998) had metaphor the organization with the same exactly word that organization as a system and all described as an open system. Daft and Collins mentioned on the sociological perspective only but Brooks had tried to approach on technology and sociological aspect and the findings showed that sociological change is more significant than technological change in terms of increased productivity.

Organizations have two different systems. Open and Closed systems, the closed system will have all processes within itself; don't need to interface with outside variables. Therefore, it cannot survive or last long. The open system has to deal with outside variables which uncertainty as well as internal processes. The Open



system is metaphor as human which need to adapt itself against environment outsides; they must behave and exert themselves to have sufficient strength to survive. A system always requires input from outside to have transactions in the internal organization in order to get product, service or output back to outside environment over and over. (Richard, 1998)

### 2.5 Organization as corporate brains

Morgan (1998) referred to “split brain” research on how the brain’s right and left function different. The brain’s right hemisphere control the left body and dominant in creative, intuitive, emotional, and pattern functions recognition. The brain’s left hemisphere plays in rational, analytic, reductive, linguistic, visual, and verbal functions while controlling the right side of body. Usually, both hemispheres are active in any activities depend on what kinds those activities are related to dominant functions of the brain.

In a separate work, Dudley Lynch (1986) and his colleagues have developed the four-brain model on “human information processing skills” which has been advanced as the key processes that enable leadership and management to respond to changes in fast changing times. The Selfware Tools by Dudley Lynch and Paul Kordis namely: Mind Maker 6, Brain Map, MCircle and Path Primer have been utilized in the MM ODM Program that enabled the students to develop competencies in change leadership and management.

In a later advocacy, Morgan (1998) make used of metaphor on the brain as a holographic system. It used lenses which show evidence more decentralized in organizations thus, no center or point of control. Therefore, many parts can function simultaneously or independently. The “just-in-time” (JIT) had shown the same pattern

by delivering the components from each supplier just minutes or hours before master manufacturers are needed. It could help illustrate clearly the view each portion of brain can do different jobs at the same time or simultaneously and that it is the intelligence of the brain. With regard to develop from one loop to double loop learning (Morgan, 1998), members of organizations need to understand the paradigms, metaphors, mindsets, or mental models. The holographic design is promoting self-organization through five principles in figure 2.7.

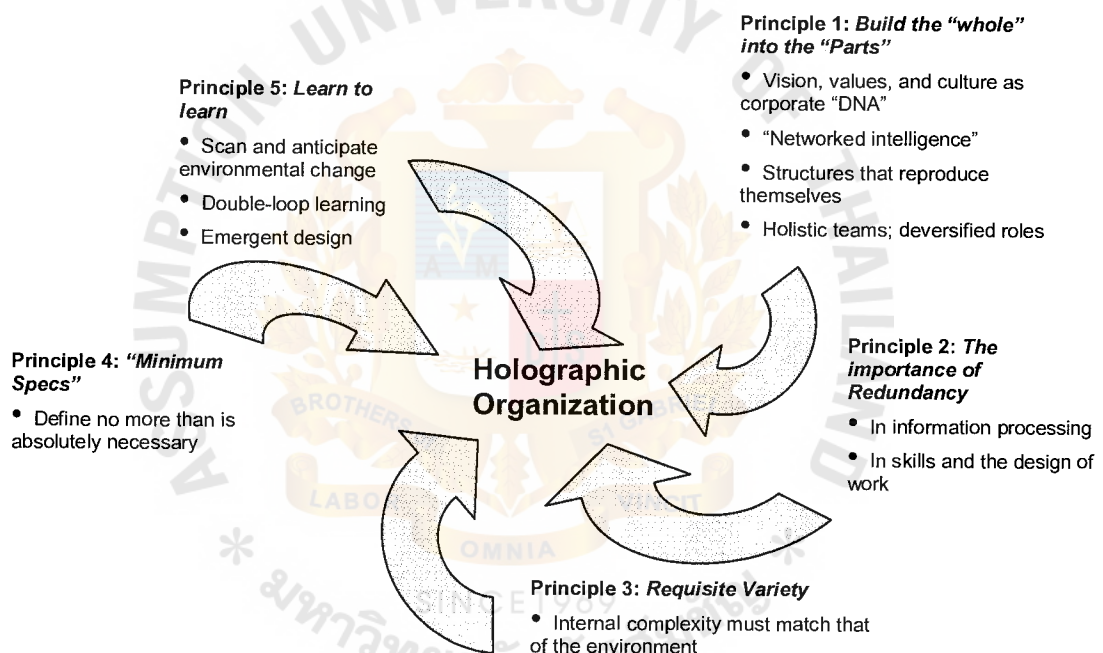


Figure 2.5 principles of holographic design (Source : Morgan G.(1998), Image of organization. P. 94)

All of these five principles are related to work more independently, redundancy, requisite variety, Minimum spec, and learn to learn are the co-efficient working to created learning organization. The redundancy working of each portion of the brain is designed to perform a specific function which support for self-organizing work groups. The way it shifts from portion to portion with no boundary

## 2.6 Leadership

There are many authors on the subject of leadership. Leadership is a topic that has been covered by many for a long time. Thus, leadership takes on (Drucker, 1999; Howell & Costley, 2001; & Stephan, 2002) the same meaning that everyone in the organization could take place in the leadership roll in different situations. And a leader is supposed to deal with the change and see it as an opportunity not obstacle.

Howell and Costley (2001) explained leadership in another view as executive leadership which could cause the organization's performance in either be good or poor. Leadership can have an effect to followers' satisfaction and performance toward to environmental at work place, job stress, and organization change. Howell and Costley (2001) defined leadership and management are the same in term of holding activities and influence team to achieve the goals. In another opposite influence is to legitimate by justification the followers by different circumstance such as rewarding, recognizing, moral rightness, and punishment for noncompliance followers. Even some authors distinguished their roles differently with regard to management as doing the thing right and leadership is doing the right thing.

Steven and Pace (2002) stated that other than compliance with the change and everyone can be a leader, leadership should enable to promote creativity, innovation, and fun in workplace. It is not easy to deal with customer demands for quality, short time delivery, and less expensive in these days. Relentlessly, leadership needs to have team member who can create new idea and make it in practice over time. Steven and Pace (2002) gave another idea on leadership that the ones who work with customer closer than managers' level should have ability of creativity more than management level. With doing so management should free people and motivate them to lead the

team. Otherwise, the ideas of people can not be expressed in action because it has been freezing so it is likely to happen that those group of people can have frustration, pressure, feel invaluable then, the atmosphere of creativity could not happen. Creativity and Innovation are described as problem solving skill by create solution ideas and make it happen. To renovate the workplace and have fun in the workplace is to make people engage and have commitment to organizations to achieve the goals which have close relationship with risk in today's world competition.

Drucker (1999) mentioned that leadership could lead organizations to change leader enterprise and should create policy to support systematic innovation in the enterprise. To have change leadership policy is to make a whole enterprise to see change as an opportunity. It doesn't mean that all employees in the enterprise have to be genius in order to create Innovation over time. Everyone can create innovation and make it as a regular part of every one in enterprise from top management to staff. To innovate over time is the way to keep away from risks in business. The market and customer are in demand to see new and better that is why enterprise needs Innovation culture in place.

Mhonyai (2000) analyzed that there is no significant relationship between Demographic and Perception of their Supervisors Interpersonal Communication. For other hypothesis's are significant relationship to Interpersonal Communication which are 1) Directive style of Leadership and all factors of the interpersonal communication behavior, 2) Supportive style of Leadership, 3) Participative style of Leadership, and 4) Achievement-Oriented style of Leadership. Many of the responses had fallen into "Undecided" area, especially on the Directive style of Leadership which got the lowest rating together with other results; it is adequate to indicate ABAC as very

strong Bureaucratic Organization structure. The recommendations and suggestions for ABAC are 1) Allow employees to have more participation in activities 2) Open More training program opportunities, and 3) Improve Communication Behavior to increase the service image. Study more the Organization Culture which would help unfolding the organization to get clearer information. (Chutimaporn, 2000)

Warrick (1995) had described about the leadership as the most important role to do ODI and best practice in organization. With regard to this description so leadership should be able to analyze the problems correctly as most of the time they treat symptoms as problems and consequence become even poorer performance. By this mistake he had got answer from one event that only 15% of leaders could lead the team to success. The role of leadership is significantly related to employees towards managing the change. Leadership needs to perform sustaining competitive advantage, shape of organization culture in terms of decision making, problem solving, conflict solution, and change organization to become an innovative organization, major contributors for organizational change know situations when to make or break, build trust from performing on commitment, morale, communications, teamwork, speed of decision making, provide focus and direction of dealing with rapid growth and change.

Breke (2007) insisted leaders of organization should walk the talk in order to build new culture to inherit in organization. It takes time to do more than five to ten years; but it necessary to be changed cultures to reflect the characteristic of organizations. Leaders of organization should be the ones who make this change, if the leaders do not participate in the change how can the followers realize about the change.



Dhecharin (2007) explained about authentic leaders need to have a passion for success which included value, belief, and good attitude. In general, no leaders realize about the real value and belief until they faced the problems or crisis in organization. The value and belief is important but the force that drives these things out is motivation. There are inside and outside motivation. Outside motivation is artifact such as benefit, salary, position, social relation and acceptance. Inside motivation is career path; help develop others, social responsibility. Leaders need to find balance between inside and outside motivation in order to drive leadership capability to be authentic leaders.

#### 2.6.1 Clear goals

Varma (2000) had stated about leadership should create clear goal, or vision, mission and values of organization whenever they assign the tasks to subordinates. Leadership need to diagnose the specific areas that need to get training to align the goals and consider about resign structure to fit with long term plan rather than short term. All of these process need to develop consistently in order to innovate a new and better organization over time.

To Sethanandha (2003) the purpose or goals of organization is the main factor to keep organization moving ahead with clear direction. The Relationship, Helpful Mechanism, Leadership, and Structure are core areas that help organization managing the conflict, provide sufficient technologies, information, and ideas across departments with fully support by leaders. Beyond those factors, the well design of job's structure is needed to do with elaborately. The reward system is also necessary for motivation employees in order to rise up the performance and keep the talents in organization. The communication is used for linking those factors in organization to

spell out clearer view. A High Performance Team Workshop and Effective Communication Brain Map training were used in ODI process as well as some others activities were provided and implemented. Analysis on the Stage of the life cycle in the organization is the main focus then, enhance to other factors.

## 2.7 Communication

Mumby and May (2005) pointed out that humans understand each other base on the social construction rather than from individual by using language as one of construction processes.

Nonverbal and verbal communication is used in human life all the time with any situation. Thus, clearly communication could resolve, create, enhance, and so on. The effective communication the more achieve understanding. (Pearson & Nelson, 2000)

Pearson and Nelson (2000) stated that communication happened when activity is executed and participants exchange their ideas through it.

Basically, there are seven components that formed communication. They are people, messages, codes, channels, feedbacks, encoding, and decoding, and noise. One of the important elements of communication culture in group is group climate. The three factors in group climate are trust, cohesiveness, and supportiveness. Trust in each other in the group create believe and count on teammate which make people opened to speak freely as they don't have to defend themselves. Cohesiveness is value from good relationship among the team. People sit close together could create group's norms which respond to each other positively and directly. Moreover, people dare to share disagreement on issues, facts, ideas, etc;. Nonetheless, too much cohesive groups could create social oriented which turned out with poor out come.

Supportiveness is the last factor of group climate. It makes people feel safe and dare to say things openly as they believe that other will support their idea. anyhow, in opposite direction if people do not support other it could create defensive climate which need so much energy to defend themselves from other. This could cause a drop of value in group climate such as ideas, energy, and enthusiasm. (Pearson & Nelson, 2000)

There are several keys assumptions of social constructionism from many Authors. The first one is related on how much we are constructed by social not the world. The second one is related to cultures of those specific area are the result of humans whose stay in those society created spent a long time to created their own social identity. And the third one is related to language as a channel to exchange experience and knowledge which help produces new knowledge overtime. (Steve & Dennis 2005)

Jirachaiprawit (2007) discoursed about Coup tat or coup in Thailand in last September, 2006 by military. The symbol of successful in coup was to control telecommunication. Telecommunication becomes basic facility toward communication and information exchange among people today. It expresses the importance of communication, the one who takeover telecommunication is the winner; because they have tools to communicate with people more effectively.

### 2.7.1 Communication and Models of Group Decision Making

There are three distinguishes major on Making Decision in Group. They are Consensus, Negotiation, and Voting. Consensus needs unanimous agreement from all members which take long time. Negotiation takes less time but may show disunity of outcomes. The last one is Voting will take even less time than other but people do not

have enough time to seek for information and high power member may force others who weaker to vote the same direction. (Conrad & Scott, 1998)

For organizations is one factor inevitable; there is a different need between organizations and individual members. Organizations want employees to work under control and sacrifice self-independence, ability to be self-sufficient to give best coordination with other to achieve their goals. But employees need for autonomy, creativity and sociability. Both organization and employees need to balance these 2 areas properly to achieve both Organization and Individual goals. Another variable that could cause to has less creativity is chain of command because employee will listen, report, cooperate, etc; only her or his supervisor. (Conrad & Scott, 1998)

#### 2.7.2 Teamwork and team building

Vries (1999) said that the successful work teams could take pygmy society as a good model to refer the equality and trust. Pygmy is a tribe in central Africa which of course no rules were written but implicit. Even though everyone in society knows their roles and respects the leaders. He incorporates and creates the seven lessons for effective teamwork. Firstly, members respect and trust each other. Secondly, members protect and support each other. Thirdly, members engage in open dialogue and communication. Fourthly, members share a strong common goal. Fifthly, members have strong shared values beliefs. Sixthly, members dedicate their own objectives to the team, and lastly, members subscribe to “distribute” leadership. With that said, they seem to enjoy leadership role against the different activities. Look back to organization which still have hierarchy; and it is necessary that leader need to create most effective teamwork with good ambience to get all members participate leadership roles, avoiding command, control, and compartmentalize. Nonetheless,

clear communication from top management is great priority to roll out. Team leader must create an atmosphere of creativity and innovation to keep organization alive. Top of the whole thing is leadership need to commit to foster innovation and reduce authoritarian in order to strengthen leadership skill to all leaders.

In the work of Vivattanakajonsuk (2002), he stated that Purpose, Vision, and Direction of organization need to be made clear for all employees as much as possible even the education background level may cause to have different understanding in the same statements. Therefore, if these are not clear enough on the statements could cause even bigger misunderstanding. The clear statement and understanding of goals would enhance Management Competences since the owner knows which competencies must provide to employees properly. One of the competency's base requirements is effective communication and teamwork. The training programs and offside team building were provided for the activities. The KPI was used for indicating the training programs that fit well to each employee. The traditional reward system could cause employees have less enthusiasm on their job. All employees have received the same rate of Bonus even the performance is different may not work anymore in organization. The effective appraisal against the performance of individual could give fairness reward rather than the traditional system.

Chinwattanakulchai (2004) on his work in Team Effectiveness recognized what to him is the most important factor with regard to get job done on time as promised to others. Most parties would get great impact on delaying the work from any department in the team. In making team effectiveness achieve the punctuality of work would need to provide clear goals, work design, and process to employees. The ODI was implemented into organization with many activities to increase Team



Effectiveness. There are T-Group traditional change methods, Third – party intervention, and Team Building in order to gather team members to do activity together and to know each other functioning better. The HR department was the one who drive most of the significant works of ODI for instant, go through all of the Job designs, goals setting, Performance appraisal system, Reward system, and Activities.

Thavornwan (2004) in his work advanced that Management Effectiveness in organizations is needed to keep improving and in organization. It doesn't matter to the size and the age of organization with regard to big or small and when the organization was found. The key factors to help improving Management Effectiveness over time are communication and teamwork. The effectiveness communication and teamwork could reduce the gap between staff and bosses as well as among staff. The increment of effectiveness in these 2 areas make people communicate to each other more often hence, teamwork cohesiveness is stronger. The training and team building activities are playing vital role in order to get people realized the roles they should do toward to increasing their performance. All of the individual performance effectiveness will support the big picture of Management Effectiveness.

### 2.7.3 Assertiveness

Parker and Stone (2002) had explained that assertiveness behavior is different or even could place it on opposite side of aggressive. Assertiveness is self awareness on doing the right thing and the right to do some mistaking but with appropriate performance and ready to responsible for doing it. Assertiveness may cause to have some conflict because no one can avoid having conflict with mental fortitude rather than ego in self. Assertiveness could express to other by verbal and non verbal or body language. Some situation is hardly to say “No”, avoid interruptions, elicit a

response, and give an accept compliments. For the solutions of saying “No” could use, repetition on word to say “No” on its own is the most difficult one, and using specific body language to emphasize the point such as open or closed posture, open-handed gestures, crossing both arms and legs while sitting, etc;.

Avoiding interruptions could solve by speaking at a constant speed, avoiding unnecessary pause and avoiding eye contact. These 3 keys are used while don't want other to interrupt.

Elicit a response necessary to do while meeting as groups which could use gaining eye contact and using silence. Both ways are effective when we need to get someone to support and have positive comments.

Giving and accepting compliments other is positive words but not so easy to express it out effectively. It needs to be clear and precise, refer to appropriate example, offer the compliment as soon as possible after the events, determine whether make it public or privately has significant relative with the action.

## 2.8 Accountability

Connors, Smith and Hickman (1994) stated that the most significant portion to success of organizations are accountability and attitudes of individuals. These talents establish structures, systems, and strategies to organizations which create sustainability organization to align with the change of outside environment effectively. Nonetheless, in precedence found that top management often dropped accountability to employees without coaching them appropriately. With doing so it could lead to face victimization situation. The victimization is phenomenon that no ones would have self consciousness regarding accountability. Employees begin blaming and point finger to each other. The framework of accountability and victim

cycle could be drawn with 10 steps to see clearer view whether the individuals are above the line or below the line.

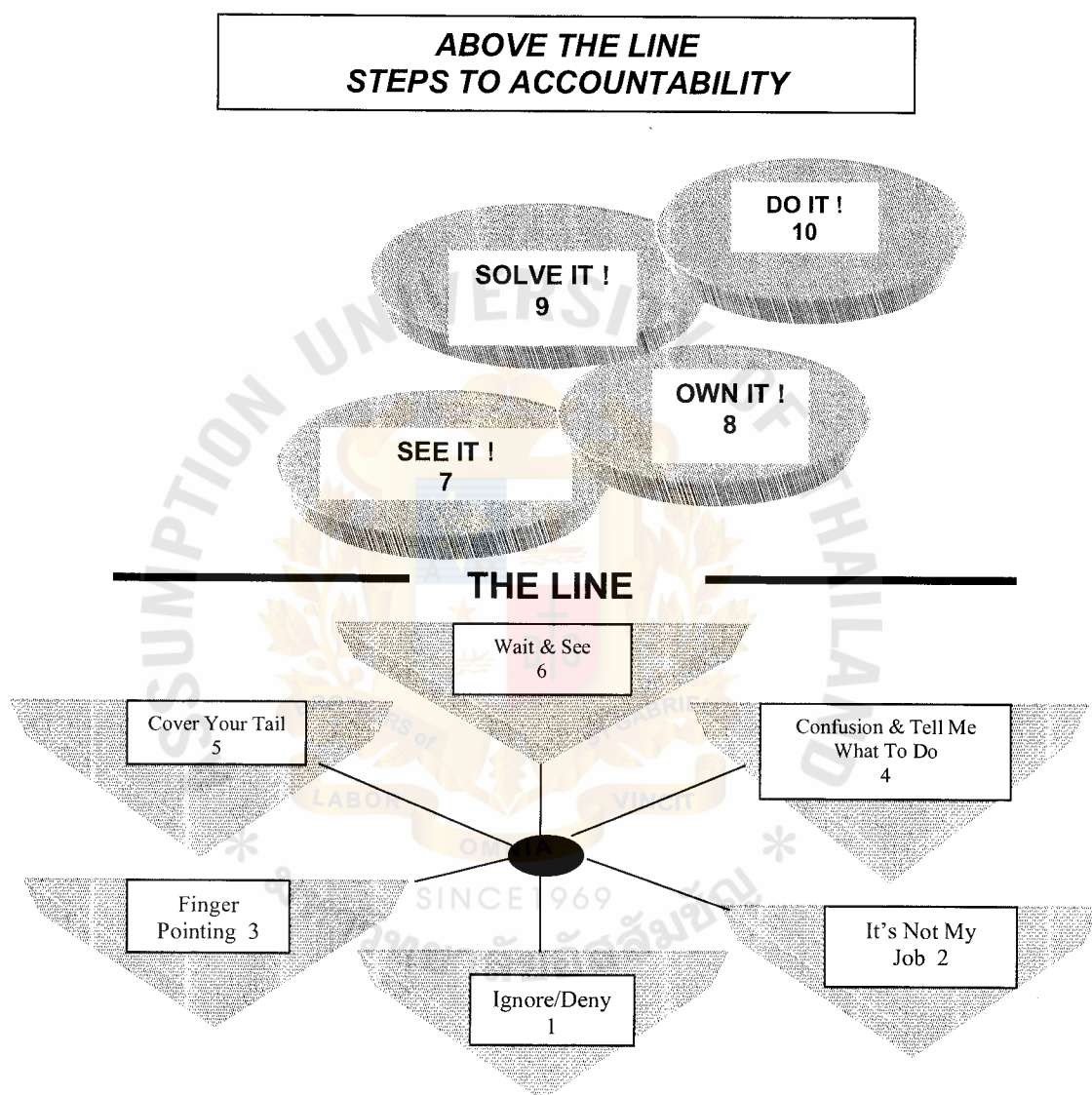


Figure 2.6 Above the Line: Step of Accountability (Source: Conner et al, 1994, OZ Principle, Getting Result Through Individual and Organizational Accountability, P.15)

Conner et al (1994) created figure 2.8 to illustrate the accountability line toward individual performance. It shows what kinds of performance could bring accountability below the line.

Robert, Desatnick, and Detez (1998) described personal accountability. It was related to accountability training; reward, customer's needs, appraisal frequently, and issue route back to specific persons. Employees could have better accountability from these relevant factors

In the work of Snow and Yanovitch (2003), both argued that employees cannot improve themselves if they don't know the results of measurement clearly. Many leaders do not want to use measurements tools with their organizations because they are afraid of the impact of organizational image. Doing so, it even ruins the reputation of organizations as no ones knows exactly what are their performance levels toward the goals of organizations. Each department should measure performance as a chain process flow thus; when they see scores they know what they have to improve to meet customer satisfaction. As a result of performance leaders should make sure that employees are recognized when they perform well. This could be posted on bulletin board or announce with other channels through out the organizations. Moreover, it should be documented in to employee record card as well. One serious factor is to use monetary reward into recognition program. This program could create "you got what you pay" climate into organization which is a big trouble climate. The climate of service excellence is the purpose for implement this one.

To Snow and Yanovitch (2003), accountability is very important to hold employees performance to provide the best effort to their job.

"There's an old management expression that says: "You don't get what you expect. You get what you inspect." (Dennis & Teri, 2003, P.177)

With regard to employees, they should behave in their performance to align with the goals of organization as this is needed where accountability drives the

organization to succeed. There are 4 areas in accountability demand on the details of Job descriptions, Attention and Focus, Performance appraisals, Promotions. Job descriptions should be clear and cover all of the areas that need to perform. Attention and Focus should be written specifically on what is priority. This could help people knowing that how to manage their time more efficient. Performance appraisals could be measured more effective as people know the specific areas to focus on and know could they complete it. Promoting the right people is a crucial one that need to be accepted from all parties. Otherwise, it could lead to unfairness problem. In addition, they need a good tool for measuring and Three-legged stool could give accurately results which consist on areas of customer experience, the employee experience, and Business results. The customers experience got rated by customer satisfaction, retention, new product/services introduced. The employee experience got rated by employee satisfaction, training expectations, etc;. Business results got rated from cost management, sales goals, etc.

Hinton and Schaeffer (1994) , The biggest challenge in organization is how to get employee realized about commitment excellent. The commitment is shown obviously correlated to customer satisfaction. There are two kinds of customers: external and internal. External customer is the one who buys the product; and internal customer is the one who gets the job from the other to continue working in process within an organization. The commitment is needed to fulfill in those 2 areas in order to get customers to satisfy the quality of the product and beyond the quality guarantee is building and sustaining the trust among all parties.

From the discussion on the key concepts that underpin this study, the researcher has focused on three main variables namely leadership, accountability and



communication which make up the conceptual framework of the study as described below.

## 2.9 Conceptual Framework

The design of conceptual framework was set from context in organizations which could be related to review of related literatures. Those variables were Leadership, Accountability, and Communication on Pre-ODI. The ODI were created from the literatures reviewed as well. Post-ODI was expected results after implementing ODI programs on those variables.

Leadership was obviously related to influence skill and clear goals. Howell and Costly (2001) defined one of leadership abilities that need have is to hold activities and influence team to achieve the goals. The influence skill training was ODI to enhance employees' capability in this area. Varma (2000) stated that leadership means to illustrate clear goals to employees. Competency training were supported by Mhonyai (2000) found that employees should participate in more training programs to rise up the images of other jobs. Warrick (1995) mentioned that leaders should distinguish the different between symptoms and problems to avoid misleading on the targets thus PDCA & 5Whys was provided Leadership training was the important ODI program to get employees realized about the change. Cumming and Worley (2001) explained that motivating change aimed to dilute Status Quo and make them clearer view for the change. The 8 habits-training program was ODI that suited this concept. Change environment with free style dress up once a week aimed to create more fun atmosphere in workplace. Steven and Pace (2002) stated that to change environment of workplace to create more fun atmosphere in order to free people to express their ideas in action.

Accountability could be found in three areas which are reliability, commitment awareness, and timeline awareness. Dennis and Teri (2003) stated that employees cannot improve themselves if they don't know the results of measurement clearly. Balance scorecard was appropriated ODI program to measure the performance with systematical method according clearly results. Commitment awareness were provided with motivation program and walk rally as ODI programs. Dennis and Terri (2003) described the way to get employees engaged with organizational performance are appraisals and promotions. This was engaged quite clearly with motivation program. Tom and Wini (1994) said that beyond the quality guarantee is building and sustaining the trust among all parties. The walk rally could help increase the trust among people. The ODI for critical timeline awareness were schedule tracking tools which consist of countdown board and electronic reminding email. Dennis and Terri (2003) discoursed that targets should be written specifically what is priority; and this should help people manage their time more efficiently.

Communication could be expanded to make employees feel comfortable to communicate with each others. There were two driving forces for communication in this study. They were teamwork and effective meeting. Vries (1999) stated that leaders need to create most effective teamwork with good ambience to get all members participate in leadership roles. Therefore, walk rally was given ODI for team activity. Pearson and Nelson (2000) described that people sit close together could create believe and count on teammate; which lead to speak freely and good relationship among the team. Thus, group working closely was given ODI for this. Assertiveness was another ODI to help increase teamwork. Conrad and Scott, (1998) stated that high power member may force others who are weaker to vote in the same

direction. Parker and Stone (2002) explained that assertiveness is self awareness on doing the right thing and the right to do some mistakes but with appropriate performance and ready to be responsible for doing it. The last ODI of communication was effective meeting. UF PCC has been facing some difficulty to handle meetings effectively. Judy and Paul (2000) stated that clear communication could resolve, create, and enhance effectiveness of communication to achieve more understanding. Hence, meeting policy was an ODI that created to make meeting more effective. All of these relevant portions were visualized in conceptual framework.



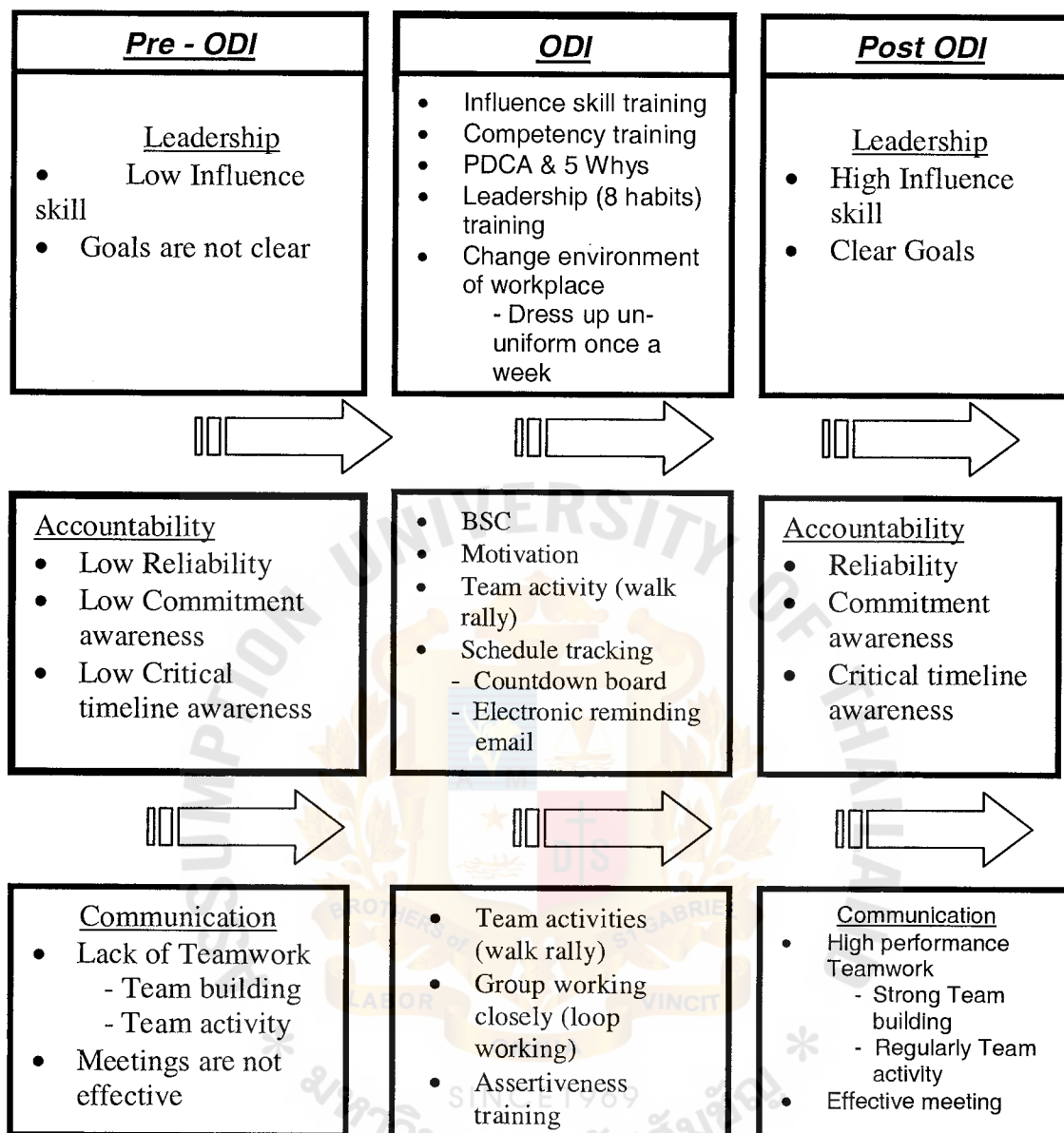


Figure 2.7 Conceptual Framework

Conceptual framework is diagram of three phases of ODI. First phase is Pre-ODI which represented the situation of company before implementing ODI. Second phase is during ODI period which showed ODI activities for each variable. The last phase is Post-ODI which is the expectation outcomes from implementing ODI.

## Chapter Three

### Research Methodology

This chapter describes the Research Design, The Sample/Respondents, The Instruments, The Data Collection Procedure, and Data Analysis Procedure as well as the OD Intervention.

#### 3.1 Research Design

The research design used in this study is action research design, which model applies directly to the real situation. It well explained as the phases of OD. (Harvey & Brown, 2001) The OD methods in textbook are used as guideline to implement ODI in each phase properly. The phases of OD are identified and differentiated in three (3) phases from Diagnosis, ODI, and Evaluation.

Phase1 Diagnosis: This process helps unfold the current organization by using systematic analysis approach which is questionnaire survey, interview, and observation list to ensure the real causes have been caught.

Phase2 ODI: This process aims to get great success out come. Therefore, OD strategy is very important and it needs to have good planning and direction of intervention clearly for a whole organization.

Phase3 evaluation: The processes that measure the outcome of ODI implementing whether it meets desired outcome.

Researcher uses this research design as a guide line for the study at UF PCC. The name may change to fit with the conceptual framework that already designed in chapter 2 as following steps.



Phase 1 Diagnosis is the same thing as Pre ODI which consists of;

- Seek for interesting area to do action research
- Discuss with the company to get approval to do the study
- Collect context and information
- Diagnosis
- Discuss with the company regarding the area that could possibly do

ODI

- Statement of the problem

Phase 2 ODI

- Planning for ODI and timeframe
- Survey questionnaire, and interview
- Collect data and analysis
- Implement ODI such as Team activities, highly effective communication training, and assertiveness training; create tools for tracking processes in details, etc;
- Monitoring and observation

Phase 3 Post ODI

- Survey questionnaire and interview
- Collect data and analysis
- Comparison the results of Pre and Post ODI
- Summary and Recommendation

All of these were planned in advance in order to keep tracking the program more efficient. Furthermore, the researcher had adapted Brain Map® from Dudley Lynch and Paul L.Kordis to use with this study as well.

Lynch and Kordis (1998) have created the quadrants BrainMap® from human brains surgeries studies. They distinguish the BrainMap® to be two portions which are anterior and posterior as well as 2 hemispheres which are left and right hemispheres. Each quadrant has different entity called I – Control, I – Pursue, I – Preserve, and I - Explore.

- I – Preserve is on the right low quadrant which interpret as Loyalty, Strong believer, understand other feeling, conservative, traditional: “I respect; therefore, I defend”.
- I – Pursue is on the left low quadrant which interpret as Quick – study, Challenging, Motivate other, Continuing, Alternative approaches & experiment, Commitment, Efficient: “I want; therefore, I act”.
- I – Control is on the left high quadrant which interpret as Information reference, Competent, Better & Better, Good organizer, Dedication, Control, Goals/road maps strategies, Listen to reason: “I understand; therefore, I control”.
- I-Explore is on the right high quadrant which interpret as New Perspective, Possibilities always, Creative, Breakthrough, Like Complexity and Diversity, willing to Challenge the status quo: “I envision; therefore, I expect.

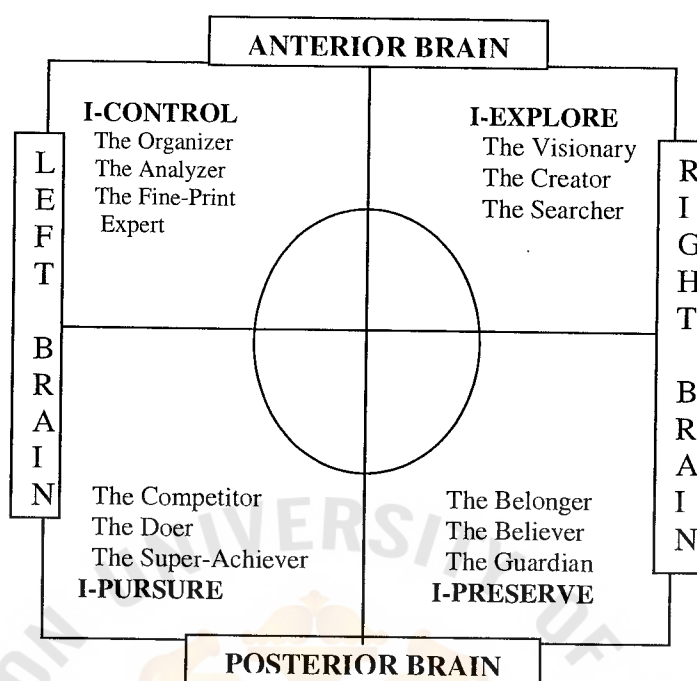


Figure 3.1 Adapted from The BrainMap® (Source: Lynch & Kordis (1988), Strategy of the dolphin, P.212)

Lynch and Kordis (1988) had created the BrainMap® by referring to human brain and made it easier to understand. They drew four quadrants of brain and addressed different functions of each quadrant clearly.

Researcher had mapped those two processes of OD method and BrainMap ® that reviewed in this chapter together with organization as corporate brain in chapter two; and creates a new research design to help illustrating the work flow of studying at UF PCC clearer. The illustration of processes framework in [Figure 3.1](#) has shown how the processes flow from stage to stage. The change agent or researcher is in the center of each stage to control and monitor closely. All the processes that happen in redundancy at any time is one scenario from organization as corporate brain. The process iteration happens all the time but most of the people do not realize about the process very well. Therefore, research design could be a tool for reminding the status

of processes so that, all relevant people can gear to the goals with better idea and image in their minds on which stage they are in.

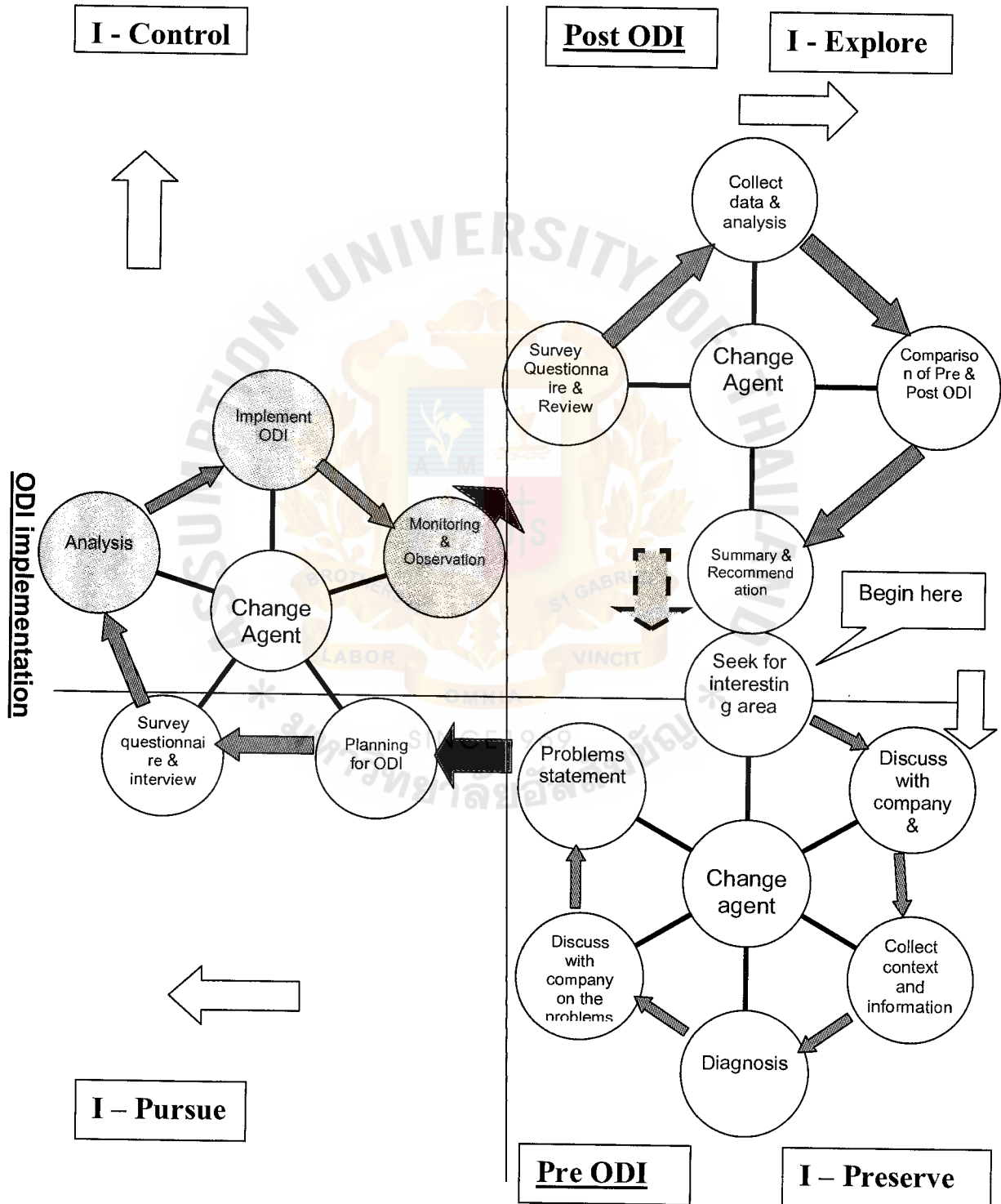


Figure 3.2 Research Design Flow Chart

### 3.2 Respondents

The total population of 119 staff responded to the administered survey questionnaires. They are Division manager one person, Department manager six persons, Section Head two persons, Supervisor fourteen persons, assistant supervisor three persons, and staff ninety three persons as table 3.1.

Table 3.1 Total Enumeration Respondents

Level of Employee	Number of Employee	Number of Respondent
Division Manager	1	1
Department Manager	6	6
Section head	2	2
Supervisor	14	14
Assistant Supervisor	3	3
Staff	93	93
Total	119	119

The respondents for interview were nine persons. They are Division manager one person, Department manager six persons and section head two persons as table 3.3. The interview target group is top to middle management because they are leaders of organization which could help support ODI program for UF PCC the best.

Table 3.2 Interview respondents

Level of Employee	Number of Employee	Number of Respondent
Division Manager	1	1
Department Manager	6	6
Section head	2	2
Total	9	9



### 3.3 Data Instruments

There were two types of Instruments used in the study. They are survey Questionnaires and interview guide. All questions were translated into Thai language.

#### 3.3.1 Survey questionnaire details

- Part I: Demographic Profile seven items
- Part II – Part IV: Four points Likert Scale was used from Strongly Agree, Agree, Disagree, and Strongly Disagree which will represent with number 4, 3, 2, and 1 respectively.
- Part II: Leadership 11 items consist with Influences skill five items and Clear Goals five items.
- Part III: Accountability 15 items consist with Reliability five items, Commitment Awareness five items, and Critical timeline awareness five items.
- Part IV: Communication 11 items consist with Teamwork five items and Effective meeting six items.

Totally questionnaires are 44 items which could draw the table to illustrate this area clearly as follows:

Table 3.3 Questionnaires details

<b>Part II : Leadership</b>	Influences skill	6
	Clear Goals	5
<b>Part III : Accountability</b>	Reliability	5
	Commitment awareness	5
	Critical timeline awareness	5
<b>Part IV : Communication</b>	Teamwork	5
	Effective meeting	6
<b>Total</b>		37

### 3.3.2 Pilot test was run with 10 non- respondent people

The pilot test was done with 10 respondents from each department randomly. SPSS software program was used to analyze to generate the means. The statistical reliability test was confirmed with the alpha value of .8169. It presented moderate reliable result, thus the standard alpha value of reliable result is .6.

### 3.3.3 Interview guide

There are 10 questions are as follows.

- Leadership three items
- Accountability four items
- Communication three items

## 3.4 Data Collection & Techniques

There are two types of Data Collection & Techniques were used for this study. 1) Primary Data, and 2) Secondary data.

### 1) Primary Data

- Questionnaires were provided to all of populations totally 119 people.
- Interview was performed formally with top, middle, and low management levels totally 9 people. Recorded by writing was a tool for collecting information.
- Observation was performing all steps of ODI from Pre ODI, ODI implementation period, and Post ODI with regard to see the impact of ODI on attitude of respondents on Leadership, Accountability, and Communication. Observation lists were created to ease collecting data process.

- Photographs were used for ODI activities.

#### 2) Secondary data

- Company profile
- Organization chart
- Process workflow
- Books
- Journals & Articles
- Internet

#### 3.4.1 Data Collection Procedure

- Questionnaires were distributed by hand on hand.
- Questionnaires were collected by open box center at UF PCC.
- The whole process was held within 5 working days.
- Qualitative data was collected by writing and observation lists.
- Make appointments in advance for interviewing.

### 3.5 Data Analysis

Both Quantitative and Qualitative data were collected from the Data Collection stage were analyzed in chapter 4. Data from the questionnaire was analyzed on Descriptive Statistics of Frequency Distribution for Mean, Standard deviation, and Range to describe about question part I for Demographic profiles.

For the question part II to IV data were measured on attitude of respondents on the Leadership, Accountability, and Communication of Pre ODI and post ODI by using 4 points Likert scale. Average Weight Means was used to categorize the rating as follows:

• Strongly Agree	4	Points score 3.51 – 4.00
• Agree	3	Points score 2.51 – 3.50
• Disagree	2	Points score 1.51 – 2.50
• Strongly Disagree	1	Points score 1.00 – 1.50

Paired Sample t-Test was used to analyze the gap between Pre ODI and Post ODI of respondents on the Leadership, Accountability, and Communication.

Qualitative question design and analysis were done during Pre ODI and Post ODI in order to see respondents' attitude toward to leadership, accountability, and communication in UF PCC.

Maxwell (2005) stated that qualitative research design cannot be done in advance by duplicating a logical strategy from other. It is ongoing processes which needs to check the feedback of respondents over time in order to fit environment the best. There are 5 components implicate for the design as shown in figure 3.2

Maxwell (2005), Questions design is very important with regard to get appropriate answers from respondents.

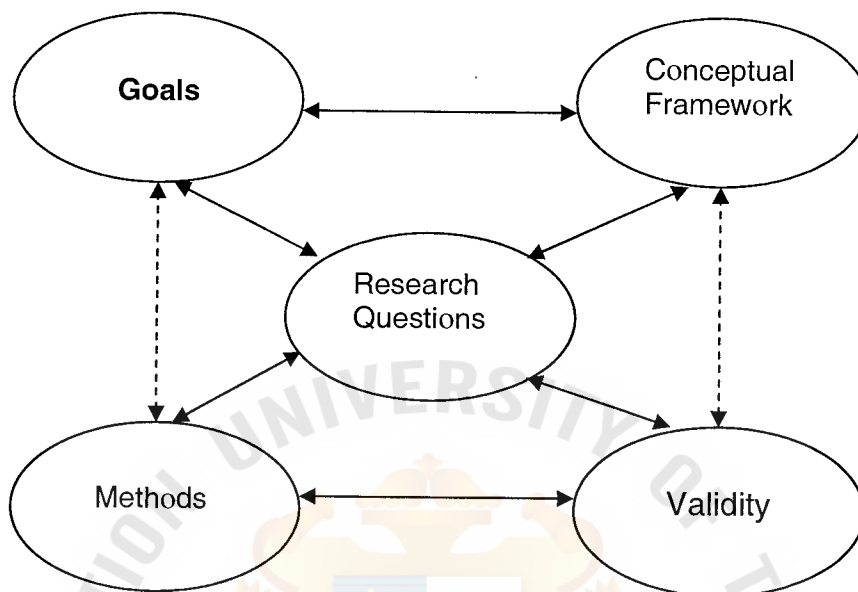


Figure 3.3 An Interactive Model of Research Design (Source: Maxwell, 2005, Qualitative Research Design, P5)

Research questions are implicated with four key features: goals, conceptual framework, methods, and validity. Good results come from good questions and to write the good questions we need to consider those four key features.



## Chapter Four

### Presentation and Analysis of Data

This chapter is to present the analysis on all data which were collected through questionnaires, interview, and activities from intervention. The findings from the analysis are used to answer the research questions (section 1.4) and research hypotheses (section 1.5) in chapter 1. Thus, all information were used to achieve the objectives of this research (section 1.2). First section used descriptive statistic of frequency distribution to describe demographic profiles of UF PCC. The second to fourth section used average weight means paired samples t-test to measure the perception of population for Pre-ODI and Post-ODI on Leadership, Accountability, and Communication. Confidence interval at 0.05 was used for testing hypotheses for these sections.

#### 4.1 Demographic profile of population

The survey questionnaires were provided to all population of 109 people. The numbers have been deducted from 10 from total population 119 people which have already conducted pilot test. This section presented the demographic profile of population in term of gender, age, educational level, department, position, employment period, and income. The results of this section are used to answer research question in section 1.3 of the first chapter.

##### 4.1.1 Gender

From table 4.1, there are 37 males of 109 respondents. It represented near to one third of all population at 33.9%. The rest of the 72 people or 66.1% are females.

Table 4.1 Frequency Distribution of Gender

Gender	Frequency	Percent
Male	37	33.9
Female	72	66.1
Total	109	100

#### 4.1.2 Age

From table 4.2, the largest number of population was 21-30 years old which has 49 people or 45%. The second number was 31-40 years old which has 43 people or 39.45%. The least number was below 20 years old has only 1 person or 0.9%.

Table 4.2 Frequency Distribution of Age

Age	Frequency	Percent
Below 20	1	0.9
21-30	49	45
31-40	43	39.4
41-50	13	11.9
Over 51	3	2.8
Total	109	100

#### 4.1.3 Education

From table 4.3 presented the largest number of Bachelor at 62 people or 56.9%. The second and third numbers were Others and College & Diploma at 28 people or 25.7 and 18 people or 16.5% respectively. There was only one master degree or 0.9% out of 109 populations.

Table 4.3 Frequency Distribution of Education

Education	Frequency	Percent
College & Diploma	18	16.5
Bachelor	62	56.9
Master	1	0.9
Others	28	25.7
Total	109	100

#### 4.1.4 Department

From table 4.4, the majority of population was No Answer has 34 people or 31.2%. The remaining populations were PPS Upper 11.9%, Upper Patter 10.1%, Mold Engineer 9.2%, Pricing 9.2%, Sample room 8.3%, Planning 7.3%, Innovation 6.4%, Creative Upper 3.7%, and Development 2.8% respectively.

Table 4.4 Frequency Distribution of Department

Department	Frequency	Percent
No Answer	34	31.2
PPS Upper	13	11.9
Mold Engineer	10	9.2
Planning	8	7.3
Innovation	7	6.4
Creative Upper	4	3.7
Upper Pattern	11	10.1
Pricing	10	9.2
Sample Room	9	8.3
Development	3	2.8
Total	109	100

#### 4.1.5 Position

From table 5.5, it showed the largest numbers of populations was Staff has 94 people or 86.2%. Others and Leader were 9 people or 8.3% and 6 people or 5.5 % respectively. The leader is represented for Division Manager, Department Manager, and Section Head. Staff is represented the Supervisor and below.

Table 4.5 Frequency Distribution of Position

<b>Position</b>	<b>Frequency</b>	<b>Percent</b>
<b>Leader</b>	6	5.5
<b>Staff</b>	94	86.2
<b>Others</b>	9	8.3
<b>Total</b>	109	100

#### 4.1.6 Employment Period

From table 4.6, there was 35 people have been working with organization from 7-9.11 years or 32.1%. The remaining numbers showed very close period of holding service to company from 1-2.11 years 20 people, 5-6.11 years 19 people, less than 1 year 18 people and 3-4.11 years 17 people respectively.

Table 4.6 Frequency Distribution of Employment Period

<b>Period</b>	<b>Frequency</b>	<b>Percent</b>
<b>Less than 1 year</b>	18	16.5
<b>1-2.11 years</b>	20	18.3
<b>3-4.11 years</b>	17	15.6
<b>5-6.11 years</b>	19	17.4
<b>7-9.11 years</b>	35	32.1
<b>Total</b>	109	100

#### 4.1.7 Income

From table 4.7, the largest income level of 68 people out of 109 people or 31.2% has income 10,001-20,000 baht per month. The second level was 34 people or 31.2% who were earning less than 10,000 baht per month. The remaining populations were in range of 20,001-30,000 baht per month have 5 people or 4.6% and the least number has only one person who has income higher than 50,000 baht per month or 0.9%.

Table 4.7 Frequency Distribution of Income Level

<b>Income Level</b>	<b>Frequency</b>	<b>Percent</b>
<b>Less than 10,000 baht</b>	34	31.2
<b>10,001-20,000 baht</b>	68	62.4
<b>20,001-30,000 baht</b>	5	4.6
<b>30,001-40,000 baht</b>	1	0.9
<b>40,001-50,000 baht</b>	0	0
<b>More than 50,000 baht</b>	1	0.9
<b>Total</b>	109	100

#### 4.2 Leadership

This section includes qualitative and quantitative analyses on leadership. The qualitative analysis is based on interviews done with nine respondents using the interview guides. The qualitative outcomes of leadership have been summarized in the table 4.8.



Table 4.8 Interviewed summary toward Leadership

<p><b>Leadership</b></p>	<ul style="list-style-type: none"> <li>• They need more leadership consciousness to lead projects and people in order to complete the tasks correctly and in timely manner.</li> <li>• They do not worry too much for finishing the tasks and convey to others on time.</li> <li>• The goals are not clear so that it causes to leadership style in UF PCC could not perform effectively.</li> <li>• There is no training program for leader to lead people with the same direction.</li> <li>• There is no recognition when promote people to be a leader which cause difficulty to new leaders to look after subordinates.</li> <li>• In organization chart is called out clearly but in practice do not support the chart.</li> <li>• Leaders can make decision independently. Nonetheless, most of the times they need senior manager (division manager) to help pushing the jobs. They are reluctant to make decision about financial related.</li> <li>• They still respect in seniority rather than position.</li> <li>• It is mixed between democratic and autocratic because some employees could not give reasonable estimate timeline to finish the tasks.</li> </ul>
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As shown on Table 4.8 respondents indicated their perception toward leadership with vary expectations. This information gave great support for quantitative results on influence skill and clear goals obviously. It seems to have very high level of seniority in organization from the need of leadership training program, organization chart and practice do not support to each other, senior manager still the main pushing force to get job done, and they are still respect seniority rather than position. This may cause the lack of influence skill for new leaders and junior leaders. Another statement pointed out clearly that the goals were not clear so that they cannot focus, align and perform on the target with successfully.

Perception of 109 populations toward Leadership was Agreed level of which mean score shown at 2.9708. Degree of Standard deviations was moderated at 0.4745. Even it had shown in agree level but in the range of agree level is 2.51 – 3.50 which mean there is still a room to raise up the agreed Leadership at UF PCC.

#### 4.2.1 Perception toward Influence skill

The perception of respondents toward Leadership in terms of Influence skill indicated an “agreed” level with a mean score at 2.9664 and standard deviation was at 0.4580 which indicated moderate dispersion of populations. The mean score was not too high and the chance to increase the number is still possible if proper ODI is implemented to population.

#### 4.2.2 Perception toward Clear Goals

The respondents’ perception towards Leadership in terms of Clear goals was at 2.9761 which showed an “agree” level.. However, standard deviation was quite high at 0.6127 and reflecting more variety among the perception of populations. Thus, the proper ODI could be the factor that changes perception of population most importantly.

Table 4.9 Perception of populations toward Leadership in terms of Influence skill and Clear Goals

Statement	N	Perception		
		Mean	Qualitative Rating	Std Div
<b>Leadership</b>	109	2.9708	Agreed	.4745
• <b>Influence skill</b>		2.9664	Agreed	.4580
• <b>Clear Goals</b>		2.9761	Agreed	.6127

### 4.3 Accountability

Qualitative of accountability was summarized in Table 4.10.

Table 4.10 Interview summary toward Accountability

Accountability	<ul style="list-style-type: none"> <li>• In development, Sample, and Planning departments have variety of works to do; since they need to cooperate with other departments in daily basis and that cause them to create channels to complete their tasks. Other departments have moderate to low variety of work.</li> <li>• Almost of them said that their peers know processes very well and give them good support. Nonetheless, they received less informing when works were slipped from the timeline; and frequently, they need to follow the jobs from others. Sometimes they don't know how to influence others; thus asked help from senior leaders is a good choice forms them to fix problem.</li> <li>• They have to execute the works of different three seasons at the same time and that created schedule slipped from planned.</li> <li>• They need good tools to update their job progress.</li> <li>• The lines of authority are clear but not precisely defined. Sometime, they found issues but not sure who do they should talk to. It could be happened sometimes that senior leader from different department asked them for help directly not through the authority channel.</li> <li>• They want top management to recognize them by calling big meeting to convey any information directly. They need commitment from top management to lead them to targets. They need top management to commit with ODI project as his participation could be a kind of motivation to all employees.</li> </ul>
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Table 4.10 stated that there are varieties of work to do in some departments; and need support from other departments in order to execute the tasks appropriately. Nonetheless, most of the times, they need to push others to get the jobs done. This has shown the lack of reliability and commitment among the groups. As well as they need good tools to track or update the projects progress; because they have to execute the works of different seasons at the same time. All of this information could be linked

with statistical method on what they perceived toward those reliability, commitment awareness, and critical timeline awareness.

The perception of population toward Accountability was at “agreed” level of which mean score was 3.2018. Seemingly, they are in quite high level in range of agree. Information from interviewing process has implied the need of ODI to implement in UF PCC. They pretty much like to commit with customers with nice plans; but quite often they could not complete the tasks as planned. It showed Standard deviation at 0.3560, there is not much dispersion of perception among population.

#### 4.3.1 Perception toward Reliability

The respondents’ perception toward Accountability in term of Reliability showed an “Agreed” level. With a mean score at 3.0844. There is a gap for increasing the extent of Accountability in term of Reliability because the range of agree is 2.51 – 3.50 of which mean score. It showed the number of Standard deviation at 0.5101 which was moderated to high dispersion among perception of population. They also need some tools to measure performance with systematical analysis. Put these data together could definitely supported the need of ODI implementation at UF PCC.

#### 4.3.2 Perception toward Commitment Awareness

Populations perceived quite high “Agreed” level in mean score at 3.3028. The numbers was not reflected the need of ODI urgently. It is inevitably to increase their ability to compete with other competitors in footwear business. With the support of standard deviation at 0.4351 it showed that ODI is needed to implement to populations. This is to give them more confidence about commitment they need to

have with their job; as well as relevant people around there such customers, suppliers, etc.

#### 4.3.3 Perception toward Critical Timeline Awareness

The mean score on critical time awareness was 3.2183 which were at “Agreed” level. It showed the numbers quite high in the range of agree level at 2.51 – 3.50. Even so, it is a critical area that customer would measure the performance of UF PCC and they need to perform it the best not moderately. The standard deviation at 0.4177 did not shows much the same direction that population perceived Accountability in term of Critical Timeline Awareness.

Table 4.11 Perception of population toward Accountability in terms of Reliability and Commitment

Statement	N	Perception		
		Mean	Qualitative Rating	Std Div
<b>Accountability</b>	109	3.2018	Agreed	.3569
• <b>Reliability</b>		3.0844	Agreed	.5101
• <b>Commitment Awareness</b>		3.3028	Agreed	.4351
• <b>Critical Timeline Awareness</b>		3.2183	Agreed	.4177



#### 4.4 Communication

Qualitative of communication have been summarized in table 4.12.

Table 4.12 Interviewed summary toward Communication

Communication	<ul style="list-style-type: none"> <li>• It is mixed communication process between instruction and advice; it depends on the situation and timing. The important and serious level of tasks is a factor to select the process whether instruction or advice. They believed that instruction could be worked for a period of time but it will not last long.</li> <li>• The ideas exchange is always performed at UF PCC. Ideas exchange is good but some situation time is not sufficient to wait for other ideas.</li> <li>• Most of the time they forgot to ask for ideas exchange because they are located away from each others. They always memorized ideas when they were apart.</li> <li>• Meeting room is a good place for exchange ideas but quite often that people didn't prepare ideas for meeting in advance.</li> <li>• One obstacle of idea exchange process is seniority. They felt that to respect elder is needed to do. They don't familiar to exchange ideas across departments because they thought that it was not good to interfere others. Nonetheless, some of them felt that the exchange ideas could be trained and employees should be trained as well.</li> <li>• There is no policy or procedures for fixing the problems in organization except lab department.</li> <li>• They don't have policy for fixing the problems because footwear have variety problems and not suitable to create policies and procedures.</li> </ul>
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Table 4.12 lists the statements on the perception of the respondents toward communication that they need to have more activity on exchange ideas among the employees. They do not have great chance to do so because they were located apart from each other. They could memorize what they want to talk when it was too late. They want to have good meeting every time they participated. They do not have meeting policy or procedures in place to control participants in order to get meeting more effective. These statements could be interpreted as the need of teamwork and policy to create effective meetings. The perception of teamwork and effective meeting

were translated to be statistical numbers by quantitative method with regard to see the results clearly.

The respondents perceived toward Communication at “Agreed” level with the mean score at 2.7857. It was quite low score in the range of agree level at 2.52 – 3.50. There was a big opportunity for increasing the numbers in this area. Standard deviation numbers were at 0.4845 which could be lower to reflect the closer perception of populations. Absolutely, the results showed that ODI needed to be implemented to the population in order to communicate more effectively.

#### 4.4.1 Perception toward Teamwork

An “agreed” level was perceived on Teamwork by the respondents. The mean score was given at 2.8917. It was quite low number and could be interpreted the teamwork among populations at UF PCC clearly; that they need to synergize the work much better than this. Moderately to high of standard deviation at 0.5015 had been given. With this showed it was evitable that they needed to get ODI to implement in organization to improve teamwork

#### 4.4.2 Perception toward Effective Meeting

The respondents felt an “agreed” position in this area which showed in table 4.13 at 2.6972. It was obviously in which numbers shown very low level of the range of agreement at 2.51 – 3.50. The same indication was shown in standard variation at 0.6351. It was pretty high dispersed among populations’ perception toward Communication in term of Effective Meeting. They need to improve performance in this area to ensure all meeting are held with effectively. Thus, ODI needed to be implemented for raising up the level of perception toward Effective Meeting.

Table 4.13 Perception of populations toward Communication in terms of Teamwork and Effective Meeting

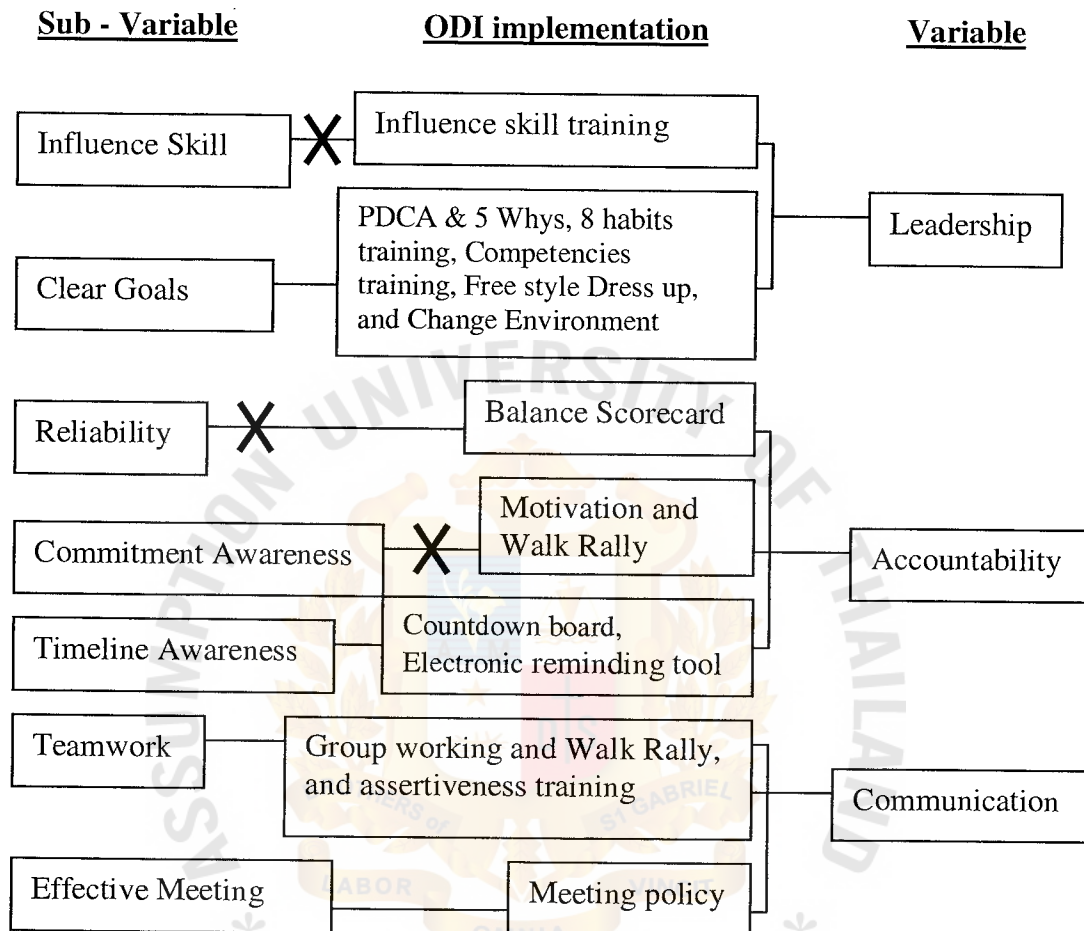
Statement	N	Perception		
		Mean	Qualitative Rating	Std Div
<b>Communication</b>	109	2.7857	Agreed	.4845
• <b>Teamwork</b>		2.8917	Agreed	.5015
• <b>Effective Meeting</b>		2.6972	Agreed	.6351

#### 4.5 ODI for Leadership, Accountability, and Communication

With regard to section 4.2, 4.3 and 4.4 that described the results of perception toward Leadership, Accountability, and Communication. Based on the results there was a need to develop the proper ODI that fits organization the best; which could help them to foresee the positive outcomes. ODI was provided to respondents to help leverage their perception toward Leadership, Accountability, and Communication with more confidence in practice.

The entire hypotheses tested at 0.05 confidence interval with Paired Samples t-Test analysis was used to measure perception of populations toward Leadership, Accountability, and Communication. As described before in section 4.2, 4.3 and 4.4 that there are seven sub – variables under these three variables. They are Influence Skill, Clear Goals, Reliability, Commitment Awareness, Critical Timeline Awareness, Teamwork, and Effective Meeting. With limited timelines and financial constraint in UF PCC; it had impacted to some ODI implementation and caused the outcomes

which showed in statistical measurement. Figure 4.1 was created to ease understanding the status of ODI program.



**X** = ODI have not been yet implemented

Figure 4.1 Status of ODI in a Flow Diagram

Figure 4.1 illustrate all seven Sub – variables that some of them have been implemented ODI and some of them have not been yet implemented. Four Sub – variables that have been implemented ODI were Clear Goals, Timeline Awareness, Teamwork, and effective Meeting. The remaining Influence Skill, Reliability, and Commitment Awareness have not yet been implemented. They are in the .process of

manipulating. It also links to three Variables of Leadership, Accountability, and Communication.

#### 4.5.1 Leadership in term of Influence skill training

The ODI for Leadership in terms of Influence Skill development has not been implemented. The researcher suggested Influence skill training course to UF PCC but this could be done in the next training after 8 Habits training and Walk rally which will be implemented at the end of April, 07 and end of May, 07 respectively.

#### 4.5.2 Clear Goals

It is necessary for any organization to have Clear Goals for employees to focus on. UF PCC also needs to have clear goals to keep employees performing their tasks. They have some obstacles to see goals clearly and it caused to decline performance. PDCA & 5 Whys, Competency, Free style dress up, and 8 habits training were programs to see the root causes and enhance ability of employees to create and set up the goals precisely and reality. Precise and reality could help lead to see goals clearly for each section. Every section created the goal by their own with PDCA & 5 Whys analysis as well as attended competency training. All departments did PDCA & 5Whys presentations and presented to others which included researcher on March, 2<sup>nd</sup>, 22<sup>nd</sup>, 28<sup>th</sup>, and April, 6<sup>th</sup> as shown in table 4.11. The presentations were very promising and interesting. Competency training was held in house and trainers were experts in those sections. The trainings went well and have high level of knowledge exchange between departments and sections. The training activities have illustrated in table 4.12 will give more details about courses, time, and trainers. 8 habits training was set up to hold on Apr, 11<sup>th</sup> and 26<sup>th</sup>, 2007.

Table 4.14 PDCA &amp; 5 Whys action plan for Clear Goals

Section	Objectives	Presentation date	Start	Finish	Person
<b>Development</b>	Unchanged material	Mar, 2, 07	Mar, 07	Jun, 29, 07	Supervisor
<b>Planning</b>	Material arriving on time	Mar, 2, 07	Mar, 07	May, 25, 07	Supervisor
<b>Sourcing</b>	Reduce mat. lead time from 49 to 21 days	Mar, 2, 07	Mar, 07	May, 25, 07	Supervisor
<b>Upper pattern</b>	Increase Pattern efficiency to 85%	Mar, 28, 07	Mar, 07	Jul, 30, 07	Supervisor
<b>Tooling</b>	Finish tooling within 35 days	Apr, 6, 07	May, 07	Jul, 30, 07	Supervisor
<b>Lab</b>	Issue bonding test within 3 days	Mar, 2, 07	Mar, 07	Mar, 31, 07	manager
<b>Innovation</b>	Reduce VOC usage of 4 Trail 4 to be 0	Mar, 2, 07	Mar, 07	Apr, 4, 07	Supervisor
<b>Swatch team</b>	Close swatch book on time	Mar, 2, 07	Mar, 07	May, 25, 07	Supervisor
<b>QC</b>	Reduce welding defective% to less than 0.55	Mar, 2, 07	Mar, 07	May, 31, 07	manager
<b>Sample room</b>	Confirmed shoes passed 100%	Mar, 2, 07	May, 07	May, 31, 07	Supervisor
<b>2D 3D Drawing</b>	Reduce corrective time of 3D to 2 days	Mar, 22, 07	Jul, 07	Jul, 31, 07	Section head
<b>Warehouse</b>	Reduce thread stock 50%	Mar, 22, 07	Mar, 12, 07	Apr, 28, 07	Manager
<b>Pattern engineer</b>	Finish trials on time	Apr, 6, 07	May, 07	Jul, 30, 07	Supervisor

Table 4.15 Competency training activities

Training program	Date	Trainer
Shoe's construction	Feb, 19, 07	Pattern supervisor Mold section head
Mid sole & Out sole and Grading	Feb, 20, 07	Mold and 2D-3D section head and supervisor
Materials	Feb, 27-28, 07	Supervisor
Costing	Feb, 28, 07	Supervisor
Commercialization	Feb, 13, 07	Supervisor and Assistant supervisor
Factory tour	Mar, 1, 07	Factory representative

From table 4.12 in each training program comprised of details as follows.

1. Shoe's construction

- What & where are upper parts? ( inside/outside reinforce/backing/lining)



- Upper materials ( Leather/ Synthetic / Textile)
- Upper components (Vamp, Quarter, Foxing, etc;) /Accessory (Logo, Embroidery , Welding, Eyelets /Lace lock Pull Tab, Lace, etc; )
- Last ; What kinds of lasts does currently use? Last grading scale, Last supplier, Last construction/ dimension, template.

## 2. Mid sole & Out sole and Grading

- What and where are the parts and materials?
- How many types of molds and mold making processes are there?
- What is Air bag and Sock liner? How many types of Air bag and Sock liner?
- How many types of grading system are there?

## 3. Materials

- Types of Upper materials
- What are Leather, Synthetic, and Textile?
- Approved vendor lists, Material control sheet set up process
- What is Swatch book?

## 4. Costing

- How to calculate the cost of shoes? The implication of Paper pattern, Out sole, Materials, Components, Labor, Overhead, Admin cost?
- How to calculate the duty?

## 5. Commercialization process

- Process of Extreme, Full size trial
- How to calculate the timeline?
- Lab test processes for trial shoes.

## 6. Factory tour

- Visit mold shop,
- Visit Out sole, Mid sole, Cutting , Stitching, Lasting departments
- Visit Accessory suppliers

### 4.6 ODI for Accountability in terms of Reliability, Commitment Awareness, and Critical Timeline Awareness

As shown in figure 4.1 the current situation of ODI project at UF PCC. Reliability and Commitment have not yet implemented the proper ODI for now while Critical Timeline Awareness has already implemented Schedule Tracking Tools which are Countdown board and Electronic Reminding email.

#### 4.6.1 Reliability

The ODI was presented to UF PCC and already agreed upon for Reliability was Balance Scorecard (BSC). Even if they could not implement BSC with the timeframe of the study but they agreed to continue to proceed the program to increase Reliability. The implementation plan for BSC was set up from April, 6<sup>th</sup>, 2007 until June, 11, 2007. This implementation plan comprised of training, creating BSC, presenting, review by top management, implementing and recording, analysis, and assessment by top management. The BSC implementation planning could be drawn in table to ease understanding as table 4.11. Table has shown the stages, responsible persons, and timeframe to help follow up more efficiently. Nonetheless, full implementation period was set around May, 1<sup>st</sup>-31<sup>st</sup>, 2007. Therefore, during ODI study period, it could have said that they do not see the Goals clearly for now. This had impacted to the result of Post ODI of Reliability with negatively.

Table 4.16 BSC implementing plan

Description	Who	Due Date
1. Presentation BSC	QC, Planning, Sample manager	6 April,2007
2. Training	QC, Planning, Sample department manager	10 April,2007
3. Create BSC by each department	Leader of each department	11-23 April,2007
4. Present by department	Leader of each department	24 April 2007
5. Review with Top Management	QC, Planning, Sample, Development manager	25-27 April 2007
6. Implementation & Recording	Leader of each department	1-31 May 2007
7. Analysis	Leader of each department	1-8 June 2007
8. Assessment by Top Management	Leader of each department	11 June 2007

#### 4.6.2 Commitment Awareness

The ODI for Commitment were Motivation program and Walk Rally. Motivation program has not been discussed in detail yet. The plan was to review and analyze for any Motivation Programs they have in place currently to see which program suit the situation the best; as well as new programs may be implemented to raise up morale of employees in order to increase Commitment. Meanwhile, another ODI for Commitment was Walk Rally. It just got approved from top management end of March, 07. Walk Rally will be held on May, 26<sup>th</sup> – 27<sup>th</sup>, 2007.

#### 4.6.3 Critical Timeline Awareness

Critical Timeline Awareness had used Schedule Tracking tools for being an ODI. Schedule Tracking tools consist of Countdown board and Electronic reminding email. The countdown board has been finished and implemented on February, 9<sup>th</sup>, 2007. UF PCC had designed and invented it by themselves. The countdown board is useful tool for tracking timeframe of projects closely. It gives people visual control thus, people realize about the time and deadline that is needed to perform align with the board. It is reachable tool for all employees to check projects' status whenever



they want to. The figure 4.2 showed the image of Countdown board that is already implemented at UF PCC.



Figure 4.2 Countdown board at UF PCC

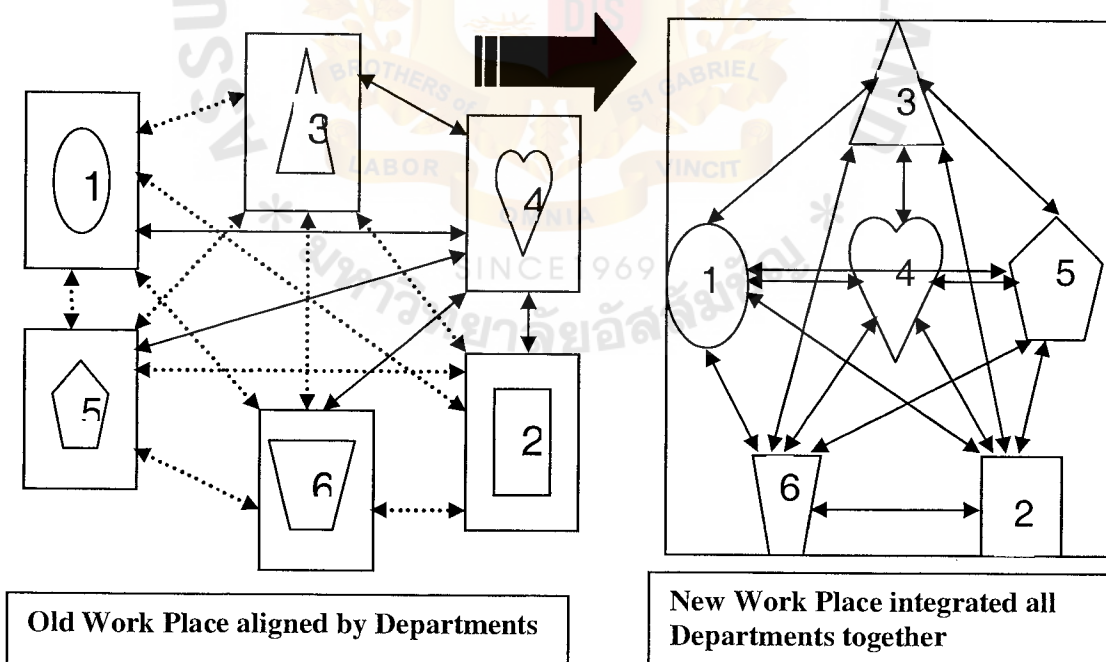
The countdown board shows details of timeframe of tasks that each department needs to complete. It is located in UF PCC. Its size is a crucial factor to convince people to look at and perform more effectively.

Electronic reminding email has been implemented on March, 23<sup>rd</sup>, 2007 via email. Planning department had created the instruction or manual of the process by power point file. They make used of option that provided by outlook program for this program. Simplify the process and user friendly was the key when they were creating this tool. The key features of this tool which send out by Planning Department are reminding the timeline, calendar using, and automatic pop up reminding on screen or monitor. Moreover, process instruction of making appointment for meeting via this tool was created to help people to be able to do it themselves as well.

#### 4.7 ODI for Communication in terms of Teamwork and Effective meeting

##### 4.7.1 Teamwork

The Loop working and Walk Rally were the ODI to for increasing perception toward Teamwork. The loop working consists of employees from different departments to work together in the same group. This has helped in enhancing team members' communication level by participating and sharing information all the time. It is obviously different from the old work place location which sets the seats by departments. The old style working location separated employees from each other by departments they belong; which obstacle process of communication in terms of sharing and participating. Different departments were located in different rooms or areas. Therefore, it was quite often the flow of communication could not make it with adequate efficiently.



1 = Sourcing Department    2 = Upper pattern Department    3 = Planning Department  
 4 = Development Department    5 = Pattern Engineer Department    6 = Tooling Department

..... = Rarely communication    ————— = Frequently communication

Figure 4.3 Communication flow of old process and new process of Loop working

The communication flow of old workplace obstructed the process flow with laid out departments separately. The process flows were not supported the communication of individual freely to give cooperation to each other with efficiently. Sitting in different room could also block information sharing which lead to make decision without or not adequate information. Moreover, boundaries between different departments are important factors to cause people have less communication.

New workplace has integrated different departments to sit together at the same area. This has help people to communicate freely without blocking from boundaries between departments. People have chance to communicate to each other all the time because the environment supports them to do so. Sharing information up to date is significant feature to keep people in the same page. With Loop working lay out, people could also exchange knowledge, ideas, comments, tasks, and other. They could possibly enhance their capability of working more efficient which lead to bond relationship greater than old workplace lay out. UF PCC planned to establish four loops completed on April, 18<sup>th</sup>, 2007. Team members in the loop is likely to remind each other about the timeframe more often whenever they see each other and ask for progress of the projects.

#### 4.7.2 Effective Meeting

One ODI project was provided in order to arouse employees to realize about importance of Effective Meeting they need to have. It was Meeting Policy which effective on March, 22, 07 onward. The policy was discussed, created, and written by themselves which reflected all weak points from the past. The Policy comprised of four criterion, they are things that need to perform before meeting, during meeting, after meeting, and evaluation.



### Before meeting

Facilitator needs to make appointment one day in advance via email except the urgent case; should inform by telephone. If the meeting was postponed facilitator need to inform all participants via email or telephone. The meeting should consist of:

- 1) Objective of the meeting
- 2) Agenda
  - Participants are required to prepare information, issues, concerns and solutions of those topics.
- 3) Date, Time, Venue, and Time to start and time to finish?
  - Meeting should not last longer than two hours.
  - Meeting room and chairs should fit participants properly.
  - Instruments and stationary such as pens, white boards, clip board, etc; should be prepared accordingly.
- 4) Participants
  - Specific participants whom concerned are invited.
  - Direct impact persons are named into “To” list.
  - The persons who named into “To” list need to attend the meeting otherwise, representatives who know all details very well and can make decision are required.
  - The observers need to be named into “CC” list.

### During the meeting

- Meeting facilitator inform objective, agenda and time to participants
- Meeting facilitator needs to control the meeting to run within the expected topics and time.

- Participants need to describe information, comments/suggestions against those topics.
- Meeting facilitator needs to write down on the board for issues, solutions, responsible persons, and timelines of those projects.
- Participants should present once at a time to prevent conflicting, confusing, and misunderstanding.
- Facilitator should review all information before finish the meeting to ensure all are clear.
- Everyone is responsible for keeping the meeting room clean and tidy after finishing the meeting.

#### After the meeting

- Meeting facilitator or a responsible person needs to send email of meeting conclusion to all participants within one day.
- Participants need to review meeting conclusion and send email back to meeting facilitator for any things that want to correct and confirm the meeting conclusion.
- All responsible persons have to update the progress of those projects for meeting facilitator against timeline.

#### Evaluation

- Rolled out Evaluation form on Thursday March, 22, 2007
- Meeting facilitator distributes evaluation form to participants and collects them back after meeting.
- Meeting facilitator sends all filled in evaluation forms to Meeting controller.

- Evaluate all meetings for the first three months and analyze and inform them to all departments every month from April to June, 2007. After this period, evaluation process will be run every three months.

#### Rules and Penalty

- Mobile phone has to be turned off or set up in silent mode.
- During the meeting do not walk around too often.
- Participants who comes late have to be fined 50 baht.
- Participants who do not attend the meeting without informing in advance to meeting facilitator have to be fined 100 baht.
- Meeting facilitator informs the name of participants who miss the meeting to meeting controller.

In regard to make people recognize all of the mentioned ODI programs stages easier, the processes have been following the research design which was mapped up with BrainMap® in chapter three.

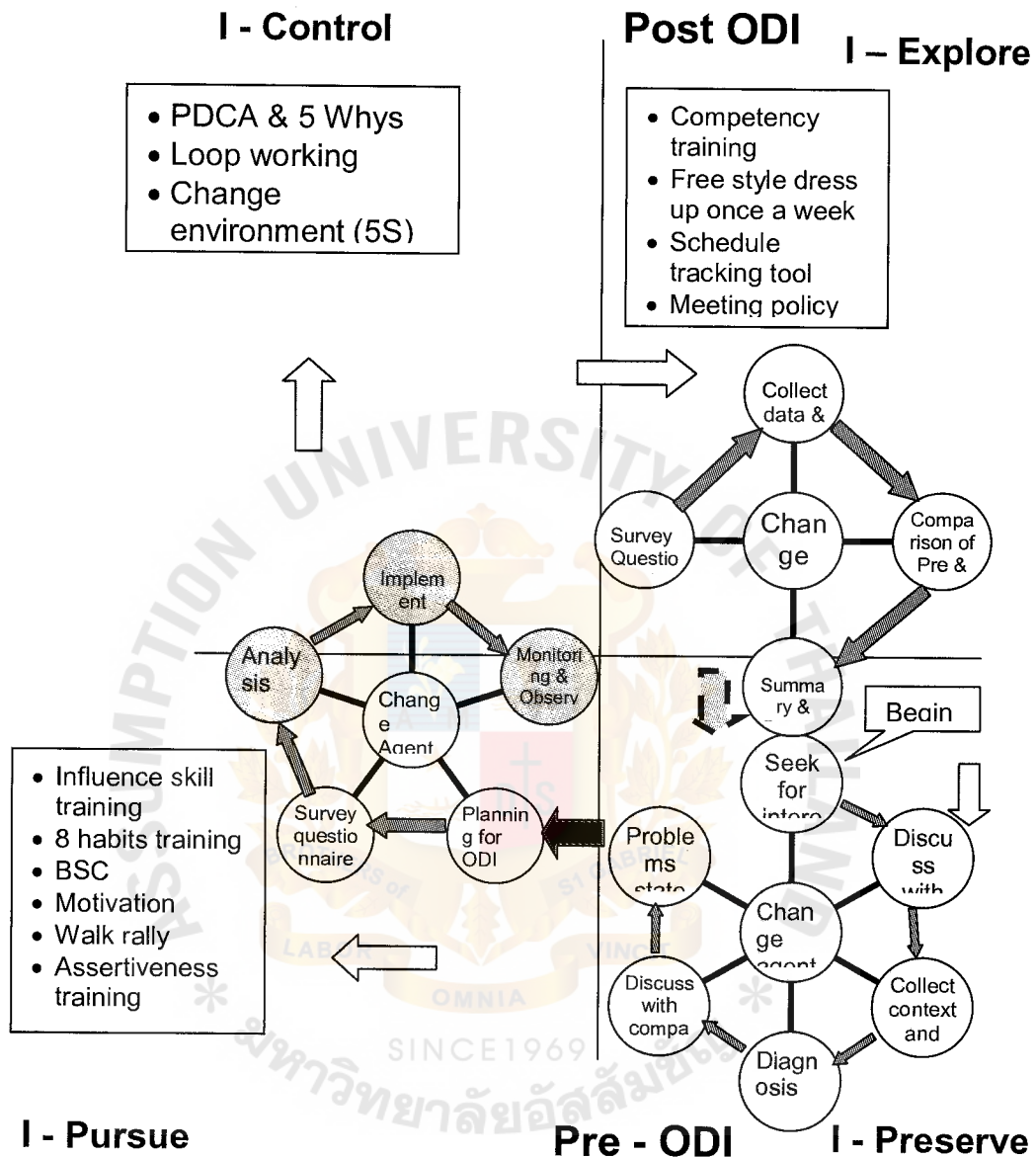


Figure 4.4 ODI programs progress

Figure 4.4 shows the results from mapping ODI programs with research design. It could help people to recognize that where each ODI program is. For example; the programs located in I – Pursue quadrant means they have not been implemented for ODI yet. So, they need to pursue to implement those ODI. The ODI programs that have already been implemented will be moved to I – Control quadrant. All ODI programs that located in I – Control meant they have been implemented

already and need for monitoring or controlling the program closely. The programs that are already implemented completely will be moved to I – explore quadrant. This quadrant meant they have been finished for all processes and ready to go for further rounds with expectation to get better results along with the direction of arrows.

#### 4.8 The Impact of ODI on Leadership, Accountability, and Communication

With regard to answer research questions in Chapter 1 section 1.4. Analysis of results between Pre – ODI and Post – ODI were implicated to see the Impact of ODI on Leadership, Accountability, and Communication.

##### 4.8.1 Impact of ODI on Leadership

The perception of 109 people toward Leadership indicated an “Agreed” level of which mean score shown on Pre – ODI was 2.9708 and Post – ODI was 3.0183. degree of standard deviations were moderated at 0.4745 and 0.4751 respectively. Positive feedback was shown in numbers of mean score indicated that Pre – ODI was lower than Post – ODI.

##### 4.8.2 Impact of ODI on Leadership in term of Influence skill

Populations perceived toward Leadership in terms of Influence skill with agreed level of which mean scores shown on Pre – ODI at 2.9664 and Post – ODI at 2.9229. The numbers were moderated level. Considerably, higher number of Pre – ODI was over Post – ODI have implied that perception still remained at the same or needed ODI implementation to raise the number of Post – ODI. Standard deviation at 0.4580 and 0.5200 had described the higher dispersion of post ODI which was an indicator that perceptions among people was declining.

#### 4.8.3 Impact of ODI on Leadership in term of Clear Goals

Population perceived Leadership in terms of Clear goals on Pre-ODI and Post-ODI at 2.9761 and 3.1358. Certain attention on mean score supported the perception of Post – ODI was higher level than Pre – ODI obviously. The proper ODI was the factor that changed the perception of population most importantly. As well as standard deviation of Pre – ODI was quite high at 0.6127 and lower on Post ODI at 0.5263 had concreted the better perception of population toward Clear Goals.

Table 4.17 Impact of Leadership in terms of Influence skill and Clear Goals

Statement	N	Perception			
		Stage	Mean	Qualitative Rating	Std Div
Leadership	109	Pre – ODI	2.9708	Agreed	.4745
		Post – ODI	3.0183	Agreed	.4751
Pre – ODI		2.9664	Agreed	.4580	
Post – ODI		2.9229	Agreed	.5200	
• Clear Goals		Pre – ODI	2.9761	Agreed	.6127
		Post - ODI	3.1358	Agreed	.5263

#### 4.8.4 Impact of ODI on Accountability

Perception of population toward Accountability; with Agreed level of which mean score at 3.2018 and 3.2220 reflected Pre – ODI and Post – ODI respectively. There is not much difference in those 2 numbers and indicated population had perceived two stages of Pre and Post ODI similarly. Standard deviation shown 0.3560 and 0.3699, there is not much dispersion of perception among population.



#### 4.8.5 Impact of ODI on Accountability in term of Reliability

Populations perceived toward Accountability in terms of Reliability with Agreed level. The mean score showed on Pre – ODI at 3.0844 and Post – ODI at 3.0697. It showed the numbers of Post – ODI was getting poorer than Pre – ODI but not much. Standard deviation numbers were moderated on Post and Pre – ODI which supported the need for ODI implementation.

#### 4.8.6 Impact of ODI on Accountability in term of Commitment Awareness

Most perception were likely falling in Agreed level of mean score at 3.3028 and 3.2862 for Pre – ODI and Post – ODI respectively. With supportive of standard deviation at 0.4351 and 0.4646 showed that ODI is needed to implement to populations to give them more confidence about commitment they need to have with their job as well as relevant people such as customers, suppliers, etc.

#### 4.8.7 Impact of ODI on Accountability in term of Critical Timeline Awareness

The mean score had been given numbers at 3.2183 on Pre – ODI and 3.3101 on Post – ODI which fell in Agreed level. It showed the numbers of Post – ODI higher than Pre – ODI which could be related to ODI that was implemented to the population. Moreover, standard deviation at 0.3677 of Post ODI would support the degree of perception among populations' perception with higher level compared with 0.4177 of Pre – ODI.

Table 4.18 Impact of ODI on Accountability in terms of Reliability, Commitment Awareness, and Critical Timeline Awareness

Statement	N	Perception			
		Stage	Mean	Qualitative Rating	Std Div
Accountability	109	Pre – ODI	3.2018	Agreed	.3569
		Post – ODI	3.2220	Agreed	.3699
• Reliability		Pre – ODI	3.0844	Agreed	.5101
		Post – ODI	3.0697	Agreed	.5029
• Commitment Awareness		Pre – ODI	3.3028	Agreed	.4351
		Post - ODI	3.2862	Agreed	.4646
• Critical Timeline Awareness	Pre – ODI	3.2183	Agreed	.4177	
	Post - ODI	3.3101	Agreed	.3677	

#### 4.8.8 Impact of ODI on Communication

Populations perceived toward Communication with Agreed level of which the mean score at 2.7857 and 2.9233 on Pre – ODI and Post – ODI. Standard deviation numbers were moderated on both stages. Pre – ODI showed at 0.4845 and was a little bit better on Post – ODI at 0.4777. The results showed that ODI have been given to populations help support the higher perception of populations to believe in communication in UF PCC.

#### 4.8.9 Impact of ODI on Communication in term of Teamwork

Degreed level was perceived about Teamwork by populations. The mean scores were given at 2.8917 and 2.9651 on Pre – ODI and Post – ODI respectively. This could reflect the impact of ODI on Communication in terms of Teamwork apparently. Moderately standard deviation on both Pre and Post ODI were given.

Nonetheless, the higher number of Pre – ODI at 0.5015 had given supportive Post ODI number at 0.4697 with higher level on perception of populations after ODI implementation.

#### 4.8.10 Impact of ODI on Communication in term of Effective Meeting

Population felt agreed on Pre – ODI and Post – ODI which showed in mean scores at 2.6972 and 2.8884 respectively. The significance of numbers was shown in Post – ODI higher than Pre – ODI more than two digits. With the same direction in standard variation that showed numbers of Post – ODI lower than Pre – ODI at 0.5928 and 0.6351. These numbers could be interpreted that population has perceived toward Effective Meeting with more confidence. It was implied that the impact of ODI on Communication in terms of Effective Meeting was positive.

Table 4.19 Impact of ODI on Communication in terms of Teamwork and Effective Meeting

Statement	N	Perception			
		Stage	Mean	Qualitative Rating	Std Div
Communication	109	Pre – ODI	2.7857	Agreed	.4845
		Post – ODI	2.9233	Agreed	.4777
• Teamwork		Pre – ODI	2.8917	Agreed	.5015
		Post – ODI	2.9651	Agreed	.4697
• Effective Meeting		Pre – ODI	2.6972	Agreed	.6351
		Post - ODI	2.8884	Agreed	.5928

#### 4.9 Difference in Leadership, extent of Accountability, and extent of Communication before and after ODI

Based on the research question in Chapter 1 section 1.4 and research hypotheses tested in section 1.5. The statistical hypotheses were measured by using

Paired Samples t-Test. The results were illustrated in table 4.15. The hypotheses could be described as follows.

Ho: There is no significant difference in Leadership, Accountability, and Communication before and after ODI ( $p > 0.05$ ).

Ha: There is a significant difference in Leadership, Accountability, and Communication before and after ODI ( $p < 0.05$ ,  $t = -2.068$ ).

Table 4.15 illustrated the different in Leadership and Accountability before and after ODI; it showed the sig. (2-tailed) 0.4990 and 0.686. They were greater than sig value 0.05 at 95% confident interval. Thus, the Ho was accepted ( $p > 0.05$ ) and could imply to answer that there was no different Leadership and Accountability. Meanwhile, there was a significant difference in Communication because the sig. (2-tailed) showed 0.041 which smaller than sig. value 0.05 at 95% confident interval. Therefore, Ho was rejected ( $p < 0.05$ ,  $t = -2.068$ ).

More information through different significance of each sub – variables showed interesting results in details. There was no significant difference in Leadership in terms of Influence skill and Clear Goals which showed 0.529 and 0.056 which bigger than sig. value 0.05 at 95% confidence interval. The Ho was accepted ( $p > 0.05$ ) on both Influence skill and Clear Goals.

There was no significant difference in Accountability in terms of Reliability, Commitment Awareness, and Critical Timeline Awareness which showed 0.834, 0.785, and 0.091 respectively. The results showed sig. (2-tailed) were bigger than 0.05 sig. value at 95% confident interval. Therefore, Ho was accepted ( $p > 0.05$ ).

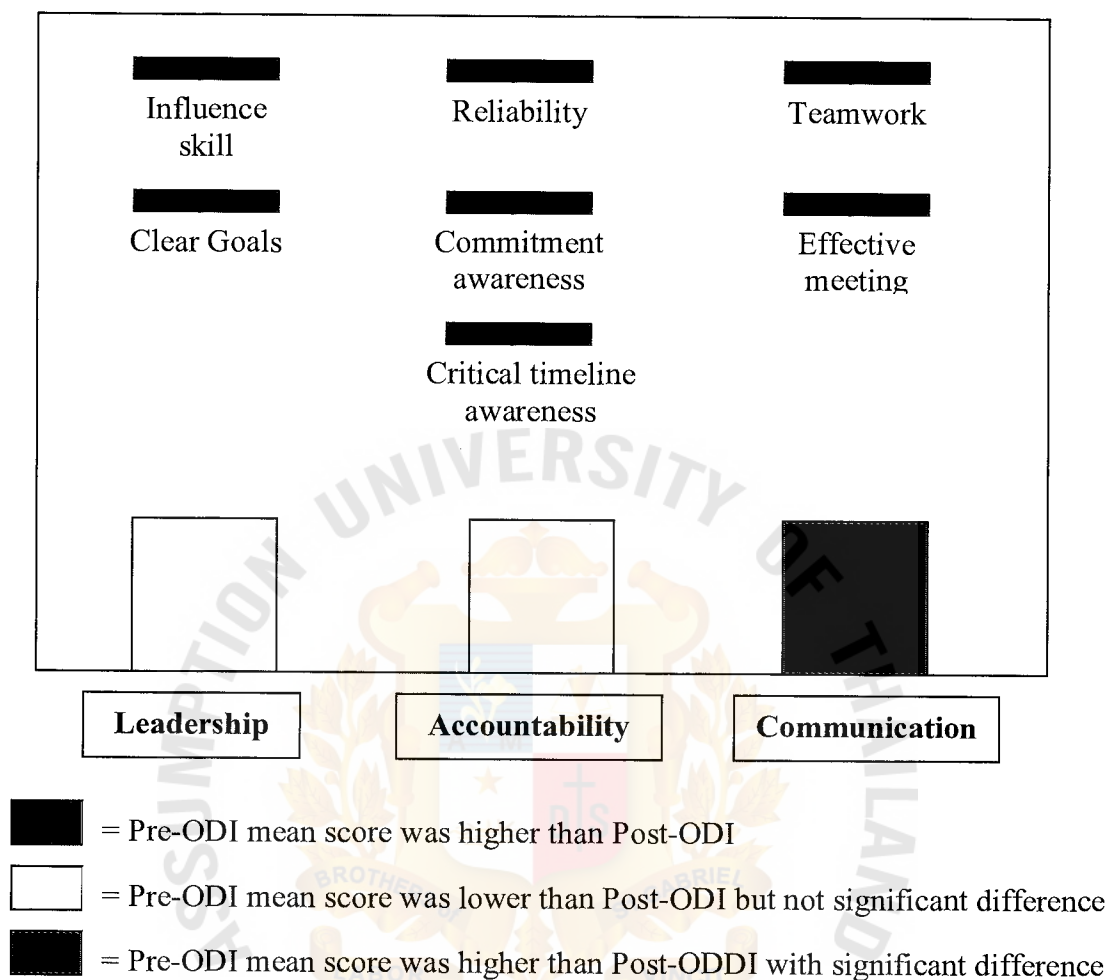
There was no significant difference in Communication in term of Teamwork which showed 0.277 (2-tailed) bigger than 0.05 sig. value which caused to Ho was

accepted ( $p>0.05$ ). Concentration was a significant difference in Communication in term of Effective Meeting as the result showed 0.31 (2-tailed) smaller than 0.05 sig. value. Therefore  $H_0$  was rejected ( $p<0.05, t = -2.184$ ).

Table 4.20 Difference in Leadership, Accountability, and Communication before and after ODI

Statement	t - test	N	Sig. (2-tailed)
<b>Leadership</b>	-.679	109	.499
• Influence skill	.632	109	.529
• Clear Goals	-1.932	109	.056
<b>Accountability</b>	-.405	109	.686
• Reliability	.210	109	.834
• Commitment Awareness	.274	109	.785
• Critical Timeline Awareness	-1.704	109	.091
<b>Communication</b>	-2.068	109	.041
• Teamwork	-1.093	109	.277
• Effective Meeting	-2.184	109	.031

The results were presented with numbers could be interpreted with colors for better visualization; so that people can read the end results more easily.



**Figure 4.5 Visual control for Leadership, Accountability, and Communication**

The figure 4.4 illustrates in a color chart the interpretation of the results of impact of ODI on Leadership, Accountability, and Communication. The only one variable that has green color was Communication; and the sub-variable that supported this result was Meeting policy (sub variable). There were three sub variables and two variables that were in yellow zone. They are Clear Goals (sub variable) and Leadership; Critical timeline awareness (sub variable) and Accountability; and the last one were Teamwork (sub variable). There were three sub variables in red zone. They were Influence skill (sub variable), Reliability (sub variable), and Commitment awareness.



The study showed results absolutely implicated between ODI and attitude of populations. It showed the perception of population were changed after providing the ODI. The reflection of positive attitude could read as the score of Post-ODI higher than Pre-ODI on Clear Goals, Critical timeline awareness, Teamwork, and Effective meeting. At the mean time, the opposite perception of populations have shown on the score of Post-ODI lower than Pre-ODI on Influence skill, Reliability, and Commitment awareness. The significant difference has been perceived on Effective meeting and help raise up the Communication was perceived significant difference as well. It was implied that the program that affected individual performance could get higher attention rather than those that did not affect individual performance. In this case, meeting policy consists of procedures and penalty, while other ODI did not have the penalty but procedures and action plans. UF PCC may need to plan to put ODI as individual performance and create evaluation process. To do this, employees could focus more on their individual performance with higher concentration.

## Chapter Five

### Summary, Conclusions and Recommendations

This chapter aims to illustrate the overall picture of the study. It consists of three main features namely: summary of findings, conclusions, and recommendations. The summary of findings is presented in three steps as these relate to the answers to the research questions. They were Pre-ODI, during ODI, and Post-ODI. The results of Pre-ODI were analyzed by systematical method. Then the status of ODI programs was shown to illustrate which ones have been implemented, which ones are in process, and which ones are going to be implemented. Deep dive to see the results of ODI after implementing period with systematical method in paired samples t-Test. The conclusions are presented based on the data and the process of the study. The recommendations are the last feature of this chapter. It contains of two parts. The first part was research recommendation and second part was personal reflection recommendations.

#### 5.1 Summary of findings

The results from statistical analysis on the finding in order to answer research questions and test hypothesis in chapter four and summary of findings are in three phase. They are before ODI, during ODI implementation, and after ODI. They are summarized as follows.

##### 5.1.1 Pre-ODI phase

##### Populations demographic profiles

Majority gender of populations were females has 72 people from 109 people. Almost half of the population 49 people were 21-30 years old and 43 people were 31-

40 years old, and only one person was younger than 20 years old. Education level majority were bachelors degree holders with 62 people which higher than half of the population. Only one person has master degree. For department, 34 people selected no answer, PPS upper showed 13 people and the rest departments were the biggest group that have similar numbers around seven to eleven people. Staff was the largest group of population which has 94 people while others and leader were the rest. Number of years holding service showed the largest group 35 people with 7-9.11 years. The remaining numbers were around 17-20 people who have been working with company from one to 6.11 years. 68 people from 109 people or largest group has income between 10,001-20,000 baht per month. It was very rare to have an income higher than 50,000 baht per month.

#### Leadership in terms of Influence skill and Clear goals

The Leadership showed in Agreed level at 2.9708 with standard deviation at 0.4745. More values of perception toward Leadership in terms of Influence skill and Clear goals have the similar numbers at 2.9664 and 2.9761 which were in agreed level. Moderation to high dispersion of standard deviation numbers were computed at 0.4580 and 0.6127. Seemingly, all of mean score were in window of agreed level; but the range of agree level begin from 2.51 to 3.50 thus, more than half of the range was leftover. This could be an opportunity to implement ODI to fulfill perception of population toward Leadership.

#### Accountability in terms of Reliability, Commitment Awareness, and Critical Timeline Awareness

Accountability had been perceived with Agreed level of mean score at 3.2018 with quite low dispersion of standard deviation at 0.3560. The implication of

Accountability in terms of Reliability, Commitment Awareness, and Critical Timeline Awareness were in agreed level of which mean score at 3.0844, 3.3028, and 3.2183 respectively. Standard deviation numbers were shown at 0.5101, 0.4351, and 0.4177 respectively. They are pretty much related to customer's expectation and performance measurement by customer. Therefore, perception needs to be higher in order to give the best satisfaction to customers or relevant people.

#### Communication toward Teamwork and Effective meeting

It was quite low in the range of agree level at mean score 2.7857 that reflected perception of populations on Communication at UF PCC. Standard deviation at 0.4845 was moderated. Teamwork and Effective have mean score at 2.8917 and 2.6972 which were agreed level tend to be low. Moreover, the numbers showed quite high dispersion among population on standard deviation at 0.5015 and 0.6315. These numbers had supported the perception toward Communication needed to be changed by providing ODI programs to populations.

#### 5.1.2 During ODI phase

##### ODI to be used on Leadership, Accountability, and Communication

The concrete results of mean score on Leadership, Accountability, and Communication were sufficient information to draw attention to see the necessary of implementing ODI at UF PCC. The limitation of programs was time and budget constraint. Therefore, ODI have not been implemented for every single sub-variable; which contained of Influence Skill, Clear Goals, Reliability, Commitment Awareness, Critical Timeline Awareness, Teamwork, and Effective Meeting. With regard to help understand easily, Table 5.1 was created to see the whole picture clearly.

Table 5.1 Status of ODI program

Variable	Sub-variable	ODI	
<b>Leadership</b>	Influence skill	<b>X</b>	Influence skill training
	Clear Goals	√	PDCA & 5 Whys, Competencies training, Free style Dress up, 8 habits training
<b>Accountability</b>	Reliability	<b>X</b>	Balance Scorecard (BSC)
	Commitment Awareness	<b>X</b>	Motivation, Walk Rally
	Timeline Awareness	√	Countdown board, Electronic reminding tool
<b>Communication</b>	Teamwork	√	Group working, Change environment
		<b>X</b>	Walk Rally, Assertiveness training
	Effective meeting	√	Meeting policy

**X** = have not been yet implemented for ODI, **√** = have been implemented for ODI

Table 5.1 was created to show the status of each ODI easily. It showed that seven sub-variables have implemented ODI for four items which is indicated with a **√** mark and have not been yet implemented for three items which is indicated with an **X** mark.

#### ODI for Leadership in term of Influence skill

Influence skill training was the suggested ODI for this one. Nonetheless, it has not been implemented yet because the time was not sufficient during the period that researcher conducted the study at UF PCC.

### ODI for Leadership in term of Clear Goals

The ODI for this one were PDCA & 5Whys and competency training. PDCA & 5 Whys help them to unfold the problems by going through the processes step by step; which each step led them to get answer clearer over time. Processes started with set up objective, fishbone diagram, analyze the data, 5 whys question, get the root cause, short term & long term plan. This program could be more efficient when added with more knowledge to employees with competency training. Competency training gave all parties a wider view and understand better on what other departments do.

### ODI for Accountability in term of Reliability

The BSC was the ODI program that was planned to be implemented for Reliability. The program will help measure performance of employee with systematically and more reliable. Implementation plan was set up from training until fully implementation. Anyhow, during ODI studying period the program have not been implemented yet; which caused the population to perceive Reliability negatively.

### ODI for Accountability in term of Commitment Awareness

Motivation and Walk Rally were suggested ODI for Commitment Awareness. This program has not been implemented yet. It needs to be discussed with the top management of UF PCC in order to provide proper program that suit organization with current situation the best. Walk Rally have already been set up the schedule on May, 26<sup>th</sup>-27<sup>th</sup>, 2007.

### ODI for Accountability in term of Critical Timeline Awareness

Schedule tracking tools that contained of Countdown board and Electronic reminding email were ODI for this one. The Countdown board was a visual control that helps employees to see the timeline and deadline obviously. It has posted at UF



PCC on February, 9th, 07 in order to give convenience to employees to see it whenever they come in this place. Electronic reminding email was another tool to get employees realize the timeline via screens or monitors they have to watch when they work on computer. This program was rolled out on March, 23<sup>rd</sup>, 2007.

#### ODI for Communication in term of Teamwork

Loop working and Walk Rally were ODI for Teamwork. The Loop working had been implemented to organization in order to increase efficiency of communication among the team. The old workplace was laid out by departments located independently. It served to communicate among people in the same department but not across other departments. Loop working was laid out by team members. The members who worked in the same team sat together which could serve better communication process among the team more effectively.

#### ODI for Communication in term of Effective Meeting

Meeting policy was the ODI for Effective Meeting. There has been a meeting policy implemented to control behavior of employees in organization. The policy was rolled out on March, 22<sup>nd</sup>, 2007. Details of practice had been written to guide employees to control meeting more effective. Before, during, after, and evaluation meeting were the key features of meeting policy.

#### 5.1.3 Post-ODI phase

##### The impact of ODI on Leadership, Accountability, and Communication

The impact of ODI could be measured by comparing between Pre and Post ODI to see the different perception whether the Post ODI was better or not.

### The impact of ODI on Leadership in terms of Influence skill and Clear Goals

Leadership has shown Pre-ODI number less than Post-ODI in mean score at 2.9708 and 3.0183. It meant a good sign for ODI impact positively. Standard deviation was not much impacted at 0.4745 and 0.4751 of Pre and Post ODI.

Populations perceived toward Leadership in term of Influence skill showed Pre-ODI more than Post-ODI at 2.9664 and Post – ODI at 2.9229; standard deviation of Pre-ODI at 0.4580 and Post-ODI at 0.5200. These poorer numbers absolutely linked to ODI that have not been yet implemented for Influence skill.

Opposite in Leadership in terms of Clear Goals that showed number of Pre-ODI less than Post-ODI at 2.9761 and 3.1358; as well as standard deviation also showed better on Pre-ODI at 0.6127 and 0.5263 on Post-ODI. Having this said that ODI was implemented properly for Clear Goals.

### Impact of ODI on Accountability in terms of Reliability, Commitment

#### Awareness, and Critical Timeline Awareness

Impact of ODI on Accountability was a little bit positive as Pre-ODI showed mean score at 3.2018 which less than Post-ODI at 3.2220. Standard deviation shown 0.3560 and 0.3699, there is not much dispersion of perception among population.

Impact of ODI on Accountability in terms of Reliability showed Pre-ODI mean score at 3.0844 which higher than Post-ODI at 3.0697. Standard deviation showed moderately on Pre-ODI at 0.5101 and Post ODI at 0.5029. These numbers were really reflected to ODI program that have not yet implemented to change perception of population.

Impact of ODI on Accountability in term of Commitment Awareness was not shown good sign because ODI have not yet been implemented for Commitment

Awareness. It showed Pre-ODI mean score at 3.3028 higher than Post-ODI at 3.2862. Standard deviation were 0.4351 and 0.4646 showed population even have less confidence and caused higher dispersion on Post-ODI.

Impact of ODI on Accountability in term of Critical Timeline Awareness showed Pre-ODI mean score at 3.2183 lower than Post-ODI at 3.3101. Less dispersion of populations perception on standard deviation at Pre-ODI 0.4177 and 0.3677 of Post-ODI. These numbers indicated that ODI had impacted positively on Critical Timeline Awareness.

#### Impact of ODI on Communication in terms of Teamwork and Effective

##### Meeting

Impact of ODI on Communication was showed a good sign on mean score at 2.7857 of Pre-ODI which lower than 2.9233 of Post-ODI. Plus less dispersion of standard deviation numbers showed at 0.4845 and 0.4777 for Pre and Post ODI respectively.

ODI impacted positively on Communication in term of Teamwork as mean number of Pre-ODI showed at 2.8917 which lower than 2.9651 of Post-ODI. With the same direction on numbers of standard deviation showed Pre-ODI at 0.5015 which higher than 0.4697 of Post-ODI. The ODI program for Teamwork was an important factor to make perception of population changing.

Impact of ODI on Communication in term of Effective Meeting had reflected very positive perception of population on mean numbers of Pre-ODI at 2.6972 which a lot lower than 2.8884 of Post-ODI. Standard deviation had also lower dispersion among populations; it showed Pre-ODI at 0.6351 and Post-ODI at 0.5928. It was doubtless that ODI implementation impacted for this change.

Difference in Leadership, Accountability, and Communication before and after ODI

Hypotheses test at sig. value 0.05 or 95% confident interval to see significant difference.  $H_0$  was accepted for Leadership at 0.499.  $H_0$  was accepted for Accountability at 0.686.  $H_0$  was rejected for Communication at 0.041. These meant there was no significant difference in Leadership and Accountability before and after ODI. Nonetheless, there was significant difference in Communication before and after ODI. Hypotheses test have also been done for seven sub-variables.

$H_0$  was accepted at 0.529 and 0.056; thus there was no significant difference in Leadership in terms of Influence skill and Clear Goals before and after ODI.

$H_0$  was accepted at 0.834, 0.785, and 0.091. Therefore, there was no significant difference in Accountability in terms of Reliability, Commitment Awareness, and Critical Timeline Awareness before and after ODI.

$H_0$  was accepted at 0.277 for Teamwork and thus there was no significant difference for Communication in term of Teamwork before and after ODI.

Pay attention on  $H_0$  was rejected at 0.031 for Effective meeting thus; there was significant difference for Communication in term of Effective meeting before and after ODI.

Table 5.2 was summary table of Pre-ODI, Post-ODI and significant difference of Leadership, Accountability, and Communication.

Table 5.2 Impact of ODI on Leadership, Accountability, and Communication

Statement	Mean	t - test	N	Sig.
<b>Leadership</b>	Pre-ODI : 2.9708	-.679	109	.499
	Post-ODI : 3.0183			
• <b>Influence skill</b>	Pre-ODI : 2.9664	.632	109	.529
	Post-ODI : 2.9229			
• <b>Clear Goals</b>	Pre-ODI : 2.9761	-1.932	109	.056
	Post-ODI : 3.1358			
<b>Accountability</b>	Pre-ODI : 3.2018	-.405	109	.686
	Post-ODI : 3.2220			
• <b>Reliability</b>	Pre-ODI : 3.0844	.210	109	.834
	Post-ODI : 3.0697			
• <b>Commitment Awareness</b>	Pre-ODI : 3.3028	.274	109	.785
	Post-ODI : 3.2862			
• <b>Critical Timeline Awareness</b>	Pre-ODI : 3.2183	-1.704	109	.091
	Post-ODI : 3.3101			
<b>Communication</b>	Pre-ODI : 2.7858	-2.068	109	.041
	Post-PDI : 2.9233			
• <b>Teamwork</b>	Pre-ODI : 2.8917	-1.093	109	.277
	Post-ODI : 2.9651			
• <b>Effective Meeting</b>	Pre-ODI : 2.6972	-2.184	109	.031
	Post-ODI : 2.8884			

## 5.2 Conclusions

The result of this research generated an impact of change on footwear business and it also reflects the changes around the world. UF PCC felt the impact from fiercely competition in global, asia, local and thus need for change. The most important factor that has caused them to change is customer. They cannot live their lives without customer; customer is a great mirror to inform them which areas are necessary to be change most. The most three important concerns at UF PCC are Leadership, Accountability, and Communication. They are having difficulty to deal

with these three areas with all levels of employees from top management, middle management, low management, and staff.

Research objective aims to resolve all of those three areas. The first thing was to know perception on leadership, accountability, and communication of employees. Secondly, what were the ODI for leadership, accountability, and communication? Lastly, further what were the results of ODI which impacted leadership, accountability, and communication before and after implementation.

Review of related literatures was a significant portion to fulfill the study. All of the processes could not be completed without conceptual framework Conceptual framework played an important roll for linking variable and sub-variables with ODI in order to get expected outcomes at the last. Conceptual framework of the study could be illustrated as following figure 5.1.

Therefore all through these processes in this study, it is concluded that the ODI generated impact on each of the three areas of concerns namely Leadership, Accountability and Communication.



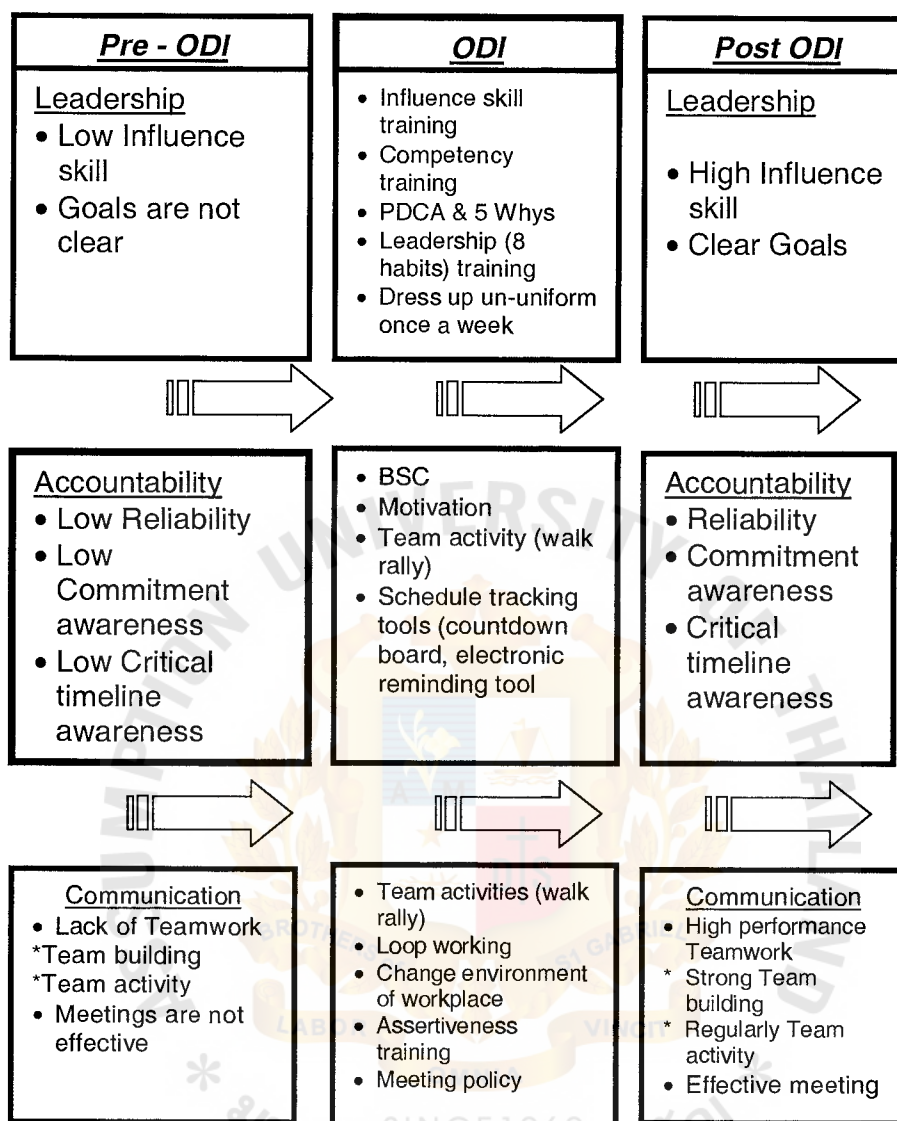


Figure 5.1 Conceptual framework

The conceptual framework shows the process of Pre-ODI, ODI and Post-ODI, which were related to those variables. It could help illustrating the impact of the study in the column of Post-ODI.

The conclusion of the study had shown the biggest impact on Communication as the result was significantly different. It could imply that people will recognize and perform better if they could see the target clearer, as well as relate to personal performance directly. This has shown in schedule tracking tool which has two visual

controls, they are countdown board and electronic reminding email. The impact on Leadership and Accountability were moderately different but not significantly. This could analyze the ODI that implemented on these two variables might not relate to personal performance apparently; therefore, people did not realize to change behavior with high attention. Another related factor could be the ODI that did not implement completely and thus could not change perception of people significantly.

### 5.3 Recommendations

This feature has been distinguished into three parts. First one would be recommendations for the company, second part was recommendations for future research, and last one was recommendations for OD discipline.

#### 5.3.1 Recommendations for company

Researcher believes in change that would always give the positive feedback because everything has its cycle as well as UF PCC. The proper ODI could drive the change for an effective organization. Three areas need for the change are leadership, accountability, and communication.

UF PCC can use this research as a guide line to implement proper ODI to organization. All programs were specified in the research could be set as new values for employees to practice in organization. Even research study have been run by middle and low management team of organization, it had shown the impact of ODI on UF PCC reflected positive outcome but in quite low level. It would be impacted higher level if top management could participate in ODI program and give suggestions or approve on which related to financial, important policy, and most importance is morale. All participants are great value of organization and could be leading the change.

Leaders at UF PCC need to have good influence skill and create clear goals. The context had shown the lack of influence skill to handle counterparts for good cooperation in working as a team. It has caused to ask for help from higher position quite often. Influence skill training was put in ODI program but with time limitation of studying period, it cannot be coped. The training should be continued to be implemented in order to increase the skill of employees. Clear goals was resolved with ODI program which contained competency training (2/13-3/1/07), PDCA & 5 Whys (3/31-7/30/07), 8 Habits training (4/11, 4/26/07), and change environment (free style dress up once a week) (11/24/06).

Leadership was perceived with higher mean score after implementing ODI. Anyhow, it was still in the middle range of agreed level. This is meant that it has a big opportunity to change attitude of population toward leadership. Influence skill is possibly a key to create confidence to leaders to communicate with others, in order to get good cooperation to finish their tasks properly. PDCA & 5 Whys are in process of implementing and will be finished completely on 7/30/07. They should use this activity as a policy for resolve the issues as it could give clearer views of root cause with systematically process. However, top management need to participate this program and conduct employees to practice closely, otherwise, it will be gone quickly. 8 Habits training was set for 2 sections, on 4/11/07 and 4/26/07. Researcher had participated in this training and could see the highly attention they paid. The course gave participants to think and plan more accurately in working and personal life. With all serious ODI programs they have, free style dress up once a week could help them to release pressure and create new ideas to their job.

Accountability is another area engaged with ODI program. The ODI were balance score (BSC, 5/31/07), motivation program, team activity (walk rally, 5/26-27/07), and schedule tracking tool (countdown board 2/9/07 and electronic reminding email 3/23/07). UF PCC needs to have these programs in place as they could leverage accountability to individual and team. BSC absolutely give them the good key performance indicator for individual and as a team. They could create application that easy to use for employees or friendly user. This is to ensure employees don't have trouble with it. They should review this one in periodically and by projects to get all employees engaged with the program the best. Walk rally were set so many times in the past and did not make any change to attitude or realize about commitment because they did not feel committed with activity before and after; just expected to have fun. For this time, all of them are concerned about company situation very much; and really want to do something different and change for better. The appropriate motivation program is necessary and needs to make sure that it really suits the needs of employees. HR needs to be involved for this program to discuss details of the program; as it is a delicate area and needs to put on company policy. The schedule tracking tool (countdown board 2/9/07 and electronic reminding tool 3/23/07) could help raise up critical timeline awareness very well. Employees have higher sense about timeline awareness after implementing this tool. Nonetheless, the tools should be reviewed after using for a month or so to ensure employees still use it. They may think about developing different styles of countdown board and electronic reminding email more effectively and engagement with responsible persons.

Communication was provided ODI with Loop working, Walk rally, Assertiveness, and Meeting policy. Loop working implemented on 2/14 for the first

loop and the rest of the three loops were implemented on 4/18/07. It has really helped in increasing communication among employees in the same team much better than the old workplace. With this change, it was inevitable to change environment of workplace which supported to have better atmosphere in the place. Employees talk to each other in the same team more frequency and exchange ideas among themselves all the time. They should have evaluation plan for comparing the outcomes between the old workplace and new one. Evaluation may come from customers, suppliers, and among themselves. They may think about rotation of the members when the program runs for a year; to keep relationship among employees in company as a big team. Meeting policy (3/23/07) was a good ODI that impacted to organization significantly; because employees tended to perform better when they have had good guideline to align with. Especially, the guideline was written both rules and penalty procedures. Assertiveness training has not been implemented yet, but would recommend continuing to implement to enhance ability of employees to assert their ideas with higher position or senior persons.

Most of the times they would have some schedule conflicted; which is a normal concern in big organizations. Nonetheless, they expressed very high engagement to participate in the ODI programs. Leaders need to keep up the work; while the atmosphere of change is still good.

### 5.3.2 Recommendations for further Research

Researcher would recommend for further research with three substantial areas.

- 1) The study should be expanded to other area of Union Footwear Company limited.

The same ODI may need to be modified to suit with context of those areas; as well as values, behaviors and cultures may be different.

- 2) The conceptual framework should be provided to see the goal apparently. The same conceptual framework of this study may not fit with further study and needs to be revised against the situation.
- 3) Research design would help for recognizing the stages of program pacing. Therefore, participants could easily know in their step when mapping the programs onto research design.

### 5.3.3 recommendations for OD discipline

There are some recommendations for OD discipline at UF PCC. Researcher could have learnt about culture at UF PCC during conducting the study, the culture is quite conservative. This might come from the organization have established for years and people have been absorbing and transferring those ideas continually. Besides, it could be an obstacle to implement ODI successfully. Things that need to be done are as follows;

1. Company should announce OD program to all employees and put them into company policy.
2. They need to give training on OD and ODI to employees to ensure employees acknowledge about the change process.
3. Employees are not accustomed with OD program so they need to participate in the program more consistency.
4. Some programs could affect their values and policy in practice so, they need to discuss; to remove, remain, and improve the values and policy in regard to move organization forward.



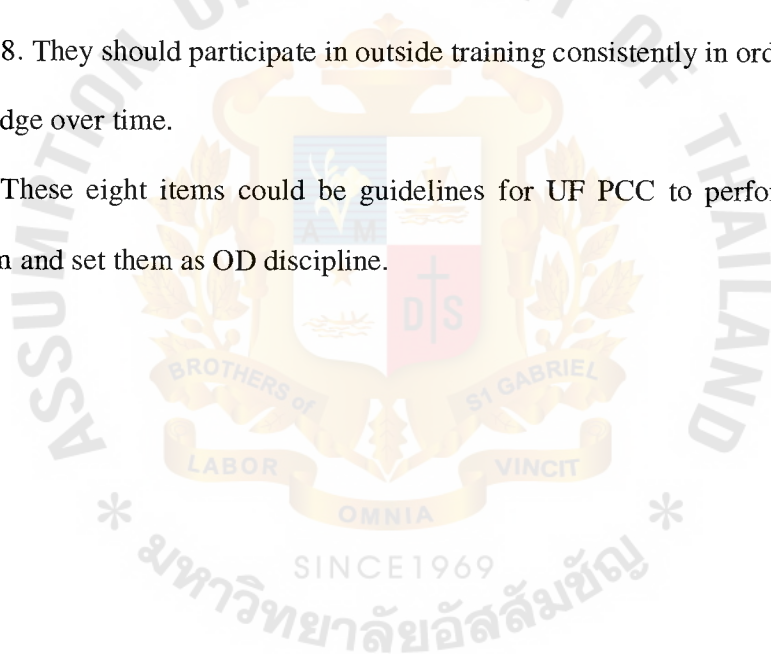
5. The evaluation process may need to be performed strictly from top management down to staff in order to keep every one to perform with the same direction.

6. Some of the OD programs could be changed during ODI process according to the results if they do not meet the expectation. Thus, the programs should be flexible to change.

7. OD program is continuous program therefore, they should put this in short term and long term plans.

8. They should participate in outside training consistently in order to get new knowledge over time.

These eight items could be guidelines for UF PCC to perform against OD program and set them as OD discipline.



## **Epilogue**

OD was very new for me until two years ago before May, 2005. It was something very close to human daily life on both working and personal life. All reactions happened in the nature of humans which showed some good and bad results without controlling the processes. Most of the times researcher did not pay attention to the outcomes so much; just only tried to do the best and accepted whatever outcomes.

The first step in OD class was very amazing in learning for me about our self on what I have done in the past; why I did it, why the results turned out that whatever ways. The more interesting step in learning about OD process has been giving clearer views about the change over time. The unfolding process was the process to scrutinize “Self Ware” and contexts. The further steps were exploring outside our self to see bigger pictures in other organization. The entire program began from small area which was our self to bigger areas which were other organizations step by step. Many activities were practiced over and over which could help put our self in engagement with OD program gradually.

It was a good chance to perform as OD practitioner in the field. It was a very difficult and delicate processes especially, when I needed to conduct by myself. During conduct OD program in the field, it always a need for judgment and make decision to give recommendations to company. Planning and preparation were the most important to run program smoothly and successfully. The meetings were held weekly to follow the progress of program which gave me huge knowledge about the company for values, cultures, behavior, and attitude.

Many things from the study had filled in as new areas and knowledge. This could be solid background for me to do OD program for self or in other organizations. The OD processes could be performed with more natural practice which helps foreseen problems, activities, and results with more appropriately and accuracy. All the mistakes in the past could benefit me to create plans with more prudence in the future.



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**Union Footwear:**

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## Appendix



## Questionnaire

### Part I : Demographic Profile

**Direction :** Please complete the following information about yourself by making the checkmark (X) in the blank relating to your own profile. It is necessary to gather this data for the usefulness of the analysis.

1. Gender ☐ Male ☐ Female
2. Age ☐ below 20 ☐ 21-30 ☐ 31-40  
☐ 41-50 ☐ 51up
3. Education level ☐ Diploma ☐ Bachelor Degree ☐ Master Degree  
☐ Other \_\_\_\_\_
4. Department \_\_\_\_\_
5. Position \_\_\_\_\_
6. How long have you been working at UF? ☐ Less than 1 year ☐ 1-2.9 years  
☐ 3-4.9 years ☐ 5-6.9 years ☐ 7-9.9 years  
☐ Above 10 years
7. Your income per month approximately in baht.  
☐ Less than 10,000 ☐ 10,001-20,000 ☐ 20,001-30,000  
☐ 30,001- 40,000 ☐ 40,001-50,000 ☐ 50,000 up

### Part II- Part IV : Close-ended Questions

Please rate the following statements by ticking “√” in the table.

- No. 1 = Strongly disagree  
No. 2 = Disagree  
No. 3 = Agree  
No. 4 = Strongly Agree

No.	Statement	4	3	2	1
	<b>Part II : Leadership Influence skill</b>				
1	Every idea from staff is free to present to supervisor.				
2	The ideas are recognized when become an innovation or practical in product.				
3	The job instructions are clear and support				

	workforces to work more efficient.				
4	My information relate to projects I handle is always sufficient for making decision.				
5	I am enthusiastic to do the jobs.				
6	I inspire others with my ideas always				
	<b>Clear Goals</b>				
7	My supervisor review goals with me periodically.				
8	My supervisor follow up the goals against timeline set up.				
9	I know and perform myself to align with the goals.				
10	All parties contribute their effort to achieve the goals.				
11	The yearly goals are followed up and documented properly.				
	<b>Part III : Accountability</b>				
	<b>Reliability</b>				
12	I always finished my tasks with high quality.				
13	I know very well for all best practices and standard of documents and manufacturing processes.				
14	All development processes are followed strictly from beginning until finished.				
15	Any process that may have quality issues always bring up to discuss with all relevant in early stage with more options for the best quality to serve manufacturing.				
26	Customer expectation on design and quality is priority always.				
	<b>Commitment awareness</b>				
17	My job is significant to company reputation.				
18	I am interested to do things more challenge.				
19	I fully participate in all activities of my projects.				
20	I am always eager to study about the processes of my projects in order to get clearer views of the status.				
21	I am happy with the past projects achievement.				
	<b>Critical Timeline awareness</b>				
22	I know very well that on time delivery is the key of success.				
23	I always schedule properly to meet the deadline even the level of difficulty is different.				
24	Any obstacles to meet timeline always bring up to discuss with all relevant concerns before deadline.				
25	I often found that the problems are raised up close to the dead line.				
26	I know very well about the timeline in each stage of projects development.				

	<b>Part IV : Communication Teamwork</b>				
27	I have a clear understanding on the job assignment from my supervisor.				
28	I am reluctant to talk or discuss with my supervisor.				
29	2 ways communication is always used with my team.				
30	My supervisor always creates or asks for using new and better communication tools for our team				
31	My supervisor is available most any time				
	<b>Effective Meeting</b>				
32	The frequencies of meetings are fit with my time.				
33	Agenda is provided prior to have meeting in order to have enough time for meeting preparation.				
34	All meetings are important for me to know the specific and general status in my workplace.				
35	The projects meetings lead to have clearer view and motivate all team members to know exactly what they have to perform to achieve the targets.				
36	The meeting atmosphere is inspired everyone to create and exchange ideas to innovate the new and better product.				
37	I always found the solutions in the meeting.				

### แบบสอบถาม

#### ส่วนที่ 1

: ข้อมูลเฉพาะบุคคล

#### คำแนะนำ

: โปรดกากบาท (x) ในข้อที่ตรงหรือใกล้เคียงท่านมากที่สุด ข้อมูลนี้จะถูกเก็บเป็นความลับ และเพื่อประโยชน์ในเชิงวิเคราะห์เท่านั้น

- 1 (เพศ ☐ ชาย ☐ หญิง
- (2อายุ ☐ 20ปี หรือต่ำกว่า ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐ 8 ☐ 9 ☐ 10 ☐ 11 ☐ 12 ☐ 13 ☐ 14 ☐ 15 ☐ 16 ☐ 17 ☐ 18 ☐ 19 ☐ 20 ☐ 21 ☐ 22 ☐ 23 ☐ 24 ☐ 25 ☐ 26 ☐ 27 ☐ 28 ☐ 29 ☐ 30 ☐ 31 ☐ 32 ☐ 33 ☐ 34 ☐ 35 ☐ 36 ☐ 37 ☐ 38 ☐ 39 ☐ 40-3 ☐
- 50-41ปี 51ปีขึ้นไป
- (3ระดับการศึกษา ☐ ประกาศนียบัตรสาขาใดสาขาหนึ่ง ☐ ป.ตรี
- ☐ ป.โท ☐
- อื่นๆ
- (4แผนก.....
- (5ตำแหน่ง.....
- (6อายุการทำงาน ☐ น้อยกว่า 1ปี ☐ 2.9-1 ☐ 4.9-3ปี
- 6.9-5ปี ☐ มากกว่า 10ปี

( 7ประมาณรายได้อต่อเดือน

☐ น้อยกว่า 10,000บาท    ☐ 20,000-10,001บาท    ☐ -20,001  
 30,000บาท    40,000-50,000บาท    50,000บาท ขึ้นไป

**ส่วนที่ 4-2** โปรดขีด ( / ) ในช่องที่ตรงกับความคิดเห็นของท่านมากที่สุด โดยที่

ช่องที่ 1: ท่านไม่เห็นด้วยอย่างยิ่ง

ช่องที่ 2: ท่านไม่เห็นด้วย

ช่องที่ 3: ท่านเห็นด้วย

ช่องที่ 4 : ท่านเห็นด้วยอย่างยิ่ง

**ส่วนที่ 2 : ภาวะผู้นำ-ความสามารถในการโน้มน้าว**

ลำดับ	เรื่อง	4	3	2	1
1	พนักงานมีอิสระการเสนอความคิดเห็นให้หัวหน้า				
2	ความคิดเห็นที่เสนอไปได้รับการยอมรับและนำไปสู่การพัฒนาสินค้า				
3	คำสั่งในงานต่างๆ ชัดเจนและช่วยให้ทีมงานให้ทำงานอย่างมีประสิทธิภาพมากขึ้น				
4	ข้อมูลในโปรเจกต์ที่ทำอยู่ เพียงพอที่จะใช้ในการตัดสินใจ				
5	ฉันมีความกระตือรือร้นในการทำงาน				
6	ฉันโน้มน้าวคนอื่นด้วยความคิดของฉันได้				
	- เป้าหมายชัดเจน -				
7	หัวหน้าทบทวนเป้าหมายให้ฉันอย่างสม่ำเสมอ				
8	หัวหน้าติดตามความคืบหน้าในการบรรลุเป้าหมายภายในกรอบเวลาที่กำหนด				
9	ฉันปรับการทำงานเพื่อให้สอดคล้องกับเป้าหมาย				
10	ทุกๆ คนทุ่มเทความพยายามเพื่อให้บรรลุเป้าหมาย				
ลำดับ	เรื่อง	4	3	2	1
11	มีการติดตามเป้าหมายทุกปีและบันทึกในเอกสาร				
	<b>ส่วนที่ 3: ความสำนึกรับผิดชอบ-ความน่าเชื่อถือ</b>				
12	ฉันทำงานแล้วเสร็จอย่างเรียบร้อยทุกครั้ง				
13	ฉันทราบ และเข้าใจกระบวนการผลิต และมาตรฐานการทำงานเพื่อความเป็นเลิศเป็นอย่างดี				
14	มีการติดตามกระบวนการพัฒนาผลิตภัณฑ์ตั้งแต่ต้นจนจบอย่างละเอียด				
15	กระบวนการที่เกี่ยวข้องกับคุณภาพ จะนำเข้าหารือกับผู้ที่เกี่ยวข้องเสมอ เพื่อเป็นข้อมูลให้ฝ่ายผลิต				
16	ความคาดหวังของลูกค้าในเรื่องรูปแบบ และคุณภาพ มีความสำคัญในลำดับต้นๆ				



	-การตระหนักในสิ่งที่สัญญาว่าจะทำ -				
17	งานของฉันมีความสำคัญกับชื่อเสียงขององค์กร				
18	ฉันชอบงานที่ท้าทาย				
19	ฉันมีส่วนร่วมเต็มที่ในโปรเจกต์ที่ได้รับมอบหมาย				
20	ฉันชอบเรียนรู้กระบวนการต่างๆเพื่อให้มีความชัดเจนในโปรเจกต์ที่ได้				
21	ฉันมีความยินดีกับความสำเร็จในโปรเจกต์ที่ผ่านมา				
	- การตระหนักในกรอบเวลาที่กำหนด -				
22	ฉันทราบเป็นอย่างดีการส่งมอบตรงเวลาเป็นสิ่งสำคัญในความสำเร็จ				
23	ฉันวางแผนอย่างเหมาะสมเพื่อให้ทันกับกรอบเวลาถึงแม้ว่างานบางเรื่องยากง่ายต่างกัน				
24	อุปสรรคต่างๆที่ทำให้หลุดจากกรอบเวลาจะนำมาหารือกันกับผู้ที่เกี่ยวข้อง				
25	ฉันมักจะพบว่าปัญหาต่างๆ มักจะถูกหยิบยกเมื่อจบเวลาแล้ว				
26	ฉันทราบกรอบเวลาในแต่ละขั้นตอนของการพัฒนาผลิตภัณฑ์เป็นอย่างดี				
	ส่วนที่ 4: การสื่อสาร-การทำงานเป็นทีม				
27	ฉันเข้าใจชัดเจนในงานที่หัวหน้ามอบหมาย				
28	ฉันสังเกตที่จะปรึกษาหัวหน้า				
29	ทีมของฉันมีกาสื่อสารระหว่างกันเสมอ				
30	หัวหน้าสร้างสรรค์ และขอให้ทุกคนในทีมใช้เครื่องมือในการสื่อสารเสมอ				
31	หัวหน้าวางใจให้คำปรึกษาเสมอ				
	- การประชุมที่มีประสิทธิภาพ -				
32	ความถี่ในการประชุมเหมาะสมกับเวลาของฉัน				
33	มีการส่งรายละเอียดการประชุมล่วงหน้าเพื่อให้ทุกคนเตรียมการประชุม				
34	ประชุมทุกครั้งมีความสำคัญ เพื่อให้ทราบสถานะทั่วไปและเจาะจงในแผนกของฉัน				
35	การประชุมแต่ละโปรเจกต์นำไปสู่ความชัดเจน และผลักดันให้ทุกคนในทีมบรรลุเป้าหมาย				
36	บรรยากาศในการประชุมโน้มน้าวทุกคนแลกเปลี่ยนความคิดสร้างสรรค์				
37	ฉันพบทางออกและข้อสรุปจากการประชุมเสมอ				

ขอขอบคุณทุกท่านที่ให้ความร่วมมือ

### Qualitative Questions

- 1) Do you think that your work is clear for every single step?
- 2) Do you think your work has high variety and always exceptions.
- 3) How do you think about communication process with your supervisor whether it is instruction or advice?
- 4) All your peers know their job processes very well and give you good support always?

- 5) The ideas exchange is normal process of communication in your workplace?
- 6) All decision making about any new experiment that relate to commitment on timeline need to wait for your supervisor?
- 7) Do you think that lines of authority are clear and precisely defined?
- 8) Leadership style tends to be democratic rather than autocratic?
- 9) You have good tools to update your job progress to all relevant in timely manner?
- 10) A manual of policies and procedures is available to use when a problem arises.

### **Observation list**

- 1) Does the working place have good security system?
- 2) Do leaders realize about organization situation?
- 3) Do people respect the policy strictly?
- 4) Do they have good evaluation tools?
- 5) Do they have stationary to use properly?
- 6) Do they enjoy with Friday dressing free style?
- 7) Do they involve the program consistently?
- 8) Do they show leadership in practice?
- 9) What level of competency do they have?
- 10) Do they communicate clearly?
- 11) Do they communicate freely?
- 12) Do they know the goals?
- 13) Who is the person who always makes the decision?
- 14) Do they communicate openness?
- 15) Do they listen with attention and concentrating?
- 16) Do they always motivate people?
- 17) How much of turnover rate in UF PCC?
- 18) Do they participate activities with highly attention?
- 19) Do they show good teamwork for any activities?
- 20) Do they anticipate for the change?
- 21) Do they finish the tasks within timelines?
- 22) Do they keep room tidy after meeting?
- 23) Do they prepare for meeting appropriately?

### **Training course outline**

#### **8 Habits training**

It was one day course from 8:30 am to 5:00 pm. They hired outside trainer to train in house. Pre test and post test were provided to participants. The training was discoursed through 8 habits one by one; with questions and answers between trainer and participants after finished each habit.

The 8 habits consists of 1) be proactive 2) begin with the end in mind 3) put first thing first 4) think win/win 5) seek first to understand, then to be understood 6) synergize 7) sharpen the saw 8) effective to greatness

Finish the session by doing small workshop by each participant need to answer the question on each habit with short presentation.

#### **PDCA & 5 Whys**

This program was in house training and trained by people in organization. It was a process of problem solving with systematically. It consists of fish bone diagram which related 4 M, there are man, method, material, and machine. Then analyze information and select the most possible issue for those 4 M to set 5 Whys questions. 5 Whys questions is required to keep asking the questions until there is no question to ask which that mean the final answer is defined. Then go to the process of Plan (P), Do (D), Check (C), and Action (A) to draw the appropriate action plan.

#### **Balance scorecard BSC**

BSC is another tool of KPI to measure performance and evaluate in organization to ensure employee perform align with the goals. The processes consists of 1) collect related data and information 2) analyze internal and external situation 3)

review vision and mission 4) set up objectives under BSC strategy 5) set up strategic planning 6) set up KPI and targets 7) set up action plans 8) proliferation plan 9) review and revise the vision

### Walk rally

The purpose is to create high performance team in organization. It is 2 days training course. The course outline are 1) create teamwork atmosphere in organization 2) build good attitude to get participant to realize value in self 3) build up mind set service in order to work together with happily 4) adapt for change in organization as it is a nature of development process

