

MORAL LEADERSHIP: EXPLORING THE FOUNDATIONS OF GOOD GOVERNANCE

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บทคัดย่อ

พระบาทสมเด็จพระเจ้าอยู่หัวภูมิพลอดุลยเดช พระองค์ไม่ทรงเป็นเพียงผู้นำที่นำ
เคารพยำเกรงด้วยการเอาพระทัยใส่ดูแลสารทุกข์สุกดิบของพสกนิกรของพระองค์เท่านั้น
แต่พระองค์ยังทรงเป็นผู้นำทางศีลธรรมอันหาที่เปรียบมิได้ นอกจากพระองค์จะทรง
ทรงแสดงภาวะผู้นำที่ทรงคุณธรรมให้เป็นที่ประจักษ์แล้ว พระองค์ยังทรงพระราชทาน
คำแนะนำและวิสัยทัศน์ทางด้านจริยธรรมให้แก่พสกนิกรทั้งหมดของพระองค์อย่างต่อเนื่องด้วย
โดยเฉพาะอย่างยิ่งแก่บรรดาผู้มีอำนาจและคณะรัฐมนตรีในรัฐบาล คณะตุลาการ
คณะนายทหารและฝ่ายปกครอง ตลอดจนบรรดาผู้นำทางธุรกิจ ผู้นำทางการศึกษาและสังคม
ทั่วไป บทความนี้จะเน้นถึงความหมายของความเป็นผู้นำทางด้านจริยธรรมโดยทั่วไป
โดยได้รับแรงบันดาลใจจากพระบาทสมเด็จพระเจ้าอยู่หัวภูมิพลอดุลยเดช

Abstract

His Majesty King Bhumibol Adulyadej, is not only a formidable leader who has taken the well-being of his country to this heart but that he is also a moral leader of extraordinary stature. As he exemplifies the most characteristic qualities of moral leadership, he continues to provide moral guidance and vision for all his subjects, most importantly for those in positions of power in government, the judiciary, the military, and administration, extending all the way to leaders in business, education, and society at large. This paper will take inspiration from His Majesty to meditate on the meaning of moral leadership in general.

Searching for shining examples of moral leadership the people of Thailand have not to go far. They are most fortunate to have in their midst a most admirable leader who has lived by his moral convictions all his life and through many turbulent phases of politics. Beyond all divisions that may otherwise exist the people of Thailand are united in their view that their beloved king, His Majesty King Bhumipol Adulyadej, is not only a formidable leader who has taken the well-being of his country to this heart but that he is also a moral leader of extraordinary stature. As he exemplifies the most characteristic qualities of moral leadership, he continues to provide moral guidance and vision for all his subjects, most importantly for those in positions of power in government, the judiciary, the military, and administration, extending all the way to leaders in business, education, and society at large. It is therefore my great pleasure and honour to contribute to this special edition of the journal in celebration of His Majesty's 60th anniversary of His accession to the throne. Exploring some of the more pressing issues of moral leadership with regard to business and economics, I have been greatly inspired by the monumental life and work of His Majesty.

I. Power, Self-Interest, and the Moral Imperative

Arguably, Niccolo Machiavelli's book *The Prince* is one of the most astute leadership manuals that even today offer valuable insights into the mechanism of power and the psychology of power-hungry leaders. Its main thesis is encapsulated in the following observation: "One ought to be both feared and loved, but as it is difficult for the two to go together, it is much safer to be feared than loved...for love is held by a chain of obligation that, men being selfish, is broken whenever it serves their purpose; but fear is maintained by a dread of punishment that never fails" (Machiavelli, 1999). The thesis reveals not only the mechanism and the psychology of power, but also and more importantly the ethical issue that comes with power and thus with leadership.

I will argue that leadership in the world of today can no longer be based on (military) might, fear, or terror but must have a strong moral foundation. Leadership therefore must be both: leadership whose power