



August 6-20, 2014



Activity News Report

On July 24, 2014, Prof. Dr. Chira Hongladarom was invited by Phanakornsri-ayutthaya Provincial Administration Organization to be the speaker on 3 Pillars of ASEAN Community and Phanakornsri-ayutthaya Provincial Administration Organization Human Capital Development for ASEAN Community at Phanakornsri-ayutthaya Provincial Administration Organization Personnel Development Project under 2014 fiscal year's at Nice-to-live Phanakornsri-ayutthaya Provincial Administration Organization towards Happy Organization in ASEAN Age Program for 250 participants at Hinsuay-Namsai Resort, Rayong.



On July 24, 2014, in the evening, Prof. Dr. Chira Hongladarom, the 1st Vice President of Basketball Sport Association of Thailand (BSAT) participated in the Association board meeting where he was nominated to be the representative to join FIBA World Congress 2014 on August 28-29, 2014 in Spain.



Ethical Leadership Book Project

On July 29, 2014, Prof. Dr. Chira Hongladarom took Ethical Leadership Book Project working group to pay respect to W.Vajiramedhi and interview him for this book. He assigned Prof. Dr. Chira Hongladarom to be co-author of this book. This interview provided very valuable Dharma knowledge. This book has been believed to well reform Ethical Capital in Thai society.



Faculty of Medicine, Prince of Songkla University Leadership Development Project for the Future Phase I

Foundation for International Human Resource Development (FIHRD) cooperated with the Faculty of Medicine, Prince of Songkla University to organize the Faculty of Medicine, Prince of Songkla University Leadership Development Project for the Future Phase I Session 3 on July 31- August 2, 2014.

On July 31, 2014, the Faculty of Medicine, Prince of Songkla University to organize the Faculty of Medicine, Prince of Songkla University Leadership Development Project for the Future Phase I Session 3 started with “Body and Mind Care Learning Activity”: Social Dance for Health by Ms. Napatsawan Chillanond and Mr. Kittipop Sangkhakit.



On July 31, 2014, in the final session, Mr. Kitti Jayangakula and Ms. Pitchabhuree Chandrakamol advised and followed up research progress.



On August 1, 2014, the morning activity was Panel Discussion on “Faculty of Medicine, Prince of Songkla University’s Works and Roles from National Security Perspectives” by Lieutenant General Surapol Puanaiyaka, Former Secretary-General of the National Security Council, Mr. Banyat Chansena, Former Deputy Minister of Interior and Former Director of Southern Border Provinces Administrative Centre and Assoc. Piya Kittaworn, Deputy Secretary-General of Southern Border Provinces Administrative Centre. They came to share the actual work experience in security in the 3 southern-bordered provinces to inspire the participants to look at the cooperation in healthcare and public health assistance in the 3 southern-bordered provinces.



On August 1, 2014, the afternoon activity was presentation on “The Balance of Life” by Air Vice Marshal Boonlert Chulakiat, MD.






On August 2, 2014, Assoc. Prof. Dr. Somjai Phagaphasvivat was invited to be the speaker on “World Economy, AEC 2015, Thai Economy and Impacts on Adaptation and Strategy of Faculty of Medicine, Prince of Songkla University Leadership Development Project for the Future Phase I” and on “Strategic, Analytical and Systematic Thinking for Effective Problem Solving and Decision Making”.



On August 2, 2014, Prof. Dr. Chira Hongladarom was invited by Suan Sunandha Rajabhat University and Department of Local Administration to make a presentation on “Effective Educational Resource Management” to more than 160 educational leaders of Class 6/3 and 6/4 at Local Personnel Development Institution.



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|  | <p><input type="checkbox"/> Kid Pen Kao Pen with Dr. Chira TV Program Broadcast every Thursday at 21.00-21.25 hrs. on TGN Channel For the VCD of this program, it costs 120 Bahts for each episode including the delivery service charge. Tel. (66 81) 207-2255</p> |
|  | <p><input type="checkbox"/> <u>Towards ASEAN Community TV Program</u> <u>Broadcast on the fourth Friday of every month at 13.05-13.30 hrs. on NBT Channel</u></p> |
|  | <p><input type="checkbox"/> Human Talk Radio Program Broadcast every Sunday at 06.00 – 07.00 hrs. on FM 96.5 MHz. or Internet</p> |

Special Thanks to



STOCK *Review*



Human Talk Radio Program

Human Talk Radio Program broadcast on July 20, 2014

On this program, Prof. Dr. Chira Hongladarom said that he awarded the new title to General Prayuth Chan-ocha, the leader of the National Council for Peace and Order (NCPO). In Thailand, this title was given to Mr. Paron Isarasena Na Ayudhya, an 80-year-old senior. Prof. Dr. Chira Hongladarom's generation has been done at Thammasat University called "Human Resource Champion". The book written by Prof. Dr. Chira Hongladarom and Mr. Paron Isarasena Na Ayudhya aligned with Human Resource Champions Book written by Dave Ulrich, a professor in the U.S.A. and human resource guru. Thailand has Mr. Paron Isarasena Na Ayudhya as a key man who used to be leader at the Siam Cement. Those who are interested in people often cite him. Our beloved King is a super leader.

General Prayuth Chan-ocha's Friday speech presented interesting points. On Friday before the broadcast of this program, he recommended values to Thais to lead their lives and strengthen Thailand as follows.

First, he wanted the next generation of Thailand including youths to be patriotic. The past leaders loved themselves and followers. In Malaysia, they focus on Nation Building. In this age, the leader must be patriotic and proud of the country. This is important.

Second, he recommended honesty, sacrifice, and patience. These are hard to find. The first thing TAO leaders and politicians do is looking at the budget and spend. They sacrifice less for the country.

Third, he recommended gratitude to parents. This is the King's concept on endeavor and sacrifice.

Fourth, lifelong learning was presented as the key rather instead of normal learning. It is education and learning. General Prayuth Chan-ocha often emphasizes this point that the parents spend too much on students' cram school tuition fee. Lifelong learning is a culture which Thais lack. While Prof. Dr. Chira Hongladarom was teaching at Thammasat University, some of other professors had long lecture notes and the students skipped classes. Those professors posed the exam questions based on the lecture notes. Hardworking students passed but never asked what they got. This is important point for the next generation. They must have self-learning habit. They should think about the future. Thinking about the past and present is not enough. Prof. Dr. Chira Hongladarom assigned books for the Faculty of Medicine, Prince of Songkla University to read, analyze and present. Presenters on this issue said that if they want to find workers, they would find those who would think about future work rather than clerks doing routine works. The successful people must look at the future work because the current work is dying. Several books confirm this point. In the future, work will continue to decrease. The current routine works are replaced by computer, iPhone, iPad and robot. Prof. Dr. Chira Hongladarom has recently visited an automobile factory. Robots can do almost everything. This point which General Prayuth Chan-ocha emphasized to us is very important. Learning how to learn is to be able to know many things and have lifelong learning. Prof. Dr. Chira Hongladarom stimulated the Faculty of Medicine, Prince of Songkla University to share, exchange knowledge, think and use fewer textbooks.

Fifth, beautiful Thai cultural preservation was recommended. According to the research which Prof. Dr. Chira Hongladarom conducted for the Ministry of Tourism and Sports, tourism in the next age will be community-based and cultural tourism. Visitors to Thailand will no longer visit the Temple of the Emerald Buddha. Their second and third visit will be Jasmine Rice production base. They want to know the cultivation process at Tung Kula Rong Hai, pre-cultivation ceremony, knowledge sharing, harvesting process and related local songs. The problem is that those villagers have not known that the cultural capital value does not belong to Fine Art Department and antiques but to them because it is their way of life and inherit culture.

Sixth, ethics was recommended. Thais are confused with care for other people, morality, ethics, righteousness, virtue and good governance. In fact, they go to the same direction. Good governance is ability to reveal. Transparency is right.

Seventh, learning and understanding in democracy was recommended. This is very interesting. Thai democracy mostly copies from the West. The U.S.A. never has king. They started as a democratic country. Brunei and Cambodia started as the Monarchical system. We need combination. This point warns that it is time to have Thai democracy. Many constitution drafters graduated from France and Berkley. One is Dr. Bowornsak Uwanno. Another is Dr. Wisanu Kreungam. They learnt a lot but from the western context. France differs from Thailand. Administrative Court is French concept. Why does the Constitution Court not exist in the U.S.A? If we do not adapt to the context, Thai democracy will be in trouble.

Eighth, discipline was recommended. This is good to have discipline and respect law. This point is important. General Prayuth Chan-ocha is working on it. Motorcycle taxis must be the world's best and worst reputation. The good point is convenience. The bad points are confusion, chaos and a lot of accidents. Besides the lack of disciplines, the drivers are not afraid of crashing into motorcycle taxis. General Prayuth Chan-ocha has come on the right track on motorcycle taxis. He should publish these principles and distribute them. He gets to the point. He deserves this title because he is a leader. When he says anything, people listen to him.

Ninth, practicing based on the Royal Advice was recommended. This is very important. There are a lot of the Royal Advices which come from his analysis.

Tenth, leading life based on the Sufficiency Economy Philosophy. It does not mean underdeveloped. The King does not prohibit being rich. He has Siam Cement, Siam Commercial Bank and the Royal Properties Office. If we have opportunity, we can be rich. We must also have sustainability. If we do it and survive, there is no problem. The Sufficiency Economy Philosophy is opposite to populism.

Eleventh, health was recommended. It includes mental and physical Health. If we are unhealthy, have poor and unclear mind, it is not good.

Twelfth, public spirit was recommended. It means that we must focus on the majority's benefits

General Prayuth Chan-ocha deserves to be awarded Human Resource Champion title. These concepts also support Prof. Dr. Chira Hongladarom's works. Human Resource Champions do not need another degree but must focus on human capacity and using brain and moral and ethical framework. These will be very useful.



Kid Pen Kao Pen with Dr. Chira TV Program

Kid Pen Kao Pen with Dr. Chira TV Program Column summarized interesting issues on the program as follows.

On Thursday 7 August 2014, this program presented Faculty of Medicine, Prince of Songkhla University's Leadership Development Project for the future Phase I Episode 2.

Thinking for Stepping Forward Session presented the background of Prince of Songkhla University and this project. Prince of Songkhla University is a leading university established based on Southern Region Development Plan by the Department of Provincial Administration, Ministry of Interior. On September 22, 1967, His Majesty the King named it "Prince of Songkhla University" after His Royal Highness Prince Mahidol of Songkhla. From his kindness, the university regards that September 22 of every year is Prince of Songkhla Day, an important day of the university. Prince of Songkhla University is the education center of the South and a leading educational institute of Thailand. Its vision is that Prince of Songkhla University is a leading university at Asian level. Its responsibilities are to produce knowledgeable graduates, provide academic service, preserve culture and have research base. The Faculty of Medicine, Prince of Songkhla University is a field of study established for responding to public health problems and medical and public health professionals shortage in Thailand. This includes the operation based on the third National Economic and Social Development Plan. The Faculty of Medicine was the fourth faculty established in Prince of Songkhla University. It is located at Had Yai Campus, Songkhla Province. The Faculty of Medicine, Prince of Songkhla University is an organization playing important roles in medical, public health and education development in Thailand. The top management aware of this importance and rapid changes from globalization and ASEAN Economic Community (AEC). Therefore, they set the directions and policies for driving the Faculty of Medicine to be ready for change and become organization which truly serves for the society. This includes work, people and organization management effectiveness by maximizing the benefit from the available resource and extracting competencies, potentials and leadership of the personnel in the Faculty of Medicine to develop organization to achieve the shared goal.

The Faculty of Medicine, Prince of Songkhla University's Leadership Development Project for the future is a project developing the middle management of the faculty. It plays important roles in driving the excellence of the organization at the present and in the future as shown on the vision that "the Faculty of Medicine achieves international excellence for Thai society". That is to make contribution to the medical organization and professionals, community, society and country.

The Faculty of Medicine, Prince of Songkhla University's Leadership Development Project for the future consists of 4 main activities linking together for the participants to apply to maximize effectiveness for themselves and organizations as follows.

The first activity is "The Wise Leader in the Next Decade Learning Activity".

The second activity is "Body and Mind Care Learning Activity" which is learning from physical and psychological health improvement activity.

The third activity is learning with knowledge exchange and CSR activity.

The fourth activity is Self-Study.

This project develops middle management of the Faculty of Medicine, Prince of Songkla University. The goals are to develop them to have visions, knowledge, skills, attitude, leadership, personality and capacity to be ready to work in the globalization age and ASEAN community and respond to organizational development to sustainable excellence strategy.

The final session was the project participants' vox pop on the benefits from participating in this project and knowledge application.



From a student's heart to Dr. Chira



Prattana Srisuk, Ph.D. in Human Resource Development

First of all, I would like to thank Prof. Dr. Chira Hongladarom for giving me a great honor to write an article for this newsletter.

I met Prof. Dr. Chira Hongladarom when I had an opportunity to further my study to the International Ph.D. Program in Human Resource Development at Burapha University, Bangsaen in 2006. I regard that I am lucky to be his student. He taught at Human Resource Development Program. Besides modern and up-to-date knowledge, what he taught can be well applied to work. The examples of this knowledge are thinking out of the box, thinking Macro but acting Micro, 4L's Theory, 8K's Theory, HR Architecture and others. An important concept is lifelong learning methodology. His teaching focuses on Reality and Relevance, In addition to classroom learning, I adopt his 2R's Theory to apply to contribute to the society. I look at an important target group for driving education. Therefore, Samutprakarn Educational Institution Leadership Development Project was held. Prof. Dr. Chira Hongladarom and his team were speakers. This project was supported by Samutprakarn Provincial Organization. The follow-up projects were study visits to Vietnam, Singapore, and South Korea. These led to international educational network creation. International teacher and student exchange programs especially homestay activity created People-to-People Diplomacy. Networking with Taiwan, Japan and Indonesia provided opportunities for teachers and students to learn from reality.

I must thank Prof. Dr. Chira Hongladarom for implanting philosophy and wisdom in education innovation creation. I develop my works based on his concepts like 2R's Theory and 3T's Theory (Continuity, Continuity and Continuity).

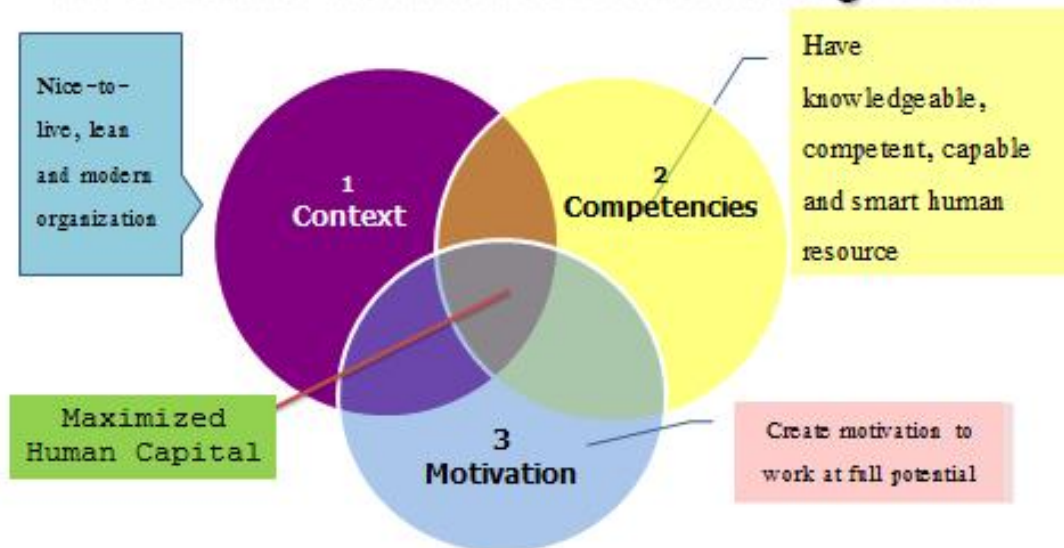
Even though I have moved from Triam Udomsuksa Nomklao Samutprakarn School to Rajamangala University of technology Bangkok's Faculty of Business Administration, Management Field, I continue to apply his concepts and theories and always creatively develop my works. I believe that they benefit the organization and society. Wherever I am, I always contribute to the country and the society.



Prof. Dr. Chira Hongladarom's Concepts

3 Circles Theory

for Effective Human Resource Management



Prof. Dr. Chira Hongladarom's Concepts Column of this newsletter would like to present 3 Circles Theory for effective human resource management. This theory consists of 3 components as follows.

1. Context
2. Competencies
3. Motivation

The participants of the Faculty of Medicine, Prince of Songkla University Leadership Development Project for the Future Phase I shared ideas in workshop. Their workshop results can be analyzed based on 3 Circles Theory as follows.

| The first component: Context | Strong | Weak | Actions |
|--|--------|------|---|
| Up-to-date IT and equipment | ✓ | | <ul style="list-style-type: none"> • Integrated academic service center |
| The lack of good communication | | ✓ | <ul style="list-style-type: none"> • Increase communication channels. • Organize training or workshop on Effective Communication Techniques. • Have important information communication effectiveness monitoring system. |
| Ability to manage workforce during the period. (OPD starts shift at noon and ends at 8 p.m.) | ✓ | | <ul style="list-style-type: none"> • Develop Non-HR staffs to understand HR concepts and work system. • Provide opportunity for high and low level leaders to change attitude to the same direction. • Put the right man on the right job. • Ensure that all team members want to achieve the same goal at micro and macro level. |
| Integrated internal work development autonomy | | ✓ | <ul style="list-style-type: none"> • Engage everyone to work |
| Nursing service staff selection process failure | | ✓ | <ul style="list-style-type: none"> • Involve the unit head in staff selection process. |

| The second component: Competency | Strong | Weak | Actions |
|--|--------|------|--|
| Technical knowledge | ✓ | | <ul style="list-style-type: none"> • Create brand like center of excellence in several fields. |
| Diversity like career, age, position and employment | ✓ | | <ul style="list-style-type: none"> • Engage everyone to work |
| Applicants selection process | ✓ | ✓ | <ul style="list-style-type: none"> • Set up effective applicant selection process because the faculty is employer of choice in some jobs only. |
| Careful study about each personnel in the unit and individual weakness improvement | ✓ | | <ul style="list-style-type: none"> • Evaluate the progress monitoring system achievement. • Promote mentoring system. |
| Smart thinking | ✓ | | <ul style="list-style-type: none"> • Engage everyone to work |
| Accepting change | ✓ | | <ul style="list-style-type: none"> • Develop work, research and innovation handbook. |
| Being local people | ✓ | ✓ | <ul style="list-style-type: none"> • Send the staffs to study • Promote diversity |
| Inbreed in the old paradigm | | ✓ | <ul style="list-style-type: none"> • Send the staffs to study |
| The chief's lack of human resource big picture | | ✓ | <ul style="list-style-type: none"> • Coordinate HR Department to develop the faculty plan Knowledge exchange and learn from experienced people. |
| Lack of human resource management skill | | ✓ | <ul style="list-style-type: none"> • Coordinate HR Department to develop the faculty plan Knowledge exchange and learn from experienced people |

| The third component: Motivation | Strong | Weak | Actions |
|---|--------|------|---|
| Less club activity participation and club board member's low morale | | ✓ | <ul style="list-style-type: none"> • Allow voluntary gathering without rules. • Set up center for personnel in each department to meet like canteen. |
| Lack of self-development opportunity due to a lot of workloads | | ✓ | <ul style="list-style-type: none"> • Promote mentoring system. |
| Succession Planning | | ✓ | <ul style="list-style-type: none"> • Set up effective selection process and empowerment |
| Ineffective performance appraisal system | | ✓ | <ul style="list-style-type: none"> • Concretely improve performance appraisal system to truly reflect quality. |
| Job promotion | ✓ | | <ul style="list-style-type: none"> • Develop work, research and innovation handbook especially for nurse. |
| Lack of progress after getting promoted | | ✓ | <ul style="list-style-type: none"> • Evaluate the progress monitoring system achievement. • Promote mentoring system. |
| Have several role models to follow | ✓ | | <ul style="list-style-type: none"> • Evaluate the progress monitoring system achievement. |
| Reward without punishment and focusing on compromising | | ✓ | <ul style="list-style-type: none"> • Concretely improve performance appraisal system |
| Treating people like family | ✓ | | <ul style="list-style-type: none"> • Palliative care team provides treatment to terminal patients. This team comprises of doctors, nurses, finance, right and benefit protectors, religious representatives, make-up artists and others. • The activity is taking care of terminal patients until death and treating them with human dignity. |

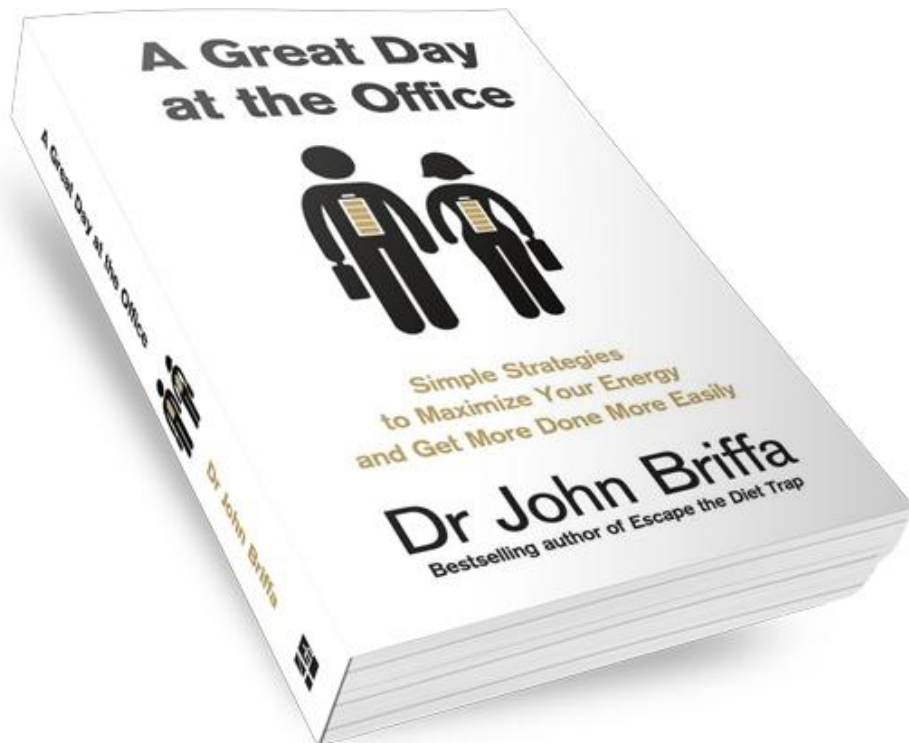
When the strengths and weaknesses are known, they can be managed to maximize human capital efficiency.



Recommended Book

A Great Day at the Office

On the occasion of the Faculty of Medicine, Prince of Songkla University Leadership Development Project for the Future Phase I organized by Foundation for International Human Resource Development (FIHRD) in cooperation with the Faculty of Medicine, Prince of Songkla University, this column would like to recommend “A Great Day at the Office” by Dr. John Briffa, a health book to align with this project.



This book provides the excellent tips for those who feel tired or overwhelmed by work to restore vitality and maximize energy to reach high performance, productivity and sustainability as follows.

First, change from eating sandwich to soup or salad. Grain-based foods like bread, cereal, and potatoes increase blood glucose. Therefore, avoid the sugar coming in these foods like muffin or crisps and turn to yogurt or a cup of soup.

Second, check your hunger level. When our energy becomes lower, our bodies need more sugar. Our willpower gets weaker as we get hungrier. Eat when you are hungry little bit rather than let yourselves be very hungry and then eat.

Third, take nuts as snacks. Despite high calories, it provides high nutrition but low sugar.

Fourth, place water bottle near you. According to the research finding, dry cells cannot use glucose easily. Therefore, food cannot maximize energy as much as it could. This leads to mental sluggishness. Place water bottle near you to remind you to drink. If you drink enough water, your urine will become a pale yellow.

Fifth, pay attention to your sleep. Sleep is an investment of time. A good night's sleep can change your tomorrow. Turn off the TV, laptop and phone to take an extra hour of sleep which is more valuable.

Sixth, take lunch time to stroll. It is a kind of exercise and maximizing brain efficiency. A 20-minute afternoon walk can help stimulate thinking when you are stressful in your office.

Seventh, get out for the sun. Despite gray sky during afternoon walk, you still get more rays than through the window in your office. Getting some light improves vitality and mind.

Eighth, listen to the music. According to the research, music can relieve stress and calm down mind. Classical music can improve working memory. Synthesizer-based music can improve the immune system by boosting antibodies.

Ninth, listen to the binaural beats. Binaural beats are frequencies of sound that can adjust your brainwaves to some forms. They are used for relaxation. Binaural beat technology transmits different frequencies to each ear, and they indicate the different brainwaves. Listen to music or an app with binaural beats.

Tenth, correctly breathe. Use Diaphragm for breathing so that it can send more oxygen to your blood and increase your energy and productivity. To check if you tend to breathe from your chest or your diaphragm, put your left hand over the middle of your chest and your right hand over your navel. If your left hand moves more when you breathe, you're breathing into your chest. To 'retrain' your breathing, focus on breathing slowly into your belly for a few minutes a day. Try and make the inhalation and exhalation stretch to four counts to help slow it down.

Eleventh, have positive thinking. Positive emotions can improve synergy and generate new ideas. Do what you like and get the rewards because they will improve your work efficiency.

Twelfth, think of what you get rather than lose. Most of these tips are behavioral change. Do not think that you lose opportunity to watch TV at night but think that you get an extra hour of sleep for a better work efficiency tomorrow.

The most important thing is to turn these ideas into action to improve work efficiency and create more value added to the organization.



Special Article

Innovations from the Faculty of Medicine, Prince of Songkla University

Foundation for International Human Resource Development (FIHRD) cooperated with the Faculty of Medicine, Prince of Songkla University to organize the Faculty of Medicine, Prince of Songkla University Leadership Development Project for the Future Phase I. In the second session of this project, there was an important activity: Panel Discussion on 3V's and Mini Research for the Innovative Project by Prof. Dr. Chira Hongladarom and Mr. Kitti Jayangakul. Ms. Pitchabhuree Chandrakamol was the moderator.

In this activity, the participants exchanged ideas in group workshop to think about innovative projects and presented the workshop results as follows.

Group 1 defined the problems and found that Premium OPD has been experiencing service accessibility problem. The reliability has been decreasing. Most severe patients have been referred. Some have died here. Some rumors said "everyone died when he or she came to the Faculty of Medicine, Prince of Songkla University". The solutions could be rebranding and teamwork. Group 1 proposed the research topic on Team Building for the Staffs of the Faculty of Medicine and identified the background and the importance of problem. The staffs are over-confident. They are narrow-minded and selfish. They are not public-spirited. There are generation, career and pay gaps. The team's responsibilities and job descriptions have not been clearly defined. The objective of this research is to study and solve problem to improve teamwork.

Group 2 identified the problem. The numbers of staffs are less than the service workload. The service providing is reactive rather than proactive. The role of prevention work has not been outstanding yet. Patient treatment lacks integration and ends up with treatment. It has not yet become treatment total harmony. Group 2 proposed research topic on "Factors Destroying Treatment Total Harmony". This group identified background and importance of the problem. There are several species of diseases. The diseases must be prioritized. Problem exists and should be done first. The target diseases are those cannot use treatment total harmony. The examples are diabetes and stroke. We must develop the faculty or the university to support the community. We must create understanding in work nature, patient of different diseases service providing process, service providers, planning for patients and caretakers in case of secondary diseases. The research methodology is to study problem and come up with gap analysis including expanding the results.

Group 3 proposed the research topic on "Factors for Retaining Highly Capable Personnel of the Faculty of Medicine, Prince of Songkla University". They identified the background and the importance of the problem. The retired workers can continue to work because they have high capacity and can improve work efficiency. Nowadays, there is a shortage of highly efficient workforce. The new workers lack experience so they work slowly. There should be human development from highly valuable people and learn from their experience. The knowledge transfer targets on the Faculty of Medicine. The objective of this research is to study the factors for maintaining the efficiency of the Faculty of Medicine and solving the efficiency of the workforce.

Group 4 identified the problem and found that the personnel had these problems like English communication skills and service mind. There is a shortage of doctors, nurses and highly competent personnel. They have not yet responded to international vision and employee engagement with rules and disciplines. Personnel receive unequal benefits. The finance is complicated with many rules. Service accessibility is time-consuming. The hospital beds are fully occupied. Group 4 selected the areas to manage like service accessibility, personnel competency and employee engagement. To solve service accessibility problem, this group proposed quick bed management for the patients so that it became faster for the new patients to get admitted. This group suggested network creation approach like referring the patients to other hospital and sending the doctors and staffs of Songklanagarind Hospital to provide treatment to them. For example, doctors are sent to work on operation. The personnel competency gap exists because there have not been clear and accurate indicators. The management underestimates the subordinates. The subordinates overestimate themselves. The solution is Robusta Dialogue for creating the same understanding in expectation and the real competency. The variation of competency can be solved by competency development. There is high turnover rate and employees lack participation in the activities of the Faculty. To solve this problem, there should be research on Factors for Employee Engagement in the Faculty of Medicine Development.

Group 5 identified the problem and found that Tertiary Hospital framework has not been focusing on development for Thai society. The reasons are the lack of employee engagement, communication and inter-organization integration. The direction focuses on more advanced development without caring for people. This group set hypothesis that the organization could change by changing mindset. If they have the same mindset, all of them can move together to align with the goal. The population in this research is the personnel for the Faculty of Medicine, Prince of Songkla University. The research methodology is observation. Therefore, Group 5 proposed the research topic on Personnel Mindset Changing for Developing the Faculty of Medicine to Excellence”.

All of these are Innovations from the Faculty of Medicine, Prince of Songkla University and Thai medical sector. They will become more useful if they are concretely applied.

Khemigka Thungkewthanakul