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Naewna's Archive

Leader, CEO, Manager, Supervisor and Boss: What are their differences and similarities?

I wrote about this topic because I got inspiration from my students of PSU EXECUTIVE LEADERSHIP DEVELOPMENT PROGRAM FOR THE FUTURE. They are dean level. They started to learn with me last week.

In the first session, I presented leaders, change and mindset. In this topic, I cited leader and manager comparison table. It encouraged a dean's self-discovery. In fact, deans work as managers who manage system, finance, budget, schedule, learning, building and daily classes. They do not set vision, focus on working out of the box, searching for new innovation and prepare for managing change.

I think that many readers may be confused. Therefore, I would like to share this. Many years ago, I organized Knowledge Camps for high school level students as activities of Pol. Gen. Seripisut Temiyavej's To Be Goodman Foundation. He said that supervisor and leader might not be the same person. Supervisor must have authority or be legally certified. For example, director general or permanent secretary are legally appointed. The important point is that supervisors may not be good leaders. They just have legal authority but do not create trust for colleagues.

A Ph.D. dissertation topic has been recently proposed at King Mongkut's Institute of Technology Ladkrabang. A student presented leader topic focusing on 8K's and 5K's. The relationship between leaders and human capital were explored.

Good leaders must meet these minimum requirements.

- Ethical Capital
- Social Capital
- Happiness Capital
- Innovation Capital

The first point is that leaders can be those who do not have positions of legal authority. They must be talent who gain trust from colleagues. When they face problems, they can manage crisis. They usually look at the future. They must be also ready for change and have new innovations.

This is my leader and manager comparison table.

Leaders	Managers
<ul style="list-style-type: none"> - Focus on people - Trust - Long term - What, Why - Look at the future, horizon and brand - Focus on innovation - Change 	<ul style="list-style-type: none"> - Focus on system - Control - Short term - When , How - Look at profit and loss every 3 months - Execution and effectiveness - Static

If leaders do not adjust themselves, they can be only managers instead of leaders. If they have wrong vision, they may lead organization or country to crisis.

It is like “everyone can drive but many of them know where to go”.

Boss has roles and can reward and punish the subordinates. There are many levels of boss. They are from CEO, manager or supervisor. Their main jobs are to reward, punish and give command.

A good boss can be developed to be a good leader. Most bosses play roles as managers. They know system, finance and rules but may not create trust for subordinates. If bosses attend my class, they can be developed to be leaders.

Supervisors are like bosses. They are appointed based on rules. They may not understand people and cannot manage them. However, they know that they have power. They may overuse their power. For example, they may use command and control and top-down people management. If subordinates do not follow, they may be angry. They think that they are supervisors so subordinates must follow them.

If I have an opportunity to develop supervisors especially for public sector, they can be developed to be leaders. It takes time for changing their behaviors and needs to be continuously done.

Bosses are like people with position and charisma. If they do well, they can be good leaders who can reward and punish. In the past, we came from Thai aristocracy. If bosses are good people and understand subordinates, these bosses can be leaders. If bosses think that I have command-and-control authority, these bosses cannot be good leaders because they cannot gain trust from the subordinates.

CEOs must understand people. They must be able to manage people and become good leaders.

This week, I am very happy to go on study visit to Siriraj Piyamaharajkarun Hospital. Pradit Panchavinnin, Clinical Professor, Director of Siriraj Piyamaharajkarun Hospital welcomes and shares a lot of knowledge to us. Siriraj Hospital has 2 systems. It is very interesting to apply to hospitals with medical schools like Prince of Songkla University, Chiang Mai University, Khon Kaen University and Chulalongkorn University.

Another opportunity is my experience as a panelist in the same panel discussion as Assoc. Prof. Dr. Somjai Phagaphasvivat and Mr. Manoon Siriwan.

We talk about future trend at macro level, global economy, Thai economy, politics, constitution referendum and energy. We can see that good leaders must have Macro overview before successfully managing organization.

“They must have deep and wide knowledge.”



Prof. Dr. Chira Hongladarom, Assoc. Prof. Dr. Somjai Phagaphasvivat, Mr. Manoon Siriwan and Mrs. Pitchabhuree Chandrakamol were panelist on “World Economy, AEC, Thai Economy: Impacts and Adjustment for EGAT” at EGAT ASSISTANT DIRECTOR DEVELOPMENT PROGRAM : EADP 2016 on May 17, 2016.



Prof. Dr. Chira Hongladarom led the EGAT leader participants of EGAT ASSISTANT DIRECTOR DEVELOPMENT PROGRAM : EADP 2016 to go on study visit at Siriraj Piyamaharajkarun Hospital in which Pradit Panchavinnin, Clinical Professor, Director of Siriraj Piyamaharajkarun Hospital welcomes the group and make a presentation on Knowledge Management for Service Development on May 17, 2016.

Prof. Dr. Chira Hongladarom

Source: Learning from Reality with Dr. Chira Column. **Naewna.**
Saturday 21 May 2016, p.5



Human Talk Radio Program

Human Talk Radio Program broadcast on Sunday 22 May 2016

Prof. Dr. Chira Hongladarom mentioned about the quality of education. This episode of Human Talk Radio Program was broadcast during the opening of semester.

A serious problem is that parents in Thailand craze for the school brand so they intensely compete to send their children to study in those leading schools. There are other chronic problems. For example, they have to get up earlier to go to school. They spend long time in car to get to school so they have to buy food from convenience shops to eat during traveling. Later, some parents give up so they send their children to the schools which are not far from each other. If education quality is not good, parents must try to send their children to schools which provide education quality. These reflect education gap. However, in Finland, small schools have the same quality as schools in the capital.

Teachers are crucial factors for education quality. If teachers apply psychology and observe their students, they will see that their students scatter in class. Poor students or those who lack concentration usually sit at the back. Therefore, good teachers should not teach strong students only. Strong students can do well without much assistance from teachers. According to Harvard University's finding, teachers' qualities are not as important as students' qualities because students who can get into Harvard University have been well selected. Nowadays, there are 3 southern-bordered provinces unrests. All of the best students of Hat Yai move to study in Bangkok. This lowers the quality of Prince of Songkla University (PSU).

Teachers should well take care of poor students. Another problem is that these teachers tell these poor students to join tutor classes so that the teachers can make money from them.

Learning How to Learn is important. Instead of focusing on getting good grades, they must be learning communities or life-long learners. Nowadays, learning differs from training. Training is out-of-date. It is only one-way communication. For example, when we buy a computer and install software, it is just training. Another example of training is hotel front office training. These are bases. They are not enough. Learning is also needed.

Prince of Songkla University (PSU) applies Active Learning Concept which promotes students' participation. From academic aspects, there are many theories.

A theory we should not miss is Peter Senge's Learning Theory called "The Fifth Discipline" which promotes discipline in learning again. The main points are as follows.

1. Personal Mastery

Mastery refers to rote learning as well as deep understanding is needed. Rote learning leads to knowledge forget after the exam. In the world, there are 2 kinds of medical students. One is those who learn, understand and continue to search for more knowledge. The other is those to study for passing exams only. The first group is the successful one.

2. Mental Model

Mental is related to mind. In the world, many people have fixed mindsets. They never adapt themselves to the changing world. Later, a Stanford professor suggested "Reframe your mind". It refers to paradigm shift to support change. For example, those who do not like

math may get in trouble in giving change after shopping. They must adapt themselves to learn math for survival. Some vendors can do well on this without learning math. This is math for market. The problem is that people learn mathematical theories instead of application. Some lack art of math application. In Greek era, there were street math teachings. Philosopher like Socrates was not poor in math.

While Prof. Dr. Chira Hongladarom was teaching at Thammasat University, many people noticed that he gave short lectures and assigned his students to do the workshop. Later, none of his students are bored with his methodology. Within total 1 hour, he gives lectures for half an hour and sets questions with open-ended answers as his students' exercise. For example, he assigns the students to look at Thailand in the next 20 years. If students use rote learning, they cannot get the answers. They have to discuss in group. They may know that the future world will become the aging society. Therefore, the business trends will target on aging population. There will be decreasing pediatrician. Then, the students have more wisdom.

Prof. Dr. Chira Hongladarom has his 4L's Theory. In this theory, L refers to Learning.

1. Learning Methodology

It is how to learn and stimulate people to think.

2. Learning Environment

Nowadays, the classrooms are up-to-date with green environment. For example, SASIN built a learning center in Phuket. During the class, the students can enjoy beautiful scenery of the Andaman Sea on the right. Moreover, students sit as groups at round tables and can have coffee. Maruay Library is a good example of modern library which all people to discuss and exchanges ideas.

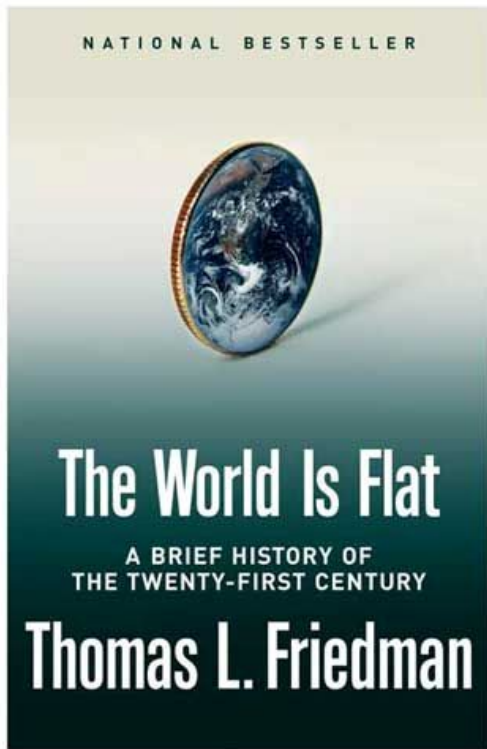
3. Learning Opportunities

They are opportunities to exchange ideas. There are 2 levels. One is Q and A after lecture. The other is that Prof. Dr. Chira Hongladarom assigns the workshop topics for the students to discuss. He has just started PSU EXECUTIVE LEADERSHIP DEVELOPMENT PROGRAM FOR THE FUTURE. He used to think that the deans dared not to share ideas. They were assigned to analyze what Prince of Songkla University (PSU) would do as great contribution to the South and ASEAN. When many deans discussed, they got many ideas. One proposed to focus more on solving the 3 southern-bordered provinces unrests instead of producing more Ph.D. graduates or opening more curriculums. Due to several bombs, another proposed to set up the world's best emergency medicine center and serve as the role model case study for the world. Many ideas arose.

4. Learning Community

When the students study with Prof. Dr. Chira Hongladarom, they have learning culture. When they are away from him, they should also have learning culture like going to the libraries, bookshops etc. Thailand has a lot of KMs as software. Those who do not have learning culture do not use KM.

In the past, Mr. Kan Trakulhoon, former CEO of SCG used to buy 1,000 copies of "The World is Flat" book for distribution to SCG staffs. He repeated this activity. He assigned the staffs to exchange ideas concerning the company. In foreign countries, they may see or order it on Amazon.com or read on Kindle.



The World is Flat

Source:<http://www.thomasfriedman.com/bookshelf/the-world-is-flat>



Mr. Kan Trakulhoon

Source:http://www.scg.co.th/100th/th/message_ceo.html

All of them are the right concepts accumulated from Prof. Dr. Chira Hongladarom's experience as a former student in New Zealand. There were no multiple-choice exams. He always had to search for knowledge or new ideas. If the students get almost all right answers, they can get only B. They are just hard-working.

If the teachers use out-of-date textbooks for teaching the students without looking at the reality and allowing students' discussion, they do what they know. Then, they will be bored with learning.

Deng Xiao Ping's "One Country, Two Systems" concept is interesting.

Siriraj Hospital is near Siriraj Piyamaharajkarun Hospital (SiPH).



Siriraj Hospital and Siriraj Piyamaharajkarun Hospital (SiPH) Location

Source: <http://www.siphospital.com/images/contact/map.png>

Prof. Dr. Chira Hongladarom led the EGAT leader participants of EGAT ASSISTANT DIRECTOR DEVELOPMENT PROGRAM: EADP 2016 to go on study visit at Siriraj Piyamaharajkarun Hospital.



Source: <https://www.facebook.com/ChiraHongladarom/posts/1397151940310258?pnref=story>

EGAT is also thinking like Siriraj Hospital. EGAT is a state-owned enterprise which is searching for more income generation approaching which maintaining the status as state-owned enterprise. EGAT may have international business, sell knowhow and build power plants abroad.

Public hospital cannot charge the same rate as private hospitals like Bumrungrad International. Siriraj Hospital gets only 20% funding from the government which cannot afford to pay its cost of 18 billion Bahts. Therefore, it needs to raise more funds. Moreover, 30-Baht health care scheme is another pressure. Siriraj Hospital is also a medical school. Besides medical service, it focuses on research and medical training. How can the medical school survive in the future?



Pradit Panchavinnin, Clinical Professor, Director of Siriraj Piyamaharajkarun Hospital presented briefing to the EGAT leaders.

Source:

<https://www.facebook.com/ChiraHongladarom/posts/1397151940310258?pnref=story>

Pradit Panchavinnin, Clinical Professor, Director of Siriraj Piyamaharajkarun Hospital presented briefing to the EGAT leaders. Siriraj Hospital can make it because of the management's support. Otherwise, increasing numbers of best doctors will leave and work for private hospitals. Deng Xiao Ping initiated "One Country, Two Systems" concept. It reflects that Siriraj Hospital brand will be for the society. Medical treatments remain. Some doctors who also work for private hospital can just walk from Siriraj Hospital to Siriraj

Piyamaharajkarun Hospital. The consulting fee will be 80% of the private hospital. Even though they do not get 100%, they say that they make merit everyday they work.

MK owner's mother set up MK and returned all income to Siriraj Hospital. MK staffs also say they make merit everyday they work. This reflects Thai culture. If we focus on colonial capitalism and craze for money, public hospitals will not have doctors in the future.

Pradit Panchavinnin, Clinical Professor,

Prof. Dr. Chira Hongladarom thanked Pradit Panchavinnin, Clinical Professor, Director of Siriraj Piyamaharajkarun Hospital for sharing his experience. He cures heart diseases and can overcome all obstacles.






Pradit Panchavinnin, Clinical Professor, Director of Siriraj Piyamaharajkarun Hospital

Source: <https://www.facebook.com/ChiraHongladarom/posts/1397151940310258?pnref=story>

At the end, Pradit Panchavinnin, Clinical Professor, Director of Siriraj Piyamaharajkarun Hospital said that “rules are for breaking but those who can make it must be carefully study them.” The problem is that those who break rules do not know them well. Thai society must work hard for long-term survival. This episode's content on education and hospital case study can be wisdom which Thais can preserve.

Please follow Chira Academy's Medias for knowledge development.

	<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"/> Towards ASEAN Community TV Program Broadcast on the first Monday of every month at 13.05-13.30 hrs on NBT Channel.</p>
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