

ONE YEAR OF TRANSFORMATIONAL LEADERSHIP BY ACTION LEARNING

Year 2020 was not just a year after 2019, but a year full of changes in all of our lives. The Covid-19 pandemic had brought the “New Normal” lifestyles into all walks of life. As the pandemic continues to spread across the world, more people are being affected physically, mentally and financially. As a result, the impact also expanded globally to different sectors, industries and businesses. My family businesses were faced with new challenges, too. On the other hand, it was not just a great moment for me to turn crisis into business opportunities, but it also shifted my mindset about Action Learning. How did I manage to turn the ship around successfully?



I am Tatsawan Preedawiphat, a Deputy Managing Director at TNP Group and a founder of a non-profit organization, Entrepreneurship Club. TNP Group is one of the leading companies in Thailand for steel manufacturing and Real Estate Development Company. We are the leader in the sector of Real Estate, with more than 40 employees under my responsibility. Together, we develop housing projects and manage rental office building in CBD. Although I have been managing and being a part of my family businesses for years and have handled all kinds of challenges, there was nothing more disruptive than the Covid-19 and especially, the lockdown.

Initially, the country-wide lockdown regulations enforced by the government had impacted tremendously on how we live and work. Besides, many businesses need to become more adaptive, more creative, more agile or even to change the business model in order to survive. In fact, it caused different levels of stress, pressure and overall mental health of the employees including myself. Regardless of the circumstances or challenges we faced, I, myself as one of the leaders in the company, I gathered my courage and stood firmly to lead my company through this pandemic. However, that alone may not have been possible without the right tool.

One of the biggest challenges we faced during Covid-19 was the decrease in sales. The business transactions were below the expectations. On top of that, the

lockdown regulations had made it more difficult for effective communication and cooperation while working remotely. Employees were also stressed out because of sales pressure and their job security. That caused more conflicts in the organization. It was not easy for anyone. Regardless of the crisis, we had to maintain the competitive housing qualities and services to win the price war from competitors. As I was focusing on solutions and management tools that can help us overcome all the challenges, I found Action Learning.

I was first introduced to and was impressed by 6 Action Learning sessions (online) by a CALC coach, while I was taking soft skill classes during my university years. Since then, I have been applying Action Learning skills in my daily life and as a result, it has helped me gain more efficiency at work. Action Learning has enabled me to look at problems differently and more openly. My mindset on growth and capabilities have changed. More importantly, I realized that the change begins with me. I stayed vigilant and optimistic. I have faith in my employees' capabilities and believe in my continuous improvement in leadership.

Moreover, I have applied WIAL GIVE BACK, Supporting Global Recovery at Entrepreneurship Club, a non-profit organization, which my company sponsors and has received positive outcomes. With different applications I have had with Action Learning, I have many reasons to trust that Action Learning could also improve my company's performance. On 7th November, 2020, a Master Action Learning Coach and 6 Certified Action Learning Coaches conducted a successful session for 39 participants, including the senior management team from our company. All participants were impacted by the power of Action Learning, especially our management team. Additionally, our management team has also convinced the HR Director of our company to apply Action Learning as part of our associate development curriculum.

Once the management team decided to implement the Action Learning program in our organization, we asked departmental managers and HR leaders to promote and encourage all staff members to attend Action Learning sessions. We initially started with only two sessions in our organizations, but over time, we had done over 30 Action Learning sessions within our company. We all agreed to carry out Action Learning with our employees. We believe that the approach could increase growth mindset, teamwork, openness to change, improve problem solving and turn problems into positive results.

Here are some of the leadership competencies developed by Action Learning in myself and in our organization. Firstly, it involves increase in empathy, effective listening, openness to trust and changes. Everyone gets to learn how to give assertive feedback to each other. Secondly, throughout Action Learning sessions, participants learn how to ask powerful questions and develop deep listening skills. Thirdly, it helps to reduce conflict in the organization, improves cross functional work, boosts positive energy, and attracts happiness at the workplace and more.

After one year, I realized that the employees' skills developed from Action Learning were extremely valuable. The improved skills were not only valuable in enhancing sales but also in improving sustainable leadership competencies. Apparently, all participants were profoundly impacted by the power of Action

Learning. Therefore, our company also put Action Learning as part of our Individual Development Program to this day.



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Action Learning allowed us to have a safe environment to communicate openly, share different perspectives and brainstorm solutions on the challenges we face, both individually as well as a team. Our team had witnessed remarkable improvement in communication, which led to superior teamwork and leadership development opportunities. Apart from implementing Action Learning at our company, a group of 10 volunteers from Entrepreneurship Club and 26 WIAL CALC Coaches also organized 8 AL projects (39 pro bono hours), over the course of last year during COVID-19 pandemic.

The sessions have benefited over 173 community participants and spread the Action Learning principles further to the greater communities. In addition, we also raised nearly 46,000 baht for donation. We are extremely proud of the contribution we made to our society during this difficult time.



ACTION LEARNING IMPACT 2020-2021
8 AL Projects
34 AL Sessions
39 Pro bono hours
26 Coaches
10 Volunteers
203 Participants



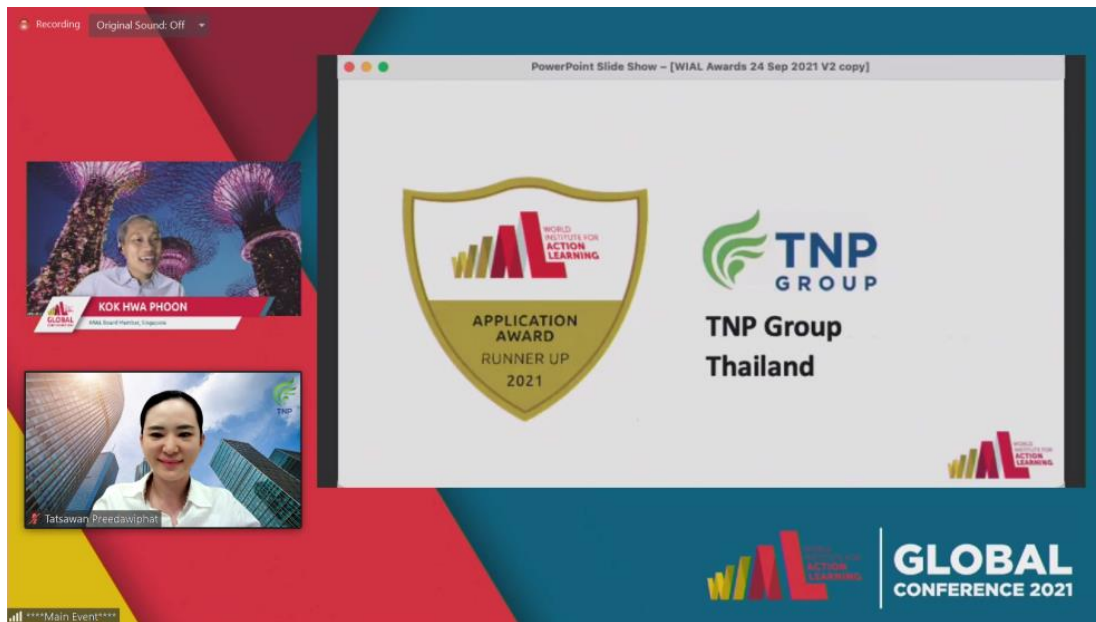
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Today, Entrepreneurship Club with a group of 10 volunteers and 26 WIAL Coaches continues to organize Action Learning charity projects. We have done over 34 Action Learning online sessions, which have benefited over 200 participants.



In April 2021, I was certified to become a coach, in the same year, I also received the RUNNER UP award for the 2021 WIAL Application Award. This award recognizes that TNP Group and Entrepreneurship Club's best-in-class use of Action Learning to develop leadership competencies, embed a coaching mindset and change organizational culture. Later in the year, I was also invited as a speaker to share Action Learning benefits in the RED Global National Society Development event.



We are extremely proud of the contribution we made to our society throughout this difficult time. It is a privilege to have experienced the benefits of Action Learning and spread the word for greater impact. Along with the Entrepreneurship Club and Action Learning Thailand Coaches, we continue to promote and improve the Thai communities with Action Learning. I am very grateful for how Action Learning has given me many transformations. It is not only a successful transformation in my company, my employees and the people around them, but also the leadership skills in me. Action Learning has given me the opportunities to lead by doing, to shift mindset for organization transformation, to influence and to inspire others to stretch their capabilities beyond.

