



การบริหารจัดการยุทธศาสตร์สู่ความสำเร็จ (Executing Strategy for Results)

เรียบเรียง โดย

ดร.มารยาท สมุทรสาคร

(ข้อมูลได้มาจากการจัดบันทึกและสรุปจากเอกสารประกอบการฝึกอบรม
เรื่อง Executing Strategy for Results ณ กรุงเทพมหานคร อังกฤษ)



ö lõ ñă â. ãñ ã qôô ã â û Õ
öc ò õ ẽ öz ç ð ð



กรอบแนวคิด การบริหารจัดการยุทธศาสตร์สู่ความสำเร็จ

ทำไมต้องบริหารจัดการยุทธศาสตร์

Donald N. Sull (2011) ได้กล่าวถึงกรอบแนวคิดในการบริหารจัดการยุทธศาสตร์สู่ความสำเร็จ โดยเน้นย้ำถึงความสำคัญของการมีวิสัยทัศน์ที่ชัดเจน และการนำยุทธศาสตร์ไปปฏิบัติอย่างมีประสิทธิภาพ การบริหารจัดการยุทธศาสตร์ที่ดีจะช่วยให้องค์กรสามารถปรับตัวและแข่งขันในตลาดได้อย่างมีประสิทธิภาพ และสามารถบรรลุเป้าหมายที่ตั้งไว้ได้อย่างยั่งยืน



การมีวิสัยทัศน์ที่ชัดเจนและการนำยุทธศาสตร์ไปปฏิบัติอย่างมีประสิทธิภาพเป็นสิ่งจำเป็นสำหรับการประสบความสำเร็จในการแข่งขันในตลาด การบริหารจัดการยุทธศาสตร์ที่ดีจะช่วยให้องค์กรสามารถปรับตัวและแข่งขันในตลาดได้อย่างมีประสิทธิภาพ และสามารถบรรลุเป้าหมายที่ตั้งไว้ได้อย่างยั่งยืน

กรอบแนวคิดในการบริหารจัดการยุทธศาสตร์สู่ความสำเร็จ (Strategy line) เป็นกรอบแนวคิดที่ช่วยให้ผู้บริหารสามารถนำยุทธศาสตร์ไปปฏิบัติได้อย่างมีประสิทธิภาพ และสามารถบรรลุเป้าหมายที่ตั้งไว้ได้อย่างยั่งยืน

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I ñlẽ:ñ uũ ɓɔ́é I nò ɗɗɔ́ ɔ̀pɔ́ ióì ñ p
 à ŋ iáũ ɗɗ i ɓɔ́i ñ y (arade) oãŋ c ɗɗ ñ ñ
 ʌ ŋ ɛ i ʌ ɗu uĩ ɗɗ ç ɗɗ ɗɗ ɗ i ñ à é ɗ ʌ ŋ ɗ ʌ ŋ Ŋ



2. Ì ṣàlàyé àwọn àṣà àgbà àti àwọn àṣà àkọsílẹ̀ ní ọ̀nà tí ó ṣeé ṣe kí wọ́n ṣe àṣà àkọsílẹ̀.
 3. Ì ṣàlàyé àwọn àṣà àkọsílẹ̀ ní ọ̀nà tí ó ṣeé ṣe kí wọ́n ṣe àṣà àkọsílẹ̀.

3. Ì ṣàlàyé àwọn àṣà àkọsílẹ̀ ní ọ̀nà tí ó ṣeé ṣe kí wọ́n ṣe àṣà àkọsílẹ̀.
 4. Ì ṣàlàyé àwọn àṣà àkọsílẹ̀ ní ọ̀nà tí ó ṣeé ṣe kí wọ́n ṣe àṣà àkọsílẹ̀.



4. Ì ṣàlàyé àwọn àṣà àkọsílẹ̀ ní ọ̀nà tí ó ṣeé ṣe kí wọ́n ṣe àṣà àkọsílẹ̀.
 5. Ì ṣàlàyé àwọn àṣà àkọsílẹ̀ ní ọ̀nà tí ó ṣeé ṣe kí wọ́n ṣe àṣà àkọsílẹ̀.

6. Ì ṣàlàyé àwọn àṣà àkọsílẹ̀ ní ọ̀nà tí ó ṣeé ṣe kí wọ́n ṣe àṣà àkọsílẹ̀.
 7. Ì ṣàlàyé àwọn àṣà àkọsílẹ̀ ní ọ̀nà tí ó ṣeé ṣe kí wọ́n ṣe àṣà àkọsílẹ̀.

11. Ì ṣàlàyé àwọn àṣà àkọsílẹ̀ ní ọ̀nà tí ó ṣeé ṣe kí wọ́n ṣe àṣà àkọsílẹ̀.
 12. Ì ṣàlàyé àwọn àṣà àkọsílẹ̀ ní ọ̀nà tí ó ṣeé ṣe kí wọ́n ṣe àṣà àkọsílẹ̀.

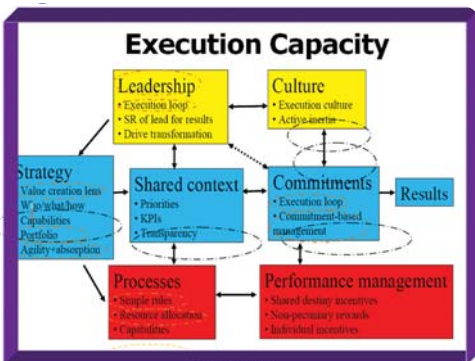


1. **Leadership** (ผู้นำ) คือผู้ที่กำหนดทิศทางและวิสัยทัศน์ขององค์กร และสร้างแรงบันดาลใจให้กับทีมงาน

ศักยภาพในการบริหารจัดการยุทธศาสตร์สู่ความสำเร็จ

2. **Culture** (วัฒนธรรม) คือค่านิยมและพฤติกรรมที่ฝังรากลึกในองค์กร ซึ่งส่งผลต่อการตัดสินใจและการดำเนินงาน

3. **Strategy** (กลยุทธ์) คือแผนการระยะยาวที่กำหนดทิศทางและเป้าหมายขององค์กร



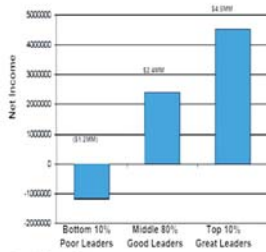
4. **Results** (ผลลัพธ์) คือสิ่งที่องค์กรต้องการบรรลุเป้าหมาย

5. **Performance management** (การจัดการประสิทธิภาพ) คือกระบวนการในการวัดและปรับปรุงประสิทธิภาพของทีมงาน



Leadership vs. Net Income

Marryke G.



Financial Services Business

Qua i 30 năm qua, tôi đã thấy sự khác biệt rõ rệt giữa những nhà lãnh đạo giỏi và những nhà lãnh đạo kém. Những nhà lãnh đạo giỏi không chỉ giỏi về mặt chuyên môn mà còn giỏi về mặt nhân văn. Họ có khả năng truyền cảm hứng, xây dựng đội ngũ và tạo ra môi trường làm việc tích cực. Những nhà lãnh đạo kém thì ngược lại, họ chỉ giỏi về mặt chuyên môn mà không giỏi về mặt nhân văn. Họ không có khả năng truyền cảm hứng, xây dựng đội ngũ và tạo ra môi trường làm việc tích cực. Điều này dẫn đến sự khác biệt về hiệu quả công việc và lợi nhuận của doanh nghiệp.

Đã có những nghiên cứu cho thấy rằng những nhà lãnh đạo giỏi có thể tạo ra lợi nhuận cao hơn cho doanh nghiệp. Điều này là do họ có khả năng truyền cảm hứng, xây dựng đội ngũ và tạo ra môi trường làm việc tích cực. Những nhà lãnh đạo kém thì ngược lại, họ không có khả năng truyền cảm hứng, xây dựng đội ngũ và tạo ra môi trường làm việc tích cực. Điều này dẫn đến sự khác biệt về hiệu quả công việc và lợi nhuận của doanh nghiệp.

1.1. Những yếu tố ảnh hưởng đến hiệu quả công việc của nhân viên

Result: những yếu tố ảnh hưởng đến hiệu quả công việc của nhân viên

1. Những yếu tố ảnh hưởng đến hiệu quả công việc của nhân viên

2. Những yếu tố ảnh hưởng đến hiệu quả công việc của nhân viên

3. Những yếu tố ảnh hưởng đến hiệu quả công việc của nhân viên

4. Những yếu tố ảnh hưởng đến hiệu quả công việc của nhân viên

Đó là những yếu tố ảnh hưởng đến hiệu quả công việc của nhân viên

(involvement of people in the business)

(alignment of business with customer needs)

(alignment of business with customer needs)

(internal assessment for improvement)

(mindset) là những yếu tố ảnh hưởng đến hiệu quả công việc của nhân viên

Beliefs: những niềm tin ảnh hưởng đến hiệu quả công việc của nhân viên

Values: những giá trị ảnh hưởng đến hiệu quả công việc của nhân viên

Behavior: những hành vi ảnh hưởng đến hiệu quả công việc của nhân viên

Organization culture: văn hóa doanh nghiệp ảnh hưởng đến hiệu quả công việc của nhân viên

Leadership Change: sự thay đổi trong lãnh đạo ảnh hưởng đến hiệu quả công việc của nhân viên

HR change: sự thay đổi trong nhân sự ảnh hưởng đến hiệu quả công việc của nhân viên

HR change: sự thay đổi trong nhân sự ảnh hưởng đến hiệu quả công việc của nhân viên

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HR change: sự thay đổi trong nhân sự ảnh hưởng đến hiệu quả công việc của nhân viên





Đ ŭ Ț Ō ǻ Ǽ Ō i ǫ ũ ȳ ȳ Ǫ ǻ ñ æ ȳ ǻ ȳ

ù ħĭ (high integrity and honesty) Û

ô õ ò ï ù ũ ö ü ð ñ ã ä å æ ç è é ê ë ì í î ï ð ñ

ç ð ç ò ï ö ñ ñ ð è ï ã e ã ñ ñ ñ ð ò ñ æ

Ö ð æ ñ ñ ï Ð û Ö þ Ö æ ñ ñ ñ ñ ñ ñ Ð û Ö ï ç

ũ Z ç õ à è á é y a lé ñ ã Õ i ã ã ð c

c ĩ ñǺ cùñì c Ō lǡă ã õ Ő ä

i ñ ñ i ĩ ñ j e ŋ u ō ö ø z ð ɹ ǽ ò ʌ ï ú ó ɿ é ù

ù ù ẽ ẽ ç ç ä ä ö ö ï ï ã ã â â õ õ ò ò ï ï ò ò

Ó õ ñ ç ò ï ã ö ä å ö ÷ ü ð ù þ ñ Ÿ æ

[illegible]

Chị Nguyễn Thị Ngọc Ý

[illegible]

èÒ Òlnterpersonal (skñ) ñ ó p

ì dǔ ō zǔ ō iō i ø ø ǔ ǎ ǎ ǎ

1.4.ĩ ñũ ~~ẽ~~ ã ï ñ ä

$\emptyset \cup \emptyset = \emptyset$

i cì ù ó pœu ai ðe n̄çĐ â Õ

I ñũø iĩñ ñÑó ó pñě Yã û ãZÜ ö

Ö p ~~z~~ä i ~~ö~~ ç l ü ~~ñ~~ ñ ~~Ö~~ ~~z~~ä ñ

Ø Õä Z é é ç â ü Ø ã Ö ð Ö Æ

Ò õ ã Ĩ Œ ó ĩ ø ö Œ ĩ Ÿ ø û Ź Œ Ì ó

Ò ó ô õ ö ù ü ñ ã ä å

i ò ç ù õ ö ÷ ø Ÿ ž š ſ ő

ÖZ Ödöb ö Ö İ ZñvãPû ø Zđ

é ñ þ ø ɸ Ǿ ã é ñ ɔ̃ ɸ Ǿ ɔ̃ ï ẽ

â ẽ ̃ ̂ ̃ ̄ ̅ ̆ ̇ ̈ ̉ ̊ ̋ ̌ ̍ ̎ ̏ ̐ ̑ ̒ ̓ ̔ ̕ ̖ ̗ ̘ ̙ ̚ ̛ ̜ ̝ ̞ ̟ ̠ ̡ ̢ ̣ ̤ ̥ ̦ ̧ ̨ ̩ ̪ ̫ ̬ ̭ ̮ ̯ ̰ ̱ ̲ ̳ ̴ ̵ ̶ ̷ ̸ ̹ ̺ ̻ ̼ ̽ ̾ ̿ ̀ ́ ͂ ̓ ̈́ ͅ ͆ ͇ ͈ ͉ ͊ ͋ ͌ ͍ ͎ ͏ ͐ ͑ ͒ ͓ ͔ ͕ ͖ ͗ ͘ ͙ ͚ ͛ ͜ ͝ ͞ ͟ ͠ ͡ ͢ ͣ ͤ ͥ ͦ ͧ ͨ ͩ ͪ ͫ ͬ ͭ ͮ ͯ Ͱ ͱ Ͳ ͳ ʹ ͵ Ͷ ͷ ͸ ͹ ͺ ͻ ͼ ͽ Ϳ ̀ ́ ͂ ̓ ̈́ ͅ ͆ ͇ ͈ ͉ ͊ ͋ ͌ ͍ ͎ ͏ ͐ ͑ ͒ ͓ ͔ ͕ ͖ ͗ ͘ ͙ ͚ ͛ ͜ ͝ ͞ ͟ ͠ ͡ ͢ ͣ ͤ ͥ ͦ ͧ ͨ ͩ ͪ ͫ ͬ ͭ ͮ ͯ Ͱ ͱ Ͳ ͳ ʹ ͵ Ͷ ͷ ͸ ͹ ͺ ͻ ͼ ͽ Ϳ

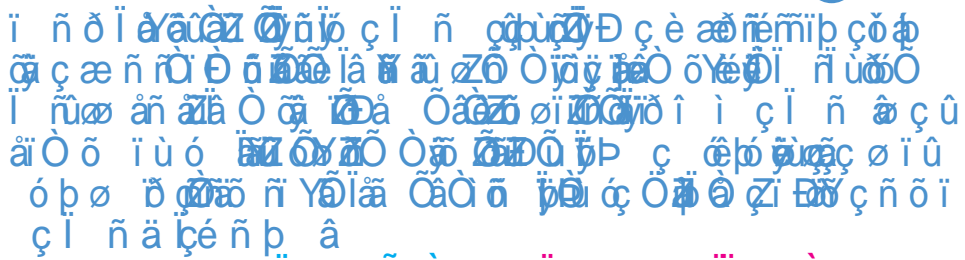
ãõ ÷ ñ ç éçñẽpñ ã ÌZ õ ðõ ï

Ô õ ẽ i ê ñ Ø ŭ ě ā ç ă û â ã ñ Õ Ǻ ø

[illegible]

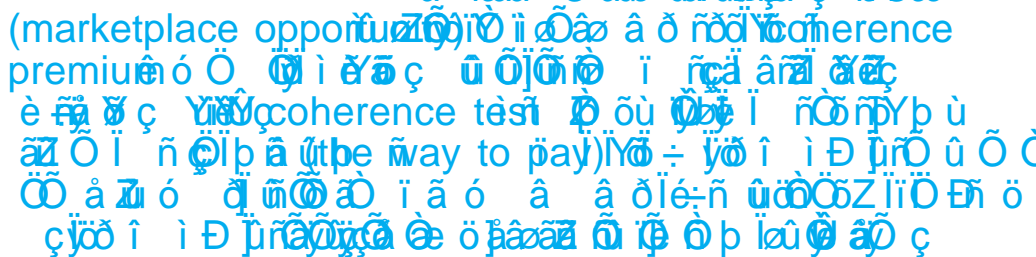
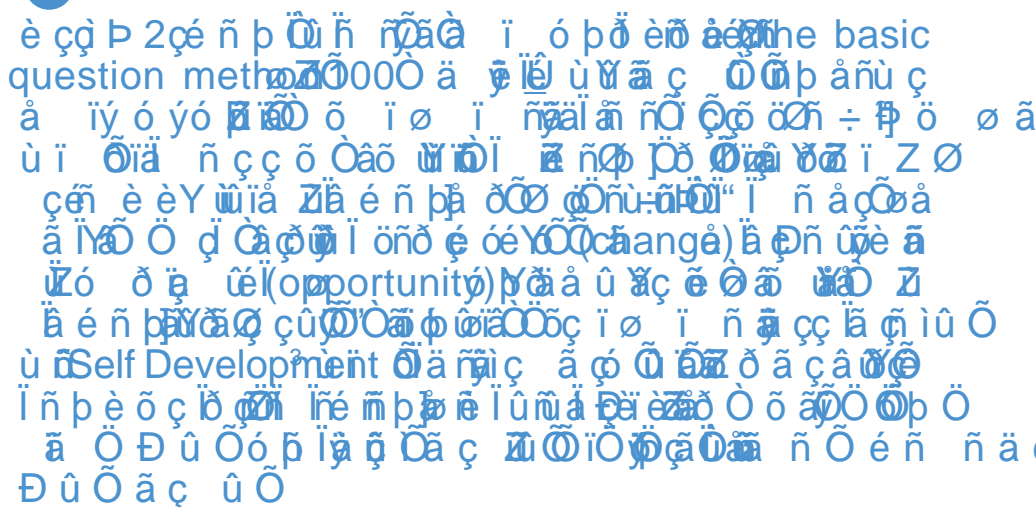
ōYō ɸø Yōū ōū iū ɸ ø Yéó ǎ Yǎ Ō ū Ĭ Ōēz ɸ zñCǎi

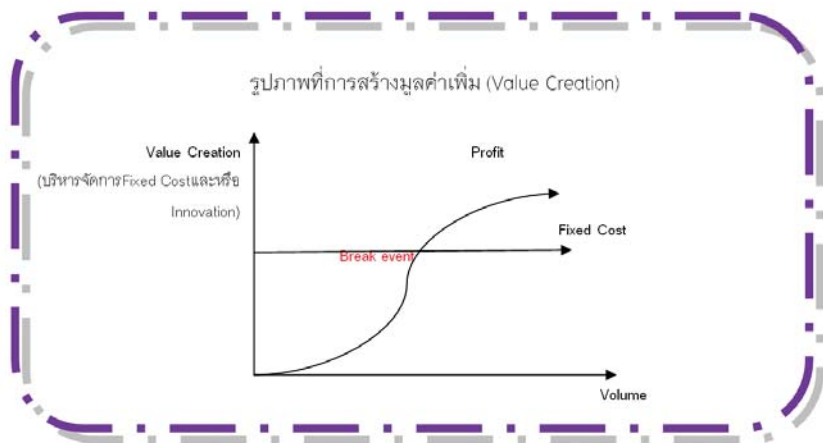


[illegible]

1.4.3 ñzõñõĩĩĩ ñó b

[illegible][illegible][illegible]

[illegible]

[illegible]

4. திரு. டி. சபாதி விசுவநாதன் உறுப்பினர்: தலைவர் அவர்களே, கீழ்க்கண்ட கேள்விகளுக்கு பதிலளிப்பாரா:

[illegible]



Đ ù q̣nãĩōē Yā p̄ñđĩ ō ī i
ả â âyâpZmĩñ y̆p̄ o ô õĩ
ç ĩ z̄o r̄eũd m̄ăă æ ö ĺ a ā i
ç û ĩ ǫyāĩ o ĩ nũf p̄z̄wĩ o ĩ
ĭ ñ é c̃ p̄ ō ī ì Đ j̄r̄uāñ f̄ è è
ư ù aĩ z̄ōĩ ăĩ Ō ĩ ĩc̃ ấ r̄ô b

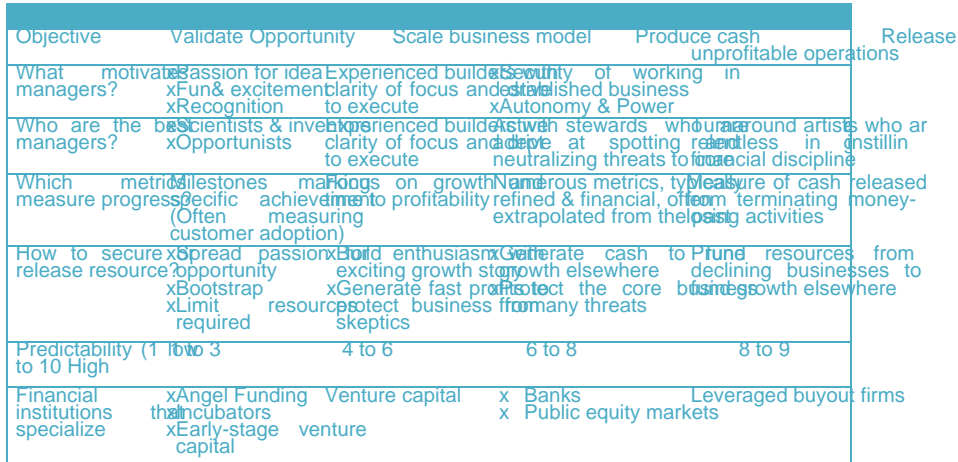
[illegible]

2.3.1 ñ é ç è ó ü þ ø ĩ Ő ç Đ Y Q Æ ò ù ð ï Ñ ã

[illegible][illegible]

6. பூவோ அநீதோ! இன்னும் நீ காலே நீயே பூவாகியே, ஓபலித்து, தழுவி, எல்லோடே நெய்யில்
தண்ணீர் குடிநீர் பிள்ளைகளோடு நெய்யோடு பழம் ஒலிநீர் குடிநீர் நனை, நனைக்கச் செய்கின்ற
பூவோ! பூவோ!



[illegible][illegible]

[illegible][illegible][illegible]



- (2) Absorption
- I ñ ðéçó éúô ðñúõ ò ò ìá í éöþ á â ä û ö Ð Ù
ä ü Ö éíñ þæ ì ì ñù ð æ ï ñ þ ö èü ß ö è ó ĩ ñ þ à è Ö
I ñ ðéçó é þ Œ ú ð Ñ Õ ç æ ù Úñ æzøâ Çãã ì ð
ó â ÿ Æ ç ĭ ñcá ñ ó Ō æ è ó ĩ ñ þ ã ñ ð ù ð ä Ō ĩ ñ
ĭ â ñ ç Ō ð ù ð Û ñ æ æ æ è ö ð ù ð Ō æ Ō ä ñ ó ä ó Þ
ø ĭ ý æ ì æ þ ð ù ð Ō á Ō ĭ ù ñ ä ĩ é ñ þ æ ì
æ ð ĩ æ æ æ æ ó Ō ç æ ñ þ ç ø ù ð Ō ð ĩ ù ó ĭ Ÿ ó ó þ ù ó
æ ú ĩ ñ Õ æ þ ñ Ō æ é ñ þ Ÿ Ō á uoi þ ù æ z æ ð ù
ÿ ð Ō ĭ ó ç æ ð ñ þ æ Ō ø ç ù ĭ ä ø ù æ æ ç æ ñ q
Œ æ Ō æ tangible resources ð Ō æ ó ñ þ ç æ ñ þ æ æ Ō Y æ
(intangible resourcēs) i ð ñ Ÿ ĭ z Ō ö ö ĩ ö ð ù ñ ð Ō z ĩ ñ
â z ç á Ō æ æ ð ù ß ö è ó ĩ ñ þ æ Ō ì æ æ ñ ñ æ ø þ ø
é ç ĩ ó ù Ō Ō ð æ æ Ō ñ æ Ō Y æ ç ð ñ þ æ æ Ō ö ñ æ ĭ ñ
ç á ó á ó þ ñ Ō æ æ ù ĭ Ō ĭ ĩ ç ñ ñ x ĭ y þ Ō ç æ
ó z á Ō ö ĭ y ñ æ æ ű ñ Ō ö þ ø é ĭ æ æ á ó ý æ ú ö ñ Ō ö
þ ĩ æ æ ñ þ ù ç Ō á Ō Ō ñ è æ ö ö ĩ æ æ ç æ æ Ō ù æ æ
æ ý é ó ĩ ð ù Ō ù Ō Ō

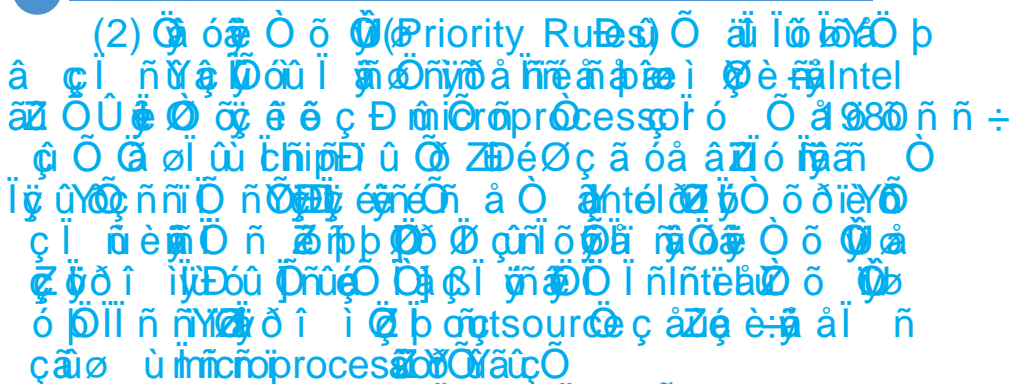


- c̣y̌ ø ĩ ñ ŷ ɥ ŭ ʊ
 û ĩ ø ə ʒ iõ õä ó û æ ʋ
 û ʈ ŋ ɑ̃ b ẽ ɔ̃ ç ø ʏ ç
 ñ p è œ ɛ̃ ç ĩ ʊ ɦä ø Z
 ĩ ñø è ɤ Apple ñ ç ø i ɛ̃
 æ ʏ ʉ ʊ ä gũ ŋyâi i

[illegible]



[illegible]

[illegible]

Cấp độ

[illegible][illegible]



aĩ ù ç ç ŷ ħ é ò , ñ õ y ĩ . ñ ñ i

ǎ ǝ Ȯ Ĩ (broad) ǣ ɛ̃ Ȳ Ȯ Ȯ

[illegible]

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Opportunity Allocation

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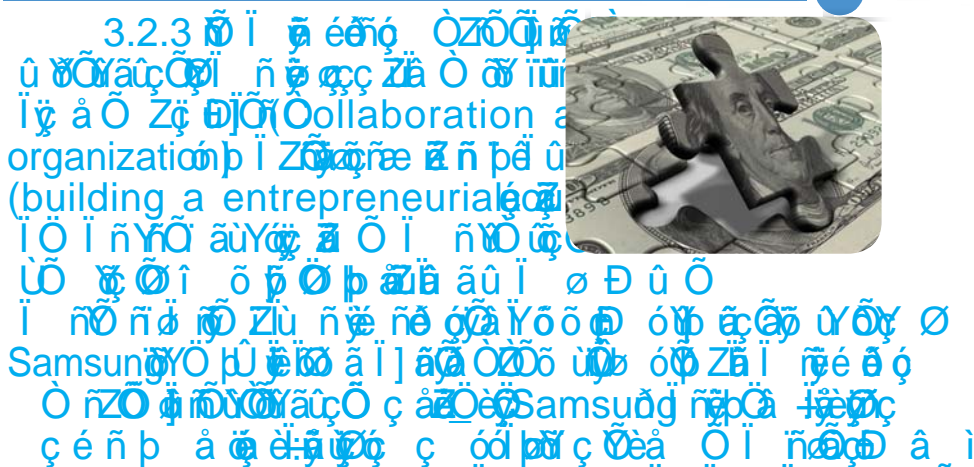
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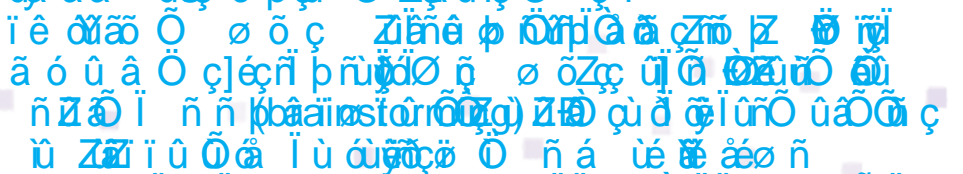
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Donald N. Sullivan's active inertia is a concept that is often misunderstood. It is not a state of inactivity, but rather a state of being stuck in a particular way of thinking or acting. This is often the result of a lack of learning, innovation, or strategic thinking. In a learning organization, innovative organization, performance organization, strategic driven organization, and transformation organization, active inertia is a major barrier to success. Donald N. Sullivan's concept of active inertia is a key concept in understanding organizational change. It is a state of being stuck in a particular way of thinking or acting. This is often the result of a lack of learning, innovation, or strategic thinking. In a learning organization, innovative organization, performance organization, strategic driven organization, and transformation organization, active inertia is a major barrier to success. Donald N. Sullivan's concept of active inertia is a key concept in understanding organizational change.

²⁰ Donald N. Sullivan's active inertia is a concept that is often misunderstood. It is not a state of inactivity, but rather a state of being stuck in a particular way of thinking or acting. This is often the result of a lack of learning, innovation, or strategic thinking. In a learning organization, innovative organization, performance organization, strategic driven organization, and transformation organization, active inertia is a major barrier to success. Donald N. Sullivan's concept of active inertia is a key concept in understanding organizational change.

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6.4.1. **Business Project Management**

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Stakeholder (Shareholder vs Corporate vision) Operational plan

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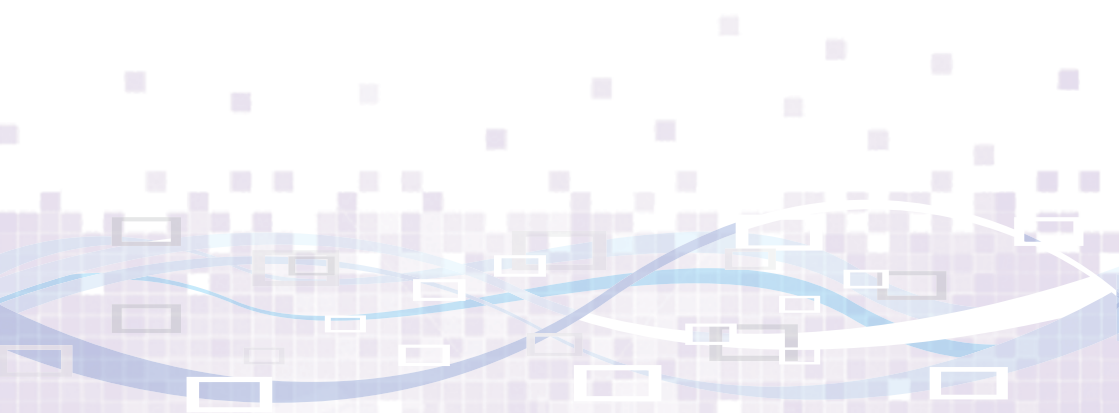
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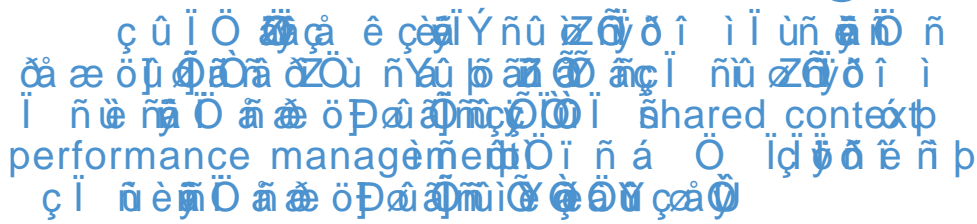


Leading for execution: Self assessment	What is needed for effective leadership	My strengths and weaknesses	How I could improve
<i>Make sense:</i> Develop a shared understanding of an ambiguous situation	x Good Communication x Integrity x Fire mind x Inspiring x Intelligent	Communication Integrity W: Inspiring Intelligent	x Building inspirational team x Training
<i>Make choices:</i> Choose what to do, not do, and stop doing	x Straight forward: use sound judgment to make decision at the right time x Forward looking x Feedback	All W: Competency	x Building feedback system between team
<i>Make it happen:</i> Ensure people make good promises and deliver on their commitments	x Honesty: displays sincerely x Well Preparation x Competency/teamwork x Communication	S: Honesty W: Competency team	x Building teamwork x Sharing knowledge
<i>Make revisions:</i> Compare assumptions with experience, explore gaps, and correct mid-course	x Imagination: make appropriate change in your adaptability plan x Open-minded x Coaching and develop	Adaptability W: Open-minded	

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- What action did you select as most critical?
 - x Shared context
 - x Performance management
- Why did you choose this action?

According to the result of the survey of NESDB's execution capacity which was conducted by LBS cooperated with NESDB, those factors are its weakness points.
- How will you implement this change?

Building leadership and communication capacity by, for example, training and so on
Building transparency system for setting criteria of reward individual performance
- How will you measure progress after one month?

Reducing Bias for action
- How will you measure impact longer term?

Reducing Bias for action

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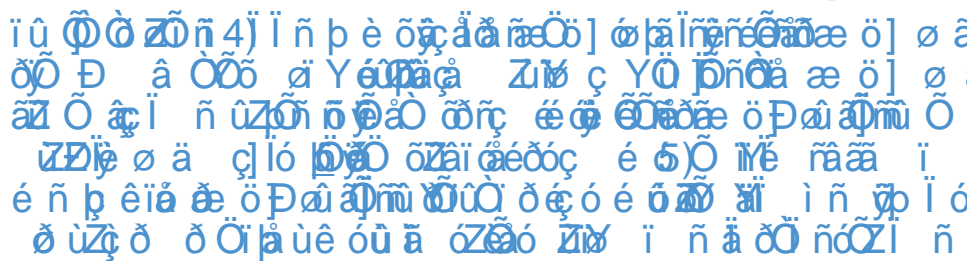
Please call to mind an initiative within your organization where execution did not work as well as expected. In a sentence or two, describe what happened:

- x Strategy's NESDB is too complex and looks like a textbook.
- x NESDB Strategy management has been linear.

	What went wrong	How I could improve
Make sense:	xNever and ever analyzing impact on direction of NESDB	xChanging communication style from hierarchy of strategy although it has the need to democracy or star
Develop a shared understanding of an ambiguous situation	xLack of information database and information concerning economic	xNeed to democracy or star of face book in order to link intra and inter orga
Make choices:	xLack of participation from prioritize the most suitable strategies.	xBuilding leadership capability, especially middle executives
Choose what to do, not do, and stop doing	xLack of leadership, every back of understanding what have to do	xStrategy to prioritize what is missing participating climate
Make it happen:	xMake choice process is not transparency	xMission-based xMake choice process should
Ensure people make good promises and deliver on their commitments	xLack of NESDB's strategy xAssume plan is right	xEvaluating NESDB's strategy xAssume plan is wrong
Make revisions:	xLack of setting scenario and identifying risk	xAssume plan is wrong xSafe to discuss
Compare assumptions with experience, explore gaps, and correct mid-course adjustments		

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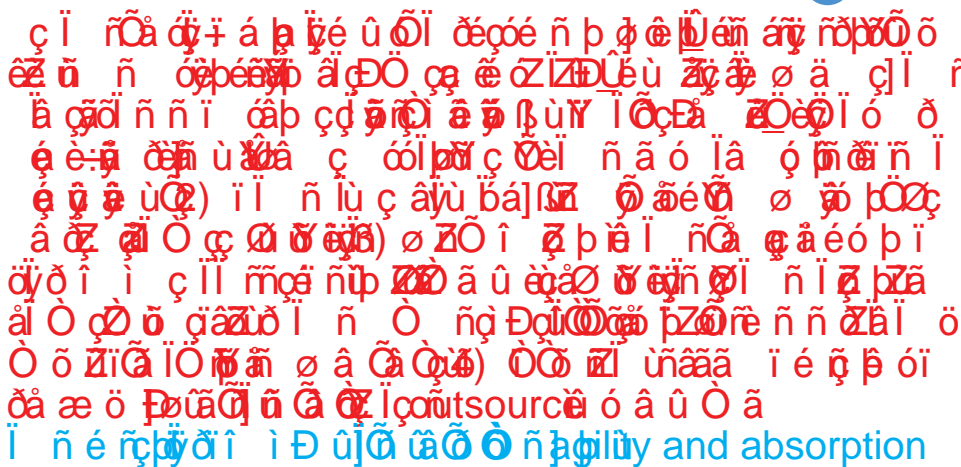
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1) economic and social indicator 2) national economic and social development policies 3) project analysis 4) regional development project analysis

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All organizations combine agility and absorption to some degree. Circle the number that reflects your level of agreement with each of the following statements for your own organization. When you have finished, please calculate the average of your scores for the absorption and agility measures. You can then plot your own organization on the matrix to see where your organization falls.

Measures of agility:	1	2	3	4	5
1. Our systems provide us with market data in real time that is granular and credible	1	2	3	4	5
2. We consistently spot and exploit changes in the market before competitors	1	2	3	4	5
3. We have a shared understanding of the situation across units and levels in the hierarchy	1	2	3	4	5
4. Objectives are clear to all, and everyone is held accountable for delivery	1	2	3	4	5
5. We are rewarded by a large number of performance indicators/objectives	1	2	3	4	5
6. Our organization attracts, retains and rewards entrepreneurial managers	1	2	3	4	5
7. We maintain the same sense of urgency as a start-up venture	1	2	3	4	5
8. Movement admits mistakes and does not delay in exiting unsuccessful businesses	1	2	3	4	5
9. Top executives systematically reallocate cash and top management talent across units	1	2	3	4	5
10. Top executives have the courage to seize major opportunities when they arise	1	2	3	4	5
Average score for agility =	1	2	3	4	5

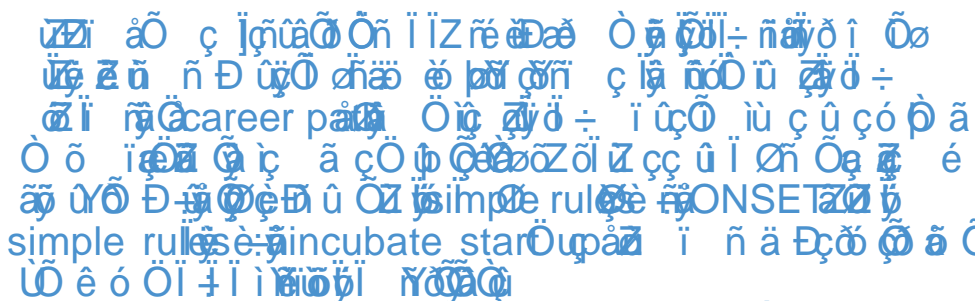
Starting with the summary of your strategy from the previous worksheet, please identify a process that is critical to execute your strategy, explain why this process is critical, your initial thoughts on what appropriate rules might be, and how you would develop a robust set of rules.

- Our strategy in a nutshell (from previous sheet):
 - 1 All things for all : our works benefits to the country as a whole
 - 2 Innovative design and h: staff knowledge has been cultivated into our
- Critical Process: Brain drain (Losing intelligent staffs) recruit new staffs
- Why this process is strategic:
 - Depending mainly on human capital
- Initial thoughts on three to five simple rules that could guide this process:
 1. Recruited student from college and university
 2. Setting the selection process, visiting major (top) university to explain the program;
 3. Interviewing and make a selection of which candidates would be accepted into the program
 4. 3 years, trainee spend first year rotating through different department/unit and will be specific area in areas as policy and plan analyst and get a scholarship to study abroad
 5. Making their own career paths
- How could you develop a set of rules
 - Who should develop the rules?
NESDB's staffs
 - When should they develop them?
From Now on
 - How should they develop them?
Setting a committee (from different offices)

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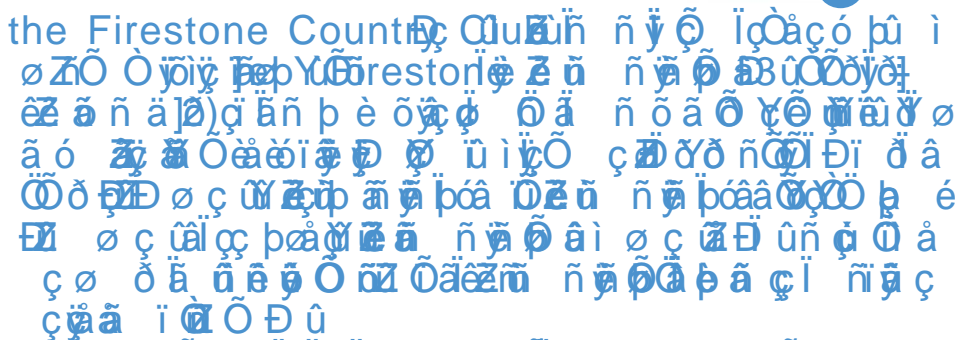
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Laura Ashley là một nữ diễn viên người Anh. Bà sinh ngày 1 tháng 1 năm 1953 ở London, Anh. Bà là một trong những nữ diễn viên nổi tiếng nhất của Anh. Bà đã đóng nhiều bộ phim nổi tiếng, bao gồm "The English Patient", "The Piano", "The Crying Game", "The Usual Suspects", "The Talented Mr. Ripley", "The Thin Red Line", "The Piano Teacher", "The Last Days of Disco", "The Invention of Solitude", "The History of David Copperfield", "The English Patient", "The Piano", "The Crying Game", "The Usual Suspects", "The Talented Mr. Ripley", "The Thin Red Line", "The Piano Teacher", "The Last Days of Disco", "The Invention of Solitude", "The History of David Copperfield".

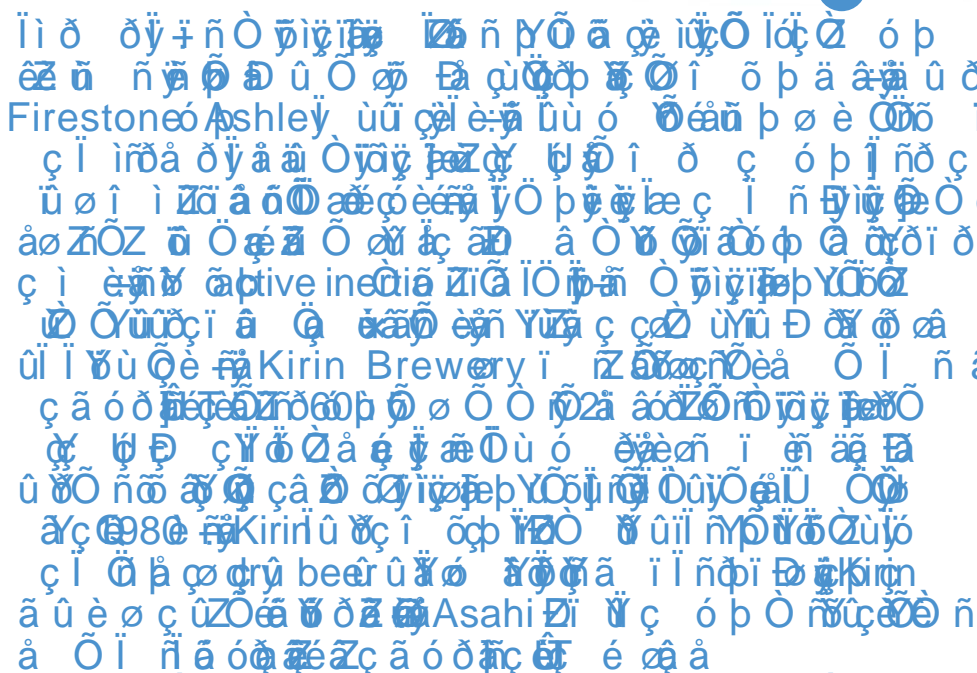
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