

## TIPS FOR FOREIGN MANAGERS from THAI MANAGERS

... in answer to the request:

**“Top-3 tips to foreign managers in Thailand who want to improve their effectiveness”**

- Human factor is the most important thing to deal with people, especially Thai people, they like to be appreciated. Have to understand that lots of them work with mind and if they feel hurt, things can turn up very difficult. They always say "Mai Pen Rai", meaning "Never mind". They just say that it is not counted this time (but be sure that it will be kept in mind), it can burst out easily after the 3rd time.
- CARE FOR COLLEAGUES' WELL BEING / SHOW EMPATHY & THEIR CONCERN (RELATIONSHIP IS MORE IMPORTANT THAN THE BUSINESS TALK ONLY)
- CONTROL EMOTION WELL
- When angry or not happy with subordinate/colleague , call him/her in private, not in front of the others which make him/her lose face
- BE RESPECTFUL OF THAI TRADITION/CULTURE
- Rumor is very dangerous, It should be cleared at the 1st day and never leave it and let people think by their own.
- Mix more with local Thais.
- Be sensitive to local culture
- Be patient
- close consultation with subordinate, try to understand and assist in solving problem, don't just order
- Work with what you have, do not try to change Thailand
- Walk the talk, if you demand staff to save, don't spend company's monies unnecessarily just because it is within your right
- First impression led you to get along with Thai Subordinate
- Trust them, they will trust you
- Coach them become the leader, not become like you.
- understand Thai culture
- result oriented
- good decision
- Fairly treatment to all employee levels
- Put the right person to the right job
- Motivate and listen to concerned parties rather than listen to one party only
- In general Thai don't say and be opened in the formal meeting, you can get our thought and feeling from informal meeting.
- Thai can't handle a harsh comment well. If you will provide performance feedback and need our improvement, you should explain cause-result and provide positive suggestions

- Once you ask Thai to get a work done, you always get the "Yes" answer. If you want to check that we are fully understand the objective and the expected result, please ask us to clarify our thoughts and make sure you get a regular updated
- Have to understand Thai culture & Thai people
- Have to act as the role model on discipline
- Listen well; Thais have a tendency not to be straight forward and avoid conflict. Sometimes they might say yes but do not really mean it. You have to learn how to confirm the meaning, for example, by asking "Are you sure you really want this?"
- Create friendly environment; Thais are taught to behave and listen with no offence to boss, esp. foreign boss. When you need their opinion, the best strategy is asking first because they will not object you even you're wrong.
- Clearly communicate your 'key' values especially those that are not considered serious in Thai culture, for example, punctuality, truthfulness, sense of urgency etc.
- find a good balance between "respecting the culture" and "efficient management", i.e. = not delay some decisions based on culture respect
- find Thai managers who accept and understand company culture based on efficiency and result
- find the good communication way and manners for people at operator level
- Really open-mind and reasonably listen to the Thai Managers.
- Patient to advice, coach and train the Thai Managers how to be a professional manager or how to effectively work with him/her (foreign).
- Efficient in people management, motivation and courage.
- I work with Japanese people who barely understand English. If they want to work more effectively with Thai, they must learn English
- Japanese look too serious at the work place. That makes Thai People feel uncomfortable and be afraid to talk with when Thais have problems.
- Somehow Thai People are very easy going. Some say we are too easy going. So live with it.
- Spend more time with the Thai, trying to understand the behavior
- Most of the Thai are afraid of foreigners due the language problem. Speak slowly
- Teach the Thai on a logically way. They are eager to learn...with appropriate rationale
- Strong and sharp decision with difficult people
- Delegate
- Train the team
- Open-mind
- Decision making
- Fair treatment
- Alongside environment in office can increase Thai effectiveness at work.
- Most Thai colleges dare to express their ideas to someone who make them feel that listen to them.
- Open-Mind to listen in Thai point of view can make a better relationship.
- Listen to Thais patiently and carefully.
- Understand Thai working environment

- Care about the employees' well beings
- Should get themselves prepared for working with Thais prior homeland departure
- Know how to create his/ her first impression for Thais
- Should consistency improve their relationship with Thais
- Understand the fact that cultures are different. Different cultures give different value to things.
- Being straightforward in a polite way. Thais love to be approached softly. Hard approach do harm than good.
- Be patient if you want to train Thai staffs to work by head, not by heart. Old education system in Thailand teach student to be a listener/doer than a thinker.
- is straightforward (tells the truth)
- is good at solving problems
- has a sense of urgency
- Understand "politic" in organization and able to "manage" the conflict, it has nothing to do with Thai culture since politic is everywhere
- Show his/her strong leadership, result oriented
- Able to fill him/her self in the organization, all operation functions are filled, so how you could make those people believe that they need to get you involve once they are about to make some business decision
- Less Micro Managing
- Do not Look down on Thai Staff base on Stereotype
- Watch emotion
- Try to read non-verbal gestures of Thai people.
- Make sure that the messages you want to communicate really get through to your Thai subordinates.
- Because... 'Communication' is 'key' to your success.
- Think to long term company improvement; don't think short term development by contract term working.
- Improve relationship with plant/company neighbor.
- Improve relationship to all employee not only management level.
- Have to learn Thai culture, Thai way/attitude at work, and show you are trustworthy person
- Listen carefully and patiently to Thai colleague. Language is one constraint and Thai like to express idea/comment in indirect way
- Being someone who understand Thai way and trustworthy person, listen to them carefully after that you can start feedback your point/idea/comment
- Show your vision and leadership to win the heart of people first >> show them your ideas to lead the company towards the success and growth
- Treat people respectfully and fair
- Recognize people's achievement and reward them
- Language
- Understand Thai culture to adapt with their style
- Share their experience and know how to company
- Lead by example.
- Keep their words, do what they say they will do.
- Treat others with respect.
- Treat others with respect & fairness.

- good adviser and coaching
- good listener
- They must try to understand Thai culture and way of working and not force them to follow theirs which is most of the time relevant to their own culture in their own country.
- We brought them here to train and teach Thais especially on the new technology. Quite a few of them showed signs of unwillingness to do this. Instead they keep the knowledge to themselves as if they are afraid of the Thais taking over their positions.
- They must practice good discipline, especially in following the Company policies on punctuality. The Thais know fully well that they are being paid higher, and as such, they are expected to be the perfect example both in work and personal discipline.
- Train them. Give them opportunity to get training or improve their skill or knowledge. Be their advisor and share your experience as required.
- Try to understand Thai culture (including Thai language) and find way how to make Thai people present his idea or speak out in the meeting. Personal discussion will help you to get more / accurate information.
- Participate in activities with Thai people (working or non-working related activities) to develop relationship and/or trust.
- Understand the working culture of Thai people and adapt to it
- Listen to the local.
- Recognize achievement of your subordinates
- Take time to listen. Always ask local team to share their view. They may hesitate in the beginning
- Make sure Thai employees understand his point. Ask them to recap key message before ending meeting
- Understand Thai people behaviors to get real commitment (i.e. silent means disagreement not agreement).
- Personal relationship is vital for working with Thai, it gets thing move faster.
- Embarrassment/humiliation to individual in front of big groups (face issue) should be avoided.
- Thai people does not speak up but this does not mean they are dumb; need to cleverly approach them for ideas/ feedbacks
- Thai does not like discipline; but this is needed; therefore do not force disciplined strongly but motivate people to ensure discipline; driving from carrot angle not stick only.
- Truly demonstrate that they want to be part of the organization and bring their expertise to the table
- Show that you want to create value for the company - that no other Thai can do your job
- Understand the nature of the Thai and learn how to derive output from this paradigm
- easy to talk with (makes you comfortable to talk with him/her)
- puts Company's interest before her/his own interests
- Try to learn Thai, since Thais not very good in English
- Motivate, and delegate ,trust on second people rather than do by themselves
- Find out-of the office , Thai friend and participate in out of office activities (like join class) ,to understand more Thai –Cluster

- no need to get along with Thai culture BUT need to understand Thai culture
- Thai people like friendly working style (but need to put pressure from time to time to get thing done)
- Thai people believe in Seniority System - Take it easy when handle with senior staffs
- There are many levels of Thai staff and managers depending on their experiences. Approach to each level should be more strategic.
- Foreign managers should study organizational background of the division before making any changes. My case was the change of organizational structure/responsibility that made me uncomfortable with. At the end the new structure didn't work and the company end up with the old structure which took company time, energy and lost of human resource.
- Foreign managers should have long term plan to build up Thai local managers. Normally foreign managers change every 2-3 yrs., Thai managers end up coping with new managers and never have time to build up their career development plan.
- Established good relationship with your colleague and don't take each other for granted
- Never do things by halves
- Exchange each other views to help improve the work environment etc.
- To set a clear cut company goal and direction.
- To know the company organization in depth to drive results effectively.
- To make a good decision to solving problems on time.
- Need to understand Thai culture very well and how to react to different situations in a Thai culture manner.
- Can speak Thai and use it at work communicatively.
- Transfer expertise and technology to Thai people.
- Prioritize quick win
- Rewarding to good person who contribute to company & team
- Long term strategy to build up strong team
- Not to be easily influenced by other's flattery or instigation.
- Judge colleagues on their job performance - not on flattery or personal relationship.
- Being a good team player and listen well to other members in the team.
- Interpersonal Skills: open-minded, listen well, try to understand & respect Thai Culture & express idea in a clear manner
- Management Skills: initiative, creative, highly responsible, make good decision quickly, good analytical & solve problem well.
- Bring strong expertise and experience to the job, share & teach the colleague or subordinates. Understand big picture & create value for company.
- is open-minded
- is good at solving problems
- puts Company's interest before her/his own interests
- Be open-minded
- Motivate colleagues
- Manages conflict effectively
- Be aware of discrimination, it's some time the case of emotional and mixed with Thai culture rather than logic.

- To prove your are listen is to demonstrate by make it happen
- It is important for the foreign Managers to learn the culture of the locals well and understand their way of thinking before motivating them. Each country has their own cultures and thought. The local can be open minded and co-ordinate well if the foreign Managers know how.
- Be patient, open minded and sincere if the foreign Managers decide to work in the country with different cultures and ways of thinking.
- Low profile, never think that the locals are not as smart as the foreigners.
- Try to be a bit more "personal" with staff, care for their well being as most Thai staff like their managers to care if the both personal and professional. This well also helps bridge a wide gap between Thai staff and foreign managers.
- Give advice, feed back and coach staff but not too straight forward (for feed back) as most Thai are not used to feed back points out their weaknesses in a straight forward approach. Try to rephrase it in a "softer" manner.
- Walk the talk: show and lead us want us to do by being a good example. No exception for foreigners if Thai it.
- Open-minded
- Well-organized
- Being considerate
- Open-mindedness
- Take time to understand culture and adapt to environment
- Spend some time to develop subordinates skill so they can learn more
- Develop personal relationship first before work
- Understand that most Thais are not confrontational, so you must find a way to get your point across diplomatically
- If possible, learn the language! Thais learn English (or other foreign language), so why not the opposite?
- Need to listen more for better communication
- Have more confident and trust in Thai staffs
- I am very fortunate that majority of my foreign colleagues/my boss are very well-respected to Thai culture. Generally, they are very easy to work with and we communicate with each other very well.
- Foreigners may need to understand some Thai mentalities a little better. Some Thai have great English but still do not want to confront the situation directly. They prefer to talk/communicate with Thai people instead. No worries too much.
- Thai is not very expressive though we have great/brilliant ideas on many occasions. Little more patient and persistent encouragement to Thai staff would do a little trick!
- Remember that everyone is equal.
- Learn to trust your colleagues.
- Show respect to Thai culture and enjoy!
- Be more Patient and open-minded
- sharing best practice more and bring in networking
- Demonstrate/show passion/effort to understand Thais and their cultures.
- Be Polite
- Be Compromise in some situations if necessary
- Be Fair

- Understand Thai People Culture. Try to be more people oriented than processes oriented
- Seek for Hidden agenda, as most Thai will not say "No" or "Krengjai" and very compromise, therefore, Foreigner will not know what Thai people think
- Thai people was taught to follow a leader (No matter what). It might appears as no initiative or no comments in some situation. Therefore, Foreigner Manager need to teach them how to think, and need to be a good leader
- Understand the basic thought of Thai worker which could based on study of Thai culture at work e.g. seniority, etc.
- Always go with polite manner, as aggressive manner is not appreciated in Thailand
- Act as a boss, but smile sometimes, then people will already appreciate you. (no need to be closed to the worker/employee)
- They most likely show-up their ideas but sometimes not listening to others so better if they try to listen others due to English skills maybe the big gap of effective communication among group
- Seek the most appropriate way to motivate team to generate top performance, and give rewards to the team
- Take lead and being a role model in making decision in the effective manner and good in finding the best solution for any difficult problem to the team whenever requested
- Should respect to all Thai colleagues in all levels both staff and management.
- Tell a truth thing to your colleague, they would like to work and responsible together with you.
- Work hard that will motivate your colleague to work hard too.
- Understands the "big picture" (high-level business issues)
- tries to understand Thai Culture
- manages conflict effectively
- Within the same room, Thais tend to be the quiet ones, unlike Indians or Filipinos. Positive motivation and friendship will bring them closer to you.
- They tend to be more sensitive and culture is one of the key reasons. Seniority is quite important, esp. among those who are above 40 yrs old. Hence you should respect them and you will get that in return. If they pay you respect, don't push that away or ignore it.
- open-minded
- puts Company's interest before her/his own interests
- patient
- Understand the body language
- Respect the other idea
- Team work
- Open mind for different style of working and respectful for subordinate, trustful that each people has their own strength
- Able to formulate long term strategy to develop organization and dare to make decision
- Straightforward and show strong effort to work best for company, avoiding to political game in organization
- Make a good working climate.
- Polite to all, everyone, every level.

- Most of Thai people are not good at English communication so make sure that they are understood your message clearly.
- Listening to the needs of his colleague and ready to go hand in hand
- Talk more
- Develop staff management skill
- Understand that way Thai people are (whether you like or don't like) and help to bring them up to the level where they could improve themselves to the international standard level and in the level where you could work with them comfortably
- Patient, polite and controls emotions well in a professional way. Don't attach personal emotions with business.
- Straightforward, honest and open-minded
- Being Polite, sometimes your minor thing could be disaster to others. Be cautious on your manners
- Taking some times off, grabbing the opportunities to sit and talk with any one to show you care and listen to how others think
- Learn Thai language. It would be fun if you can understand local language more or less
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- The foreigners need to learn Thai language
- The foreigners need to learn Thai culture
- Spend time to develop colleagues skill
- Understand Thai Culture
- Controls emotion
- Spend time with Thai staff and get to know Thai Culture
- Be friendly
- Manage relationship within the team
- Listen to understand before making decision
- Synergy and complimentary e.g. thinks global, acts local. Bring global picture, technology and management style to challenge Thai manager, but with local adaptation.
- Dare enough to challenge the Corporate / Head Office.
- MUST have knowledge / Experience about their job ( Direct Experience -Not only speak English well )
- Educate some culture will be help them to work with local people but not to do everything
- Beware relationship with colleagues ( you colleagues can not except in cause sex-relationship)
- Need him spend time to improve subordinates.
- Organizer job priority must be not change every day
- To investigate and analyze problem need improve it by SPC method or Hypothesis system for corrective problem.

- Thais tend to work on relationships first. If a foreign manager can develop relationships with Thai staff sooner, the faster and easier they can work together. Then, if a foreign manager takes good care of his staff, a strong bond between them is established, which means loyalty. Thai staff, especially less senior staff, needs recognition. On the contrary, it is quite difficult for many Thais to receive negative feedback on performance especially when a strong relationship is not established yet.
- Thais respect foreigners who respect Thai culture and religion (Buddhism). Being disrespectful to Thai culture or religion may jeopardize both personal and working relationships which may affect the team effectiveness.
- Generally, the Thais do not express comments/direct comments particularly in meetings, and especially if the comments are negative or may create conflict. In meetings, a lot of Thai staff tends to listen only. Foreign managers may have to try hard to encourage Thai staff to express more in meetings, to know what they are really thinking.
- Open minded to diversity and understanding Thai culture
- Spend enough time with local people to ensure good atmosphere for sharing ideas/experiences
- Adaptability to Thai culture and local market to make the best use of the expertise
- Try to understand Thai culture
- Polite / not look down upon
- Motivation not only money but care in mind
- to understand Thai Culture
- open-minded
- brings strong expertise to the job
- understand Thai culture and spend sometime on one to one relationship building
- Seek first to understand then understood
- They need to understand Thai culture.
- There is variety of need/requirement from Thai staff which sometimes they have to do by themselves.
- Understand Thai culture and be sympathy.
- Don't look down to Thai people who cannot speak English well. Foreigners tend to give more credit to Thais who speak good English.
- Give opportunity to Thais to participate in high level decision making.
- Understanding of Thai culture usually brings better cooperation and helps understand an issue better.
- Brings expertise, new ideas, finds area for improvement to the job, quickly take actions, will bring acceptance quickly.
- Develop team harmony, develop relationship with subordinates, colleagues will help to assimilate with local team easily.
- understanding of Thai (or different) culture
- being friendly with employees, will get the truth feedback (listen to Thai staffs too, not only Thai managements)
- being hard believing (do not believe/trust when only one or two persons said)
- Understand Thai culture and manage conflict effectively.
- Have legal consultant when dealing with legal issue. International standard may not be applied to Thai situation.

- Keep your word and inspiration
- patient and be polite
- trust worthy, responsible
- Put firm's interest beyond self-interest.
- Understanding related rules and regulations in more details
- Contribute to development of team members skill
- Be polite and friendly
- Give more opportunity to middle management to gain advance training in English in foreign country
- Support key positions to further their studying in overseas both financial and non-financial support
- Find time and promote more sport activities in order to have fun/to get together with Thai employees
- Try to understand Thais culture, manner and respect that
- Communicate in Thai and turn in local attitude with your western-style management tactics (see Brazilian born 'Carlos Ghosn', who is one of a few foreigners who heads a Japanese company 'Nissan' successfully because he turned in quickly to local attitude).
- see his interview in this website:  
<http://edition.cnn.com/2005/BUSINESS/04/20/boardroom.ghosn/index.html>
- Leadership, I think Thai people will follow a person who inspires them, and a person who has a clear vision to get things done by injecting enthusiasm and energy. His/her leadership should start with the development of a vision, a view of the future that will excite and convert potential followers, and in order to create followers, his/her Leadership has to be very careful in creating trust, and their personal integrity.
- To understand the local culture, practices and labor laws.
- Foreigners bring their own practices to the local staff. It is good if they are for technical improvement. But if it involves with the Labor Laws, foreigner has to listen to local/Thai staff.
- Most Thai people need advice from foreign manager for personal adjustment. They do not know what is right or wrong. Thai staff requires friendly talks. Most foreigners are serious all times (the way it looks/appears out).
- Learn to understand the Thai social hierarchy.
- Open mindedness and patients is important.
- Politeness is an important part of Thai culture.
- To tech them to solving problems.
- To know Responsibility.
- To tech them to out of the box.
- understand Thai Culture
- recognizes achievements
- trustworthy
- Listening
- Local knowledge [working environment]
- Long term vision, not rotating years term managing the company
- Judge type at work with Thai culture manner
- Easy at work with friendly atmosphere

- Don't be spoiled with those who tried to please you with hidden agenda. They can be very tactful and you may not notice as Thais are generally very kind and nice to every visitor. Find someone you can trust, this may take time to identify (Don't be rush to trust) those who is/are reliable, neutral and trust worthy to help.
- Do not underestimate your colleagues from their opinions expressed. It may be only English language barrier that block them to explain their opinion and those great ideas were being missed out or ignore. Nowadays, Thais know as much as you know due to efficiency of media and source of knowledge. You may know more than some of them but not all of them. You can learn from them as well if you are willing to especially from those who are experienced.
- Thais love peace and never want to confront. Be patient with Silence response. It generally means "No" but not definitely. Find your ways to solicit their opinions. You will enjoy exploring their belief and values from people from different regions around the country.
- Please avoid showing your anger. Thais hate it and they may not want to come close to you. Thais love to have fun at work and they can be most productive and dedicated. Win their heart by being a good man, kind and polite, and you can be the king who can demand any thing, really!
- ON TIME
- FRENDLY AND OPEN MIND
- SLOVE PROBLEM ON TIME
- Clear goal (Specific, Measurable, Attainable, Realistic, within Timeframe)
- Good people and communication skills
- Good leadership
- Listen to their colleague & open their mind
- Motivate colleague
- Care for colleague well being
- has good analytical skills
- is highly responsible
- spends time to develop subordinates' skills
- Thai managers need to develop communications skills (speaking writing).
- Thai managers need to develop interpersonal skills (human-relations).
- Thai managers need to develop "cosmopolitan" (international)/ having travelled extensively and understand + accept foreign cultures.
- Respect Thai Culture and understand Thai way of life.
- Be reasonable.
- Can control temper well.
- Need to understand our Culture. Use some open question to let us comfortable to express our opinion
- Flexible is our quality. We are able to flexible our live to fit with. It makes better in work if schedule is postponed. However, sometime it's too much; need to find point for balance.
- Thai is not so good for planning, we are good for corrective. So we need to learn on this to do better.
- Have good understanding in Thai Cultures and try to be adaptive
- Have a good balance of the western and Asian management styles

- Give the proper importance to all levels of staff (Front End / Back Office / ... etc)
- Understand the differences between cultures.
- Being friendly. Normally, Thai people are friendly and willing to help foreigner who has a friendly personality.
- Language is often a case of misunderstanding. There fore, a person should ask when he/she is not really understand/when other people talk.
- Do not expect to get good work from staff if Management could not find good tools for staff to work with
- Listen to staff explanation and background of the problem instead of quickly draw a conclusion when just looked at the result
- Staff who please boss does not mean he/she works well. In the other word, do not promote person who only works when boss around
- Understand Thai culture so that they can work with Thai
- Come with build long term organization mindset
- Develop Thai successor
- Listen to Thai sub-ordinates carefully as normally Thais do not speak English fluently enough to argue with their boss. So, they chose to shut up their mouth or speak out only what they think their boss want to listen rather than share their true idea.
- Do not judge the book by the cover - Do not judge your subordinates if you did not spend time to know them well. Foreign boss always judges from materialistic presence (face, dress, car, and lifestyle) rather than performance as they did not have close relationship with all employees.
- Analytical skill is the most important as you work in different culture and environment context from where you were born. Your past experience might work if you work at the same context. If you chose to relocate your work location, you must understand local people deeply before making final decision. Avoid to use " I, me, my" as base of analysis.
- Take more time listen to your people
- .Control your emotion not get angry easily, smile
- Understand local culture and buy-in...
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- Flexible is our quality. We are able to flexible our live to fit with. It makes better in work if schedule is postponed. However, sometime it's too much; need to find point for balance.
- Thai is not so good for planning, we are good for corrective. So we need to learn on this to do better.
- Appreciate Thai Culture
- Spends time o develop personal relationship
- open-minded
- understand Thai culture both positive and negative side
- speak slow enough for easy listening
- be polite and patient
- Understanding related rules and regulations in more details
- Contribute to development of team members skill

- Be polite and friendly
- Firstly make friend with Thai colleagues.
- Secondly share expertise and experience to the team
- Lastly praise/celebrate when success
- Listen to local staff with attention
- Develop subordinates skill and expertise
- Create harmony in the company
- understand some basic Thai culture
- Thai people could not accept something too straight forward basically
- be polite like Thai people
- Understand Thais. Open mind to difference of culture. If having queries, asking question and avoid judgment in relation to Culture. Do self study Thai culture by reading book or attending cross cultural training and observe people behaviors. Understand doesn't mean agree but with understanding, he/she can persuade Thais to think out of the box.
- Make friend. Learn to speak some easy Thai words and find time to go out to have lunch/dinner with Thais. (colleagues and subordinates)
- Perform task by adding value to organization rather than completing own assignment.
- Understand & respect Thai culture
- Good listening skill with openness, easy to approach & work with
- Good analytical skill with effective decision
- There is no difference with working behaviors of Thai or Foreign Manager. It depends more on the person's working experience plus his /her own working attitude.
- The difference of Western and Asian culture built up strong confidence that the foreign manager thought he is mostly the right with his decision. Thai's culture taught to respect and listen to seniors, even though they disagreed. But the response will be done very politely or soft. Which emphasize the confidence of the expatriate.
- You need to accept a lot of things even you are not agreed with and no one can give you good explanation to make you understand. No matter whether you understand other thing but you need to try to understand the above tip & prepare yourself then you will be ok with other things.
- Anyway/ Anyhow do not touch our King or insult our culture & traditions, even we know that we are not that civilized but no one likes negative comment even it is the fact or truth.  
We do not expect you to respect as what we respect or believe. But we are appreciated if you can see it as they are a beauty of culture differentiation. You will be loved if you show your respect to our King, Cultures and old Traditions even we do not know whether it comes from your heart or not.
- Smile & Say nothing, it does not mean that they understand or accept.  
In the meeting room, I do recommend to pick and ask them one by one gentle then you will gain value information for your decision making. Definitely, you must show your real Open Minded and Walk the talk then they will open themselves to you.

- Please note: My assessment & tip came from my working with various nationalities, diversified businesses and different job levels of many companies not only my current job.
- Need to spend some time with the resource (During the working time or after working time)
- To understand the feeling of the people on the country their stay (Adaptation)
- Support to the people when they need
- Keeping Confidentiality
- Work Harder
- Team Player
- Don't look down on their subordinates just to think that you are better than them.
- Listen to his/her subordinates' ideas, may be that can help to solve problems that you have to cope with.
- Stick with words of Polite/ good etiquette / language using / if there's one to blame, do it privately / Nosy
- Fair
- Firm
- Frank & friendly
- In the unclear condition (for the big view), the top management must give the direction or guild line that make less confusion.
- Sometime getting angry with nonsense reason explained by Thai people, he/she shows obviously the un-satisfaction. And do not try to understand why they explain such reason.
- The way to deal with Thai people conflict sometime not deliver a good result, the conflict is still available. The result of task may be look good because Thai people pretend that the conflict is away and the foreigner does not try to go deeper in detail.
- Understand the culture of Thai people who love to have fun work at the friendly environment and too much relaxing comparing to other countries. If you need to manage them to achieve in a tough & challenging work, you make the team feel bond and create our same goal. The team will go for it. And then you need to recognize their hard work and reward them.
- Basically we think foreigners are smarter. That's a first impression when we meet any new foreigner. So it's a benefit. That's why we treat foreigners well. However, on going the foreigners have to present as good leaders and team members.
- Learning Thai language is not a bad idea. It shows how much you want to learn about Thai culture.
- Cross - cultural management skill
- Communication skill
- Human relations
- Bring expertise to create efficiency team value
- Further more cross culture understanding
- Good relationships and friendly.
- Creative of Work
- Understand Thai Culture

- Foreign managers have to learn, understand and respect Thai Culture
- Spend time to develop personal relationships with colleagues/subordinate
- If possible, try to understand (speak/listen) Thai language

## TIPS FOR FOREIGN MANAGERS From FOREIGN MANAGERS

... in answer to the request:

**“Top-3 tips to foreign managers in Thailand who want to improve their effectiveness”**

- Always be polite
- Show integrity
- Develop listening skills, which reinforce trust from staff
- Learn and understand Thai culture
- Use as much as possible Thai influence of Thai Line Managers
- Remain calm at all time
- Be patient
- Avoid situations where staff lose the face
- Listen
- Get a clear definition of the job description and achievements expected
- Help them developing a time management system
- Insist on delegation. Thai managers like to do what they know
- Ensure clear understanding of communications - if you think response seems odd, probably a misunderstanding. Don't hesitate to ask person to tell you his/her understanding of your question/request to make sure other party is really clear of what is being asked or requested.
- Try to create atmosphere of making people feel comfortable in providing their input in respectful way - even if different from the boss. Many people have good ideas but unwilling to share them due to lack of confidence or concern of being disrespectful to boss.
- Balance pressure to perform with understanding of personal/business situation - and provide support. In general, too much pressure has negative impact on local staff.
- Never underestimate the power of the "lose face" feeling from Thai (Asian) peoples as it drives them to behaviors that we perceived as being irrational. Concretely and for instance it is better to blame a Thai privately than in public
- Thai society works with a pyramidal structures. Do not try to break that. You can be friendly and you even need to use paternalism but always make sure to act as the boss and not as an equal colleague in the way we see it in Europe
- Thais are generally faithful and dedicated to their managers (Thai or foreigner) if they feel attention (friendship) from them. Always maintain a good personal relationship with your Thai staff and colleagues.
- Foreign managers have to understand that they are not working in their country - adapt to the Thai way of doing things

- Foreign managers have to accept doing work that would not usually be the task of a manager.
- Explain - foreign managers working in Thailand may need to explain their decisions in order to make sure that Thai managers/colleagues understand why.
- Listen carefully to what is said and what is not said, let people express themselves in Thai if needed
- Pay attention to always consider the non official organization chart, based on seniority ....
- Always consider the fairness of your decision, regarding the people either involved directly or not
- Make sure your Integrity and trust are never questioned
- Be patient in explaining and training but strict on getting timely results
- Never conclude too quickly on people's competencies, Thais need time to demonstrate their capability.
- build a trust
- Speak Thai
- Build a network to understand Thailand market
- Be patient (with yourself) and accept the culture difference
- Understand they don't work for the company, but for them and for you
- Be calm and never show big anger
- Never ask too many tasks at the same time or make sure the person writes them all otherwise they are likely to only make the few last one on the list of tasks you have asked them and forget about the first items
- After having asked your Thai colleagues to make a task, check / remind them regularly to ensure that it is done otherwise after some time it will not be done anymore (for a recurrent action).
- Never shout at anyone and specially not in public as this wont make things better and could clearly makes things worse
- Listen to your Thai colleagues - they probably know better their areas than you!
- Thai professionals tend not to be too much team players - your input is needed to create team spirit
- Respect - Respect - Respect each other
- We are not at home: we have to adapt, not them
- Fun and happiness are Key
- Thai people feel before they think: we have a lot to learn from them
- Build relationship first
- Be Patient
- Focus on big picture & also get into details
- Try to learn some Thai Language - Not only communicate in English
- Take your team like family- You are the family head
- Make sure you have all elements in head before taking decision
- Take a personal interest in them; show you care about them personally even if professionally they don't measure up. When approaching for correction, understand that they think along the lines of "Don't criticize me, teach me".

- Manage your expectations of what can be done so you don't get disappointed. Extreme patience will be tested.
- Beware of Krenjai -- their true thoughts and sentiments are not in their words so listening to what is NOT being said is more important than what is actually said
- Understand the hidden things under a discussion
- to give them the autonomy and competency to decide for the global interest of the company (no for their department or own interest)
- Convince Thai colleagues through heart rather than brain.
- Invest plenty of time and efforts for an effective communication.
- Be flexible. Don't impose your way of thinking/working.
- Follow up the job progress on a very regular basis
- Show commitment yourself first
- Be open minded and accept some differences between foreigners and locals but show no compromise on commitment and expectations
- Need to be very patient and polite.
- Understand Thai culture.
- Develop personal relationship with them to breakdown/ reduce any barrier (between foreigner and Thai) at work.
- Be patient, they take longer to say things than you will be used to - listen more
- Don't "fake", there is no point trying to do it the Thai way that you don't understand
- Spend more time building personal links that will put them in confidence with you
- Spend time knowing your employees
- Be patient
- Learn Thai
- Understand that things work at a different pace than in your home country
- To get good feedback or inputs, talk to Thai subordinates one-on-one (not in a group)
- Remind the Thai subordinates about deadlines - many jobs get delayed till the end
- Develop analytical skills
- Develop problem-solving skills
- Develop self-confident in management
- When giving instruction or making decision ask Thai colleagues to reformulate what you said to ensure they effectively understand it. Confirm by e mail decision and schedule ...and follow up after couple of days that they effectively start implementing it
- When facing situation you risk to loose face because you start to boil up stop meeting there , fix a new schedule and go outside and walk 5 minutes.
- Don't miss any opportunity to celebrate and have fun with your team. This is cheap to organize in Thailand and this is the best way to boost up motivation of your team .
- Take time to consider and improve the working conditions and environment for your Thai team

- Spend time in one to one interview to make it a point of duty to achieve targets for "you"
- Build strong procedure and indicators so that sensitive topics are managed safely and on time without hiding or avoiding them
- Patience and understanding of the way business is done in Thailand
- Always ask open question. If you ask a closed question, you will only get what you want to get...
- Identify what kind of support you can provide them. Then if you do it, they will do all that they can to reach the target.
- When you need to give a negative feedback, start first by saying what was good. They will better listen what must be improved.
- Listen
- Open-minded
- To adapt yourself to the staff, not the opposite
- Let go of all cultural prejudices and pre-assumptions about your Thai coworkers. They are as individual as we are.
- Save any temperamental outbursts for the one moment where you really need to make an impact
- Take the necessary time and make the effort to find out what is really on the mind of your Thai colleagues and subordinates.
- Don't forget culture but don't compromise too much if you are to run an international company
- Read "Culture Shock Thailand" and "Thais Mean Business" - basics are there
- If you think you've seen it all - think again
- Take responsibility and show to your staff what you are doing and inform why you are doing it.
- Make first priorities and start after that with your work.
- Don't hesitate to ask (again) if a request is not clear.
- Hire the right attitude and experienced Thai who have good work Culture/Attitude
- Track all action item to make sure this are done as planned
- Learn Thai language
- Communicate straightforward, express your feelings/thinking
- Manage your time
- Become a team player
- A smile and politeness can get your work done much better (may not be faster) than a frown or a raised voice ever will. Thais will withdraw into a shell or avoid like plague any sign of rudeness and/or a situation of conflict from/with a foreigner at office. However, do not be surprised if some of them are rude in public environs. The politeness in office is due to the Thais inherent respect for older people or people who are a level above them in the organization.
- Refrain from socializing outside office. Thais are very friendly at office but when it comes to socializing and family gatherings, they draw a line (stems from their discomfort/inability to understand your culture/customs which may lead to their hurting you inadvertently or their dislike for you).

- Never expect a Thai colleague to ever come and give you the bad news first. Thais are paranoidly polite and would never ever wish to be the harbingers of bad news to you. You will eventually hear about it, in a roundabout manner and never from someone junior to you in the organization.
- Don't delegate too much in the beginning until you really know that people will take initiative to finish work in time.
- Communicate continuously and ask (even more than usual) feedback on whether people understand what is expected from them.
- Be patient and do realize that you cannot change a culture so do set realistic goals and have achievable objectives
- Be patient. Ask the same question repeatedly over time before acting
- Make an effort to learn Thai, even if it is only a little
- Make sure that your message is clearly understood
- Don't get sucked in by the rumor mongering, follow your heart and do what is right
- Take feedback and comment with a pinch of salt as they may not be totally sincere
- Seek for guidance from your team member(s) who can be help you solve work issues the local way
- Manage to understand Thai social and professional behavior in organizations and what the staff expect from a manager
- Get the big picture of the market and sector and their local particularities
- Be able to create value from their "foreign" experience and expertise while adapting to local particularities
- Respect people culture traditions
- Support them in any case, and discuss face to face
- networking in and out
- Understand the Thai culture
- try to learn some common Thai phrases and language
- Be willing to assist as much as possible in getting the work done
- Always have a plan B in mind. Most probably, a clever plan A will come out quickly with more or less efficiency. An optimum will be reached with a proper plan B...
- Spend time to ensure that things are understood, at least according to the way you'd like them to be. Working in a foreign environment requires additional guidance for your messages that wouldn't be necessarily needed in your native country.
- Trust! And delegate adequately.
- Be open for new ideas, best practices from other parts of the world
- We are living in a more and more open society, try to understand other cultures and insights as well
- Dare to speak up if you have a clear opinion you can base on facts
- Make them feel respected and you will get more out of it then you may think
- except their weakness and talk with them about it how to improve
- be honest and straight with them
- Diplomatic way of communication is more important than aggressive manner
- Be patient and a good listener.

- Do not become visibly angry.
- Recognize people's achievements.
- Be patient.
- Give them a chance to present their solution.
- Be friendly but firm in your decisions.
- Be able to create staff/working environment, resolve and proactively resolve conflicts and internal staff issues.
- Willingness and high motivation to be open minded and take in/learn assimilate Thai & Asian Culture.
- Adapt and develop personal skills and values to fit Asia & Thailand without deserting own principles.
- be open minded and patient with Thai, tries to understand foreign Cultures... focus on the common, not the differences
- always take initiative and build trust through honesty and responsibility (once Thai managers trust you, then they work well with you)
- Slowly instigate changing of habits: Polite, friendly reminders to keep projects on track, get the job done. Inspire and lead based on this.
- Respect and make an effort with Thai culture, politeness, people, and family.
- Create or assign a Thai Manager position (or maybe 2 or 3 positions) to manage clusters of Thai employees in departments. Someone who has the skills to roll out initiatives, nurture and develop has the respect of the team.
- Improve English language communication skills
- Make clear steps from in depth analysis to strategy action plans, and especially execution of action plans
- Try to work more pro-actively
- Do not show impatience
- Put some effort in coaching
- Thai ladies in management roles often more suitable than men ....
- LISTEN
- UNDERSTAND
- CELEBRATE
- Slow down, explain clearly, and allow time for repairs
- Take an interest in staff's families, it'll make you part of theirs
- Have plan B ready at all times
- Learn the Thai Language
- Try to understand Thai Culture
- Do not let your standards fall.
- Participative management works well.
- Communicate, communicate, and communicate.
- Make sure your Thai colleagues have fun a work.
- Be extremely clear in giving instructions - verbally, written and repeat and check if they understand
- try to give people responsibility (although they don't like it)
- be consistent in applying rule s- avoid any exceptions
- ON TIME
- GOOD DECESTION
- GOOD SLOVE PROBLEM

- Check if your instructions have been well understood and the task done until you are confident in your Thai colleague
- Respect cultural differences and realize that we have different ways of thinking
- Check with Thai staff if your decisions are acceptable by Thai people
- Have a "family/fatherly" approach with the personnel and abandon the attitude of "boss vs. subordinates"
- In case of mistake/problem, avoid "hot blood" complaint but make understand that a solution needs to be implemented
- Offer a friendly and pleasant working environment and develop interactions between colleagues
- Understand Thai culture.
- Set deadlines when assign works.
- Explain them the "big picture".
- Learn of the Thai cultural aspects and values
- Find out of the personalities of your colleagues to understand their thinking
- Be patient, communicate clearly, pay attention to the response
- Respect for the Individual.
- Be both a manager and a LEADER (set good example).
- Nobody is perfect. Not even you yourself.
- Expectations for new staff should always be lower than those generated immediately after an interview.
- Staff turnover is a business model in its own right in Thailand.
- Learn to let go - not solving the problems sometimes is the best solution. Hands on management is a recipe for nervous breakdown
- Do not expect too much from the French community
- to motivate the Thai people
- to be true with Thai people
- To answer about Thai people's questions
- Have good understanding in Thai Cultures and try to be adaptive
- Have a good balance of the western and Asian management styles
- Give the proper importance to all levels of staff (Front End / Back Office / ... etc)
- LISTEN TO THE THAI COLLEAGUES AND DO NOT IMPOSE YOUR OWN WAY IMMEDIATELY, DISCUSS OPENLY
- GET THE THAI COLLEAGUES TO BE MORE SELF ASSURED
- TAKE IT EASY ...
- Understand the culture and the people you are working with before going 'straight to work'
- Being straight & fair, polite
- Develop personal relationship with the team (much more than in western countries)
- motivates colleagues
- Be friendly
- develop harmony between people in the work place
- Leave your impatience at home
- Don't expect too much initiatives / ideas from your Thai colleagues

- Take nothing for granted, better to check things than be sorry at the end.
- I need to listen to local managers more carefully
- Open communication
- Have fun
- Never counter argue directly too a person in a meeting at a point the concerned person would loose face.
- Always prepare meeting, discussion with the strategic person before in order to get their support during meetings.
- Try to speak Thai, be interested in the culture show interest into the people they will sow interest into you and will open themselves.
- Don't make things personal
- Absorb the learning and focus on developing yourself versus getting defensive
- Understand that you don't know all the answers and you need to seek assistance and help sometimes
- Design every details of the big picture
- Proactivity-Be an example
- Time management
- To be patient and take time to understand the way of Thai people
- To develop trust in the relationship
- To make them feel good and confident at work
- Give Thai people a lot of time to express their opinion; it will take time before they express it.
- Understand that Thais will not tell you when they disagree
- Be extremely clear what is expected for the next meeting and what has been agreed
- Understanding differences in culture and way of workings.
- Be very open-minded and listen well & show concerns for their well-being.
- Not be too aggressive and sometimes need to follow their pace of work.
- After 3 to 6 months attend a "cross cultural" interactive course with your Thai counterpart
- Study and attempt to learn some Thai Language. Really try, but ensure you reinforce English at each business opportunity
- View every situation, meeting, evolution, success or failure as a positive training and learning opportunity. Praise Thai in public; discuss shortfalls or missteps in private.
- Thai management processes are as a cloud. Something goes in, processes are happening and something comes out. Don't waste your time in managing the processes but focus on the output and result.
- Respect your Thai colleagues
- If there are problems, suggest to organize lunch.
- Always have a plan B in mind. Most probably, a clever plan A will come out quickly with more or less efficiency. An optimum will be reached with a proper plan B...
- Spend time to ensure that things are understood, at least according to the way you'd like them to be. Working in a foreign environment requires additional guidance for your messages that wouldn't be necessarily needed in your native country.

- Trust! And delegate adequately.
- Be patient
- Follow up on every aspect of the business
- Enjoy your work
- Listen well, understand what behind each statement!
- Walk the talk, lead by example!
- Avoid politics!
- Try to adapt to local culture in basic things, try to understand thinking method of Thai colleagues.
- Delegate and measure performance, define reliability based on performance not based on "smile".
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- Listen to your local colleagues regarding local situations. They often understand them better than you.
- While there are cultural differences, not everything is cultural. Some people just aren't right for their job.
- Follow up regularly until you are sure that your colleague has things under control.
- Try to understand Thai culture better
- Don't underestimate your Thai colleagues
- Be calm (firm but friendly)
- Be open to the other persons culture
- Improve the communication between both parties, not only language
- .Be flexible. Just because certain things have been done in the same way for years does not mean that it can not be improved
- Understand culture
- Motivate by delegating responsibilities
- Straight forward policy
- Develop mutual collaboration with Thai managers for the company interest
- Good integration with Thai management and staff
- Work hard!
- Listen specially to what is not said
- Realize the seniority in the organization ( Mostly the eldest),and use it
- Walk around and observe yourself to avoid blindness of what is happening in the company
- Learn Thai Language & Culture
- Control your emotion
- Field work with local staff, spend time with them
- Get skill and information to understand Thai culture
- Patient and listening
- Find away to accepted and appreciated faster
- Have patience
- Explain needs fully
- Give regular feedback (positive and negative)
- Be able to speak a maximum of Thai language even if the managers do speak English
- Spend time to develop relationship with Thai colleagues