

Piansoongnern, O. (2013). Flexible leadership for managing talented employees in the securities industry: A case study of Thailand. *Global Journal of Flexible Systems Management*, 14(2), 107–113.

ABSTRACT

This study was a further investigation of Piansoongnern and Anurit (Global Journal of Flexible System Management 8(1–2):1–16, 2007) about encouraging global competitiveness in the Thai securities industry. It aimed to discover (1) talent management practices of Thai executives and (2) the reasons that influence engagement and performance of talented employees in the Thai securities industry. One financial and investment brokerage company was selected as a case study. It was the largest firm in Thailand that was able to sustain the champion position with the highest market share for eight consecutive years. For data collection, in-depth interview was conducted with 3 top executives, 25 branch manager, and 75 high performance employees, respectively. The study revealed that flexible executive's characteristics which were (a) openness; (b) approachability; and (c) trustworthiness, had the important impact on engagement and performance of high performance employees. This was the result which never appears in other scholarly publication and concepts concerning talent management in the Thai business context. It was also beneficial to multinational enterprises of all countries intending to penetrate Thailand in the ASEAN era.

(Abstract from

http://www.researchgate.net/publication/257809478_Flexible_Leadership_for_Managing_Talented_Employees_in_the_Securities_Industry_A_Case_Study_of_Thailand)