

เอกสาร  
สัมมนาและฟื้นฟูจิตใจพระสงฆ์ 6 สังฆมณฑล  
เรื่อง กลยุทธ์เพื่อพันธกิจของพระคริสต์  
สำหรับพระสงฆ์ยุคปัจจุบัน

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โดย ประจวบ ตรีนิกกร  
วันที่ 6 กรกฎาคม ค.ศ. 2010  
ณ บ้านผู้หว่าน



กลยุทธ์เพื่อพันธกิจของพระคริสต์  
สำหรับพระสงฆ์ยุคปัจจุบัน

- ▣ Not a lecture session
- ▣ Not an academic exercise
- ▣ Nor a teaching from management consultant expert
- ▣ But a sharing of business management experience by
  - A lay Catholic who spent 13 years in the seminary :  
Sacred Heart, St. Joseph and College General

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- And obtained Master in Business Administration and had 4 years business consulting services and 25 years as an executive and board member with extensive role in the organizational development in a listed company in Thailand, a company admired as high growth, very profitable and awarded as best managed company in Thailand (while its major operations are in Indonesia and China) in the last two years and a role model of Good Governance and Corporate Social Responsible organization.
- And extensively involved in the organizations of the Church in Thailand.



# Vision & Missions

## Vision

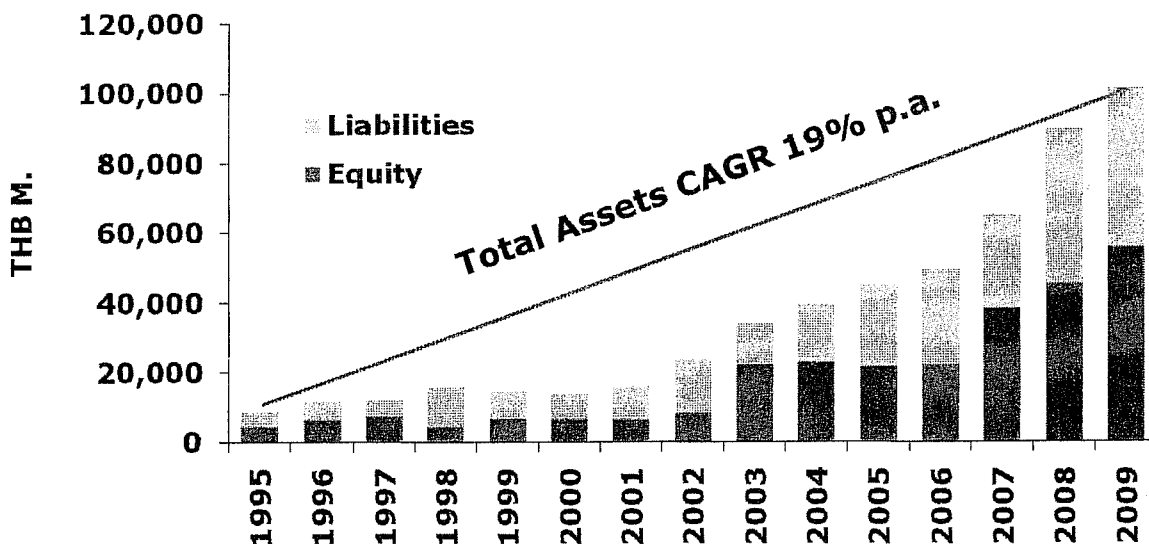
- To be an energetic Asian energy provider of quality products & services and be recognized for its fairness, professionalism, and concerns for society and environment.

## Missions

- To develop businesses in the fields of energy in pursuit of Asian leadership position.
- To diversify and invest in strategic businesses to enhance competitiveness.
- To provide varieties of quality products and services with commitment, reliability, and flexibility.
- To conduct business in a socially, ethically and environmentally responsible manner.
- To build sustainable value for shareholders, customers, business partners, employees, local communities, and to be a good citizen to host governments.

# Banpu's Growth & Change History

## Financial Performance Total Assets, Liabilities, and Equities



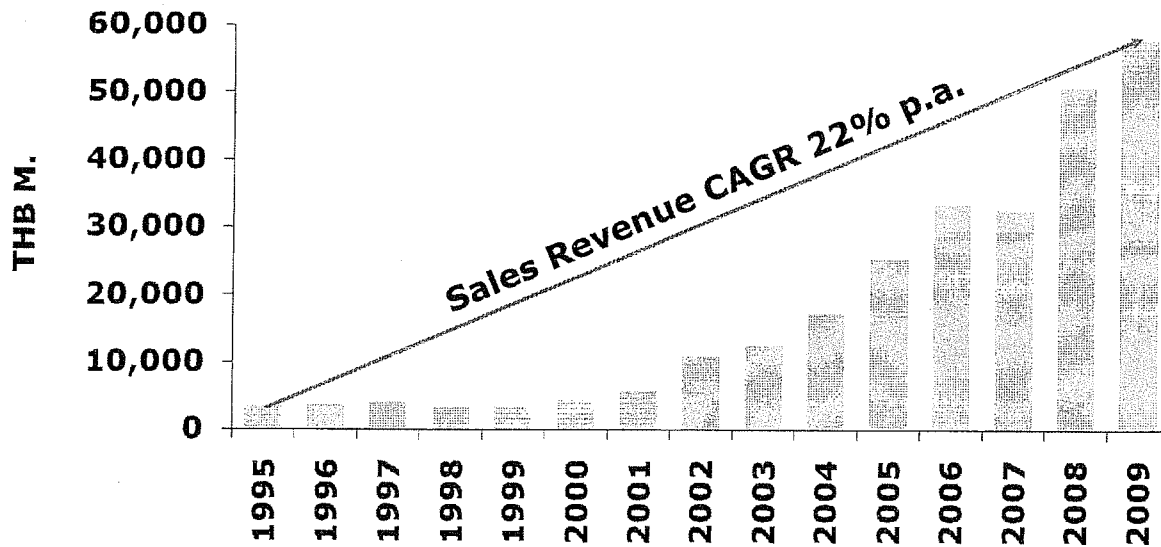
Note: FY95-98 was reinstated after BANPU divested COCO  
FY95-00 was ended at 30-June  
CAGR = Compound Annual Growth Rate



# Banpu's Growth & Change History

## Financial Performance

### Sales Revenue



Note: FY95-98 was reinstated after BANPU divested COCO

FY95-00 was ended at 30-June

CAGR = Compound Annual Growth Rate

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## ASIAMONEY Magazine 2007

### THAILAND

**Best Managed Company (Large Cap)  
of the Year**



• *Finance Asia 2008*

### THAILAND

**Asia's Best Managed Companies 2008**

**Rank 5 - Best Managed Company**

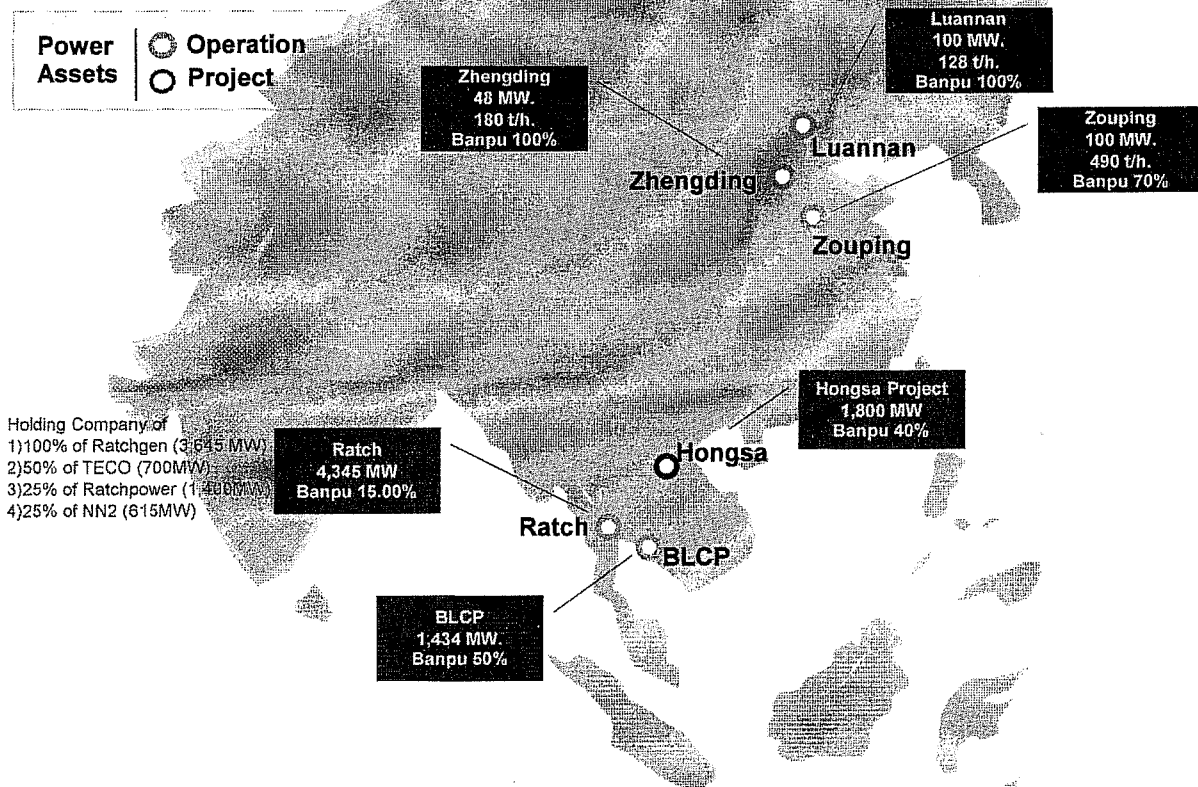
**Rank 3 - Best Corporate Governance**

4

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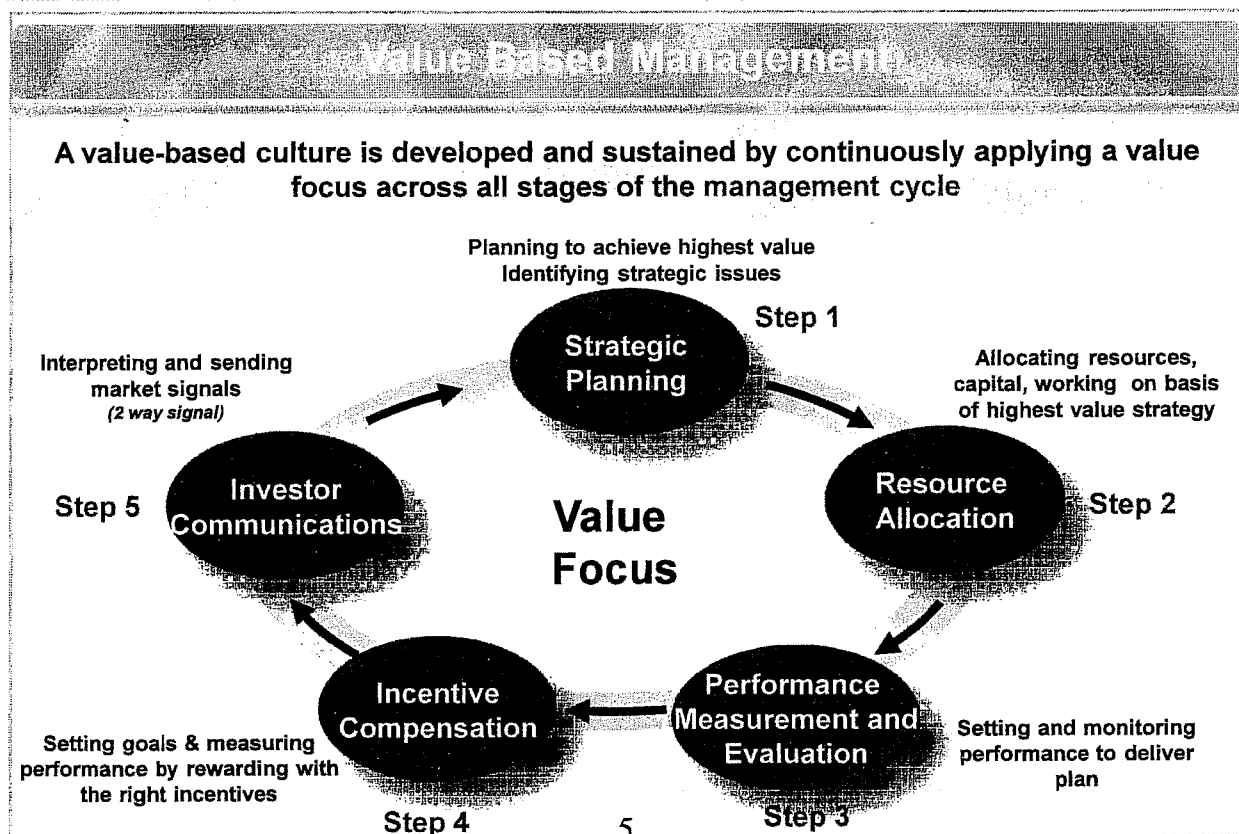
# Banpu's Power Assets and Projects



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## Tools



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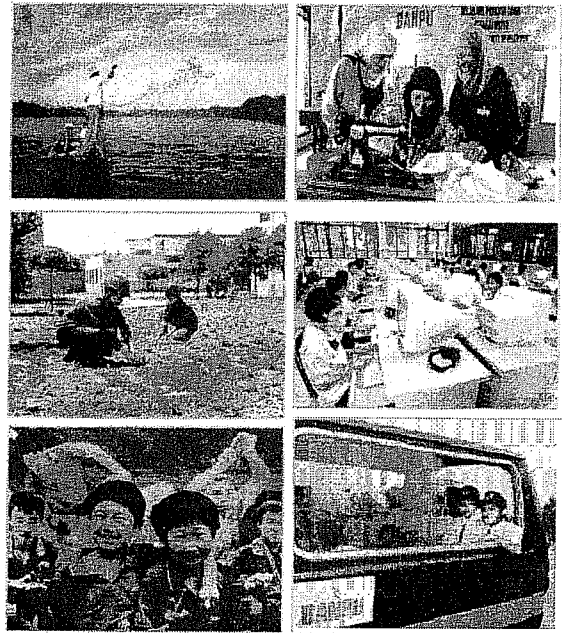
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# Banpu Policy

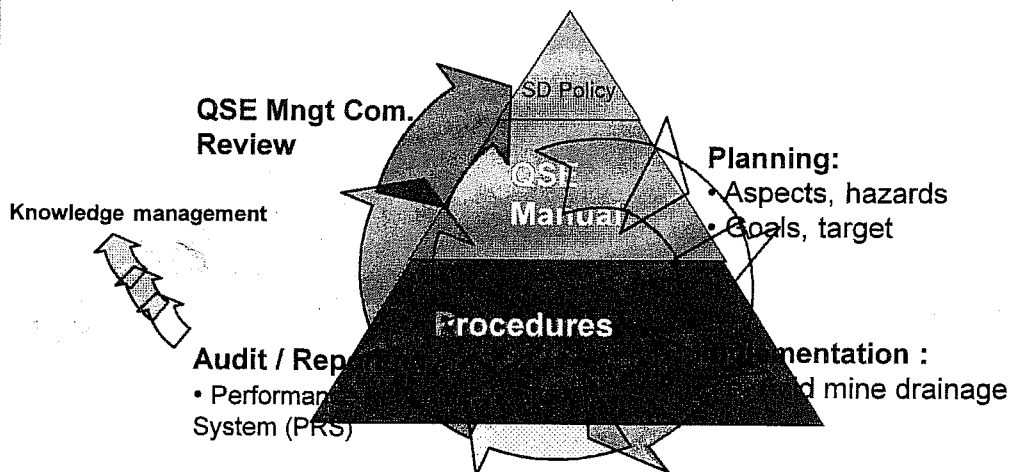
## Corporate Social Responsibilities (CSR)

- ▣ **An industry will be strong only when** it is developed in tandem with **social** and **environmental** responsibility
- ▣ **Respectful** of host communities and environment in every country where a firm operates.
- ▣ **Sensitive** to and interested in local laws and customs.
- ▣ Strive not only to **minimize adverse impacts** from our activities but also to **bring real added benefits** to neighbouring communities – a 'win-win' philosophy.
- ▣ **Compliance**



## Tools

### Quality, Safety and Environment Management Standards



ISO 9001, ISO 14001,  
OHSAS 18001, TPM<sup>3</sup>



# Banpu Culture

## Banpu Spirit



### Innovation

- Think out of the box
- Act intelligently
- Dare to initiate
- Courageous and challenging
- Pro-active
- Flexible and versatile
- Adaptive and resilient
- Continual development



### Integrity

- Honest
- Ethical
- Trustworthy and reliable
- Disciplined
- Persistent
- Committed
- Transparent



### Care

- Open and sincere
- Accepting and accommodating
- Honoring others
- Respectful
- Warm and solicitous
- Kind and generous



### Synergy

- Cooperative and collaborative
- Fair-minded
- Teamwork
- Networking
- Supportive and sharing
- Strive for win-win

## Coal





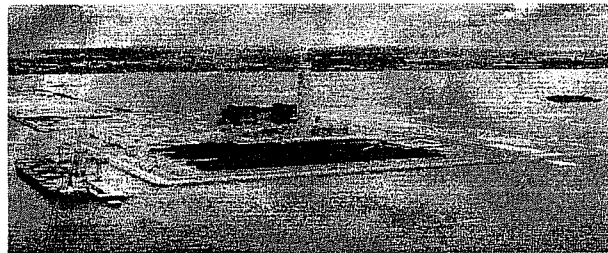
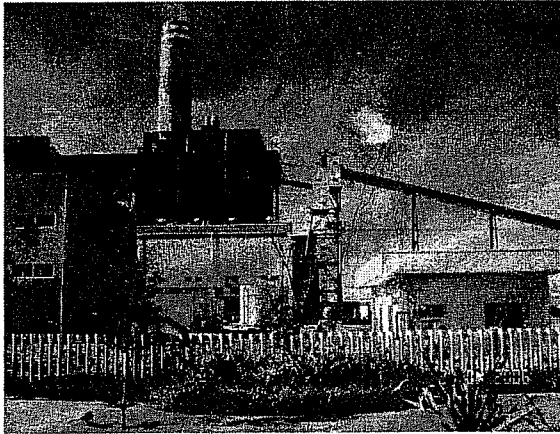
## Open Pit



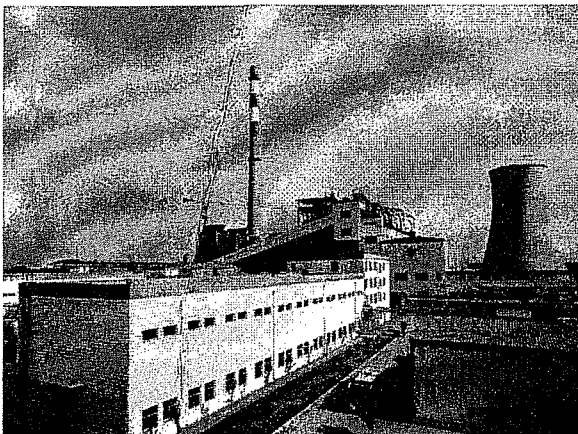
## Open Pit







## **Power Plant in China**





## กลยุทธ์เพื่อพันธกิจของพระคริสต์ สำหรับพระสงฆ์ยุคปัจจุบัน

### Parish as an organization

- ▣ It needs to be managed
- ▣ Manage means getting things done by others
- ▣ Parish priest as the Head of the Organization
- ▣ Resources are scarce and not free of charge
- ▣ Laity is an essential part of the diocese



## กลยุทธ์เพื่อพันธกิจของพระคริสต์ สำหรับพระสงฆ์ยุคปัจจุบัน

“Effective” means:

- ▣ Achieve the set goals
- ▣ Within planned time and budget ( resources )
- ▣ Capable to repeat it again
- ▣ The team is happy and proud of the achievements
- ▣ Can be improved to be more efficient, which means:
  - do the same with less time and budget
  - more output with the same time and budget





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Rule number one :

Do the Right Things, doing the tasks which have direct impact to achieving the set goals and not losing focus to do other things which have lower priority.

Rule number two :

Do the Things Right, doing the tasks with proper processes and with full involvement of team members who are committed to achieve the set goals.

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**How to define The Right Things**

- ▣ Review the mission of the diocese (from time to time) responding to the call of the Church to her people in local environment
- ▣ Use participative approach, get involvement with data and ideas from representatives of every part of the diocese
- ▣ Define root causes of the uncovered problems
- ▣ Then set the strategic plans with a renewed mission, minimizing the problems and initiating new aspirations with set goals, desired outcome within a time frame



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**How to define The Right Things**

- ▣ A Typical **Strategic Plan** includes :
  - Environmental assumptions
  - Vision and Mission Statement
  - Strategic Directions
  - Objectives and Goals
  - Period of the Plan ( 3,5,10 years )
  - Detailed Action Plans
  - Resources required
  - Responsible parties
  - Desired outcome
  - Measurement of success
  - Review period

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**To Do The Right Things :**

- ▣ To execute the Strategic Plan which responds to the needs of the Organization.
- ▣ To improve the routine tasks, do them more effectively, more efficiently.



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▣ **How to do The Things Right**

It is a matter of processes , people and financial management.

- Organization Structure
- Delegation, Assignment and people management
- Organizational Culture
- Decision making, Problems solving
- Communication
- Team building, Ongoing learning
- Motivation, Willpower
- Information sharing and analysis
- Meetings
- Financial management

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▣ **To Do The Things Right**

It is a matter of processes, people and financial management.

▣ **Organization Structure**

- Cover all functions to carry out Strategic Plan and routine tasks
- Clear (supervision ) and properly authorized
- Properly communicated
- Up-to-date



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▣ **To Do The Things Right**

It is a matter of processes, people and financial management.

▣ **Delegation, Assignment and People Management**

- Right job to the right people
- Clear (written) of scope of work, responsibility, authority, expected outcome and assignment period
- Empowerment
- Periodic evaluation
- Coaching
- Fair compensation and accommodation
- Carrot and Stick

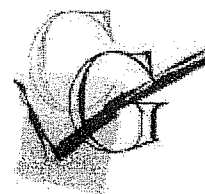
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▣ **To Do The Things Right**

It is a matter of processes, people and financial management.

▣ **Organizational Culture**

- Rules and regulations, discipline and norms
- Clearly defined (do and don't)
- Clearly communicated, appreciated
- Promotion and nourishment
- Auditing and disciplinary actions





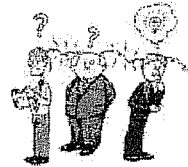
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▣ **To Do The Things Right**

It is a matter of processes, people and financial management.

▣ **Decision making, Problems solving**

- Clear identity of who has duty and authority
- Clear process of how decision is being made
- Base on sufficient facts
- Find the root causes of the problems (ask 5 why)
- Delay to make decision could cause bigger and more complex problems
- Communicate decisions with sufficient rationale supporting such decisions



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▣ **To Do The Things Right**

It is a matter of processes, people and financial management.

▣ **Communication**

- Lack of communication, miscommunication are often critical causes of organizational problems or causes of lots of undesired results.
- It is the process to get others to be aware, to understand, to buy-in, to believe and to commit to take actions.
- Should be two ways, getting sufficient feedback
- Good listening is also critical qualification of a good leader



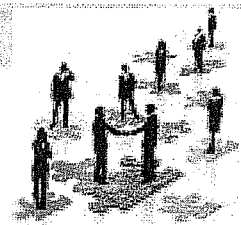
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▣ **To Do The Things Right**

It is a matter of processes, people and financial management.

▣ **Team building, Ongoing learning**

- Right composition is a good start
- Clear about the mission and the scope
- Inspire the team for success



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▣ **Team building, Ongoing learning**

- Duty of team members to the team is the matter of responsibility.
- Team success and individual success
- Role of team leader to inspire and move the members.
- Learn to work together rather to rely on maverick
- Team learning and individual learning
- It is not true that people lack dedication because the church lack financial rewards.



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▣ **To Do The Things Right**

It is a matter of processes, people and financial management.

▣ **Motivation, Willpower**

- It is the critical factor for any expected achievement.
- It is something the leaders must inspire the team and keep it alive.
- There must be different response from the leaders to the achievers and others.
- The reward need not be financial but the key is the recognition.
- It is the duty of the leader to inspire the team members or subordinates.
- Role model, good example is one of the key motivator and the will of God must be the ultimate inspirational goal.

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▣ **To Do The Things Right**

It is a matter of processes, people and financial management.

▣ **Information sharing and analysis**

- Information sharing is critical element to get involvement of the team.
- Keep confidential matters the minimum.
- Rumour has lots of negative impact and spread like fire.
- It is an art how to share information appropriately and efficiently.
- Much of the causes of the problems and the possible solutions are already in the information if it is being properly analyzed.

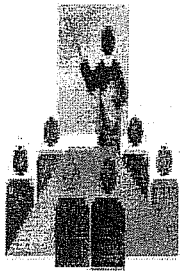


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▣ **To Do The Things Right**

It is a matter of processes, people and financial management.

▣ **Meetings**



- How much time spent for meetings, but why not much progress, repeat talking about the same things, high absentee.
- Three main purpose of the meeting: making decision, updating progress, sounding opinion.
- The agenda must be clear and the paper should be sent in advance for sufficient preparation.

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▣ **Meetings**

- For decision making: sufficient supporting reasons and alternatives.
- For updating progress: report actual against plan
- For sounding opinion: voices from all members, in particular the quiet ones.
- The minutes of the meeting must be clear what is the decided for further actions, who is to be responsible and when it is expected to complete.
- The Chairman should facilitate the meeting rather than dominate the meeting.



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▣ **To Do The Things Right**

It is a matter of processes, people and financial management.

▣ **Financial Management**

- Laity must realize their due responsibility in funding for the churches services.
- "For-profit activities" must be done with care, not to deviate the true mission of the churches.

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▣ **Financial Management**

- Activities should determine the funding and not the other way around.
- Use of fund must be rational and cost/benefit justified.
- Apply appropriate systems and personnel to control and manage the fund efficiently. Never sign a blank check or rely on someone you trust.
- Assign competent people with clear scope, authority and appropriate compensation.
- Regular periodic auditing by knowledgeable people is very important.
- the priests should learn and know something about accounting and financial control.



## Workshop Session

To discuss/share experience in the group both problematic or successful cases related to the topic learned in the working.

## Action Plan

What do to you wish to change?		Why do you wish to change?		
Activities	Owner	Expected Outcome (Key Performance Indicator)	Time (Start-End)	Budget Required



## Bio data

**Mr. PRACHUAB TRINIKORN**  
**Advisor**  
**Banpu Public Company Limited**  
**Bangkok, Thailand**



Born in 1945, in a small village of the old capital of Thailand, Ayudhya from an ordinary fisherman family and spent early years in the village.

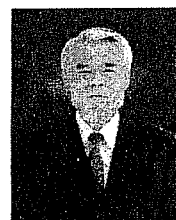
He attended secondary school at Sriracha near the tourist town known worldwide as Pattaya and continued to be a tutor in an elementary school.

He spent 5 years in Penang, Malaysia studied philosophy and theology. Moved to New York in 1973 where he pursued BA in Business and Economics at Fordham University and received MBA in controllership from St. John's University.

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## Bio data

**Mr. PRACHUAB TRINIKORN**  
**Advisor**  
**Banpu Public Company Limited**  
**Bangkok, Thailand**



Back to Bangkok in 1979, he joined an audit firm, SGV-Na Thalang, associated with then Arthur Andersen, and spent 4 years serving several companies on accounting system design and general management advisory services. The major assignment was accounting system design for the 400 km. gas pipeline operation from the gas wells in the Gulf of Thailand.

In 1983, he joined a client, a small coal mining company which later became Banpu Public Company Limited, a leading energy company in Thailand concentrating on coal mining and power generation. Beside serving as the secretary to the Board of Directors for over 15 years, his functional responsibility covers human resources, Quality-Safety-Environment, Information System, legal and corporate matters with great emphasis on systems and organizational development. After 22 years at Banpu he retired since January 2006 but still working part-time as Advisor to the company.



## Bio data

**Mr. PRACHUAB TRINIKORN**

**Advisor**

**Banpu Public Company Limited  
Bangkok, Thailand**



Major accomplishment during his time with Banpu had been in the preparation of many winning bidding projects including 1400 mw power generation plant, establishing several joint venture companies, in-charge of implementing many operating and management systems such as integrated computerized accounting systems, business standardization of mining operations, legal compliance system, performance management system, CTPM etc. He had been leading lots of organization development activities, executive learning program and various human resources systems and thus in the change management process.

Post retirement advisory services include performance turn-around to several companies, macro structure design for an oil refinery and conducting successors training program for members of a business family.

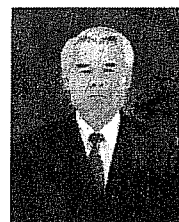
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## Bio data

**Mr. PRACHUAB TRINIKORN**

**Advisor**

**Banpu Public Company Limited  
Bangkok, Thailand**



Other qualifications:

- Chartered Director of Thailand
- Chairman of Associatio Alumnorum Seminarii
- Chairman of the Catholic Business Executive Group
- Vice-Chairman of the Catholic Commission for the Laity
- Director of the Commission for Justice and Peace
- Advisor to the Office of the Bishop Conference of Thailand
- Director of Habitat for Humanity, Thailand
- Invited speaker on management, performance, CG and CSR



# **How to manage people to get work done.**

**By Joseph Prachuab Trinikorn**

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**There is no perfect organization nor perfect  
employee yet there are certain ways to manage  
people to achieve organizations' success.**  
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## **1) Recruit good, competent and committed people**

- Tests and interview can give some clues
- Aptitude and management style tests are very important
- Contact previous employer or referrer on his or her past achievements and behavior.
- Know family background, living conditions and future aspirations
- Very clear on hiring conditions.



## **2) Proper orientation to the new organization**

- **Company's philosophy, cultures, values, norms and mgt style.**
- **Explain rules, regulations, working procedures.**
- **Introduce to related persons.**
- **Appoint a good buddy**

## **3) Clear assignment**

- **Clear and accepted job description and KPI**
- **Clear role and contribution to the vision, mission and plans of the organization**
- **Clear organization structure, above and below**
- **Sufficient empowerment ( duty and authority)**
- **Periodically review performance with proper feedback**
- **Dialogue with clear rationale**
- 

## **4) Proper incentives and rewards**

- **Clear and in advance**
- **Competitive and fair basic compensation**
- **Incentives have direct link to performance**
- **Monetary and non monetary**
- **Fair to all**



## **5) Sufficient assistance and development**

- **Coaching**
- **On-the-job training**
- **Formal training**
- **Self learning**
- **Career path development**
- **Do not forget your staff's family**

## **6) Work in teams**

- **Responsibility and achievements as individual and team member**
- **Respect of others and systems**
- **Share of information, joy and suffering**
- **Dare to convince superior and peers**
- **Continuously train subordinates**

## **7) And more.....**

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**WIN THEIR HEARTS**

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ถอยเรือไปพ้นน้ำลึกและหย่อนอวนลง :

กัลยาพัทธุ์ชาวประมงจับม้านุ้ย

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งานของพระสงฆ์ : อภิบาล และกรรมทูต

อภิบาล : ● คริสตชนอยู่ที่ไหน

● คริสตชนจะดำรงชีวิตเป็นประจักษ์พยานถึงความเชื่อของ  
คริสตชนในสังคมไทยได้อย่างไร

● สื่อและเทคโนโลยีช่วยงานอภิบาลได้อย่างไร



ถอยเรื่อไปสู่นำลึกและหย่อนลง :

## กตยทฐชาวประมงจับมณูษย์

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งานของพระสงฆ์ : อภิบาล และกรรมทูต

- กรรมทูต :
- สถาปสงคัมไทยปัจจุบันมีปัญหอะไร
  - คริสตศาสนาคาทอลิกสทอบปัญหาสังคมเรื่องใด
  - พระสงฆ์มีส่วนร่วมในงานกรรมทูตได้อย่างไรบ้าง
  - ตัวอย่างแห่งความสำเร็จในงานลักษณะเดียวกันที่น่าเรียนรู้
  - โอกาสดีสำหรับงานกรรมทูต
- โรงเรียน : ครู นักเรียน ผู้ปกครอง
  - พิศิวดุฑุทศแต่ผู้ล่งลัถ
  - พิศิสมรส

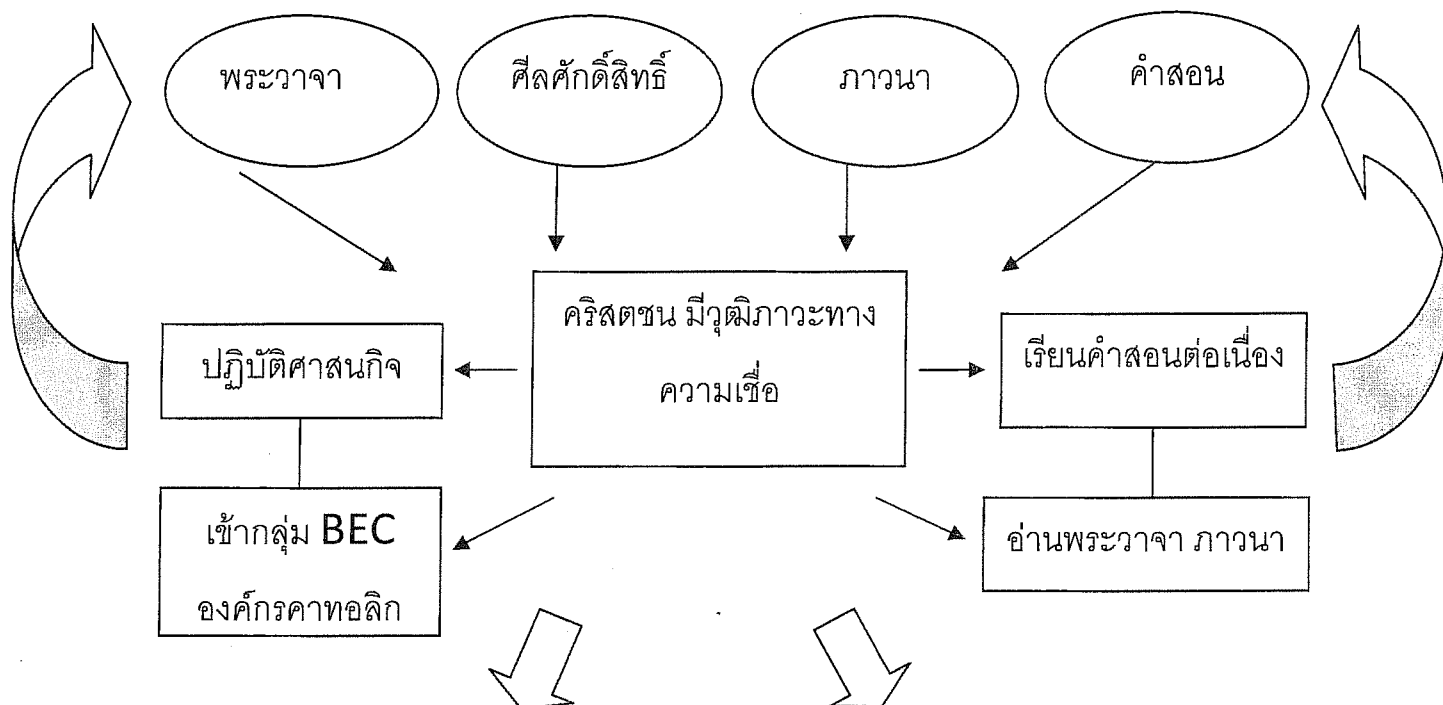


## ประชุมวางแผนประกาศข่าวดี

26-27 ก.ค. 2010

### งานฟื้นฟูชีวิตคริสตชนและครอบครัว

### สร้างคริสตชนให้มีวุฒิภาวะทางความเชื่อ



#### สามารถเจริญชีวิตท่ามกลางกระแสสังคม ตามบทบาทหน้าที่ของเขา

- รับผิดชอบต่อหน้าที่ การงาน และผู้มีส่วนเกี่ยวข้อง
- มีจริยธรรมและซื่อสัตย์
- ยืนหยัดในความชอบธรรมและถูกต้อง
- ไม่ทำผิดกฎหมาย ไม่มีส่วนร่วมในการทุจริตคอรัปชั่น
- ไม่ติดอบายมุข
- ไม่เอาเปรียบผู้อื่น
- ไม่มีชีวิตฟุ้งเฟ้อ
- แบ่งปัน ช่วยเหลือผู้ด้อยโอกาส
- มีส่วนร่วมในงานของพระศาสนจักรในการอภิบาลและธรรมทูต

#### เป็นประจักษ์พยานในการประกาศข่าวดี

- มีชีวิตที่เป็นประจักษ์พยานถึงความเชื่อคริสตชน
- บอกข่าวดีแก่คนรอบข้าง
- ช่วยงานธรรมทูต