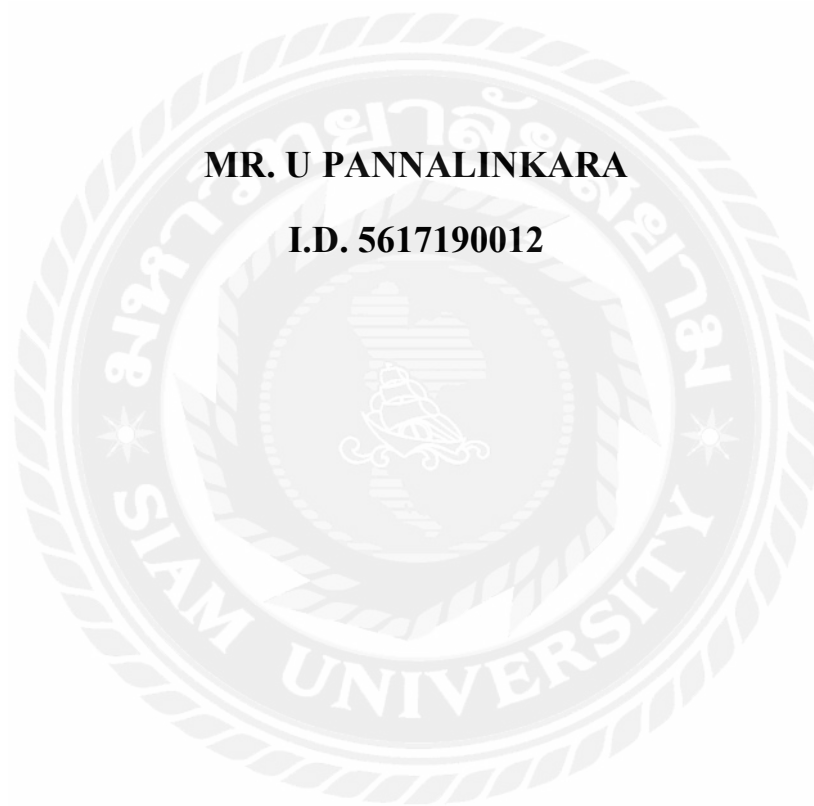




**LEADERSHIP STYLES OF CIVIL SOCIETIES IN RAKHINE STATE,
WESTEN MYANMAR**

MR. U PANNALINKARA

I.D. 5617190012



**SUBMITTED IN THE PARTIAL FULFILMENT OF THE REQUIREMENT
FOR THE DEGREE OF MASTER IN BUSINESS ADMINISTRATION**

(INTERNATIONAL PROGRAM)

SIAM UNIVERSITY OF THAILAND

2015



Graduate School of Business

Siam University

International Master of Business Administration

Title : LEADERSHIP STYLES OF THE SOCIETIES IN RAKHINE STATE,
WESTEN MYANMAR
Name : Mr. U Pannalinkara
I.D : 5617190012
Degree : International Master of Business Management (I.M.B.A)
Major : Human Resource Management

Advisor

Vijit Supinit
Dr. _____

Date

Supervisor

Vijit Supinit
(Dr. Vijit Supinit)

Dean, I.M.B.A

Date

27 January 2016

Bangkok, Thailand, 2015

Abstract

Before you are a leader, success is all about growing your-self. When you become a leader success is all about growing others (Mr. Ba Thach, 2011).

The purpose of this research is to explore leadership style in civil-societies of Rakhine state, western Myanmar. This research focuses on three leadership styles such as democratic leadership style, autocratic leadership style and delegative leadership style (Kurt Lewin, 1939).

The study designed a quantitative research through survey questionnaires, group discussion, and interviews were done with civil society leaders and second line leaders. It enables that the study explore what leadership styles are being practiced in each civil society of Rakhine state, western Myanmar.

According to kyaut phyu CSO conference statement (2015), there are 107 civil-societies existing in Rakhine state. 65% of the local civil societies participated were based in Sittwe, the capital city of Rakhine state, western Myanmar. Around Myanmar country, 85% of civil societies were existing in Yangon and the rest was first started in Ayeyarwaddy Division, Bago Division and Kachin State respectively. As a result, most local organizations have their project areas in Yangon Division. The second most project-crowded area in Myanmar is Ayeyarwaddy Division where 65% of the local organizations have their projects that followed by Shan State, Mandalay and Bago Divisions then Rakhine state, western Myanmar.

75 leaders and second line leaders from 35 civil societies were identified and find that Authoritarian or Autocratic leadership style was showed 9% percentage out of 100% percentage, democratic leadership style was showed 72% percentage and delegative leadership style was used 19% percentage according to survey questionnaires. Given percentages was what civil society leaders have been belief and practicing in civil societies of Rakhine state, western Myanmar.

Most society leaders prefer democratic leadership style in democratization process of country. In the reality of ground situation in Rakhine, leadership culture is still practicing authoritarian leadership style due to controlling by those who came from traditional societies rather than modern societies.

In the conclusion, the study explored 35 civil society organizations which researcher studied their profiles, 15% was faith-based organizations and 60% is Non-Governmental Organizations while the rest 25% is Community Based Organizations. Gender: 94.6 % leaders were males leading their civil societies and 6.4 % leader were females. Age: More than half (About 56%) of the board members are within the age of 25 to 55 and elderly persons are always considered to give higher positions in the board in line with Rakhine culture that 15.6% of the board members were above 20 years old, 65.3% of the board members were above 30 years old, 44.8% of the board member were above 40 years old, and 11.3% the board members were above 50 years old.

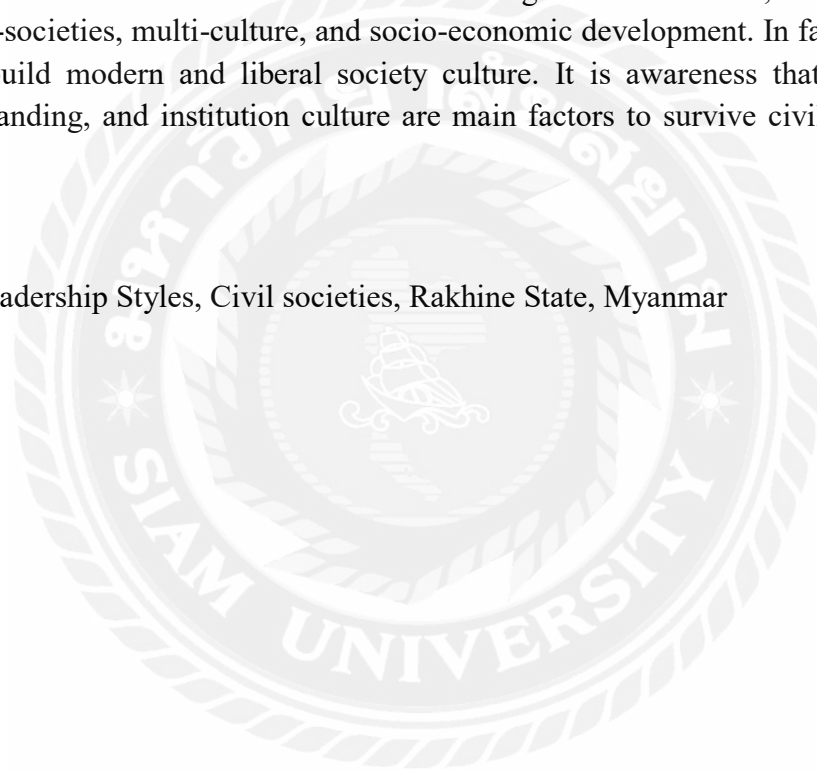
Education: 18% of leaders in civil societies are higher education level, 46% of leaders in civil societies are Bachelor degree graduates, very few leaders are master and Ph.D. as well as Dhammacariya degree holders. And 12% of leaders are others.

Most leaders in civil societies are still using autocratic leadership style even though some are prefer democratic leadership style and delegative leadership style. New generations are willing to practice democratic leadership style in order to develop community.

To be effective key players, leaders need to attend vocational training, capacity building class, work-shop, seminars, and conferences in and out of the country which ensure to learn and promote leadership quality. Leaders are driving force whether his or her society develops or not.

In 21st century in which criteria of civilizations comes together as one at all, leaders must learn it as well as multi-societies, multi-culture, and socio-economic development. In fact, self-change is all change to build modern and liberal society culture. It is awareness that mutual respect, rational understanding, and institution culture are main factors to survive civil society in short and long term.

Key Words- Leadership Styles, Civil societies, Rakhine State, Myanmar



Acknowledgement

On the way to reach my educational goal, this research is a crucial step which is very important to keep moving forward. In fact, doing business research especially on “leadership style” was the first experiment in what I have studied before. So the assistances of each person were very helpful for the research to be done. Without their handing or the assistances, reality to complete would have been impossible.

For those who directly or indirectly assistant for the research, I would like to express my special thanks to them. They encouraged me and helped me with valuable and knowledgeable guidance. Therefore, I am willing to express my special thanks to them.

Firstly, I would like to thank to my supervisor, all lecturers, and each staff of MBA department of Siam University. Taking care of their responsibilities and all students from different countries were helpful to me as well. How to do research until the end was given guidance by Dr. Vijjit who is a senior lecturer and dean of MBA department of Siam University. Both libraries; MBA library and main library of Siam University for my research were useful in the process of my research.

Secondly, all participant leaders and second-line leaders of 35 civil-societies from different townships of Rakhine State, western Myanmar, are given my sincere acknowledgement. And also my special thanks are shared for those who collaborated with me in data collection.

Thirdly, I would like to express my gratefully gratitude to my parent who have given me a life and urge me to keep move forward. In my all steps from the child to till now, their encouragement, guidance, help, and understanding are being huge energy. Such energy is a good enough to do this research better.

Forth, I would like to express my sincere thanks to all my class-mates and all my friends with who I exchanged new theories and new knowledge and some data regarding to my research.

CONTENTS

	Page
COVER (2).....	ii
ABSTRACT.....	iii
ACKNOWLEDGEMENT.....	iv
CONTENTS.....	v
LIST OF TABLES.....	vi
LIST OF FIGURES.....	xi

CHAPTER 1

1. INTRODUCTION

1.1 Background of the study.....	1
1.2 Importance of Study.....	5
1.3 Purpose of Study	7
1.4 Scope of the study	8
1.5 Objectives of the study.....	9
1.6 Benefit of the study.....	9
1.7 Conceptual Framework	10
1.8 Definition of Terms	11

CHAPTER 2

2. REVIEW OF LITERATURE

2.1 Review of Relative Literature.....	12
2.2 Leadership Styles	12
2.3 Three leadership styles.....	12

2.4 Democratic Leadership Style.....	12
2.5 Autocratic Leadership Style	13
2.6 Delegative Leadership Style.....	13
2.7 Leadership theories	13
2.8 Five Leadership Style Models.....	17

CHAPTER 3

3 RESEARCH METHODOLOGIES

3.1 Research Methodology	20
3.2 Research Design.....	20
3.3 Target Group.....	21
3.4 Research Instruments.....	22
3.5 Data Collection – Procedure, Techniques.....	24
3.6 Data Analysis.....	24
3.7 Summary of the Research Process.....	25

CHAPTER 4

4 RESEARCH FINDING (Main Finding)

4.1 Finding Objective one of the study.....	27
4.2 finding objective two of the study.....	31
4.3 Finding objective three of the study	37
4.4 Positive and negative impact of being practicing leadership style	37
4.6 Capacity development of civil society	38

CHAPTER 5

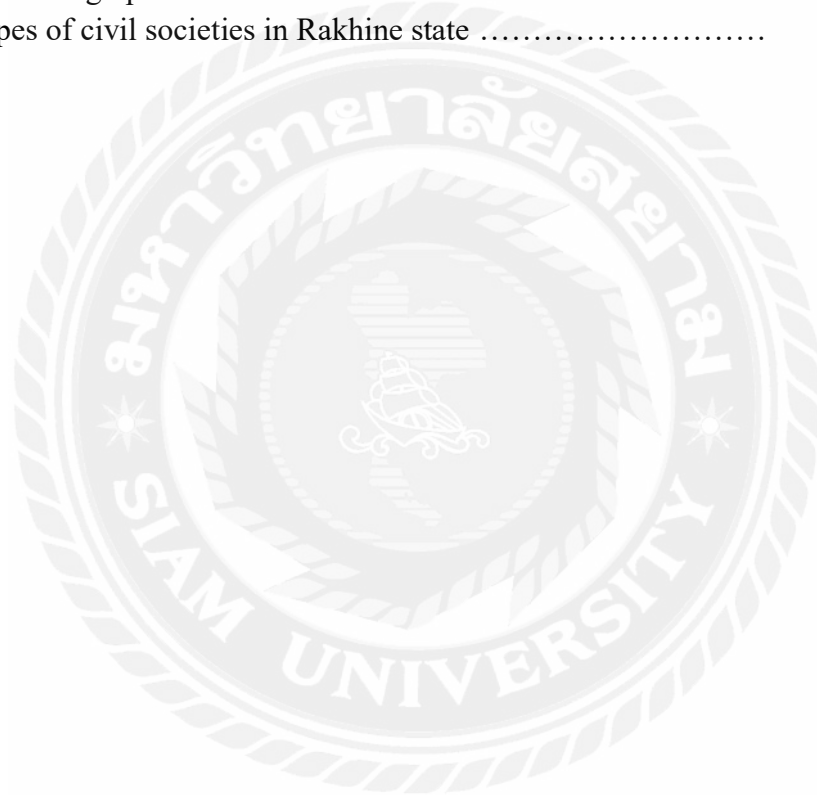
5. SUMMARY, CONCLUSIONS & RECOMMENDATIONS.....	
1.1 Summary of Findings	40
1.2 Conclusion	42
1.3 Discussion	
1.4 Recommendation for the Future Research	43

REFERENCES.....	45
------------------------	-----------

APPENDICES.....	
Appendix 1: (Questionnaire in English).....	47
Appendix 2: (Key Information Interview Guide and	
Focus Group Discussion Guide).....	52
Appendix 3: (Questionnaires in Myanmar)	54
Appendix 4: (Questionnaire Feedback Form).....	61

LIST OF TABLES

TABLE	Page
1. Big five personality trait Model	15
2. Leaders and second-line leaders from 35 civil-societies	22
3. Breakdown of survey questions (Leadership styles)	23
4. interpretation and scale for leadership styles	23
5. Summary of the research process	25
6. Civil-societies' projects in Myanmar	26
7. Education level of Civil Society Leaders	29
8. Leaders' Demographic factors in Rakhine civil societies	30
9. Three types of civil societies in Rakhine state	37



LIST OF FIGURES

FIGURES	Page
1. Conceptual framework of study	10
2. Leaders' age in civil societies of Rakhine state	28
3. Percentage of leaders' working experience in civil society	30
4. Leadership style according to survey questionnaires result	31
5. Leadership style	32
6. Leadership styles amount leaders of civil societies in Rakhine state	34



CHAPTER I

INTRODUCTION

1.1 Background of the study

Civil-societies in the history of Myanmar have been struggling in different situations like British colony, Japanese colony, Union of Burma, Socialist military, SPDC military and democratic government. In these periods, leaders in civil societies and political societies with various types of leadership styles have been leading their societies, communities, and the country. But very little research on what leadership styles they used could be founded. This research therefore will be a research that leadership styles are being practiced in their societies would be understood. In long turn journey of Myanmar especially in the political changes, very first civil society was the best known Y.M.B.A (1906- 1920) which was existed under the British colonial rule. YMBA means Young Men's Buddhist Association founded by U Ba Pe (Taylor, 1988). He was well known as one of leader who has given effective leadership with effective strategies to strengthen.

An another leader was the best known U Ottama, an Rakhiness Buddhist monk who has given lectures in India and Japan and traveled to some EURO countries while two decades due to study the realities of those countries. When he returned to Myanmar, people with fear and poor were seen under the British colonial rule. His effort or leadership therefore was used to guide people and monks what is the light in the darkness. Taylor (1988) pointed out that due primarily to the leadership of one monk, U Ottama, GCBA soon became a major political force. And turned itself and the GCBA in different directions from its founders had intended.

What activities YMBA has done were to do social welfare and advocacy activities at nationwide level involved until independence nation and also to make people educated with own cultural values. Steinberg (1997) The Young Men's Buddhist Association was such a group with both social welfare and advocacy activities, at the national level involved in the independence movement. Huge or small societies are taking responsibilities and accountabilities less or more for socio-economic development around the country. The country under the ineffective leadership, has been continuing, was known one of the poorest countries in the world. In this regard, civil societies around the country have been taking place due to contribute what they could fulfill those weaknesses. For long time under the military rule, there was not huge space for civil societies which struggled to survive. Tom Kramer (2011) point out that as one of the speakers concluded: "Civil society died under the Burma Socialist Programmed Party (BSPP); perhaps, more accurately, it was murdered."

In May 2008, cyclone nargis destroyed over one hundred thousand of life; a lot of people were under suffering no place to live, no foods to eat, and no cloth to wear. In order to contribute to suffering people, civil societies have taken huge places again with strong unity in diversity even

though they were threatened by military government. By seeing such suffering people, leaders of civil societies were fearless but powerful to take their compassionated contributions. Tom Kramer (2011) said that Cyclone Nargis in May 2008, which left over 130,000 dead, civil societies developed further. A wide range of local initiatives, including ethnic faith-based organizations, played a key role in the emergency response and were among the first to enter the disaster zone, providing urgently-needed water, food, clothes and other relief items. It was a citizens' response to one of the largest natural disasters in Burmese history. These citizens did not wait for permission from the government but responded with emergency aid, creating new formal and informal organizations. Civil society further expanded after this.

In the contemporary Myanmar of democratization reform, lay students, monk students, and civil societies' forces were key elements to change. In case of increasing price made by military government policy, student monks around the country gathered together with other student monks from other cities and states and followed by students and civil societies. And then huge gathering has peacefully protested to decreases price of oil, gas, goods, and so on and anti-government demonstration news went across the world. It huge impacted on change the country and main factor to extend strengthens of civil societies and its leadership. Therefore Tom pointed out that "more recently, hundreds of monks joined the anti-government protests of September 2007, which became known as the 'saffron revolution', a reference to the color of the monks' robes" (Tom Kramer, 2011). In the same way, saffron revolution why it happened and what were demanded by its leaders was that people in country are under the poverty and price in market was very higher. That's why, students monks peacefully urged government. Sylwia Gil (2008) said that "the monks tried to use their immunity to urge the authorities to consider the economic situation of Myanmar citizens and to protest against a sudden fuel price hike.

In the crucial role of peace building, social security, and socio-economic development in the country, 88 generation students and opposite party have been taking part in the change. Leadership role model of Min Ko Naing and Aung San Su Kyi created unseen ways before and given guidance to new generations in the country.

U Thein Sein, President of Myanmar (2013) told that the space of civil societies could be extended and you all are possible to do freely and properly contributions in the socio economic development of the country. Such speech is so difficult to hear over 50 year journey of military rule. Sometime with no space, less space, and more space like civil societies were murdered by junta. So that some scholar said that civil societies were death. So present speech warmly welcome by 86 civil societies around country. And also one of advisers of president, U Soe Thein said that civil society for me is first priority because of couldn't do anything with only body of government and parliament without civil societies. Our country is huge area and bio-diversity so we would like to listen the voices or suggestions of civil societies (U Soe Thein, 2013). What they said is not the same with before. Through impacts of globalization and technological wave, mindset, mental culture of leaders is being changed to stand up with others. In the same time, strengthens of civil societies around the country are still rising up to strategies

due to socio-economic development from less of economic, education, healthcare, and social security. Myanmar is one of poorest countries in Asia even though natural resource and strategic economic zone they have. In this regard, each civil society together with new government is taking responsibilities and accountabilities in order to their communities' development. Accordance with data of local resource centre, 85% of civil societies are existing in Ragon division, 65% in Arewady division, 50% in Shan state, and 40% in Rakhine state (LRC, 2012). In the current situation, 40 percentages have been existing in Rakhine state where in 2013 is second poorest state amount 8 divisions and 7 states of Myanmar.

Rakhine is best known having long history with four period kingdoms, riches in natural resources and advantage strategic economic zone. But in case of less of policies or system of government, it was being ranked as being a second poorest state in the country.

In Rakhine, two types of major societies: civil society and political society are founded, key element to make state development. And one of them, civil societies could be divided and understood into different types by different researchers. According to researcher Stephen McCarthy said there are three types of civil societies such as; 1) *modern civil society*, 2) *traditional civil society*, and 3) *co-cop society*¹ in Rakhine state, western Myanmar (Stephen McCarthy, 2012).

These societies are differently contributing in the community like educational society, economic development society, healthcare, and social security society. They have been crossing various situations of state rulers but they never gave up for their belief and values on community development. Rakhine was converted or invaded in 1784 by Burmese leader, Maung Win (Bodawphaya). Since then, until current time, 2015, Rakhineses and their societies have been struggle under the different rulers like Burmese ruler, British colonial ruler, Japanese ruler, and again Burmese rulers.

When people solve huge challenges in the community and country, new civil societies used to flourish in each community and become stronger in order to find solutions by serving the needs of people. For example; cyclone Giri (20, 10, 2010), September, 2007 (Saffron Revolution), and violence in June and October, 2012, were main causes of civil societies to be strengthen. And also flooded in July, 2015 almost whole country effected huge impact to people in Myanmar. Due to serve flooded victims, civil societies become stronger and contribute to victims is more effective then government support in country.

¹ Modern civil society—comprised of secularized and formally organized groups such as non -government organizations (NGOs)—tends to be relatively weak;

Traditional civil society—comprising mostly informal groups such as religious and ethnic organizations—can be relatively strong and provides a coping mechanism for state failure such as community-based schooling.

Thus by separating modern civil society from traditional we can see how civil society has operated in a militarized regime and how militaries have particularly tried to co-opt the traditional elements of civil society. (Stephen McCarthy, 2012, P:4)

Certain people were gathered together in order to support suffering people damaged by cyclone giri which affected on 46,687 households and 241,500 people in Rakhine. Due to meet the needs of those people, old societies became stronger and new societies were born, and non-members in civil society turned to societies to help what he or she can do. These members of civil societies are taking responsibility and accountabilities in both short-term and long-term of recovery and socio-economic development in cyclone Giri affective area, Rakhine. To be effective way of these societies, its leaders have to be given more professional skills, knowledge, and attitudes. No researcher has done research on who are using what leadership style.

On the other hand, twice violence, in June and October 2012 happened in Rakhine, western Myanmar, affected on economy, education, social security and healthcare. The support to be given by civil societies was crucial activities. Leaders of societies organize people and contribute the needs. In Myanmar a good leader is known well by six criterions: 1) proactive and initiative, 2) alert, 3) empathetic, 4) patient, 5) reasonable and considerate and, 6) visionary. All these are abilities of a leader in Myanmar stander, acquired by leader for leadership skills and it enables to build trust and sustainable development in each society. In the other hand, four factors for effective leadership style are needed. There are; 1) personality of a leader, 2) personality of group members, 3) nature of task and, 4) nature of the environment. This research will explore different leadership styles which are relevance to Myanmar civil societies. In the current situation, country like Myanmar is still facing a lot of challenges during the democratization process. Transition to be successful and the country to be stable, the role of civil-societies and its leadership around the country are well-known being crucial role to develop country.

In Myanmar there are different societies founded. It was divided into three types: *modern civil society*, *traditional civil society*, and *co-cop society*. In current days, most youths are willing to taking part in modern civil society. They adore traditions but no attachment it in order to modernize through self-change. And they want to be change-makers as well as peace-makers in the democratization process. Traditional civil societies are still taking place in case religion and cultural practice. Of course there are a lot of ordinary people whom are controlled by government and culture practice.

Stephen McCarthy (2012) noted that in weak states modern civil society-comprised of secularized and formally organized groups such as non-government organizations (NGOs) tends to be relatively weak; while traditional civil society-comprising mostly informal groups such as religious and ethnic organizations-can be relatively strong and provides a coping mechanism for state failure such as community-based schooling. Thus by separating modern civil society from traditional we can see how civil society has operated in a militarized regime and how militaries have particularly tried to co-opt the traditional elements of civil society. Multi-cultural in 21st century is pushing civilizations to move or change. Even though it is being acceptable, most of people in Myanmar are not ready yet which mean that modern education has to be given to be secular and rational societies. By connecting all civil societies is taking power to influence on political societies in Myanmar. Leaders and members from 257 civil societies and networks in

Myanmar more than 650 representatives came together in Yangon for 3 days from and the issues are pointed out for the future of country.

Aung Myo Min, U Thein Lwin (2014) pointed out that We urge the Myanmar Government and international community to implement the following discussion points and recommendations made with a view to ensuring a smooth transition to democracy, peace and national reconciliation and the well-being Leaders and members from 257 civil societies and networks in Myanmar more than 650 representatives came together in Yangon for 3 days from and the issues are pointed out for the future of country. Myanmar people have been suffering for more than 60 years under the military rules. During the 3-day forum, potential solutions for 6 main issues, Law Reform, Peace and Conflict, Media, Hate Speech and Communal Violence, Parliament, Government and Accountability, Economic Reform and Foreign Direct Investment, International Community's Role and Involvement, were discussed. Such effective activities make us known what kind of role is being taken part in democratization processes by civil societies.

Zunetta Herbert (2014) pointed that the critical moment to ensure lasting and sustainable progressive development in Myanmar is now: civil society organizations that can and should be holding their government accountable need to be supported to organize, build on their local knowledge, and respond to the issues they identify as most important, giving them full recognition that they are the drivers of change.

In fact, real change came from mental clear map change is a process of inside and out or internal and external actions. To achieve higher organizational effectiveness, real change must take effect at four levels: personal, interpersonal, managerial, and organizational or called the four levels of leadership (Covey 2001). Leaders and researcher are reminded by these four levels that it is to make awareness due to add in organizational effective actions and due to maintaining long-term plan to individual and organizational satisfaction.

Civil-societies have been straggled under the different rules such as colonic rule, Japanese rule, and military rule. In current situation, by opening up, power of civil societies is peacefully rising up. It is to keep for sustainable social-economic development in each sector of the country.

1.2 Importance of Study

The role of civil-societies in the state building is very important part of the country especially in the development of rural area like Rakhine state, western Myanmar. Much hope of country came from youths' capacities like students who have leaders' potential in the civil societies of around the country. Building their capacities like management skills and leadership skills are key foundation of society building as well as nation building. This research insures that leadership styles, skills, and capacities would be guided to keep rising up. U Thein Sein, current present of

Myanmar usually pointed out that the role of civil societies in social-economic development has unique power and we are willing to involve for making the country development.

Thein Sein (2011) given manual speech is that the country to make peaceful and successful in prosperities, the role of civil-societies and their leadership are very opportune and it is a –shot in the arm” said repeatedly. It was a sign of president’s acknowledgement and advantaged on what could be done by civil-societies in the reform process of Myanmar. In order to make the country strengthen in challenges, civil society’s force has unique power. But it has been struggle under the junta. Military government has been control over 60 years not to rise up power of civil societies. But current situation of reform process, the power of civil-societies is peacefully rising up in not only capital city but also rural area of country. But civil society has hidden power if government doesn’t control at all. It is enable that societies moderated to balance power between political society and civil society.

Asian report (2001) said that around the world, much hope has been placed in the prospect that civil society in the loose groupings of non-government actors in political processes would act as a major force to change or remove undemocratic governments. This has particularly been the case in Myanmar where there has been an expectation that students or monks might force the military government from power. The expectation of people mostly focuses on civil societies or students and students monks who have capabilities to change military system to democratic system. Changing one and another could be major forces to change democratic country that all people wanted.

According to CRL (2012), there are 40 civil- societies in the Rakhine state. Even though different societies are running in that rural area, no-one has done research on leadership styles. Some leader of civil societies might be talent but in case of less of modern education, they would be less of skills, technic, knowledge, and attitudes. Community development through development of each societies is directly concerning with how leadership styles are. Therefore leadership assessment by doing survey research is really necessary. This research enables that what leadership styles and characters are used by each leader of civil societies in Rakhine state, western Myanmar. It is possible that this research by doing leader assessment could be guidance what impacts could be given on own society and what type of theories are alliance with their society. It is crucial point to be successful and maintaining of civil societies in Rakhine state, western Myanmar. Basis needs like education, health-care, social security, and economy are lowest average in Myanmar as well as the world ranking. Such unnecessary situation to be gotten out, this research could give guidance what are right things to do for individual and organizational development.

MIMU (2013) said that Rakhine State is one of the least developed areas of Myanmar, with a diverse ethnic and religious population. It was ranked as the country’s second poorest region in the 2009-2010 Integrated Household Living Condition Survey with an estimated 43.5% of the Rakhine population livings below the poverty line, compared to the national average of 25.6%.

UNICEF (2014) report stated that Rakhine State is one of the poorest areas in Myanmar, with some of the lowest social and development indicators in the world. Half of all children under five in Rakhine State suffer from stunting; nearly 90 per cent are born outside of a health facility; and one in three children is not attending primary school.

Reality that is happening inside of Rakhine state, western Myanmar, is always possible to change as people wanted. Nowadays two ways that Myanmar is heading are; the way by parliament and the way by national reconciliation with ethnic groups. These ways are depending on what and how people want to walk on even though it is controlled by 2008-constitution. In this case, unique power is by the people, from the people and of the people what to choose. The voice of civil societies is to push to parliament and government. Meanwhile the country needs to be changed, strength of civil societies and its spaces are necessarily large in current political approaches. Therefore, due to make rural area development like Rakhine state in Myanmar, more effective leadership styles of civil societies have to be explored. It needs to guide into society actions. By changing society actions especially leadership styles, roots of military influence while five decades could be destroyed. This research from education perspective would be powerful weapon to change leadership styles as well as changing actions of societies. It is a light to shine in the darkness of rural area. It is a food to stop hungry in the community. And it is a medicine to cure social-illness in the differentiations.

1.3 Purpose of Study

The purpose of this research is to explore different leadership styles being practiced in the civil societies Rakhine state, western Myanmar. And it is to realize the impacts of different leadership styles being practiced in each society, and to give a guidance effective leadership styles for social-economic development in the short-term and long-term periods. In case of less of these factors, civil societies could not be stronger and sustainable development in Rakhine state. To make community development, what is the power of people and what is strength of civil societies, are needed to aware one another in order to fulfill it. Accordance with society system of current era, 21st century, nobody can live far from society. Human is growing up in the different societies to survive from birth to die. Even though in a family as being a leader how to lead he or she has to learn. In the same way, leaders in all societies are to acquire skills, styles, knowledge, and good performances how to obtain. To rise up a community, the societies must meet its needs. This research would explore what are needed. From individual assuagement to organizational assuagement especially leadership style and characters would be explored by doing survey.

In order to explore what are the characters and styles of each leader, the researcher through sharing survey questionnaires would penetrate to the societies. Three types of leadership theories: *authoritarian, democratic, and laissez-faire leadership styles* (Kurt Lewin (1890–1947)) would be focused on. It enables that who is practicing authoritarian leadership style in which leader without followers' opinions makes decision, who prefers democratic leadership style in

which leader with followers' opinions makes decision, and who is willing to act laissez-faire leadership style in which leader allows followers more decision making in the society, will be understood. Interpersonal skill and society culture in Rakhine state, western Myanmar are not the same, are mostly influenced by military policies while five decades. These cultures are not effective methods to develop societies in current era, showing evidences what most societies are increasing more problems, less benefits. In case of over pushing information through internet networks, news, mobile phone, and televisions, people-skills, society-cultures, organization-behavior are gradually changing due to meet the needs of people. That change with social-values is to feel people free and to successfully approach to democratization process on what are new cultures of developed countries and societies. All these are done by effective leadership in both levels society and country.

Most of Myanmar people are willing to come out a good leader who has a good enough knowledge and skills in in what and how Myanmar leadership styles and Lewin leadership theories of modern-time. Lewin leadership theories have been described like authoritarian, democratic, and laissez-faire leadership styles. Myanmar leadership styles are well-known six key criteria: 1) proactive and initiative, 2) alert, 3) empathetic, 4) patient, 5) reasonable and considerate and, 6) visionary are to be followed for those who want to be a leader in Myanmar.

1.4 Scope of the study

Scope of this study will be about leadership styles and leadership characters, distribute questionnaires to leaders, second-line leaders, managers, and members of CEO in the civil societies of Rakhine state, western Myanmar. 75 leaders and members of CEO from 35 civil societies would be distributed survey questionnaires. According to local resource center, there are 40 civil societies in Rakhine state taking care of people in their way due to community development. Out of them, five civil societies will be explored regarding with three main leadership theories such as autocratic leadership style, democratic leadership style, and laissez-faire leadership style.

This study enables that for the youths with leaders' potential and capability, it would be helpful to raise leadership professional development up as well as society development in the community. The first is to identify leadership styles being practiced in civil societies of Rakhine state, western Myanmar, second is to analyze positive and negative impacts of different leadership styles in the societies, and third is to develop leadership styles in civil societies in Rakhine state, Myanmar. These main key factors will be the scope of this study and also to examine what leaders are practicing of leadership style and leadership characters in the societies.

Myanmar is a country in where strategic economic zone is existing in the Asia and the world. It is a huge advantage to develop faster. Rakhine is a state of seven states and eight divisions of Myanmar, in where special economic zone and natural resources are existed by its nature. But in reality, people in Rakhine state are facing huge challenge under the poverty over 5 decades. The

reasons why it is happening are that leadership style and leadership characters, decision making, management, and less of human resources are causes to rise those situations up. In this case, especially leadership problem in long-term journey of the country no-leader could find better solution. Nowadays its answer or result is poverty facing long time. This study is to find hidden solution of what are effective leadership character and leadership style to be practiced especially in civil societies of Rakhine state, western Myanmar. No-body has done yet the research before about leadership style in the Rakhine state said by young author Wai Hin Aung, a member of CEO of Wanlerk foundation. This topic therefore was chosen in order to examine 45 leaders of civil societies what leadership styles they practice and how their characters are.

1.5 Objective of the study

The research objectives of the study were as follow:

1. To investigate the leaders' demographic factors such as gender, age, education, and position in Rakhine state, western Myanmar.
2. To explore different leadership styles that are being practiced in the civil societies of Rakhine state, western myanmar
3. To realize positive and negative impacts of their leadership styles in current civil societies of Rakhine state, western Myanmar

1.6 Benefit of the study

The study on leadership style will directly impact on leadership professional development in long-term benefits of civil societies of Rakhine state, western Myanmar. What are positive and negative impacts of each leadership style being practiced will be presented in the leadership workshop, seminar, and conference and it enables that at less one time in one year leadership training in each town of Rakhine state could be given to deal with leadership professional development. The vocational training focuses on different levels of leadership development such as *personal, interpersonal, managerial, and organizational development*. It is the way of being self-awareness, co-operation, commitment, and participatory achievement for community development and socio-economic development.

Through given a leadership training to leaders of societies in each town, personal development could be learned how to change mind-set or personal culture. Nowadays youths are willing to learn critically and logically due to personal development first then others. Mental change is case to change everything. So, leader is personally able to change oneself both mental culture and body actions, is able to inspire and influence other to be changed mental and body culture too, not to attach too much in the traditional way but it is to be adored. Interpersonal development is a crucial part of leadership professional development as well as society development. Because interpersonal skills are fundamental need being a good leader, are a unique criteria or priority to

judge a person who has a leader's capacity, potential, attitudes, and performances or not. Inside-out means that the change starts within oneself. For many people, this approach represents a paradigm shift away from the personality ethic and toward the character ethic (R.Covey, 2004). Managerial level is possible to be helpful that a manager in the society or company has to take responsibility and accountability of how to manage staffs, time, jobs, and finance for higher profits. In my perspective, a good manager willing to learn and shape, can be a good leader because all leaders are not born but made. Self-learning by doing could upgrade won capacity and potential for being a good leader in the civil society.

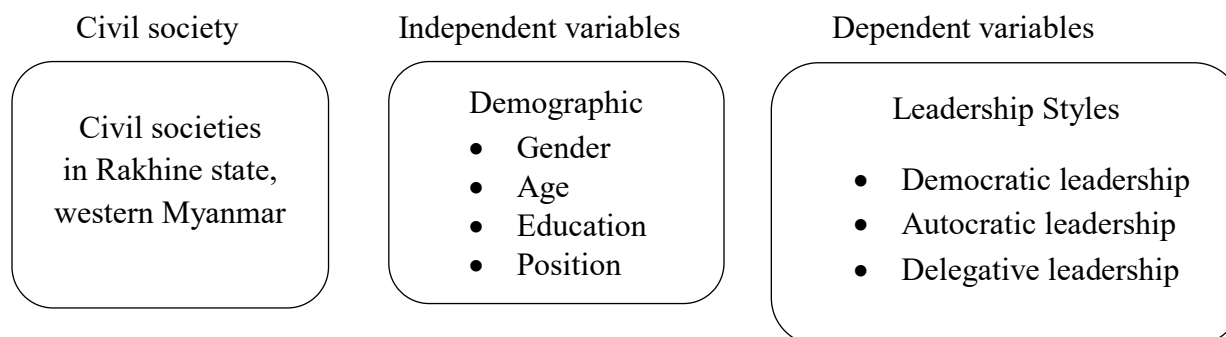
Organizational development is very important rather than individual development in the community building. How to community or society develops is relying on their leader. A leader to modernize society has to build trust first on his or her followers. Organizational development to be built, leader's mental culture is prepared to be neither personal nor self-fish to reach organizational goal. Each level in the organizational development has unique power to gain its goal. Meanwhile participatory doing in each step is a style of leadership theory called participative or collective leadership. By doing research on this topic, researcher and reader will have a chance to know who practices what leadership style, which society has what organizational culture, and what are its positive and negative impacts on civil societies and community. In the other hand, survey data what this study has founded will be really helpful for those who want to study leadership style in civil societies of Rakhine state, western Myanmar and who want to give training to promote leadership professional development as well as community development.

1.7 Conceptual framework

The aim of this research was to investigate leadership styles in civil societies of Rakhine state, western Myanmar. Conceptual framework into three perspective approaches was described how its concept was.

Finger 1 conceptual framework of this research is given guidance of the study as below. In independent variable, demographic factors of leaders in civil societies: gender, age, education and position are included and dependent variables of leadership styles include three leadership styles: democratic leadership, autocratic leadership and delegative leadership.

Finger 1 conceptual framework of study



1.8 Definition of Terms

- **Leadership** – is the influencing process of leaders and followers to achieve organizational objectives through changes (Lussier & Ahua, 2004)
- Leadership – is a process whereby an individual influences a group of individuals to achieve a common goal (Peter Northouse, 2004)
- Leadership – a social influence process that involves determining the group objectives and motivating behaviors in pursuit of those attaining the objectives and influencing group maintenance and culture (Kreitner, 1983)
- Leadership – the skill and level of leaders that can influence and increase potential of its employees by using the inside-out approach in terms of trustworthiness, trust, empowerment and alignment principles in order to achieve business results (Covey, 1991)
- Leadership – is the ability of developing and communicating a vision to a group of people that will make that vision true (Kenneth Valenzuela, 2007)

Leadership style – is the manner and approach of providing direction, implementing plans, and motivating people. As seen by the employees, it includes the total pattern of explicit and implicit actions performed by their leader (Newstrom, Davis, 1993).

Leadership style is the manner and approach of providing direction, implementing plans, and motivating people. Kurt Lewin (1939)

Civil society – is often cast as that group of community-based, nonprofit, nongovernmental institutions or movements that engage in either service provision to communities or public advocacy. Private business is explicitly excluded from the institutional mix because it makes profits (Covey and Brown, 2001).

Rakhine state – is one of 15 states and divisions, existing in western Myanmar in where two major societies: civil societies and political are playing as a main roles due to community development as well as state development.

CHAPTER 2

REVIEW OF LITERATURE

2.1 Review of Relative Literature

This chapter was to review relative literature and to discuss three leadership styles: democratic leadership style, autocratic leadership style, and delegative leadership style. It also included eight leadership theories, five leadership style models and conceptual framework.

2.2 Leadership Styles

This study was basis on three leadership styles; *democratic leadership style, autocratic leadership style and delegative leadership style* (Kurt Lewin, 1939). Some of relative major theories would be explored in order to guide professional leadership development.

Major leadership theories are like *trait theory, situational leadership, transitional leadership theory, transformational leadership theory, and bureaucratic leadership theory* will be described.

2.3 Three Leadership Style

In 1939, Kurt Lewin in his research claimed there were three major leadership styles as below;

1. Democratic leadership (Participative leadership)
2. Autocratic leadership (Authoritarian)
3. Delegative leadership (Laissez-Faire)

2.4 Democratic Leadership

In the democratic style, the leader involves the people in the decision-making, although the process for the final decision may vary from the leader having the final say to them facilitating consensus in the group (Lewin, K., Lippitt, R. and White, R.K. (1939). Leader in working process is willing to listen others' opinions in group discussion and decision-making with workable and effective suggestions of members is made in right time. Leader is a member of its society and he or she has responsibility and accountabilities of what decision-making is done.

Democratic style can be problematic when there are a wide range of opinions and there is no clear way of reaching an equitable final decision (Lewin, K., Lippitt, R. and White, R.K. (1939). According to Lewin point it out, this decision making style could be either effective to the goal or problem in the society. To make right decision-making in right time, a leader has to have mental clear map on what is target, what are visions, mission, and objectives and which strategy, tactics, and policy are more effective to achieve the goal. A person with democratic leadership style is very flexible, changeable and knowledgeable. He or she has conceptual skills, and human

skills as possible as technical skills which are demoting in the contemporary societies of 21st century.

2.5 Autocratic Leadership (Authoritarian)

Lewin, K., Lippitt, R. and White, R.K. (1939) point out that in the autocratic style, the leader makes decisions without consulting with others. In Lewin's experiments, he found that this caused the greatest discontent. Leader in the society think that he or she knows everything more than others. And it could be done without others' opinions. Leader is in the top holding power by only one. He or she makes decision what is going to do. But responsibilities and accountability would not be taken even though his or her decision making was wrong to reach the goal. In fact, this type of leader mostly could be founded in military government ruling country and traditional societies.

Leader who has an autocratic leadership style works the best when;

- There is no need for input on the decision
- Where the decision would not change as a result of input
- Where the motivation of people to carry out subsequent actions, would not be affected whether they were or were not involved in the decision-making.

2.6 Delegative leadership

This style is to minimize the leader's involvement in decision-making, and hence allowing people to make their own decisions, although they may still be responsible for the outcome Lewin, K., Lippitt, R. and White, R.K. (1939). Leader is willing to deal with the opinions of its members who have higher qualifications of a leader. Leaders with higher competence are working in different branches of a huge company or organization. On behalf of a society or a company, they are allowed to make right decision in right time but they usually had meeting at the less one time in a week or one month. And also networking system society to society is connected to exchange information that all companies and societies are needed.

Delegative leadership style works best when people are capable and motivated in making their own decisions, and where there is no requirement for a central coordination, for example in sharing resources across a range of different people and groups.

2.7 Leadership theories

There are various types of leadership theories that are done research by different scholars. Here some of major theories would be described. There are eight major leadership theories as below;

- Trait theory

- Great man theory
- Behavioral theory
- Participative theory
- Contingency theory
- Situational theory
- Transitional theory
- Transformational theory

2.7.1 Trait theory

Throughout history of the world, well-known strong leaders – Buddha, Napoleon, Churchill, Roosevelt, and Reagan – have been described in terms of their traits. Trait theories of leadership thus focus on personal qualities and characteristics (Stephen P. Robbins, Timothy A. Judge, 2013). Who has trait leadership theory is distinguished by one's characteristics and personal attitudes. His or her personal attitudes show that practice ethics and social justices are fair and clean in the society or company. It is what today people are dementing from down to top in every levels of country in nation building.

In 1936, psychologist Gordon Allport claimed that leaders can identified by their personal characteristics, or more specifically their cardinal trails, these traits, he further claimed dominated an individual's whole life, often to the point that the person become known specifically for these traits (Evens, 1971). Personal characteristics reflect a range of individual differences and foster consistent leader effectiveness across a variety of group and organizational situations. A person realizes himself or herself what type of leadership skills he or she had. It enables that actions with values or trait leadership skills would dominate fellows' action processes in the society. And it is main case of what society culture and what outcome would be received in own society.

Early researcher tried to find psychological phenomenon of each person was main cause of what trait theory is and what its principles are. Trait theory mostly focuses on individual characters, quality, and attitude to achieve the goal. It makes sure that a person has leadership talent, capacity, and attitude or not. Trait theories of leadership identify the specific personality traits that distinguish leaders from non-leaders.

Big five personality traits

- Big five personalities of leadership traits are well-known like *openness, conscientiousness, extraversion, agreeableness, and neuroticism* (Stephen P. Robbins, Timothy A. Judge, 2013).

- **The openness** – to experience dimension addresses range of interests and fascination with novelty. Extremely open people are creative, curious, and artistically sensitive. Those at the other end of the category are conventional and find comfort in the familiar.
- **The conscientiousness** – dimension is a measure of reliability. A highly conscientious person is responsible, organized, dependable, and persistent. Those who score low on this dimension are easily distracted, disorganized, and unreliable.
- **The extraversion** – dimension captures our comfort level with relationships. Extraverts tend to be gregarious, assertive, and sociable. Introverts tend to be reserved, timid, and quiet.
- **The agreeableness** – dimension refers to an individual’s propensity to defer to others. Highly agreeable people are cooperative, warm, and trusting. People who score low on agreeableness are cold, disagreeable, and antagonistic.
- **The neuroticism** – or the emotional stability dimension often labeled by its converse neuroticism taps a person’s ability to withstand stress. People with positive emotional stability tend to be calm, self-confident, and secure. Those with high negative scores tend to be nervous, anxious, depressed, and insecure. Model of how big five traits influence OB Criteria is as follow;

Table 1: Big five personality trait Model

<i>Big five traits</i>	<i>Why it is relevant?</i>	<i>What does it affect?</i>
Emotional stability	-Less negative thinking and fewer negative emotions -Less hyper vigilant	-Higher job and life satisfaction -Lower stress levels
Extroversion	-Better interpersonal skills -Greater social dominance -More emotionally expressive	-Higher performance -Enhanced leadership -Higher job and life satisfaction
Openness	-Increased learning -More creative -More flexible and autonomous	-Training performance -Enhanced leadership -More adaptable to change
Agreeableness	-Better liked -More compliant and conforming	-Higher performance -Lower levels of deviant behavior
Conscientiousness	-Greater effort and persistence -More drive and discipline - Better organized and planning	-Higher performance -Enhanced leadership -Greater longevity

2.7.2 Great man theory

Early research on leadership was based on the study of people who were already great leaders. These people were often from the aristocracy, as few from lower classes had the opportunity to lead. This contributed to the notion that leadership had something to do with breeding.

The idea of the Great Man also strayed into the mythic domain, with notions that in times of need, a Great Man would arise, almost by magic. This was easy to verify, by pointing to people such as Eisenhower and Churchill, let alone those further back along the timeline, even to Jesus, Moses, Mohammed and the Buddha.

2.7.3 Behavioral theory

Leaders can be made, rather than are born. Successful leadership is based in definable, learnable behavior. Behavioral theories of leadership do not seek inborn traits or capabilities. Rather, they look at what leaders actually *do*.

If success can be defined in terms of describable actions, then it should be relatively easy for other people to act in the same way. This is easier to teach and learn than to adopt the more ephemeral 'traits' or 'capabilities'. A behavioral theory is relatively easy to develop, as you simply assess both leadership success and the actions of leaders. With a large enough study, you can then correlate statistically significant behaviors with success. You can also identify behaviors which contribute to failure, thus adding a second layer of understanding.

2.7.4 Participative theory

Involvement in decision-making improves the understanding of the issues involved by those who must carry out the decisions. People are more committed to actions where they have involved in the relevant decision-making (Coch, L. and French, J.R.P., 1948).

People are less competitive and more collaborative when they are working on joint goals. When people make decisions together, the social commitment to one another is greater and thus increases their commitment to the decision. Several people deciding together make better decisions than one person alone.

2.7.5 Contingency theory

The leader's ability to lead is contingent upon various situational factors, including the leader's preferred style, the capabilities and behaviors of followers and also various other situational factors. Contingency theories are a class of behavioral theory that contends that there is no one best way of leading and that a leadership style that is effective in some situations may not be successful in others.

An effect of this is that leaders who are very effective at one place and time may become unsuccessful either when transplanted to another situation or when the factors around them

change. This helps to explain how some leaders who seem for a while to have the 'Midas touch' suddenly appear to go off the boil and make very unsuccessful decisions.

2.7.6 Situational theory

The best results or action could be done by a leader depended on situation. One of leadership theories well-known is situational leadership theory. It has been founded by researcher focuses on the results of different situations and its development is depending on situation. According to this theory, everyone has a leaders potential. Those who have knowledge, good characters, and humble, are always possible to become a leader in different condition of situations. Therefore, (Herbert Spencer, 1884) said that the times produce the person and not the other way around.

The task that leader have to take responsibility must focus on the gold of his or her organization or society. The gold through each objective to be achieved, leaders take care of healthy training being strong in mental and psychical. In the other hand, a responsibility of leader is that new leaders are to be created. This theory step by step has been developing, is still useful for the leader in different condition of situation. In 1960, it developed with challenges of economic crisis, political crisis, and natural disaster throughout Paul Hersey and Ken Blanchard (2001, Shawn Grimsley)

Situational leadership theory is a part of contingency theories well known as group theories. It is generally speaking contingency theories which are related to the traits theory or behavior leadership theory in different situation factors. This type of leader depends on his or her effectiveness, strength, and ability to enhance oneself and staffs' subordinates maturity or sophistication. This leadership style is based on combining functions of directive behavior and supportive behavior. It is to give leaders guidance due to sustainable development of the society.

There are four directive and supportive behavior tools founded as follow;

- Telling is where the leader demonstrates high directive behavior and low supportive behavior.
- Selling is where the leader demonstrates high directive behavior and high supportive behavior.
- Participating is where the leader demonstrates low directive behavior and high supportive behavior.
- Delegating is where the leader demonstrates low directive behavior and low supportive behavior (2001, Shawn Grimsley).

2.7.7 Transitional theory

The transactional leader works through creating clear structures whereby it is clear what is required of their subordinates, and the rewards that they get for following orders. Punishments are not always mentioned, but they are also well-understood and formal systems of discipline are usually in place.

When the Transactional Leader allocates work to a subordinate, they are considered to be fully responsible for it, whether or not they have the resources or capability to carry it out. When things go wrong, then the subordinate is considered to be personally at fault, and is punished for their failure (just as they are rewarded for succeeding). The transactional leader often uses management by exception, working on the principle that if something is operating to defined (and hence expected) performance then it does not need attention. Exceptions to expectation require praise and reward for exceeding expectation, whilst some kind of corrective action is applied for performance below expectation.

Whereas Transformational Leadership has more of a selling style, Transactional Leadership, once the contract is in place, takes a 'telling' style.

2.7.8 Transformational theory

Working for a Transformational Leader can be a wonderful and uplifting experience. They put passion and energy into everything. They care about you and want you to succeed. Transformational Leadership starts with the development of a vision, a view of the future that will excite and convert potential followers. This vision may be developed by the leader, by the senior team or may emerge from a broad series of discussions. The important factor is the leader buys into it, hook, line and sinker.

The next step, which in fact never stops, is to constantly sell the vision. This takes energy and commitment, as few people will immediately buy into a radical vision, and some will join the show much more slowly than others. The Transformational Leader thus takes every opportunity and will use whatever works to convince others to climb on board the bandwagon.

In order to create followers, the Transformational Leader has to be very careful in creating trust, and their personal integrity is a critical part of the package that they are selling. In effect, they are selling themselves as well as the vision.

2.8 Five leadership style models

There are five leadership styles models such as *model the way*, *inspire shared vision*, *challenge the process*, *enable to act*, and *encourage the heart* Kouzes done research by Kouzes, J. M., &

Posner, B. Z. (2007). These are very common to all leaders to get things done. The Five Practices of Exemplary Leadership model continues to prove its effectiveness as a clear, evidence-based path to achieving the extraordinary for individuals, teams, organizations, and communities. It turns the abstract concept of leadership into easy-to-grasp Practices and behaviors that can be taught and learned by anyone willing to step up and accept the challenge to lead. As measured and validated by the Leadership Practices Inventory (LPI).

2.8.1 Model the way

Leaders establish principles concerning the way people should be treated and the way goals should be pursued. They create standards of excellence and then set an example for others to follow. Because the prospect of complex change can overwhelm people and stifle action, they set interim goals so that people can achieve small wins as they work toward larger objectives. They unravel bureaucracy when it impedes action; they put up signposts when people are unsure of where to go or how to get there; and they create opportunities for victory.

2.8.2 Inspire shared vision

Leaders passionately believe that they can make a difference. They envision the future, creating an ideal and unique image of what the organization can become. Through their magnetism and quiet persuasion, leaders enlist others in their dreams. They breathe life into their visions and get people to see exciting possibilities for the future.

2.8.3 Challenge the Process

Leaders search for opportunities to change the status quo. They look for innovative ways to improve the organization. In doing so, they experiment and take risks. And because leaders know that risk taking involves mistakes and failures, they accept the inevitable disappointments as learning opportunities.

2.8.4 Enable Others to Act

Leaders foster collaboration and build spirited teams. They actively involve others. Leaders understand that mutual respect is what sustains extraordinary efforts; they strive to create an atmosphere of trust and human dignity. They strengthen others, making each person feel capable and powerful.

2.8.5 Encourage the Heart

Accomplishing extraordinary things in organizations is hard work. To keep hope and determination alive, leaders recognize contributions that individuals make. In every winning team, the members need to share in the rewards of their efforts, so leaders celebrate accomplishments. They make people feel like heroes.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Research methodology

This chapter is to study what is about research methodology according with this research. And also it discusses research design, target group, research instrument, data collection, data analysis, and summary of the research processes.

3.2 Research design

Research design of the study is that survey questionnaires distributed to leaders, second-line-leaders, managers, advisers, and the members of CEO in civil-societies including community based societies and non-governmental organizations. 75 leaders and second line leaders from 35 civil societies were examined through giving survey questionnaires which mainly focus on leadership styles and leadership characters and which properly basis on leaders' self-assessment as they have been leading in the societies. First, survey questionnaires examine two leadership style models of civil societies' leaders in Rakhine state, western Myanmar. The first is three predominant leadership style models and second five leadership grid models.

Firstly, by using survey questionnaires, three leadership style models are explored. There are as bellows;

1. Autocratic leadership style
2. Democratic leadership style and
3. Delegate leadership style.

Second leadership style deals with five leadership grid models which are able to distinguish the differences of leadership grid being leaded in the societies. What are five leadership grid models is as follow;

1. Authoritarian: strong on tasks, weak on people skills
2. Country club: strong on people skills, weak on tasks
3. Impoverished: weak on tasks, weak on people skills
4. Team leader: strong on tasks, strong on people skills and
5. Middle of the road: neither weak on tasks, nor strong on people skills.

In order to explore those types of leadership style models and leadership grids, researcher directly approach to different leaders and different civil societies from different places of Rakhine state, western Myanmar. Briefly explain about leadership styles regarding to this study, group discuss, questions and answers, and share survey questionnaires are what the researcher has done. The reality of individual culture and organizational behaviors made me very interesting

to be watched into deeper level. People in the Rakhine state are very honest living in simple-life. They have more talent even less skills and education they have. Collecting data ensure that the gap of leadership and the solutions are supported by pointing it out.

From educational perspective, the fact that people in Rakhine state have leadership crisis facing its problem for five decades and generation gap between old and young is very high situation. Traditional approach and modern educational approach to the society impact the positive and negative ways to socio-economic development and community development. To solve leadership crisis and to give clear answers to leadership problem of civil societies in Rakhine state, western Myanmar, this study could be a part of its effective solution. Therefore, survey questionnaires on leadership styles and leadership characters which relevance to leaders in societies, would be examined for methodology of the study.

The aim of this research was to investigate what leadership styles are being practiced by each leader regarding to demographics of civil societies including gender, age, education, and position in the Rakhine state, western Myanmar.

By using survey questionnaires, the research was investigated. The design of this study was a quantitative study. It was used a questionnaire into two parts; the first part is designed questionnaire to investigate leaders' demographics data according with gender, age, education, and position and second part is designed to determine levels of leadership styles and leadership characters of CSO leaders through three Kurt Lewin's leadership styles: autocratic leadership style, democratic leadership style, and delegative leadership style and leadership style models involve leadership grid where five leaders are identified.

3.3 Target group

For this study, survey questionnaires, group discussion, key information interviews are to investigate leaders and second-line leaders who are practicing different leadership styles in their societies of Rakhine state, western Myanmar.

75 leaders and second-line leaders, from 35 civil societies in which community based organization, faith-based societies, and non-government organization are included, are target of this study. According to leaders' talent, competency, attitude, and education background, leaders in various types of civil societies have being using different leadership styles are given survey questionnaires. These civil-societies had different size and members are not the same less or more. Among those members, leaders and second-line leaders were investigated their leadership styles.

They are as below;

Table2: Leaders and second-line leaders from 35 civil-societies

Leaders	Numbers	35 Civil-societies In Rakhine Western Myanmar
Leaders	31	
Second-line leaders	44	
Total	75	

3.4 Research instrument

The researcher constructed the questionnaires that based on lecturer review to explore leaders' demographics and civil societies' profile in Rakhine state, western Myanmar. The questionnaires were divided into two parts. In the first part, leaders' demographics including gender, age, education, and position are identified. And second part is used to investigate what leadership styles are being practiced in each civil society. In this part, the questionnaires divided into two parts: first part questionnaires for leadership styles and second part questionnaires for leadership characters.

In the first one of second part, the questionnaires are to identify three leadership styles: first autocratic leadership style, second democratic leadership style, and third delegative leadership style. In the second one of second part, the questionnaires are to explore five leadership style models that are being practiced by civil society leaders in Rakhine state, western Myanmar.

In the first part, there are 1-7 questionnaires which are to explore leaders' demographics: gender, age, education, and positions.

In the first one of second part, there are 30 questionnaires: 10 questionnaires are to identify autocratic leadership style, 10 questionnaires are to identify democratic leadership style, and the last 10 questionnaires are to identify delegative leadership style.

In the second one of second part, there are 18 questionnaires which are to identify five leadership style models: authoritarian, country club, impoverish, team leader, and middle of the road.

Table 3: Breakdown of survey questions (Leadership styles)

Part	Components	Survey questionnaires
Part 1	Leaders' demographics	1-7
Part 2	Autocratic leadership style	10
	Democratic leadership style	10
	Delegative leadership style	10
	Five leadership style models	1-18

The answers from leaders and second-line leaders were taken through group discussion, key information interview and given survey questionnaires. Those group discussions are regarding to leadership theories especially about three Kurt Lewin leadership styles and five leadership styles models. 75 leaders and second-line leaders from 35 civil societies participated in this survey questionnaires.

Each question had 1-5 scoring formula given accordance with satisfactions of CSO leaders. Score range are as a following score systems;

1. Almost always true
2. Frequently true
3. Occasionally true
4. Seldom true
5. Almost never true

What leadership styles are being practiced in civil-societies of Rakhine state, western Myanmar, is to be identified with above score range system. It would investigate 1-48 questions. The participant with his or her satisfaction given score "5" or the core 4.51-5.00 meant was very positive. In the other hand, a score given "1" the core 1.00-1.50 meant was very negative regarding to statements on the questions. For leadership styles of civil-societies, interpretation and scales were used in detail on below table.

Table 4: interpretation and scale for leadership styles

Satisfactions	Score	Interpretation	Scale
Almost always true	5	Very positive	4.51-5.00
Frequently true	4	Positive	3.51-4.50

Occasionally true	3	Natural	2.51-3.50
Seldom true	2	Negative	1.51-2.50
Almost never true	1	Very negative	1.00-1.50

3.5 Data collection

This study paid an attention on leaders who have been practicing different leadership styles in their civil-societies. To collect data, there are three parts: group discussion, key information interview, and presentation and survey questionnaires were done. The researcher directly went to research area, Rakhine state, western Myanmar in where civil-societies in different sectors like education, health-care and community development, are running in whole Rakhine state. By approaching to them directly the data was collected into three procedures.

The first time in 15-25 December 2014 went to research areas, Rakhine state, western Myanmar and I with some leaders of civil societies met and discuss how to give leadership in society. Some leaders were interviewed regarding three leadership styles. Then, presentation and questionnaires were got done. In that time, 54 leaders from 23 civil-societies were identified.

The second time in 25 September 2015 through my friend who is working social-welfare in Rakhine state as being leader, 21 leaders from 17 civil-societies were added needed questionnaires. Two times in total the researcher enabled that 75 leaders from 35 civil-societies were identified due to reach what a research needed.

3.6 Data analysis

To analysis collected data, this study used below statistical methods which is concerning with three objectives. Each objective was analyzed due to make clear what leaders' demographics are, who has what leadership styles, and what its positive and negative impacts are. The statistical methods are as following;

First objective of this study was analyzed by using frequency, percentage to identify leaders' demographics of civil societies which are including gender, age, education, and position in Rakhine state, western Myanmar.

Second objective of this study was analyzed by using means and standard deviation in order to investigate leadership styles of civil societies in Rakhine state, western Myanmar.

And third objective of this study was analyzed by using independent simple test due to explore what the impacts of being practicing leadership styles are in civil societies of Rakhine state, western Myanmar.

Table 5: Summary of the research process

Research objectives	Sources of data or sample	Research instrument	Data analysis	Results
<p>To investigate the leaders' demographic factors such as gender, age, education, and position in Rakhine state, western Myanmar.</p> <p>To explore different leadership styles that are being practiced in the civil societies of Rakhine state, western myanmar</p>	<p>The research conducted leaders from civil-societies in Rakhine state, western Myanmar.</p>	<p>Questionnaires</p> <p>Part 1 Demographic</p>	<p>Frequency percentage</p>	<p>Leaders' demographic with gender, Age, education, and position in civil-societies in Rakhine state, western Myanmar.</p>
		<p>Part 2</p> <p>First one</p> <p>Three leadership styles:</p> <ul style="list-style-type: none"> -Autocratic -Democratic -Delegative 	<p>Mean standard deviation</p>	<p>Leadership styles in civil-societies of Rakhine state, western Myanmar.</p>
<p>To realize positive and negative impacts of their leadership styles in current civil societies of Rakhine state, western Myanmar</p>		<p>Part 2</p> <p>Second one</p> <p>Leadership characters</p>	<p>Independent simple T tast</p>	<p>Leaders' demographics: gender, age, education, and positions, were not more difference but their leadership styles and characters were significant difference found in civil-societies of Rakhine state, western Myanmar.</p>

CHAPTER 4

RESEARCH FINDING

4.1 Research Finding

This chapter is to reveal research finding through what the researcher has explored leaders' demographic and leadership styles by doing group discussion, key information interview, and survey questionnaires. 75 leaders and second-line leaders from 35 different civil-societies participated, had been identified in Rakhine state, western Myanmar.

For this survey questionnaires, the researcher directly went and asked CSOs leaders to explore leaders' demographics, leadership styles and characters. What the researcher has found would describe according to three objectives of this study.

Three objectives of this study are as follow:

1. To investigate the leaders' demographic factors such as gender, age, education, and position in Rakhine state, western Myanmar.
2. To explore different leadership styles that are being practiced in the civil societies of Rakhine state, western Myanmar
3. To realize positive and negative impacts of their leadership styles in current civil societies of Rakhine state, western Myanmar.

Before three objectives were described, the researcher identified how many civil-societies have been running around the country, Myanmar. As Myanmar is under the poverty for two or three decades, the needs or challenges in almost all sectors are being seen by CSOs' leaders then try to contribute on it as much as they are able. Below table of civil-societies in Myanmar were showed is as follow;

Finger 6: Civil-societies' projects in Myanmar

	Location	Percentage %
Civil-societies In Myanmar	Yangon division	85%
	Ayeyarwaddy division	65%
	Rakhine state	40%
	Mandalay division	45%
	Kayin state	35%

	Bago division	45%
	Tanintharyi division	10%
	Kaya state	35%
	Mon state	35%
	Shan state	50%
	Kachan state	35%
	Chin state	30%
	Sagai division	5%
	Magwe division	15%

65% of the local civil societies participated in the research were based in Sittwe, the capital city of Rakhine state, western Myanmar. Around Myanmar country, 85% of civil societies were existing in Yangon and the rest was first started in Ayeyarwaddy Division, Bago Division and Kachin State respectively. As a result, most local organizations have their project areas in Yangon Division. The second most project-crowded area in Myanmar is Ayeyarwaddy Division where 65% of the local organizations have their projects that followed by Shan State, Mandalay and Bago Divisions then Rakhine state, western Myanmar.

Among 35 civil society organizations which researcher studied their profiles, 15% was faith-based organizations and 60% is Non-Governmental Organizations while the rest 25% is Community Based Organizations.

4.2 Finding for Objective one

The first research objective one was to explore what are demographics factors of leaders of civil societies in which gender, age, education, and position are including in their societies of Rakhine state, western Myanmar.

For objective one, each factor of leaders' demographic factors; gender, age, education and position was identified through data collection was done. All total leaders were 75 persons from 35 civil societies in Rakhine state, western Myanmar.

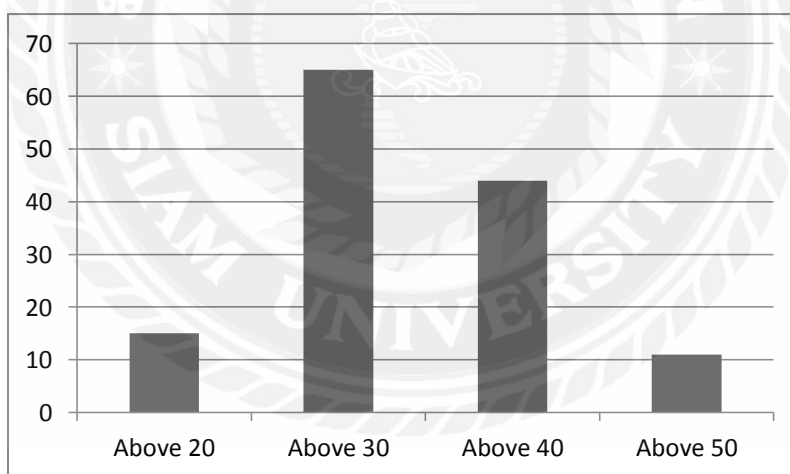
4.2.1 Gender

In civil societies of Rakhine state, western Myanmar, 94.6 % leaders were males leading their civil societies and 6.4 % leader were females in civil societies of Rakhine state, Myanmar. In this case, male leaders were traditionally taking places more than females in current situation. Female leaders in society has been increasing year by year after Komen cyclone affected most of parts in Rakhine state in August 2015 and 2015 election.

4.2.2 Age

In civil societies of Rakhine state, what is new situation is that young people upper 20 years become members of the governing board. More than half (About 56%) of the board members are within the age of 25 to 55 and elderly persons are always considered to give higher positions in the board in line with Rakhine culture that 15.6% of the board members were above 20 years old, 65.3% of the board members were above 30 years old, 44.8% of the board member were above 40 years old, and 11.3% the board members were above 50 years old. The age distribution among leaders of the governing boards can be seen in the graph below.

Finger 2: Leaders' age in civil societies of Rakhine state



The researcher used survey questionnaire, group discussions and presentation pointed out that most elderly people in the civil societies were retired employees from the government. They are used to centrally controlled system and fond of making decisions without asking other people's opinions. Senior leaders of the organizations need to understand well the concepts of accountability and transparency.

4.2.3 Education

The research identified that leaders in civil societies have education background such as higher education, B.A, M.A, Ph.D, Dhammacariya, and others.

Education level of CSO leaders in Rakhine civil society organizations are shown in the table below.

Table 7: Education level of Civil Society Leaders

Education level	Percentage of leaders
High School	19.46%
Middle School	5.83%
Primary School	0.54%
Matriculation Passed	7.53%
Diploma	34.38%
B.A	46.32%
M.A	12.87%
Ph.D.	0.86%
Dhammacariya	0.76%
Others	10.87%

18% of leaders in civil societies of Rakhine state, western Myanmar are higher education level, 46% of leaders in civil societies are Bachelor degree graduates, very few leaders are master and Ph.D. as well as Dhammacariya degree holders. And 12% of leaders are others. Some medical doctors can be seen as leaders of civil society in Rakhine.

4.2.4 Leaders' working experiences in society

According to given survey questionnaires on leaders' working experiences in society, most leaders have been working in their organizations for one to five years whilst some

leaders have been in the organizations for more than 10 years and some have worked for 36 years with strong commitments due to raise their community up.

Figure 3: Percentage of leaders' working experience in civil society

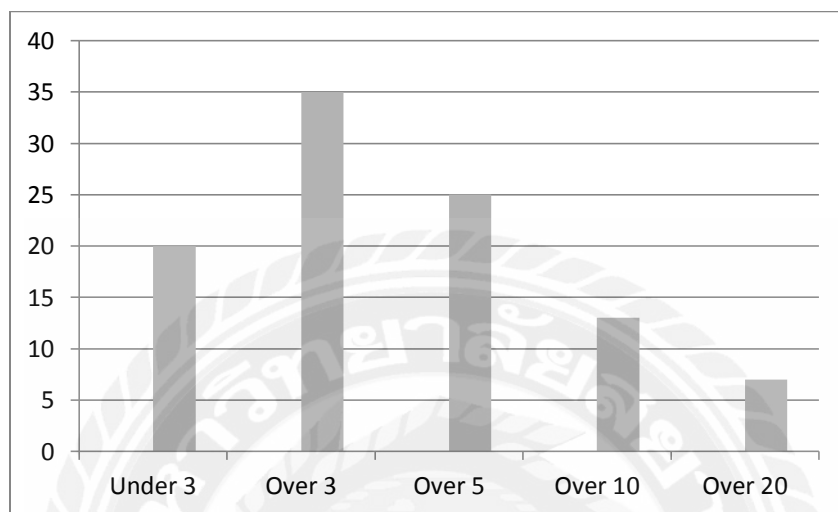


Table 8: Leaders' Demographic factors in Rakhine civil societies

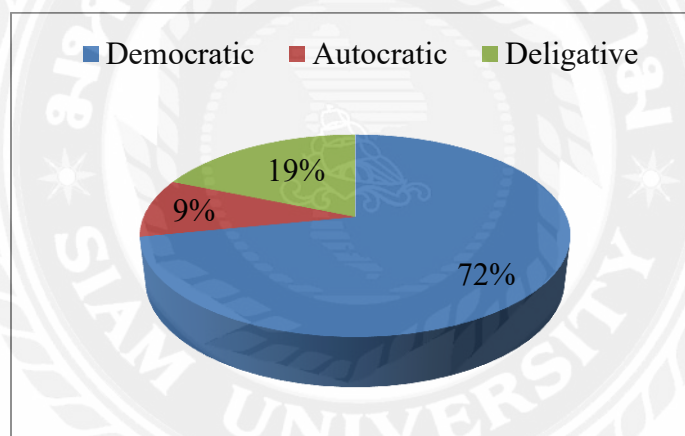
Demographic factors	Category	Number	Percentage
Gender	1. Male	67	50.25%
	2. Female	8	6%
Age	1. 20 over	9	6.75%
	2. 30 and over	31	23.25%
	3. 40 and over	22	16.5%
	4. 50 and over	18	13.5%
Education	1. High school	15	11.15%
	2. Diploma	22	16.5%
	3. Bachelor	20	15%
	4. Master	13	9.75%
	5. Ph.D and	3	2.25%
	6. Dhammacariya	2	1.5%

4.3 Research Objective Two

Finding research objective two was to realize what leadership style has been practiced in civil societies of Rakhine state, western Myanmar. This part of leadership style assessment is the survey questionnaires to choose among three different leadership styles; Authoritarian style, Democratic style and Delegative style.

Authoritarian (autocratic) styled leaders tell what they want done and how they want it accomplished, without getting the advice of their followers. Participative (Democratic) Leaders invite team members in decision making process (determining what to do and how to do it) although the leader keeps authority to make final decision. Leaders who use delegative (Free Reign) style allow team members to make their own decisions. Leader is still responsible for the decisions but team members are able to analyze the situation and determine what to be done and how to do it.

Figure 4: Leadership style according to survey questionnaires result



Authoritarian or Autocratic leadership style was showed 9% percentage out of 100% percentage, democratic leadership style was showed 72% percentage and delegative leadership style was used 19% percentage according to survey questionnaires. Given percentages was what civil society leaders have been belief and practicing in civil societies of Rakhine state, western Myanmar.

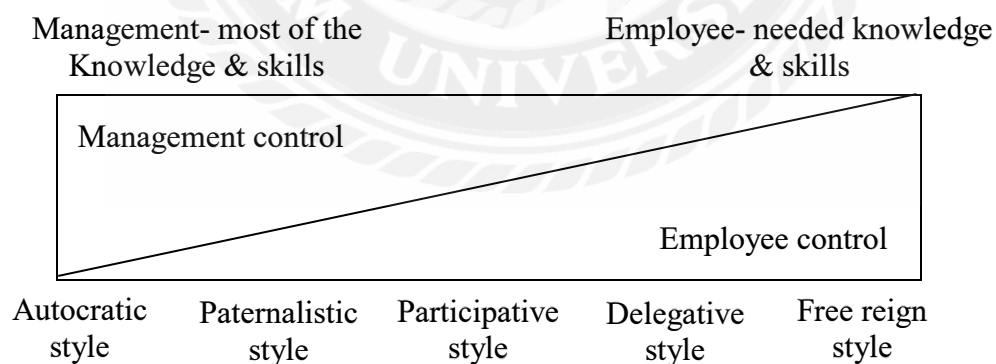
Autocratic leadership style is appropriate to use in the condition that a leader has all the information to solve the problem and, short of time and his team understands the situation and accepts it. When using this style of leadership, it will sometimes include yelling, using demeaning language, leading by threats and possibly abuse power. This leadership style should be used only in emergency situation.

Such type of leadership style is very common in one-person led CSOs in Rakhine civil society according to an experienced local consultant. These leaders never share the information from the meetings she/he attends. They usually tell the team what to do at the last minutes without checking the team's availability and capacity. Such leaders prefer involving in outside activities rather than performing their main responsibilities in the organizations. As a result, the team cannot finish the work on time. Staff who participated in the survey recommended them to delegate the tasks to the second line leaders.

A leader who practices participative or democratic leadership style invites team members in decision making process determining what to do and how to do it although she/he maintains final decision making authority which is not a sign of weakness, rather a sign of strength. This style of leadership can be used when the leader has part of the information, and his employees have other parts since the leader is not expected to know everything. In this way, both the leader and the team are mutually beneficial through the process. An experienced consultant said that some leaders mistakenly practiced laissez-faire style assuming that they were democratic leaders neglecting all organizational matters.

Delegative or Free Reign styled leaders allows team members to make decisions but they still take responsibility for the decisions. In this type of leadership, team members are able to analyze the situation and determine what needs to be done and how to do it. However, the leader needs to set priorities and should delegate certain tasks only.

Figure 5: Leadership style



According to this leadership style diagram, the more power is delegated to the employee, the less Control the management has over their staff. It is very encouraging to note that the predominant leadership Style in Rakhine Civil Society is Democratic or Participative style according to the survey results. The Delegative or Free Reign style is also practiced widely.

However, the results show that most local civil societies in Rakhine, western Myanmar are led by one leader. The decisions are made by him/her only since many of the CBOs and CSOs are still at the stage of “group” and not being “Organization” yet. Participants from a focus group discussion highlight that three leadership styles are common among Rakhine civil society leaders.

1. The leader who tries to build his/her reputations and show off power in public. That type of leader gives unrealistic promises without consulting with the team.
2. The leader who controls the team from the back. Those kinds of leaders empower his/her followers and coach them although decision making power is still in his/her hand only.
3. Collective leadership style allows the team to make decision together in democratic way.

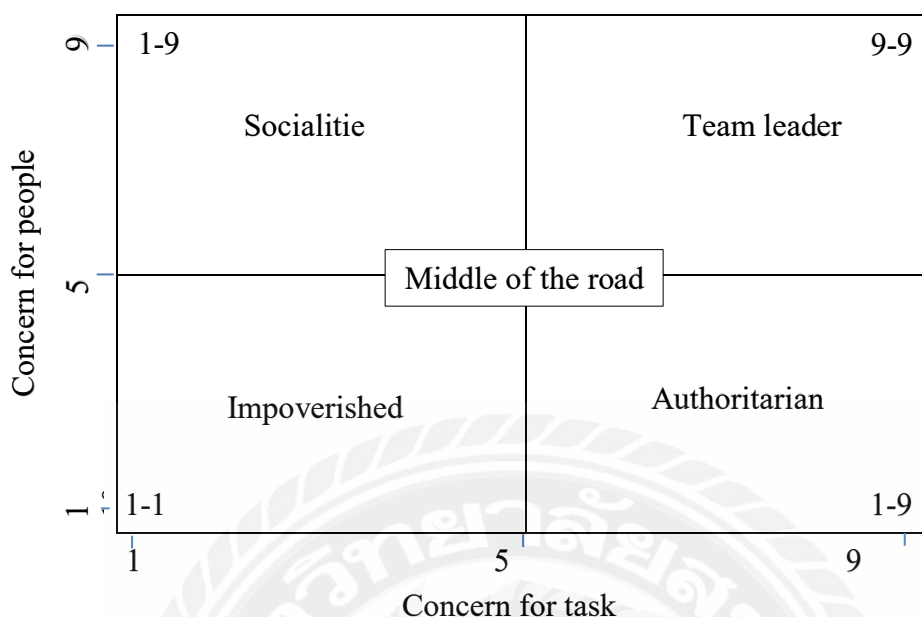
The team can freely share their opinions in making decisions which are important and have effects on them and vote for the best decision.

Some leaders bring their followers into the organization and democratic means can be manipulated for his/her interests and as a result, these leaders practice clientalism. Such experience had been found in many LNGOs sadly. There should be a mechanism which can monitor such behaviors and local governance of NGOs.

Although many organizations have governing body, the body does not understand their roles and responsibilities clearly or they don't communicate well with the organization. As a result, they cannot take monitoring role of local governance of CSOs. To improve the situation, it is necessary to clearly define the role of governing body and strengthen the organizational leadership skills of the staff in the organization.

The second assessment of leadership styles was conducted using Leadership Grid Model. The participants have to choose four leadership styles; Authoritarian, Socialite, Impoverished and Team Leader. All the participants in the discussion and survey questionnaire chose “Team Leader” as seen in the following Figure.

Figure 6: Leadership styles amount leaders of civil societies in Rakhine state



Authoritarian Leaders (high task, low relationship) are usually task oriented and hard on their workers (being autocratic). They have little or no allowance for cooperation or collaboration and are very strong on schedules. Such leaders expect people to do what they are told without allowing question or debate and focus on blame rather than how to prevent it. They are intolerant of disagreement and thus, difficult for their subordinates to contribute or develop.

Nevertheless, Country Club Leaders (low task, high relationship), use reward power to maintain discipline and to encourage the team to accomplish its goals. They are normally incapable of employing more punitive, coercive and legitimate power and fear that it will jeopardize relationships.

On the other hand, Impoverished Leader (low task, low relationship) or “Delegate and Disappear” style leader allows the team to do whatever it wishes and detaches themselves from the organization and the team.

In contrary, the Team Leader (high task, high relationship), leads as a positive example. They will foster a team environment, encourage the team to reach team goals, and work tirelessly to strengthen the bonds among the various members. Such leaders can form and lead most productive teams.

The results of the study are indeed very encouraging and positive. It appears that the “Leaders” in Rakhine Civil Society fits the desired profile of being both Democratic and Participative as well as being Team Leader.

However, the results of in-depth interviews with well-experienced consultant who has been working with different local NGOs on leadership issues as well as results of focus group discussions with some leaders and second-line leaders are contradictory to those of leadership styles self-assessment. Leaders in their opinions have some areas to improve. Analysis of one young leader from a local CSO is interesting.

A young leader from a Rakhine civil society, He said, *“In CSOs, there are four different types of leadership style. Some are working like company. Some share values. Some have bossy style. Some are running like a family. Company-styled organizations are following the same structure like a company. They focus mainly on profit rather than organizational achievement. Their priority is to become popular, purely personal oriented (They think) they are the cleverest and smartest. But this is not a bad thing. They are too over-confident.*

Their structure and management style are good but as they are running as a company, every procedure is top-down. Everything needs to work in structure. In some organizations, management level staffs are very proud and act as bosses. But nobody can answer: “Who is the boss?” Another type is family type. We are family. Let’s work together and share together. But work together and when the time to share comes, they (leaders) take all the benefits.

Next one is shared value. Everything equal work equally. Let’s do AIDS prevention. You are interested. I am interested. Let’s work together among LNGO, it is rare to find LNGO working with shared value. How rare! Less than three fingers”

According to him, there are four different leadership styles. These are 1) *company style* 2) *bossy style* 3) *family type* and 4) *shared values type*. Company Style Leadership copies a company’s structure and purely profit-oriented. Most of their efforts made are for personal gains rather than organizational achievement. These leaders, in the eyes of their team members, seem overconfident. As they think they know everything, they overlook the views of the team members and their management style is top-down. Bossy Style Leaders are formed with proud management team. There are many leaders and nobody knows who the real boss is. Team members do not know who has real decision making power since everyone at management level is the boss.

In Family Type Leadership, what is usually said is “We are family. We will work together and share the benefits together”. It is true that the whole team has to work together but when the time for reward comes, everything goes into his pocket.

Contrary to all the above three styles, in the Shared Value Leadership, all members including the leader founded the groups with same interests and same value. They would take their salary based on their skills and commitment. The Board of Directors (BOD) is just volunteers and will give suggestions and guidance without taking money. However, such organizations cannot be found a lot in Rakhine civil society.

According to the experiences of free group discussion participants, even such a society cannot survive longer than a project period for more than four or five years because all the staff cannot get salary. Outside influence and pressure break up the unity among team members. Therefore, young leaders of newly formed CSOs do not want their society grow bigger looking at these examples. The second line leaders of CSOs in Rakhine state, western Myanmar believe that not only the leader of an organization but also everyone in the organization has leadership roles. They must take leading role in their organization.

She or he must be able to make decision if necessary and the management team must also give proper authority too. The second line young leaders strongly recommend that power sharing among team members is mandatory in new leadership style. However, some leaders can misuse the shared power. The most important decision can be still in the hand of top leaders and they still take the best opportunities leaving some small incentives to the members. Some participants in focus group discussion complained of some positional leaders who wanted only the best opportunities.

Sometimes leaders in an organization play different roles to hide the situations happening. When a staff complains of the situation in the field, senior leader pretends that he does not know anything although he has some information and he wants to protect the leader. It is necessary to improve transparency and accountability at management level.

Good Leadership

It is good that the society is led by local leaders because they understand local contexts and know situation at grassroots level. However, many leaders are used to centrally controlled system and they know how to control tightly and take opportunities.

According to an experienced local civil society leader, “Since the system is not right, we need to work depending on the situation. Leaders should be able to analyze the right time and situation.” A local society leaders had worked in the development field in flexible ways mainly because of the state’s centrally controlled system for more than 50 years and one important skill of a leader in civil society of Rakhine state, western Myanmar is to be able to play around well in the given situations. Free group discussion participant gave an example as follows:

A local society leader said that “It is important to know how to go in and out.....The government department said that their door is not closed. It’s true that it is not closed but if you want to go in, you need to push the door. If you don’t open the door in proper way, it will hit you back and if you don’t know how to go in and out of the room, you may be stuck in the middle as well”

Most young people prefer the status of leaders to a paid staff in an INGO and a LNGO. Participants from the focus group discussions thought that it was a positive change among young leaders. Compared to International NGOs, expenses of local NGOs are much lower and most LNGOs leaders think that it is their strengths.

4.4 Research objective three

The researcher in Rakhine state, western Myanmar found three types of civil societies such as; 1) modern civil society, 2) traditional civil society, and 3) co-cop society. 28% percentages of civil societies in Rakhine state have been practicing modern civil society style, 52% percentages are traditional civil society, and 20% percentages are co-cop society.

Table 9: Three types of civil societies in Rakhine state

	Society	Percentage
Civil Societies In Rakhine State	Modern society	28%
	Traditional society	52%
	Co-cop society	20%

4.5 Positive and negative impact on civil society

Leaders in modern civil societies of Rakhine state, western Myanmar, believe that democratic leadership style has good impact on their societies rather than other two leadership styles. Leaders in traditional civil societies believe that autocratic leadership style is useful in civil societies. And leaders in co-cop societies believe that autocratic and delegative leadership styles more effect on civil societies.

Leader, who believes autocratic leadership style in tradition and co-cop society, is impossible to longer existing. They disappear from contribution of publish service. Leaders who use emocratic leadership style and delegative leadership style develop in short and long term. As people in liberal societies feel satisfy in freedom, most leaders prefer to democratic and delegative leadership styles which enable to gain objectives and goal of society.

In transition process of Myanmar governing body, civil societies turn to change their society culture through capacity is building. Percentage of modern societies is obviously increasing in Rakhine state, western Myanmar. Most societies are still acting in their traditional ways basis on religions and ethnic groups. Co-cop society is dis-creasing due to government body change.

Development of a country is not the only responsibility of the government. Everyone is responsible in nation building. According to the participants, CSOs should take supplementary role to fill the gap of the government in nation building. CSOs leaders should take some responsibilities. Both the government and CSOs and NGOs should work hand in hand for the development of the country. The government can get information from the CSOs which are working closely with the communities and assign some tasks that they cannot perform well.

“Policy is changing in Myanmar. U Thein Sein (President), U Shwe Mann (Chairman of the Parliament) and Daw Suu (Chairman of the National League for Democracy) said “whatever we do, the community is the key”.

Thus, we need to help the government, the party leaders must bring the community along. If we could build trust among these three, our country will be complete. Putting aside the bullies and bringing about the truth is the duty of CSO leaders” Leader of a local CSOs and NGOs.

Discussants mention that the word, “CSOs” should stand for “Necessary Governmental Organization” instead of Non-Governmental Organization. CSOs should be impartial and just focus on the development of the country only. It is important to work for Civic Empowerment. CSOs leaders should introduce the community self-governance practices in the society and at the same time, they must learn with heart and soul to get “soft power”

Society leaders should not be contented just taking a leading role in an organization. They should work harder to contribute for development of the whole civil society. Key informants recommend that LNGO, NGO, INGO and CSO leaders should make efforts for the peaceful world where everyone can work at day time and everyone can sleep in peace without worrying for surprised guest-check at night time as well.

4.6 Capacity development of civil society

The strength of Rakhine civil society organizations lies in their connection to local communities and having an intimate understanding of the local dynamics and stakeholders, the growing networks within the sector, the dedication and creativity formed from many years of struggling in an extremely challenging environment, and its vital role in service delivery. Civil society organizations have proven to be highly capable service providers to the poor, and underserved, particularly in conflict-affected areas and areas with weak central government control.

There is several noteworthy civil society capacity building initiatives, many started by or with the support of international NGOs that have become national groups in the past several years. The Capacity Building Initiative was established by international NGOs to meet their growing demand for skilled and trained staff. As the Transnational Institute’s report on Myanmar’s civil society in 2014 explained, participants initially consisted of local staff from the international NGOs. Eventually, staff from local NGOs received relevant training. Less an organizational development initiative, the Capacity Building Initiative fills an important skill development role for civil society in Rakhine state, western Myanmar.

Another prominent initiative is Wanlet foundation and Paung Ku, which as previously described is a national group started by a consortium of international NGOs to assist a range of smaller organizations on training, advocacy, coordination, and small grants. It also takes a critical role in helping international NGOs work with civil society. Also previously described, the Local Resource Center is a prominent civil society network established by international and local

NGOs, which trains and coordinates local NGO capacity building and advocacy around the country through its four offices. Other civil society capacity-building initiatives have more issue-specific focus.

There are also an increasing number of international NGOs working around Rakhine as well as Myanmar with a specific mandate to strengthen civil society. One such group is Action Aid Rakhine state, western Myanmar, which provides intensive training to local organizations and assistance through its fellowship program. The program deploys youth leaders in targeted communities to help them, through participatory processes, analyze their problems, plan for development, promote democratic norms and forms of decision making, mobilize resources (including that of local government), and facilitate the implementation of community-prioritized action points through village development banks. The government has embraced the model as an example of people-centered development.

Since 2010, major donors, bilateral agencies, and development partners have increased support for capacity building and awareness-raising activities for civil society organizations active inside Rakhine and whole Myanmar across a broad spectrum of sectors and geographic areas, often delivering project-based support through third-party international NGOs.

Finally, as the country has opened to the world, Rakhine civil society has likewise increased its collaborations and participation in regional and international initiatives, around issues as diverse as education, health, climate change, regional integration, business, gender equality, and international financial institutions.

As repeatedly noted, many major challenges remain for Rakhine civil society. The urban–rural divide continues with profound technical, resource, and capacity gaps between those based in Sittwe and Yangon and a few other urban areas (including Mandalay) and the rural-based local NGOs and community-based organizations. Support for civil society is overwhelmingly directed at organizations with a presence, with capacity-building training and other opportunities offered in the few major urban areas.

Although civil society groups in Rakhine state have expanded and diversified quickly, they are experiencing considerable capacity and resource constraints under the myriad changes and challenges of the rapidly growing development assistance and investments. Local NGOs often struggle to retain skilled staff and meet the requests of development agencies and international NGOs eager to work and partner with them.

Local NGOs and community-based organizations are struggling to secure adequate funding for core operations and expanded programs. Although some donors are modifying their registration, reporting, and other requirements to correspond better to the local context, more needs to be done to ensure that local groups can access much-needed resources.

CHAPTER 5

SUMMARY, CONCLUSIONS & RECOMMENDATIONS

5.1 Summary of finding

The researcher what have been conducted is to review and summary in this chapter. It included summary, finding, conclusion and recommendations.

According to the survey questionnaires results, civil society leaders in Rakhine state, western Myanmar have been practicing all three styles; Authoritarian leadership style, Participative leadership style and Delegative leadership style.

Many leaders are encouragingly delegative and participative. However, many participants from focus group discussions had different opinions. They feel that most leaders are authoritarian and more comfortable with top-down style. When the political landscape of the country is in transition to the democracy, civil society leaders should have more democratic practices to be able to contribute for nation building. The leaders should reflect the needs of the people while trying to accomplish their organization's missions, target, and three objectives.

Three objectives of this study are as follow:

1. To investigate the leaders' demographic factors such as gender, age, education, and position in Rakhine state, western Myanmar.
2. To explore different leadership styles that is being practiced in the civil societies of Rakhine state, western Myanmar.
3. To realize positive and negative impacts of their leadership styles in current civil societies of Rakhine state, western Myanmar.

First and the foremost, the leaders should be aware of their own leadership style understanding strengths and weaknesses. Only then, they can improve their leadership style. There are six attributes of a good leader according to Myanmar Standard. A leader must be: 1) proactive and initiative, 2) alert 3) empathetic 4) patient 5) reasonable and considerate and 6) visionary.

5.1.1 Finding

Among 35 civil society organizations which researcher studied their profiles, 15% was faith-based organizations and 60% is Non-Governmental Organizations while the rest 25% is Community Based Organizations.

1. **For objective one**, each factor of leaders' demographic factors; gender, age, education and position was identified through data collection was done. All total leaders were 75 persons from 35 civil societies in Rakhine state, western Myanmar.
 - 1.1. **Gender:** 94.6 % leaders were males leading their civil societies and 6.4 % leader were females in civil societies of Rakhine state, Myanmar.
 - 1.2. **Age:** More than half (About 56%) of the board members are within the age of 25 to 55 and elderly persons are always considered to give higher positions in the board in line with Rakhine culture that 15.6% of the board members were above 20 years old, 65.3% of the board members were above 30 years old, 44.8% of the board member were above 40 years old, and 11.3% the board members were above 50 years old.
 - 1.3. **Education:** 18% of leaders in civil societies of Rakhine state, western Myanmar are higher education level, 46% of leaders in civil societies are Bachelor degree graduates, very few leaders are master and Ph.D. as well as Dhammacariya degree holders. And 12% of leaders are others.
 - 1.4. **Working experience:** most leaders have been working in their organizations for one to five years whilst some leaders have been in the organizations for more than 10 years and some have worked for 36 years with strong commitments.

5.1.2 Research objective two:

Research objective two was to realize what leadership style has been practiced in civil societies of Rakhine state, western Myanmar. This part of leadership style assessment is the survey questionnaires to choose among three different leadership styles; Authoritarian style, Democratic style and Delegative style.

Authoritarian or Autocratic leadership style was showed 9% percentage out of 100% percentage, democratic leadership style was showed 72% percentage and delegative leadership style was used 19% percentage according to survey questionnaires.

5.1.3 Research objective two

The researcher in Rakhine state, western Myanmar found three types of civil societies such as; 1) modern civil society, 2) traditional civil society, and 3) co-cop society. 28% percentages of civil societies in Rakhine state have been practicing modern civil society style, 52% percentages are traditional civil society, and 20% percentages are co-cop society.

Leaders in modern civil societies believe that democratic leadership style has good impact on their societies rather than other two leadership styles. Leaders in traditional civil societies believe that autocratic leadership style is useful in civil societies. And leaders in co-cop societies believe that autocratic and delegative leadership styles more effect on civil societies. As people in liberal societies feel satisfy in freedom, most leaders prefer to democratic and delegative leadership styles which enable to gain objectives and the goal of society.

5.2 Conclusion

The researcher made conclusion through data analysis of what were founded by survey questionnaires, interview, and group discussion with civil societies' leaders in Rakhine state, western Myanmar.

From 35 civil societies, 75 leaders were investigated to realize demographics such as gender, age, education background, and position, leadership styles such as democratic leadership style, autocratic leadership style, and delegative leadership style, and its positive impact and negative impact on societies in Rakhine state, western Myanmar.

In the demographic factors, the researcher finds that male leaders were more than female leaders. Their age was between 30 and 40 year old, in education most of leaders were diploma and BA.

In three leadership styles, democratic leadership style more prefers than other two styles. Autocratic leadership was less belief. Some believe in delegative leadership style which is workable to develop society.

Mostly positive impacts on society came from practicing democratic leadership style and delegative leadership style and negative impacts from being practiced autocratic leadership style in current situation of Myanmar democratization process.

To realize characteristics of leaders who have whether high task or high relationship in civil society, Authoritarian Leaders (high task, low relationship) are usually task oriented and hard on their workers (being autocratic). They have little or no allowance for cooperation or collaboration and are very strong on schedules. Such leaders expect people to do what they are told without allowing question or debate and focus on blame rather than how to prevent it. They are intolerant of disagreement and thus, difficult for their subordinates to contribute or develop.

Nevertheless, Country Club Leaders (low task, high relationship), use reward power to maintain discipline and to encourage the team to accomplish its goals. They are normally incapable of employing more punitive, coercive and legitimate power and fear that it will jeopardize relationships.

On the other hand, Impoverished Leader (low task, low relationship) or "Delegate and Disappear" style leader allows the team to do whatever it wishes and detaches themselves from the organization and the team.

In contrary, the Team Leader (high task, high relationship), leads as a positive example. They will foster a team environment, encourage the team to reach team goals, and work tirelessly to strengthen the bonds among the various members. Such leaders can form and lead most productive teams.

The results of the study are indeed very encouraging and positive. It appears that the “Leaders” in Rakhine Civil Society fits the desired profile of being both Democratic and Participative as well as being Team Leader.

5.3 Recommendation

According to these attributes, a leader needs to be proactive and initiative. She or he must be able to foresee the situation and needs to be prepared in advance. She or he must understand both internal and external environments and must be alert. The leader needs to be sympathetic and empathetic. She or he must have ability to wear the shoes of others. She or he also must be patient enough to learn the mistakes. The leader also needs to be reasonable and analytical. The leader is necessary to be farsighted and have clear vision for the organization. All above mentioned attributes reflect all good leadership styles mentioned in theory and Rakhine civil society leaders should try their best to practice all these attributes to gain respect and trust of their team as well as their beneficiaries, i.e. the communities. An experienced consultant who has been working with many local organizations on leadership issues mentioned that there were four different types of organizations. These are as follows:

1. An organization formed with unskilled leader and unskilled followers
2. An organization with unskilled leader and skilled followers
3. An organization with skilled leader and unskilled followers and
4. An organization with skilled leader and skilled followers.

The consultant thinks that most CSOs in Rakhine civil society are mainly under the second and third types. The first and last types are rarely seen in Rakhine state, western myanmar. The third organizational type can easily be transformed into the fourth type since there can be some skilled followers in the team.

Top-down leadership style is very common in Rakhine civil society according to the group discussion, interview and survey questionnaires results. Such leaders have their own groups and can be seen in government departments, CSOs, and UN organizations. Clientelism is common and strong in many organizations. The leaders have the followers and they will give special favors and protect them. The leader trusts his or her own follower and believes what she or he says. Sometimes, these followers are just low ranking staff and their supervisors or managers have no power to control them. In this way, conflicts start in organization. Transparency and accountability are weak in such organizations and misuse of power and money is common. To avoid it, the second-line leaders strongly recommend defining clear roles and responsibilities in an organization.

Some leaders spend their precious time for micro-management getting involved in nitty-gritty things. They also should not give much time for unimportant matters of the organization.

Most CSO leaders do not want to spend their time to learn new things. Even if they learn new things, they are reluctant to change and focus group discussion participants mentioned it as “lessons unlearned”. Some organizations issue blacklist and disseminate the information among CSOs community. Blacklisted people are those who leave their organizations and make some mistakes.

Sometimes the staff does not make any mistake except leaving the organization. That kind of action is unacceptable and participants criticized leaders from such organizations harshly.

Accordingly, role model is very important for organizational reform. To be a role model, a leader’s IQ shouldn’t be lower than his or her followers but not necessary to be so high. Conversely, his EQ-Emotional Intelligence, Spiritual Intelligence and Physical Intelligence are anticipated to be distinctively higher than others. Such leaders can influence over others with their quality, but not with their power. They must also be willing to learn new things as well.

To be effective key players, leaders need to attend capacity building class, work-shop, seminars, and conferences in and out of the country which ensure to learn and promote leadership quality. Leaders are driving force whether his or her society develops or not.

In 21st century in which criteria of civilizations comes together as one at all, leaders must learn it as well as multi-societies, multi-culture, and socio-economic development. In fact, self-change is all change to build modern and liberal society culture. It is awareness that mutual respect, rational understanding, and institution culture are main factors to survive civil society in short and long term.

References

1. Drucker, Peter F (1996) *the Leader of the Future*, The Druker Foundation Future Series, New York.
2. Alagappa, Muthiah (ed.) (2004) *Civil Society and Political Change in Asia: Expanding and Contracting Democratic Space*. Stanford, CA: Stanford University Press, The United State of America.
3. Kyaw Yin Hlaing (2007) 'Associational Life in Myanmar: Past and Present', in N Ganesan and Kyaw Yin Hlaing (eds), *Myanmar: State, Society and Ethnicity*, Institute for Southeast Asian Studies, Singapore.
4. Covey, Stephen R. (2004) *The 8th Habit from effectiveness to Greatness*, Franklin Covey Co., New York.
5. Robbins, Stephen P., Judge Timothy A. (2013) *Organizational Behavior*, New Baskerville Std, the United State of America.
6. Walker, Robyn (2008) *Strategic Management Communication for Leaders*, the United State of America.
7. Hill, Charles W.L. and Wee Chow Hou, Krishna Udayasankar (2014) *Global Business Today*, McCraw-Hill Education, Singapore.
8. Walling, Edward Russell (2007) *50 Management ideas*, 21 Bloomsbury Square, London.
9. LRC (2012) *Leadership styles of Civil Society Organization in Myanmar*, Local Resource Centre, Myanmar.
10. Kyaw Yin Hlaing, Dr (2004) *Civil Society Skirting Regime Rule in "Civil Society and political Change in Asia*, Stanford University Press, California.
11. Heidel, B. (2006) *The Growth of Civil Society in Myanmar*, Bangalore.
12. Kouzes, J. M., & Posner, B. Z. (2007). *The Leadership Challenge* (4th ed.). San Francisco, CA: Jossey-Bass.
13. Thin Thin Aye, Dr. (2015) *The Role of Civil Society in Myanmar's Democratization*, University Academic Service Centre, Chiang Mai University, Thailand.

14. Tom Kramar (2011) Civil Society Gaining Ground: Opportunities for Change and Development in Burma, Burma Center Netherland (BCN), Netherland.

Online References

15. http://changingminds.org/disciplines/leadership/theories/leadership_theories.htm
16. <http://www.leadershipchallenge.com/About-section-Our-Approach.aspx>
17. <http://www.leadership.com.sg/>
18. <http://www.u-leadership.com/>
19. <http://www.oxfordleadership.com/>
20. <http://www.academyleadership.com/>
21. <http://leadershipstyleshq.com/>
22. <http://www.learn-to-be-a-leader.com/lewin.html>
23. <http://www.employee-motivation-skills.com/leadership-theories.html>
24. <http://www.adb.org/sites/default/files/publication/154554/csb-myanmar.pdf>
25. <http://asiapacific.anu.edu.au/newmandala/2015/03/30/a-hopeful-moment-for-civil-society-in-myanmar/>
26. <http://www.burmalibrary.org/show.php?cat=582>
27. <http://www.worldbank.org/en/country/myanmar>
28. <https://books.google.co.uk/books?id=STN-AgAAQBAJ&pg=PA37&lpg=PA37&dq=civil+society+in+Myanmar,+world+bank&source=bl&ots=b5pdqUEbZ8&sig=vUpVxbN3ppmmT9NjCtU0vi81vC0&hl=en&sa=X&ved=0ahUKEwiH1Mbr7vPJAhVHCI4KHUIEBzwQ6AEIOzAF#v=onepage&q=civil%20society%20in%20Myanmar%2C%20world%20bank&f=false>

Appendices 1

Leadership Style Questionnaires

Part 1:

Main purpose of this research survey questionnaires are to do research for my master thesis required by U Pannalinkara, Siam University, Bangkok, Thailand.

Direction: Please answer each question by marking “√” on the given square box prepared with regarding questions. On the space provided in the table next page, please indicate that you feel agreement by marking “√”. To choose only one answer of each question, you are requested that is to show what you are agree and belief.

Feel free there is no right or wrong answer for those questions or statements.

Note: your individual answers will be kept confidential and only summary results will be reported.

1. Please specify your gender

Male

Female

2. In what age level are you?

Over 20

Over 30

Over 40

Over 50

3. What is your education background?

Matriculation

Diploma

B.A

MA

Ph.D.

Others

Leadership Style Survey (1)

Part 2: This questionnaire contains statements about leadership style beliefs. Next to each statement, circle the number that represents how strongly you feel about the statement by using the following scoring system:

- Almost Always True – 5
- Frequently True – 4
- Occasionally True – 3
- Seldom True – 2
- Almost Never True – 1

-	Statements					
1.	I always retain the final decision making authority within my organization or team.	5	4	3	2	1
2.	I always try to include one or staff in determining what to do and how to do it. However, I maintain the final decision making authority.	5	4	3	2	1
3.	I and my staff always vote whenever a major decision has to be made.	5	4	3	2	1
4.	I do not consider suggestion made by my staff as I do not have the time for them.	5	4	3	2	1
5.	I ask for staff ideas and input on upcoming plans and projects.	5	4	3	2	1
6.	For a major decision to pass in my organization, it must have the Approval of each individual or the majority.	5	4	3	2	1
7.	I tell my staff what has to be done and how to do it.	5	4	3	2	1
8.	When things go wrong and I need to create a strategy to keep a project or process running on schedule, I call a meeting to get my staff's advice.	5	4	3	2	1
9.	To get information out, I send it by email or memos; very rarely is a meeting called. My staffs are then expected to act upon the information.	5	4	3	2	1
10.	When someone makes a mistake, I tell them not to ever do that again and make a note of it.	5	4	3	2	1
11.	I want to create an environment where staffs take ownership of the Project. I allow them to participate in the decision making process.	5	4	3	2	1
12.	I allow my staff to determine what needs to be done and how to do it.	5	4	3	2	1
13.	New hires are not allowed to make any decisions unless it is approved by me first.	5	4	3	2	1
14.	I ask staff for their vision of where they see their jobs going and then use their vision where appropriate.	5	4	3	2	1
15.	My workers know more about their jobs than me, so I allow them	5	4	3	2	1

	to carry out the decisions to do their job.					
16.	When something goes wrong, I tell my staff that a procedure is not working correctly and I establish a new one.	5	4	3	2	1
17.	I allow my staff to set priorities with my guidance.	5	4	3	2	1
18.	I delegate tasks in order to implement a new procedure or process.	5	4	3	2	1
19.	I closely monitor my staff to ensure they are performing correctly.	5	4	3	2	1
20.	When there are differences in role expectations, I work with them to resolve the differences.	5	4	3	2	1
21.	Each individual is responsible for defining their job.	5	4	3	2	1
22.	I like the power that my leadership position holds over subordinates.	5	4	3	2	1
23.	I like to use my leadership power to help subordinates grow.	5	4	3	2	1
24.	I like to share my leadership power with my subordinates.	5	4	3	2	1
25.	Staff must be directed or threatened with punishment in order to get them to achieve the organizational objectives.	5	4	3	2	1
26.	Staff will exercise self-direction if they are committed to the objectives.	5	4	3	2	1
27.	Staffs have the right to determine their own organizational objectives.	5	4	3	2	1
28.	Staffs seek mainly security.	5	4	3	2	1
29.	Staffs know how to use creativity and ingenuity to solve organizational problems.	5	4	3	2	1
30.	My staff can lead themselves just as well as I can.	5	4	3	2	1

Scoring Your Responses

In the table below, enter the score of each item on the above questionnaire. For example, if you scored item 1 with a 3 (Occasionally), and then enter a 3 next to them 1. When you have entered all the scores for each question, total each of the three columns.

Item	Score	Item	Score	Item	score
1		2		3	
4		5		6	
7		8		9	
10		11		12	
13		14		15	
16		17		18	
19		20		21	

22		23		24	
25		26		27	
28		29		30	
Total		Total		Total	

Leadership Style Survey (2)

Part 3: Below is a list of statements about leadership behavior. Read each one carefully, then, using the following scale, decide the extent to which it actually applies to you. For best results, answer as truthfully as possible.

-	Statement	Never		Some time		Always	
		0	1	2	3	4	5
1.	I encourage my team to participate when it comes decision making time and I try to implement their ideas and suggestions						
2.	Nothing is more important than accomplishing a goal or task.						
3.	I closely monitor the schedule to ensure a task or project will be completed in time.						
4.	I enjoy coaching people on new tasks and procedures.						
5.	The more challenging a task is, the more I enjoy it.						
6.	I encourage my employees to be creative about their job.						
7.	When seeing a complex task through to completion, I ensure that every detail is accounted for.						
8.	I find it easy to carry out several complicated tasks at the same time.						
9.	I enjoy reading articles, books, and journals about training, leadership, and psychology; and then putting what I have read into action.						
10.	When correcting mistakes, I do not worry about jeopardizing relationships.						
11.	I manage my time very efficiently.						

12.	I enjoy explaining the intricacies and details of a complex task or project to my employees.						
13.	Breaking large projects into small manageable tasks is second nature to me.						
14.	Nothing is more important than building a great team.						
15.	I enjoy analyzing problems.						
16.	I honor other people's boundaries.						
17.	Counseling my employees to improve their performance or behavior is second nature to me.						
18.	I enjoy reading articles, books, and trade journals about my profession; and then implementing the new procedures I have learned.						

Scoring

After completing the Questionnaire, transfer your answers to the spaces below:

Item	Score	Item	Score
1		2	
3		4	
5		6	
7		8	
9		10	
11		12	
13		14	
15		16	
17		18	
Total		Total	
X 0.0		X 0.0	

Plot them on the following graph.

High	9									9-9
	8									
	7									
	6									
	5									
	4									
	3									
	2									
	1									
law	0	1	2	3	4	5	6	7	8	9
	law									high

Appendix 2:

Key Informant Interview Guide

1. Could you please tell your opinion on the leadership style (management style, operation style, decision making style) commonly found among NGO leaders?
2. What are the positive things about NGO leaders in Myanmar and what are the things that need to be adjusted? Please give us examples on such things?
3. Could you please mention your vision/ suggestions on in which role the existing NGO leaders should play in nation building?

Focus Group Discussion Guide

1. Could you please tell you opinion on the leadership styles (management style, operation style, decision making style) of your organization's leaders?
2. Are you satisfied with that style/type of management and leadership styles? If yes, why? If no, why? If you are not satisfied, how would you manage and lead if you become a leader yourself?
If you are a leader, what's your opinion on the activities that you are working together with your team?
3. What are the positive things about NGO leaders in Myanmar and what are the things that need to be adjusted? Please give us examples on such things?
4. Could you please mention you vision/ suggestions on in which role the existing NGO leaders should play in nation building?
5. What are the roles that NGO leaders can take responsibility in building the nation?
6. Are there any gaps between the roles that NGO leaders can take and the roles that they should take in building the nation? If yes, please give recommendation on how it can be adjusted and reinforced in such specific gaps.

Appendix 3

ခေါင်းဆောင်မှုဆိုင်ရာ စစ်တမ်းမေးခွန်းလွှာ (၁)

အသင်း/အဖွဲ့အမည်

ရာထူး

အသင်းတည်နေရာ

ထိုင်းနိုင်ငံ၊ စီယံတက္ကသိုလ်တွင် “လူသားအရင်းအမြစ် စီမံခန့်ခွဲမှု (Human Resource Management)” Major အထူးပြုဖြင့် မဟာဘွဲ့ကို တက်ရောက်ပညာသင်ယူနေသော အရှင်ပညာလင်္ကာရ၏ “ရခိုင်ပြည်နယ်တွင် လူမှုအကျိုးပြု အဖွဲ့အစည်းများ၏ ခေါင်းဆောင်မှုပုံစံ” အမည်ရှိ သုတေသန စာတန်းအတွက် “လူမှုအကျိုးပြု အဖွဲ့အစည်းများမှ ခေါင်းဆောင်များ၏ ခေါင်းဆောင်မှုပုံစံ” အချက်အလက်များကို စစ်တမ်းကောက်ယူ စုဆောင်းခြင်း ဖြစ်သည်။

အောက်ပါ အကွက်များတွင် မိမိတို့အဖွဲ့အစည်းနှင့် ကိုက်ညီသော၊ မိမိနှင့် လျော်သော အချက်အလက်များကို ကျေးဇူးပြု၍ အမှတ်သင်္ကေတ ဖြင့် ဖြည့်ပေးပါ။

ယောက်ျား

မိန်းမ

ကျေးဇူးပြု၍ မိမိ၏ အသက်အရွယ်ကို ဖြည့်ပေးပါ။

၂၀ အထက်

၃၀ အထက်

၄၀ အထက်

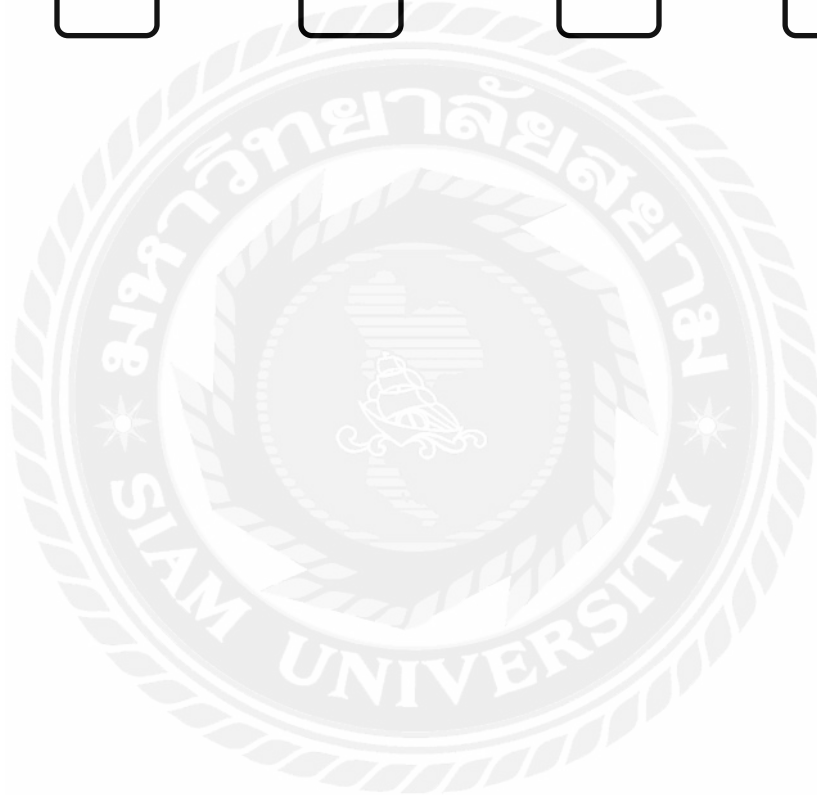
၅၀ အထက်

ကျေးဇူးပြု၍ မိမိ၏ ပညာအရည်အချင်းကို ဖြည့်ပေးပါ။

အထက်တန်းအောင် အီအေ အမ်အေ ဒေါက်တာ ဓမ္မာစရိယ တခြား

ကျေးဇူးပြု၍ မိမိယူထားရသော တာဝန်ကို ဖြည့်ပေးပါ။

ဒါရိုက်တာ ဥက္ကဋ္ဌ အတွင်းရေးမှူး ဗဟိုကော်မတီဝင် တခြားတာဝန်



ခေါင်းဆောင်မှပုံစံ စစ်တမ်းမေးခွန်းလွှာ (၁)

အောက်ပါ မေးခွန်းလွှာတွင် ခေါင်းဆောင်မှပုံစံနှင့် ပတ်သတ်သည့် ယုံကြည်ချက်များကို ဖော်ပြထားပါသည်။ ပေးထားသည့် အမှတ်ပေးစနစ်ကို အသုံးပြုလျက် ဖော်ပြချက်တစ်ခုချင်းအပေါ် မိမိစိတ်တွင် ခံစားရသည့် မှန်ကန်မှု၊ အတိုင်းအတာကို သက်ဆိုင်ရာကဏန်းကို ဝိုင်းခြင်းဖြင့် အမှတ်ပေးပါ။

နံပါတ်များ၏ အညွှန်း -

- အမြဲလိုလို မှန်ပါသည် - ၅
- မကြာခဏ မှန်ပါသည် - ၄
- တစ်ခါတရံ မှန်ပါသည် - ၃
- မှန်ခဲပါသည် - ၂
- မှန်လေ့မရှိသလောက် ဖြစ်ပါသည် - ၁

မိမိဖြေဆိုချက်များသည် အမှား၊ အမှန်အဖြေဟူ၍ မရှိသောကြောင့် ဖော်ပြချက် တခုချင်းစီ အပေါ်တွင် မိမိစိတ်အတွင်း ခံစားရသည်အတိုင်း (မှန်ကန်သည့်အတိုင်း) ဖြေဆိုပါ။ ဤသည်ပင် မိမိကိုယ်ကို ဆန်းစစ်ချက် ယူနေခြင်း ဖြစ်ပါသည်။ (လွတ်လပ်စွာ ဖြေဆိုပါ)

စဉ်	ဖော်ပြချက်များ					
၁။	ကျွန်တို့အဖွဲ့အစည်းအတွင်း၌ အပြီးသတ်ဆုံးဖြတ်ချက်ချခွင့် အာဏာကို ကျွန်ုပ်တစ်ဦးတည်းက အမြဲကိုင်စွဲထားသည်။	၅	၄	၃	၂	၁
၂။	ကျွန်ုပ်တို့သည် လုပ်ငန်းနှင့် ပတ်သတ်၍ မည်သည်ကို ပြုလုပ်မည်။ မည်သို့ပြုလုပ်မည်ကို ဆုံးဖြတ်ရာ၌ ဝန်ထမ်းတစ်ဦး သို့မဟုတ် တစ်ဦးထက်ပို၍ အမြဲပါဝင်ခွင့်ပြုသည်။ အပြီးသတ်ဆုံးဖြတ်ချက်ချခွင့် အာဏာကိုမူ ကျွန်ုပ်တစ်ဦးတည်းက ကိုင်စွဲထားသည်။	၅	၄	၃	၂	၁
၃။	အရေးပါသည့် ဆုံးဖြတ်ချက်များ ချမှတ်သည့်အခါတိုင်း ကျွန်နှင့် ဝန်ထမ်းများ အတူတကွ မဲပေးဆုံးဖြတ်ကြသည်။	၅	၄	၃	၂	၁
၄။	ကျွန်ုပ်တို့သည် အဖွဲ့ဝင်များက တင်ပြလာသည့် အကြံပြုချက်များကို ထည့်သွင်းစဉ်းစားလေ့မရှိပါ။ အကြောင်းမှာ ၎င်းတို့အတွက် အချိန်မပေးနိုင်သောကြောင့် ဖြစ်ပါသည်။	၅	၄	၃	၂	၁

၅။	ကျွန်ုပ်သည် အနာဂတ် စီမံကိန်းများ ရေးဆွဲရာ၌ အဖွဲ့ဝင်များ၏ စိတ်ကူးစိတ်သန်းများနှင့် အကြံပြုချက်များအား အမြဲတောင်းခံပါသည်။	၅	၄	၃	၂	၁
၆။	ကျွန်ုပ်တို့အဖွဲ့အစည်း၌ အဖွဲ့ဝင်တစ်ဦးချင်း သို့မဟုတ် အဖွဲ့ဝင် အများစု၏ ထောက်ခံမှုမရှိပဲ မည်သည့်အရေးပါသည့် ဆုံးဖြတ်ချက်မျှ ချမှတ်လေ့မရှိပါ။	၅	၄	၃	၂	၁
၇။	ကျွန်ုပ်သည် ဝန်ထမ်းများအား ဘာတွေလုပ်၊ ဘယ်လိုလုပ်ဟု ညွှန်ကြားလေ့ ရှိသည်။	၅	၄	၃	၂	၁
၈။	အမှားအယွင်းတစ်ခု ကြုံတွေ့ရသည့်အခါတိုင်း သက်ဆိုင်သည့် စီမံကိန်း သို့မဟုတ် လုပ်ငန်းစဉ်အား မည်သို့အချိန်မီ ပြီးမြောက်အောင် ဆက်လက်ဆောင်ရွက်ရမည့်ကို အဖွဲ့ဝင်များနှင့် အစည်းအဝေးပြုလုပ် ပြီး အကြံဉာဏ် တောင်းခံပါသည်။	၅	၄	၃	၂	၁
၉။	ကျွန်ုပ်သည် အချက်အလက်တစ်ခု အသိပေးလိုသည့်အခါတိုင်း ဖုန်း၊ အီးမေးလ် သို့မဟုတ် မှတ်စုတိုရေး၍ ပေးလေ့ရှိပါသည်။ အဖွဲ့ဝင်များက ထိုသတင်းအချက်အလက်အတိုင်း လိုက်နာဆောင်ရွက်ကြလိမ့်မည်ဟု ကျွန်ုပ်မျှော်လင့်သည်။	၅	၄	၃	၂	၁
၁၀။	တစ်စုံတစ်ယောက် အမှားအယွင်းပြုလုပ်မိသည့်အခါတိုင်း အဆိုပါ အမှား-အယွင်းမျိုး နောင်မပြုလုပ်မိရန် ပြောကြားပြီးရေးမှတ်ထားလေ့ရှိပါသည်။	၅	၄	၃	၂	၁
၁၁။	ကျွန်ုပ်သည် အဖွဲ့ဝင်အားလုံးက စီမံကိန်းများအား မိမိ၏ကိုယ်ပိုင်လုပ်ငန်းသဖွယ် သဘောထားသည့် ပတ်ဝန်းကျင်တစ်ခု ဖန်တီးလိုသည်။ ဆုံးဖြတ်ချက်များအား ချမှတ်ရာ၌ အဖွဲ့ဝင်များအား ပါဝင်ခွင့်ပြုသည်။	၅	၄	၃	၂	၁
၁၂။	ကျွန်ုပ်သည် လုပ်ငန်းနှင့် ပတ်သတ်၍ မည်သည်ကို ပြုလုပ်မည်၊ မည်သို့ပြုလုပ်မည်ကို ဝန်ထမ်းများအား ဆုံးဖြတ်စေသည်။	၅	၄	၃	၂	၁
၁၃။	ကျွန်ုပ်၏ ခွင့်ပြုချက်မရမီ အဖွဲ့ဝင်သစ်များအား မည်သည့်ဆုံးဖြတ်မှု ချခွင့်မပြုပါ။	၅	၄	၃	၂	၁
၁၄။	ကျွန်ုပ်သည် အဖွဲ့ဝင်များအား အလုပ်နှင့်ပတ်သတ်၍ ထားရှိသည့် ၎င်းတို့၏ အမြင်များကို မေးမြန်းပြီး၊ သင့်လျော်သည့် အခြေအနေတိုင်းတွင် အဆိုပါအမြင်ကို အသုံးပြုသည်။	၅	၄	၃	၂	၁
၁၅။	ဝန်ထမ်းများသည် ၎င်းတို့၏ အလုပ်နှင့်ပတ်သတ်လျှင် ကျွန်ုပ်ထက်ပို၍ နားလည်တတ်ကျွမ်းကြသည်။ ထို့ကြောင့် အလုပ်နှင့်ပတ်သတ်သည့် ဆုံးဖြတ်ချက်များအား ၎င်းတို့ဘာသာ ချမှတ်စေသည်။	၅	၄	၃	၂	၁
၁၆။	တစ်စုံတစ်ခု မှားယွင်းချွတ်ချော်သွားသည်ရှိသော် လုပ်ငန်းစဉ်တစ်ခု လွှဲမှားနေပြီဟု အဖွဲ့ဝင်များအားပြောပြီး၊ ကျွန်ုပ်က လုပ်ထုံးလုပ်နည်းသစ်တခု ရေးဆွဲပေးသည်။	၅	၄	၃	၂	၁
၁၇။	အဖွဲ့ဝင်များအား ကျွန်ုပ်၏ လမ်းညွှန်မှုဖြင့် ဦးစားပေးလုပ်ငန်းအစီအစဉ် ရေးဆွဲခွင့် ပြုသည်။	၅	၄	၃	၂	၁
၁၈။	ကျွန်ုပ်သည် လုပ်ထုံးလုပ်နည်းသစ်တစ်ရပ် ချမှတ်နိုင်ရန် အခြားအဖွဲ့ဝင်များ-	၅	၄	၃	၂	၁

	အား အလုပ်တာဝန်များ ခွဲဝေပေးသည်။					
၁၉။	ဝန်ထမ်းများ အလုပ်တာဝန်များအား မှန်ကန်စွာ ဆောင်ရွက်ခြင်း ရှိမရှိ ကျွန်ုပ်က အနီးကပ်စောင့်ကြည့် စစ်ဆေးပါသည်။	၅	၄	၃	၂	၁
၂၀။	အဖွဲ့ဝင်များကြား၌ လုပ်ငန်းတာဝန်ခွဲဝေမှုနှင့် ပတ်သတ်ပြီး ကွဲလွဲနေသည်ရှိ- သော် ထိုအဖွဲ့ဝင်များအားလုံးပါဝင်စေပြီး နာလည်မှုကွဲလွဲနေခြင်းများကို ပြေလည်အောင် ဆောင်ရွက်သည်။	၅	၄	၃	၂	၁
၂၁။	အဖွဲ့ဝင်တိုင်း၌ မိမိ၏အလုပ်တာဝန်ကို ပြဌာန်းသတ်မှတ်ရန် တာဝန်ရှိသည်။	၅	၄	၃	၂	၁
၂၂။	ခေါင်းဆောင်ဆိုသည့် အဆင့်အတန်းကြောင့် လက်အောက်ခံ ဝန်ထမ်းများအ-အပေါ် သြဇာအာဏာ သက်ရောက်နိုင်ခြင်းကို ကျွန်ုပ်သဘောကျသည်။	၅	၄	၃	၂	၁
၂၃။	လက်အောက်ခံ အဖွဲ့ဝင်များ တိုးတက်လာအောင် ကျွန်ုပ်၏ ခေါင်းဆောင်အခွင့် အာဏာကိုသုံး၍ ကူညီပေးလိုပါသည်။	၅	၄	၃	၂	၁
၂၄။	ကျွန်ုပ်၏ ခေါင်းဆောင်အခွင့်အာဏာကို လက်အောက်ခံအဖွဲ့ဝင်များကိုလည်း ခွဲဝေစွဲကိုင်စေသည်။	၅	၄	၃	၂	၁
၂၅။	အဖွဲ့အစည်း၏ ရည်မှန်းချက်များ ပြည့်ဝအောင်မြင်စေရန် အဖွဲ့ဝင်များအား လမ်းညွှန်စေခိုင်းခြင်း သို့မဟုတ် အပြစ်ဒဏ်ဖြင့် ဒိမ်းခြောက်ခြင်း ပြုလုပ်ရန် လိုသည်။	၅	၄	၃	၂	၁
၂၆။	အဖွဲ့ရည်မှန်းချက်များအတွက် နှစ်မြှုပ်ဆောင်ရွက်လိုစိတ် အဖွဲ့ဝင်များ၌ ဖြစ်ပေါ်လာပြီဆိုလျှင် မိမိကိုယ်တိုင် ဦးဆောင်လုပ်ဆောင်ကြလိမ့်မည်။	၅	၄	၃	၂	၁
၂၇။	အဖွဲ့ဝင်များ၌ အဖွဲ့ရည်မှန်းချက်များကို ၎င်းတို့ကိုယ်တိုင် ချမှတ်ပိုင်ခွင့် ရှိသည်။	၅	၄	၃	၂	၁
၂၈။	အဖွဲ့ဝင်များက လုံခြုံစိတ်ချရမှုကို အဓိကလိုလားကြသည်။	၅	၄	၃	၂	၁
၂၉။	အဖွဲ့ဝင်များသည် အဖွဲ့၏ ပြဿနာများအား ဖြေရှင်းရန် ထိုးထွင်းတီထွင် ဖန်တီးဉာဏ် သုံးကြသည်။	၅	၄	၃	၂	၁
၃၀။	အဖွဲ့ဝင်များသည် ၎င်းတို့ကိုယ်ကို ကျွန်ုပ်နည်းတူ ဦးဆောင်ညွှန်ကြားနိုင်စွမ်း ရှိကြသည်။	၅	၄	၃	၂	၁
		၅	၄	၃	၂	၁

ခေါင်းဆောင်မှုပုံစံ စစ်တမ်းမေးခွန်းလွှာ (၂)

အောက်ပါမေးခွန်းလွှာ၌ ခေါင်းဆောင်များ၏ အမှုအကျင့်များကို ဖော်ပြထားသည်။ ဖော်ပြချက်တစ်ချက်ချင်း သေချာစွာဖတ်ရှုပြီး ယင်းဖော်ပြချက်သည် မိမိအတွက်မည်မျှ မှန်ကန်သည်ကို အောက်ပါအမှတ်ပေးစနစ်ကို အသုံးပြု၍ ဖြေဆိုပါ။ ရလဒ်များမှန်ကန်စေရန် တတ်နိုင်သမျှ အရှိ အမှန်အတိုင်းဖြေဆိုပါ။

စဉ်	ဖော်ပြချက်များ	တယ်တော့မှ		တခါတရံ		အမြဲ	
		၀	၁	၂	၃	၄	၅
၁။	ဆုံဖြတ်ချက်ချရာ၌ လက်အောက်ခံအဖွဲ့ဝင်များအား ပါဝင်စေပြီး၊ ၎င်းတို့၏ စိတ်ကူးစိတ်သန်းများနှင့် အကြံပြုချက်များကိုလည်း ထည့်သွင်းအသုံးပြုနိုင်အောင် ကြိုးစားပါသည်။						
၂။	ရည်မှန်းချက် သို့မဟုတ် တာဝန်တစ်ခုပြီးမြောက်ရေး-ထက် ပို၍အရေးပါသည့်အရာမရှိ။						
၃။	တာဝန်တစ်ခု သို့မဟုတ် စီမံကိန်းတစ်ခု အချိန်မီပြီး-မြောက်စေရန် လုပ်ငန်းအချိန်ဇယားကို အမြဲမပြတ် စောင့်ကြည့်ပါသည်။						
၄။	အဖွဲ့ဝင်များအား အလုပ်တာဝန်နှင့် လုပ်ငန်းစဉ်အသစ်-များကို သင်ကြားပေးရသည်ကို နှစ်ခြိုက်ပါသည်။						
၅။	အလုပ်တာဝန်တစ်ခု စိန်ခေါ်မှုကြီးမားလေ ကျွန်ုပ်သ-ဘောတွေ့လေ့ပင် ဖြစ်သည်။						
၆။	အဖွဲ့ဝင်များအား အလုပ်နှင့်ပတ်သတ်၍ အမြဲတီထွင် ကြံဆနေရန် အားပေးပါသည်။						
၇။	ရှုပ်ထွေးခက်ခဲသည့် အလုပ်တာဝန်တစ်ခုကို ပြီးစီးအောင် ဆောင်ရွက်စဉ်၌ အသေးစိတ်ကိစ္စများ လွတ်မသွား-အောင် ဂရုပြုပါသည်။						
၈။	ကျွန်ုပ်သည် ရှုပ်ထွေးခက်ခဲသည့် တာဝန်အတော်များ-များကို တပြိုင်တည်း ဆောင်ရွက်နိုင်စွမ်းရှိပါသည်။						
၉။	ကျွန်ုပ်သည် သင်တန်းပေးခြင်း၊ ခေါင်းဆောင်မှုအတတ်-ပညာနှင့် စိတ်ပညာဆိုင်ရာ ဆောင်းပါးများ၊ စာအုပ်များ-						

	နှင့် ဂျာနယ်များ ဖတ်ရှုရသည်ကို နှစ်သက်ပါသည်။ လေ့လာသိရှိသည်များကိုလည်း လက်တွေ့ပြန်လည် အသုံးပြုပါသည်။						
၁၀။	မှားယွင်းဆောင်ရွက်မှုများအား ပြန်လည်ပြင်ဆင်ရာတွင် ဝန်ထမ်းများနှင့် ဆက်ဆံရေးပျက်ပြားမည်ကို ကျွန်ုပ်မစိုးမစိုးရိမ်ပါ။						
၁၁။	ကျွန်ုပ်သည် အချိန်ကို အကျိုးရှိစွာ အသုံးပြုပါသည်။						
၁၂။	ကျွန်ုပ်သည် ရှုပ်ထွေးသည့် အလုပ်တာဝန် သို့မဟုတ် စံမီကိန်းများ၏ ရှုပ်ထွေးနက်နဲမှုနှင့် အသေးစိတ်ကိစ္စများကို အဖွဲ့ဝင်များအား ရှင်းပြရသည်ကို နှစ်သက်ပါသည်။						
၁၃။	စီမံကိန်းကြီးတစ်ခုကို အဖွဲ့ဝင်များလုပ်ကိုင်နိုင်ရုံ တာဝန်-များအဖြစ် ခွဲခြမ်းပေးသည်မှာ ကျွန်ုပ်၏ အကျင့်ဖြစ်ပါသည်။						
၁၄။	အဖွဲ့ကောင်းတစ်ဖွဲ့ ဖြစ်ပေါ်လာရေးထက် ပို၍ အရေးကြီးသည့်ကိစ္စ မရှိပါ။						
၁၅။	အခက်အခဲ/ပြဿနာများအား ခွဲခြမ်းစိတ်ဖြာလေ့လာရသည်ကို နှစ်သက်ပါသည်။						
၁၆။	ကျွန်ုပ်သည် အခြားသူများ၏ လုပ်ပိုင်ခွင့်နယ်ပယ်များကို အသိအမှတ်ပြုပါသည်။						
၁၇။	အဖွဲ့ဝင်များအား ၎င်းတို့၏ လုပ်ဆောင်ချက် (သို့) အပြုအမူ တိုးတက်ကောင်းမွန်လာအောင် ဆွေးနွေးပညာပေးခြင်းမှာ ကျွန်ုပ်၏ အကျင့်ဖြစ်ပါသည်။						
၁၈။	ကျွန်ုပ်သည် မိမိအလုပ်နှင့် ပတ်သက်သည့် ဆောင်းပါးများ၊ စာအုပ်များနှင့် ဂျာနယ်များ ဖတ်ရှုရသည်ကို နှစ်သက်ပါသည်။ လေ့လာသိရှိလာသည့် လုပ်ငန်းစဉ်-အသစ်များကိုလည်း လက်တွေ့ကျင့်သုံးပါသည်။						

မိမိ၏ အမြင်သဘောထားများကို လွတ်လပ်စွာရေးသားခဲ့ပါ

မိမိတို့၏ အသင်း (သို့မဟုတ်) ခေါင်းဆောင်များနှင့် ပတ်သတ်သော မိမိ၏အမြင်များကို အရှိအတိုင်း (အမှန်အတိုင်း) အောက်ပါ နေရာလပ်များတွင် လွတ်လပ်စွာ ရေးသားခဲ့ပါ။

၁။.....
.....
.....
.....
.....

၂။.....
.....
.....
.....
.....

၃။.....
.....
.....
.....
.....

