

ABSTRACT**A STUDY OF SUCCESSFUL VERSUS EFFECTIVE MANAGERS IN THAI ORGANIZATIONS: A COMMUNICATIVE APPROACH****by****Chatchada Kamondetdecha**

This study is aimed at exploring the communication characteristics of “successful” versus “effective” managers in the Thai organizational context. The study was intended to answer three research questions which concentrated on (a) the communication characteristics associated with successful and effective Thai managers, (b) the communication characteristics related to successful but ineffective Thai managers, and (c) the communication characteristics of effective but unsuccessful Thai managers. In an attempt to answer the three research questions, data were collected from one hundred and eighteen members in three Thai organizations through a self-reported questionnaire. After completing the questionnaire, fourteen research participants were invited to provide additional information in interview sessions. Results reveal that the characteristics of successful managers are not clearly distinctive from those of effective managers in the Thai organizational context. Specifically, successful and effective managers possess good communication and social skills. Successful but ineffective managers are perceived as having good relationship with people inside as well as outside the organization, but not always giving credit to others when presenting their task accomplishment. Last, effective but unsuccessful managers are perceived as possessing abilities to provide accurate task-related information, and explain job procedures to subordinates clearly.