Peaceful Innovation: Personality Analysis by Face Decoder for Empowering of the Department of Women's Affairs and Family Development[*]

[1]Dhanabongkoch Siripattkitti, Khanthong Wattanapradith
and Phrakhupalad Adisak Vajirapañño

Mahachulalongkornrajavidyalaya University, Thailand.

[1]Corresponding Author's Email: Siripattkitti.d@gmail.com

Abstract

The objectives of this research article are twofold: first, to examine the problem situation, requirements, theoretical concepts, and Buddhist principles that support the improvement of leadership potential by analyzing personal images through facial coding of leaders in the Department of Women's Affairs and Family Institution; Second, to research and propose innovations in the analysis of personal photos using facial coding in order to strengthen the leadership capacity of To achieve these objectives, a mixed-methods strategy was taken, specifically an exploratory sequential design. This entailed conducting in-depth interviews with 15 heads of units from the Department of Women's Affairs and Family Institution. Holding focus group conversations with 8 specialized experts selected using purposeful sample criteria, conducting experimental training sessions for 24 leaders and networks, and evaluating performance using a leadership potential evaluation. A statistical t-test was performed, along with participant observation and reflective thought.

The research findings revealed that various difficulties at the Department of Women's Affairs and Family Institution must be addressed to increase leadership potential. These include centralized personnel allocation, which causes a mismatch between abilities and tasks, uneven job distribution among leaders, a lack of knowledge of individual differences, and poor leadership communication skills. To overcome these challenges, individuals must engage in self-development, be open to learn, and use their experiences in accordance with current theoretical conceptions. This includes comprehending individual diversity in personal images from Eastern and Western viewpoints, as well as transformative leadership communication and ethics. Furthermore, leadership potential is developed using face coding analysis innovation, which includes a two-day interactive training curriculum and three weeks of leadership development activities. Self-awareness, facial expression decoding for personal image analysis, ethics in leadership communication skill development, usage of facial coding analysis tools (Face Decoder), and leadership for organizational peacebuilding are among the topics covered in the program. The experimental results showed a statistically significant rise

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in leadership potential enhancement scores using face coding analysis, with the post-experimental mean score significantly higher than the pre-experimental score at a significance threshold of 0.05 (t = -6.57). As a result of the study, the G.R.A.C.E LEADERSHIP COMMUNICATION MODEL and the T.C.P Model were identified as valuable insights for improving leadership communication and competency.

Keywords: Physiognomy; Personal Assessment Tool; Innovation; Face Decoder; Transformational Leadership; Leadership Communication

Introduction

Analyzing personal images is an essential skill for organizational leadership, particularly in the context of change leadership in rapidly evolving societies. This skill encompasses technological advancements, effective communication, confidence-building, and fostering social cohesion. Change leaders play a pivotal role in guiding organizations through transformative processes. According to Bass, and Avolio's (1994) theory of change leadership, Individualized Consideration (IC) is crucial. This approach involves leaders treating each follower as unique, valuing their contributions, and providing opportunities for growth and development. By recognizing and appreciating individual differences, leaders empower followers to leverage their strengths, maximizing their potential. Consequently, the ability to analyze personal images significantly impacts leadership in change initiatives, enhancing communication skills for persuasion, information presentation, and conveying messages effectively amidst significant organizational transformations.

Personal image analysis helps leaders understand their followers' needs and aspirations, leading to innovation and corporate success. Understanding diverse personalities is crucial, as personal image reflects behavior. This draws from psychological theories like Freud's, emphasizing the subconscious in shaping personality. Buddhist philosophy links personality to ethics, according to Phra Bhramagunabhorn (P.A. Payutto) (2016).

Personal photo analysis techniques often involve tests, but may be affected by language barriers and stress. Users must interpret results based on specific criteria, which may not fully capture their identity. In character analysis, the Six Temperaments (Jarita) include lustful, hating, misguided, faithful, intellectual, and speculative types. These temperaments, according to Phra Sorapong Paññātarō (Jullapho) (2018), explain virtuous actions in individuals based on Buddha's coordination theory.

Researchers aim to develop non-judgmental tools for personal image analysis, like the Face Decoder, which combines physiognomy with Buddhist insights. This tool helps leaders quickly analyze behavior, thoughts, and emotions by observing facial characteristics, aiding in persuasion and conflict management. Western scholars are exploring its potential, as seen in Tidball, Prabhala, and Gallimore's (2006) study, "Making Faces: Exploring Perceptions of

Personality Based on Emotional Expressions," investigates how facial expressions influence personality perception, focusing on emotions and traits from the Big Five Factor model. This interdisciplinary approach, merging Western psychology with Buddhist concepts, can enhance leadership tools for better individual care and organizational effectiveness.

The study focuses on the Department of Women's Affairs and Family Institution, which plays a crucial role in gender equality, rights protection, and social issues. The department partnered with Chulalongkorn University to integrate Buddhist peace principles into addressing social violence. The researchers' study, part of a Ph.D. program in Peace Studies, explores innovative techniques for analyzing personal photos using facial recognition technology to enhance the department's leadership capabilities.

Objectives of the Research

1 . To examine issues and principles for evaluating self-representations to strengthen leadership in the Department of Women's Affairs and Family Institution.

2 . To develop innovative facial recognition techniques for analyzing personal images to enhance leadership competencies in the Department.

These objectives aim to explore leadership development, integrate Buddhist principles, and create facial recognition tools to improve leadership capabilities.

Research Methodology

This study employs a mixed-methods research design, specifically an exploratory sequential design, following the standards established by Tashakkori and Teddlie, Johnson, and Christensen. It incorporates both qualitative and experimental research methods, which include the following:

1st Step: papers and theories on analyzing personal images to enhance leadership skills are examined and evaluated. The review encompasses: Understanding the fundamental nature and significance of leadership, Leadership potential, Decision-making and team management challenges, Western-based psychological personality analysis theories, Physiognomy, The Six temperament moral principles (Jarita), Facial recognition technology (The Face Decoder) for assessing personal images. The goal of this phase is to establish a conceptual framework and develop research tools.

2nd Step: Conduct qualitative research through semi-structured, in-depth interviews. The sample for this study is divided into two groups: department heads and members of the leadership network inside the prominent Department of Women's Affairs and Family Institution, totaling seven people, and an expert panel of eight. Key informants are carefully chosen by purposeful sampling, with a focus on those with competence in leadership development, moral principles, and personality analysis, as well as at least ten years of experience as department heads. The Index of Item Objective Congruence (IOC) is used to

assess the quality of the research instrument, and it is evaluated by five experts with an IOC value of 0.80.

3rd Step: entails gathering data through lengthy interviews and document analysis to create a leadership program that incorporates advanced facial image analysis technology. The curriculum is validated through Focus Group Discussions with seven experts in diverse organizational management and human resource sectors. Pre-post testing, Cronbach's alpha reliability evaluation, and Corrected Item-Total Correlation (CITC) are among the outcome analysis approaches used to examine individual item discriminant power. The Human Research Ethics Committee of Mahachulalongkornrajavidyalaya University, Research Institute for Buddhist Studies, confirmed the dependability coefficient of 0.819 after rigorous testing on a sample group resembling the initial 50 persons, under registration number W.465/2566.

4th Step: Develop a Face Decoder tool in Google Sheets and test its functionality using the principles learned in the instructional program on cutting-edge methodologies for analyzing facial images via face decoding, with the goal of empowering leaders at the Department of Women's Affairs and Family Institutions.

5th Step: Data collection and evaluation. In quantitative analysis, pre- and post-experiment findings are compared using descriptive statistics such as mean percentage and standard deviation, as well as inferential statistics such as the t-test. Interpretive approaches are used to analyze qualitative data.

6th Step: involves summarizing and discussing data using an interpretative approach.

Research Results

Objective 1: The issue at hand involves the inability of Department of Women's Affairs and Family Institutions executives to select their own teams due to governmental regulations. Despite their exceptional skills and alignment with organizational aims, team members may lack job-specific skills due to the Civil Service Commission's hiring procedures. This necessitates time-consuming training and development efforts. Improper workload distribution resulting from urgent tasks often leads to subpar performance. Leaders are well-informed about their field but struggle with staff management, particularly in interpersonal interactions, leading to biases, unfair treatment, and workplace tension. Additionally, leaders' inadequate self-analysis hinders personal development and effective communication. Transformative leadership is advocated to address these challenges, utilizing the SOAR analysis framework to assess strengths, opportunities, aspirations, and expected outcomes.

Strengths: Despite lacking autonomy in team selection, leaders at the Department possess exceptional skills and consistently achieve organizational objectives. Although team members may lack specific skills, their expertise enables them to effectively identify and address challenges.

Opportunities: Leaders are committed to finding solutions and are receptive to learning new strategies to enhance teamwork and productivity. They are particularly interested in leveraging individual and group personality assessments for development.

Aspirations: The aim is to foster collaborative and harmonious work environments, characterized by acceptance, understanding, and an absence of conflict.

Results: Utilizing self-analysis tools and supporting team members' development fosters improved interpersonal interactions, marked by effective communication and swift behavioral adjustments. This approach represents a transformative leadership breakthrough, fostering long-term attitudinal and intellectual changes.

To enhance leadership skills, this study developed a personality analysis tool that integrates principles from three distinct psychological approaches: Gestalt psychology, Western psychology, and Buddhist mindfulness. Gestalt psychology contributes by focusing on facial and bodily characteristics to predict personality traits. This approach emphasizes visual features, allowing for rapid and accurate assessment without the need for formal testing. Western psychology, on the other hand, employs standardized evaluation methods such as DISC, Enneagram, and Satir. These methods emphasize the acquisition of skills in voice analysis, expression interpretation, and facial recognition over time. The Buddhist mindfulness approach, particularly concepts rooted in the Enneagram, promotes self-reflection. It incorporates principles such as enlightenment, faith, righteousness, wrath, ignorance, and desire. These concepts aid in understanding individuals' preferences and mental states. By integrating these diverse psychological perspectives, the tool aims to provide a comprehensive approach to personality analysis, thereby enhancing leadership capabilities within the organization.

Objective 2: Creation of the Face Decoder Tool.

The development of the Face Decoder tool aims to analyze the behavioral manifestations of the Big Six personality traits and their correlation with specific facial codes. This process involves several key steps:
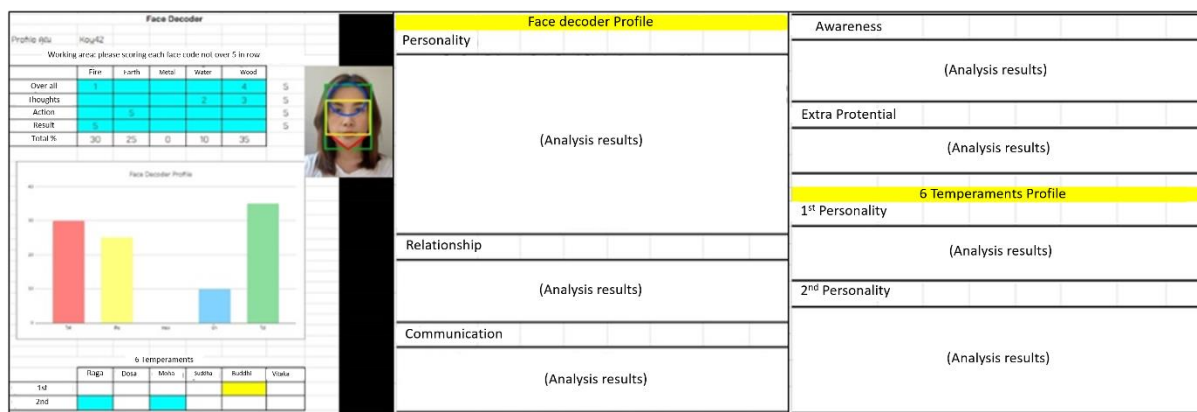
1. Behavioral Configuration Analysis: Each Big Six behavioral configuration is systematically broken down into non-repetitive sub-behaviors, with a minimum of 25 sets of behaviors for each trait.

2. Facial Code Correlation: These behaviors are then compared to the Face Decoder code to determine corresponding facial codes. Each combination of actions is limited to a maximum of two facial codes, with behaviors encoded into more than three facial codes considered ambiguous.

3. Profile Creation: The results are used to create a comprehensive Big Six X Face Decoder Profile, highlighting the facial codes associated with each personality trait.

4. Trait Identification: Facial code configurations representing over 20% of the Face Decoder's five facial code patterns are selected, indicating traits consistent with the associated facial code configuration.

5. Validation: A preliminary study demonstrates behavioral patterns similar to the face codes within these features.

6. Visual Representation: To illustrate the relationship between the Big Six temperament (Jarita) and the Face Decoder facial codes, a concise summary table is developed.

This methodical approach ensures a robust and comprehensive tool for analyzing personality traits through facial features, providing a novel method for leadership development and interpersonal understanding.

Create a tool to evaluate the Face Decoder's facial codes, categorizing them into five distinct patterns and four independent components. Because people's face characteristics might vary, it is critical to examine each component across all five patterns. The proportionality concept guarantees that assessment findings correspond to profile proportions that resemble the behavioral patterns of the Big Six temperament (Jarita). Create an evaluation table in which each assessment, encompassing strengths, thoughts, actions, and outcomes, can receive a maximum of five points individually. After the assessments, transform the ratings into profile proportions for each person, emphasizing their distinguishing features.

Image 1: Creating a table to evaluate the Big Five Face Code
and the Big Six Temperament (Jarita).

Mapping rules are created by integrating and assessing two models. If a score exceeds 20%, the Big Six X Face Decoder Mapping table shows "YES". A score of 0% to 20% is tagged "MAYBE" in the table. If there is no score, the table will display "FALSE". The association between the Face Decoder facial codes and the Big Six temperament (Jarita) is then evaluated to determine the individual's behavioral characteristics and provide an interpretive profile.

Image 2: Results sheet of the evaluation from the Face Decoder tool.

Since its inception, researchers have found that the tool can generate approximately 7.9 trillion profiles, each representing unique behavioral and psychological patterns, through repeated rounds. Leaders from the Department of Women's Affairs and Family Institutions are honing their leadership abilities at a two-day training on mindful face analysis.

An instructional design was created for the "Training Program on Innovative Techniques for Analyzing Facial Images via Face Decoder to Develop Leadership Potential of Department of Women's Affairs and Family Institutions Leaders." This program brought together 24 professionals, including department heads and network leaders, all with at least ten years of experience. The quantitative evaluation used the Face Decoder facial image analysis skill assessment tool, as well as leadership trait analysis in individual team assessments. The evaluation process included pre- and post-experiment assessments, participation and skill observations, as well as individual and group work assignments, with the After Action Review technique encouraging reflection.

The two-day interactive session lasted 12 hours in total. Day 1 consisted of three six-hour courses: 1) Self-awareness as a foundation, 2) Face Decoding to Understand Others, and 3) The Big Six Personality Traits and Leadership Communication Skills. Day 2's training included two six-hour modules: 1) Leaders of Change: Promoting Organizational Peace and Happiness; and 2) Peace Assessment: Using Face Decoder facial image decoding technology. Throughout the program, participants engaged in hands-on activities such as group discussions, practical exercises, application exercises, and mentorship, with a focus on learner-centric methodologies and active learning.

Table 1 Compares the overall mean leadership capability development for leaders at the Department of Women's Affairs and Family Institution before and after using the mindfulness-based face decoding personality analysis tool trial.

n=24

Competency Development	Before		After		t	Sig.
	$\overline{X}$	S.D.	$\overline{X}$	S.D.		
Leadership Development Using Face Decoder for Personality Analysis	3.45	0.06	4.31	0.49	-6.57	.000

*p<0.05

The experimental results showed a statistically significant rise in leadership potential enhancement scores using face coding analysis, with the post-experimental mean score significantly higher than the pre-experimental score at a significance threshold of 0.05 (S.D.=0.49, t = -6.57).

Table 2 Compares the individual average leadership competency development for each leader in the Department of Women's Affairs and Family Institution before and after testing a face decoding personality analysis tool based on mindfulness innovation.

n=24

Competency Development	Before		After		t	Sig.
	$\overline{X}$	S.D.	$\overline{X}$	S.D.		
1. Increased self-awareness and understanding of the leadership role and responsibilities.	2.5	0.9	4.1	0.5	-8.18	.000
2. Proficiency in utilizing facial decoding tools for analyzing individual facial expressions.	4.0	0.6	4.4	0.6	-2.67	0.014
3. Effective utilization of facial decoding tools for team management purposes.	3.8	0.7	4.2	0.5	-2.93	0.008

*p<0.05

The experimental results showed a statistically significant rise in the individual average leadership competency development for each leader in the Department of Women's Affairs and Family Institution with the post-experimental mean score significantly higher than the pre-experimental score at a significance threshold of 0.05 (no.1= S.D.=0.5, t = -8.18), (no.2= S.D.=0.6, t = -2.67), (no.3= S.D.=0.5, t = -2.93)

The seminar covers five interactive modules: 1) self-awareness; 2) face decoding and personality analysis; 3) the Six temperaments (Jarita) and leadership communication development; 4) Peace Assessment using the Face Decoder tool for personality profiling; and 5) Leaders of Change promoting workplace happiness and peace. Experimental results (Tables 1 and 2) indicate significant statistical differences at the 0.05 level between pre- and post-seminar leadership capability development for participants utilizing the face decoding personality analysis tool based on mindfulness innovation.

Qualitative Data Analysis. Leaders from the Department of Women's Affairs and Family Institution underwent training in a mindfulness innovation-based face decoding personality analysis tool for leadership development, yielding positive outcomes. The analysis indicated enhanced accuracy, facilitating quicker comprehension of each individual's personality, especially for those unfamiliar with the tool. Results notably improved for individuals already acquainted with it. There were noticeable enhancements in planning, task assignment, and communication skills. Additionally, attitudes and personalities displayed clear signs of personal development.

The New Body of Knowledge

The research findings, integrated into the framework of transformational leadership theory-based leadership development, highlight the importance of cultivating management and personality traits to nurture relationships conducive to a positive work environment and successful outcomes. Consequently, researchers formulated a leadership communication model combining Dr. Marshall Rosenberg's nonviolent communication theory with ethical speech principles, including honesty, eloquence, compassion, utility, and appropriateness (2015), resulting in the G.R.A.C.E. LEADERSHIP COMMUNICATION paradigm.
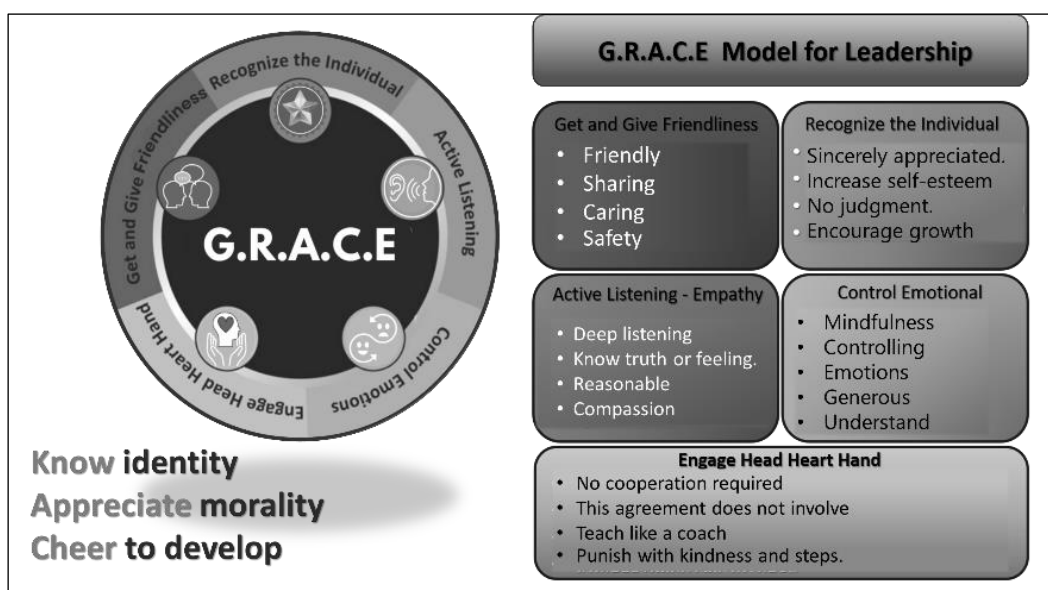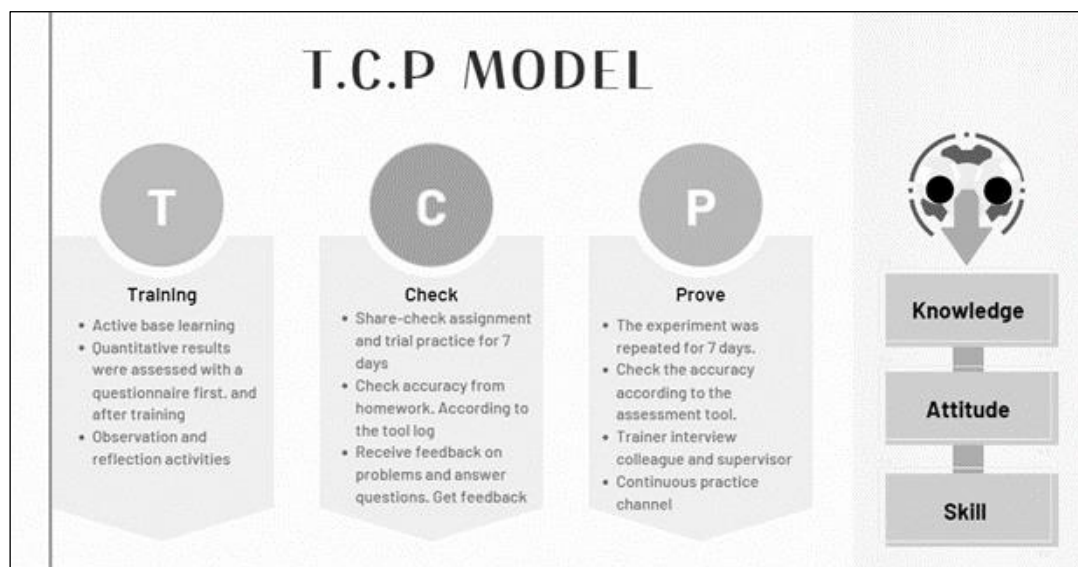

Image 3: G.R.A.C.E Leadership Communication

G: Get and Give Friendship. Establish links by being transparent and cultivating relationships, so that everyone believes they can rely on the leader. **R Recognize the Individual** Individuality must be remembered and understood, unique growth valued, and distinctions recognized in order to respect and protect each person's dignity and feeling of worth. **A: Active Listening and Empathy Effective listening** involves discriminating between fact and bias in order to provide accurate, focused teaching, stimulation, and counsel. **C Control your emotions.** Genuine inner desires can be exposed through openness in seeing and communicating sensations, which is enabled by emotional management and judgment abilities. **E: Engage your head, heart, and hands** Encourage participation at all levels, from asking to agreeing, and demonstrate empathy, accountability, and understanding.

According to David C. McClelland's 1973 description, the competency enhancement component of the Face Decoder tool comprises three elements: skill, knowledge, and attributes/behavior. The T.C.P. Model for driving competency involves training to reinforce classroom-taught knowledge, followed by monitoring experiments or practical applications to assess skill development effectiveness. Finally, monitoring outcomes and adjustments made by the application aim to develop traits or habits.

Image 4: T.C.P Model - Competency Driving Model

Discussion of Research Results

From the research result of the 1st objective, it was found that the issue at hand involves the inability of Department of Women's Affairs and Family Institutions executives to select their own teams due to governmental regulations. Despite their exceptional skills and alignment with organizational aims, team members may lack job-specific skills. Leaders must develop the capabilities of their teams to ensure the success of their endeavors. This necessitates an understanding of individual differences and proficiency in communication skills

to effectively stimulate development. Through training and testing, participants demonstrated a keen interest in enhancing their leadership skills, particularly in self- and team-development through the use of face decoding to assess distinct personalities. They acknowledged the significance of interpersonal relationships in achieving work success, aligning with Bass, and Avolio's (1994) Improving organizational effectiveness through transformational leadership, definition of transformational leadership, which emphasizes individualized concern. This underscores the importance of personal development, consideration of personality, sincerity in interactions, genuine interest, and one-on-one mentorship in leader-follower relationships within organizations, fostering a culture of teaching and learning.

Self- and team development align with the Six Temperaments (Jarita), representing the natural mental states of humans: lustful temperament (Ragajarita), hating temperament (Dosajarita), deluded temperament (Mohajarita), faithful temperament (Saddhajarita), intelligent temperament (Buddhijarita), and speculative temperament (Vitakajarita) according to Phra Sorapong Paññātarō (Jullapho). (2018) A Study of Personality according to Six Intrinsic Natures of a Person. Integrating Buddhist mindfulness principles into leadership skill development involves assessing individuals' feelings and sentiments through speech, observation, and nonverbal cues. Compared to traditional approaches, this promotes acceptance, trust, and voluntary cooperation more effectively in instructional design, communication, and personal and situational leadership development. In terms of learning, it was discovered that employing the Face Decoder tool enhanced both interest in and desire for skill development. Experiential learning activities enabled trainees to apply face decoding skills more quickly and efficiently while relying less on technology. Once these skills have been established through practice, they can be employed automatically without the need for testing; analysis can be done in an instant by merely viewing faces.

From the research result of the 2nd objective, it was found that the Face Decoder tool is exclusively designed for self-evaluation and assessment. It is a learning-by-doing strategy that is consistent with the Deweyian educational philosophy according to Thomassen, and Jørgensen (2021) John Dewey and continuing management education: problem-based learning for organizational sustainability, which encourages the development of active learning processes that highlight learners' abilities.

Training participants using the Face Decoder tool observed a 75% improvement in reflection accuracy on average. Accuracy can exceed 90% with proper analysis, reflecting the concept of learning for change, which necessitates action for learning. Applying this knowledge to self and team development, trainees demonstrated increased self-awareness and understanding of team members, leading to immediate changes such as improved attitudes, perceptions, satisfaction, reduced biases, and enhanced abilities in teaching, persuading, praising, and advising. Over the four-week training and follow-up period, trainees improved task assignment efficiency, achieving satisfactory outcomes and enhancing the working

atmosphere, as witnessed firsthand by the researcher at the Department of Women's Affairs. Emphasizing leadership development through education, practice, and ongoing improvement, the researcher conducted random interviews with trainee teams.

Conclusion

The current issues and needs in enhancing leadership capabilities within the Department of Women's Affairs and Family Institution. Despite possessing high professional competencies, leaders face challenges in personnel management, including bias, lack of flexibility, and insufficient understanding of individual differences, resulting in a tense work environment. Additionally, leaders demonstrate deficiencies in communication skills and self-analysis. Nevertheless, they exhibit a willingness to address these issues and are receptive to novel tools for capacity development. The research proposes that promoting people management skills and utilizing personality analysis tools can foster improved understanding and relationships within the organization, ultimately leading to a harmonious work environment.

This research demonstrates that integrating various concepts and theories can be effectively used to analyze personality and enhance leadership potential. It combines Feng Shui face reading, DISC theory, Enneagram, Satir Model, and the Six Temperaments (Charita 6) from Buddhism. Each approach has its own strengths and limitations. For instance, Feng Shui face reading offers quick analysis but lacks standardization; DISC focuses on work behaviors but may not be comprehensive; Enneagram provides deep insights but requires trust; the Satir Model emphasizes communication and relationships; and the Six Temperaments analyze inner thought processes. By blending these concepts, leaders can analyze and understand their own and others' personalities more comprehensively, leading to improved work potential and more effective team management.

The development of peace innovation in personality analysis using the Face Decoder integrates Feng Shui face reading, modern sciences, and Buddhist peaceful methods. This resulted in a tool for personality analysis, which was tested through a two-day practical training course consisting of 5 main modules to enhance leadership potential at the Department of Women's Affairs and Family Development. The experiment results showed that the average leadership competency scores after the experiment were significantly higher than before. Consequently, the Face Decoder emerged as a new body of knowledge and tool with the advantage of rapid application, eliminating the need for Western psychological personality tests, and offering accuracy without the typical beliefs associated with traditional Feng Shui. Additionally, the research yielded the "G.R.A.C.E LEADERSHIP COMMUNICATION" model for leadership communication and the T.C.P Model for competency enhancement. These can lead to developmental changes in four areas: physical, behavioral, mental, and intellectual, resulting in peaceful and sustainable organizational development. These models can lead to

developmental changes in four aspects: physical, behavioral, mental, and intellectual, resulting in peaceful and sustainable organizational development.

Suggestions

According to the study's conclusions, the following:

1. The suggestions from the research.

To foster competitiveness and resilience in long-term organizational change, companies should promote policies facilitating employee learning and proficiency in face decoding for personal analysis. This approach enhances leadership traits and emphasizes hands-on education to bolster analytical skills. Encouraging the sharing of case studies and successful tool utilization is essential for improving skill development quality. Continuous examination and evaluation of tool utilization are necessary for long-term success and goal alignment. Increasing awareness of the benefits of workplace connections is crucial for promoting understanding, cooperation, and harmony.

2. The Suggestions for future research.

Future studies, as suggested by the researchers, should concentrate on enhancing skills and applying instruments to a broader spectrum of target groups. Potential target groups include human resource specialists for hiring decisions, conflict resolution experts, sales professionals, life coaches, psychologists, and educators for lesson plan development.

This research not only introduces innovative techniques for personality analysis but also carries societal implications that foster peace and well-being. It promotes peace at both individual and societal levels, emphasizing relationship management rooted in an understanding of human differences, blending Buddhist ethical concepts with other disciplines. These findings hold promise for further refinement and application across various sectors, such as communication strategies and psychology, adapting to contemporary trends. Ultimately, this can lead to lasting positive outcomes, aiding in the prevention and resolution of real conflicts.

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