Abstract

This study was aimed at researching the impact of the organization development interventions on strength-based leadership behaviors of team leaders in order to support the strategic objectives of organization; developing a capable workforce, winning in the market, and creating an ability to capture rising opportunities as associated with the aging population trend in Thailand.

The theoretical framework of leadership construct for this action research used the five practices of exemplary leadership as researched and developed by Kouzes and Posner: challenging the process, inspiring a shared vision, enabling others to act, modeling the way, and encouraging the heart. These five practices are regarded as strength-based leadership behaviors and share similar characteristics with culture competencies of the focal organization in this study. Both quantitative and qualitative methods were utilized. The research instruments were the Leadership Practices Inventory (LPI) and the structured-interview. Quantitative data was used to examine the change in level of the team leaders' strength-based leadership behaviors and qualitative data was used to examine the impact of the team leader's strength-based leadership behaviors on their team members. Two statistical tools (arithmetic mean and paired sample t-test) were utilized in this study.

The data collected confirms that after the organization development interventions, there was a change in level of the strength-based leadership behaviors of team leaders. It also reflects that these changes had resulted in an impact on their team members, suggesting that when team leaders practiced strength-based leadership behaviors, team members perceived.

This research has responded to the organization's needs of developing leadership skills within its workforce. While findings supported the research objectives and approved the hypotheses, the organization also strives for sustainable behavioral change, which will require further action. This next step will help create truly effective team leaders who can make a greater impact in the long run.

Keywords – Strength-based leadership behaviors, Effective leader, Organization development interventions, Change, Impact.