

Abstract

With the changing business environment, all the companies should remain dynamic and competitive in order to survive in the market. Most of the organizations that have failed in the current situation are lacking the proper leadership capabilities in their specific organizational environment. Since businesses need changes for continuous development to satisfy the unlimited needs of customers, so people in organizations have to deal with all the challenges which require the leadership principles.

Top management of King Line Co., Ltd. had seen this challenge and announced the policy in creating the new working culture. The company was on the stage of growing and changing in sale volume, number of employees, working system, structure, etc. The standard of work was improved by certifying ISO 9001 version 2000. This program affected the whole company as well as the cooperation with customers. So the company had decided to improve the leadership capabilities of management team by using a consulting firm to conduct the leadership development solution programs. The researcher decided these programs on the basis of the organization status quo and conducted them as an OD Intervention programs to help the organization improve in the overall performance via the helping management team to increase their leadership potential.

This research concentrated on the evaluation of OD intervention or post ODI after taking the leadership development programs from last year (2003). The results of such programs were positive. All the managements were committed to implement the capabilities to apply in the organization. Anyhow, the results of the research after 1 year

of training showed that the management have got a little improvement on personal and interpersonal leadership capabilities. However, managerial and organizational leadership capabilities have decreased.

Another research was concerned with the perception of leadership capabilities between managements and employees of King Line. The researcher found that there were different perceptions between these two parties. Most of the perceptions of employees were lower than the management's perception while the largest gap started from personal, to interpersonal, to managerial and the smallest gap was in the organizational leadership capabilities.

This research reflected the company's strategic planning on leadership development. The company should start to be aware of the importance of leadership in their management team. All the investments on people development have to be measured by the specific results including the follow up plan after the intervention. The researcher also gave the ODI recommendations after this post ODI. The recommended ODI are renewal sessions for past trainees, setting up leadership club, opening effective feedback channel, working process and system development plan, setting up win-win agreement, and the effective communication program and making the right decision program.