

Abstract

Leadership in the organization is one of the key success factors of modern companies especially during the fast pace of business and technology disruption nowadays. As an organization become larger in product and service offerings together with more complexes in organization management and cultural aspects, it is widely accepted about increasingly important of core leadership capacity and organization commitment.

Based on organization diagnosis through (1) the SWOT analysis, (2) the STAR model and (3) the Adizes corporate lifecycle theory and (4) Preliminary research, this organization development (OD) research intends to strengthen core leadership capacity and organization commitment in “AAA Realty Company”, the selected leading real estate company in Thailand. Core leadership capacity consists of five sub-dimensions; (1) setting goal, (2) aligning resources with priorities, (3) using data, (4) promote collaborative learning culture, and (5) engaging in courageous conversation.

This study employed organization development interventions (ODIs) as the main tool for this action research which comprised of three phases of research; (1) Pre-ODIs, (2) ODIs, and (3) Post-ODIs. Participants of this study included all staff in the selected company that comprised of 4 top management, 16 middle management and 40 marketing, accounting, human resource, IT, customer service, and sales executives. The series of workshops, training sessions and collaboration activities were implemented companywide for 6-months period during September 2016 until March 2017.

The ODIs has improved all dimensions of core leadership capacity and organization commitment between Pre-ODIs and Post-ODIstested by paired sample t-test. Moreover, Pearson analysis reveals the statistical significant relationship between core leadership capacity and organization commitment.

This OD research recommends several areas to be focused for continuous development on core leadership capacity and organization commitment. Creative design activities are important tools to allow opportunities to practice core leadership capacity in all dimensions. The company should be concerned and aware of commitment of employee in each function which could lead to well-design activities to enhance their commitment positively such as teambuilding

and sharing goal communication. Finally, future OD research should be further explored about developing robust core leadership capacity in another industry or in different cultural context.

