

Abstract

To drive the business growth of CNT Company, the CEO determined that the business direction should be to double the size of the Consumer Lines Business in the next five years. Agency distribution is one of the core distribution channels for Consumer Lines with high potential for growth. The most challenging task was to elevate the Agency Team's performance. The researcher proposed the concept of a learning organization to transform the teams into a high performance teams (HPT). To study HPT development, the researcher used learning organization building blocks as core tools. Action Research methods and Organization Development Intervention (ODI) were also used. Research results showed the development of learning organization building blocks supported HPT development. Further, the supportive evidence included both quantitative and qualitative data analysis. The research results demonstrated positive relationship patterns between the building blocks and each HPT behavior, which provided an understanding of the impact of building blocks on HPT behavior development in each category. The research outcomes also revealed the positive impact of HPT behavior on productivity.

