Editorial

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Welcome to this issue of the ABAC ODI Journal Vision. Action. Outcome. This issue consists of eleven articles and a book review on a broad range of topics related to organization development (OD) and change with a focus on applying organization development interventions (ODI). Those in the OD, change, human resource (HR), management, leadership, and strategy fields who want to learn to understand how to make a positive difference in the lives and productivity of organization members because it impact organization performance – should read this issue. This issue examines research on a broad range of OD and change related themes. It includes: (1) Cutting-edge research on OD or related topics, (2) Design of sustainable organizations, (3) Impact of creativity, (4) Tools for leading and managing change, (5) Research-based case studies in OD, (5) Innovative practices in OD or related fields; and (6) Cross-cultural applications of OD. All of these topics are addressed in this issue.

Bruce Hanson's article on "Designing Sustainable Organizations" offers insights and recommendations to develop a sustainable organization. By sustainable, it means to focus on the economic, environmental, and social aspects of an organization from a design perspective. Hanson highlights the implications for organizational design from the traditional organizational charts to the more dialogical approaches of OD such as storytelling and ability to address the human element in organization design with a long-term orientation.

The article by Ray Clapp entitled "The Creativity Continuum and Some Organizational Implications," explores the constant push for organizations to be creative and innovative but from a rich diversity style that leads to increased organizational performance. After introducing the importance of one's mental model, the article explores creativity from an individual perspective to social perspective on how it impacts organizational culture and change. The author concludes that diversity can help build organization's creativity that can lead to strong cultures and positive performance.

Maria Socorro Cristina L. Fernando's article entitled "Leading and Managing Change in Organizations," examines the priorities and tools available for OD practitioners based on a new OD index. The 46 respondents were OD experts representing 22 countries and diverse job positions. The study summarizes the current organizational issues and priorities today in which over 54% are leadership and management related. The focus is on creating a sustainable organization, and this article also brings in the importance of creativity as the prior case study.

The case study of Nuchanath Aumpradithpun and Salvacion Villavicencio entitled "The Initial Impact of OD Intervention on Transformational Servant-Type Leadership and Organizational Effectiveness in the 21st Century" focuses on the leadership style and

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performance in an international Christian humanitarian organization to better understand its performance from a servant-type holistic leadership model and the Whole Brain Literacy (WBL). As the authors point out, the outcomes demonstrate that the combination of these two models is aimed at creating larger systemic changes in organizations. Both researchers and practitioners can benefit from understanding how an organization that identifies and works from its value system, mission, and vision can create a unique brand to best serve its stakeholders.

The article of Pirata Phakdeesattayaphong and Sming Chungviwatanant entitled "The Impact of ODI on Employee Engagement through the Improvement of Job Resources" explores the fact that to gain a sustainable competitive advantage for the organization, it requires employee commitment and support to accept and best implement new technologies and strategies. The study results offer two major contributions: (1) job resources and employee engagement can be increased via the right ODI, and (2) organizations that invest in job resources can have a positive influence on employee engagement, which suggests unrealized opportunities for leveraging and developing human capital and sustainable organizations.

Sinchai Luesukprasert and Sirichai Preudhikulpradab's article entitled "Understanding the Impact of ODI on the Interpersonal Skills of the Managers and its Effect on Subordinates' Role Commitment?" uses a case study approach based on 15 managers and 165 subordinates, the authors demonstrate how strong interpersonal skills can positively impact all areas in an organization. This study is a possible starting point for organizations that operate in a labor intensive environment to understand the implications of interpersonal skills on employee commitment.

The case study by Joseph Purayidathil and Salvacion Villavicencio, "Enhancing Work Environment and Working Relationships for Employee Retention" in a Project Management division of an organization has demonstrated that the impact of ODI can positively influence employee and employer relationships that result in employee retention.

Four articles on Strengths-Based Interventions are featured in this issue. These have been presented in the ABAC ODI SOAR Summit 2013 held at Assumption University Suvarnabhumi Campus, Bangkok, Thailand in November 22-23, 2013. The article "SOARing towards Positive Transformation and Change" by Jacqueline M Stavros and Matthew L. Cole comprehensively presents the SOAR framework and introduces the SOAR Profile, "a new instrument designed to measure and understand one's natural strategic thinking capacity. Three other articles are case studies using Appreciative Inquiry as applied in various focal systems : "Organization Development Consulting from Inside-Out: A Case of Talent Development Program of One I.T. Company by Pinyo Rattanaphan; " The Emergence of Appreciative Leadership in Thailand" by Adchariya Auppakarakul; and "A Candlelight for Enhancing Employee Engagement and Quality Customer Service" by Palakorn Limsatitpong.

Taken together, the articles in this issue cast a broad net to demonstrate how researchers are examining change in today's organizational settings in a global environment as it relates to building sustainable organizations through Organization

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Development Interventions (ODI) and Whole Brain Literacy (WBL). Those organizations that have a positive focus on a triple bottom line – that is considering how business models support economic, environmental, and social factors in its design – are creating sustainable organizations that serve its mission and stakeholders. The issue also provides an international forum for the sharing of original research for the benefit of the academic, for-profit, and non-profit organizations as well as those engaged in ODI that promote positive change.