

Editorial

Welcome to our first issue for 2016. In this issue, we span the globe with articles that showcase the efforts of various researchers on the topics of change and organization development.

Dudley Lynch wrote an article *“Bullet Brain, Liquid Soul: A New Metaphor and a Strategy for Empowering Your Humanity and Improving Your Results”* which explains the basis for, and provides a general overview of, what has been styled “the dolphin mindset” in formal OD, HRD, creativity research and training circles as well as general business media outlets.

The article *“Organization Citizenship Behaviour Path Analysis: Justice, Trust, Satisfaction and Commitment”* by Kittiwat Watcharachatchawan and Peter Steane, PhD provides an understanding of the relationship between these variables and how this relationship contributes to change in organization citizenship behavior. It also discusses its usefulness as a tool for organization development and business practitioners in understanding the change in behaviour in organization development.

The article *“Cultural Intelligence of SME’s Leaders involved in Internationalization Processes”* by Claus Schreier, Prof. Dr. rer. pol. and Luca Macchi. The article clarifies SME decision makers’ cultural intelligence profile and indicates that people who are involved in internationalization decisions demonstrate a significantly higher level of cultural intelligence.

The article by Arlene Scott, Ph. D on *“Using Large-Scale Change Methods to Accelerate Health Improvements in the United Kingdom”* describes how the Academy for Large-Scale Change (ALSC) offered a fresh approach to large-scale change methods that enabled leaders to make rapid progress in the skills they need to achieve health improvements and to successfully implement large-scale change (LSC) projects.

Somyot Kaenhin and Adarsh Batra, Ph.D. contributes the article *“An Exploratory Study on Tourism Authority of Thailand Organizational Image Attributes”*. The article identified the attributes that construct the Tourism Authority of Thailand’s (TAT) organizational image and explored the current positioning of each attribute. The result the showed all attributes have a significant difference and implies that TAT has room for improvement its performance in all attributes.

Three articles on leadership and change at the business, educational, societal levels are featured:

“Shifting From Transactional Leadership (T2) to Transformational Leadership (T3) Behavior with a Full Range Leadership Development Program (FR-LDP) OD Intervention” by Shwe Hein and Gloria Chavez, DBA is a study that aimed to shift middle managers of the Myanmar ABC Company from transactional leadership to transformational leadership behavior using a Full Range Leadership Development Program

with Appreciative Inquiry, Whole Brain Literacy and Action Learning OD Interventions. The various interventions indicated a positive effect on the shift of leadership behaviors of the managers involved in the study. The article *“Toward High Performance Organization Using Path-Goal Theory and Transformation Theories: A Case Study of St. Louis School Chachoengsao”* by Achin Tengtrakul, FSG and Maria Socorro CL Fernando, Ph.D. presents a study that assessed the levels of leadership skills of the leadership team, staff engagement, and the performance effectiveness of the staff . It presents the effects of organization development interventions on these variables, a proposed roadmap and model: all of which will further the school towards becoming high performance organization.

An article where future leaders may glean valuable lessons from when faced with crisis is *“From Chaos to Clarity: How the Lessons Learned after the Detroit Riot of 1967 Can Impact Effective Leadership Today”* by Dr. Rita Fields. It offers an overview of the history of the city of Detroit and the aforementioned riot. It also features three organizations which spearheaded community dialogue, economic development, and enhanced sensitivity to race relations.

It is our hope these various topics presenting significant perspectives , ranging from the personal level of thinking process, decision making, large scale change process , leadership and development may contribute to the ongoing process of learning & re-learning , to creating & recreating “something more” at personal, team, organization and society levels .

Thank you to all the contributors in this issue.

Maria Socorro C.L. Fernando, Ph.D. (Marrisa)

Editor