ABSTRACT

What makes an organization successful? Theories and literature always relate these factors: leadership, coaching, efficiency, customer orientation and so on. Those factors are the reactions resulted from changing business environment. Managing change is the single most important element of successful business management today. To remain competitive in increasingly aggressive market, organizations have to adopt positive attitude to change.

Organizational change and development are always linked to leadership. A leader is a person who has important role in escorting the change process and in leading the people through change process.

PT. Nestlé Indonesia, a people and product-oriented company, has a major concern in its people and organization development. The company is facing shifting paradigm process. The process is part of the most essential strategic decisions taken toward the achievement of its High Performing Operations by 2004 objective.

Group field project at PT. Nestlé Indonesia head office focuses its study on leadership development. The study was directed to assist Organization Development Department to develop further the leadership development program. The purposes of the project management were to define leaders required, assess the existing performance, analyze the gaps, and propose solutions to fill the gaps. The end products of the project management are leadership training modules.

Keywords: Organizational development, change management, leadership.

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