

**Change Management and Organizational Development: The  
Focus of this Issue of *Sales eNews* – Sales Mentoring  
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**Introduction to this Newsletter -**

Recently, I spoke with a client about how to get her organization fully behind an initiative to develop a *customer service culture* throughout the enterprise. I frequently have discussions such as this with clients, especially those who want to implement changes that will impact ongoing or standard business practice.

To ensure the greatest success when implementing operational changes, there are three broad and very important factors to address: company philosophy, educational support and management practice. While organizations may employ one or two of these measures, they often don't address all three. And that's the problem. These factors together provide organizations the best assurance for success when implementing change.

Don't ignore company philosophy. Your changes must be based on your company's motivating values, concepts and/or principles or they must be clearly supported by them. And as a result of the direct linkage, your initiatives must be both *embraced and promoted* by everyone in your organization, beginning with your most senior executives. Otherwise, they will not be taken seriously and thus won't survive long term, let alone thrive, in your environment.

You will need educational support. In any organization, some people will get the change and some won't. So educate them. Depending on the initiative, the support you'll need will range from minimal to extensive. If you only need to inform your employees of a change, simple communications and coordinated efforts will suffice. If you need to develop a broader understanding or change operational procedure, go with formal training. Of course, if employees need new functional skills extensive instruction and developmental support is a must.

Now look at management practice. Most organizations inspect the progress of change in their environments. But they don't always supervise it or, more importantly, lead their organizations to desired outcomes. Without inspired supervision and purposeful leadership, inspection can become a "Big Brother" management practice. People tend to resist change for several reasons: They can't envision the end-game. They don't understand enough of the issues and opportunities are more familiar and comfortable with the status quo. They don't believe change is necessary and don't want to expend the time and effort to support it. They don't possess the personal fortitude to "stay the course" when things get difficult. As such, what many of us really need when faced with change is guidance, encouragement, reassurance, and an occasional push in the right direction. We need supervision and leadership.

While change is almost always difficult, it has a much higher probability for success when company philosophy, educational support and management practice are fully deployed in support your initiatives.

Thank you for your interest in **Sales*e*News**. Our focus this month is on change management and organizational development.

Bobby L. Butler, President and Founder of **Sales Mentoring Solutions™**, LLC

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