

Soft Sell Organizational Development

"Real Change that makes a Real Difference"

Picture this: Your organization wants to embrace a new technology, change a business process, decommission an application or conclude a merger or acquisition. Wouldn't it be great if you could figure out all the different changes you must make to business processes, roles and responsibilities, databases, applications and the underlying information technologies at the click of a mouse? With *The Soft Sell Organizational Development Architecture*, the impact of change can be easier to articulate and can be achieved with a much faster turnaround than traditional methods for impact assessment and gap analysis. Our methodology provides the blueprint of your *current state* and helps to identify the specific areas most affected by the change and then sets up a blueprint to transition to the *future state*.



The Soft Sell Organizational Development Architecture provides the blueprint of the current state of the organization, helps to identify the specific areas most affected by the change, and sets up a blueprint.

Within each organization lies the potential for higher levels of company and employee performance and satisfaction. *The Soft Sell Organizational Development Architecture* can help your organization reach its potential by assessing your organization's internal characteristics that support or impede its effectiveness in reaching goals. We select from a variety of techniques that include surveys, observations, and data already available to comprehensively evaluate your organization's goals, processes, and working relationships. When these elements do not mesh effectively, we recommend an evidence-based solution.

We provide:

- Organizational Development Surveys and Assessments
- Organizational Development Projects, large and small
- Change Management, Leadership Development and Performance Improvement
- Organizational Development Consulting (diagnosis and analysis)

We help you navigate the often turbulent road to success by working with you to bring out the best in your people, and to align goals, people, technology, processes, and policies, so everyone and everything are working in sync.

We enable you to achieve your business goals faster, more efficiently, and more profitably.

Not sure which services you need?

Start by exploring our Organizational Development Training & Consulting services. Maybe you know which business results your organization wants to achieve, but you're unsure about the best way to help the people in your organization get there, especially where to focus first; or maybe you would like another perspective on key issues.

Already know which service(s) you need? Start by exploring one or more of our other areas of expertise. The scenarios below provide insight into the services we can provide, though we offer much more.

Change Management:

If your organization is restructuring or introducing new technology and you want guidance with the change management process? Do you need leaders trained to carry out the change? The Soft Sell Change Management program discusses the stages of change, individual reactions to change, and ways to deal with change effectively.

Leadership & Executive Development:

Does your executive team need leadership skills training, or could a few executives benefit from personalized coaching? Do you want to document and communicate leadership competencies? When challenges or concerns arise in a work unit, Soft Sell provides confidential consultations in which managers and/or supervisors may learn different leadership strategies.

Organizational Culture:

Does your organization need to assess which aspects of its culture foster high performance and change and which aspects inhibit them? Does your culture need to change in order for your organization to stay competitive, and you're wondering how to make that happen?

Performance Improvement:

Do you have a specific goal in mind and you want to clarify which behaviors are needed from people in order to achieve the goal, how they currently are performing, what causes them to perform or not perform, and solutions that will lead to the desired performance? Do you want all employees to improve a particular skill that is core to your business, such as innovation? Do you have a team that needs to enhance its productivity?

Organization Assessment:

Assessment information gathered through interviews, focus groups, or surveys, can be utilities to plan both short-term and long-term strategies for enhancing the overall effectiveness of the work unit.

Communication Enhancements for Teams:

As work units experience changes, team building strategies and workshops can help develop team effectiveness. Effective communication is essential to successful team performance. Organizational Development offers workshops to assist teams in enhancing team communications. We can provide assistance for work units that are developing and/or modifying their strategic directions and goals.

Training that Delivers

Organizational Development initiatives often require that people learn new skills or enhance existing skills. This can be accomplished through training (build skills) and education (build knowledge).



You'll save time and money

We take our tried and true training methodology and quickly customize it to fit your needs. We can train your trainers to deliver the content, or in most cases, we deliver the training ourselves. Either way, you get training that fits your organization... fast!

You can trust the content

Soft Sell continuously updates our knowledge of Organizational Development topics. We use a proven instructional design process to create valuable training. You'll be able to evaluate the training and make it "stick."

We work with you to create ways to measure one or more of the following learners' reactions, amount of learning, application/behavior change, or return on investment. We believe that learning is a process rather than an event. So based on your needs and desires, we will build in reinforcement activities that drive content retention; activities that turn learning into on-the-job performance.

The Training Process

To develop the customized training that you need, we typically follow this process:

- Ask questions about your timeframe, budget, people resources, target audience needs, and performance objectives
- Gather and organize content
- Design information flow and instructional methods
- Work with you to determine measures and delivery methods (instructor-led, e-learning, live virtual classroom, a blended approach, etc.)
- Determine training deliverables that need to be developed
- Document design for your review
- Rapidly develop training materials (usually based on our standard training) and obtain your approval
- Help you pilot the training, if desired
- Finalize training materials
- Train your trainers
- Help you with training logistics and in some cases, deliver training
- Help you evaluate training effectiveness

The Soft Sell Organizational Development Approach

Our approach involves using a working model of Self Review, followed by Role Review, followed by Organizational Review. Our organizational development services help business increase their effectiveness through planned interventions in such areas as:

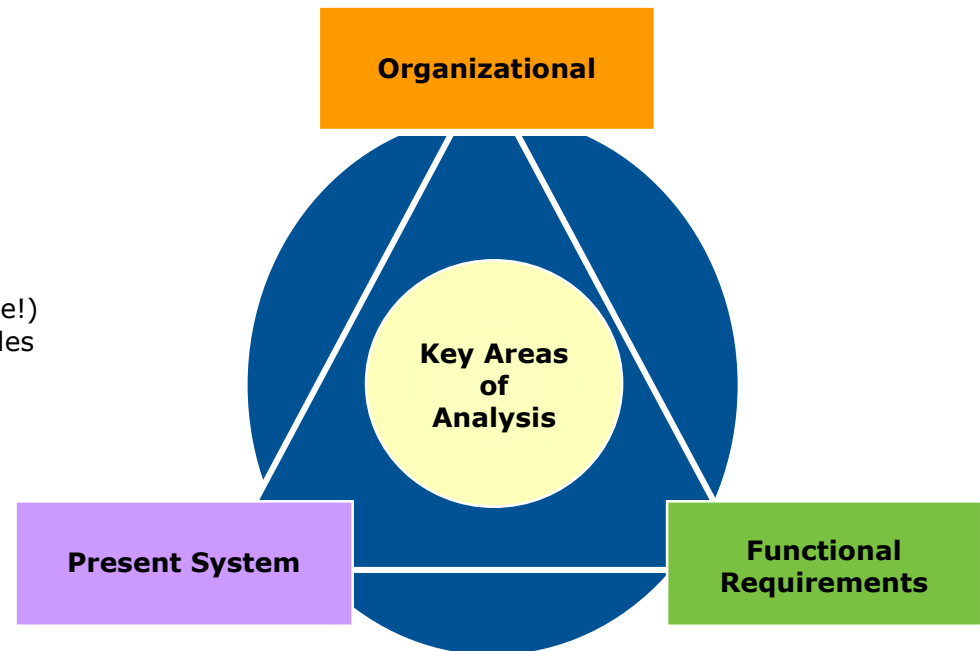
- Building accountability
- Improving team interactions
- Resolving problems productively
- Engaging in strategic planning
- Adapting to change
- Aligning skills
- Learning from their experiences
- Planning strategies for professional development
- Making better use of technology
- Improving workplace climate and morale

Focus on Organizational Issues

- Focus organizational culture on customer value (culture change!)
- unbridled change, so organize into short, achievable deliverables
- improve processes for customer delight
- strengthen project staff capabilities, e.g. business & non-technical skills

Changing Corporate Culture

- Focus on value
- Encourage upside-down thinking
- Power sharing
- Long term view
- Total customer focus
- Obsession with customer satisfaction



Practical versus Theory (A True Story of adapting to the Real World)

I recently had a great experience when I was facilitating a session for a top management team of a Fortune 100 company. Day One of two - we struggled through looking at the issues of team effectiveness, blockages and so on. When we ended the day, I was personally left feeling somewhat adrift and somewhat confused as to next steps for directing the group. We had ended the day stating that we would do some feedback with each other. In addition, the word "hot seat" was used (further fuelling the participant distance from the actual training path. The manager of the team then wanted to do some "visioning" work, for which I felt the team was not ready!

My co-facilitator, very intuitively did something very meaningful. That evening, over dinner, he got the team members to start talking about themselves, their life experiences, interests, dilemmas, and the like. With a drink in my hand, I quietly sat watching and listening. It became very obvious from the way people were opening up that something evocative was happening.

The next day, I started with a different design - self disclosure had commenced the previous day in a non-threatening way, and the moment was at hand for some insightful feedback...

Instead of the "hot seat" we facilitated a round robin feedback session. Each team member had the *opportunity* to sit in the "advice chair" and received feedback from EVERY other member speaking of the group on the following -

- How do I experience/perceive you?
- In order for our interpersonal relationship to be strengthened, what would I need you to do? What would I commit to do?
- What gift do I offer you (a quality/attribute in myself that may add to your effectiveness now)
- What gift do I seek from you (a quality/attribute in you that may add to my effectiveness now)

Several things happened during this session. As the individuals shared their "experience" of the others, the word/phrase took away stings of "weaknesses" or "vulnerabilities" and focused on a "whole" experience. Secondly, as they responded to the second question, they experienced the interpersonal relationship in each case as being a joint responsibility - this took away the victim mode.

As each member responded to question three, they got in touch with their own strengths, and the "seat occupier" received feedback on a growth opportunity for themselves. As they responded to the fourth question, the respondents yielded strong clues to the "seat occupier" on their strengths, and in the process owned up to their own vulnerabilities.

To steal a phrase from the therapist world - We did some really good work that day. The team dynamic truly changed for the better. It reinforced one of the primary axioms of Soft Sell - Theory/Knowledge is critical, but it must be tempered with a flexible and adaptable intuitive perspective. In the end, all concerns for doing "tasky" material, such as visioning, etc were sidelined by the team collectively (and full marks to the Head of the team for allowing the flow to happen unhindered)

-Scott Tartaglia, Managing Partner of Soft Sell

Soft Sell Guiding Principles

Intelligence, Innovation & Integrity



After 25 years of developing and leading successful sales training and organizational development programs for organizations throughout the United States and the world, Soft Sell principal consultants Adam Halpern and Scott Tartaglia realized that the single most effective path to becoming a truly exceptional company was empowering all employees with *real* business development and communication skills. This led to the creation of Soft Sell.

Our primary goal is to be an indispensable business partner in sharing and shaping innovative ideas into profitable decisions. Our mission is to use our expertise to provide targeted learning experiences that exceed business objectives and turn every employee interaction into revenue.



Soft Sell's business development and organizational development programs turn customer facing personnel and their managers into revenue generators. This is not "seminar in box" corporate development; it is immediate, useful training delivered with real world principles, and engaging exercises that have a lasting effect on the participants.

Soft Sell teaches employees from customer support and marketing to direct sales that actively participating in the success of their organization can be fun and rewarding, both for themselves and their company. Soft Sell designs customized classes to enable your employees to directly contribute to your company's financial success.

Soft Sell arms your organization with the sales skills and business acumen it needs to maximize the potential of every account.

"Our passion is to be an indispensable business partner in sharing and shaping innovative ideas into performance solutions for now and in the future. Our guiding principle is to conduct business endeavors with integrity and honesty."

- Adam Halpern

"Our company was founded on providing the highest-level of training that creates a value-driven culture of continuous career development for professionals. Our focus is helping our clients understand and comprehend the responsibilities for imprinting behavior as a leader."

- Scott Tartaglia