

techniques isn't going to fit that requirement, and it isn't going to create the behavior change you need for a long-term impact.

Lasting change

There's no point in making the decision to bridge the gap between service and selling if you don't also make plans to ensure that the change really sticks. Getting sustainable results requires a well-thought-out strategy at the outset.

Through our research, we've identified five best practices that are the critical components for getting lasting behavior change and improving long-term performance:

1. Allocate the time and resources necessary for a culture change. If you short-change the process, your results will be short term, too.

2. Provide appropriate training. Choose a sales/service process that aligns with the values of your organization and allows for incremental growth as your people's belief boundaries expand.

3. Develop managers who can model the behaviors, see the potential within their employees and coach to the process. Don't discount the pivotal role they play.

4. Get the right people on the bus. Hire for attitudes and beliefs as well as skills and experience.

5. Align internal processes and sys-

tems to support the application of new behaviors. Engage marketing, human resources, information technology and other departments along the way.

Many organizations list "integrity" among their core values. This development process will assist your people in bridging the gap between what you say your company does (mission, vision and values) and the action your employees take to deliver on that promise.

Finally, keep in mind that culture change is a journey. Some journeys are short; others take more time. As you embark on this journey, use the ideas suggested, and maintain a steadfast focus on reaching your long-term goal to build a strong service/sales culture. ■