LEADING CHANGE IN A RETAIL ORGANIZATION

By

Paul L. Gerhardt

Abstract

Most of the changes in the retail industry have occurred over the past two decades. Now, more than ever, good leadership is necessary to keep retail organizations moving forward with rapid changes--demanded by this competitive age of communication technology. Managers must understand the dynamics of multiple leadership models and be able to communicate to all persons involved in creating and implementing organizational change. Likewise, frontline employees must be able to rapidly communicate the needs and shortcomings of the implemented systems of change in order for decision makers to diagnose and prescribe the proper remedies. Properly implemented change must occur through systemic participation at all levels of the retail organization with an understanding of the culture that promotes employee satisfaction within their own organization.

In this twenty-first century there is a great need to study organizational change. Although most of the references used in this paper were not specifically written for leaders in retail organizations, they definitely are ideal for use in giving an understanding of what is needed in the implementation of change in most sectors of the retail industry. I have been a manager in retail since the 1980's and have studied management for nearly a decade. I selected these references as a retail expert and I am confident that these references will maximize success in facilitating change in any retail company. One very common aspect of retail organizational culture seems to be high turnover caused by employee dissatisfaction caused by low benefits combined with improperly implemented organizational change. Leaders must be aware that when creating change, systems must be put in place that allows employees to embrace the change and maintain satisfaction. The costs associated with losing good and well-trained employees are much too great.

Studies show that development and implementation of effective change requires effective leadership (Collins and Porras, 1997, pp. 280-282). There has never been a period of time for man, when change has occurred so rapidly. These rapid changes are primarily due to modern-day communication technology. In recent years, change has made its way into the retail sector and has toppled the merchant giants from the days of our grandparents. Former retail giants: Montgomery Wards, Lamont's and many other independently owned stores no longer reign in retail. Studies show that there are many complex facets in the development and implementation of change, that if understood by former retail giants, most likely they would keep them being retail giants and/or in business today.

Leadership is an art and the key element of facilitating change in a retail organization (Depree, 1990). Leaders in retail should keep in mind that authority consists of reciprocal relationships: People in authority influencing constituents and constituents influencing authority (Heifetz, 1994, p. 19). Therefore, retail leaders must listen to members of their organization, including workers, customers and suppliers. Linda Hill suggests that leadership should be a collective genius and that, "Creativity is an interactive and developmental process… (Chowdhury, 2000, p. 46). Hill believes that shaping the culture must be done through this process:

1. Embrace individual differences and collective identity and goals
2. Foster support and confrontation among members of the collective
3. Focus on performance and learning and development
4. Balance the leader's authority and the discretion and autonomy of the members of the collective (Chowdhury, 2000, p. 56).

Timothy Henderson, Editor-in-Chief of Stores.org, tells readers that customers will always be king (2002). He says that, "Price will no longer be the sole determining factor of value. Rather value will equal price plus the retailing experience, with greater emphasis on the latter." Thus, tomarrow's successful retailers will need to understand the consumer and create an experience they desire. Therefore, leaders of retail should create systems where employees and customers can give input of their needs and desires for shopping.

Names like Wal-Mart with over $193,295,000 in sales, Kroger with $49,000,400 in sales and Sears with $40,937,000 in 2000 have taken the thrones of what is becoming known as "brick-and-mortar" retailing (Triversity, 2002). And even more dissimilar than what our grandparents grew-up to are companies who are doing their business on "the web," which opened marketing of goods to a macro level of global dimensions. Studies show that successful change has many variables that leaders in retail organizations must observe. Paul Evans notes that deep transformational change takes a very long time and we ought to balance it with an equal concern for continuity (Chowdhury, 2000, p. 72).

It is no wonder that many companies end up in bankruptcy because they have not moved forward with the times. A good example of this, according to Seth Godin, author of Survival is Not Enough (2002), Wal-Mart's ability to change with the times and develop an online store--providing more capital, in turn allowed them to virtually put Kmart out of business (p.130). Kmart should have taken a look at what was happening in the world and researched ways to keep their business moving forward. Leaders in corporations are human, and humans naturally seem to fear change. In Kmart's case fear became lethal.

James O'Toole, in his best seller, Leading Change (1996), describes some of the most popular hypotheses of why people may resist change. O'Toole's list of thirty-three explanations includes: fear (of the unknown), self-interest (resist change unless they can see an immediate benefit), inertia (a large body is in motion it takes considerable force to alter its course), naming just a few (pp. 161-164).

The first step of changing systems in a retail organization involves diagnosis. According to Richard Beckhard and Wendy Pritchard, “This involves an analysis of the present reality, including the demands of the environment and the organization’s capacity to respond these demands, and the development of a clear vision of the changed state after the change effort has taken place (Wren, 1995, p. 401). Judith Gordon agrees and adds prescription for translating the diagnosis and action for implementation of solutions (Gordon, 1991, pp. 10-13).

There are visible and identifiable triggers for the need of major change in a retail organization: new partnership/strategic alliances, new organization vision and mission, mergers and acquisitions, cost reductions, technological change, sluggish productivity, reorganization, downsizing, new leadership, low customer satisfaction, changing marketplace, and competition (Holman and Devane, 1999, p. 142). Most corporate retail organizations have several departments and all should be involved and utilized in the evaluation of the need of change.

One of the emergent philosophies of modern day leadership in change is the idea of a boundaryless organization. Four types of organizational boundaries include: vertical, horizontal, external and geographic. The theory behind organizations without boundaries is that companies with broken boundaries can move ideas, information, talent, decisions actions and rewards more fluently (Ashkenas, Ulrich, Jick and Kerr, 1995, pp. 11-14).

Vertical boundaries are identified as hierarchical, defined by title rank and privilege. Vertical boundaries limit organizations, according to this theory, because according to the authors of The Boundaryless Organization (1995), "…rank is less relevant than competence." Good ideas are developed and implemented faster, because individuals are more committed (p.11).

Horizontal boundaries occur between functions and disciplines. When these boundaries are broken down, processes, resources, information and competence move quicker and more effectively across functions and product lines and business processes. Teamwork is maximized when horizontal boundaries are broken (Ashkenas et al., 1995, p.12).

External boundaries are the third type of boundary that must be broken in retail organizations who are implementing change. An external boundary is characterized by boundaries that exist between the organization, its suppliers, customers and regulators. When external boundaries are removed; communication about ways to produce more efficient operations, get better quality products and services can be more effectively obtained, tested and retested (Ashkenas et al., 1995, p. 12).

The final boundary, geographic, must be bridged. Geographic boundaries stem from national pride, cultural differences, market peculiarities and worldwide logistics. "These boundaries may isolate innovative practices and good ideas win a single country, keeping the overall company from leveraging the learning from specific countries and markets to increase company success (Ashkenas et al., 1995, p. 13)."

The study shows that by maintaining vertical, horizontal, external, and geographic boundaries in retail organizations result in rigid, slow to respond and inflexible organizations for innovation and change. An example of a successful company that utilizes the boundaryless model is Retailer Financial Services (RFS)--a GE Capital company.

William Bridges gives useful insight on "Managing Transitions (1991)." His advice to managers working with change are: never denigrate the past or ridicule the old way of doing things, the first transition management is to convince people, and turn disadvantages into challenges, encouraging creativity to meet those challenges. Retail organizations should keep this in mind when developing change models tailored for their businesses. Bridges writes, "The single biggest reason organizational changes fail is that no one thought about the endings or planned to manage their impact on people (p.32)." The elements required for helping the members of the retail organization deal with transition are (Bridges, 1991, pp. 19-32):

1. Identify who is losing what
2. Accept the reality and importance of the subjective losses
3. Acknowledge the losses openly and sympathetically
4. Expect and accept the signs of grieving
5. Compensate for losses
6. Give people information, and do it again and again

7. Define what's over and what is not
8. Mark the endings
9. Treat the past with respect
10. Let people take a piece of the old way with them
11. Show how endings ensure continuity of what really matters

John Kotter, in his book, Leading Change (1996) describes an eight-stage process for implementing change. His eight stage process includes: establishing a sense of urgency, creating the guiding coalition, developing a vision and strategy, communicating the change vision, empowering broad-based action, generating short-term wins, consolidating gains and producing more change, and anchoring new approaches in the culture. This model of change is widely used and adapted in retail organizations.

Similarly, Lawrence Lippitt's model of change asks leaders to consider the following basic questions in development of retail change. The questions are: How did we get here (history)? What is and is not working (current state)? What are our core values (values and beliefs)? What trends may impact us (strategic trends/developments)? Where do we want to be (vision)? How will we get there (strategic goals)? How will we skillfully act (action plans)? How will we sustain success (follow-up support)? This evaluation process is ideally done through a three-day workshop with the company's top leaders (Holman and Devane, 1999, p. 164).

Dr. William C. Byham believes that leader must do the following (1989):

1. Maintain employees' self-esteem
2. Listen and respond with empathy to employees

3. Ask for employees' help in solving problems
4. Offer help to employees without taking away responsibility
5. See that goals and measurements are associated with all activities
6. Position the employee for success rather than failure
7. Set-up appropriate controls when delegating
8. Provide necessary resources and support.

Along with these basic premises of leadership, Dr. Byham suggests that teams should promote autonomy. I suggest that leaders in retail organizations use the preceding information as a checklist before implementation of change ideas.

The United States Army practices a technique that should also be considered for inclusion in the implementation of retail organizational change called a "hotwash" session. Retail is becoming more and more fast paced everyday hotwash sessions could become a proven tool to keep each retail location, and backstage operations well-oiled.

Usually, it seems, that there is no time to do anything but, "business-as-usual." However, I believe the implementation of hotwash sessions will make a tremendous difference. Here is how it works: the same day after war games are played in the Army, officers have brainstorming sessions about what went on. They study what went right and what went wrong and the reasons behind it. Hotwash sessions allow the Army to find out why things happened and how to do it better next time (Godin, 2002, p. 192). Imagine how powerful hotwash sessions could be as a part of the processes of retail change. Godin advices that "if hotwash sessions are not implemented every time, managers or employees could take the input personally, rather than as seeing it as a tool to improve the organization." Therefore, it is important that hotwash sessions become a part of the organizational culture. Each retail store location, each district and each division of the company implementing change could make hotwashing part of a feedback system to work out the kinks and distribute it to the whole organization. The result—a true learning organization (Senge, 1991).

While the hotwash philosophy will work well in retail organizations as well as for the United States Army, James Collins and Jerry Porras help us to look at some other winning philosophies. In their book, Built to Last (1997), they share core ideologies of successful visionary companies. Nordstrom believes that service to the customer must come before anything else, hard work, continuous improvement, never be satisfied and excel in reputation, while being part of something special—characterizes their ideology. Philip Morris believes in personal choice, being the best, encouraging individual initiative, opportunity to achieve is based on merit, not gender race, or class, as well as hard work and continuous self-improvement. Sony believes that to experience the sheer joy that comes from the advancement, application, and innovation of technology that benefits the general public, elevating Japanese culture and national status, being a pioneer, not following others, doing the impossible, respecting and encouraging each individual's ability and creativity. Wal-Mart believes they exist to provide value to their customers—to make their lives better via lower prices and greater selection; all else is secondary, swim upstream, buck conventional wisdom, be in partnership with employees, work with passion, commitment, and enthusiasm, run lean, and pursue ever-higher goals (p. 70). These winning core ideologies should be considered by all retail organizations thinking about implementing change. Studying other successful organizations, as well as your competition, regularly by retail leaders keep the ideas fresh and keeps the retail organization competitive.

While studying core ideologies, it is also helpful in studying what the world's greatest managers do differently. The Gallup organization interviewed over 80,000 managers in over 400 companies in order to find out what makes great managers great. This complex study took years. Researchers developed questions and criteria to distinguish how to identify what a successful manager looked like. The qualities they came up with that distinguish great managers are:

1. Communicate expectations
2. Provides proper and required materials and equipment
3. Allow employees to do what they do best
4. Give recognition for something of each subordinate every seven days
5. Encourage development
6. Show they care about each subordinate
7. Helps subordinates progress in a six month period
8. Shows that everyone's opinion counts
9. Communicates and supports mission and purpose of company
10. Provides an environment that promotes friendships at work
11. Creates an environment for learning and growth

Notable mentions for the measuring stick Gallup used to judge the successes of these criteria included profit and loss comparison, employee turnover and employee satisfaction poll scores (Buckingham & Coffman, 1999). Retail leaders should create an environment that does all of the above mentioned in order to create an environment that fosters growth and maximizes change efforts. Also, retail leaders must keep in mind that with each rule enforced, a choice is taken away, which stifles creativity. The old philosophy in management was that without rules, there will be chaos. Therefore, it is recommend that rule books be sifted through and re-analyzed as a part of creating a culture that embraces and enhances change efforts. Retail leaders should be careful when enforcing old rules and limiting creativity and chaos.

Chaos is a natural part of any order. This is especially true within retail organizations going through change. Author, Margaret Wheatley shows readers that chaos is really the process that systems utilize to renew and revitalize themselves. She recommends that chaos be worked with as part of the process of change. I believe that chaos does not occur because of the business' products or services—but from the people. Wheatley points out that the relationships among people form the organization and the culture of it. Therefore, in order to harness the chaos, it is important to develop the relationships within the organization, look for naturally emerging patterns and create visions that support the culture naturally (Wheatley, 1994). This means building teams that work well together. Many companies with several stores move management personnel and crews around to find the right chemistry of teams. Sometimes people end up in positions that they just are not cut out for and new positions need to be found for them and in worst-case scenarios let-go. When people are released, leaders must realize it changes the culture, therefore, it is recommended that it always be done in a way that people can maintain their personal dignity.

In order for retail leaders to build teams that work well together, they must understand the composition of a high-performing team. High-performance teams are characterized by having people with complementary skills who are equally committed to a common purpose, goals and a working approach for which they hold themselves mutually accountable. They are also deeply committed to one another’s personal growth and success. Performance is the crux of what matters for teams, it is the means, not the end. Leaders can foster team performance best by building a strong performance ethic, based upon the needs of the customers, employees and shareholders—balanced (Katzenbach and Smith, 1999, p.92). Ideally, a personality assessment should be done in order to match people with complementary skills, like Keirsey’s Temperament Character Intelligent sorter (Keirsey, 1998). Even in the planning and diagnosis stages of change people with complimentary characteristics and talents should be utilized and consulted.

Ideally, corporations should include people from every aspect of the business in order to diagnose and prescribe change. One model of this is called a “future search.” Marvin Weisbord and Sandra Janoff developed the “future search”. A grocery company, Whole Food Market, Inc., wanted to develop a shared vision, strategic direction and layout plans for the future of the company. Included in these processes where representatives from every aspects of the company, including team members, leaders, vendors, suppliers, board members, managers and customers from each area that the company serviced. Together, they were able to paint a picture of the systems and needs for every aspect of the business. Likewise, any organization could use a future search to: look into the past, focus on present and external trends, focus on present and ideal scenarios, identify common ground and put a plan of action into motion (Holman and Devane, 1999, pp. 43-57). When a future search is conducted the final product yields a culture that maximizes its resources and empowers employees to change the organization with its needs.

The question of why a future search is really necessary may come up among leaders of retail organizations. After all, they are a tremendous amount of work to organize and implement. Gary Hamel and C.K. Prahalad answer these questions and give valuable insight on Competing for the future (1994). These authors suggest that, “A company surrenders when it gets smaller than when it gets better.” Retail companies need to learn faster than their competitors about precise customer needs and product performance. This learning can only begin once the product is in the marketplace and true feedback can be given. The talent of managers and leaders is the most important aspect of researching, creating and implementing change.

Aspects of company and culture that need to be looked into may include:

- Increased customer focus and/or better alignment with customer needs.
- Improved cost effectiveness of service and delivery.
- Use of technology to reduce slack
- Utilization of properly skilled workers.
- Usage of best practices and sharing of experiences (DiGeorgio, 2002).

Educating workers and developing multiple modes of communication is key to the analyzing and utilization of the above-mentioned aspects.

Another aspect of effecting major change and sustaining it comes through understanding the organizational culture. Culture impacts every aspect of the retail organization. New strategies will fail unless underlying beliefs of the culture change. Leaders are the primary enforcers and facilitators of culture. This is because they dictate what is important. How they react to crisis, teach, coach, reward, hire and role model greatly impacts the culture. Substantial change can be implemented in the corporation if leaders do not challenge the underlying assumptions of the culture (Schein, 1997).

As stated earlier in this paper, the reason for retail business is the customer. Organizational culture in all retail businesses should be molded around a customer service driven philosophy. Again, Timothy Henderson, editor of Stores.org says it best, "Customers will always be king." Many retail experts like Henderson truly believe that price will not always be the most determining factor of where a customer shops and where their loyalty will lay (Henderson, 2002). Home Depot believes that, "If a retailer is taking care of his customer, there is nothing that can be done to take that customer away (Big changes, 2002)." Therefore, leaders in retail corporations should create systems where employees and customers can give input of their needs and desires for shopping. This not only helps decision makers at the top of the organization get a better picture of what is happening on the frontlines of their company, but it also helps the employee feel more empowered and therefore happier in their workplace.

One model used for building a customer service driven culture is exemplified by Safeway, Inc., an American grocery retail chain, rooted in Pleasanton California. Safeway implemented their, “Superior Customer Service” program in 1995. The premise of the program is to give customers a higher standard of service following eight simple attributes. Every employee is expected to know what the customer service attributes are and be tested on them daily by frontline managers and coworkers. The program is policed by “secret shoppers,” who are customers hired by Safeway to purchase groceries and shop the employees--undercover for the targeted service attributes. After seven years of secret shopper success, other grocery and retail chains have modeled similar such programs.

The question of whether such programs are successful may be asked. What measures the success of its programs? It is still controversial, at best to say that a “Superior Customer Service” program is successful, because there are many other aspects in that may dictate sales volume and profit. What is known is that by communicating a shared vision constantly, an organization can be aligned quicker (Senge, 1996, pp. 205-232).

Safeway’s service attributes of greeting each customer with a smile, anticipating the customer’s needs, taking each customer to the items they are looking for, thanking each customer by name, giving samples and selling suggestions in departments, and offering customers a carryout are to-this-day consistently spoken about to frontline employees and tested. Secret shopper shops and “Superior Customer Service” attributes are a huge part of the Safeway Corporation culture. One possible flaw with programs such as these—is that they are force-fed, which may be a contributor to Safeway's high turnover rate. Employees are not being given the choice to make the service attributes a part of their work habits. There is a choice, but it looks more like, "do them or find some place else to work."

Although this model seems to be adopted from the philosophy of Peter Block, Safeway chooses to only utilize part of the Empowered Manager model (1991). Safeway enforces their customer service ideology with several forms of chastising and punishment, including schedule manipulation and subjection to long boring private lectures. With the associated costs of training new employees, a second look at Block's management model should be given.

Management expert, Peter Block suggests that visions need to be communicated in ways that help command people's interest. Block believes that, "You can't treat your customers any better than you treat each other (Block, 1991, p. 112)." When creating a vision for your company, in order for it to be embraced by the company culture it must:

1. Come from the heart. A vision is in some ways unreasonable. The heart knows no reason. When our vision asks too much of us, we should begin to trust it.
2. We, alone, can make this statement. The statement needs to be recognizable as ours. It needs to be personal, and those who know us should be able to recognize whom it came from.
3. It is radical and compelling. A vision dramatizes our wishes. Our willingness to take a unique stand is what empowers us (Block, 1991, p. 115).

Visions should be communicated with optimism, not forced and enforced. Leaders must communicate vision with emotional charge and excitement. Use of metaphors help paint the picture better, as well as being direct about describing what the future will look like.

John Kotter tells us that the characteristics of an effective vision must be imaginable, by conveying a picture of what the future will look like. It must be desirable and appeal to the long-term interests of employees, customers, stockholders, and others who have a stake in the enterprise. An effective vision is feasible, realistic, with attainable goals. It is focused and clear enough to provide guidance. Retail corporations need to keep it flexible and general enough to allow individual initiative and alternative responses. Finally, it must be communicable, easy to communicate and can be successfully explained in a matter of minutes (Kotter, 1996, pp.72-80). Implementing change must begin with a vision and the people of the organization must be able to understand it and believe in it too.

Organizational change must occur in order for companies to stay ahead of the competition. Jaclyn Sherriton and James Stern believe that corporate culture change must change also. They tell readers that change must be done by use of teams. The challenge is that most people are not used to working in teams and are often uncomfortable working in teams. One solution is giving the proper training for working in teams and communicating effectively in teams. Sheriton and Stern define corporate culture by these four elements:

- Ritualized patterns of beliefs, values and behaviors.
- Management environment created by management styles, philosophies, what is said, done and rewarded.

- Management environment created by systems and procedures.
- Written and unwritten norms and procedures (Sheriton and Stern, 1996).

Although each corporation has its own distinct culture, each division, district, store, department and sub-department have its own distinct culture also. Each sub-culture is influenced by the corporate culture. Therefore, with this understanding of how corporate culture and sub-cultural co-exist decision makers can decide whether it will be better to develop each sub-culture one at a time, several or the corporation as a whole.

Part of the process of leading change in a retail organization involves creating a culture where employees are satisfied. Employee retention is derived through job satisfaction. Considering the positive effects on the economy that can be derived from satisfied-happy employees it only makes good sense to develop a corporate culture that reflects it. Research has shown that there may be many environmental features that can be created and maintained to give employees job satisfaction. Pay and benefits, communication (Eskildesen, 2000), motivation, justice (Kirby, 2000), leisure time (Wilson, 2000) and available resources (Rabbit, 2000) all seem to play a part as to whether employees are satisfied with their jobs.

One goal of this research is to help readers implement corporate change by creating a culture where each employee can find job satisfaction. Leaders within each retail location, district, division or headquarters must understand the huge significance of an employee-satisfaction culture. It is equally as important as a customer-oriented culture.

Much of the data found in research for this paper eludes that job satisfaction stems from adequate pay and benefits (Blackman, 2000; Lee, 1999; Wilson, 2000). According to Karlynne Bowman, a resident fellow at the American Enterprise Institute for Public Policy Research (2000), 85% of those polled are satisfied with their work and 70% allude that pay is a key reason (Wilson, 2000). According to research by Jacob Eskildesen (2000), “Companies should focus on a paying better than similar organizations.” According to Business Week (Nov., 2000), employees are grumpier and are less content with such aspects of their jobs, such as wages, sick leave, health plans, job training, promotion policies, and bonus plans. Because of this article’s influence, I believe that employers should find ways to pay better and give employees better benefits to contribute to a happier organization and a richer nation.

Kim, Jwa (2000) agrees money and benefits are tied to job satisfaction. “The present study expanded Judge’s (1993) study and tested the hypotheses that people’s Money ethic endorsement (Tang, 1995) would moderate the intrinsic job satisfaction-withdrawal cognitions relationship and the intrinsic job satisfaction-voluntary turnover relationship in a sample…” On the other hand, an article in *Workforce* (Dec., 1999) tells us that according to their studies, “Money is important, but it’s not always the most important factor in determining whether employees stay with a company or leave for other opportunities.” Greg Cellini (2000) says that, “Many people are focused on job security.” So, money is not the only factor in finding job satisfaction. When change models are implemented and designed, they should include some form of message that conveys job security. Corporations that threaten layoffs, very often see temporary increases in production, due to fear, then followed by huge amounts of financial loss caused by training new employees or other associated damages.

Job satisfaction comes from many sources. Ann Harrington (2000) of *Fortune* magazine believes that how your boss treats you contribute greatly to job satisfaction. She believes that if employees have the freedom to say anything to their bosses and are able to rate their boss in order to improve him or her, would lead to more job satisfaction. Winston Fletcher of Management Today (April, 2000) agrees saying that people are not satisfied with their jobs because, "…it may be the boss who is the real difficulty." One suggestion for bosses is to contribute to employee job satisfaction as recommended by T.W. Rabbit of *Network World* (Sept., 2000) who believes that, "When companies allow employees to spend a few moments online each day to handle personal issues, such as making dinner reservations planning a trip or selecting a last-minute gift, these employees are able to better balance the demands of their work and home lives." Going on to the internet may not always be an option in all departments of a retail organization, however, other similar ideas could be created to reward employees and enhance employee satisfaction, morale, culture and ultimately productivity.

One goal of this research endeavor is to integrate data from multiple sources and studies on leadership, corporate change, cultural change, organizational dynamics and job satisfaction. With this kind of research, leading change becomes manageable. Keeping in mind that implementing corporate change that creates a culture of happy and satisfied employees makes a productive and profitable place of employment too. Most retail corporations cannot afford to lose good employees to their competition (Pelled, 1999;

Wilson, 2000; Selden & Brewer, 2000). Training costs are high for new employees and doing it for your competition just does not make good business sense.

Much of the research written on retaining employees shows a definite correlation with employee-job satisfaction stemming from adequate pay and benefits, environment, leisure time and communication with supervisor (Blackman, 2000; Lee, 1999; Mood, 2000; Rabbit, 2000; Wagner, 2000; Wilson 2000). According to Karlynne Bowman, a resident fellow at the American Enterprise Institute for Public Policy Research (2000), 85% of those polled are satisfied with their work and 70% allude that pay is a key reason (Wilson, 2000).

According to research by Jacob Eskildesen (2000), "Companies should focus on a paying better than similar organizations." According to Business Week (Nov., 2000), employees are grumpier and are less content with such aspects of their jobs, such as wages, sick leave, health plans, job training, promotion policies, and bonus plans. Because of this article's influence, I believe that employers should find ways to pay better and give employees better benefits to contribute to a happier nation.

Kim, Jwa (2000) agrees money and benefits are tied to job satisfaction. "The present study expanded Judge's (1993) study and tested the hypotheses that people's Money ethic endorsement (Tang, 1995) would moderate the intrinsic job satisfaction-withdrawal cognitions relationship and the intrinsic job satisfaction-voluntary turnover relationship in a sample…" On the other hand, an article in *Workforce* (Dec., 1999) tells us that according to their studies, "Money is important, but it's not always the most important factor in determining whether employees stay with a company or leave for other opportunities." Greg Cellini (2000) says that, "Many people are focused on job security." So, money is not the only factor in finding job satisfaction.

Job satisfaction to some may be working with people who are easy to get along with or in a nice environment (Interiors, 2000; Tristram, 2000). While others would define it by how much job security they may feel (Interiors, 2000; Johnson, 2000). Some people are money motivated and do not feel satisfaction with their job unless they are making more than their parents and peers (Jwa, 2000; King, 1999; Kirby, 2000; Lee, 2000). Pay and benefits characterize job satisfaction for some (Employee, 2000; Selden 2000; Wagner, 2000). Whatever the plans are for creating corporate change employee job satisfaction should be kept in mind and included in the planning process.

In summation, retail leaders should consistently be looking for ways to create change and move forward. Change is truly good for retail corporations, but if done improperly, could cause business to fall backward, wither and ultimately die. Change is difficult to implement in a corporation, because there are many cultures, sub-cultures and people involved. Works should feel they have a voice in their organization. Quick feedback loops should be arranged for all levels of the organization to communicate through. Visions should be developed with the culture of the organization in mind, focusing on empowering the employees to create a workplace that is customer focused and employee satisfaction driven. Hotwash sessions should be implemented throughout the organization consistently to work the kinks out of the changes and grease the corporate wheel.

Competitors should always be studied and watched. Relationships with suppliers should be developed, as well as the inter-relationships with each of the teams that make up departments of the corporation. Personality assessments should be done in order to assess how and who to go to for answers. Employees should be adequately trained for their positions and encouraged to seek further education and promotions. Visions should be developed company-wide and spoken positively throughout.

Finally, several models of change should be studied and carried out in order to develop the company's culture. Involving as people from every aspect of the business, including customers, employees and suppliers in the planning process is the best way to fully understand what will work best in assessing and shaping the culture to move forward.

In conclusion, creating corporate change takes many leadership skills and involves many leaders. Providing customers with the convenience of location, consistency of in-stock supply conditions and competitive prices are key principles to retailing. Also, retail leaders need to keep in mind that business is truly about the people who purchase goods and services AND the people who make up the corporation. Leadership roles very often involve shaping the organization to be flatter and boundaryless, so that information can flow freer and get to where it really needs to go quicker. An organization that breeds a corporate culture of job satisfaction and customer focus will ultimately survive any form of competition. Employees, if properly empowered to do so will find ways to stay ahead of the competition and improve longevity of the company. Implementation of change in a retail organization is complex and requires open-communication and consistent research. Change should be the only the main other constant besides customer and employee satisfaction in a retail corporation.

References

Allison, M. (2000, Sept.). Some Chicago Employers Aim to Keep Employee Satisfaction as High Level. Knight-Ridder/Tribune Business News, 17.

Andel, T. (2000, Dec.). Keep talent flowing. Material Handling Management. SCF2.

Ashkenas, R., Ulrich, D., Jick, D., and Kerr, S. (1995). The boundaryless organization. San Francisco, CA: Jossey-Bass.

Bartman, E. (2002). Retail survivor. Public Utilities Fortnightly, 1, (issue 2), 14-16.

Block, P. (1991). The empowered manager. San Francisco, CA: Jossey-Bass.

Bridges, W. (1991). Managing transitions. Reading, MA: Addison-Wesley.

Broscio, M. & McLennan, J. (2000, Nov.). Taking charge: Charting your way to career success. Healthcare Executive, 18.

Buckingham, M., & Coffman, C. (1999). Break all the rules. New York, NY: Simon and Schuster.

Byham, W.C. (1989). Zapp, the human lightning of empowerment. Pittsburgh, PA: DDI Press.

Carswell, J. & Kibeom L. (2000, Oct.). A Meta-Analytic Review of Occupational Commitment: Relations With Person and Work-Related Variables. Journal of Applied Psychology, 799.

Chowdhury, S. (1999). Management 21C: Someday we'll all manage this way. New York: London: Financial Times Prentice Hall Publishing.

Collins, J. C., & Porras, J. I. (1997). Built to last. New York, NY: HarperCollins.

Covey, P. (1989). The seven habits of highly effective people. New York, NY: Simon and Schuster.

Cynical employees created by bad management. (2000, Dec.) II Solutions, 74.
DePree, M. (1990). Leadership is an art. New York, NY: Doubleday.

Denton, K. (1994, Jan.). I hate this job!. Business Horizons , 46.

DiGeorgio, R. M. Managing the downside of organization structure. Retrieved May 7, 2002 from http://www.change-management.net/articlemanaging.htm

Dubois, D. (2000, Dec.) . The 7 stages of one’s career. Training & Development, 45.

Employee turnover-Labors lost. (2000, July). The Economist, 64.

Eskildsen, J. “The managerial drivers of employee satisfaction and loyalty.” Total *Quality Management* (July, 2000): 581.

Eskildesen, J. & Hahlgaard, J. (2000, Dec.). A causual model for employee satisfaction. Total Quality Management, 1081.

Eskildesen, J. & Nussler, M. (2000, July) The managerial drivers of employee satisfaction and loyalty. Total Quality Management, 581.

Farber, B. Rise Above It. (2000, Oct.). Entrepreneur. Vol.28. 126.

French, R. P., Jr., (1959). The bases of social power. Ann Arbor, MI: Institute for Social Research.

Gaunt, B. (2000, Nov.) Make a difference. Executive Excellence, 134.

Godin, S. (2002). Survival is not enough. New York, NY: The free Press.

Gordon, J. (1991). Organizational Behavior. Needham Heights, MA: Allan and Bacon.

Goris, J. & Vaught, B. (2000, Oct.). Effects of Communication Direction on Job Performance and Satisfaction: A Moderated Regression Analysis. The Journal of Business Communication, 348.

Hamel, G. & Prahalad, C.K. (1994). Competing for the Future. Boston, MA: Harvard Business School Press.

Hammer, R. (2000, May). Winning program brings smiles to hotel's employees. Houston Business Journal, 43A.

Heifetz, R. A. (1994). Leadership without easy answers. Cambridge, MA: Harvard University Press.

Heller, L. (2001). It's a new city for Circuit City. Dsn Retailing Today, 40 (Issue 13), 6.

Henderson, T. P. The Once and Future King. Retrieved May 7, 2002, from http://www.stores.org/archives/chief.html

Holman, P., & Devane, T. (1999). The change handbook. San Francisco, CA: Barrett-Koehler.

It's the manager, stupid. (1998, Aug.). The Economist, 54.

Jennings, A. & Hayes, M. (2000, Dec.). Landing a job in a strange new world. Journal of Accountancy, 55.

Job Satisfaction. (2000, Oct.) Interiors. Vol.159. , 34.

Job Satisfaction, Not Millions, should Be Goal. (2000, Nov.). USA Today, 9.

Johnson, R. (2000, Sept.). Perceived Over-qualification and Dimensions of Job Satisfaction: A Longitudinal Analysis. Journal of Psychology, 537.

Katzenbach, J. R., & Smith, D. K. (1999). The wisdom of teams. New York, NY: HarperCollins.

Keirsey, D. (1998). Please understand me II. Del Mar, CA: Prometheus Nemesis Book Company.

Kennett, M. (Jan 2001). First class coach. Management Today, 93.

Kim, J. (2000, Feb.). Does attitude toward money moderate the relationship between intrinsic job satisfaction and voluntary turnover? Human Relations, 213.

“King, K. (1999, Dec.). Money Doesn’t Buy Job Satisfaction. Workforce, 86.

Kirby, S. (2000, June). Impact of Marketing Work-Place Diversity on Employee Job Involvement and Organizational Commitment. Journal of Social Psychology, 367.

Kotter, J. P. (1996). Leading change Boston, MA: Harvard Business School.

Lee, C. (1999, Nov.). The Importance of Justice Perceptions on Pay Effectiveness: A Two-Year Study of a Skill-Based Pay Plan. Journal of Management, 851.

Libey, D. R. (2000). Special Focus: Your new management structure. Retrieved on May 7, 2002 from http://www.bigchalk.com

Loving Labor Less? (2000, Autumn). The Wilson Quarterly. Vol. 24., 10.

Mandel, M. J. & Hof, R. D. (2001). Rethinking the Internet. Business Week, 12, 116.

Marini, M. (1999, Dec.) . On-site fitness centers boost employee satisfaction. The Business Journal – Serving Phoenix & the valley of the Sun, 36.

Meade, J. (2000, Oct.). Boost careers and succession planning. HRMagazine, 175.

Oshry, B. (1996). Seeing systems. San Francisco, CA: Berrett-Koehler.

O’Toole, J. (1996). Leading change. New York, NY: Jossey-Bass.

Parrott, M. (2000, Nov.). Employee Satisfaction. Do-It-Yourself Retailing, 8.

Pelled, L. (1999, Nov.). Down and Out: An Investigation of the Relationship between Mood and Employee Withdrawal Behavior. Journal of Management, 875.

Pliagas, L. (2001, Jan.). So, you want to be a CTO. InfoWorld, 23.

Productive, Less Stressed, Says Survey. (2000, Sept) Network World, 45.

Rabbit, T.W. (2000). Surf and be happy. New York, NY: Doubleday.

Schein, E. H. (1997). Organizational Culture and Leadership. San Francisco, CA: Jossey Bass.

Seideman, T. History of Bar Codes. Retrieved on May 7, 2002 from http://www.lascofittings.com/BarCode-EDI/bc-history.htmBar

Sherriton, J. & Sterns, J. (1996). Corporate Culture: Removing the Hidden Barriers to Team Success. New York, NY: Amacom.

Selden, S. and Brewer, G. (2000, July). Work Motivation in the Senior Executive Service: Testing the High Performance Cycle Theory. Journal of Public Administration. Vol. 10., 531.

Senge, P. M. (1996). The fifth discipline. New York, NY: Doubleday.

Stanfield, B. (2000). The art of focused conversation. Toronto, ON Canada: New Society Publisher.

Tosh, M. (1999). Linking the chain. Progressive Grocer, 78, (issue 1), 32-34.

Triversity Top 100 Retailers. Retrieved May 7, 2002 from http://retailindustry.about.com/gi/dynamic/offsite.htm?site=http://www.stores.org/

Wagner, S. (2000, Aug). Retention: Finders, Keepers. Training & Development, 64.

Wren, J. T., (1995). The leaders companion: Insights on leadership through the ages. New York, NY: Simon and Schuster.

Yankee Group. (2001). Seven key factors for success online retailing, according to the Yankee Group. Business Wire. 3, 9.

Your career: What does it take to be a CEO? (Jan 2001). Healthcare Executive, 28.