This report basically going to discuss about the definition of selling issue, how to sell issue to the organization/society (or in other word how to deliver the issue) and finally how issue selling affects both individual and organizational knowledge.

Organization can be categorized as one of the place or a “marketplace” to sell an issue; it’s through the effort from the managers of the company. The issue then “sold” to the top manager who maintains the strategic direction of the firm. A successful issue can be determined by the content of that particular issue, the deliverables of the issue, and the integrity of the issue among other issues in the society (what makes them better than the other). Issue selling usually acts as an early stage of the organizational decision making process, since it shapes the outcome of the organization. For example: if the issue that is discussed in the organization has a potential to the society, for sure the outcome of that issue will generate a good profit towards the organization who publish it. Therefore it can be classified as a significant factor whether that particular issue is worth following up or not.

Issue selling refers to the process by which individual’s affect others’ attention and the understanding of the issue. Or it can also be defined as one of the process in which people create a variety in the pool of strategic ideas and initiatives within the organization (Burgelman, 1990 & Goshal and Bartlett 1994). Because there is no issue that inherently strategic or significant to the society, individuals’ claims about what matters determine. According to the instrumental and symbolic logic, issue selling is important to both individual and organization. There are four categories, such as: organizational instrumental, organizational symbolic, individual instrumental and individual symbolic. Instrumental logic highlights how issue selling can affect the physical and substantive actions, in contrast symbolic logic highlights the processes’s role in creating and sustaining meaning (Dutton, Jane E. & Ashford, Susan J. (1993).

In organizational instrumental, it’s the top manager that has to understand the issue selling process since he/ she is the one who decides what kind of issue is good for publicity. In other words, he is the one that has to find ways to increase the potential of that particular issue (finding positive result as much as possible).
In the organizational symbolic, issue selling has more group/communal meaning to the individuals/the organizational members. Most likely, the members in the organizations will be more devoted when the issue they are dealing with has more value to them (have a particular meaning), in that way they can actually be involved in the issue itself.

For the individual instrumental, people tend to be more motivated in selling their issue compare when they try to sell for organization’s benefit. The reason being is that the outcome of the issue that they are trying to sell will directly goes to that person’s seller (whether the issue that they raised is a success in the society or it’s just one boring issue).

Lastly the individual symbolic, this section suggests that the process of selling an issue is way more important towards the individuals themselves rather than to the organizations who supported them. One of the examples will be: How many women will actually raise or involved in the gender-equity issue in their work organization? The answer will be not many. The reason being is that individuals (especially women) are actually afraid if they participated in that issue, people or more likely their colleague workers will think less of them.

Successful sellers, usually use different kind of techniques to express their issue, including the characteristics of the issue, the way that the issue is delivered to the society and so on. There are actually 3 techniques that need to be considered when a seller wants to publish his/her issue. The first one is selling issue solo or joined with other. This concept is pretty simple, it’s basically saying whether a seller wants to join The disadvantages when seller isn’t joining with other seller are: the seller will have very limited resources to use on their issue, the range of the audience that will be affected by the seller is very limited and finally the seller will have to do all of the process involved in publishing the issue all by themselves, since there is nobody to help them.

The second technique is to choose whether a seller would sell his/her issue through public or private, known as selling channel. With selling issue through private, it’s usually done by meeting one on one with their clients or with their boss. There are some disadvantages towards selling private, such as: the range of the issue is not going to affect the whole society and the chance that the issue will gain popularity is very small.
However, in selling through public (which is done in front of an audience), the chances of the issue will gain popularity is big and fast and thus creating a huge chance that the issue that has been raised will be successful.

Finally the last technique will be to deliver the issue formally or informally. In informally, the issue is usually shared with others through a cup of coffee or just usual chatting (there is no formality involved). On the other hand, issue that is delivered formally is done through meeting with the top manager, middle manager and some of the clients. It also involved the use of power points, pictures, projection and so forth. By comparing both methods we can see already that through formal presentation, it will produce more benefits to the raised issue. Things like: more discussion through the meeting, all of the ideas that has been raised were recorded (since through informal, sometimes ideas are easily forgotten), and lastly, the audience will get a better understanding of the raised issue.

In conclusion, dealing with issue selling can be classified as a hard category, it’s because in issue selling, issue sellers have to considerate whether now is a good time to raised their issue or not. If the sellers manage to sell their issue on the right time, it will cause the raised issue to be a successful issue. But on the other hand if the issue raised wasn’t on the right time it will cause a potential damage to the sellers and the organization that supported them. In my opinion, the most important thing that has to be done in order to raise a successful issue is to maintain the relationship between the sellers and the top/middle manager. If the relationship between them is trusting, warm and friendly, it will actually cause a sense of safety through the issue that is going to be raised and it will allow them to communicate better.
Reference


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