

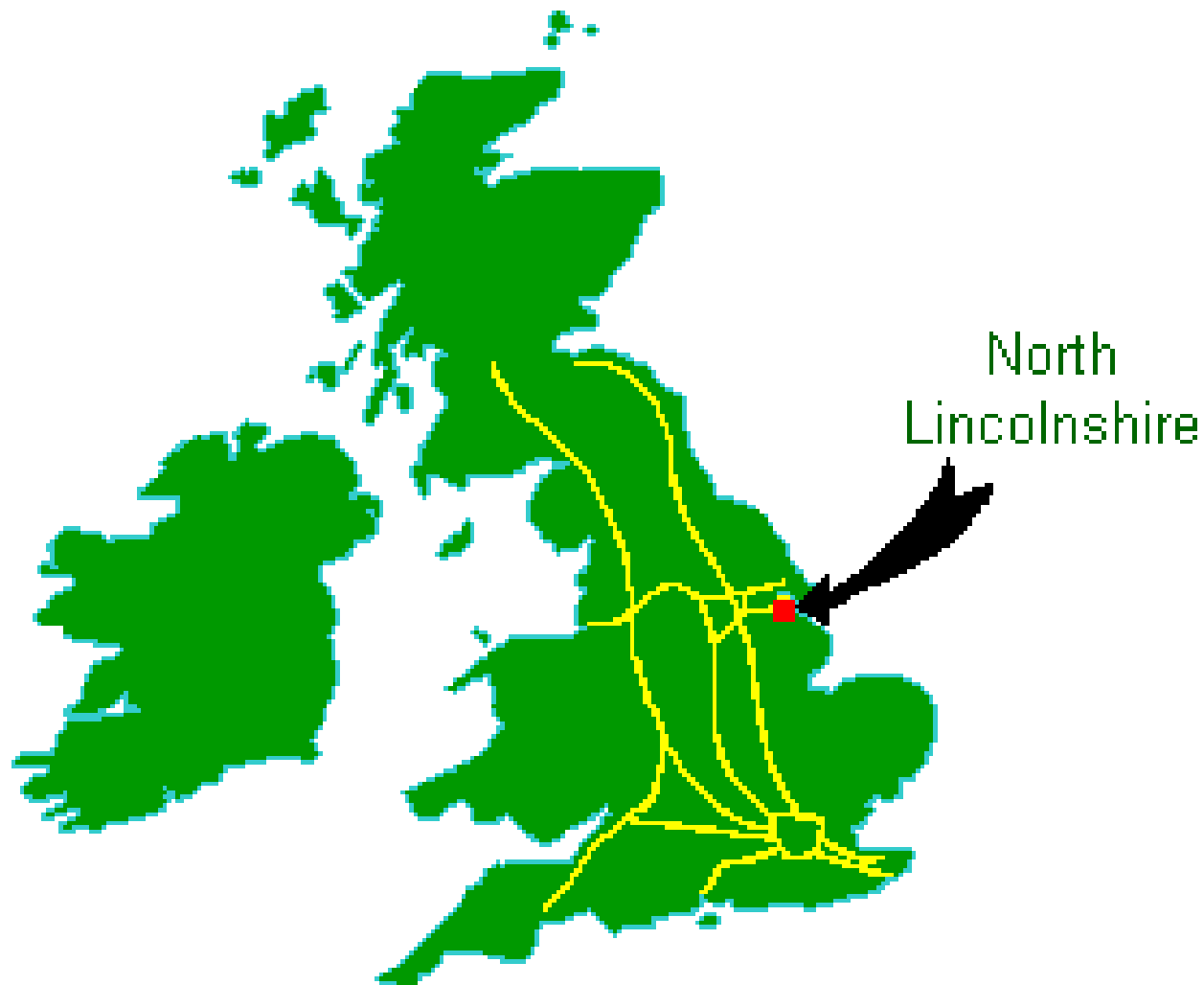


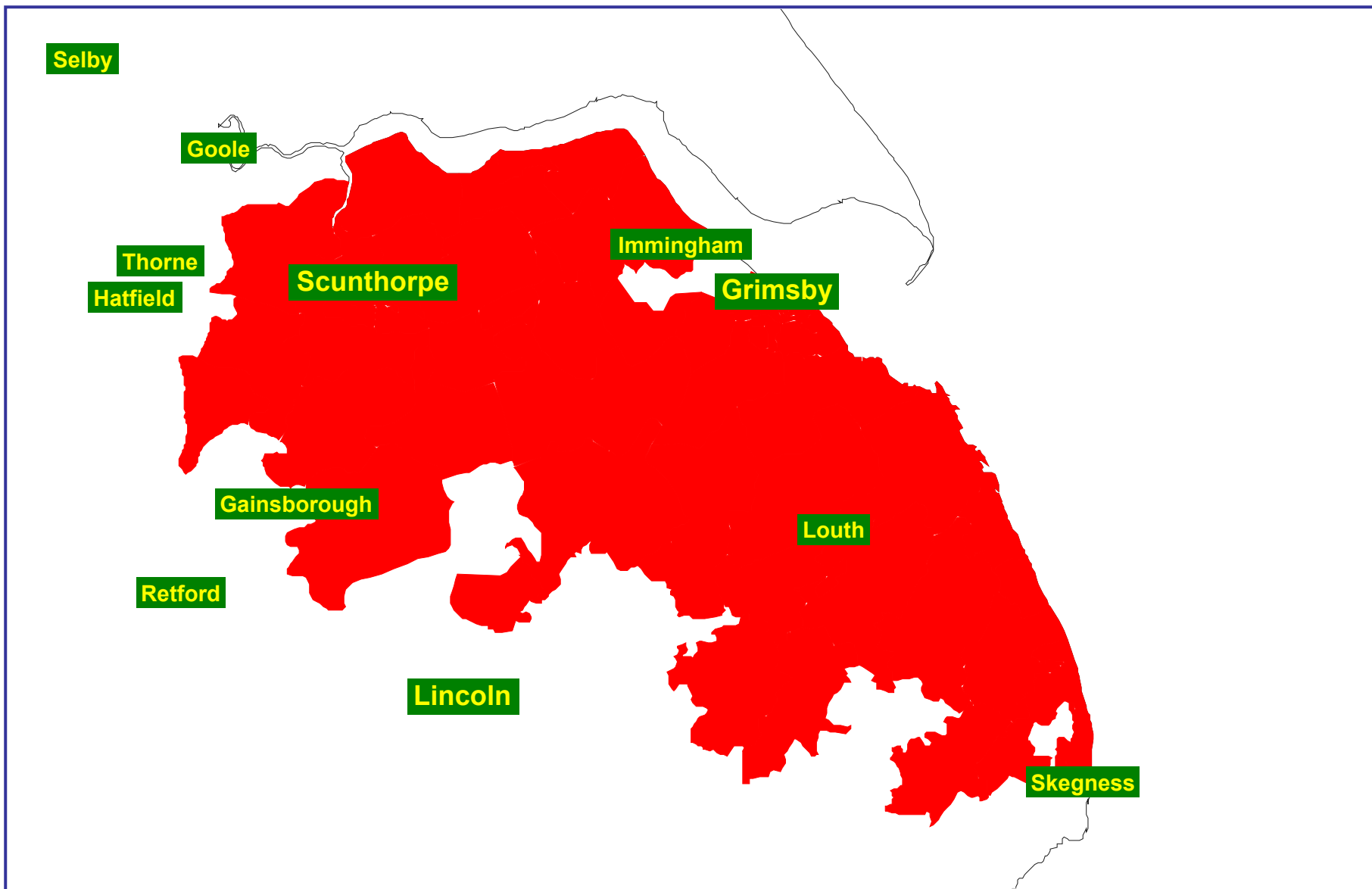
The Reality Of Change

Julia Arthur
Advertisement Director
Grimsby & Scunthorpe Newspapers Ltd



Grimsby & Scunthorpe Newspapers Ltd









- Performance

- People

- Culture

- Creativity

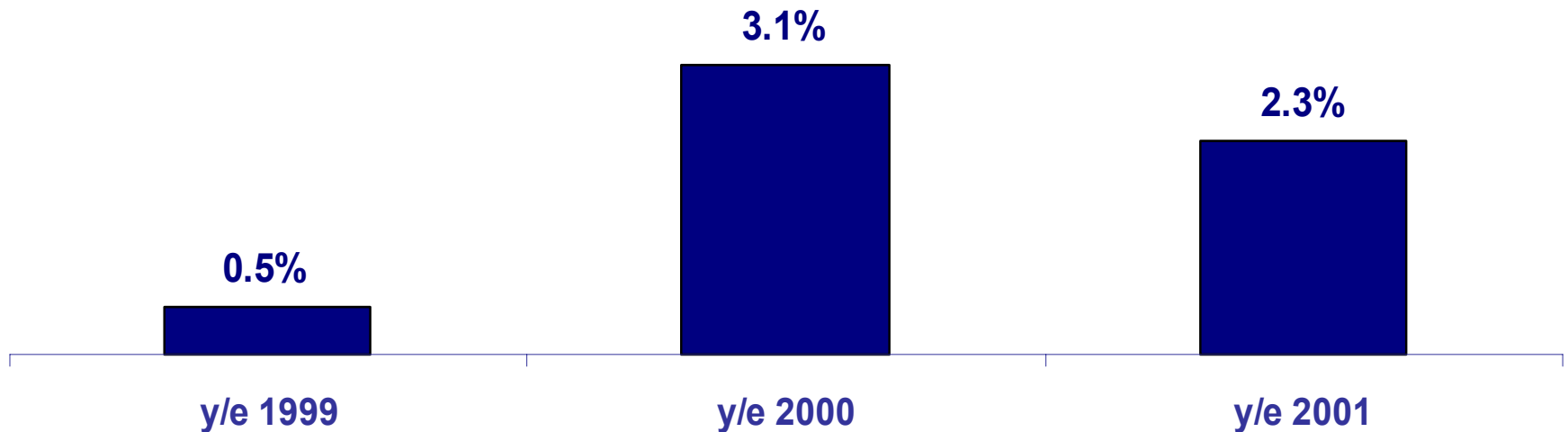


There is no talent shortage if your
company is a great place to work

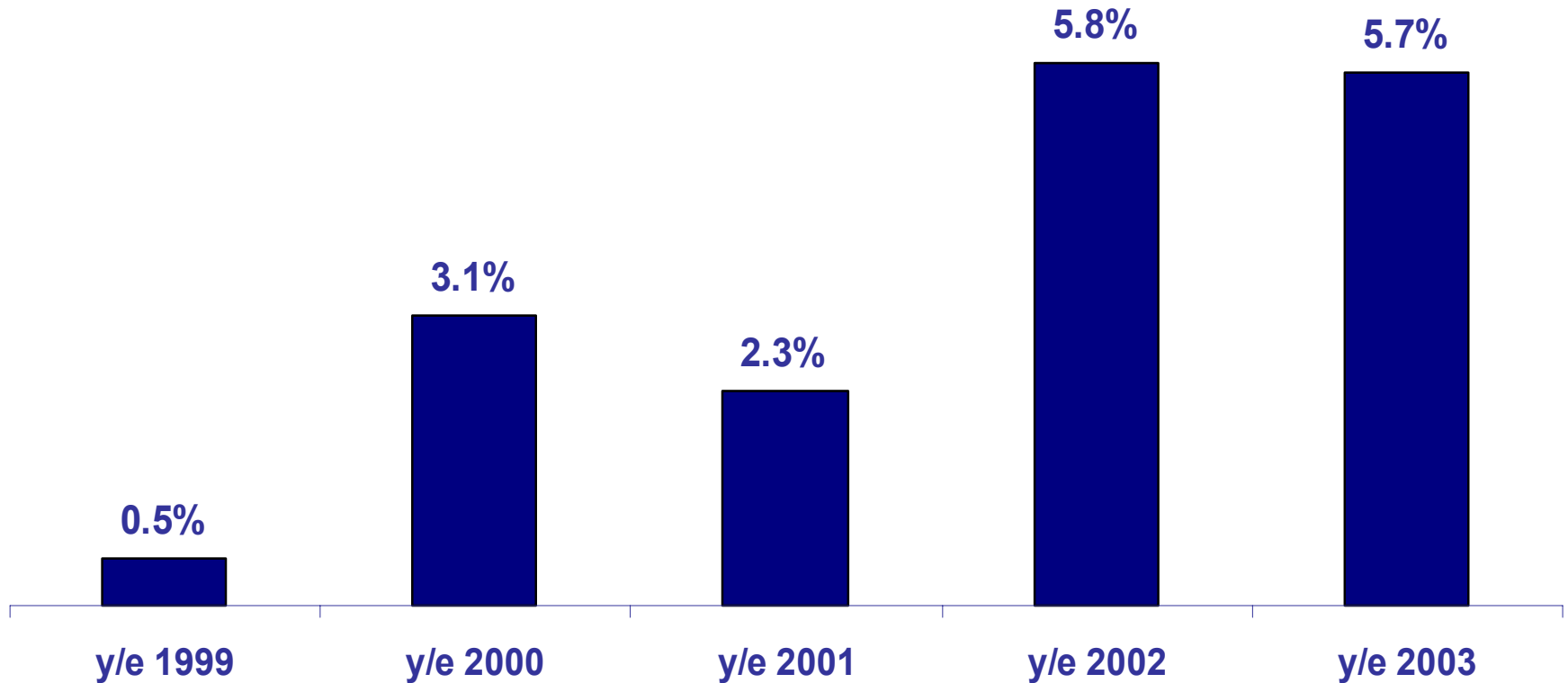
Environment



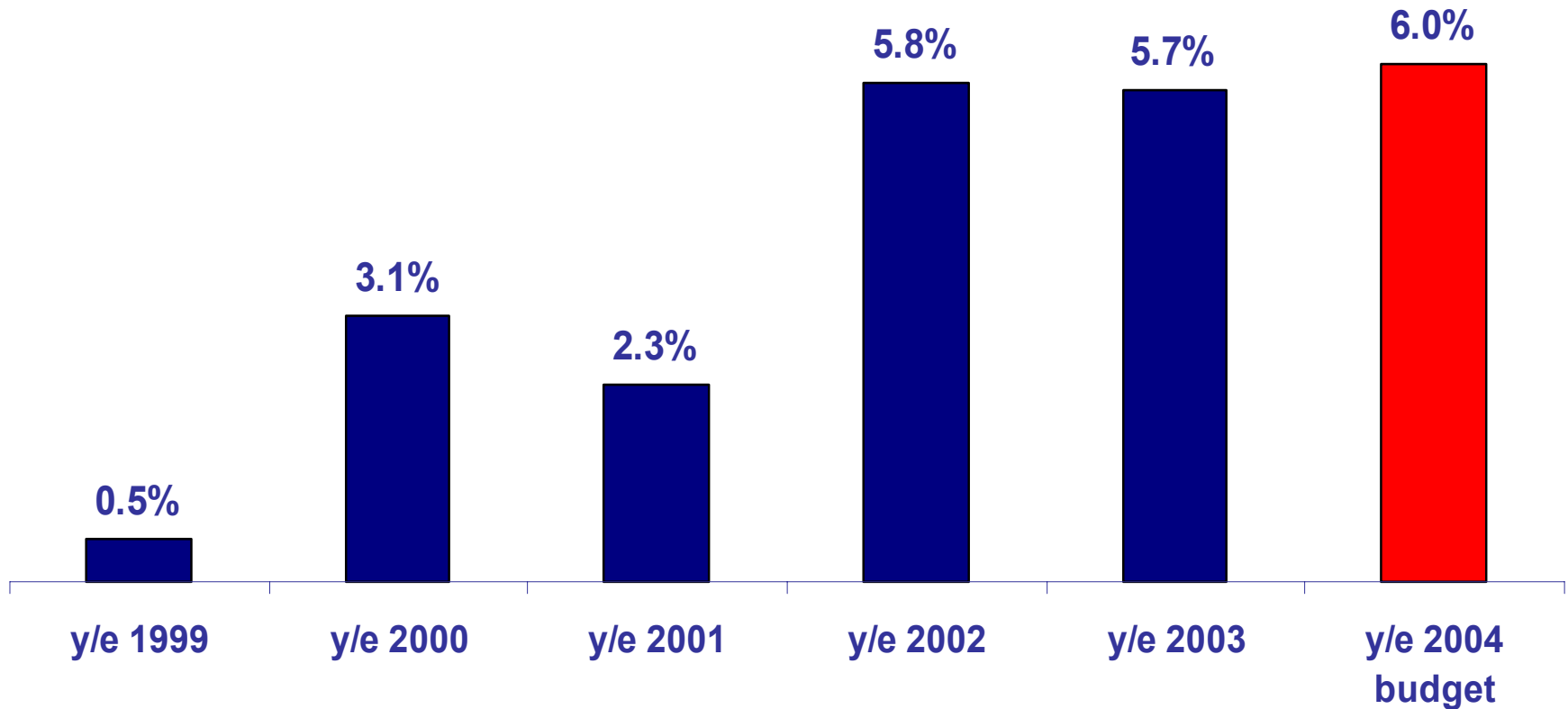
■ Revenue performance chart before changes in working practices



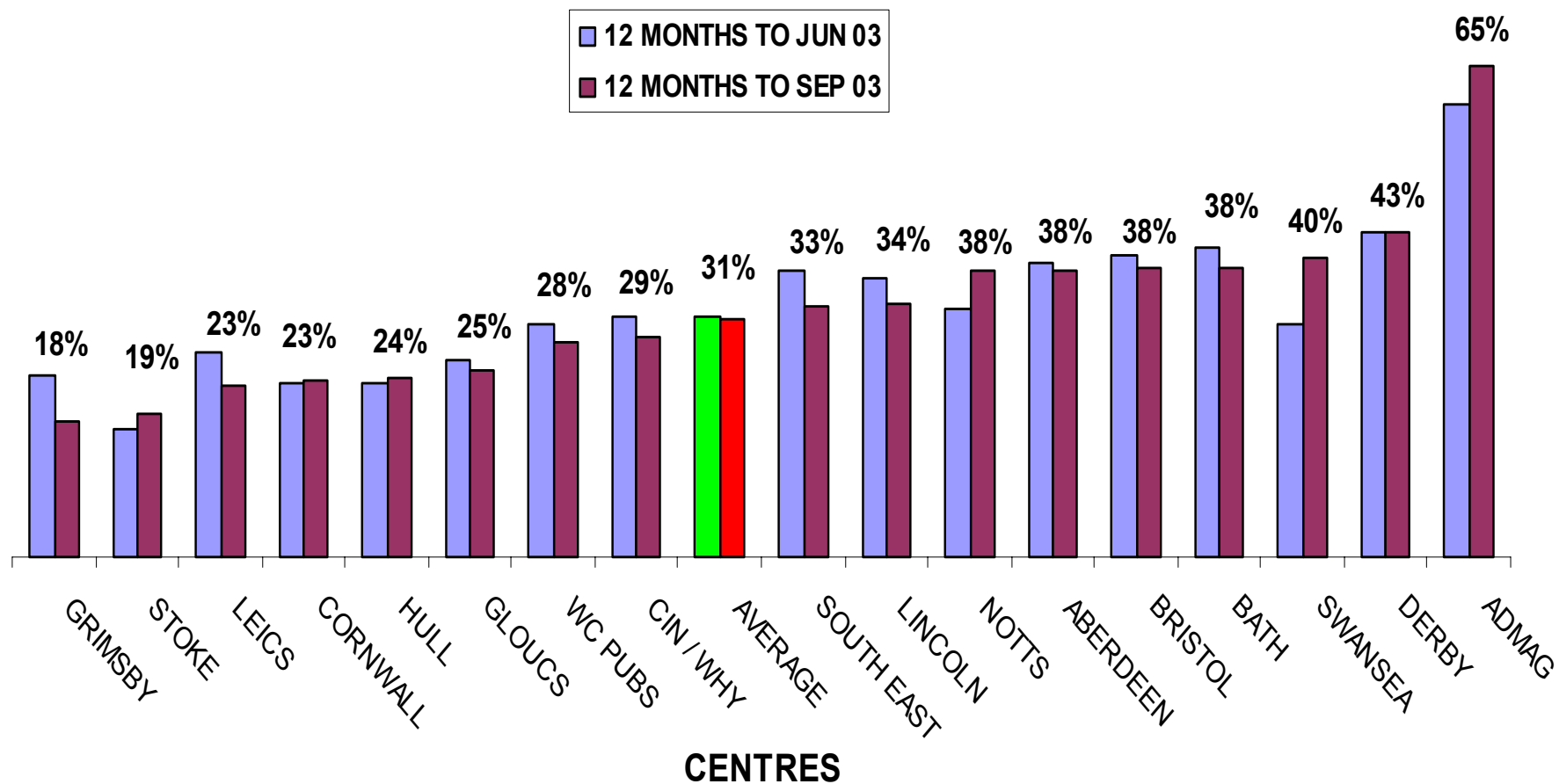
■ Revenue performance chart last five years



■ Revenue performance chart last five years and budget for this year



% Advertising Staff Turnover to end of 2003





**Grimsby
&
Scunthorpe Newspapers...**

**European
Small Call Centre
of The Year.**



Key change indicators

1. Consistent performance growth over three years
2. Staff retention
3. Small European Call Centre 2002
4. Northcliffe Advertising Centre of the Year 2004

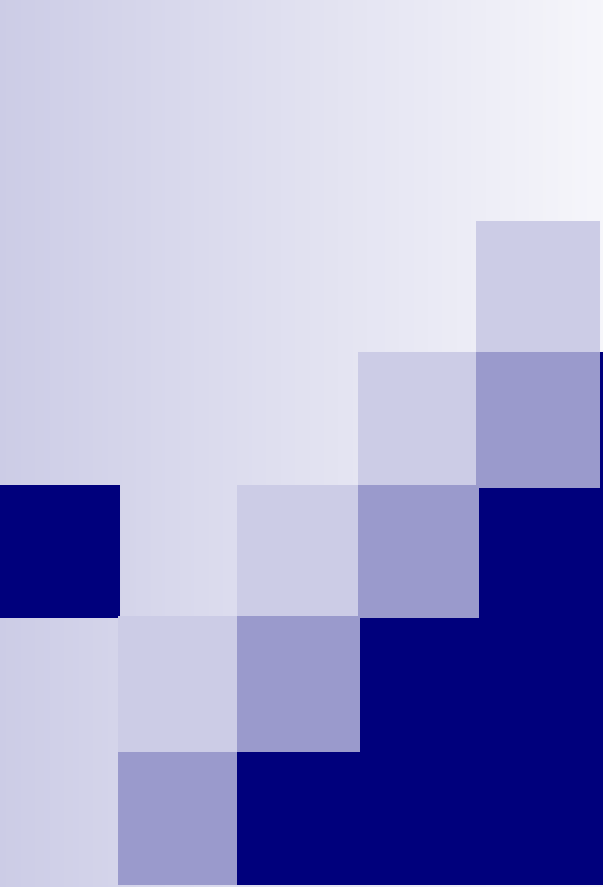


A trigger for
change..

Environment


Environment





Where change
begins...

People



“Focus on your people before
anything else, when you take care
of them they will take care of
everything else”

(Greg Hicks, Leadershock)



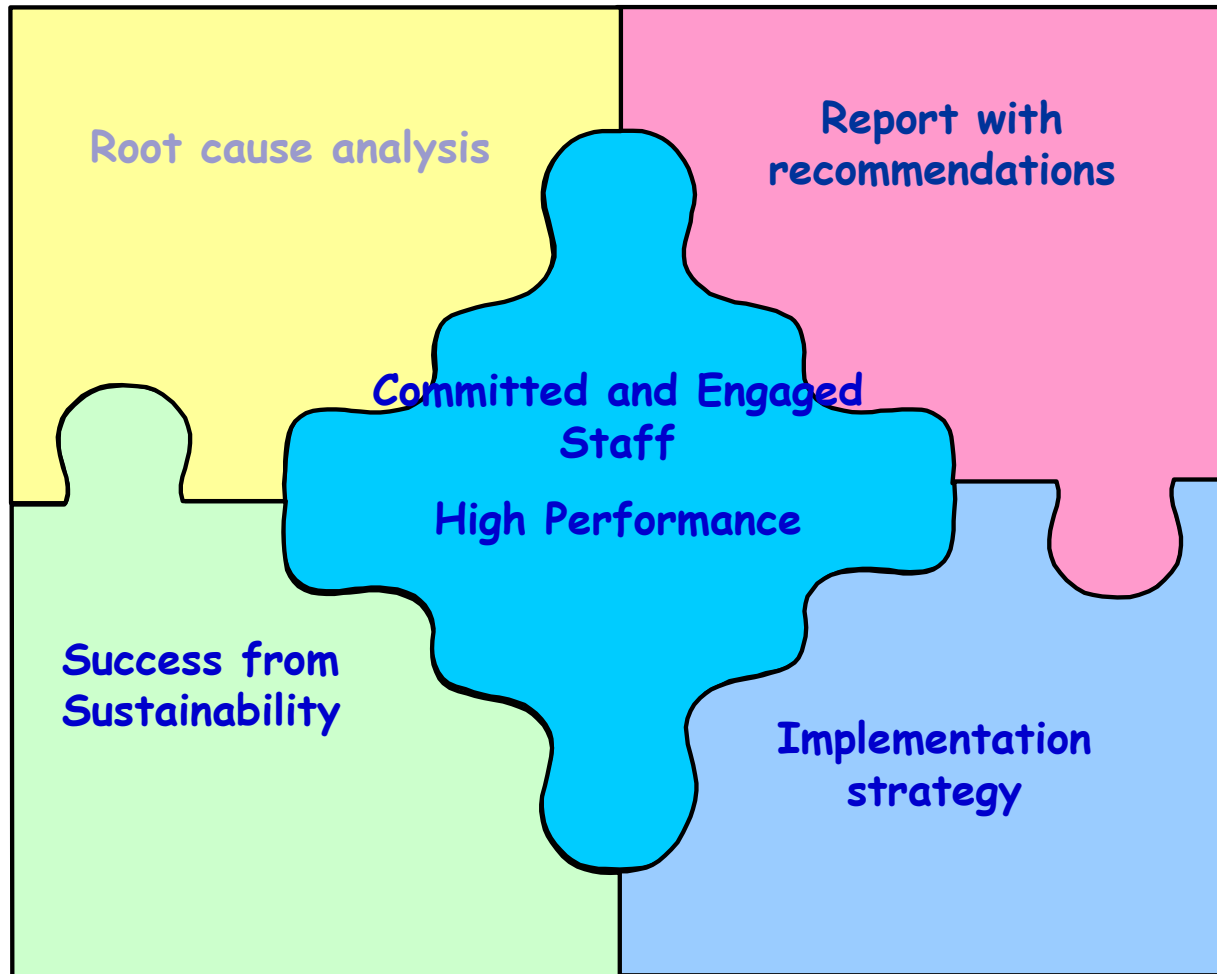
How much do we
value our people?



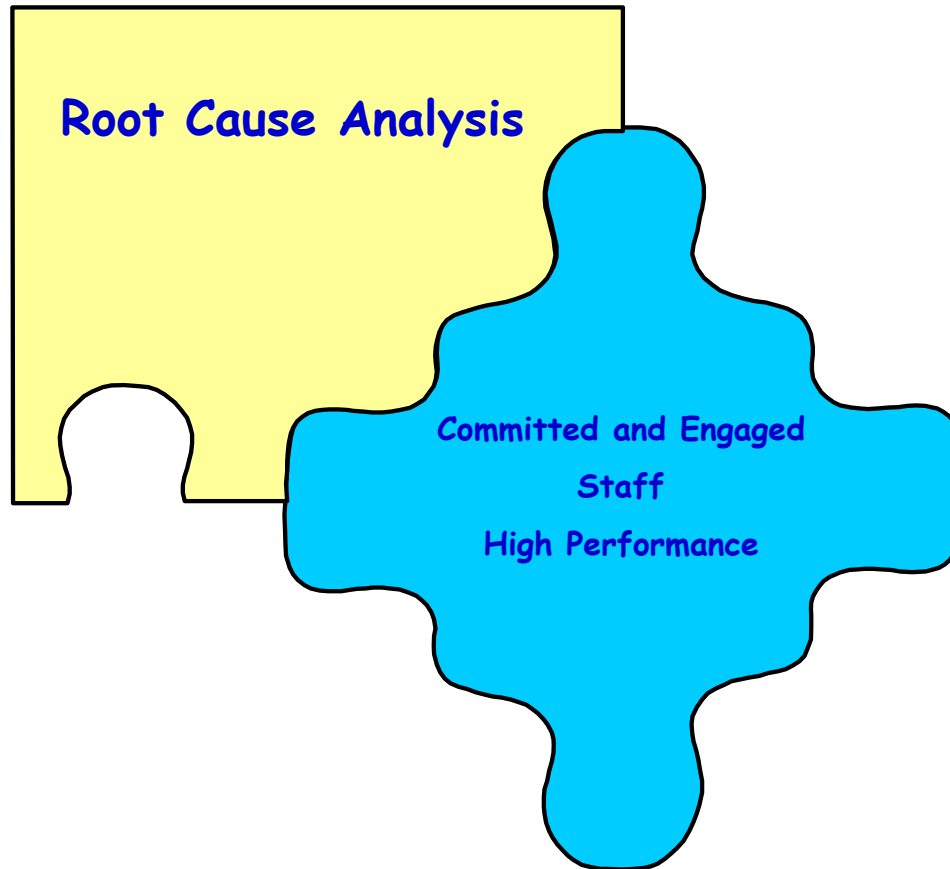
Introduction

I looked at the value we placed on our people in Grimsby & Scunthorpe by taking a strategic approach to staff retention

A Coherent Approach



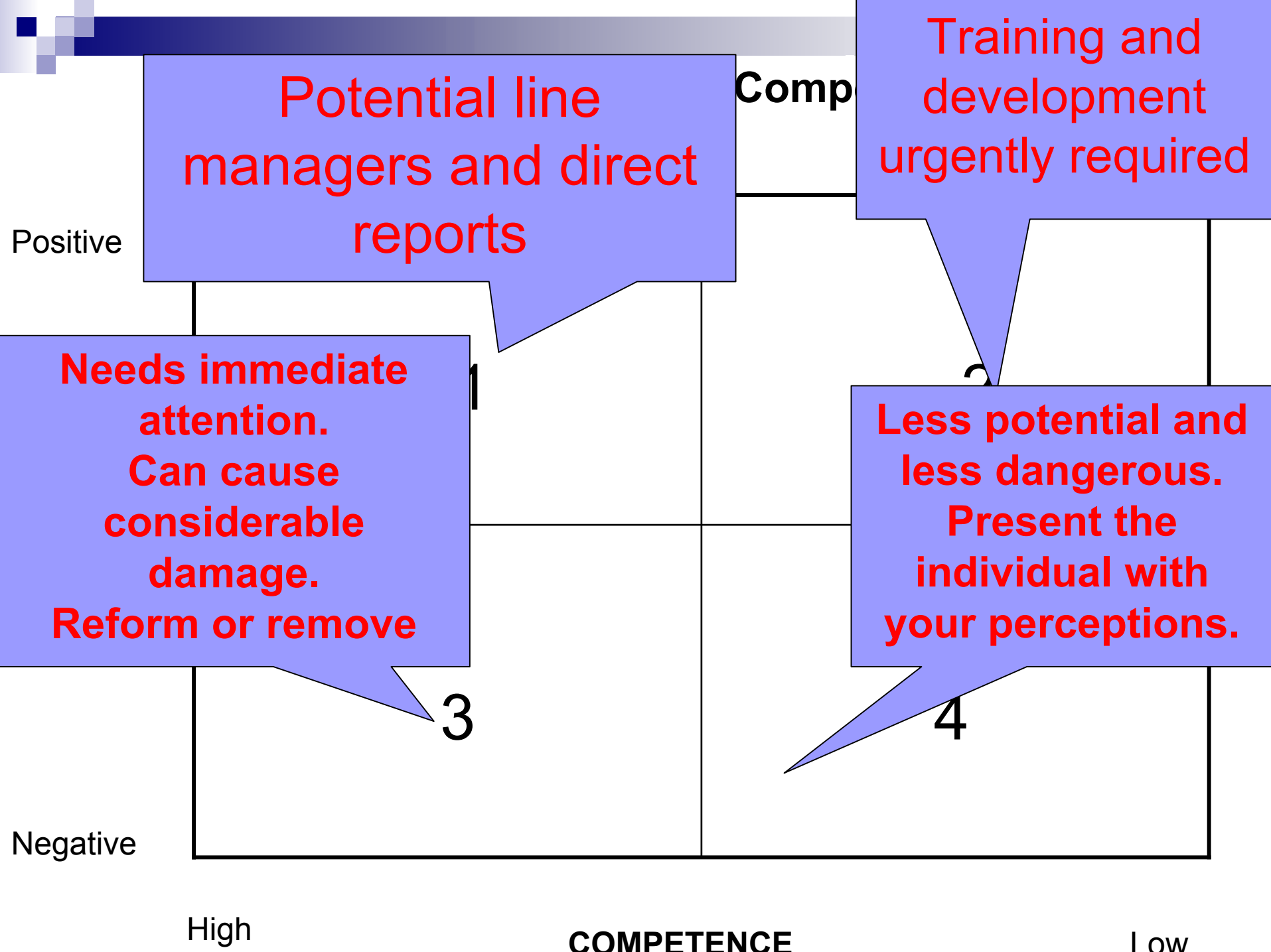
Look Beneath the Surface





Root Cause Analysis


- Absence
- Employee opinion survey
- Exit Interviews
- One to one discussions





Questions to ask your people

- What do you do and why?
- Who do you depend on to do a good job?
- What would enable you to do a better job?
- Are there things that you could do that could be done more quickly, or not at all, with little or no loss of value?
- What would you like to spend more time doing, and how would that help the team and our customers?
- Are you fully stretched?

- 
- Could some of the things you do be delegated to a lower cost resource without serious loss of quality?
 - How can you best help me to help the team?
 - If you were in my position, what steps would you take to improve the department's performance and morale?
 - How can we make this team one of the best in Northcliffe?
 - Is there anything else we need to discuss right now?

The Way Ahead





Report and Recommendations

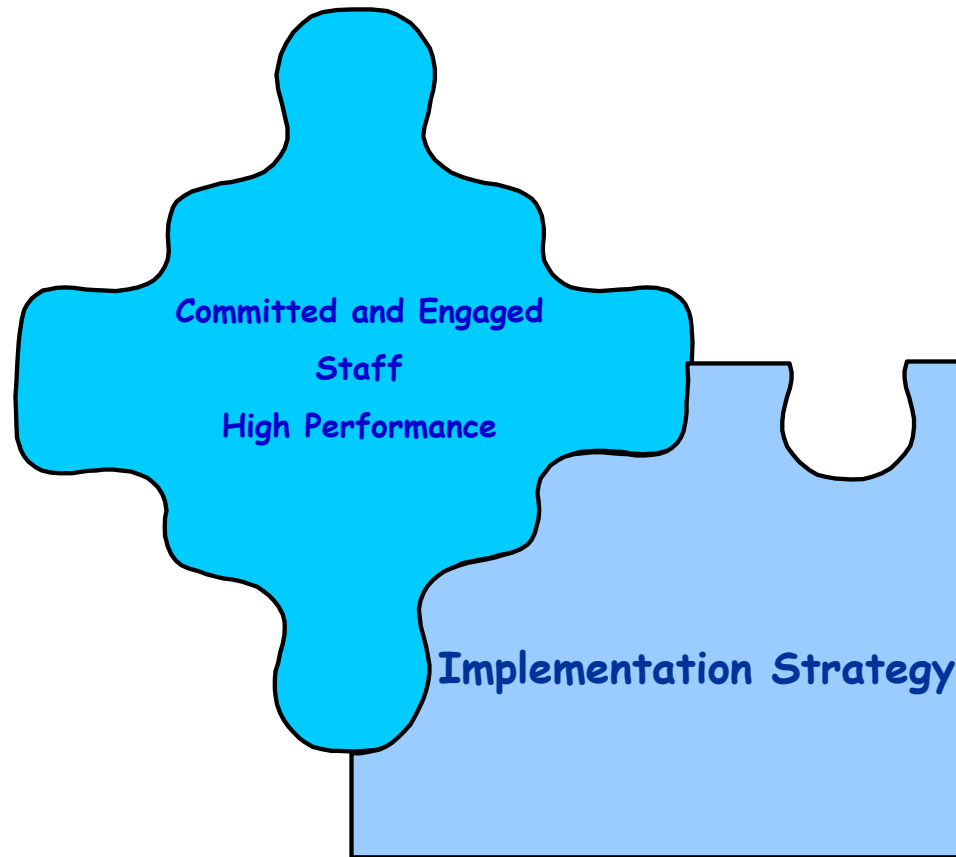
- Environment - trigger for change
- Evaluate culture
- Management Development
- Competencies
- Recruitment and Selection
- Induction
- Performance Reviews, competency chats



Report and Recommendations

- Absence Management
- Training and development
- Succession Planning
- Communication

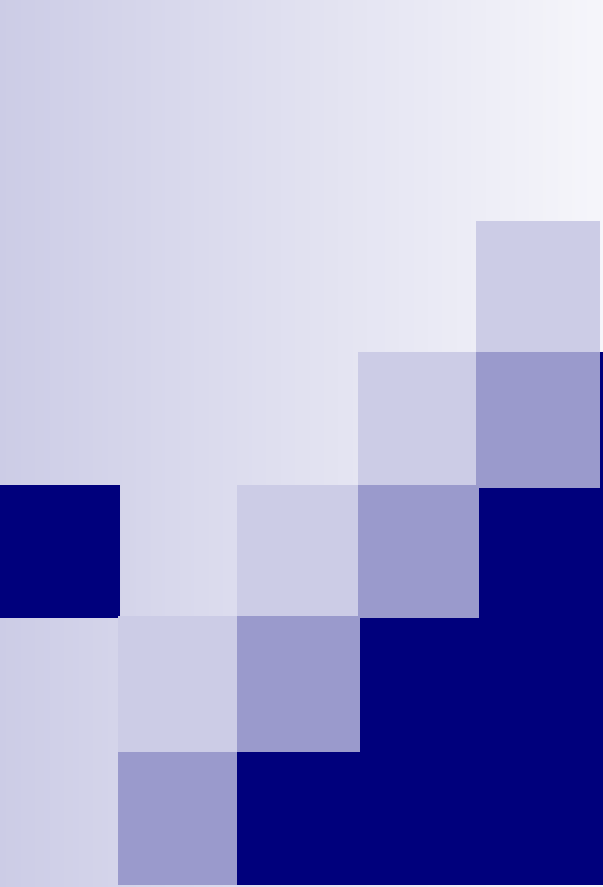
Transform the Way we Work





Implementation Strategy

- Project Champion – Director level
- In centre project team/support and advice from H R Manager
- Prioritise action points from recommendations
- Align with business strategy



Where change
begins...

Culture



The cultural web

A representation of what is
taken for granted in an
organisation

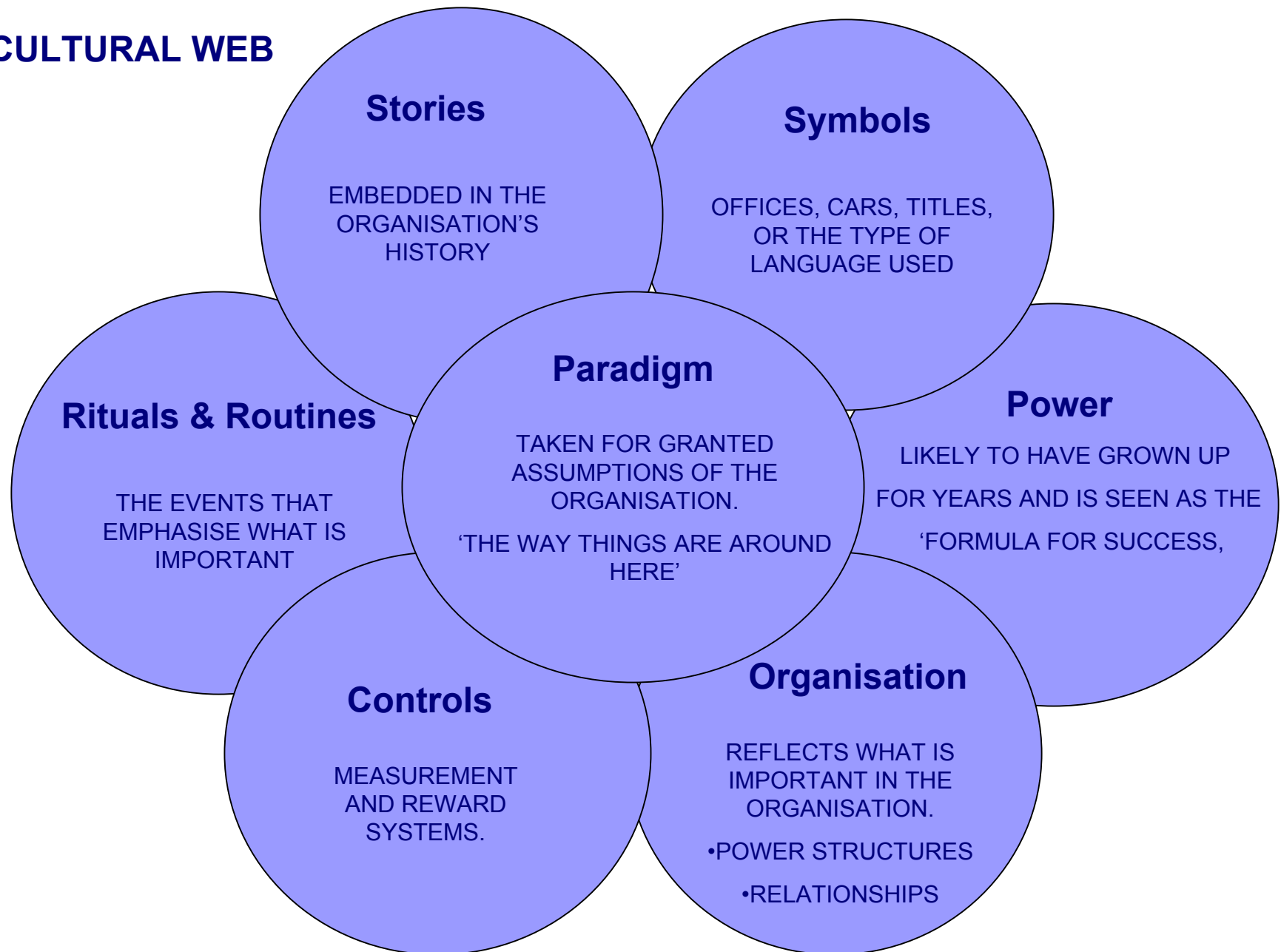


Culture

- Stories
- Symbols
- Rituals and Routines
- Organisation
- Controls
- Power



THE CULTURAL WEB





Stories

**EMBEDDED IN THE
ORGANISATION'S
HISTORY**

Old Environment



New Environment



Incentive



Classified









Symbols

**OFFICES, CARS,
TITLES, OR THE
TYPE OF
LANGUAGE USED**



Power

LIKELY TO HAVE GROWN UP
FOR YEARS AND IS SEEN
AS THE
'FORMULA FOR SUCCESS,



Organisation

**REFLECTS WHAT IS
IMPORTANT IN THE
ORGANISATION.**

- POWER STRUCTURES**
- RELATIONSHIPS**



Controls

**MEASUREMENT
AND REWARD
SYSTEMS.**



Rituals and Routines

**THE EVENTS THAT
EMPHASISE WHAT IS
IMPORTANT**



Paradigm

**TAKEN FOR GRANTED
ASSUMPTIONS OF THE
ORGANISATION.**

**‘THE WAY THINGS ARE
AROUND HERE’**



Grimsby & Scunthorpe

Training &
Development Strategy

the
Academy
WORK WITH IT

Our Aims

- Create a centre of excellence by developing our people through professional skills and life skills.
- Create a culture of learning for everyone.
- To be more joined up in our thinking across all depts.
- To become more strategic in approach.
- To do the best for our people to enable them to do their best for the business.



THE ACADEMY TEAM



Julia Arthur
Academy Chairperson



Hilary Noble
Academy Manager



Jill Batterby
Academy Human
Resources Advisor



Steve Benfield
Beech Consultancy
Academy Project
Consultant

ACADEMY TRAINING TEAM



the
Academy
WORK WITH IT

LAURA KILBY



**ACADEMY TRAINING
MANAGER**

SAM WRIGHT



RACHEL SALTER



ACADEMY TRAINERS

SOPHIE MILES



HOW THE ACADEMY WORKS





RECRUITMENT POD

SPONSOR
JILL BATTERBY



- Delivering best practice through the use of assessment and development centres.
- Constant review of organisation and competency framework.
- Co-ordination of the way we advertise, recruit and appoint new people.
- Delivering on our promises and training others in the recruitment process.



NEW LEARNING POD

SPONSOR
JILL BATTERBY



- Structured and co-ordinated induction.
- Structured orientation programme.
- Appointed organisational 'buddy'/mentors for the first three months, linked to probation.
- Standardisation of information.
- Personal development plan linked to competency framework
- Immediately 'locked into' Academy life and mentality



EMPLOYEE DEVELOPMENT POD



SPONSORS

JENNY THOMPSON &

MALCOLM BARNARD



- Personal performance techniques, time, stress, self management.
- Assertiveness
- Making presentations that work
- Effective negotiations
- Persuading and influencing
- Technical Training (photoshop skills, digital imaging).
- IT skills development



EMPLOYEE DEVELOPMENT POD

SPONSORS

JENNY THOMPSON

&

MALCOLM BARNARD



- IT evaluation now complete and document written
- 3 year strategy linked to business objectives
- Snr Mgmt communication first on the list
- Future plans include:
 - Ad tracking system
 - Client services portal
 - Interactive e-learning material
 - Customer relationship management system



MANAGEMENT DEVELOPMENT POD

SPONSOR

STEVE BENFIELD BEECH CONSULTANCY



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Senior Management

- Effective Business Planning
- Strategic Thinking
- Executive Outcomes
- Coaching/Mentoring Skills
- Creative Visualisation
- Achieving Organisational excellence

Middle Management

- Self Management
- Realising personal impact
- Leadership Development
- Problem Solving Techniques
- Managing Projects
- Empowering Others

Junior Management

- Becoming and effective leader
- Counselling skills
- Appraising for successful performance
- Understanding forecasting/budgeting
- Coaching skills
- Handling conflict

Organisational Pod

- Facilitated Solutions Workshops
- Facilitated Process Improvement Programmes
- Facilitated Benchmarking Clubs
- Quality Circles
- Mentoring Circles



the
Academy
WORK WITH IT

Organisational Development Quality Circles



OSCARS



**the
Academy**
WORK WITH IT



Quality Circles

Retail Therapy

Social Life
how big is your social appetite?

Chic Fashion
all available locally

Wednesday 15th October A Telegraph Special Supplement Not to be sold separately



the
Academy
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Quality Circles



Drive in style!



Having had a certain affinity with the Volkswagen brand for a number of years (I've managed to write off two polos) I felt it was time to try another model.

The golf: a car that for the last twenty five years has been in a league of its own with the GTI being the fore runner of the brand. Having been handed the keys to a 1.8 turbo GTI my first instincts (apart from putting my foot down) was to inspect the model.

As you would expect from VW the interior was of the highest standard. Air conditioning, ESP multi change CD player to name but a few where complemented by a rather tasteful walnut dash.

To look at the exterior of the GTI, you wouldn't

think it was any different from a 1.3 golf, that is unless you spot the rather understated GTI badge. Instantly you know there's more to this car than meets the eye...

Driving round town, the golf is very practical: a large boot, spacious back seat make it an ideal smaller family car. But its when you get onto the open road that you can appreciate this car at its full glory. 0-60 in 8.5 is a breeze and the standard safety features that you would expect from a VW help to make you very safe on the road.

As I said before the Golf is now twenty five years old but a modern day classic that would see me jumping to own one!

Designed to go even quicker than our GTI.

Something tells us we may not have ordered enough.



Polo Sport TDI.
Down £825.



Passat SE TDI.
Down £825.

True, our flagship Golf fairly flies out of the showroom. But for speedy sales, it's about to be overtaken. Meet the Golf Match. Correction, the XL1995 on-road Golf Match. That said, the price of this special edition is only the half of it. It's what you get for that price. Namely, extras running from 15-inch alloys, CD player and remote central locking right on through to an alarm and trip computer. Not forgetting, of course, standard features like air conditioning, electric windows and heated, electrically adjustable door mirrors. All in all, maybe it should be called the Golf Matchless.

The £11,995 Golf Match.

If we've underestimated, perhaps it's forgivable. After all, our top-of-the-range Polo Sport is now just £13,945; our much-loaded Passat SE a tempting £16,490. Moreover, those prices are 'on the road'. And though they've been trimmed, you still get all the trimmings. In case you're wondering, there are generous reductions on most Polos and Passats. Likewise, a good many Golfs and Shirans. As a matter of urgency, then, we advise you to come down.

F Cross & Sons

Normanby Road, Scunthorpe. Telephone: 01724 842011.
www.fcross.co.uk



*Polo Sport 147CV 1975cc. In stock original up £12,780. Passat SE 147CV 1975cc. original up £16,490. On the road price includes VAT, dealer plates, delivery and 12 months road tax insurance. New price available from January 2002.
Official fuel consumption in mpg (litres/100km) for the Golf Match 1.4 urban 30.0/18.0 extra urban 41.4/55.0; combined 41.5/54.0. CO₂ emissions 163g/km.
Official fuel consumption in mpg (litres/100km) for the Polo Sport TDI urban 41.6/52.7; extra urban 48.0/14.2; combined 41.4/14.3. CO₂ emissions 129g/km. Passat SE TDI in mpg (litres/100km): urban 39.8/22.1; extra urban 45.4/14.3; combined 41.4/15.3. CO₂ emissions 189g/km.



Organisational Development



What are the top three processes in your job/department that could be improved or would make life easier

Issues Common to all Departments



1. More effective copy instructions
2. Improved proofing service
3. Pre-payment system
4. Message taking – voice mail





FASTRACK POD

SPONSOR

SARAH THOMPSON



the
Academy
WORK WITH IT

- For high potential staff at all levels to move into the fast lane.
- Preparing the managers of tomorrow.
- Growing people not processes.
- Focus on emotional intelligence, intellectual capital, benchmarking skills, leadership skills.
- Something to aspire to.





INNOVATION POD

SPONSOR
JULIA ARTHUR



the Academy
WORK WITH IT

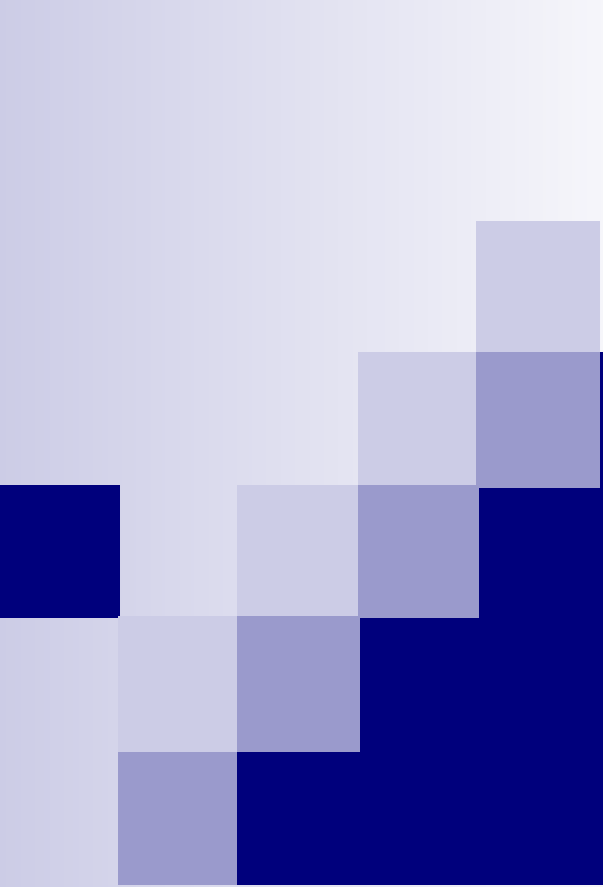
- Place where creativity is encouraged.
- New ideas conceived.
- Challenge to the status quo.
- Shifting Paradigms' facilitated.
- 'Discovery Pool' created where new ideas can be identified, explored and business cased.
- Facilitated visioning and creativity workshops

INNOVATION INC.



**YOU WON'T BELIEVE
YOUR EYE!**





Where change
begins...

Creativity

INNOVATION INC.



**YOU WON'T BELIEVE
YOUR EYE!**



INNOVATION INC.



**YOU WON'T BELIEVE
YOUR EYE!**



dream and create

Where all other animals live from day to day,
we alone plan ahead, dream and create...

The creation of **Art**...

Scientists believe art is a landmark in human evolution. No other animals, after all, are able to define a painting as anything other than a collection of colours and shapes.



Only humans can make sense of, and create art...

Creative thought...

"If I had to isolate one trait that I would say marks the human, it is innovation, creativity, and the ability to communicate through art."

Prof. Richard Klein – Stanford University

Hieroglyphic



Vision Dominates



We experience the world through the radar of our five senses.

Vision
Touch
Taste
Scent
Hearing

Vision dominates the senses...

R E N A I S S A N C E

Artists design studio - (Before refit)

artists department



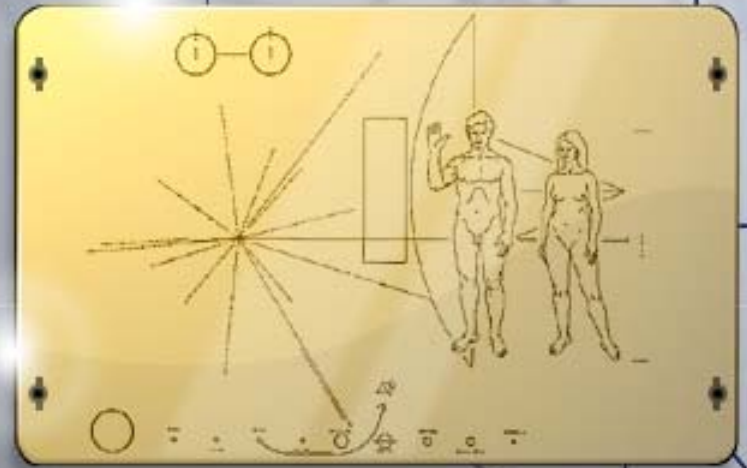
New artists design studio

artists department



What we knew...

- The chance of closing a sale diminishes by as much as 75%.
- We need to grow our market share over the next few years.
- Northcliffe minimum standards.



01977

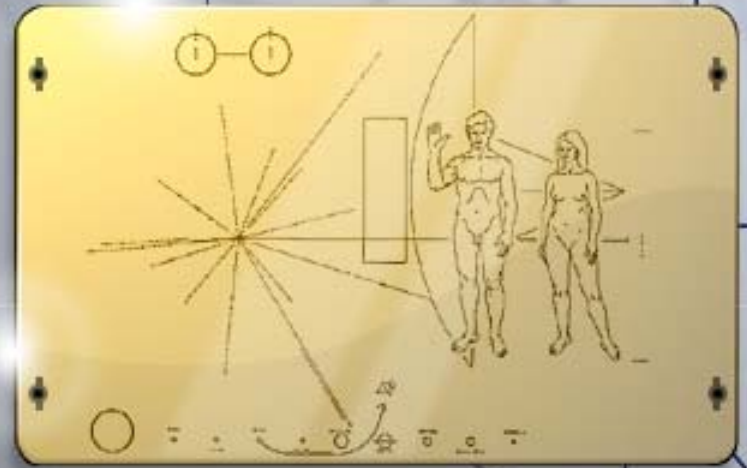
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What we need...

- Develop a creative resource unit that could handle greater volumes of quality visuals.
- Create our own electronic library.
- A catalogue of generic ads as samples for the sales people.
- Northcliffe digital studio!



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1010101101011111001001001110010111001111001110010101110011001010111011000110000000110011101010111

The Plan

085633 • 278 • 467895 • 123 • 645087 • 350

1010101101011111001001001110010111001111001110010101110011001010111011000110000000110011101010111

We launched The Creative resource unit
as a completely new digital department and
called it Creative Juice.

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conceptual development



internet communication



Creative *Juice*



Creative Juice design studio. (Before)

Creative *Juice*



www.telcreativejuice.com

Creative *Juice*



Creative *Juice*

Creative Juice's is all about volume and quality.

Facts about creative juice:

1. Over 100 visuals per week
2. Proactively attacks categories not performing well
3. Territory support for sales reps.
4. Customer satisfaction
5. 15,000 increase in spend in first two months
6. Meeting minimum standards for visual services

Whiteheads

Lesson 1: GROOMING



DESCH
DESCH OUTSIDE. FOUNDED 1988

Whiteheads

Cleethorpe Road (nr. Riby Square), Grimsby

Tel: (01472) 342980

Whiteheads

Lesson 2: CLEAN SHOES



DESCH
DESCH OUTSIDE. FOUNDED 1988

Whiteheads

Cleethorpe Road (nr. Riby Square), Grimsby

Tel: (01472) 342980

Portfolio Sleeves Creative *Juice*

A banana a day is
the healthier way...




banana 
fitness & health

banana 
fitness & health

A banana a day...
Is the healthier way.



banana 
fitness & health

St James
JEWELLERS

*Diamonds are a girls
best friend*



St. James Jewellers

158 Freeman Street, Grimsby • 01472 352907 / 345437

St James
JEWELLERS

Unique jewellery?



St. James Jewellers

158 Freeman Street, Grimsby • 01472 352907 / 345437



garden furniture



Tree seat



4ft Arbour seat

We offer a large selection of quality Fence panels and posts. Decking, pergolas, trellis and furniture.

Opening Times:

Monday - Friday 9am - 5:30pm

Saturday 9am - 2pm • Sunday 10am - 2pm



15-19 Normanby Park Workshops.
Normanby Road, Scunthorpe.
Telephone: 01724 868663



fencing

Opening Times:
Monday - Friday 9am - 5:30pm
Saturday 9am - 2pm
Sunday 10am - 2pm



Economy Front



Standard Front



Heavy Front



Pointed piling



Flat top angle piling



Cathedral piling



Domed piling



15-19 Normanby Park Workshops.
Normanby Road, Scunthorpe.
Telephone: 01724 868663



Grimsby & Scunthorpe Newspapers Ltd

**Northcliffe Advertising Centre
of the Year
2004**



Estate Agency never tasted this good!

J.C. Lovelle Consultancy introduces a brand new flavour to the residential estate agency business. It links the dynamic approach of an experienced team of residential specialists committed to maximising the value of your home, together with a refreshing approach to customer service and satisfaction.

Our already fruitful tailor-made service reflects today's fast moving property market, and includes 'new property detail' messaging by text, email or fax and much, much more.

This tantalising recipe is at its mouthwatering best...
Why settle for less?

J.C. LOVELLE CONSULTANCY
PROPERTY CONSULTANTS • DEVELOPMENT ADVISORS

HAMPTON HOUSE CHURCH LANE OPPOSITE ST. JAMES CHURCH GRIMSBY
TELEPHONE 01472 251918 EMAIL: jonathanlovelle@aol.com WEBSITE: www.jcloveleconsultancy.co.uk

Introducing the new page 3 topless model

You would be forgiven for falling in lust at first sight with the new VW Beetle Cabriolet. It has soft curves with sweeping surfaces and sharply defined contours. It also has a sophisticated roll-over protection system and is available in 1.6 or 2.0 litre engines. Most importantly for all you admirers, it takes its top off in just 13 seconds. Now there's something to dream about!



Grimsby Volkswagen

West Coates Road, Grimsby.

Telephone 01472 263700

www.grimsby.volkswagen.co.uk



CHERRY PICKED

You have spent many years looking for her...
Inferior gems have been set aside in your search...
But now you have found her!

SHE SPARKLES
SHE'S PRECIOUS

you'll be together forever...
make the commitment, cherry pick the ring,
to match her sparkle and individuality

NIDD & SON

FINE JEWELLERY
EST 1895

17 OLD MARKET PLACE, GRIMSBY
TEL 01472 341742

Retail Therapy



Social Life
how big is your social appetite?

Chic Fashion
all available locally

Wednesday 15th October A Telegraph Special Supplement Not to be sold separately



Your Business Directory

an essential guide to local business services and products

2003

Grimsby & Scunthorpe Newspapers Ltd

NEW & USED CARS



DIXON

www.dixonmotors.co.uk

Behind every advert
is the person who placed it




**Property abroad, for lease
hire, Southern Spain. £190
per week, sleeps 5, ideal
family location.**

RENTED

Last week we carried 152 adverts placed by 58 different people. If you won't listen to us, listen to them.

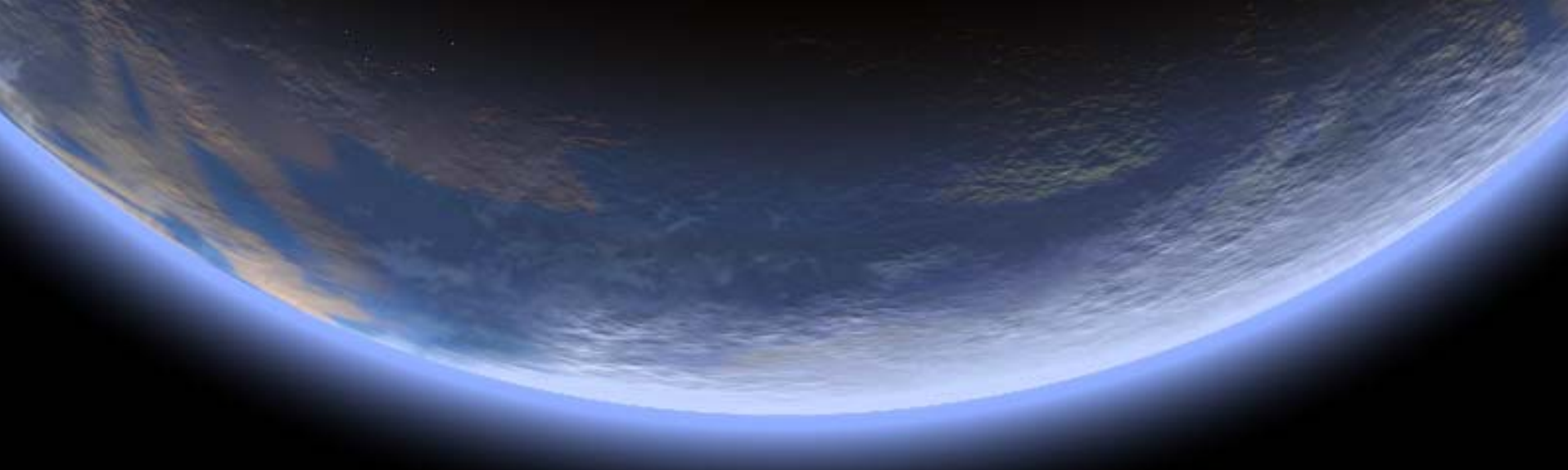
**Advertising solutions that work
for you, for the family, for the business**



*"There is no such thing as hard
sell and soft sell. There is only
smart sell and stupid sell."*

*"Smart sell starts with a
visual"*

Julia Arthur – Circa 2003



the
Academy
WORK WITH IT



Creative **Juice**
M E D I A S E R V I C E S

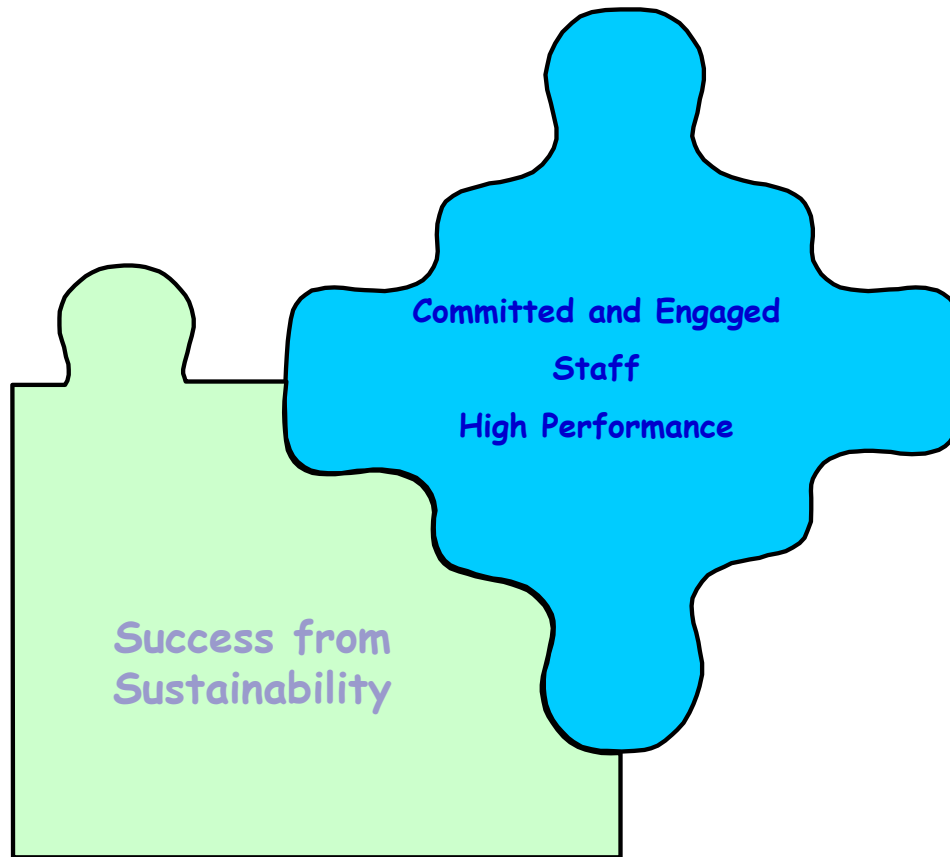


GRIMSBY & SCUNTHORPE TELEGRAPH

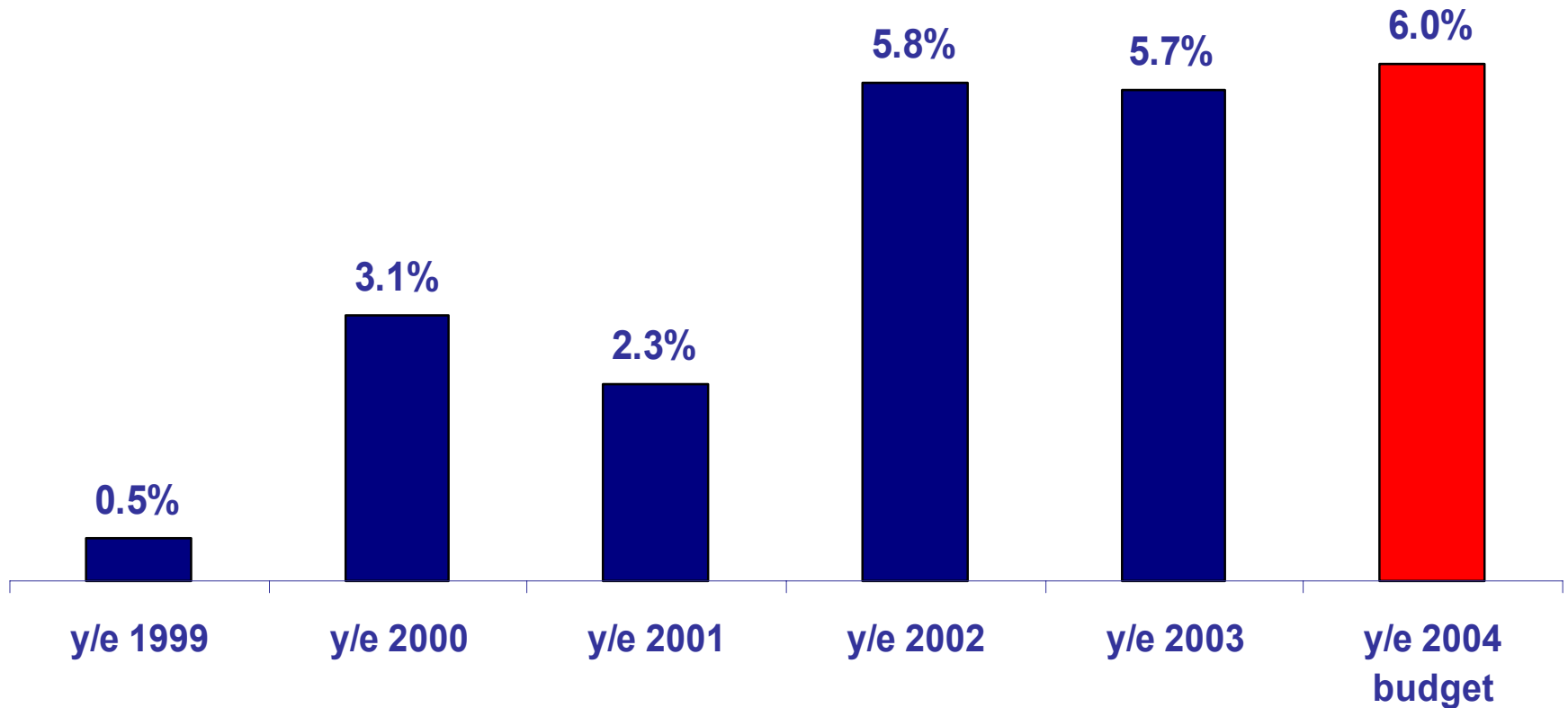
Helping to shape tomorrows advertising



Unleash the Potential



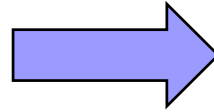
■ Revenue performance chart including the budget for this year



Success from Sustainability

Inputs

- Our People
- Management Development
- Business Strategy
- Training and Development
- H R initiatives
- Communication
- Competency Framework




Outputs

- Highly motivated, loyal people
- Increased level of skill
- Low attrition rates
- Reduced Absence levels
- Increased business performance
- Learning is valued and supported



Summary

- Long term Strategy
- Commitment at Director level
- Reduced attrition and absence levels
- Managers who care about their people
- Committed, engaged staff




SUCCESS CRITERIA FOR THE ACADEMY

- Improvement in labour turnover - requiring less recruitment activity and new starter training.
- Improvements in absence levels.
- Improved results in employee satisfaction survey.
- Improved performance management of both high and low performers.
- Improved succession planning.
- Lower error rates.



There is no talent shortage if your
company is a great place to work



All this will not be finished in the first 100 days, nor will it be finished in the first 1000 days, nor in the lifetime of this administration, nor even perhaps in our lifetime on this planet.

But let us begin...

John F Kennedy



Thank you

Julia Arthur
Advertisement Director
Grimsby & Scunthorpe Newspapers Ltd
Juliaarthur@grimsbytelegraph.co.uk