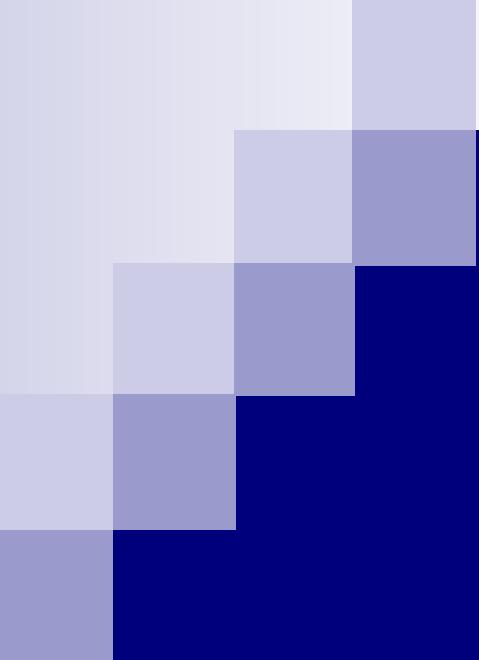




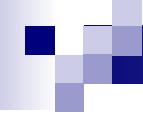
# The Reality Of Change

Julia Arthur  
Advertisement Director  
Grimsby & Scunthorpe Newspapers Ltd



Grimsby &  
Scunthorpe  
Newspapers Ltd





**Selby**

**Goole**

**Thorne**  
**Hatfield**

**Scunthorpe**

**Immingham**

**Grimsby**

**Gainsborough**

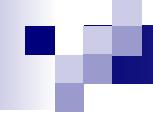
**Louth**

**Retford**

**Lincoln**

**Skegness**



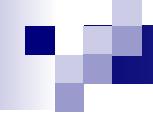


- Performance

- People

- Culture

- Creativity

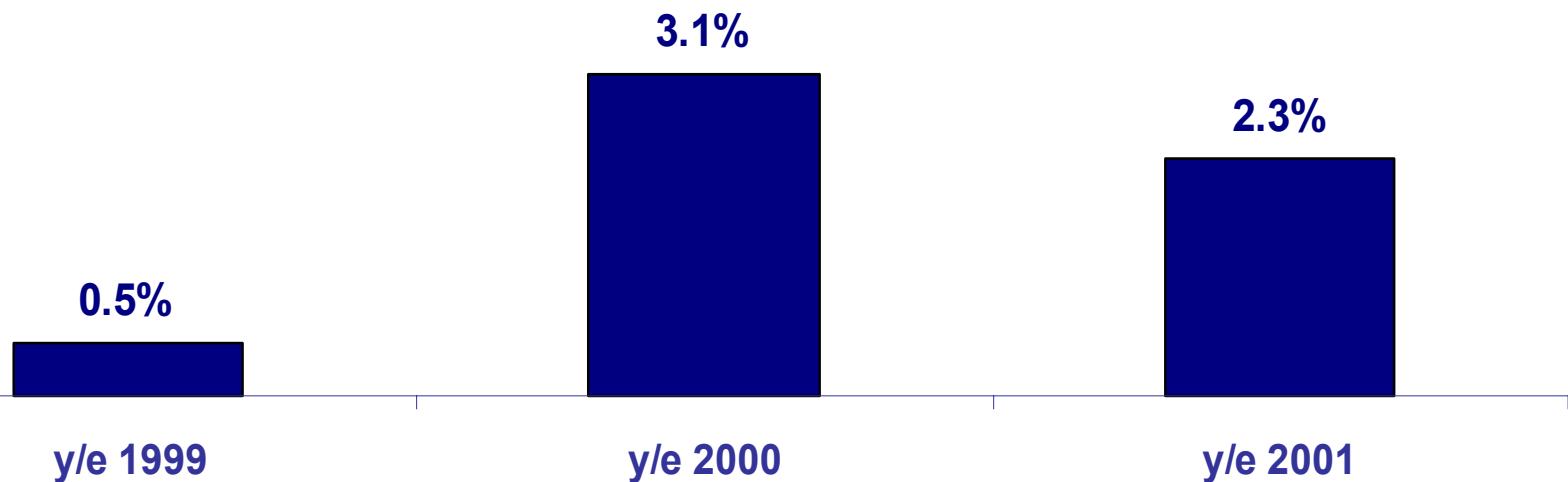


There is no talent shortage if your company is a great place to work

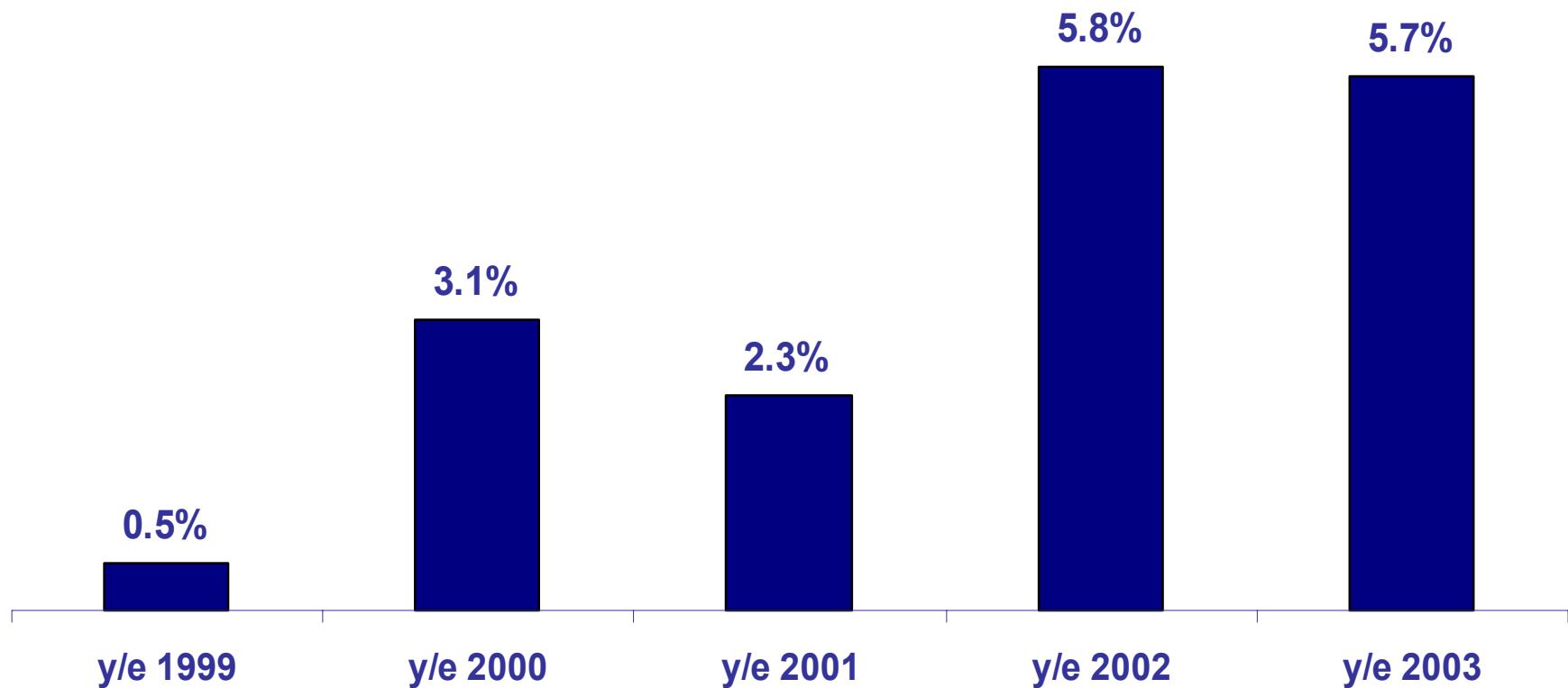
# Environment



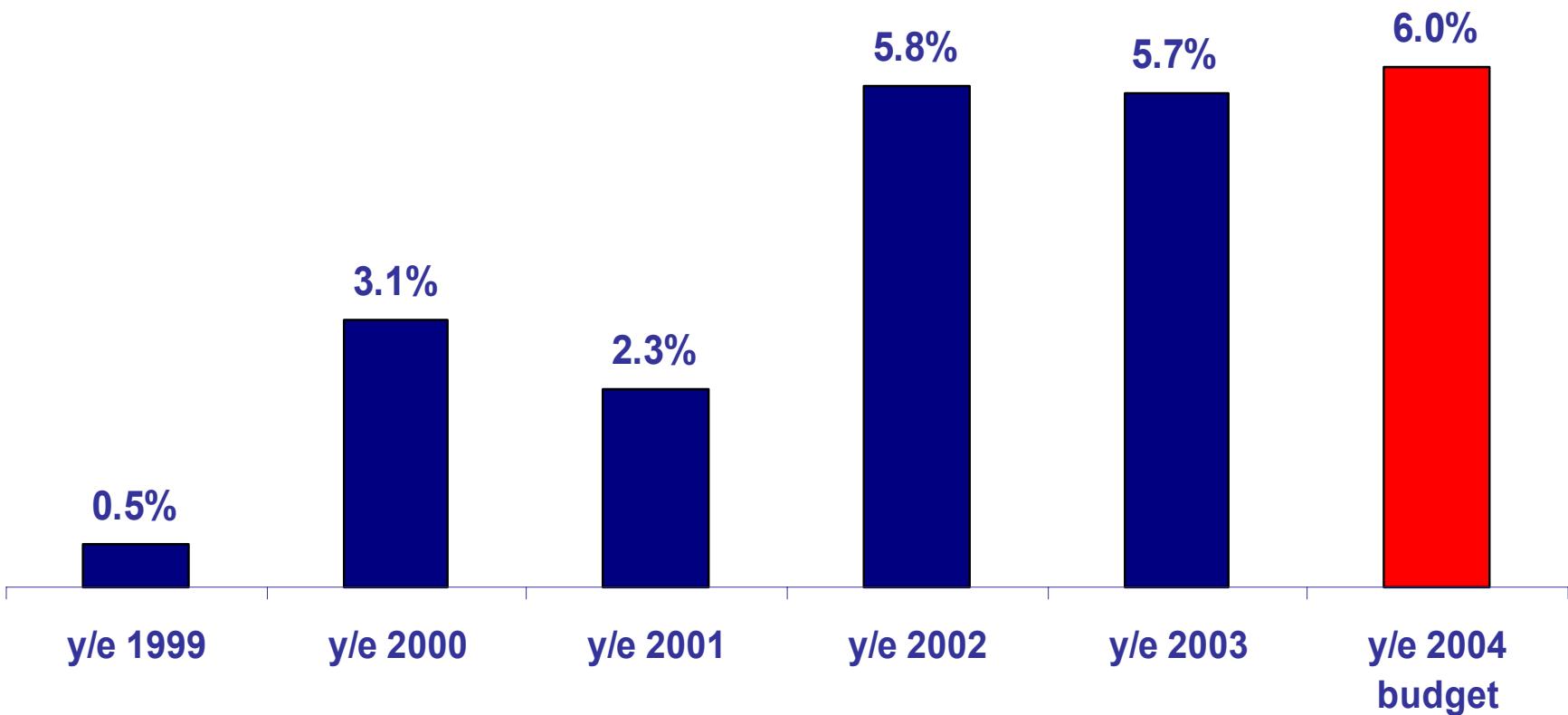
## ■ Revenue performance chart before changes in working practices



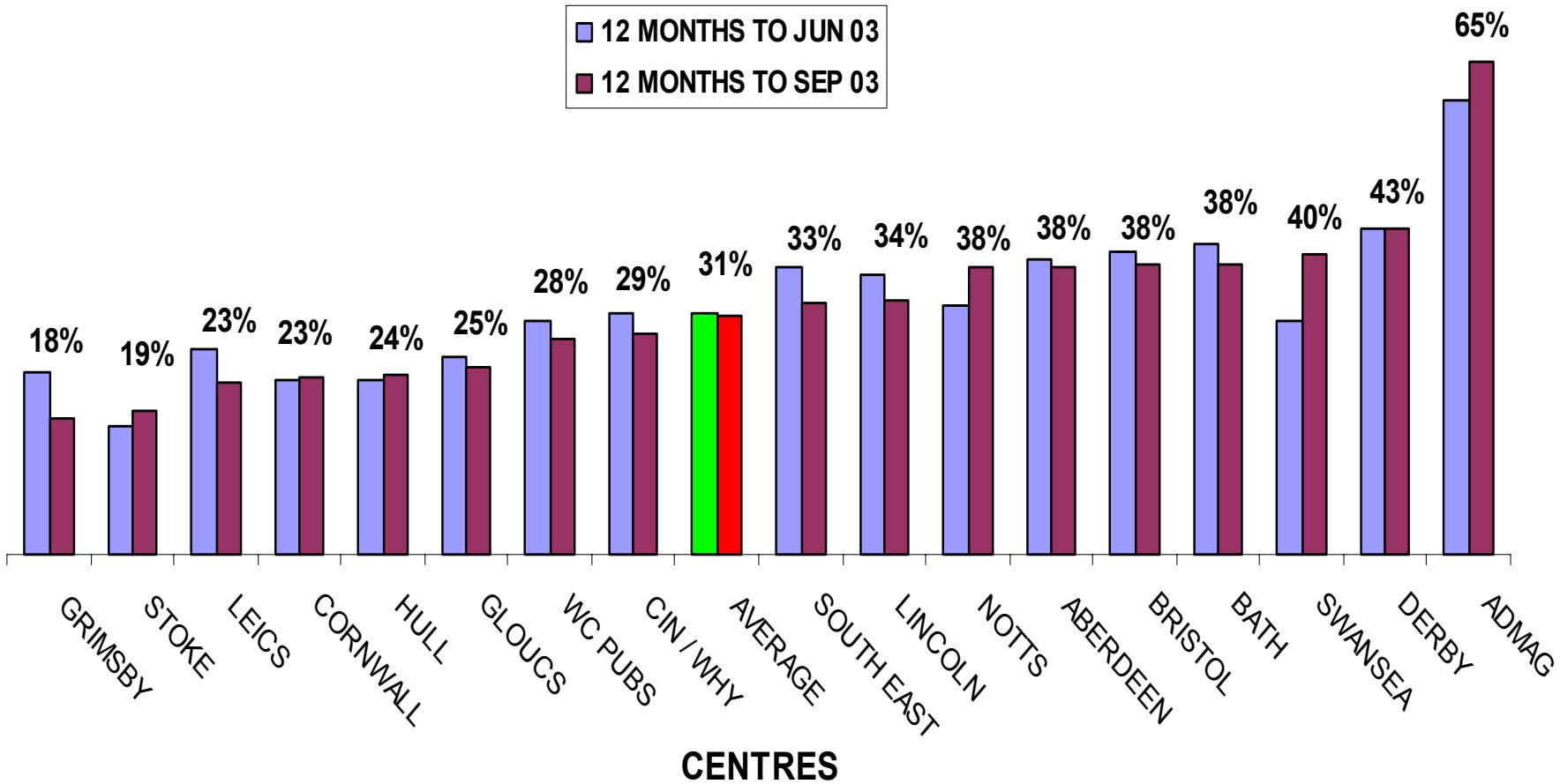
## ■ Revenue performance chart last five years



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



# % Advertising Staff Turnover to end of 2003



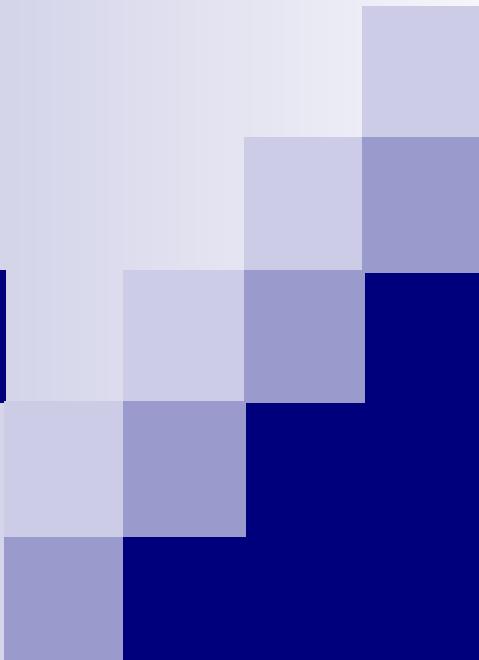


Grimsby  
&  
Scunthorpe Newspapers...

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

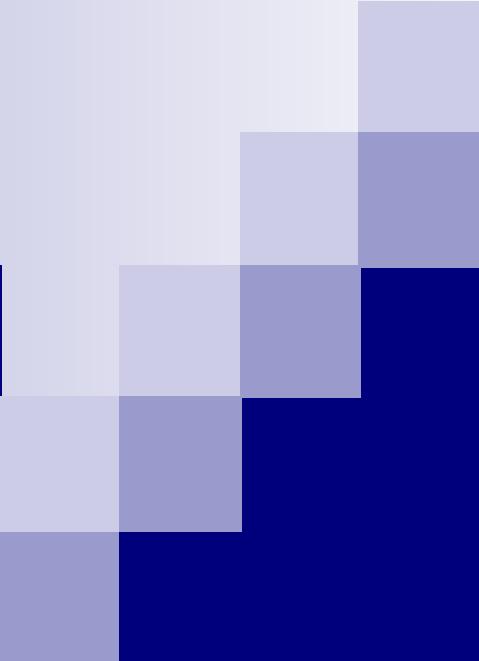


A trigger for  
change..

**Environment**

# Environment



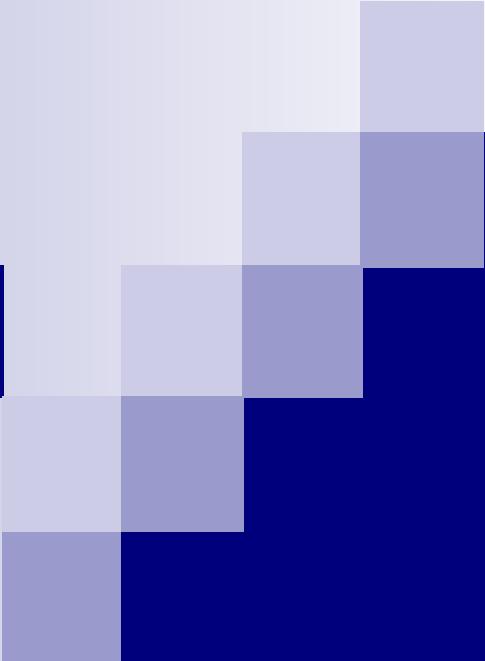


Where change  
begins...

People

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

*(Greg Hicks, Leadershock)*

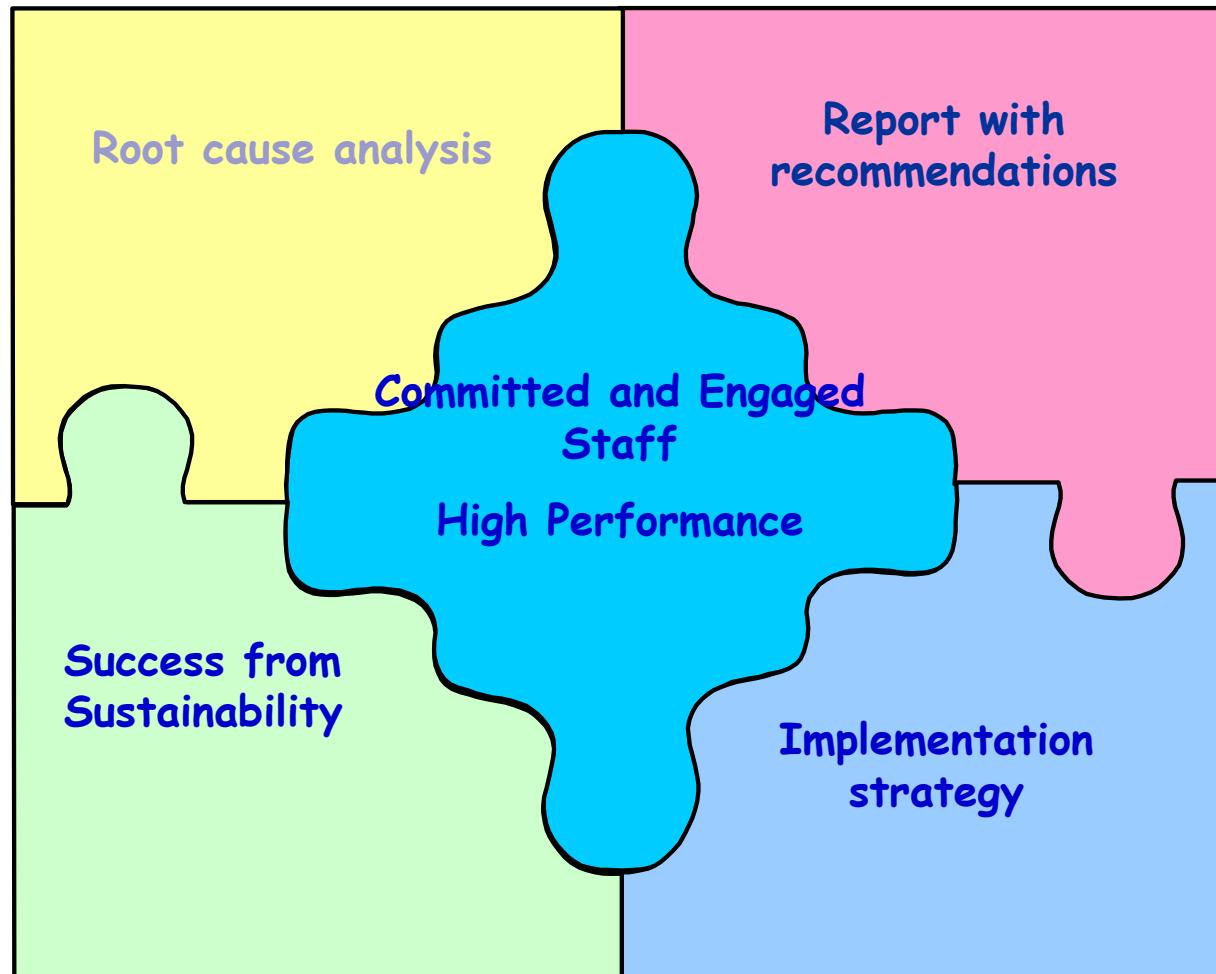


How much do we  
value our people?

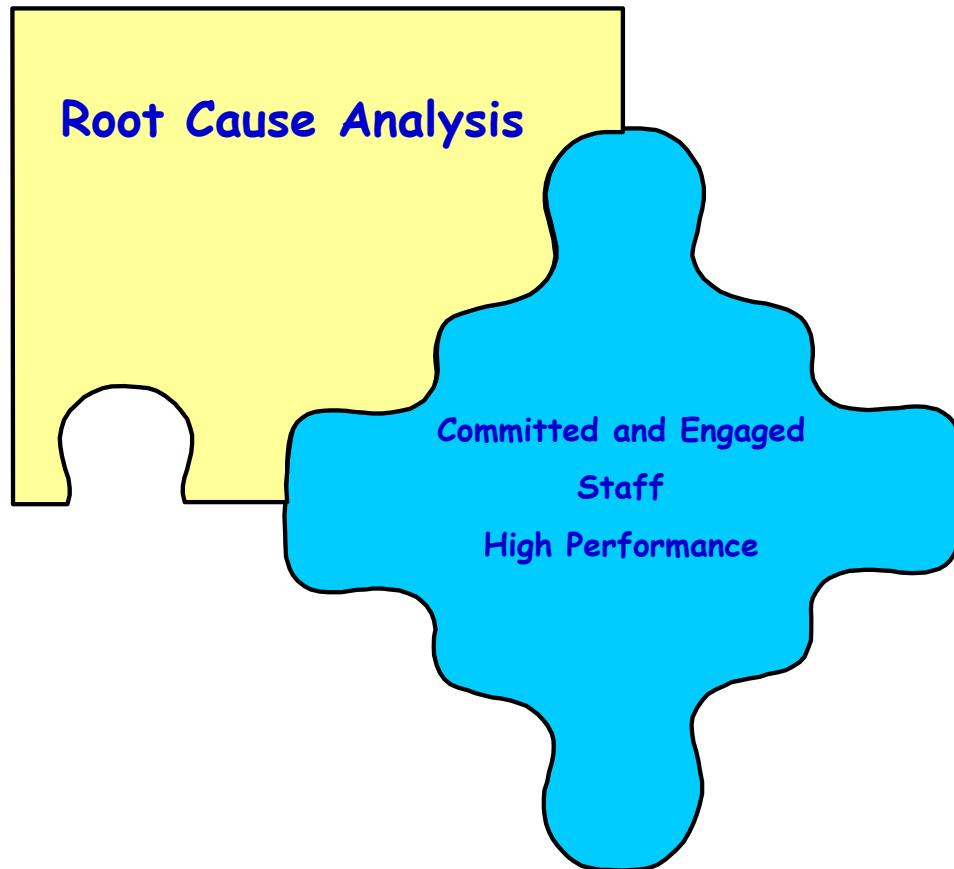
# Introduction

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

# A Coherent Approach

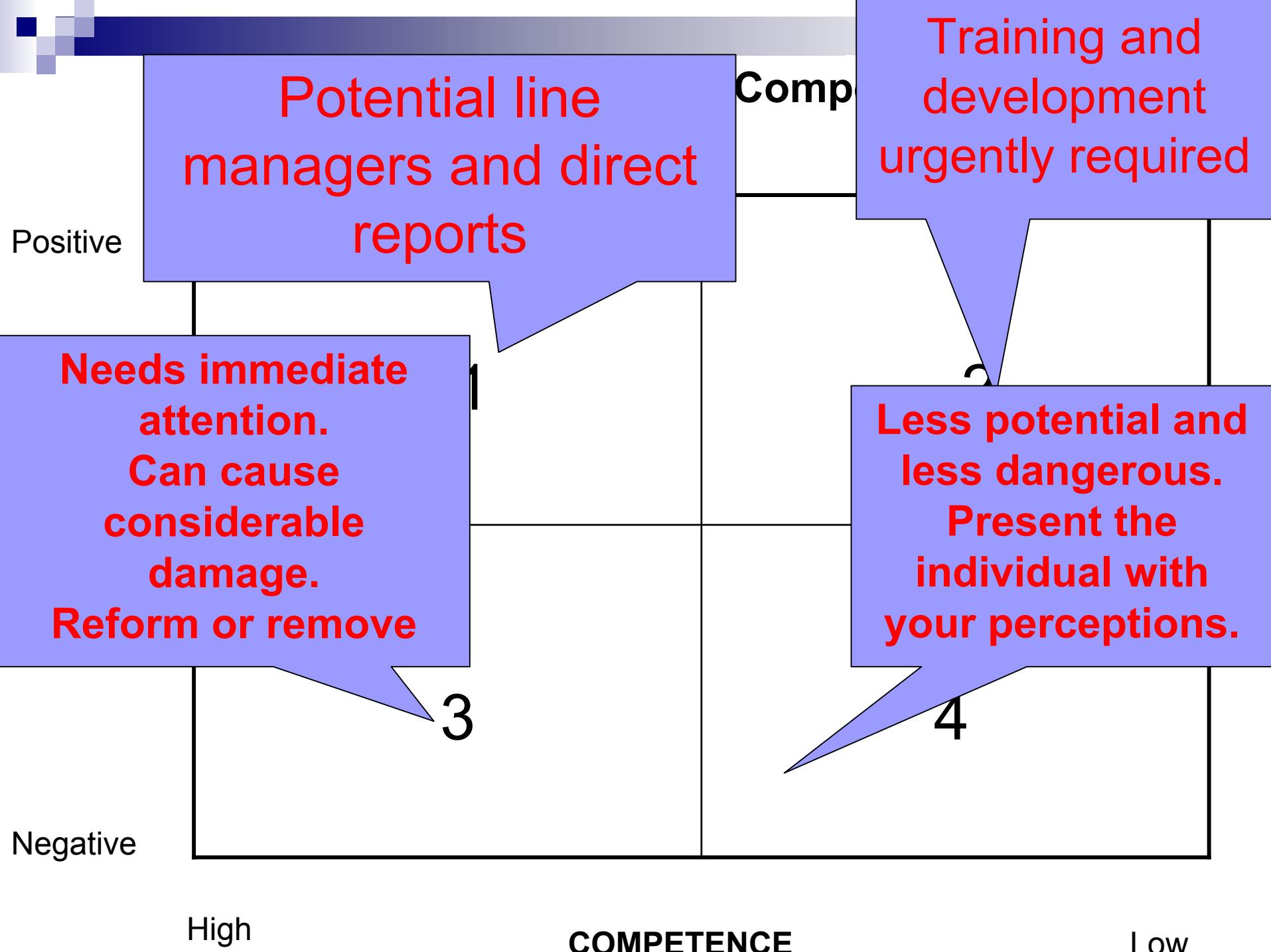


# Look Beneath the Surface



# 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



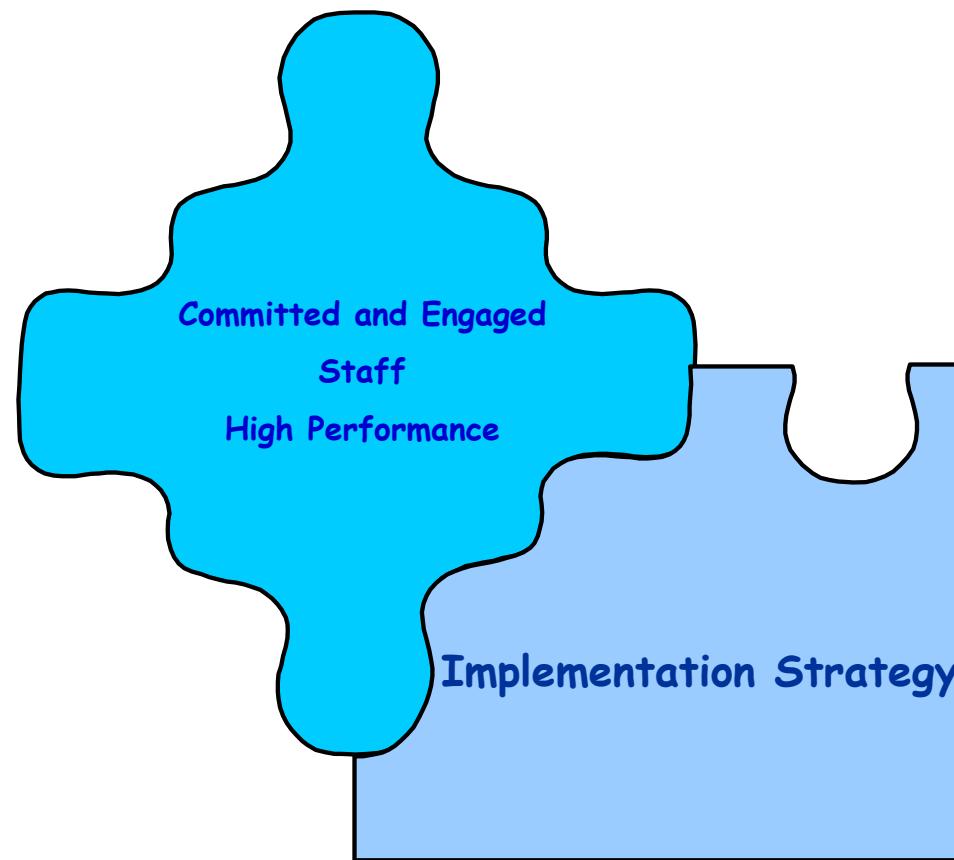
# Report and Recommendations

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

# Report and Recommendations

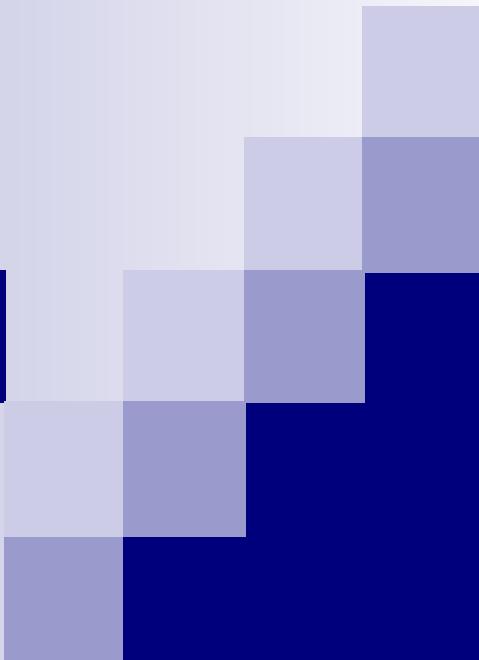
- Absence Management
- Training and development
- Succession Planning
- Communication

# 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

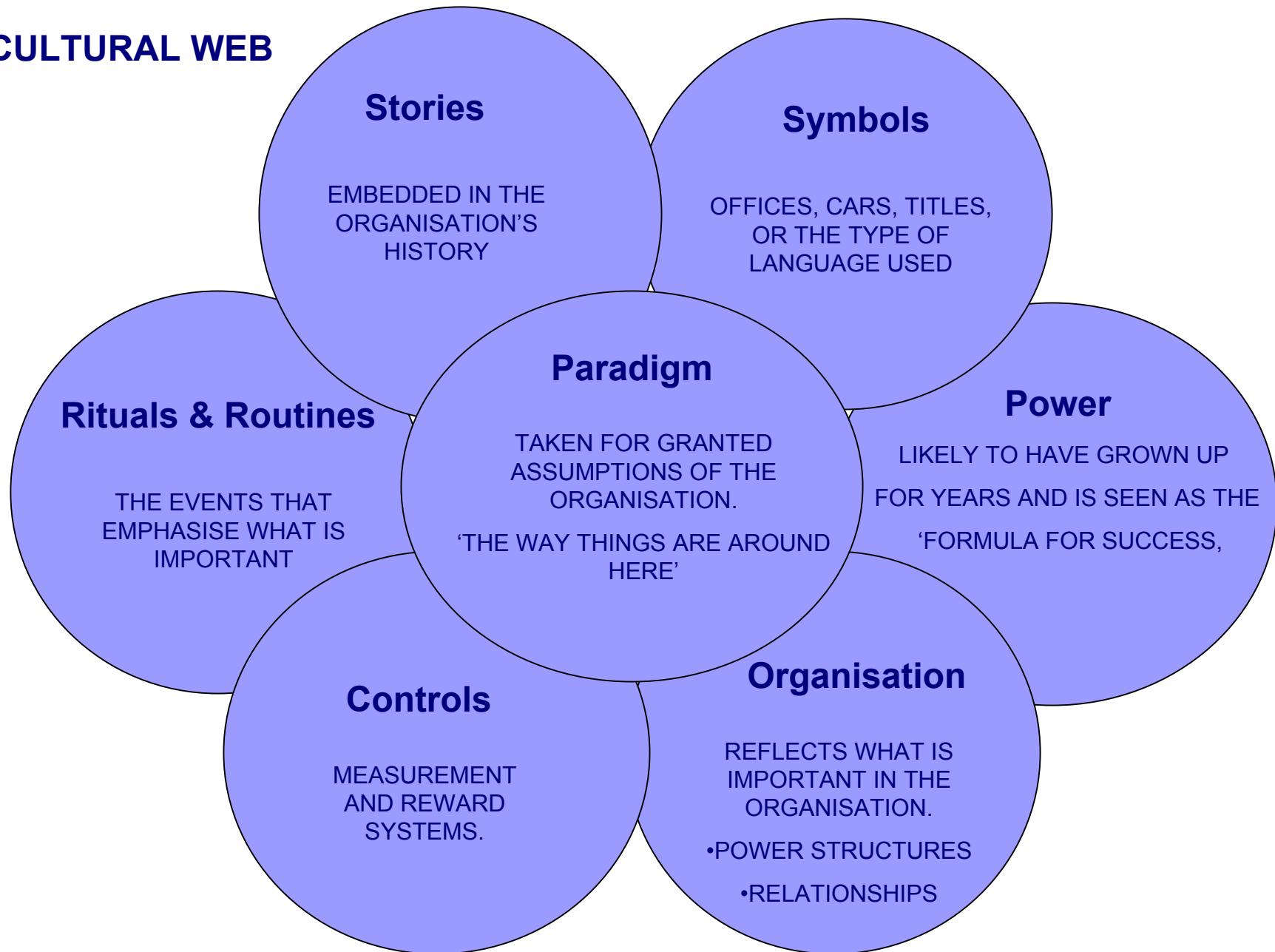
# The cultural web

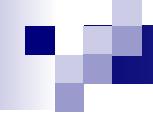
A representation of what is  
taken for granted in an  
organisation

# 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



**LAURA KILBY**



**SAM WRIGHT**



**RACHEL SALTER**



**SOPHIE MILES**

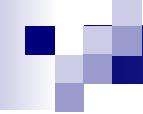


**ACADEMY TRAINING  
MANAGER**

**ACADEMY TRAINERS**

# HOW THE ACADEMY WORKS





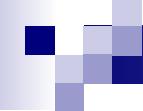
# RECRUITMENT POD

**SPONSOR**  
**JILL BATTERBY**



**the**  
**Academy**  
WORK WITH IT

- 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**



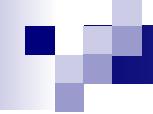
- IT evaluation now complete and document written
- 3 year strategy linked to business objectives
- Snr Mgmt communication first on the list
- Future plans include:

Ad tracking system

Client services portal

Interactive e-learning material

Customer relationship management system



# MANAGEMENT DEVELOPMENT POD



## SPONSOR

**STEVE BENFIELD BEECH CONSULTANCY**



### 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



## **Organisational Development**

# **Quality Circles**



**the  
Academy**  
WORK WITH IT



GRIMSBY AND SCUNTHORPE NEWSPAPERS Ltd



# Quality Circles



# Quality Circles



## Drive in style!



Having had a certain affinity with the Volkswagen brand for a number of years (we managed to write off two polo's) 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 instinct (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, ESR 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 family car. But if 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 £835.



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 £11,995 on-the-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 alloyes, 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.**

### **FCross & Sons**

Normanby Road, Scunthorpe. Telephone: 01724 842011.  
[www.fcross.volksvagen.co.uk](http://www.fcross.volksvagen.co.uk)

On-the-road price includes VAT, number plates, delivery and 10-month road fund license.

Official fuel consumption in mpg (litre/100km) for the Golf Match 1.4: urban 36.0 (6.0) extra urban 51.4 (5.5); combined 41.5 (5.8). CO<sub>2</sub> emissions 149g/km. Passat SE TDI in mpg (litre/100km): urban 39.8 (5.2); extra urban 41.4 (4.6); combined 37.4 (5.6). CO<sub>2</sub> emissions 149g/km.



\*Polo Sport 1.9TDI (120bhp) 5-door, optional ex £12,790. Passat SE 1.9TDI 5D (120bhp) saloon, optional ex £14,911. On the road price includes VAT, number plates, delivery and 10-month road fund license. Official fuel consumption in mpg (litre/100km) for Polo Sport TDI: urban 40.6 (5.2); extra urban 48.0 (4.3); combined 37.4 (5.6). CO<sub>2</sub> emissions 149g/km. Passat SE TDI in mpg (litre/100km): urban 39.8 (5.2); extra urban 41.4 (4.6); combined 37.4 (5.6). CO<sub>2</sub> emissions 149g/km.



# Organisational Development

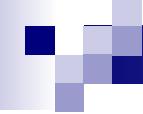
What are the top three processes  
in your job/department that could  
be improved or would make life  
easier





# 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

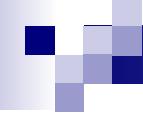
## SPONSOR

**SARAH THOMPSON**



- 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

WORK WITH IT

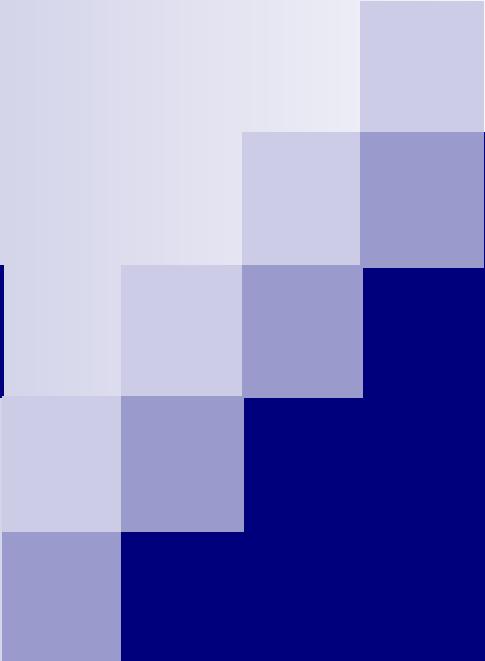
INNOVATION INC.



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



the  
**Academy**  
WORK WITH IT



Where change  
begins...

Creativity

INNOVATION INC.



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



the  
**Academy**  
WORK WITH IT

WORK WITH IT

INNOVATION INC.



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

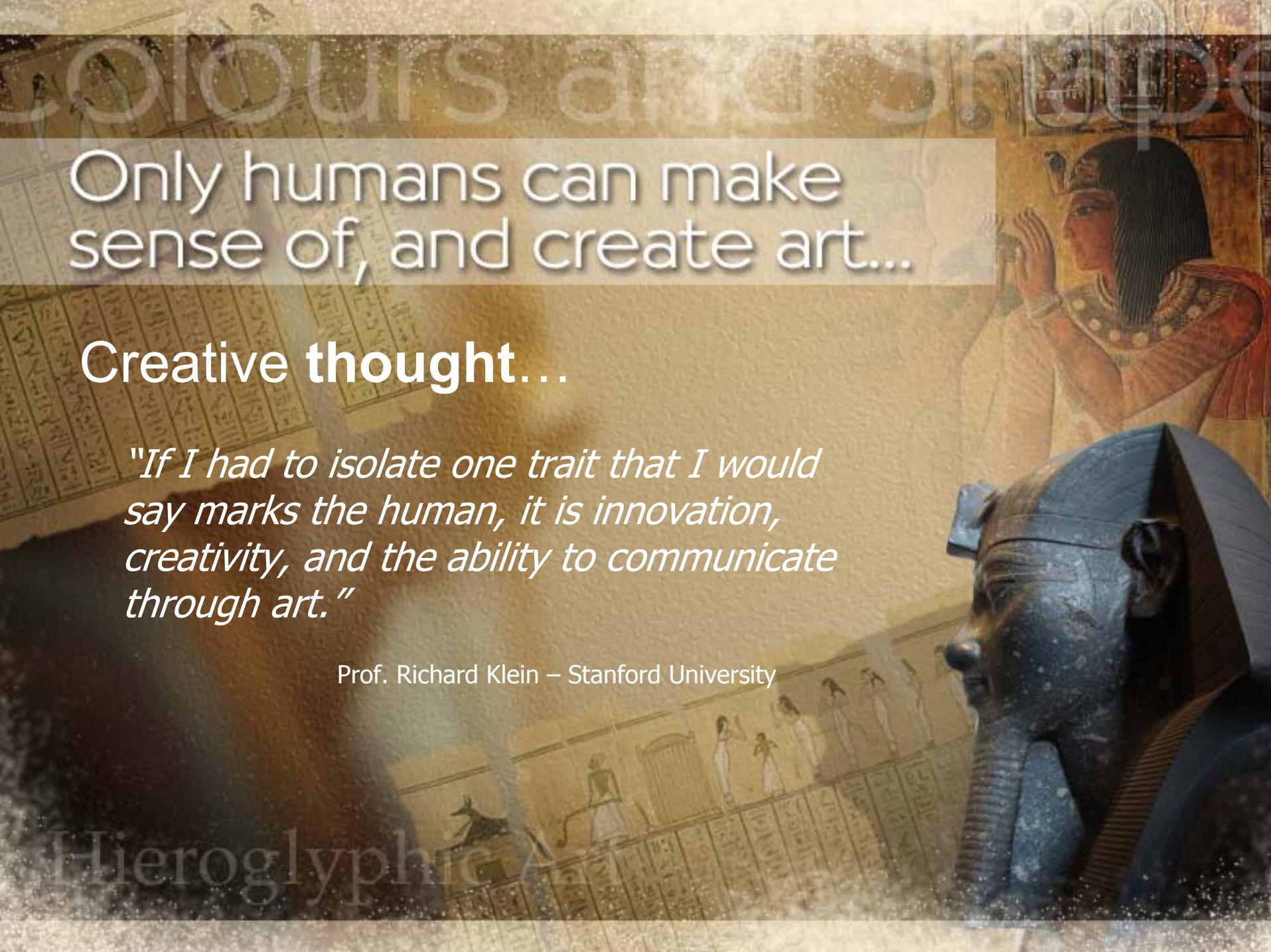


the  
**Academy**  
WORK WITH IT

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

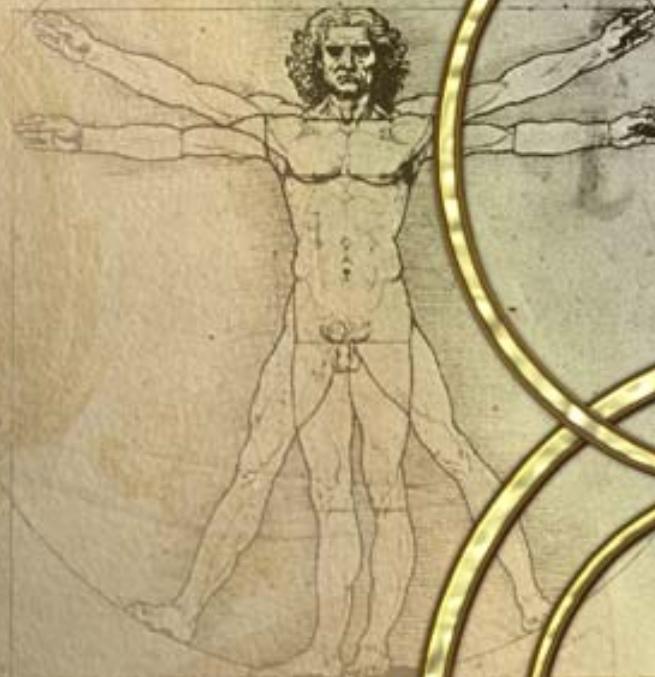
Hieroglyphic

# Vision Dominates

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

- Vision
- Touch
- Taste
- Scent
- Hearing

*Vision dominates the senses...*



RENAISSANCE



New artists design studio

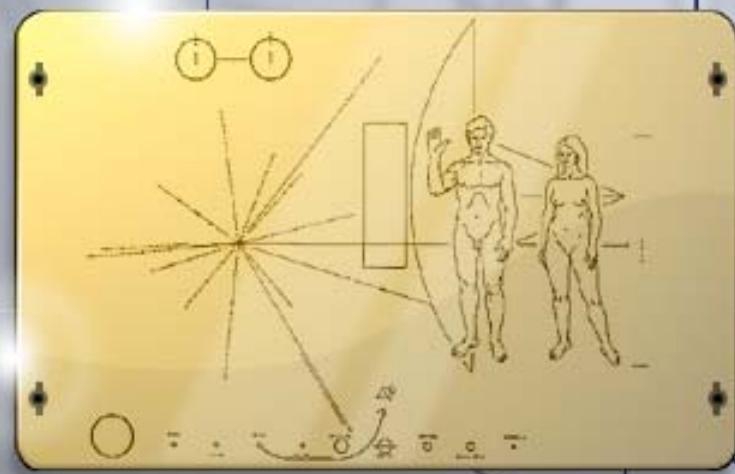


artists department



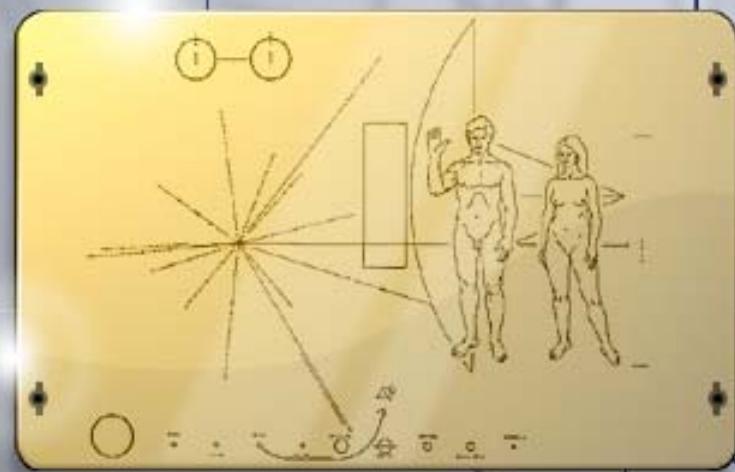
## What we knew...

- 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.



# 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!



# The Plan

085633 • 278 • 467895 • 123 • 645087 • 350

# future planning

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

### conceptual development



## internet communication



# Creative *Juice*



[www.telcreativejuice.com](http://www.telcreativejuice.com)

# Creative *Juice*



[www.telcreativejuice.com](http://www.telcreativejuice.com)

# Creative *Juice*



[www.telcreativejuice.com](http://www.telcreativejuice.com)

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 CUTLERY, KNIVES & SHOES

**Whiteheads**

Cleethorpe Road (nr. Raby Square), Grimsby

Tel: (01472) 342980

*Whiteheads*

Lesson 2: CLEAN SHOES



**DESCH**  
DESCH CUTLERY, KNIVES & SHOES

**Whiteheads**

Cleethorpe Road (nr. Raby 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**

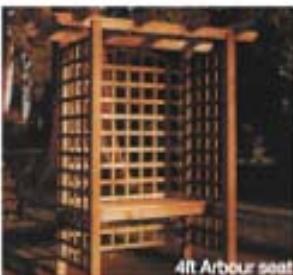
158 Freeman Street, Grimsby • 01472 352907 / 345437



## 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 868683



## fencing

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



Economy Front



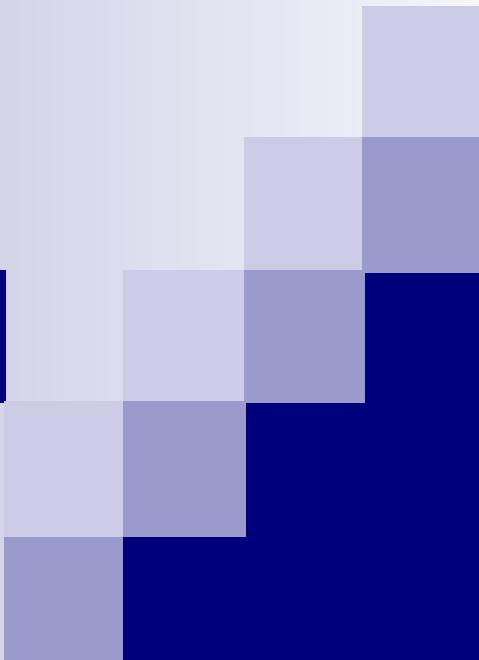
Standard Front



Heavy Front

Pointed  
palingFlat top  
angle palingCathedral  
palingDomed  
paling

15-19 Normanby Park Workshops.  
Normanby Road, Scunthorpe.  
Telephone: 01724 868683



# 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](mailto:jonathanlovelle@aol.com) WEBSITE: [www.jclovelleconsultancy.co.uk](http://www.jclovelleconsultancy.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](http://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

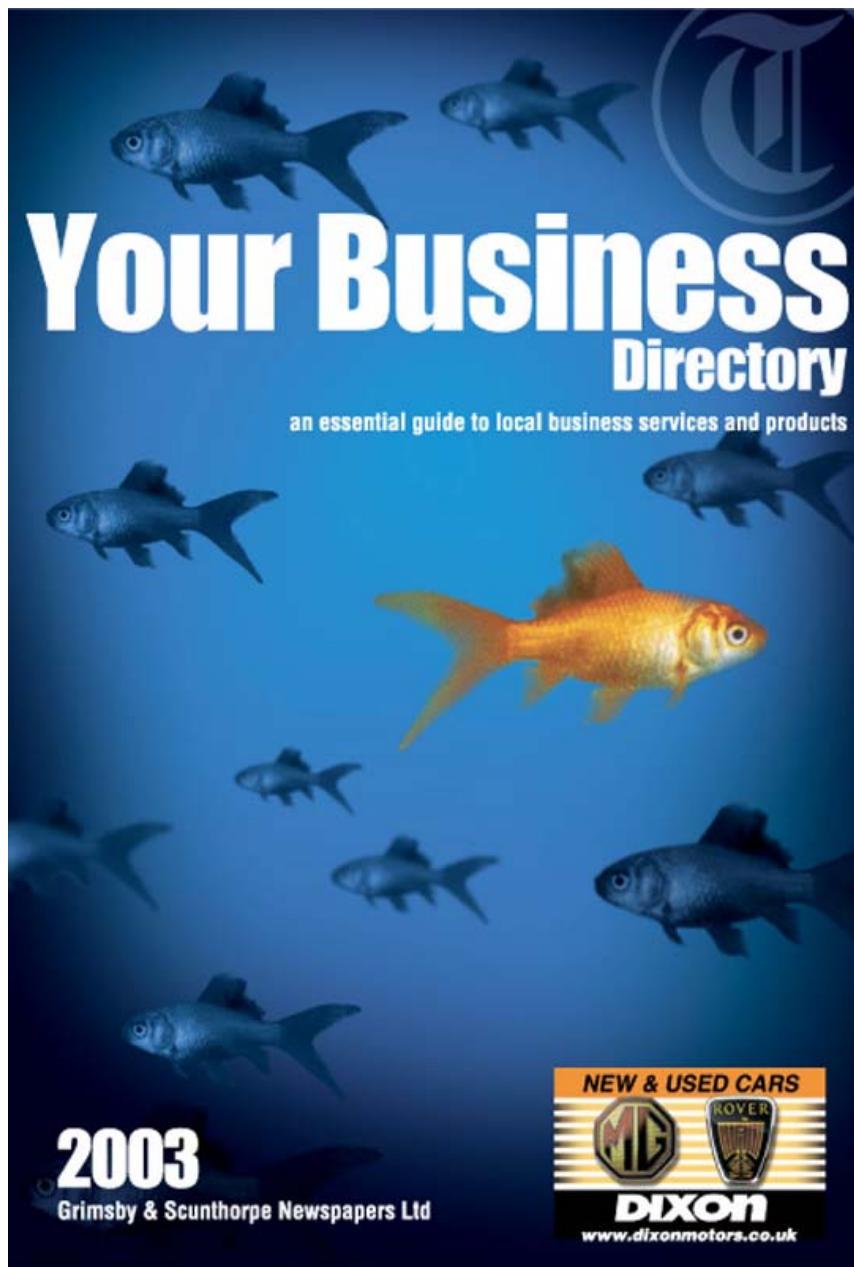


# Retail Therapy

**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



**2003**

Grimsby & Scunthorpe Newspapers Ltd



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

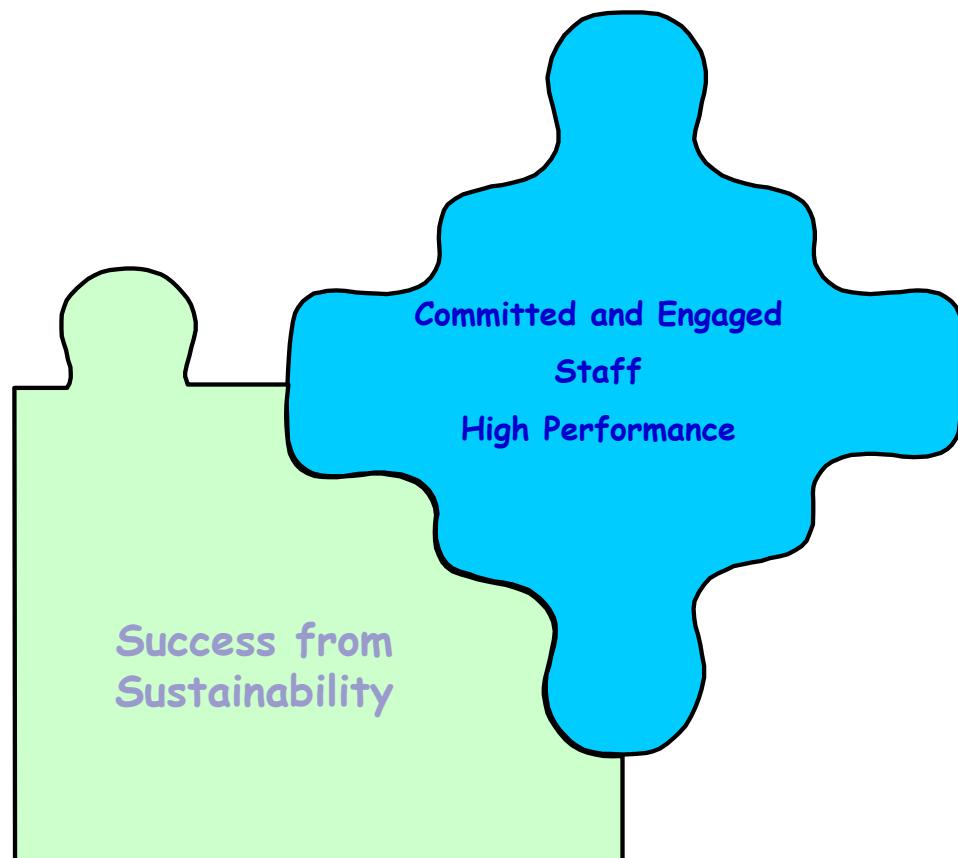


Helping to shape tomorrow's advertising

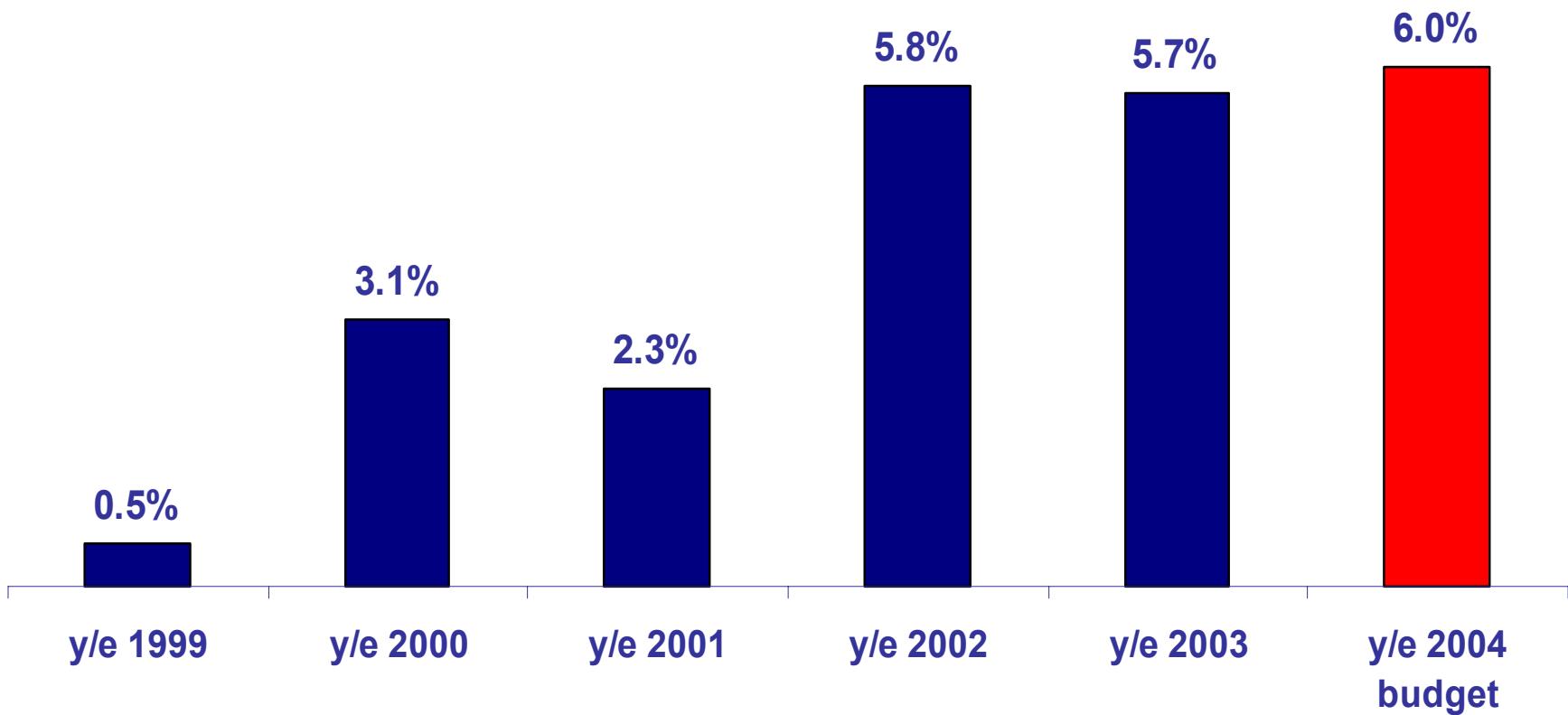


Creative **Juice**  
MEDIA SERVICES

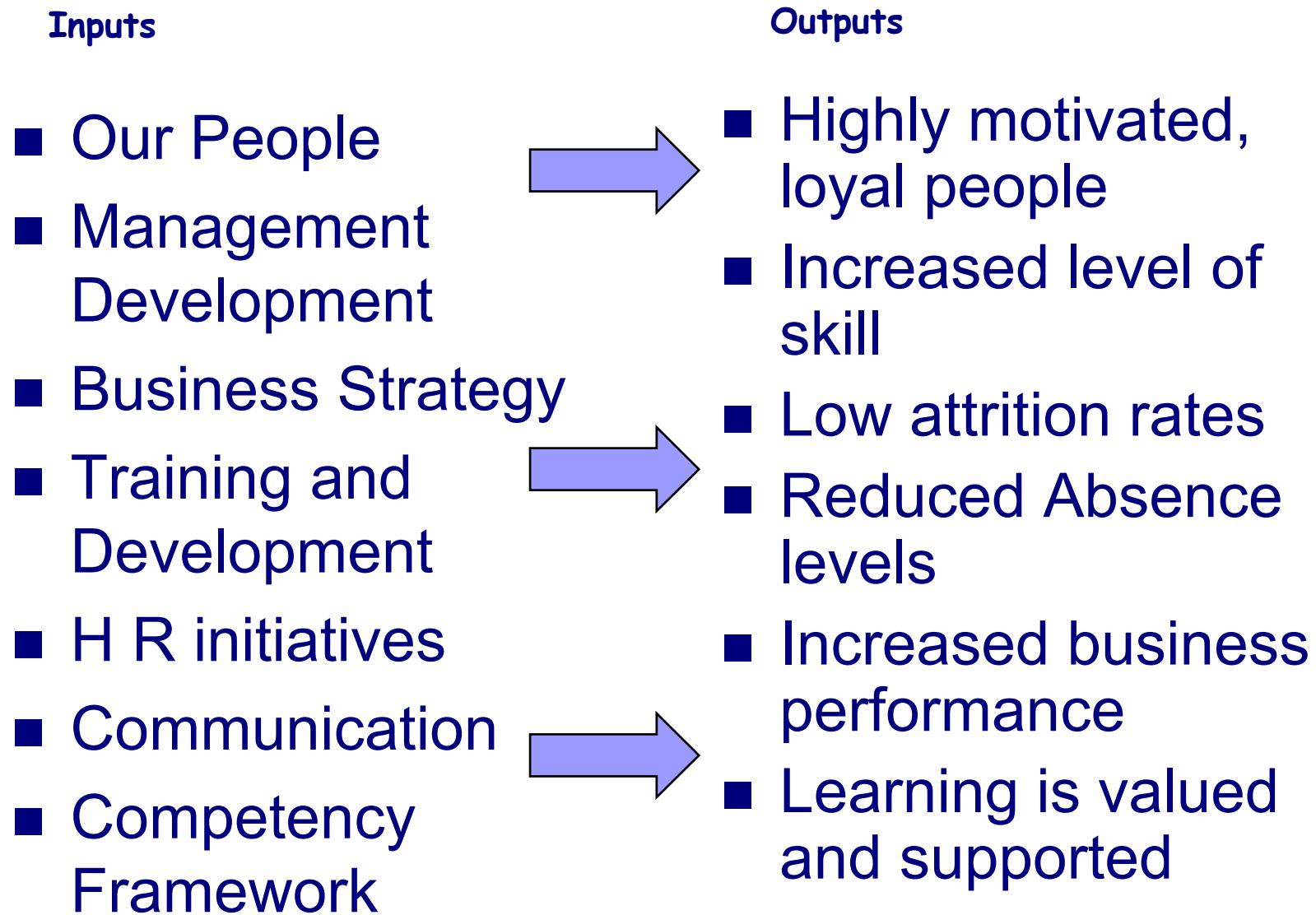
# Unleash the Potential

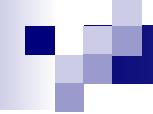


## ■ Revenue performance chart including the budget for this year



# Success from Sustainability



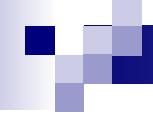


# Summary

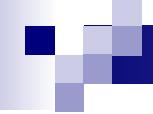
- Long term Strategy
- Commitment at Director level
- Reduced attrition and absence levels
- Managers who care about their people
- Committed, engaged staff

# 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.



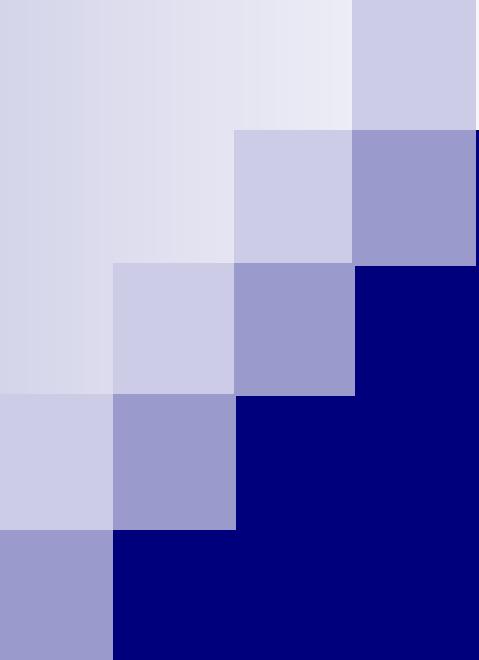
There is no talent shortage if your company is a great place to work



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

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