

Managing, Coaching, Training.

The Keys to Practical Leadership.

Minnesota Newspaper Association, January 2018

Featuring industry proven tools and techniques to move your business to the next level. This presentation is centered on real examples from highly successful small to medium sized businesses. Please copy, alter and/or use the accompanying handouts to do everything from establishing company and individual goals that drive results to setting up training systems for those of you with no training budget.

10 Golden Rules of Leadership

- Set a good example
- Give your people written objectives and a sense of direction
- Ask your people for advice
- Listen
- Let your people know that you support them
- Let your people know how they're doing, verbally and in writing
- Give credit where credit is due
- Praise in public
- Criticize constructively in private
- Keep people informed

Management

Setting a direction for improvement and making sure you get there.

- Management By Objective, Peter Drucker's Gift to Business. Pg. 13.
- Company goal setting. Pg. 5
- Department goal setting. Pg. 6
- Individual goal setting and bonus reviews (MBOs). Pgs. 7 and 8.
- Performance reviews, tough love and the old "Three strikes and you're out!" Pg. 9.
- Weekly and monthly meetings. Pg. 10.
- Performance standards. Pg. 11.

Coaching

- Hands-on work.
- Coachable moments.
- Never forget the power of an honest compliment.
- Don't starve the whales.

Training

- Standards and job descriptions – let them know what's expected. Page 11.
- New employee training system anyone can build. Page 12.
- Training materials –
 - Minnesota Newspaper Association, mna.org.
 - National Newspaper Association, naweb.org
 - Inland Press Association, inlandpress.org
- Roleplaying – the anyone anywhere training tool.

MONITOR COMPANIES KEY OBJECTIVES 2014

(All deadlines are by year-end unless otherwise noted)

MEET OR BEAT BUDGETED REVENUE AND PROFIT.

CIRCULATION

- Develop a Newcomer product as a primary strategy for growing home delivery with a combination of Third Party and Paid Home Delivery. Goal: 1,000 new customers in 12 months. Begin. 4/1.
- Grow 200 starts per month by 6/1.
- Grow City Zone to 15,000, 5% over prior year.

ADVERTISING

- Push Consultative Print/Internet Integrated Selling Training and expectations for Sales Team to drive advertising into the core product. Goal: \$250,000 net new business.
- Identify premium ad positions in the new design to up-sell to advertisers, Goal: \$8,000 plus business monthly.
- Make Northern Niles Homes a Success – see plan.

CLASSIFIED ADVERTISING

- Use Richard Clark consultation to grow classified by 10% over prior year.
- Launch call center by 7/1.

CONTENT

- See news plan for specifics on: Building readership, particularly among women, younger readers (25-44) and Latinos.
- Convert Classroom page into Learning Curve by 1/15.
- Enhance regional coverage by launching an I-80 beat 1/15.
- Overall goal: Grow Daily circulation by 5% over prior year.
- Hit 97% of deadlines.
- Finalize new on-line plan by 9/1.

INTERNET

- Increase online ad revenue by 50% by enhancing existing products to include Rich Media Ads, Streaming Video, Expanded Content and improved applications in Auto and Real Estate.
- Launch Monitor Ap with weekly buying coupons by 7/1.
- Transition circulation and sales departments to PC to aid marketing efforts by Feb. 1.

PRODUCTION

- Hit 97% on time starts.
- Give mailroom a 95% chance to make last bundle deadline
- Establish cross-training plan by 9/1.
- Implement Quality Control tools/plan 3/1.

CULTURE/EMPLOYER OF CHOICE/HR

- Implement a wellness and financial health program by 3/1.
- Implement a building-wide customer-service training program by 7/1.
- Redesign newsletter, add annual calendar of events, new-hire bulletin board by 8/1.

Daily Monitor Production Department Annual Goals

Our WIG (Wildly Important Goal) is to improve performance consistency. Last year we put together some very good numbers on monthly averages and have done very well at meeting deadlines. I would like to see greater day-to-day results. During our retreat we created multiple performance measurements to use as tools to keep us focused on this important goal. **All deadlines are by year-end unless otherwise noted:**

1. Achieve 97% on time press starts on days that editorial last page is within 15 minutes of their deadline.
2. Provide the mailroom with a 95% opportunity to achieve their Last Bundle deadlines.
3. Continue to improve programs for developing our pressroom and prepress staff. Expand cross training in these departments by September 1.
 - a. apprentice training program
 - b. exams on compli
 - c. outside vendor training for prepress
4. Examine the viability of going to a softproofing system instead of printed proofs by May 1.
5. Create specification book for stitch and trim products by February 1 to include:
 - a. finish trim size
 - b. image sizes
 - c. achievable product sizes for various web width.
6. Implement QC tools in our products to achieve more accurate results by March 1 to include:
 - a. ink density bars
 - b. color chart
 - c. register marks
 - d. color correction/dot gain settings
 - e. monitor calibration tools
 - f. densitometer usage

Ron Randel,
Production Manager

RON RANDEL MBO BONUS, 2014

Ron, you will have the opportunity to earn up to \$2,000 in bonus based on your performance of your department's 2014 goals. While we will review the goals quarterly, your final review will be no later than January 10, 2015 with your bonus being paid no later than the end of that month. As you know, almost no one earns 100% of the total (if they do, chances are the goals were too easy!). Still, with good work you have the very real opportunity to earn 80 percent or more of your bonus pool.

All deadlines are by year-end unless otherwise noted:

35 points

1. Achieve 97% on time press starts on days that editorial last page is within 15 minutes of their deadline.

25 points

2. Provide the mailroom with a 95% opportunity to achieve their Last Bundle deadlines.

10 points

3. Continue to improve programs for developing our pressroom and prepress staff. Expand cross training in these departments by September 1.
 - a. apprentice training program
 - b. exams on compli
 - c. outside vendor training for prepress

5 points

4. Examine the viability of going to a softproofing system instead of printed proofs by May 1.

5 points

5. Create specification book for stitch and trim products by February 1 to include:
 - a. finish trim size
 - b. image sizes
 - c. achievable product sizes for various web width.

20 points

6. Implement QC tools in our products to achieve more accurate results by March 1 to include:
 - a. ink density bars
 - b. color chart
 - c. register marks
 - d. color correction/dot gain settings
 - e. monitor calibration tools
 - f. densitometer usage

MEMO: RON RANDEL
RE: YOUR SEMI-ANNUAL REVIEW

Ron, before we get to the play by play of your goals I'd like to start with our usual format: **What you do well; what you might improve on and plans for the future.**

1. What you do well.

Let me start by saying that I'm very, very glad that you're here. You are what I call a "Desert Islander". That is, if I was stuck on the deserted desert island you're exactly the kind of person I'd like with me. You're smart, dedicated, and always willing to go above and beyond the call of duty. Your moral compass is pegged on true North and you always shoot straight with everyone here. Under your direction your production department, today, is in the best shape it's ever been. We've been nailing deadlines as long as you get the papers in a reasonable time frame and often even when we don't. Our sometimes-cranky equipment is well maintained and the crews are as happy and productive as I've ever seen. Thank you very much.

2. Improvement.

Frankly, it's not easy to come up with things that you need to improve on since you're so good at what you do, but since I'm committed to always giving you feedback in this area here are a couple of thoughts.

Work at understanding different personalities. You are a black and white sort of person. That makes it tough for you to work with people like our ad director who has the great tendency to over promise and then under-deliver on that promise (although it's very important for both of us to understand she still usually meets or over delivers on making sales goals.) I suggest you not take her projection on numbers and deadlines literally but always to plug in some wiggle room on your end. For my part, I'll work to get her to be more direct and accurate in her dealings with you. If that's not working, let's get the three of us together.

Remember when you lose your temper you lose. You have a high "righteous indignation meter" – meaning it's tough for you to tolerate those who you don't think are doing the right thing. That's not bad, in fact it's one of your strengths, but it's also important to remember that as a department head I need to have you stay cool and under react to bad situations. Get things fixed, cool off and then we can deal with the person or people involved.

3. For the future.

You've already added more things to your list of goals. Go get 'em! Further you can work on the two areas outlined above and continue to help me build a strong, cohesive team that's dedicated, as you are, to making this the best small daily in America. We've made great strides in working on that goal thanks to all that you've already done.

Thanks for all you do.

Kenneth

Sample “tough love” review

MEMO: JOHN JOHNSON

RE: A REVIEW OF WHERE YOU ARE, WHERE YOU NEED TO BE

We have some very important things to discuss today. **I want you to listen very carefully**; I know you’ve had to work through some tough times recently. You’ve kept plugging away through all of that and it’s appreciated. **Now, however, you need to consider if this is a job you really want to do. I don’t want you to answer me right now.** We’ll work through the following outline then you should go home, think about and give me your answer in the morning.

This sounds like a coaching cliché but you haven’t been living up to your potential. Specifically:

1. Leadership. You’re one of our most experienced reps. The department needs your leadership. In fact you’re leading whether you intend to or not, others will take their cues from you. The fact that you’ve failed to make any of your territory and target goals for the last two months when others have made them and the territory has a history of making them concerns me. Particularly when we put so much emphasis on those areas. We need to have you make these goals in the months ahead.

2. Organization. Get organized with the sales planner, desk, files and ad turn back. It’s obvious that you’ve been keeping yourself going with brainpower. You’re smart, but not that smart. Missing things like the insertion for the full page Harry’s ad and insert for Johnson’s because they “were lost on your desk” is unacceptable. You need to become better organized.

3. Wasting time. Talk less work more. You waste too much of your time and the time of those around you shooting the breeze, particularly at deadline.

We’re coming up on our busiest time of the year. Your efforts in sales, organization and help in the department will be vital. You can be very good at your job, but you won’t be until you deal with the issues outlined here. I suggest the following:

1. Clean out your desk and the files within by _____ (decide on time).
2. Establish a new file system with my help. _____ (decide on time).
3. Plan your day on your daily planner and we’ll review it every morning until further notice.
4. Sell more. Meet your sales goals in the months ahead.
5. Set the example for concentration during deadlines.

That’s a lot to put on you at one time. You have the experience, intelligence and personality to do this job very well. Part of that will mean overcoming some personality traits (such as talkativeness and disorganization) and that’s not easy. It starts with a true commitment from you to make it happen. Obviously I think you can do that.

You’re a good person who can make a great contribution to the paper. I look forward to talking with you about all this again tomorrow at 8:30 after you’ve had a night to think about it.

MONTHLY ONE ON ONE MEETING PREP EXAMPLE:

MEMO: DISPLAY ADVERTISING SALES STAFF
RE: MONTHLY MEETINGS

Here's the schedule. Please let me know if you can't make it.

Monday

8:30 – Terry
10:00 – Rob
11:00 – Chris
1:15 – Mike
3:30 – Michelle
4:30 – Larry

Here's what we'll talk about:

Individual sales goal performance for last month and goals for this month.

Status of: Web combo presentations, Target Campaign Calls, Back to School, Map pages, Football Contest.

Check sales from last year and set prospects for: Football Edition, Home-Owned Business, Fall Fashion.

We'll also have the numbers on calls, cold calls, target-call close ratios and net revenue increase, as well as contracts in force and active accounts.

Monitor Companies Display Sales Representative Minimum Performance Standards

These are the standards we'll use to measure your performance. Please consider these as minimums.

1. Meet or exceed your monthly sales goals.
We are ultimately judged by the numbers. This is your most important goal.
2. 50 Sales calls per week.
A sales call is defined as asking someone to buy something.
3. 5 prospecting calls per week.
A prospecting call is a sales call made to a business that hasn't advertised in the past 90 days. These are in addition to, not part of, the 50-call minimum.
4. 1 target presentation per week.
This is a specific, special presentation made to a target account. Often this will be a consultative call to either gather information or to present a long-term proposal.
5. 10% late ads or less.
Our production system is designed to run on time if we're to best serve our customers.
6. Meeting attendance.
Please be prepared to attend the following:
 - a. Daily check off meetings.
 - b. Weekly sales skills meetings.
 - c. Monthly goal setting and performance review meetings.

Advertising Consultant Training For Nicki Monroe

Mentor – Julie Gentry

Day 1

8:30 am Advertising Department Meeting
9 am Payroll Set-up/accounting - Avaneil
10 am Dummymyng the Paper & Tour/Life of an Ad – Barb
Noon Lunch
1 pm Sales Assistant Team – Sherry
2 pm Newsroom – Bill
2:45 pm Classified – Laura
3:45 pm Set up your desk, review territory list

Day 2

8 am Pre-press, press and mailroom -- Andy
9 am The Monitor Products, Rates, Expectations -- Julie
11 am Jennifer – Phone Set Up
1 pm Ride & observe – Ali Competitive Media, INA Survey
4 pm Circulation -- Greg

Day 3

8 am Anatomy of a Sales Call tape
9 am Ride & Observe Shane
Introduction to the territory
Noon Lunch -- Special Rate Packages
1 pm Introduction to the territory

Day 4

8 am Consultative Sales Tapes
11 am Insertion orders -- Barb
Noon Lunch
1 pm NAA Planbook – Effective Ad Elements/Copy & Layout
Layout & Design – Jo Spec ads vs. sold ads, Creative Advertising
4 pm Training On Your Own Overcoming Objections List

Day 5

8 am Ride & Observe - Sue
Anatomy of a Sales Call Review
Noon Lunch with Ali
Annual Special Sections (including tab descriptions & rates)
Briefcase Organization
3 pm Role Play Anatomy of a Sales Call – Jeff
5 pm Welcome to the Team Meeting at Top of the Pine.

Management By Objective

Peter Drucker's Gift to Business

- Process of defining objectives within an organization so that management and employees agree to the objectives and goals and understand what they need to do to achieve them.
- Involving employees improves the quality of the process and gives them ownership in the outcome.
- Definition of Objectives/Goals: pertinent, attainable, measureable, and have a deadline. (Anything else is just a wish!)

Management By Objective

The process

- Define generally what you want to accomplish. (Such as improvements in revenue, market share, quality, customer and employee satisfaction.)
- Set individual and/or department goals. Pg. 6
- Set organization goals. Pg. 5
- Monitor progress.
- Evaluate and give rewards, MBOs. Pg.7