

Strategia Workshop Series

Human Resource Management Challenges and Opportunities

The Post continues to be a labour intensive business. This workshop focuses on creating flexible high productivity work processes required to meet emerging business conditions. The Strategia Workshop Series is developed and delivered **Elmar Toime** and **Adrian King**.

Introduction

The Postal sector faces another decade of change and re-organisation in response to fundamental shifts in the nature of demand for services and changes to the regulatory and competitive environment.

As in the previous decade the Post which enjoys success will be those which understand and respond to these changes ahead of the curve of change.

The Post will continue to be a labour intensive business and creating flexible high productivity work process will be critical in meeting emerging business conditions.

This series of workshop covers these issues identifies the challenges builds case studies of leading practice from both within and outside the Postal sector.

Our workshop series is a quick and efficient way of building consensus and understanding of the challenges and leading edge solutions to meet the markets of the next ten years. The human resource series covers the following areas:

1. Union Environments and Collective Contracts
2. Building Front Line Management
3. Creating High Attendance Cultures
4. Creating Low Accident Environments
5. Creating Labour Change and High Productivity Cultures
6. Future models of Labour Flexibility: The Resourcing Model for the next Decade

However more importantly by leveraging the consulting team years of experience and proven success in leading Postal change we not only define issues and solutions but focus on the intricacies of winning emotional acceptance for change and leading its implementation.

These workshops are delivered in one day and can be customised to meet the needs of all operational managers from the newest trainee to senior management and boards. The participants benefit from the consulting teams years of experience and ongoing industry research condensed and focused in to one day of tailored workshops.

Consulting Team

The seminars are based on the extensive experience in the postal industry of both **Elmar Toime** and **Adrian King**:

- **Elmar Toime** was the Chief Executive Officer of New Zealand Post from 1993 to 2003 and the Executive Deputy Chairman and Chairman of the management board of Royal Mail from 2003 to 2004.
- **Adrian King** is a specialist strategy advisor in the postal sector and has worked for over 20 worldwide postal companies, stakeholder groups and related organisations.

Interested?

Read on; a summary of the Human Resource Management Challenges and Opportunities Workshop is provided in the following pages.

Alternatively, please contact **Adrian King** directly by telephone on +44 (0) 7796 30 8618 or send an e-mail to customerinfo@strategiagroup.net.

Introduction

Elmar Toime and Adrian King of the Strategia Group have developed a series of postal leadership and management seminars for executive groups that wish to lift their effectiveness.

These workshops cover a wide spectrum of critical business issues, from high-level strategy to detailed best practice and benchmarking of specific operational, commercial and human resource issues.

The workshops can be run as an integrated series or independently, focusing on specific issues of immediate concern to the company. They have been tailored so that they can meet the needs of both experienced functional managers and for recently recruited managers:

- For experienced teams the workshops enable a review of global best practice and facilitate benchmarking and the development of strategic direction within business units or functional areas
- For recently recruited managers the seminars prove a highly effective orientation programme, introducing participants to global postal best practice. They will receive a solid appreciation of the competing demands of the many stakeholders in the postal sector: government, regulators, community, customers, and employees.

The seminars take a practical overview of the industry. Through the use of worldwide examples they will provide a unique insight into the major strategic and operational questions facing the postal sector.

The seminars are based on the extensive experience in the postal industry of both Elmar Toime and Adrian King:

- Elmar Toime was the Chief Executive Officer of New Zealand Post from 1993 to 2003 and the Executive Deputy Chairman and Chairman of the management board of Royal Mail from 2003 to 2004.
- Adrian King is a specialist strategy advisor in the postal sector and has worked for over 20 worldwide postal companies, stakeholder groups and related organisations.

In summary, the seminar series represents a cost-effective and practical management development programme for any postal business, regulatory group or potential supplier associated with the industry.

The Postal Challenge: Human Resource Management

The postal sector faces continuous and increasing challenges from significant changes to its regulatory and business environment.

The innovations and transformations over the past decade have delivered productivity growth, increased quality and a new competitiveness. However, the link between organic growth in mail and the economy has been broken. There is a new medium term pressure on the Post to continue to increase productivity and business agility.

Labour management remains at the heart of the Postal industry. Productivity growth will now be more dependent on manager's ability to introduce more flexible and agile work practices to maximise the benefits of automation. However these new models both to be successful and to meet with the good employer expectations of the Postal sector need to be introduced in a way which is both appealing and equitable to labour. These new models will need changes to traditional collective contracts job demarcations and work practices and the probable engagement with non-traditional labour pools. This in turn will bring fresh challenges to productivity measurement, training, job structures and team working environments. This series of seminars addresses the issues, forecasts trends and identifies potential solutions from within and outside the sector. The material is informed by leading edge case studies and developments in labour economics and industrial psychology.

In the face of this new business scenario, management needs the ability to understand global best practice transformation initiatives, assess its relevance to their own organisation and then importantly to develop and implement action plans.

The workshop series proposed here create a fast and cost effective way to achieve these goals based on the broad and long direct industry experience of our key individuals.

Workshop Overview and Goals

The workshop series is designed so that each individual workshop is self-contained and is completed in one day. However, they can be given in a series if so required either between or within a functional area, and can be tailored for specific time or other constraints.

Ideally the workshop would have up to 12 participants who would be functional or business unit experts. An ideal combination might mix field operational people and head office experts.

The workshops would be led by Elmar Toime and Adrian King, supported as required by one of our functional experts or recognised industry leader. The workshops will achieve the following objectives:

- Build consensus among the management team on the short and medium term issues, risks and opportunities
- Build understanding of how business challenges have been met through case studies on best practice responses from both the postal and related industries
- Provide the basis for developing preferred action and implementation plans
- Help managers audit their current performance in relation to best practice

Workshop Areas

We have over 20 core workshops as described below. These can be customised to the individual needs of any given Post.

Building Front Line Management

This is a crucial priority in ensuring a successful transformation process and enduring cultural change; ensuring that this group is developed into effective leaders is critical in meeting commercial and social objectives.

Even in leading Posts there is concern that the sector still does not benchmark favourably with leading developments in the wider economy. The seminar reviews the core features of a best practice including business process discipline, job design, selection, empowerment, measurement, skill requirement and support structures.

The seminar whilst grounded in the Postal sector also draws on learning from related sectors which have benefited from changing front line a management models

Creating High Attendance Cultures

The Postal sector has traditionally had higher levels of absence than those experienced in the wider the economy.

In a labour intensive sector this is a major problem driving both operating cost and complexities in quality management. Improving attendance is a major opportunity to improve bottom line performance.

The seminar reviews best practice from the Postal, related sectors and industrial psychology focusing on techniques to measure and manage attendance and focuses on leading practices which have moved companies away from managing absence to creating high attendance.

Creating Low Accident Environments

High accident rates are unacceptable. The last decade has seen an increased focus on success by the sector in reducing accident rates.

The seminar focuses on best practices across the sector, by creating common understanding of the issues surrounding accident prevention. It gives a summary of accident data in Posts and a builds a conceptual model for understanding the inter-relationship between management environment, organisation and job design, and well-being at work.

Creating Labour Change and High Productivity Cultures

The driving of productivity will be critical to future viability of the Post. The measurement and management of productivity will be critical in meeting this goal.

The seminar reviews the language of productivity, the issues surrounding productivity measurement, and the creation of productivity cultures. As in other seminars the issues are illustrated by extensive examples of leading practice from within and outside the sector.

Future Models of Labour Flexibility: The Resourcing Model for the Next Decade

Posts have traditionally used a high proportion of full time labour. Work patterns have tended not to be very flexible in relation to business activity.

Increasing competitiveness concerns are highlighting the need for productivity gains. In a labour intensive environment, the need for greater labour flexibility through differentiated contracts is becoming more pressing. Posts are trying to find the right resource mix to optimise being an attractive employer, maintain quality and drive labour productivity. The use of new labour pools and contractual form fitted to a more diverse labour market are emerging as core issues.

The seminar reviews the challenges and options and using best practice from a variety of service sectors defines the benefits and options for a labour-centric flexibility model.

Workshop Format

The workshops are structured to reach outline conclusions in one day. The format has had proven success in aligning management teams and in transferring best practice knowledge and fresh business developments from around the globe.

The workshops are most effective if they cover a single issue in depth however we can combine topics within a subject area if the client feels this would better meet its needs.

The format of the workshops has two distinct phases. In the first period, the consulting team use highly structured and well-detailed documentation to lead information sharing and discussions outlining both core issues and key responses. In the second session, we use our interactive audit tool to create a self-diagnosis of the organisation's current status, which then leads to the action brainstorming session. The two sessions can be either run as one full day or an afternoon and morning, with an evening team dinner. The format is described on the next page.

Session 1:

- Outline the core issues and trends within the business area
- Outline the core proven best practice response
- Illustrated by case studies
- Outline the emerging issues and responses

Session 2:

- Audit against best practice
- Present the best practice audit tool
- Lead the team through a use of the audit tool
- Discussion of the outcomes
- Brainstorm Actions
- Lead Discussion to brainstorm the future, realistic wanted position in the area and define the action timetable to achieve this
- Document the resulting Ideas

Plenary Report:

- Following the workshop the consulting team would document and codify the outputs and send these as a complete document package to the lead manager
- All documentation would be written in English however depending on the lead consultants some of the discussion could be taken in other languages

Next Steps

If you are interested, please contact Elmar Toime, Adrian King or Kjetill Howard. We would be happy to discuss your workshop requirements and to send you a more detailed content description of the individual workshop that you require.

If you find the process we have described as interesting but your preferred key topic areas are not listed, please contact us as our extensive databases would probably allow us to customise a programme for your circumstances.

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Consulting Team

Elmar Toime was chief executive of New Zealand Post Limited from 1993 to 2003. The company enjoyed consistent, profitable growth and saw its mail markets opened fully to competition. It had competitive success with stable postage prices, excellent quality of service and maintained industrial harmony. Its business base diversified considerably into new areas of activity and in 2002 he supervised the establishment of a new, retail bank, Kiwibank Ltd, as a full subsidiary of New Zealand Post.

In 2003 Elmar became the Chairman of the Royal Mail Management Board and its Executive Deputy Chairman, with group-wide responsibilities. He left Royal Mail at the end of November 2004 and formed his own consultancy business. In 2004 Elmar was awarded a life-time achievement award for leadership in the postal industry. He is chairman of Postea Inc, a technology and services company, member of the supervisory board of Deutsche Post DHL, the world's leading logistics company, non-executive director of Blackbay Limited, a market-leading mobile solutions service company, and member of the advisory board of Earth Class Mail.

Born in Italy, Elmar grew up and was educated in Melbourne, Australia and has qualifications in Science and in Economics from the University of Melbourne. He lives in London.

Adrian King co-founded the Strategia Group in 2000 with Bengt Norin as a consultancy focused on business development and implementation in sectors facing significant technological, regulatory and market change. Adrian has worked in the Postal Sector since 1989 and has led over 150 projects in for many postal operators, regulators and suppliers. He has worked for the Postal Companies in Europe, North America, the Caribbean and Africa.

In addition he has worked for most of the international postal organisations (UPU, IPC and PostEurop), regulatory and consumer bodies, and major suppliers to the sectors. This range of experience gives a rounded and multifaceted perspective of the industry,

Adrian is based in London. He holds a first class honours degree and a Masters from Sussex University and was also educated at the London School of Economics and The London Business School.

Strategia Workshop Series

Leading the Postal Sector: Another Decade of Change

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