

Leadership

Leaders in Newspapers

Programme Synopsis

Prospectus Content

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Background

As managers progress in their career, how often do they possess the skills they need to take them to Senior Management level, and to operate effectively when they get there?

Do they have, for example, a practical understanding of the market in which they operating, and an appreciation of how it is changing?

Do they have a genuine working knowledge of all areas of their own business, and are they able to manage across functions?

Are they able to work with management accounts information and manage financial processes?

Do they know how to identify business growth opportunities and implement strategies to turn them into viable revenue streams?

Content & Objectives

Based on the established international WAN 'Leaders' programme, 'Leaders in Newspapers' is, fundamentally, a modular programme covering 4 key areas:

- Newspaper Evaluation, Strategy and Development
- The Media Market
- Organisational structure and operations, including Finance
- People and Performance Management.

Uniquely, the programme is tailored to your organisation's specific objectives, in the sense that the precise selection of topics, within each of these 4 areas, and the degree of emphasis on each, is agreed ahead of the programme with Senior Management.

The programme however achieves even more than this invaluable bespoke practical learning. Central to the programme are major business assignments, which translate the learning elements into tangible outputs to be followed through and implemented by both senior management and the programme participants themselves

These are:

- New Product Development
- In House Operational or strategic assignment
- Departmental Review and Personal Action Plans.

The objectives of the programme are therefore to:

- Develop key personal and strategic management skills
- Engender a strong sense of team spirit within the management team
- Enable managers to better exploit cross – functional business opportunities and manage interdependencies for the benefit of the total business
- Provide Senior Management with proposals and ideas to improve and develop the business.

The programme objectives will be delivered through:

Pre-programme evaluation and design

Three five day modules or the equivalent on site training and workshops.

Individual and group home assignments

Final presentation of project work

Follow through and assessment

Pre-Programme Evaluation

Whilst the core programme content will be provided from the latest models on business strategy and leadership skills, the final programme will be derived from an analysis of the needs and objectives of the organisation and individual participants' objectives.

This will be achieved through the design and analysis of an individual training needs evaluation questionnaire. The results of this analysis will be made available to the organisation and the results will be assimilated into design of the programme content where appropriate.

This analysis may be augmented by the following on site assessments:

- Delegate interviews one to one interviews
- Consultation with senior managers to determine the current, perceived needs
- Review of current delegate profiles and skills analysis in relation to their current job specification.

Programme Outcome

Target result areas will include identifying and developing implementation plans for 'real' business projects.

Participants will be tasked with determining project topics and implementing plans for their achievement.

These strategy to implementation projects may be linked to:

- Business plan/strategy related projects
- New product design and implementation
- Business system re-design and implementation.

In this way, managers, within the framework of a training programme, will identify and implement plans that have an impact on the business.

Such an approach means that:

- Training has a visible impact on the business
- Training results are measurable
- Participants develop ownership of the programme and the follow through
- The programme becomes an instrument of change and business development.

Evaluation of the training will be a key requirement throughout. This will be achieved by:

Informal and questionnaire based feedback after each module

Mentoring participants' home assignments

Presentations and projects assessed by senior managers

Development of personal action

Plans for post programme review and implementation

Newspapers and Strategy

The programme is a reflection of the needs of the business and the individual, so the final programme will be modified to include content developed from the pre-course evaluation.

The programme content has four overarching principles governing the design and delivery of each topic. The principles are in practice linked and overlap, i.e. all the activities require indepth knowledge of the subject before skills can be employed to carry out activities and realise goals.

The four principles are:

Knowledge	What do we need to know?
Goals	What do we want to achieve?
Activity	What activities will deliver the goals?
Skills	What skills do we need to make activities successful?

Fig. 1 demonstrates the approach to final content development.

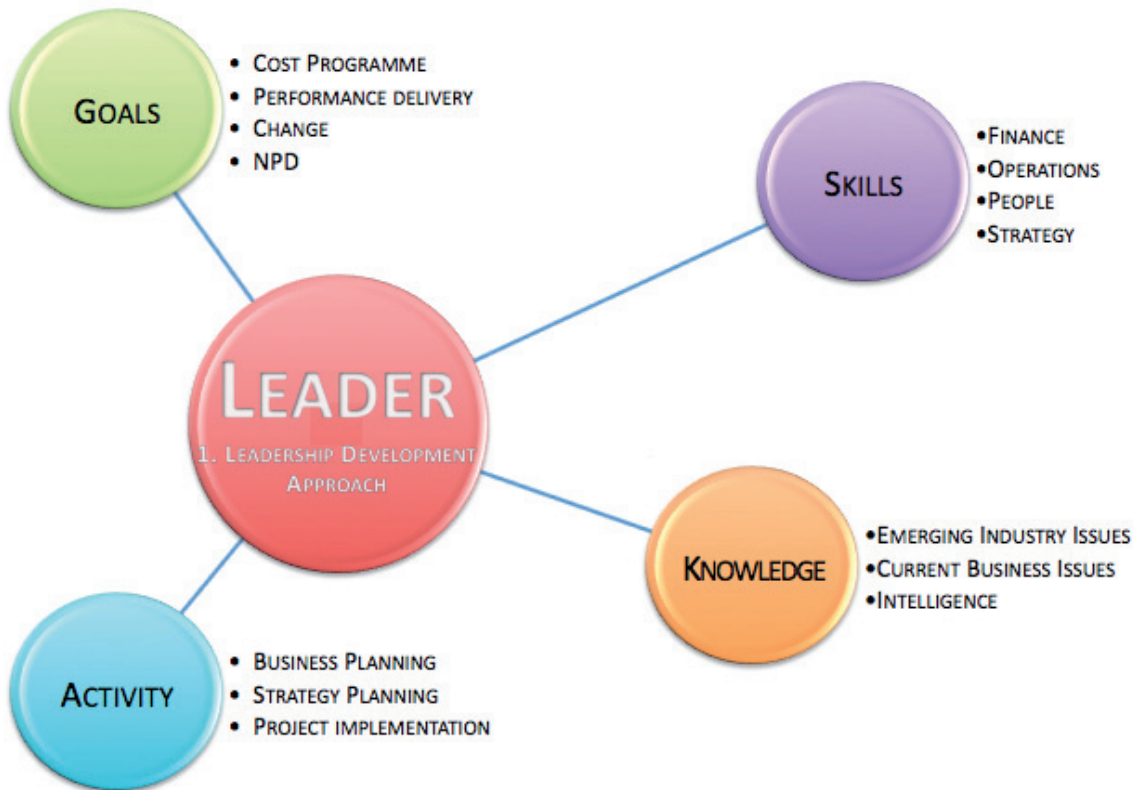


Fig. 1

The following is a brief summary of each of the key learning areas.

The Market

The programme is a reflection of the needs of the business and To develop an understanding of the changing media landscape and of the importance of understanding our customers and our market in order to develop our business. The team will learn and develop:

- The marketing process and the significance of the customer
- The role of market research
- Research methodologies and how to implement cost efficient customer research
- Industry research sources and how to exploit them across functions.

Other media in the market:

- SWOT analyses and the implications for newspapers
- To develop the ability to consider, work with and manage across the business.

Newspaper Operations Structure and Process

To develop detailed understanding of the roles and processes within newspaper/media company operations and of the business as a functioning whole. The team will learn and develop a:

- Functional review – all departments
- Departmental performance review and improvement plans
- Finance and accounting
- Technology in newspapers: now and future
- Technology and convergence; the opportunities and issues
- How to manage the Newsroom (or other agreed specific function)
- Circulation drivers and strategies.

The central proposition is that of fair, results driven, people management based on clear and measurable accountabilities and ongoing performance management.

- The performance management framework and leadership behaviour
- Managing managers
- Defining individual objectives within the framework of the business plan
- Addressing Non Performance
- Addressing Workplace Behaviour
- Taking Follow Up Action /Providing Praise /Recognition
- Administering Discipline / Dismissal
- Managing the boss
- Managing across functions
- Motivation and Team Building.

Example Programme Module 1

- 1 Programme briefing
- 2 Home assignment review: Individual Functions SWOT presentations
- 3 People Management 1: Performance Management Framework / Leadership Behaviour / Establishing Individual Accountabilities
- 4 Industry issues: Current, Emerging, Future industry issues
- 5 Newspaper Evaluation: The 4 Es
- 6 Key strategic options for the newspaper business
- 7 Finance 1 – Revenues and costs.
- 8 Finance 2 – Performance measurement, P&L ABC accounting
- 9 Business system design: Operations 1
- 10 New Product Development: Stage 1
- 11 Key Note Speaker: CEO, CFO (or other)
- 12 Home assignment briefs.

Example Programme Module 2

- 1 People Management 2 : Addressing Non Performance / Workplace Behaviour
- 2 New Product Development: Stage 2
- 3 Business system design: Operations 2
- 4 Finance 3: Budgeting and forecasting
- 5 Marketing Strategy: The marketing process, marketing newspapers, Case Studies
- 6 Market and Media Research: Methodologies and Source
- 7 Conducting Readership Research: Opportunities and how to use them
- 8 Exploiting Market and Media Research: Cross Functional Uses
- 9 Managing Upwards and Across Functions: Guest Specialist
- 10 Implementing and Introducing Change: The process and techniques
- 11 Developing the Business Performance: Departmental Reviews (Plenary) and presentation of home assignments
- 12 Understanding Your Market: SWOT review of key alternative media to be confirmed.

Example Programme Module 3

- 1 People Management 3 : Taking Follow Up Action/ Recognition / Disciplinary Action
- 2 New Product Development: Stage 3: Proposal Development
- 3 Business system design: Operations 3: Proposal Development
- 4 Managing the Newsroom: Guest Specialist (or other)
- 5 Developments in Newspaper Technology: Guest Specialist
- 6 Convergence: The Opportunities for Newspaper Publishers: Guest Specialist
- 7 Problem Solving: Participants' Workshop
- 8 Personal Action Plans: Preparation of individual presentations
- 9 Presentation of Business Proposals ; Senior Management Review and Discussion
- 10 Programme Review and Follow Up Actions.

*Whilst not essential, the most effective format for the final module is a residential. This allows participants time to work through the business project proposals, prepare professional presentations, and integrate with each other to achieve the teambuilding objective to a degree that is not otherwise possible. It also allows time for additional guests join the group for discussion on topics chosen by the participants, eg pre or over dinner.



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