



South West Contact Centre Forum Awards 2014

Contact Centre Trainer of the Year

Jonny Snell, Local World

Bristol | Gloucestershire | Somerset | Dorset

**LOCAL
WORLD**



Introduction

Jonny has been with business for almost two years, within this time he has been a key figure in enabling our team to successfully move through a challenging period of change. At the start of 2013 our organisation moved from being Northcliffe Media to Local World. This was not as simple as just a re-branding exercise but an overhaul of how our business would function for the future. Jonny's experience of working for FTSE 100 business that have experience such change was invaluable to our organisation.

He understood and more importantly could implement a Training strategy that would support our challenging transition as a business but more importantly grow our team members to a level that surpassed all of our expectations. Training and Development is a vocation to Jonny, he makes himself available 24/7 to anyone in the business and even when working to tight deadlines he is still provides 100% attention to any of our team members immediate needs / problems. Jonny's quirky and creative character has been demonstrated through all of our 2013 Training Programmes and has opened our minds to what can be achieved through looking at Training and Development in a different way. Jonny has quickly become the go-to person for ideas, Training Support within the group.

Jonny's main objectives for 2013 was as followed:

1. Enhancing the standard of sales proficiency of our sales teams
2. Growing our teams Digital & Online Marketing Knowledge and application
3. Enabling a remote working environment for our Field based teams
4. Introduce a service model that would increase the level of service standards
5. Enhancing the level of coaching our line Managers delivered to their teams

The following objectives will be used to support and demonstrate Jonny's nomination for Contact Centre Trainer of the Year.

The Effective Application of Learning & Best Practice

At the start of 2013 we had an urgent need to create a remote working environment for our Field based teams. We needed to shift our field sales teams from a 50/50 split of remote working to an 80/20 split as standard.

Jonny was tasked with evaluating the current working practices of our team members and devise a Training Plan to enable our team members too confidently and successfully work to our new remote working standards.

Jonny's initially spent time with a cross section of our field team members evaluating how they currently work within their roles. Jonny evaluated the following:

- Planning and Organisation
- Commercial and Business Acumen
- Presentation Skills
- Technology Proficiency
- Sales and Service Standard



On completion of the team member's evaluation he utilised his contacts within various industries to understand how they do remote working. Jonny's pragmatic approach allowed him to formulate associated best practices that would support his evaluated Training / Coaching needs.

Jonny presented the plan to the management team and allocated a priority / time based plan of the development journey we would be taking our team members on.

Jonny created bespoke Training solutions that directly impacted the knowledge and skill levels of our team members. What was more impressive was the mixed methodology he used to deliver and impart the skills.

Jonny's follow up of each Training Programme was second to none, meeting regularly with line Managers to plot where their team members were against an associated skills matrix. Jonny understood to impart change you need to be consistent, his natural tenacity allowed him to keep and at times force line Managers and Team Members towards the success measures they needed to achieve.

Testimonial:

"Jonny's demonstration of Best Practice is his consistent approach to methodical explanation, demonstration, and understanding the importance and the procedures to get the best from our Team Members"

Jo Collins – Field Sales Advertising Director

How the training approach is Effective

With the changes required it was essential that we could measure the effectiveness of each stage of the development process. Throughout the course of the year we received feedback from line managers through analysis of the individual's progression through the I Love Development Program. Through post training feedback, pulse surveys and individual I Love Development meetings it was evident that the training and development interventions were having a positive effect.

Please find below some of the feedback Jonny has received.

"I think that Jonny is a very enthusiastic and engaging trainer who makes references which helped me to understand various processes"

Dan Kelly, BVM Media

"Very effective and delivered in a very positive manner. Very happy with what I have taken away from the course and feel that was down to it being very fun and engaging."

Kirsty Stewart, WG Media

"The way in which Jonny put everyone at ease within the group and putting to rest any nerves regarding change. Knowing Jonny will continue to be on hand if we should need is a great benefit also."

David Jordan – Gloucestershire Media



Commercially throughout the year we could see significant growth on year on year figures across the majority of sales teams. Please see examples below:

- ✓ In 2013 we finished +47% YOY , +22% to budget against our Digital / Online Marketing Performance
- ✓ We had the best Business Profiles (Digital Directory) performance in Local World with over 1000 sales
- ✓ Our sales teams were recognised to having the best performance across the region with our Field Sales and Tele Sales teams achieving 12/12 Target Performance

A good example of the immediate impact Jonny's training style and content delivers was shown when he delivered the "Selling Big" session. The course's aim was to increase the confidence of our team members with building and presenting the solution and having the confidence to pitch large media campaigns.

Directly after the Training one of our Tele Sales team members implemented the learned tactics and theory to deliver a £5000 contract with a new customer. An amount which was un-common for the type of business she was speaking to and the team members average ATV.

Evidence of Tailoring Training / Coaching

Jonny always seeks to understand what end result a stake holder wants from a Training Intervention, at times he has made some stake holders re-think what their vision actually needs to be.

Jonny's trade mark response to most questions is "Why" which I feel is unique as in business today it's common we don't stop to ask that question. With Jonny's understanding of our business objectives and his incredible knowledge of our people Jonny naturally shapes development interventions to the individual and current reality of our business.

Jonny demonstrated this with the work he did with our line Managers to increase the quality of coaching they delivered to their team members. We have a very experienced Management Team, who throughout their time have received group based training on the coaching and development of their people. Jonny understood that he needed to make the content for the Training fresh and new to the Managers.

Initially Jonny communicated a Coaching and Development Survey based on the fundamentals of coaching to the regions Management team. He asked the Managers to rate themselves against each of the fundamental points. Following on from this he asked the senior management team to complete the same survey based on how they would rate their team members. As Jonny expected the results showed a mismatch with the senior managers rating the Managers lower on all the coaching fundamentals.

Jonny identified that the Managers needed to be re-shown the fundamentals and developed on the fundamentals of coaching. However to have any traction he needed to deliver the content in a very different way.



Jonny decided to create an interactive journey of a fictional team member call Suzie, throughout the journey Jonny created real life scenario's that linked back to the fundamentals of coaching. Throughout the journey Managers were asked to work in teams to solve the scenario's problems.

Jonny's understanding of our current reality allowed him to create a logical route of scenario's that were based on factual evidence that had happened within our business. However Jonny's unique and captivating delivery style allowed the Managers to re-fresh and re-engage with the fundamentals of coaching but with the feeling that they had learnt something new. Jonny validated the learning through once again using his trademark response "Why", by doing this it gave him the opportunity to reengage the Managers with the correct theory.

Since the Training we have seen an increase in coaching focus and quality.

Innovative Techniques

A good example of Jonny's creativity and lateral thinking happened towards the end of last year, as a region we were going to invest in a Training & Development App for our team members. As a group of Commercial Directors we had decided this would be the ideal route to take and went about costing up the project. Jonny was brought into the frame at this point to utilise his knowledge of E-Learning / App Based development. Jonny was quick to explain to us that this is not a viable option to be taking right now. As a business our team members were still going through a process of change and individual's motivation to self-development was still not where we needed to be. Jonny understood this and utilised a free tool within Facebook that would help us to change the mind-set of our team members first before making such a large investment. Jonny created the BGSD Learning and Development Hangout within a private group on Facebook. Through the group Jonny communicates daily sharing industry knowledge; video based learning, inviting sales based solutions to audio based scenarios, learning documents. With being on Facebook the group has cost us nothing and every team member can interact no matter what device they are using.

We are seeing over time that the interaction level on the group is increasing and the interaction within the group is higher than our own group's intranet which in itself is great achievement.

Testimonial:

"Jonny instigated a group on social media for all of the Sales Execs in the region to join and discuss learning topics, share best practise, give and gain advice from their peers. Using social media in this way enables Jonny to start up conversations with people in different areas of the business at any given time, have visibility of the conversations between different people in the business and share documents in a less formal way which makes it more appealing and accessible."

Hayley Curtis – Motors Advertising Director

