

# Case Study

## Hambledon Press

### *The Company*

Hambleden Press is a subsidiary of WH Smith. This division, run as a self-contained business by Chief Exec Bill Coffey, was set up to service the various departments within the group and to sell its surplus time on the open market. Currently, 58% of Hambleden's output is for WH Smith, and the division was gradually increasing its outside market.

### *The CEO*

Bill Coffey had an unerring ability to win people over, earning respect and gaining the trust of the workforce, though controversial at times, he was never frightened of standing up for his rights and the rights of the people who worked for him.

### *Background*

Peter Bennett chairman of W H Smith stated that too many chairmen devote 70% of their time to the present and 30% to the future when the ratio should be the other way round, by rolling out Team Action Management into all W H Smith's subsidiaries, with the consolidated plans in place from all the various divisions the Parent Company Smiths could create their own five year plan knowing that the decisions taken were with all possible information gathered and acted on. So the chairman sent a directive to the managers of Smith's various departments, divisions and subsidiaries informing them that- each would be responsible for producing a five-year plan for their own section of the business.

### *Objective*

- Employee Engagement within Hambledon Press
- Peter Bennett Chairman of W H Smith wanted a programme that would cover:
- How to achieve greater industrial efficiency without the need to carry out a sizeable capital spending programme?
- How to involve employees in policy decisions without the need for "worker directors" and all the other institutional trappings, such as two-tier boards?.

### *The Results*

- Employee attitudes changed from being "it isn't our responsibility to help management do their job, after all that's what they are paid for" to one of total participation where even the unions backed the programme with 100% feedback from all employees. The phrase them and us was no longer used as everyone bought into the changes that were taking place.
- Targets were set that everyone understood, they knew how to achieve them and set about working together in every area of the company, everyone reading from the same hymn sheet.

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We have a strong track record built over 40 years, underpinned by our focus on developing long term relationships with clients, a reputation for integrity, and offering an independent programme that is knowledge transferred to your Senior Management team upon the Instructions of your Board or CEO.

These core principles help us to sustain effective business relationships with our clients and are consistent with our aim - to be the Change Advisors of choice in our specialist sectors.

Our focus is on providing a clear development path for our clients to enable them to outperform in their markets. Our Specialist Advisors are experts in their chosen sectors and work closely with our Clients to help them deliver their strategic goals.

## The Benefits

Guaranteed facilitated change

Strategically align and optimise your organisation

Create a cultural platform for efficient and effective change

- Develop effective leadership
- Cut costs before jobs
- Improve productivity
- Maximise employee inclusion
- To deliver the change to a financial outcome

Leading **Organisational** Change

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- Management no longer told employees how well or badly the company had done the previous year, employees were asked how they felt we had done. Productivity had increased by providing a structure which released the potential of everyone within the company from the chairman to the unskilled worker, improving employee relations at all levels

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