

Name: Kyle Thornton

Job Title: Delivery Line Manager, Stirling

Company: Royal Mail

Hometown: Glasgow



Describe your role:

I manage the Stirling SPDO offices – including Crianlarich, Callander and Aberfoyle – as well as Stirling’s collections and distribution staff. I am a frontline manager and so day to day I manage workload, ensure payroll and HR functions are carried out, analyse quality performance, have 1 to 1 conversations with my team and generally manage any issues which come up. On a weekly basis I visit these rural offices but am constantly in contact. I also manage Stirling DO’s customer complaints and investigate and resolve these for customers. On collections and distribution, I also engage with our customers to ensure pick-ups are done correctly and we can dispatch all items on time. Finally, I work with a team of three other managers in Stirling where we mutually support each other to achieve our common goals.

What training have you completed?

I was part of Royal Mail’s graduate programme for two years after I left university. During this, I worked in Johnston, Inverness, Uddingston, Glasgow and Edinburgh Mail Centre to learn ‘on the job’. I also undertook a number of leadership development days with my graduate cohort.

What skills have you learned and are most vital to your role?

Some of the skills I have learned are to analyse and use data to manage and engage people on performance. My numerical skills are much improved as I have to manage budgets weekly on my staff spending and I’ve also developed the ‘soft skills’ of building better relationships, which I feel are the most vital; having difficult conversations and building a team effectively are crucial as I need my team to perform for us in order for us to perform well as a whole unit. You need to be able to have conversations, to explain things well and to have emotional intelligence. You only do well as a manager in my job if you can work with your team to establish goals, build skills and manage performance.

Was there anything about the job that surprised you?

The amount of data that we use day to day is surprising. Before I started, I thought it was just about making sure mail was delivered that day. However, I actually spend a lot of time looking at our scanning performance, our vehicle usage and all sorts of information now available to support us to make fair decisions on workload and get the best performance.

What advice would you give a school leaver at the moment?

Don’t worry if you don’t know what you want to do right now but it’s really important to take a try at something as you’ll learn valuable skills and experience even if you don’t want that particular career.

How does it feel to be a Key Worker on the frontline?

Right now more than ever, Royal Mail is keeping the country connected. It is good to know I’m playing my part in keeping the country moving through these tough times and I am very proud of that.

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