



Measuring morale

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A business that has hundreds of branches and different teams of staff can end up with dramatic inconsistencies in the way it is managed. One team has higher standards, another is comfortable with a mediocre performance. Finding a way to iron out the inconsistencies and weed out the poor performers is a challenge. For the past 18 months companies, including Westpac Banking Corporation and National Australia Bank, have had Bill Lang International working on improving the performance of their branch teams. Bill Lang is a successful dotcom entrepreneur and a former employee at McKinsey & Company, Macquarie Bank and Axa. His systems are designed to teach frontline sales staff how to measure their service performance, and to motivate them to improve. The systems train staff to effectively measure their own morale and engagement, help them to focus on expense and revenue goals and measure how satisfied their customers are. Lang's programmes also exploit the valuable knowledge that frontline staff have about the customer and their experience. The person sitting in the ticket box at Village Roadshow, for example, knows better than head office how the customer feels about the service they are getting.

As part of Lang's Scores on the Board system, customers at many Westpac branches are asked to place a token in a series of slots just outside the exit, telling staff how good their experience at the bank was. At the end of each week, the branch tallies up the results for instant feedback on how the branch is faring.

There are more than 2000 teams in Australia, New Zealand and Britain using Bill Lang International systems. Lang says: "What gets measured, gets managed."