AUSTRALIA POST

DiscoverServices

Client Background

Australia Post is the Australian national postal service., Australia Post has expanded from sending mail, to providing a host of services ranging from selling office supplies, through to providing basic banking services, passport photos and applications.

Problems and Challenges Faced

Due to the volume of outlets, the number of employees, and the range of services offered Australia wide, line and branch managers were finding it hard to communicate to their staff.

Key problems:

- Email had replaced the traditional staff meetings
- Meetings were unproductive
- Meetings were results-focussed rather than activity-focussed
- Objectives were long-term
- Many line managers did not come from a sales background

The Brief/Objectives

Improve the internal sales communication of Australia Post staff, specifically focussing on the frequency, productivity and functionality of meetings.

The Discover Performance Solution

Research:

- A Discover Performance consultant sat in on several Australia Post meetings to identify the problems preventing successful meetings
- A cross section of employees including managers, team leaders and branch staff were interviewed
- Line managers were asked to complete the "Service and Sales Meetings Questionnaire" (attached)

Strategy:

- Line managers were to run constructive weekly meetings on a Monday, with a weekly "top 5 points of focus"
- Staff to set goals and weekly actions
- Perform mid-week reviews to see if objectives are being met
- Conduct an end-of-week debrief with staff to share findings, evaluate results and provide feedback
- Coach employees one-on-one where needed within 48 hours

Delivery:

- Discover Performance consultants conducted 4 hour training workshops with line managers (165 meetings conducted nationally)
- In these workshops, line managers were shown how to hold effective meetings
- Line managers were asked to demonstrate their skills in conducting action orientated sales and service meetings
- Discover Performance developed training manuals and posters for line managers to follow and use in meetings
- Line managers were coached on training employees to up-sell and cross-sell

Results:

- Australia Post adopted a consistent structure nationally for sales and service meetings
- There was a 15% increase in product sales in branches due to up-selling and cross-selling
- Customer satisfaction increased by 13% (as measured by Roy Morgan)
- Staff enthusiasm increased dramatically

Words From the Client

"Sales and service meetings are now the cornerstone of our business and they have created a culture of urgency at Australia Post".

- Graham Roberts, State Manager NSW & ACT, Australia Post

DiscoverPerformance
GENERATING BUSINESS ENERGY

Service and Sales Meetings Questionnaire

Use this tool to see how effective your Sales and Service meetings are, and to illustrate areas that could be improved. Circle the level that best describes how you run meetings.

	Never	Sometimes	Always
Monday Sales and Service Meeting			
I hold a S&S meeting every Monday			
I communicate the topic in advance			
I ask staff to prepare and bring 3 specific topics to discuss			
I communicate the current focus, goals and expectations			
We agree on an action plan as a team			
I end the meeting with a motivational call to action			
The meeting lasts less than 20mins			
I send the action plan and minutes within 2 hours of the S&S meeting			
Mid-Week Follow Up			
I follow up with each staff member during the week			
I discuss with staff members which actions are and aren't working			
I recognise achievements and provide positive feedback			
I identify and schedule coaching opportunities			
I spend no longer than 10 minutes per staff member on follow up			
End of Week Debrief			
I conduct end of week debriefs on Fridays			
I recognise and share successes			
I compare the weeks results with the goals established on Monday			
We identify and discuss actions that worked and those that did not			
Best practices and successes are recognised and rewarded			
The meeting lasts no longer than 15 minutes			
One-On-One Coaching			
I conduct one-on-one coaching			
I observe and provide feedback on staffs specific behaviours			
We agree to performance levels and degree of change required			
I confirm commitments with staff member via email			
I provide encouragement			