



CAPRICORN

...it's just easier!

Other resources in step 7a:

- Scoreboard templates
- 'How to' video

The staff scoreboard

In a game of sport it's the scoreboard that ultimately tells us who has won and who has lost.

What would happen if there was no scoreboard? If it was a five-day test match, without a scoreboard it would be impossible for the players to know what was going on. Slowly but surely the intensity of play and motivation of the players would fall as they realised there was never going to be a result.

Imagine the quality of the 5th Test at the end of long hot summer. The game would be a joke. It would have degenerated into a social gathering – not much fun for the coach whose responsibility it is to keep the team motivated and on track to win the game.

Relate this situation to your workshop. The workshop is the pitch, the technicians are the players and they play a 5-day test match every week. Unlike cricketers who might play 10 tests a year, your technicians play 48 tests. This is a very long season that can't be matched by any professional sport. Like the coach, the boss's job is to keep the technicians motivated and working hard so the business has a win every week. A win for a business can mean many different things, but let's just assume it means making a profit.

Like any good coach you expect your players to give 100% at all times because you know that unless everyone gives 100% it is very hard to make a profit. And this is where issues arise in the workshop.

You want 100% from your technicians but feel that you rarely get it.

As the coach of your technicians you need to realise that you can't expect 100% effort from them if you are going to keep them in the dark as to the result.

Just like the test match with no scoreboard, your technician's motivation and output will slowly and surely fall to a point that is below your expectations. The harder you try to push them the worse it can become. Eventually you just give up and start to accept mediocre performances and a feeling that your technicians simply don't care about the result and the performance of the workshop.

What you can learn from any sporting contest is that if you want to get the most out of your technicians they need to see a scoreboard so they get a sense of the result. If they are losing they need to know about it straight away so they can act on it tomorrow. If they are winning they need to see that too, because it will give them a great deal of satisfaction and help keep them motivated.

Your staff scoreboard needs to relate to what your technicians can understand, and can control themselves.

Just like a solicitor or an accountant, you employ your technicians to sell labour hours. You need to make sure all your staff understand this concept – they sell their labour to you, and you on-sell their labour to your customers.

The only difference between your workshop and your accountant's office is that the time is used for different things. They balance books and you fix cars. There is also nothing confidential about your technicians seeing how many of their labour hours are invoiced out.

TaT Biz recommends you set up a scoreboard in the lunch room, which shows the hours sold on a daily basis. Sample scoreboards can be found at www.tatbiz.net.au/capricorn.

Break it up into the five or six working days and at the end of each day update the result. You should be able to get this information easily from your point of sale machine. If not, you may have to get it from your technicians' timesheets. You also need to set each technician a target so they have something to work towards. That may vary depending on their qualifications and other responsibilities. This way, at the end of each day, everyone knows what kind of day they have had. **'Did I win or did I lose?'**

By making this information visible for everyone to see you might be surprised to find that the poor performers are motivated to do better – no one likes to come last all the time.

If you really want to motivate your technicians you might want to implement some form of bonus if the workshop as a whole hits its target. This is another topic for another day but it can really change the workshop environment and create a situation where your staff want to know the score at the end of each day. If you have this culture in your workshop then it's hard not to

be profitable. This also makes your technicians accountable to each other as they know that everyone has to give 100% to reach the bonus.

As a service to Capricorn members, TaT Biz has prepared a couple of different staff scoreboards to help you build one that is right for your workshop. Go to www.tatbiz.net.au/capricorn, and login to find these templates and view a video which will further explain the concept and show actual implementation.

So here's the challenge. In the next four weeks, give yourself a target to build your staff scoreboard and start updating the result each day so your staff can gain a sense of achievement from hopefully winning at the close of play every Friday.

The place to start is www.tatbiz.net.au/capricorn

Just go for it!