



## Stanford eCorner

### Training and Accountability

David Neeleman, *JetBlue*

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Video URL: <http://ecorner.stanford.edu/videos/294/Training-and-Accountability>

Neeleman talks about how JetBlue has to continually take the temperature of the company and its employees. We have to model the values that we want to see in our employees, and make sure they feel they are being respected, he says. To monitor performance, JetBlue gives surveys for employees. Preliminary results show 72% of employees completed the survey. We scored just below world-class scores, and will now review all the feedback and make action plans for improvement, he says.



#### Transcript

So we have to continually take the temperature of what's going on because when I get up on an orientation and I tell people you're going to love working for JetBlue, we're going to value you, we're going to respect you. Where much is given, much is expected because once we train you and tell you exactly what to expect and then we're going to hold you accountable to that. If you don't treat our customers well, we're going to ask you to go find another job. If you really don't like people like you've told us in the interviews like we've tried to determine, so we set the bar of the expectations. So if it's not really like that, once they leave that place if they're not valued, if they're not respected then we want to know about it. As far as monitoring and following up and being able to do that, we have what we call crew member speak up that at least once a year we do an online survey that's anonymous that goes to Market Matrix which is a company based here in the Bay Area where our crew members can go online and they answer 68 questions about the company. They're anything from do I receive a fair wage from my industry? Do I receive benefits that are fair? Do I like my supervisor? Is my CEO smoking ragweed when he tells me how great things are? I mean all the way down, they're very specific questions about the company. You can either agree with the statement or you can be neutral on it or you can disagree. If you disagree then a dialogue comes up and it asks you, okay, we can't fix it unless you tell us why you feel this way. So please tell us why because we won't value very much you're disagreeing unless you tell us why.

So they have the ability to type that in and tell why. We just finished one and I'm anxiously awaiting the results. I've got kind of preliminary results. 72% of all our people fill that out which I don't know if you do much surveying. We were a bit disappointed because our goal was 80% but we only got 72% but that's a lot in surveying to be able to get that kind of a reaction. World-class companies score about 81 on this particular survey and we scored, I think a number I heard was 79 which is just below world-class. Now, we're going to dissect all of those out by department, by location, we don't know who the people are, and take all the comments and then roll all those out to all the officers that we roll it down to all the directors. We'll come out with action plans of everybody. Okay, this is what you have to do. Now, you're going to be held accountable for these numbers.