

# ShopTalk

August 2017  
**ATI**  
 Automotive  
 Training Institute

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**Upcoming Classes:**

**August**

- 1 Collision Repair Estimating and Sales Course Part 2
- 2, 3, 4 Shop Owners Course Part 1 - Aligning Your Shop For Profit
- 2, 3, 4 Collision Owners Course Part 1 - Keys to a Successful Collision Repair Business
- 7, 8 Service Advisor Course Part 2 - ATI's 7 Step Process
- 7, 8, 9 Shop Owners Course Part 5 - Succession Planning
- 7, 8, 9 Collision Owners Course Part 5 - Succession Planning
- 10, 11 Shop Owner Course Part 4 - Staffing and Hiring
- 10, 11 Collision Owners Course Part 4 - Staffing and Hiring
- 16, 17, 18 Shop Owners Course Part 2 - Advanced Management and Leadership
- 16, 17, 18 Collision Owners Course Part 2 - Advanced Management and Leadership
- 17, 18 20 Group - Future Owners - Headquarters
- 17, 18 20 Group - Second In Command - Headerquarters
- 21, 22 Service Advisor Part 1 - The Role of the Service Advisor
- 23, 24, 25 Shop Owner Course Part 3 - A.B.M. Always Be Marketing
- 23, 24, 25 Collision Owners Course Part 3 - A.B.M. Always Be Marketing
- 24, 25 California Service Advisor Course Part 2 - ATI's 7 Step Process
- 28, 29 20 Group - Profiteers - ATI Headquarters
- 31 Service Advisor - Advanced Sales

**September**

- 1 Service Advisor - Advanced Sales
- 6, 7, 8 Shop Owners Course Part 1 - Aligning Your Shop For Profit
- 7, 8 20 Group - 20 On The Top - Tba
- 11, 12 20 Group - West Coast Originals - Los Angeles, CA
- 11, 12 20 Group - Game Changers - ATI Headquarters
- 11, 12 20 Group - The Buck Starts Here - Tba
- 13, 14, 15 Shop Owner Course Part 3 - A.B.M. Always Be Marketing
- 13, 14, 15 Collision Owners Course Part 3 - A.B.M. Always Be Marketing
- 14, 15 MasterMind - tba
- 14, 15 20 Group - Las Vegas - Las Vegas, NV
- 18, 19 Collision Production Course
- 18, 19 20 Group - Profit Force - Tba
- 18, 19 20 Group - Rollin In Dough - Tba
- 18, 19 20 Group - 20/20 Vision - ATI Headquarters
- 20, 21, 22 Shop Owners Course Part 2 - Advanced Management and Leadership
- 20, 21, 22 Collision Owners Course Part 2 - Advanced Management and Leadership
- 25, 26 20 Group - The High Mark - Tba
- 25, 26 Service Advisor Course Part 2 - ATI's 7 Step Process
- 28, 29 20 Group - 20 for the Money
- 28, 29 20 Group - Back In Black - ATI Headquarters
- 28, 29 20 Group - Management and Leadership
- 25, 26 20 Group - The High Mark - Tba
- 25, 26 Service Advisor Course Part 2 - ATI's 7 Step Process
- 28, 29 20 Group - 20 for the Money

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**WE'RE HIRING** **The Uncomfortable Truth About Hiring**  
 By Eric M. Twiggs, ATI Coach

*"Every experience in your life is being orchestrated to teach you something you need to know to move forward."*  
 —Brian Tracy

"Jeff," a shop owner in Southern California, was stuck working IN the business. Since HE was the service manager, he couldn't attend his son's soccer games. It was so bad that when his wife would take little Jeff Jr. to the games, men were asking her out on dates.

They thought she was a single parent, because Jeff was never with her! But everything was about to change because he had finally found "Bob," the service manager candidate he had been looking for.

Bob had responded to Jeff's craigslist ad and passed the face-to-face interview with flying colors. He arrived on time wearing a sharp suit. Bob took the Wonderlic personality test, and scored as an ideal fit for the role.

Bob even took the time to write Jeff a hand-written thank you note, thanking him for the opportunity to interview. The final step of the process was for Jeff to check Bob's references. Based on how things were going, Jeff saw this as a mere formality.

Jeff called Bob's former boss and here's how the call went: **{Jeff}** "So Bob worked for you from January of 2008 to May of 2012?" **{Boss}** "Yes." **{Jeff}** "Good! Bob tells me that he was your service manager for that entire time." **{Boss}** "Yes." **{Jeff}** "Great! Knowing what you know today, would you rehire Bob?" **{Boss}** **"ABSOLUTELY NOT!!!"**

He went on for the next 15 minutes talking about all the customer complaints he had to clean up after Bob left him without giving notice. How was Jeff so wrong about Bob? It's because he ignored the **uncomfortable truth about hiring.**

And here it is: When evaluating a candidate, **their past performance is the strongest predictor of future behavior.** I have found this to be true based on having conducted more than one thousand interviews over the past 20 years.

During that time, I have noticed that most of the "job hoppers" I hired, ended up hopping jobs on me. The candidates who said bad things about their former bosses, eventually said bad things about me. By asking better questions, both Jeff and I would have made better decisions.

So, what questions can you ask during the interview to get to **the uncomfortable truth?** I will explain as you read on.

**"Tell Me More?"** I was recently interviewing a candidate who told me that he left his most recent shop because there was a change in ownership. I replied: Tell me more?

He then told me that the owner wanted to bring

in someone younger to work with the customers. I replied: Tell me more? Next, he did what Bryan Stasch refers to as **turning states evidence!**

He said the new owner terminated him for failing to meet his sales quotas, but he felt the real reason was his age! By asking for more information, we moved from "a change in ownership" to **the uncomfortable truth** about his performance.

During the interview, **you will get to the truth faster if you commit to talking 20 percent of the time and allowing the candidate to talk 80 percent.** *Low performers tend to talk in generalities, with the goal of hiding previous performance issues.* When you ask: "Tell me more?" they will feel compelled to provide the specifics you are seeking.



In their book "Who: The A Method for Hiring," Geoff Smart and Randy Street mention that the average hiring mistake can cost a company **up to 12 times the salary of the individual,** when you factor in the following costs: compensation, benefits, training, severance pay, lost customers, and lost opportunities.

To help overcome this expensive mistake, Smart and Street provide a listing of excellent interview questions to help the reader. There is one question that is very effective.

They recommend asking the candidate about their previous supervisor's opinion of their performance as follows: First, you ask the candidate for the name of their previous supervisor. Let's say her name is "Lisa." Next, you would ask: **"WHEN (not if) I call Lisa, what will she say WHEN I ask her to rate your overall performance on a scale of 1 to 10?"**

Adding the word WHEN sends the message that you're going to check the reference. Knowing that you will verify whatever they say, can motivate them to provide an honest response. The 1 to 10 question will get you a specific answer regarding their past performance.

According to Smart and Street, scores below an 8 should be considered as red flags. Asking this question about multiple references will give you a clearer picture of the prospect.

**Summary**  
 I am happy to report that Jeff learned from this experience, and started using the earlier-mentioned questions during his interviews. He eventually hired a strong service manager, who has freed him up to attend his son's soccer games.

If you commit to asking the right questions, listening to the answers, and hiring the right people, you will be **STUCK** working IN your business? **ABSOLUTELY NOT!**

*PS, For a complete list of the latest interview questions that will get you to the uncomfortable truth, email [etwiggs@autotraining.net](mailto:etwiggs@autotraining.net) and I will send them.*



# The Coach's Corner

## Stop Taking The Easy Way Out Does Your Team a Coach?

Geoff Berman, ATI Coach

Do you see the staff you assembled as one cohesive team, or are they just a bunch of people you hired to do a series of jobs? If they rely on or need each other to get the job done, if they must work together, then you just defined a team!

Now that we have established you have a team, are they cohesive? Does your team have a coach? Someone calling the plays, someone helping to develop strategies, and someone keeping them all focused? What would a team be without a coach? The best example of this would be in sports. Year after year, the players may come and go, but it is the coach that is responsible for the results. The best coaches know how to build their players to get the desired results. Simply put, teams with great coaches win more games! After reading this you may feel your team is somewhat or largely coach-less, left to wander and figure things out on their own. The good news is, if you believe your team is suffering from "**absentee coachism disease**," it really isn't that hard to fix. Let's look at some of the characteristics of a coach before you make that determination though.

### Coach as defined by Webster:

- (1) Someone who trains intensively (as by instruction and demonstration)
- (2) A person who teaches and trains individually or a team
- (3) Individuals that instruct, direct, or prompt

### Dale Carnegie says: a coach is someone who extends traditional training methods to include focus on:

- (1) An individual's needs and accomplishments
- (2) Close observation
- (3) Impartial and nonjudgmental feedback on performance



So, who is responsible for all of these things? Which person in your shop is ultimately responsible for the morale of the team? Whose job is it to ensure that everyone knows what they are supposed to do, why they are supposed to do it, and makes sure it is done? Who is going to inspire them every day? Unless you can name that person, the answer is, "No one!" Now you truly know your business is suffering from "**absentee coachism disease**."

### You didn't tell me that when you hired me

One of the biggest mistakes business owners make when hiring, is they do a poor job of clearly communicating what is important to the company. They do a weak job at best in setting clear defined expectations on what the job is really about and how they will achieve success in the company. For example, let's say you hire a new technician. He comes with many years of experience and seems to be knowledgeable and capable. You hire him and off to work he goes. "Put your tools here, say hi to the guys, there's the bathroom, here's a car to repair," you tell him. Over a short period of time he starts to develop an attitude. (He already had the attitude. It is just now starting to show itself.) Overall production starts to fall. Why? Because the team has no coach. It's likely the signs were there when you hired him, but you ignored them because you needed a technician. "If it doesn't work out I'll find someone else," you say to yourself. This is doomed from the very beginning. Did you consider how a bad hire might affect the entire team? The coaching starts in the interview and hiring process. It must be clear what is important before the new hire goes to work. Skills are important, but did you find out if that person is a good fit for your team? There is a deeper meaning to why the interviewee is here. Make that clear from the very beginning. If either you or the interviewee does not feel they will play well in your sandbox, then they need to find another sand box to play in.



### What are your standards?

If you remember from June's article I discussed the power in my 10 company standards. Many of you requested a copy. One of the things you should be doing during the hiring process is going over these standards with the interviewee. Here is an example of one of those standards.

### I make production a priority

*I always do efficient, thorough, complete, and timely Courtesy Checks. I always do my part to keep the vehicle moving through the shop. I do not create bottlenecks and always look for solutions when they arise. I do not play the blame game. I always ask, "What I can do better?"*

I'm guessing that just about everyone you interview has never experienced something like this in the interview. If you shared this with me in an interview I would probably be thinking one of two things.

1. "This boss is a wacko. There is no way I'm taking this job." This is someone that has no intention of working. They probably want a fat guarantee so they don't have to work. This is the one that says, "My toolbox has wheels for a reason" and is halfway out the door before they even start.
2. "Wow, this boss really runs a tight ship. I can make a lot of money here." This is someone that has been starving for leadership and sees your shop in a very different way than any previous company they have worked for. They see a career and a future.

Which candidate has a better chance at success? Which one do you want to hire? Being clear in the very beginning will not only help you find the better player for your team, but help build a better, more winning team.



### You are a training company

Now that you have gone through the standards and shared the company culture with the interviewee, once they are hired, you must show you practice all that you preached in the interview. You shared in the interview how important training is and that as a team, we never stop learning. One of the ways you do this is by having a one-on-one meeting with everyone. Every team member has a specific day and time each week that they meet with their coach. This is a private meeting (15 to 30 minutes) behind closed doors and will serve several purposes. First, it is an opportunity for the team member to get things off their chest. Your job as the coach is to listen. If there is something you can do then do it. If not, your job is to help them feel better. It is also an opportunity for them to tell you something exciting or interesting that happened that week. You could ask, "What made you proud to be a part of this team this week?"

In every meeting, there is always something the two of you are working on. This is your chance to discuss the progress and struggles of the expected change and either coach the employee to a better result, or move on to something else, because you see they have achieved what was previously expected. This is how the coach keeps everyone on track. By doing so, you have demonstrated how you have embraced the importance of training.

This should not take the place of weekly shop meetings and morning huddles, but if done right, it will add another layer to your leadership, and provide your company the coach it desperately needs.

If you want to start implementing "one-on-one's" in your shop, email me at [gberman@autotraining.net](mailto:gberman@autotraining.net) and I will forward you my "steps to achieving successful one-on-one's." Please title your email "I want to coach my shop with successful one-on-one's."

If you want to learn more about my "10 company standards" and missed June's article, go back and read that article and follow the directions at the end as well.



Classes continued...

October

- 2, 3 20 Group - Notin But Net - Tba
- 2, 3 20 Group - Leading Ladies - ATI Headquarters
- 2, 3 20 Group - Phoenix Rising - Tba
- 4, 5, 6 Shop Owners Course Part 1 - Aligning Your Shop For Profit
- 5, 6 20 Group - Score for More - ATI Headquarters
- 5, 6 20 Group - Best of the West - Tba
- 5, 6 20 Group - Nor'Easter - Boston, MA
- 9, 10 Service Advisor Part 1 - The Role of the Service Advisor
- 11, 12, 13 Shop Owner Course Part 3 - A.B.M. Always Be Marketing
- 11, 12, 13 Collision Owners Course Part 3 - A.B.M. Always Be Marketing
- 12, 13 California Service Advisor Course Part 1 - The Role of the Service Advisor
- 12, 13 20 Group - Dallas Top Twenty - tba
- 12, 13 20 Group - CrashMasters - ATI Headquarters
- 16, 17 Collision Repair Estimating and Sales Course Part 1
- 16, 17 20 Group - Rising Tide - ATI Headquarters
- 16, 17, 18 Shop Owners Course Part 5 - Succession Planning
- 16, 17, 18 Collision Owners Course Part 5 - Succession Planning
- 18, 19, 20 Shop Owners Course Part 2 - Advanced Management and Leadership
- 18, 19, 20 Collision Owners Course Part 2 - Advanced Management and Leadership
- 19, 20 20 Group - Dollars And Sense - Tba
- 19, 20 20 Group - European Imports - ATI Headquarters
- 23, 24 Service Advisor Course Part 2 - ATI's 7 Step Process
- 23, 24 20 Group - New Baltimore - ATI Headquarters
- 23, 24 20 Group - Atlanta - Atlanta, GA
- 23, 24 Peak Performers - tba

November

- 1, 2, 3 Shop Owner Course Part 3 - A.B.M. Always Be Marketing
- 1, 2, 3 Collision Owners Course Part 3 - A.B.M. Always Be Marketing
- 2, 3 California Service Advisor Course Part 2 - ATI's 7 Step Process
- 6, 7 Shop Owner Course Part 4 - Staffing and Hiring
- 6, 7 Collision Owners Course Part 4 - Staffing and Hiring
- 6, 7 Collision Production Course
- 8, 9, 10 Shop Owners Course Part 1 - Aligning Your Shop For Profit
- 8, 9, 10 Collision Owners Course Part 1 - Keys to a Successful Collision Repair Business
- 13, 14 Service Advisor Part 1 - The Role of the Service Advisor
- 16, 17 Service Advisor - Service Manager
- 27, 28 Service Advisor Course Part 2 - ATI's 7 Step Process
- 29, 30 Shop Owners Course Part 2 - Advanced Management and Leadership
- 29, 30 Collision Owners Course Part 2 - Advanced Management and Leadership

December

- 1 Shop Owners Course Part 2 - Advanced Management and Leadership
- 1 Collision Owners Course Part 2 - Advanced Management and Leadership
- 4, 5 Service Advisor Part 1 - The Role of the Service Advisor
- 4, 5 Collision Repair Estimating and Sales Course Part 2
- 6, 7, 8 Shop Owners Course Part 1 - Aligning Your Shop For Profit
- 11, 12 Service Advisor Course Part 2 - ATI's 7 Step Process
- 13, 14, 15 Shop Owner Course Part 3 - A.B.M. Always Be Marketing
- 13, 14, 15 Collision Owners Course Part 3 - A.B.M. Always Be Marketing

Please be sure to check out the exciting new feature of your ATIconnect App! With a tap on your phone screen you can now view the most current class schedule, check for class availability and register for classes!

Class registration has never been easier!

# Sam's Corner by Kim Hickey, ATI Coach

## Back To School

**Kids are going back to school soon, so hopefully you already have your promotions ready – if you don't, you better get started immediately. Here are some ideas:**



Give a \$ or % discount to any customer that brings in their receipts for school clothing or supply shopping. You can do a set amount or tier it on how much they spent shopping or with you.



Have a stack of bags with school supply lists attached. Ask your customers to take a bag and buy some of the supplies on the list and return it to you. You could offer some type of \$ or % discount in exchange for their donation (I have attached photos from a grocery store display). Many of you have done or have seen something similar around the holidays with an "angel tree" (more details about how to get the most bang from the bags in the next bullet point).



Promote a special "back to school" vehicle inspection that highlights brake, tire and suspension inspection. Include something in the headline about getting your teen driver ready for school or getting your vehicle ready for carpooling. Great time to promote awareness about tire dates! Don't forget to drive home the fact that a worn suspension system can add as much as 12-15 feet stopping distance needed. How many parents do you think would be comfortable knowing that their inexperienced and young drivers need an additional 15 feet to stop?



Older students will be leaving for college and some will be driving lengthy distances to get back. Create a driving back to college promo. Find out when they are due home for school breaks and set appointments for a K service and courtesy inspection. You could also pre-sell the packages.

### Reach out to your customers and community:



Contact the schools and get the lists of what is needed for the students to bring in. Create baskets with the supplies in them and give them out if a certain \$ amount is spent at your shop.



Contact the schools and get the lists of what is needed for the students to bring in. Create a basket with the supplies in it and raffle it.



Contact some of your customers that are teachers and ask them what type of supplies are needed; set up a box in your waiting room and become a school supply drop-off point. You can ask the teacher to have their students decorate the box with their pictures and drawings to make it more personal and visually appealing.



Be sure to utilize all of your social media outlets as well as email blasts. Post pictures, pictures, pictures! There will be many people googling back to school things, so take advantage of those Google Plus and Google My Business postings.





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Hear shop owners talk about their AH-HA moments and tell their stories of change. Introducing the latest ATI innovation "Driving Change." This is a podcast we created to improve our members' experience and further assist with their growth. Each week I will be interviewing a client about something they are passionate about. We have a great start with several clients that have already stepped up and shared their stories. Will you be next? What wisdom and experience do you have to share? If you have a burning desire, and a great story to tell (and I know you do), we want you on the program. Please email me at [podcast@autotraining.net](mailto:podcast@autotraining.net) to set up your personal interview.

Please go to <http://drivingchangeatati.podbean.com/> to listen to the podcasts already there. Be sure to download the app and subscribe so you will be notified when new podcasts are added. Don't forget to leave a comment if you liked it. Share it with a fellow shop owner or just a friend.