

ShopTalk



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Upcoming Classes:

Shop Owner

Align Your Shop for Profit Course 1

December 7, 8 & 9
January 11, 12 & 13
February 1, 2 & 3

Leadership Mastery Course Part 2

November 30, Dec. 1 & 2
January 4, 5 & 6
February 15, 16 & 17

A.B.M. Always Be Marketing Course Part 3

December 14, 15 & 16
February 22, 23 & 24

Staffing and Hiring Course Part 4

January 9 & 10

Succession Planning Course Part 5

February 8, 9 & 10

Service Advisor

The Role of the Service Advisor

December 1 & 2
January 5 & 6
January 19 & 20
February 9 & 10
West Coast Course

ATI's 7 Step Sales Process

December 12 & 13
January 30 & 31
February 23 & 24
February 27 & 28
West Coast Course

Service Manager

February 20 & 21

Advanced Service Advisor

January 23 & 24

Collision

Keys to a Successful Collision Business Course 1

December 7, 8 & 9
February 1, 2 & 3

Leadership Mastery Course Part 2

November 30, Dec. 1 & 2
January 4, 5 & 6
February 15, 16 & 17

A.B.M. Always Be Marketing Course Part 3

December 14, 15 & 16
February 22, 23 & 24

Staffing and Hiring Course Part 4

January 9 & 10

Succession Planning Course Part 5

February 8, 9 & 10

Estimating & Sales Course Part 1

December 5 & 6
January 30 & 31

Estimating & Sales Course Part 2

February 27 & 28

Collision Repair Production

March 13 & 14

Please be sure to check out the exciting new feature of your ATICoast 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!

Addition by Subtraction

Eric M. Twiggs; ATI Coach

"Tom" had been writing service for 15 years. He thought he knew his customers, and what they could afford. Business was trending down for the past six months and "Greg," the shop owner, didn't know why.

One thing he was sure of was that it had nothing to do with Tom and his performance. Both he and Tom blamed the negative trend on the local economy. After all, their tool guy just told them about all the other area shops being slow.

I decided to phone-shop Tom and was "shocked" (OK, not really) to learn that he made no attempts to ask for the appointment or invite the customer to the location. In spite of Greg's coaching and follow-up, Tom failed a second phone-shop the following week by not asking for the business.

Feeling the financial pressure, Greg decided to eliminate Tom's position and take over the role of service manager himself.

You'll never guess what happened next. Weekly sales improved by an average of \$6k, and have exceeded \$20k ever since. Several customers told Greg they were glad to see Tom go and would not have come back if he was still there! This is a classic case of addition by subtraction.

When trying to get to the next level, it's natural to think about what needs to be added to achieve your goals. Greg's story teaches us that sometimes it's the process of elimination that leads to elevation.

As we embark on a new year, I pose the following question: What do you need to put down in order to move up? As you read on, you will learn about two specific areas where this applies.

• Perspective

Do your beliefs line up with where you're trying to go? For example, if your goal is to improve cash flow, but you don't believe in pricing properly, your perspective is the problem. Ask any of the shop owners who made it to the Top 50, and they will confirm that their cash flow improved once they eliminated their limiting beliefs about the business.

They raised their labor rate only to discover that

the anticipated angry mob of customers carrying pitchforks never showed up at their doors! Feel free to contact me to ask about speaking to a shop owner experiencing similar challenges as you but achieving better results.

Talking with someone who's getting results can change your perspective. If someone else is doing it, it has to be doable!

• People

Elite organizations view hiring as a process of elimination and NOT of inclusion. In other words, they hire tough so they can manage easy. Google, for example, only hires 0.2 percent of the three million candidates that apply each year.

They have a structured and rigorous selection process that includes an online application, phone screening, five on-site interviews, reference checks, and several assessment tests! Their goal is to weed out the unqualified candidates from the process, so they are left with only the "A" players. Is your hiring a process of elimination or desperation?

The feeling of desperation will cause you to add unqualified people to your team, who will subtract your customer count. Google can be selective because they always have applicants to choose from. If you only recruit when you have an opening, it will be harder to adopt the elimination mindset when interviewing!

Summary

Greg's winning streak began by losing the wrong service manager. If you are willing to lose your limiting beliefs and weed out the unqualified candidates, you too can benefit from addition by subtraction.

Are limiting beliefs adding to your frustration while subtracting from your bottom line? Email etwiggs@autotraining.net and I will send you a listing of seven books that will elevate your thinking in 2016!!

The Coach's Corner

It's Not the 80's Anymore

Out of Date Habit #12: Gimme My Keys, I Got to Go!

Geoff Berman
ATI Coach and Instructor

In the previous three articles in this series, I stressed the importance of making sure you do the best job you can having the customer leaving feeling the way you want them to: on the initial phone conversation, when they leave after they drop off their vehicle, and after the sales call. In this article we are going to review the most important part of this process — how you want them to feel after they pick up their vehicle at the end of the day.

• Here we go again

If you are typically not proactive with the drop-off schedule, then it is a pretty good bet the pick-up schedule is more of the same. If you recall from Habit #10, you learned that the reason you don't have the necessary time to spend with the customer is because you asked for it. The solution was to space your customer drop-off every 10 minutes or so. If you have started doing this, you should already be seeing the impact this has had on your business and your customer, allowing you more time to focus on me, the customer!

The end of day pick-up is no different. If you let all customers show up at 5 p.m., you are sure to have many people waiting, and you're feeling the pressure to get them on their way. This causes you to skip important parts of your exit process, that are crucial to making sure the customer is feeling the way you want them to when they leave.

This is really where the rubber meets the road. With the exception of the thank-you call they will receive in a few days, this is the last interaction they will have with your store until the next visit. If you want me to return, and get me to refer my friends, the key is to make sure you do everything possible to ensure I feel the way you want me to.

• What you can do about it

Now I know what you're thinking. I want them to leave happy, Geoff. I get that. I want you to think deeper than that though. Every business wants the customer to leave happy. This will not set you apart from your competitors. So what will? It boils down to very specific things you do that make subtle impacts on the way the customer thinks.

One example: If your goal is for the customer to feel you only charge them what is necessary, and to always build trust, one way you can do that is to always charge them less than the original quote. Even if it is just \$2 or \$3. You could have passed that \$3 on to me and I would not have noticed a difference, but you didn't. That builds trust and confidence in your price.

Another example: Instead of giving me my receipt and keys and saying goodbye, why not walk me to my car, show me what was done, and how clean my car is. Take the floor mats out for me so

I can see you took care with my car, and did not leave the trash for me to discard. This should provide the customer with the opportunity to tell you how great they feel and how much they appreciate what you have done. The mere fact that they are not only feeling that way but say it to you out loud, puts them in an elevated mood as they leave. This will increase your chance for repeat business and referrals; and if something is not quite right, you're in a better place for recovery.

Yet another example: What about an exit survey. One that is quick and easy and draws the truth out in a nonthreatening way. Just have me fill out that one-question survey while you're running my credit card and ask me to rate it on a scale of 0 to 10. All I have to do is circle one. What could be easier than that? If done correctly, this again will get me thinking what you want me to, and put you in a better position to discuss the results of this survey, good or bad. If you are interested in learning more about this simple effective survey, email me and I will be happy to share the process.

• How do you make the time for all of this?

Just as we now do at the drop, start scheduling your deliveries at the end of the day. Stop telling everyone we close at 5 and let them show when they want to. Give them a pick-up reservation and explain why. Space them out every 10 to 15 minutes. Like anything else, this will not work for every customer, but you will be surprised at how receptive most people will be, and will appreciate what you are doing. The better you leave me the happier I will be. So if you want me to leave happy, and I know you do, change your behaviors to accomplish that, and I will leave happy. If you are interested in an easy delivery reservation script, email me and I will be happy to send it as well.

• Golden handcuffs

Everyone should have some way to keep people coming back. Maybe it is a membership, maybe a loyalty or punch card, maybe you give me points for dollars I spend, or maybe you have an app. Whatever the case, make sure I get on your program.

Do you have a welcome package? If you don't, you should. I have seen shops build some very unique and effective welcome packages that include things like: welcome-to-the-family letters from the owners and the staff, letters on the shop's purpose and mission and why they do what they do, M&Ms with the shop logo on them, gift cards for the next visit and to other businesses in the area, how about a flower or thank-you card in the car, and a free car wash, to name a few. Some of this you may be able to utilize at the initial drop and others you may want at the end. Either way, all of these are things that will set your shop apart from your competitors and have me leaving feeling the way you want me to.

**Like what you have read? Want more?
Email me at gberman@autotraining.net
and I will send you more info: the exit
survey, delivery reservation script, and
the thank-you call process.**



Sam's Corner

Reduce Stress, Increase Motivation and Feel GREAT! *Chris Frederick, CEO*

How many times have you heard this lead-in to an article trying to sell you something? If you're reading this I have already accomplished that, so now I simply want to deliver on my promise to help you enjoy everything life has to offer without letting your business take that life away. Over 75 percent of you reading this article are far enough into our program to be earning enough money to reduce stress from financial worries. So, if you still don't feel great and can't seem to get motivated lately, I can share with you how Chubby changed his life and went from 285 pounds to 200 pounds. Many of you who have been near me recently have asked how did I do it, so here you go!

• **Cardio Helped**

When I was traveling all over North America starting ATI, my stress level was high and I was eating whatever I had time to shove into my face. I began walking on the treadmill and eventually was almost running every day for about five miles. This did make me feel better — not as good as scotch, but the feeling lasted for most of the day, helping me through airports at night. The problem was that as I became older my knees started acting up, requiring surgeries and shots on my knee. Then I found the elliptical machine with a short step, and my knee problems went away. I was intimidated by gyms, so I had to put the elliptical in my air-conditioned home with a huge TV in front of me with my favorite recorded shows to take my mind off the fact I was sweating.

• **A Strength Training Coach Really Helped**

Cardio training helped me lose about 40 pounds; however, strength training really helped once I learned how not to hurt myself. I read this article that said the more muscle you have the more you can eat. I love to eat!!! So experts said I could burn more calories, so I went out and bought a set of power block dumbbells. Well, I was the dummy and ended up receiving bicep surgery from the orthopedic surgeon I grew up with who knew I had been heavy since childhood.

He suggested a strength trainer, so now I have a coach that comes to my house on Mondays and keeps me from killing myself. Well, three years later my strength coach has me doing 150 push-ups in three sets, squats with 100 pounds and bench-pressing more than I weigh three times a week for just 45 minutes. The problem is that though I can eat more now, I still seem to want more.

• **A Nutrition Coach Really Really Finished My Five-Year Goal**



So now I am still 25 pounds from my five-year goal and the fat boy ain't moving any lower. But I feel much better. My daughter Katie suggested a free app called MY FITNESS PAL and asked me to put in everything I ate. The app had almost everything I ate in its software, and it remembered my favorites so it was easy. Katie friended me through the app and watched what I was eating, making suggestions ALONG THE WAY. This helped while she was losing weight too; however, my new grandson took precedence over my weight loss program.

One day I received an email that MY FITNESS PAL was bought by Under Armour, and they were going into the nutrition coaching business. Well hell, it worked for thousands of YOU, so I signed up for a nutrition coach. Three months later they decided they couldn't scale the business enough and withdrew from nutrition coaching. But I had built a relationship with my coach, Kerry, so I begged to work with her direct while she worked for Under Armour. I am so glad I did. Kerry is what got me to 200 pounds this week, finally after five years! Kerry would Google restaurants I was going to and suggest foods she knew I liked that were healthy. Although she understood my weight loss goal, she wanted to change my life — not just help me lose weight. She insisted on 45 percent carbs, 25 percent fat and 30 percent protein. Then she began to lower my calorie intake over several years, allowing me to have my favorite foods as long as it met the nutritional balance coupled with calorie goals.

I have learned the hard way that diets don't work, which is why the word begins with die! Kerry is the best investment I have ever made at 20 bucks a week, and she does the same thing our ATI coaches do for your business. Kerry emails me every day watching my diet, making suggestions and helping me through challenging days where scotch and wine are involved! I will make you a deal: download the free app and friend me so you can see what I eat coupled with my workouts if you don't believe me. If you really want to step up you can email Kerry to work with you by emailing her at nutritioncoachkerry@gmail.com

What Chubby learned was if you want to reduce stress, increase motivation and feel great, you have to change your life. I am sure there are other ways to do it, but the only thing I have found that will last forever is cardio, strength training and healthy nutrition. You not only owe it to yourself. You also owe it to the coach who is trying to help your business grow and your entire family. I hope you see all of us as part of that family because all of us at ATI CARE as much about you as about your business!



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Book Review: "Extreme Ownership"

Eric M. Twigg; ATI Coach

It's easy to view the leaders of consistently successful organizations as being "lucky." In the college football world, the University of Alabama, led by Coach Nick Saban, is always in the hunt to win the national championship. It's been said that he has an advantage, because the winning history of the university makes it easier for him to recruit the best players.

In the professional football arena, the New England Patriots are led by Coach Bill Belichick. Every year, the Patriots are top contenders to win the Super Bowl. It's been said that he was lucky enough to draft a future hall of fame quarterback, and to work in a great organization.

We have several ATI top shops that consistently rank in the top 25 of shop owners in North America. Certain owners who never make the list themselves, have said the top performers are merely lucky to have a shop in a good area with a high median income.

I often wonder how these entities would be impacted if you replaced the winning leader with someone leading a losing organization.

After I read the book "Extreme Ownership: How U.S. Navy SEALs Lead and Win," my question was answered.

• Book Overview

The book was co-authored by Jocko Willink and Leif Babin, who are both former Navy SEALs. Babin recalls a time when he was the chief instructor for a group of Navy SEAL officer candidates. Their final week of testing was referred to as "hell week."

As part of their initiation, the potentials were divided into six seven-man boat crews that competed in a series of races against each other. During one particular hell week, the officers noticed an interesting trend.

There was one boat crew that won every race while another was always finishing last. The leader of the losing crew blamed his crew members, and the crew members blamed each other.

The losing boat captain felt that the winning crew had better people and an unfair advantage. To settle matters, Babin decided to swap the leaders, sending the winner to the losing crew and vice versa.

After the change, they raced the boats again, and guess what happened? With the new leader in place, the crew that had been losing won the next few races! The previously successful crew placed second out of six. Why did this happen? The answer

is also the theme of the book.

• The Leader Is Responsible for Everything

Willink and Babin used the boat crew illustration and several examples throughout the book proving that everything, including poor subordinate performance, is the fault of the leader. The winning leader interacted with the losing crew members in a way that inspired them to perform better.

The team that the winner left behind still managed a second-place finish because of the culture he had established. **His people were trained to the point where they could perform with or without him being there.**

Later in the book, the authors refer to a leader who blames everyone but himself as a "tortured genius." **This individual views himself as a genius who is tortured by the people he handpicked to work for him.** To relieve the pain, he blames them for the failures of the operation. Does this sound like someone you know?

• Conclusion

If you answered yes, please have that person read this book so they can take **Extreme Ownership** and become "lucky" like Nick Saban, Bill Belichick, and the **ATI Top Shop owners!**