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Developing a Personal Education Plan

By Anna Zeck August2015 ratchetandwrench.com

How to create a plan to ensure that shop owners receive training

Rick Johnson has heard every excuse in the book. I don't have enough time. There aren't enough hours in the day. I can't leave the shop unattended. You don't understand what's going on in my shop. "I'm sorry, but there's 24 hours a day. We all have the same amount of time. It's just what you decide to do with your time," he says. "If you can't take the time to work on your business, you're never going to get anywhere. You're not going to change your outcome."



As a business coach with Automotive Training Institute (ATI) and a former shop owner, Johnson knows all too well the various reasons why shop owners don't take the time to improve their own industry education. And while those reasons may be valid, the market is changing rapidly and competition will only increase.

When it comes to education, techs aren't the only ones who need to be considered. Taking the time to map out an annual personal education plan—considering the needs of the business and goals for growth—will help shop owners ensure they not only stay open, but thrive in the coming years.

Johnson and Jerry Holcom, president of S&S Service Center in Kansas City, Mo., discuss the steps for creating your own personal education plan.

1. DETERMINE THE NEEDS OF THE BUSINESS. Holcom says the very first thing he does when it comes to mapping out his training is to identify his strong and weak points in the business. "When I'm doing that, what I've got to remember is that I wear a lot of hats," he says. "I've got to determine where I'm doing well with marketing, people management, technology, IT, equipment, KPI numbers, regulatory concerns." After surveying all of those areas, he focuses most of his training needs on the areas of weakness that he can build back up.

Johnson also recommends creating a "roadmap" that analyzes a shop's profitability, staffing, hiring and growth, and then determines growth goals for the next few years in each of those areas. He says it's an easy way to critically examine how the business stacks up today and the steps that will need to be taken in order to achieve the desired growth. Holcom says that before taking the training, it's vital to consider how important the training is to you. Otherwise, it could just become a waste of time, money and resources. "You have to determine how important it is to you," he says. "If you're not motivated or you have no intention of implementing what you learn, then it's obviously not a big enough item of importance to you. All that training helped me become a better manager. Because I was your typical tech that became a shop owner, management training is very important to help teach me how to become a manager, rather than a technician."



Continued on the next page

Developing a Personal Education Plan *continued*

2. DETERMINE THE BEST METHOD OF TRAINING. Thanks to technology, Holcom says there is an abundance of different kinds of training available, which can suit different needs. Once he knows the area of training he needs, Holcom says he tries to determine the best method for that training. That could be reading an article, watching a webinar or attending in-person training. "If I want to learn about new software or piece of equipment, I might watch a webinar," he says. "If it's more technical, I will probably attend in-person training."

Holcom says to consider how much training is needed in the area of focus, the value of attending training in-person and how you would best learn about the topic. Holcom says he prefers in-person training, when possible, due to the networking opportunities it provides with other shop owners and industry peers. "Many of my best ideas come from talking with other people at conferences, at VISION or during breaks," he says.



If you need help staying motivated or accountable for your goals, Holcom says that hiring a business coach or attending a 20 Group might be the best route to get the most out of your management education and staying on track. "Before, I had been in this little zone where we were in our shop all day long and didn't know what was happening in the rest of the world," he says. "We started meeting and talking and sharing ideas as peers and it was unbelievable."

"One of the things I hear all the time is, 'That won't work in a small town,' or, 'you don't understand what's going on in the culture here.' That's all a bunch of silliness. It's all the same all over the place," Johnson says. "Working with a coach on a weekly basis to re-engineer their business, that can help start the change. Getting away from your preconceived world of what it is to own a business and being around 40 or 50 other shop owners and finding out other people have the same problems and here's a solution that can be very powerful."

3. SET ASIDE THE TIME. Johnson concedes that this might be the most difficult step for some shop owners, but he says to start small. ***"Baby steps are a good way of saying it," he says. "You're not going to change your business in one day."***



When it comes to the time thing, that is a big deal." Johnson says that when he was a shop owner, he began the process of setting aside time for training by devoting the first hour after lunch to working on his business, twice a week. He says he was extremely diligent and made it a priority, even telling the staff not to bother him under any condition. "I had a separate office, closed the door and told everyone to leave me alone," he says. "When I survived that first hour and I opened the door and the place hadn't burnt down, I thought, 'That wasn't so bad.'"

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Developing a Personal Education Plan *continued*

He recommends taking an hour and reading your profit and loss statement, looking at production numbers, watching a webinar or reading trade magazines. "I just worked up from there," he says. "I gradually worked up to all day Thursday, then a week. Once I started all those baby steps, there started being some pretty nice rewards." If it's too difficult to leave the business unattended, shop owners



can participate in training on the weekends, at night or on their own time.

Another option that's often overlooked is online classes or taking individual classes from local schools in the shop's area. There are many business courses offered at any community college and it can be a great way to gain more knowledge in a more convenient setting, rather

than flying out to training in another state. Holcom agrees that it's all about setting aside the time—and making it an important priority in the business. Above all, the best way he finds time to train himself is by making sure that his staff is properly trained, too, and understand their roles. "What allows me to get out of the shop and take care of the training is by having previously trained all of my people so they can do the job," he says. "The shop runs pretty flawlessly without me."

Rather than budget dollars for his own management training, he holds himself to the same training requirements (12 hours per quarter) that he requires of his staff. He also says that he usually travels roughly once each month for training, so he has naturally added that into the training budget over the years.

Johnson says that it's important to start taking the steps to staffing your shop properly, with clearly defined roles, so that as the owner, you are not also acting as the service writer or a technician. Doing so will allow you to spend more time attending training and working on the bigger picture items in the business, rather than simply managing the day-to-day.

4. TRACK THE RESULTS. Holcom also makes an effort to track the results of his training to determine if it actually helped. "If I'm having a problem with my computer network, if I can fix it and it's working like it should, I'd say that's a success," he says. "If I add a capability that helps us do something better in the shop, then that was worth it to me."

If the training didn't provide the help needed, consider a different avenue or determine another way to receive the training needed. Johnson recommends making a list as soon as you get back of the most important items learned during the training and keeping it nearby so it's always top of mind. He says it can be helpful to share that information with a manager, business coach or partner so that someone else can hold you accountable to actually implementing the changes. He also notes that it's important to remember that change doesn't happen overnight.

"I use this in my coaching every day: How do you eat an elephant? " he says. "One bite at a time. Our business is a great big elephant. You're not going to change it all in one day."

An Auto Shop's Guide to Handling Web Leads

By Bob Cooper eliteworldwide.com September 2015



In today's world, your customers have 24/7 access to the web. Whether it be on their home computer, work computer or their smartphone, no matter where they are they can be online within moments. This is just one of the many reasons today's consumers are turning to the web for answers, and more and more shops are receiving requests for quotes over the web. This simple three-step guide has been developed to help you better handle those web leads in the most professional way, and turn them into customers at the same time.

1. Know your goal. In all cases your goal should be to get the web lead on the phone with your adviser. There is a rule we share in all of our sales training, and it simply states that people buy from people they like, trust and view as a credible expert. Starting with the "like" requirement, when someone first reaches out to you over the web they are attempting to communicate with your shop. The really good advisers know they need to convert that "website visitor - shop" relationship into a "customer Mike - service adviser Bob" relationship. People do business with people, not with companies, so in all cases the first thing that web lead needs to be sold on is your service adviser to the point where they like your adviser, trust your adviser and view your adviser as a credible expert.

2. Respond quickly. How quickly you are able to reply is going to play a huge role in your success. When someone is reaching out to you for a quote, or any other question about their vehicle, there is a high probability that they are reaching out to other facilities as well. This doesn't mean the first shop that replies will get the job, but they will certainly have the first opportunity to get the sale. If another shop responds first and handles the customer well, by the time you reply that potential customer may have already made a decision. Your web leads are expecting a quick and professional reply, so if you want the web lead to like you, it starts with a fast response.



3. Have a strategy in place. First of all, bear in mind that the majority of the people requesting a price are not the price shoppers most advisers believe them to be. Just like with a first-time caller that asks how much, your web leads don't know the questions they should be asking: questions about how long you have been in business, whether you employ certified technicians, etc. So never prejudge the person that sends a web request asking for price. In all cases, call them if they provide a phone number. If they do not provide a number, as soon as you receive the request you should reply by thanking them for reaching out to you. You'll need to introduce yourself in your reply, and you'll need to let them know your position with the company. In your email you'll also need to ask a few questions to start the flow of communication we are looking for. Beyond asking year, make and model, you can ask when was the last time they (had the brakes serviced if they're requesting a quote on brakes, had maintenance performed if they're requesting a price on maintenance, etc.), the approximate mileage on the vehicle, and why they suspect they need (brakes, maintenance, etc.). If you pose the right questions, and get the communication and a relationship started, your next response should be to let them know you have some additional questions, and ask if there is a phone number you can reach them at. In essence, you are asking them to take a call, which should always be your goal with a web lead.

In summary, with web leads you need to have a goal of getting them on the phone, you'll need to reply to each request quickly, and you will need to have a strategy in place that sells them on your advisor and your shop. If you follow this simple procedure, and never put money ahead of people, you have my promise - you'll bring in more of those web leads that will help you build your business.

Until Next Time,
Cooper & Casanova



Taking the Fear out of the Customer Experience

By David Rogers shopownermag.com October 15, 2015

When a new customer comes into your shop, they already feel betrayed by the family vehicle that they rely on every day, the part that broke down on the road, and by the other shops that may have taken advantage of them in the past.

And because they feel betrayed, they act out of fear.

That's hard to remember when your service advisor is being berated by an angry customer complaining about price or refusing to pay for a service you provided. But it's not really anger, it's fear. Fear that their car is damaged. Fear that they won't be able to get to work, or the store, or home, or to pick up their kids from school. Fear that the repair will put a strain on their wallet. Fear that you will take advantage of their position and they won't be able to do anything about it.

Unfortunately, their fear is too often justified. It's often the case that one too many shady shops gouged prices, recommended extra repairs, or didn't stand behind their warranty in the past. And if that customer hasn't been burned before, they probably have heard of someone who has. In these cases, fear is standing between you and a long-term relationship with this customer. You need to change their minds, show them that you're different and overcome that fear to build trust. In essence, you need to take care of them.

You Need a Trained Team

I've preached about overcoming this fear with the shop owners I coach. The best way to grow your shop, hold employees accountable, and build long-term relationships with quality customers is through training.



There's a difference between being a professional and just doing the job. The new tech you hired probably already has the technical know-how and certifications to do the work you give him. But, if you don't take the time to train him on your systems and procedures, he'll only be able to do the job the way he knows how. The same is true for your service advisors. If you put them behind the counter to answer the phones and talk with customers without training them, how do you know they will build relationships and properly address the fear that every new customer has when they come into an unfamiliar auto shop?

Overcoming customer fear takes more than a catchy marketing message. It takes quality repairs and consistent, reliable service. It also takes trust, and trust takes time.

Building Trust



Every interaction with a customer should help develop trust and overcome their fear — this is true from the first phone call to the follow-up after their visit. Your shop needs to be a welcoming place. This includes ensuring the waiting room is clean, the shop smells good, and that customers are greeted at the front counter. It all comes back to the principle of image. Communication is so much more than words you exchange. It's about the nonverbal cues, the brand you've built, and the image of whom you are as a shop. Make eye contact. Even if you are on the

phone or with another customer, don't leave a walk-in standing uncomfortably in line. A simple glance and smile relieves the initial pressure and, without saying a word, conveys that you see them and will take care of them.

Continued on the next page

Taking the Fear out of the Customer Experience *continued*

When you're having a conversation with a customer — whether you're checking them in or explaining the results of an inspection — listening is just as important as the words that you say. But, listening and hearing are two different things. It requires proactive effort to listen, be 100% with the customer, and not be distracted by other thoughts or tasks. The customer ALWAYS feels the difference when you truly listen to them.



You've heard the mantra, "The customer is always right." In my experience, that is wrong; the customer isn't always right. But, the sentiment behind this expression is valuable, nonetheless. Instead, make your mantra, "The customer deserves my full respect." Every time you interact with a customer, give them an opportunity to be heard. Let them talk, ask questions, and validate their concerns until they are finished explaining everything. Listening is an opportunity to earn their trust.

Educate, Never Sell

It's important not to make assumptions. It is easy to assume that most drivers know they need an oil change, understand basic service, and look at the maintenance schedule in their manuals. But, when you are advising a new customer about a service they need, assume they don't know anything about it. I don't mean that you should talk down to them, condescend, or patronize the customer by treating them like an uneducated car owner. But, you should always explain the service in a way they can understand.

Take brake repairs, for instance. Instead of saying, "You need new calipers, which cost \$X," help the uninformed customer understand what that part does, why it's important, and why it needs replacement. Think about the bicycle you rode as a kid. The simple brake system on that is easy to visualize and understand, and chances are very good your customer rode a similar bike at some point. So, compare the calipers with the "pinchy thing" that grabs your bike tire to stop it. Without using a technical term, you can help automotive novices understand exactly what you're talking about. Tell a story and use visuals whenever possible.

But, don't force your customer to ask a question. Your description should be detailed enough that you answer 90% of their potential concerns in the explanation. However, you can never assume that a customer understands you, so offer your expertise before they have to ask by saying, "Is there anything else you'd like to know?" This one line can go a long way to show you are willing to spend time with them, answer all of their questions, and build trust.

Trust Takes Time

Fear can cause even the most valuable customers to become upset or angry, and it's easy to respond equally as defensive. Don't do it! After all, you didn't buy, build or break the car. When a customer is upset, don't take it personally. This is another opportunity to teach the customer and build trust. Trust takes time. It won't happen in one phone call or even one visit. But, when your team is trained to educate, ease customer fears, and represent your shop in a consistent and professional manner, you'll build that trust. The customer can learn what to expect.



"Step to the other side of the counter and empathize with your customer. You know what they are struggling with: You've been there, you've seen it before, and you know the solution."

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