

The reason your shop meetings aren't working

The biggest problem with communication is the illusion that it has taken place

Most of us have learned valuable lessons from our mentors that have made a huge difference in our lives. Today's lesson once changed my life. Let's listen to veteran ATI coach Eric Twigg explain how it affected his life:

As a new district manager of automotive service, I had just returned from a national meeting where our president clearly communicated the company direction. What he said was good for the car, the customer and the corporation. My next step was to have a meeting with my managers to get their buy-in.

I told them that the courtesy checks were a non-negotiable aspect of the business that had to be done on every car.

I expected every service advisor to make a quality visit to the car with every customer as they were checking in.

I also expected all customers in the waiting room to be updated on their vehicle status at ten o'clock, two o'clock and four o'clock, every day without fail.

To seal the deal, I created a flip chart containing these three items, and had all

17 of my managers sign it, saying that they would get their teams to comply.

Several weeks later, Gary, my regional manager, called to let me know that he would be visiting my shops with me and asked if my team was executing the three main items discussed at the national meeting.

"Gary, we are on it!" I was looking forward to our upcoming visits.

Gary and I visited five of my locations, and we saw some interesting things. The employees at my shops were doing everything, except the courtesy checks, the quality visit and the customer updates! Here was my feeble response, "But Gary, I told them!"

Where did I go wrong? I'll bet it's the same place you went wrong when you came back from the SuperConference, your 20 Group or ATI class, filled with great ideas. I was unaware of the 70 percent rule!

Have you ever been all in and on-board with an idea you heard, but failed to achieve implementation at your shop? Keep reading to uncover why this happened and what you can do about it.

The 70 percent rule

Based on 26 years in the business and thousands of coaching sessions with shop owners, I have become aware of the 70 percent Rule.

When communicating a significant change, I've found that 10 percent of employees will refuse to buy in no matter what, 20 percent will execute with or without leadership oversight, and 70 percent of the group can go either way depending on how the leader follows up. (Disclaimer: These are merely averages and the results may vary depending on shop culture and the specific idea in question!)

Let's say you have a shop of 10 employees, and you come back from the SuperConference and tell them that everyone must do a goal poster.

Based on the math, one employee will refuse, two will comply just because you told them to, and the rest can go either way depending on how you follow up.

Since I was unaware of the 70 percent rule, I just "told them" and was surprised when it didn't happen! So, the key to implementing change at your shop is to always inspect what you expect.

Inspect what you expect

Here's the question: How do YOU respond when your employee isn't doing what was mentioned at the meeting?

If there isn't a response, it's like the meeting never happened. At least 70 percent of your team will go back to business as usual.

You can't respond to what you don't see, so the key is to create systems that allow you to inspect what you expect.



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When you can see what's going on, you are positioned to respond accordingly. The following are my favorite follow-up systems:

- **Daily RO Audits** — This is the daily habit of reviewing a random selection of work orders, invoices and courtesy checks and providing the appropriate feedback. If you discussed courtesy check compliance at your meeting, the RO audit gives you an opportunity to provide positive recognition for those who are executing and constructive feedback to those who aren't.

- **Weekly One-on-Ones** — The most effective one-on-ones are those that are scheduled on the same day and at the same time every week. If I work for you and I know that every Tuesday at 2 p.m., you will be reviewing the digital inspection report with me, I will be more likely to follow through with sending my customers the digital photos, as we spoke about at your meeting.

- **Regular Review of Recordings** — In years past, I would conduct phone shops and send the owner the feedback based on what I heard. Sometimes, the advisor would claim that I was wrong or deny even getting the call. The beauty of the recordings is that everyone can hear what happened at the same time. The most effective coaching method is to play the recording and have them tell you how the call went based on the standards you shared at the meeting.



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profits and dreams home to their families. Our full-time coaches have helped our members earn over 1 BILLION DOLLARS in a return on their coaching investment since ATI was founded. This month's article was written with the help of Coach Eric Twiggs.

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Don't expect what you don't inspect

The reason my shop meeting didn't work is because I failed to inspect what I expected.

Not sure where to start? A great place could be a review of the last quarter! You could always go over last week, but to give some real perspective

to your crew, a longer time frame does the trick. If you are still not sure where to start, download our Quarterly Review Checklist by going to www.atonlinetraining.com/2019-10 for a limited time. This Checklist will give you all of the most important items you may want to cover. The Checklist gives you a great start to improving your shop. 

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