

ShopTalk

JULY 2018
ATI
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 Training Institute

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UPCOMING CLASSES

JULY

- 9, 10 Service Advisor Part 1 - The Role of the Service Advisor
- 9, 10 Collision Production Course
- 11, 12, 13 Shop Owners Course Part 1 - Aligning Your Shop For Profit
- 11, 12, 13 Collision Owners Course Part 1 - Keys to a Successful Collision Repair Business
- 16, 17 Shop Owner Course Part 4 - Staffing and Hiring
- 16, 17 Collision Owners Course Part 4 - Staffing and Hiring
- 23, 24 Service Advisor Course Part 2 - ATI's 7 Step Process
- 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

AUGUST

- 1, 2, 3 Shop Owners Course Part 1 - Aligning Your Shop For Profit
- 1, 2, 3 Collision Owners Course Part 1 - Keys to a Successful Collision Repair Business
- 9, 10 Service Advisor Part 1 - The Role of the Service Advisor
- 13, 14 Collision Repair Estimating and Sales Course Part 1
- 20, 21, 22 Shop Owners Course Part 5 - Succession Planning
- 20, 21, 22 Collision Owners Course Part 5 - Succession Planning
- 23, 24 Service Advisor Course Part 2 - ATI's 7 Step Process
- 30, 31 Service Advisor Advanced Sales

SEPTEMBER

- 5, 6, 7 Shop Owners Course Part 1 - Aligning Your Shop For Profit
- 5, 6, 7 Collision Owners Course Part 1 - Keys to a Successful Collision Repair Business
- 12, 13, 14 Shop Owner Course Part 3 - A.B.M. Always Be Marketing
- 12, 13, 14 Collision Owners Course Part 3 - A.B.M. Always Be Marketing
- 17, 18 Shop Owner Course Part 4 - Staffing and Hiring
- 17, 18 Collision Owners Course Part 4 - Staffing and Hiring
- 17, 18 Collision Repair Estimating and Sales Course Part 2
- 19, 20, 21 Shop Owners Course Part 2 - Advanced Management and Leadership
- 19, 20, 21 Collision Owners Course Part 2 - Advanced Management and Leadership
- 24, 25 Service Advisor Part 1 - The Role of the Service Advisor

OCTOBER

- 3, 4, 5 Shop Owners Course Part 1 - Aligning Your Shop For Profit
- 3, 4, 5 Collision Owners Course Part 1 - Keys to a Successful Collision Repair Business
- 4, 5 California Service Advisor Course Part 1 - The Role of the Service Advisor
- 8, 9 Service Advisor Course Part 2 - ATI's 7 Step Process
- 10, 11, 12 Shop Owner Course Part 3 - A.B.M. Always Be Marketing
- 10, 11, 12 Collision Owners Course Part 3 - A.B.M. Always Be Marketing
- 11, 12 Service Manager Course
- 15, 16 Service Advisor Advanced Sales
- 17, 18, 19 Shop Owners Course Part 5 - Succession Planning
- 17, 18, 19 Collision Owners Course Part 5 - Succession Planning
- 22, 23 Service Advisor Part 1 - The Role of the Service Advisor



"The Coaching Habit Say Less, Ask More & Change the Way You Lead Forever"

By Michael Bungay Stanier

Reviewed By Eric M. Twiggs, ATI Coach

A good leader has all the answers, right? During my career as a district manager, I believed this to be true. Up to that point, I had been trained to believe that a good leader always took an authoritative approach and told everyone what to do.

Since I had the answers, my managers would contact me about how to deal with their unhappy customers without first attempting to resolve the issues themselves. Being **the answer man** left me feeling secure, self-confident **and stressed out**.

For six months, I would speak to three managers per day about store problems that could have been easily resolved without my input. Then one day, my stress had reached a tipping point. One of my managers, named "Jeff," contacted me wanting to know how to deal with a customer who wanted to use a ten-dollar coupon three days after it expired. Normally, I would just tell him what to do, but this day was different.

I responded in the following manner: "So Jeff, if I were unavailable and you had to make the call, what would you do?" To which he replied "I would go ahead and honor the coupon!" "Great idea Jeff, thank you for handling it," I replied as I hung up the phone.

This was a life-changing moment, because Jeff never called me again with a problem that he already had the answer to. Prior to this exchange, he was calling me every day! I applied this approach with the rest of my team and experienced similar results. I went from fielding three calls a day to one call per week in a thirty-day time period. What changed things for me? I had stumbled upon **a coaching habit**.

I could have reached this point a lot faster if I had read **Michael Bungay Stanier's** book before I became a district manager. If you are looking to experience less stress and have more time to focus on your priorities, this is the book for you.

Book Summary

In "The Coaching Habit," the author refers to the innate need to provide answers as "the advice monster." According to Stanier, most leaders have a tendency to jump in and try to solve the problem based on what they believe they know.

This is problematic for three reasons: 1. We don't always know what the issue is and what's really going on with the person asking the question.

2. Always providing the answers creates a culture of overdependence. 3. In a culture of overdependence, the leader spends their time putting out fires and becomes disconnected from the work they should be doing.

To overcome the advice monster, Stanier lays out a step-by-step plan to help the reader establish a coaching habit instead. He outlines the following seven question types:

1. The Kickstart Question – "What's on your mind?" Discover the power of the opening question.
2. The Focus Question – "What's the real challenge here for you?" The goal is to focus on the actual problem instead of the first problem.
3. The A.W.E. Question – A.W.E stands for "And What Else?" and helps to generate additional options.
4. The Foundation Question – "What do you want?" This will uncover the true concern that is beneath the surface.
5. The Lazy Question – "How can I help?" This question moves the conversation forward when the person is stuck.
6. The Strategic Question – "By saying yes to this, what are you saying no to?" Helps to define priorities.
7. The Learning Question – "What was most useful to you?" Can verify that actual learning took place and adds perceived value to the discussion.

For each question type, Stanier provides numerous illustrations and examples to reinforce the learning. He also provides links to his training videos that include additional definitions and examples.



Conclusion

I am living proof that being the answer man is a stressful job. Implementing the strategies contained in "**The Coaching Habit**" will connect you to the work you should be doing and change the way you lead forever.



When we meet people in our personal life or business life, there is one thing that really dictates our effort and interest in any kind of meaningful relationship with them; it is how they make us feel about ourselves. What almost entirely creates how we interact with others is our past experiences, which is in effect our story. Our past, our story, forms our personality and therefore how others see us and how we make them feel.

We all have our stories and we share them with those we are close to, and that sharing often creates our feeling of comfort and closeness with those in our lives we count as our closest friends, significant others and family members we hold dear. Businesses have stories too. Why did someone risk it all to start the business? What life experiences drove them to feel they could do it better? What do they think makes them better or different? What is the experience they want their customers to get; and even better, what are the values that come through in the customer's experience?

We all know that people buy people before they buy products and services, and the same is true with the businesses they use. As I said earlier our stories are important and we share them when we tell them; but we also share them when we interact with others. Your business is no different. Sharing your business's story often and early (and ensuring the values of the story are obvious through your team members' action) can and will create a closeness that the bigger retailers could never offer.

If you want to create a boutique or niche for your business, you need to share your story with your customers and make sure that it is shared through each and every interaction of your team. Telling your employees your story when you hire them should be as important a process as checking references and the new hire paperwork. They need to understand your values, what makes you unique and how you want that shared with your customers.

Consider printing out a handout with your story on it to give to each new customer. One side is your story and the other side is the services you provide, your social media info, contact info and hours of operation. Make sure that you and your employees are telling your story to new customers so they understand why you started out, what you do different and what makes you unique. People love the story and they share stories.

You should review your story and make sure that your policies, procedures and practices are true to the values of your story. Make sure that your team members are true to those values. Make sure that you hire people that can be true to these values. This is creating a culture which creates a niche which creates "closer" customers which creates better and more consistent income for you and your team.

The ATI Way

Fundamental #2: "Bring it" every day

We each have a finite amount of time to work. Make the most of each day by approaching every task with energy, focus, purpose and enthusiasm. Maximize your contribution by making the most effective use of your time.



From Mike Rabkin, ATI New Business Development Department:

I'm a big fan of the JFK quote "a rising tide lifts all boats." From day one on the floor, I made sure to take detailed notes when talking to a shop. I don't just put them in the notes field but update the database itself with account information as I glean it from the call or shop's website, even if I don't make a sale. This may allow the next person to not have to spend precious goodwill asking questions I've already found the answers to for them. We all share a living database that can contain golden nuggets to help the next person sell a ticket.

I like talking about tools or information I'm given and looking for ways to improve on them. I keep cheat sheets with industry stats and useful talking points at the ready to keep the conversations flowing (or just going), and we all know my giant "eyelash" of sticky notes around my monitor. I always make sure to check the website for each shop, as I can usually get some information from it that negates needing to ask questions I already have the answer to. That allows me to focus the limited goodwill I have in a call on other questions. If there is no contact information in the database or website, I find having an owner's or manager's name from Manta lets me start with a building block to start a conversation, and if it's wrong, gives me the opportunity to apologize and ask for the right person.

I therefore look to maximize my contribution by investing a little time up front to pay it forward, thereby making the most effective use of not just my own time, but everyone's, down the road.



I Can't Tell You Why *Kim Hickey - ATI Coach*



I had the pleasure last night of attending an Eagles concert. The weather, the show, the music, the memories, and the company was perfect — but the evening was bittersweet. I sat between my best friend and her daughter, who had just lost their husband and father in February. It was bittersweet because he was supposed to attend the concert with us. In fact the ticket her daughter used was his. It was also bittersweet because the Eagles were one of his favorite groups and he would have really enjoyed the show. We purchased the tickets months ago, when the thought of him not being around was the furthest thing from our minds. After all, at 48 years old who is thinking they might not

be alive for a concert coming up in a few months. As we listened to the Eagles play under the stars, I tried to remember a time in my adult life that an Eagles song wasn't on one of my playlists. Nor can I recall a time in my childhood that my mom didn't have one of the Eagles' eight-track cassettes playing in our apartment or her car. The Eagles have been around since 1971. For 47 years, the Eagles have been building their brand, their dynasty, their legacy.

I have seen the Eagles before, but this was the first time without Glenn Frey. After 46 years of building a legacy and building a loyal fan base of millions — one of their key members passed away. At the time of his passing, I wondered what their succession plan was. Would the Eagles go on? Would they tour again? Even one of his bandmates and co-founding members, Don Henley, said that losing Glenn Frey meant the end of the band. He didn't know how they could go on without him. It didn't matter how long they had been together, how many fans, how many albums or top 10 hits they had, it could all be over.

After they had time to process their personal loss and what that loss meant to the business of the Eagles, they decided to invite Glenn's son Deacon and Vince Gill to play with them. Eighteen months later, the Eagles were back in the business of touring. It turns out that they needed two people to play the parts that Glenn Frey had done. Deacon Frey looks just like his dad and did a great job — but he isn't his father. He doesn't have the experience his father had, nor the thousands of hours of practice. He did an amazing job of assimilating himself into a band that has played together for five decades, and so did Vince Gill. How many hours of practice did it take for Deacon Frey and Vince Gill to become "Eagles"? Would it have taken 18 months to get back to touring if they had had a couple of guests continuously performing with them ready to step in for a "what if" situation? What do other bands do? It's not of their members; in fact it is quite the opposite. How many "bench" to pull from if they need to in a pinch?



uncommon for bands to lose one or more of them have a contingency plan or a

The Eagles "I Can't Tell You Why" was a Billboard Top 100 hit in April 1980. I can't tell you why so many of you continue to put succession and "what if" plans on the back burner. I also can't tell you why so many of you don't understand the gravity of leaving family and employees with a business that they are not prepared to own or run. As they say in show business, "The Show Must Go On!" When YOUR show ends, do your remaining band members have all the tools and resources they need to keep the show going without YOU?



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“Driving Change” Podcast *By Geoff Berman, ATI Coach*



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 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.