

# ShopTalk



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November 2010

## Give Them Room to Fail You Aren't Perfect Either

For years I was a terrible manager—until I learned my lesson.

I talk to shop owners all the time who have the same troubles. They tried to hire a Service Manager, and it blew up in their faces. They delegated things, and everything went wrong.

My favorite story on Service Managers is a true story, and we see it a lot, actually. The owner came in, and I told him, “You know, you’d be better off working *on* this business instead of *in* it. Why don’t you hire a Service Manager?”

He said, “Oh, I’ve tried that. I’ve been through three of them.”

“Well, what happened?” I asked.

“They ran off with my wife,” he said. “Not once, not twice, but three times. I am convinced that a Service Manager means divorce. So there’s no way I’m delegating my responsibility to another Service Manager. I’m convinced he’ll run off with my wife.”

What do you say to a guy like that? The fourth try is the charm?

Most of the time, the reason shop owners won’t delegate is because they tried it and it didn’t work. But the reason it didn’t work wasn’t because of the managers they brought into their shops, it was because the owners didn’t do it correctly.

They didn’t teach them. They just told them what to do and then reprimanded them in public until they got frustrated and quit (or ran off with the owner’s wife).

Finally I learned this process from Ken Blanchard, author of the *One Minute Manager* series. Most everyone when given a new job starts off enthusiastically. Then, when they see it’s harder than they thought, they become more reluctant, so they become a reluctant contributor. Your goal is to get your employees

to become consciously confident and then unconsciously confident so they just do the job and don’t think about doing it any more.

Most of the time, it’s during the reluctant contributor stage when we lose employees. To ourselves we say things like, “Oh, he doesn’t like this. This isn’t working out. Maybe he’s not cut out for this. Let’s change the job.” And it’s a huge mistake because the employee is just going through a natural process of being reluctant.

The job is always a lot harder than your new hires expected. They know they are making mistakes, and they become scared of making more. Then when we yell at them, it only makes them more fearful and reluctant to act.

When you bring someone on, make sure he or she is competent to do the job. I know none of us hires an incompetent person on purpose, but sometimes we don’t do the work we should to make sure we prevent a bad hire. Talk to your coach about personality tests you can give to prospective team members to make sure you are hiring someone with the skills and

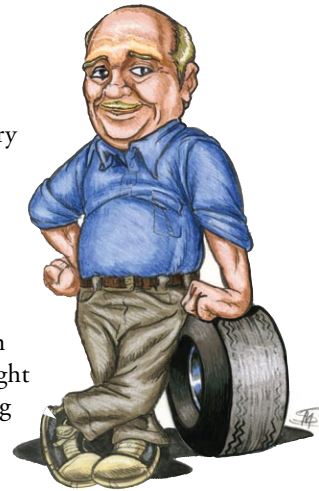
personality necessary to do the job.

And as you work with employees in a new job, you must give them positive recognition for what they do right instead of criticizing everything they do wrong. If they fail, narrow the task

to something in which they can succeed and thus build their confidence. As they succeed and you praise their progress, their confidence will grow. Soon they’ll have the confidence to tackle more complex projects.

It’s the same process my coaches use. You can’t coach through criticism. You have to praise what’s right, get small victories and build upon a foundation of confidence.

It took me a long time to figure this out. I hope to save you a lot of frustration and lost wives. **ATI**



## Eat Healthy, and Live Longer Be At the Top of Your Game



By Sherry L. Granader,  
ACE, AFAA, NETA,  
ACSM, ASFA

You may have heard or seen the word ORAC lately in the newspapers or on television but may not be familiar with its meaning and importance to your health. ORAC stands for *Oxygen Radical Absorbance Capacity*. Wow, that was a mouthful!

It is a term used to measure the ability of a food to prevent free radicals (toxins, chemicals and pollutants) from attacking healthy cells in the body. The measurement was originally created by scientists at Tufts University in Boston, Massachusetts, for the USDA; and it turns out to be the most reliable way to measure the capacity of antioxidants in food.

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# ATI Client Profile

## At Last! Light at the End of the Tunnel

Frame Rite, a full-service auto repair and preventive maintenance center in Baltimore, Md., has been in the Taylor family for 56 years. Now, with a little help from ATI, owners William and Debbie Taylor have seen the light at the end of the tunnel.

“And it isn’t a train coming at us from the other direction!” Bill jokes.

When the Taylors first took over the business, they continued to run the shop the same way Bill’s father and his father before him had done it. The results were predictable: long hours and stagnant sales.

“We were doing the same thing month-after-month-after-month, just beating our heads against the wall for never more than \$40,000.00 in total sales,” Bills says.

“And working very long hours,” Debbie interjects.

“We had the pressure of trying to make all the ends meet, and the mechanics were in a blasé state. Nobody was hustling,” Bill continues. “It didn’t matter how many cars we wanted to arrive in the shop; it just wasn’t going to happen.”

All of that began to change when Bill and Debbie discovered Chubby Frederick and the Automotive Training Institute.

“Chubby had written an article in *Tire Magazine* about the Parts Matrix,” Bill recalls, “and I started using that long before we even got involved with the ATI program. I was also charging for shop supplies. So, after a while, we were doing a little bit better, but still not good enough.”

Bill and Debbie realized there was more they could learn from ATI, but they needed to convince his parents of the program’s value.

“Back when my father and grandfather had the business, all they had to do was open a door and they had 12 to 15 cars sitting outside waiting for them. That’s not the case anymore. You have to market,” Bill says. “I went to school to learn how to fix cars, but I never went to school to learn how to run a business. ATI has taught me how to do that. Now we finally have a service manager we can trust to run the shop and keep things productive while we’re not there.”

And productive it is.

“Actually, our last week was the highest sales totals we’ve ever had as a company in one week’s period,” Bill says.

Debbie is quick to add, “And the other thing is, Bill is able to leave the shop early to go to our son’s baseball games this year.”

“I haven’t missed a game this season because of work!” Bill boasts.

That downtime has made the family’s life much more enjoyable.

“Bill has been able to get out more, and he’s less stressed,” Debbie says.

Over the five years that Bill and Debbie have been participating in ATI, they have made incremental changes to their business that add up

to a completely different and more profitable way of doing business.

Regarding their marketing, Debbie says, “To sum it up, I’d say we’re doing everything different. Really, it’s a matter of being good to our customers.”

Bill picks up on Debbie’s thought and says, “We send reminder cards. We have a referral program. We have a newsletter, *The News Works*. We have a marketing calendar that we send out every other month that lists specials for each day ...”

“We follow up with our customers—make phone calls, thank them,” Debbie says.

“Handwritten thank you notes for everybody that comes in,” Bill interjects.

While all of that sounds like additional work, Debbie explains that since they have been involved with ATI, she has taken a more active role in the business and handles most of the customer service activities. And she says it has an added bonus: “I love working with my husband every day!”

In addition to using targeted marketing and personalized customer service to get more cars coming into their shop, Bill and Debbie are implementing other ideas they have learned from ATI and their ATI coach.

“The big benefit to me is the coaching,” Bill says. “We get to see our numbers. We get things to work on.”

“We have an awesome coach,” Debbie agrees.

This coaching has helped Bill and Debbie to achieve other breakthroughs in their business so they can earn more money from each job. Bill credits the Parts Matrix and the Labor Matrix for the shop’s increasing revenues.

“We are able to charge a labor rate of close to \$100.00 per hour,” Bill explains. “Everyone else in our area is charging around \$65.00 to \$70.00. We value what we do very highly, and we make people happy. You don’t get complaints when you make people happy.”

William adds that if a customer wants a lower price, they negotiate reduced services.

“I tell customers, ‘This is what you need. If you don’t want to do it, that’s your prerogative.’ I’m above board with my principles, and I’m not going to cut the price. I value the services we provide.”

Debbie adds, “ATI has a mission statement, which Bill is implementing in our shop.”

“It involves work and taking care of our customers ...,” Bill begins.

“... and charging what you need to charge in order to do that and take care of our employees,” Debbie says, completing the thought.

“Right,” Bill agrees. “For the business to be open, you have to take care of both customers and employees.”

The biggest change for the couple is the new freedom they have to build their business *and* enjoy time with their family.

“ATI has taught us to work *on* the business, not *in* the business,” Bill says. “ATI helps you learn to be a leader. I never was that before. During the four years before ATI, I was basically the service manager. If we were shorthanded, I would go out and work on a car.”

“Now if he’s out there, it’s because he wants to be,” Debbie interjects, “not necessarily because he has to be.”

Bill and Debbie have promoted a longtime employee to service manager, which frees Bill to work on marketing and expanding the business.

“Things are really taking off right at the moment,” Bill says with excitement. “We’re actually in the middle of converting the building next door into a new waiting area and a separate office. That way I won’t be involved with the day-to-day running of the shop. I’ll be able to work in private without having to worry about being sucked into ‘Hey, look at this car’ and stuff like that.”

“I feel like Bill is getting the chance to evolve,” Debbie says. “He’s never had this opportunity or the freedom before. Now we can take time away from the business to go to classes to learn even more!”

Bill and Debbie agree that implementing what they learn from ATI makes life easier, even if at first it can seem daunting.

“Sometimes after attending different classes, we’ve gone home thinking, ‘Oh my gosh! Our heads our spinning. We’re so overwhelmed. Where do we start?’” Debbie laughs. “So we pick two or three things and start on those. Once we get those going really well, we can pick two more things. You have to prioritize what’s going to make the biggest difference in your business.”

“You’ll get where you want to go if you follow along with the program,” Bill says. “The advice and the programs work. If you are overwhelmed, just get into program, and it’ll work for you.”


Bill and Debbie say the support they receive from ATI is what makes the program work.

“This program and the people involved are all there to help you,” Bill says. “For example, when we were first developing our logo, we had somebody there to finalize it for us and really do a professional job with it. It’s just everything you need to hear.”

“Anything and everything they can do for you—they do!” Debbie exclaims.

With the basics of the ATI program under their belts, now Bill and Debbie are joining an ATI 20 group to help them fine tune everything they have learned.

“We’ve gone to the last three Super Conferences and ATI networking meetings,” Bill says.

“Networking is very important, and next month we start in a 20 group. We’re really looking forward to meeting with 19 other owners from around the country to share ideas and then implement those ideas in our shop.” 

# Moving Beyond the Rat Race

By Eric Twigg



As a business coach, I interact with shop owners every day. I have discovered that most, at one time, were motivated by a desire to move beyond the rat race. The rat race is an unhealthy competition that is created by the misguided concept that there is a limited supply of resources in the universe and that to succeed, you must do it at the expense of your competitor. I am reminded of the story of two competing shop owners that were in a daily competition with each other for sales and customers. One night one of the shop owners named Joe had an encounter with a magical genie. The genie informed him that he would be teaching him a lesson by granting any request he had, with the condition that his competitor would get double whatever he asked for. If he asked for wealth, his competitor would get double the wealth. After much thought, Joe made the request to be struck blind in ONE eye! This story is a humorous illustration of the unhealthy competition that takes place in the rat race. There is one thing that I have discovered about the rat race: even if I win, at the end of the day, I am still a RAT! So the question that I pose is how do you move beyond the rat race? I will give you three points to consider that will allow you to move and grow to the next level.

The first point to consider is destiny. When you have a focus on destiny your focus shifts from your competition to your calling. One

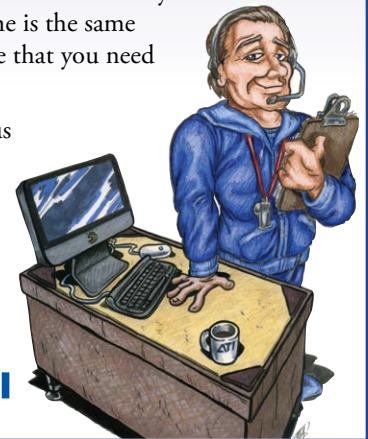
of my favorite TV shows growing up was Alfred Hitchcock Presents. Alfred Hitchcock had a unique way of opening every episode. He would show a picture of his silhouette and he would then walk into it. His silhouette was shaped specifically for him and him alone. Our destiny is like that silhouette. It is made specifically for us and all we need to do is walk into it. It eliminates the need for unhealthy competition in that it is not necessary to compete for something that is already made for us. Our destiny is our life plan. When deciding on a business plan, our life plan must be the first priority.

The second point to consider if you plan to move beyond the rat race is discipline. It takes discipline to move into your destiny. I watched an interview with the actor Will Smith where he was communicating success principles and he used the analogy of the perfect brick wall. He said that if you were looking to build the perfect brick wall, your direct focus would need to be on the individual brick and laying it as perfect and complete as possible. The focus on the individual brick would lead to the perfect wall. This is the discipline necessary to move into your destiny. Focusing on doing the right things and working one brick at a time takes away from focusing on a competitor.

The third and final point to consider is desire. Desire is what motivates your discipline and allows you to walk into your destiny. I will share with you an online story about a success guru that will emphasize

this point. A young man who wanted to be successful and achieve his destiny encountered a success guru. He asked the guru what he would need to do to be successful. The guru instructed the young man to meet him at the beach the next day. The next day, to the surprise of the young man, the guru was standing in the water and summoning him to meet him. The young man went knee deep into the water only to have the guru instruct him to come closer. He got waist deep and again was told to come further. Finally when the young man got neck deep the guru held his head down in the water as if he were attempting to drown him. After much struggle, the guru let him up and they went to the shore. The guru asked the young man what he wanted to do during the time that his head was in the water. The young man replied that he wanted to breathe. The guru then communicated to him the following lesson: "To achieve your destiny and to be successful, the same level of desire that you had to breathe is the same level of desire that you need to succeed."

If you focus on destiny, discipline and desire, you will be able to move beyond the rat race. **ATI**



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When the tests were first developed, wild, organic blueberries were at the top of the list for having the highest antioxidant value; however, there are other fruits that are topping the list today. The acai berry and the goji berry are new frontrunners. But don't sell wild blueberries short. They still beat out strawberries, raspberries, cranberries, prunes and cultivated blueberries when it comes to antioxidant value.

Not only does the ORAC measure antioxidant levels in fruits and other foods, but it can measure the degree to which free radicals are restrained or suppressed from expressing themselves especially when it comes to attacking healthy cells.

If you really want to slow down the aging process, think about doing it from the inside out for best results. You can turn back the clock

by eating foods that are high in antioxidants and making smart food choices. You can lower cholesterol naturally and prevent heart disease, and the end result will even show on your skin and complexion – a big bonus for just looking younger.

Choose organic fruits and vegetables whenever possible and look for foods that offer an ORAC rating. The FDA recommends 3,000-5,000 ORAC rating foods per day for optimum health. If a rating is not available, just rely on good quality, whole foods by companies who really do care about your health.


One of the best whole food bars on the market today is by RegenerationUSA. It offers a 7,000 ORAC rating in one bar and is delicious. It contains vitamins, minerals, fiber and several highly rated ORAC fruits, making it a delicious alternative when you are on the run.

**See you at SuperConference 2011 in San Diego next March. It will be here before you know it.**

# Your Available Training Programs for November and December

## November 2010

Monday Tuesday Wednesday Thursday Friday Saturday/Sunday

1 <b>Service Advisor</b> 1 of 4	2 Election Day <b>Service Advisor</b> 2 of 4	3 <b>Shop Owner</b> 1 of 9	4 <b>Shop Owner</b> 2 of 9	5 <b>Shop Owner</b> 3 of 9	6/7
8	9	10	11 Veterans Day	12	13/14
15 <b>Service Advisor</b> 3 of 4	16 <b>Service Advisor</b> 4 of 4	17 <b>Shop Owner</b> 4 of 9	18 <b>Shop Owner</b> 5 of 9	19 <b>Shop Owner</b> 6 of 9	20/21
22	23	24	25 Thanksgiving	26	27/28
29	30				

## December 2010

Monday Tuesday Wednesday Thursday Friday Saturday/Sunday

		1 <b>Shop Owner</b> 1 of 9	2 Hanukkah <b>Shop Owner</b> 2 of 9	3 <b>Shop Owner</b> 3 of 9	4/5
6 <b>Service Advisor</b> 1 of 8	7 <b>Service Advisor</b> 2 of 8	8 <b>Shop Owner</b> 7 of 9	9 <b>Shop Owner</b> 8 of 9	10 <b>Shop Owner</b> 9 of 9	11/12
13 <b>Service Manager</b> 1 of 2	14 <b>Service Manager</b> 2 of 2	15 <b>Shop Owner</b> 4 of 9	16 <b>Shop Owner</b> 5 of 9	17 <b>Shop Owner</b> 6 of 9	18/19
20 <b>Service Advisor</b> 3 of 8	21 <b>Service Advisor</b> 4 of 8	22	23	24	25/26 Christmas
27	28	29	30	31	

## Sam's Corner

### Bonefish Tournament



Recently I was invited to fish the 2010 World Championship All Tackle Bonefish Tournament in Islamorada which is in the Florida Keys. I wouldn't have been able to accept five

years ago because I would have had to work at ATI during the week. Five years ago we invested in a new President to run ATI, Richard Meneg from Atlanta, Georgia. It took a few years for him to learn our business and become familiar with our culture at ATI, but it was well

worth the investment. Richard is much more detail oriented than I am, and he has been a wonderful addition to running the operations at ATI. This allows me to work on the business to help grow ATI and accomplish our five-year strategic plan (and of course go bone fishing in Islamorada for a week if I want to).

My suggestion to all of you that want more free time with your family and want to work *on* the business instead of *in* it is to invest in a second in command. Work with your coach on picking a few candidates by discussing the pros and cons of each candidate. Then personality profile your candidates and work to make a final decision. Once your decision is made lay out a training schedule for 2011 to develop the candidates' skills and a time line for

them to actually take over the role of second in command. Many shop owners put them through all the owners' and Service Managers' training to let our instructors get a feel for the candidates' abilities. Then when you and your coach feel they are ready, your coach may want to start working with them directly for a period of time.

I can honestly tell you that I would never have been where I am today if it wasn't for a second in command, and I have heard the same feedback from thousands of owners over the years. Remember, knowledge isn't power but taking action certainly can be!

Thanks,  
*C. L. Frederick*  
Chubby



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