



## For Elite Clients only

**The Elite Mission Statement:** Elite's mission is to use our team of the top experts in America to help automotive professionals reach their goals and live happier lives, while elevating the industry that we love so much. This mission will be accomplished without ever compromising our ethics, or the trust that is placed in us.



### Tips for the Pros

*It's been said on countless occasions, "Leaders are readers." There are many books that will help you inspire your team and become a better leader, and last month we recommended **Attitude 101**, by John Maxwell.*

*If you are looking for another book to improve your leadership, pick up a copy of **The Daily Drucker**, by Peter F. Drucker. It's a great book and an easy read.*

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## Why Most Incentive Programs Don't Work for Shop Owners

By Bob Cooper

There's a common rule of thumb for eliciting desired behavior that states, "The behavior we get is the behavior we reward." This rule is one we must always consider when putting together any type of incentive program. Most shop owners recognize that the increased profitability they are looking for will stem from their employees being rewarded for specific behaviors that lead to increased sales, increased productivity, cost control and happy customers. Accordingly, they put incentives in place that reward such behavior. The problem is that in most cases, they don't consider all the secondary requirements needed for such programs to work. Although there are countless reasons why incentive programs fail, here's a list of the most common mistakes shop owners make.

**#1. The employee doesn't have the control they need.** An example of this would be if you reward your advisors for the overall percentage of gross profit, but they don't have control over the tech's pay plan or the billing rate for the tech's labor hours. This scenario leaves your advisors with their hands tied. Another example is rewarding a tech for their total number of billed hours, when in fact they have limited control over that number. They can certainly control their efficiency rate by getting the cars done faster, but they don't have control over bringing in additional vehicles. If an employee is to be rewarded, they should have the necessary control.

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### Greg Skolnik

#### World-Class Elite Business Development Coach

Greg has many qualities that make it an absolute pleasure having him as a part of our family. Not only has he done an incredible job with his coaching clients, but his dedication to the industry and his commitment to ethics is second to none. I am also pleased to report that Greg runs a super successful shop in Maryland that is only open four days a week and his reputation in the community puts him and his business into a league of their own. All that know him will certainly agree that Greg is a superstar in countless ways.

## Spotlight Elite Coaching Client



Mike Keplinger

We're proud to recognize Elite Top Shop 360 client Mike Keplinger, owner of Mike's Car Care Center, for his outstanding progress since he teamed up with coach Kevin Vaught in May of 2015. Mike has gone

from working five days a week on the counter as a service advisor, to working four days a week on the business and his primary responsibilities as a shop owner. Because he now only helps out on the counter when needed, he's had time to implement standard operating procedures for the entire business and develop his leadership skills to become an exemplary leader and manager of his people. Mike's commitment to working on his business has paid off financially as well. He's seen a 62% increase in net profit, a 31% increase in gross sales, and just celebrated the highest month of sales in his shop's history in May! Mike is always committed to doing the right thing for his customers and his employees, so we're honored to call him part of the Elite family.

## Why Most Incentive Programs Don't Work for Shop Owners

**#2. The performance goals are unrealistic.** If you have an incentive program in place where your employees receive a bonus if they reach certain sales goals, these goals should be realistic. If the goals are unrealistic, then your employees will feel that no matter how hard they try, they will not be able to reach the goal.

**#3. The performance goals and rewards are extended too far into the future.** In all cases, we should provide the reward as close to the time of the employee's behavior as possible. If they have a successful day, they should be recognized at the end of that day. This is why we strongly encourage you to break your monthly goals down into weekly and daily goals. By keeping the rewards in sight of your employees, you will have a far better chance of bringing about a positive change in their behavior.

**#4. The owner isn't doing their job.** As the owner you have many responsibilities, with the five most important ones listed in your Elite Shop Owner's Job Description. Your primary job is to ensure the success of the company. This means that in order for your incentive programs to work, you must ensure your staff is properly trained and provided with the tools, the equipment and the encouragement they need.

## The Industry's #1 Sales Training [The Elite Masters Program](#)

Next course starts Sept 5 - 7, 2019



**Note: This course always sells out weeks in advance, so don't delay!**

As an Elite client, you are entitled to a substantial discount toward the most powerful ethics-based service advisor sales training available in the industry. At Elite we have trained thousands of service advisors, and the reason for our popularity is because our clients love our ethics and they love the results they see. To learn more about this powerful course, you can visit our website, or call Jen Monclus at (800) 204-3548.