

Welcome!

Elite 2016 Pro Service Leadership Conference

*The Top Shops in America Creating
The Future of the Industry*

Elite
The Top Shops in America

Q2

Pro Service Objective

To help you build a more profitable, successful business through the ongoing development of your business systems, your business skills and your leadership skills.

*The Top Shops in America Creating
The Future of the Industry*

Elite
The Top Shops in America

Conference Objective

To bring you industry-leading information that will help you further define your roles and responsibilities as a business owner, and create a business that sets the standard for the entire industry.

*The Top Shops in America Creating
The Future of the Industry*

Elite
The Top Shops in America


Day 1

Wednesday

Q2

Elite
The Top Shops in America

Schedule of Events

1. Quick review of our 2015 Conference
2. Apprentice Program Reports
3. Hosted lunch - Lakeside
4. Apprentice Program Implementation
5. *Put a Little Disney in your Organization*
by Pete Blank 
6. Dinner at 6:30pm

Elite
The Top Shops in America

Q2



CHIPOTLE

MEXICAN GRILL

Elite
The Top Shops in America



MAGGIANO'S
 ■ LITTLE ITALY ■
10 Minute walk!
"Cash Only" Bar
 For some of you
 this will mean...
 some VERY heavy lifting

Day 2
 Thursday

Elite

Q2

Schedule of Events

GOALS

1. Annual Goal Review session
2. The Road to Financial Planning
by David Moskovitz
3. Hosted lunch – Lakeside
4. Mastering the 5 Skills of Effective Leadership
by Richard Flint
5. Review of actionable items

Elite

Q2

Day 3
 Friday

Elite

Q2

Schedule of Events

1. State of the Industry
by Jim Murphy of Elite
2. Pro Service Top Shop Award
3. What Every Shop Owner Needs to Know
About Their Advisors
by Doris Barnes & Jen Monclus of Elite
4. The Next Steps in your Success
by Bob Cooper of Elite

Elite

Q2

Conference hours

- Wednesday 8:30am – 5:00pm
lunch 12:00pm – 1:30pm
- Thursday 8:30am – 5:00pm
lunch 12:30pm – 2:00pm
- Friday 8:00am – 11:30am

Note - Friday we start at 8:00am. Checkout time: noon



How to best benefit

- Please secure all personal items during breaks.
- Please take a moment to turn your cell phones to the silent mode.
- Please bring your conference binder each day and refer to your Restaurant & Activity Guides.



How to best benefit

- Meet as many colleagues as possible.
- Return from breaks and lunch in a timely way.
- Plan on downloading all relative materials post conference.
- Turn to any of our staff for help.



We're here to help
(858) 395-6478



2015 Conference



Customer Reviews 2.0

Dr. Amit Joshi

407-823-5355

Amit.joshi@ucf.edu

business.ucf.edu/people/amitjoshi/

Customer Reviews 2.0

- ◉ Over 90% of consumers use online reviews to make decisions
 - Customers attracted through Word of Mouth twice as valuable
- ◉ Number of ratings (volume) and quality of ratings (valence) both matter
- ◉ Businesses should not fear negative ratings
 - A 'repaired' negative rating is more valuable than a positive rating

Customer Reviews 2.0

- ◉ Customers more dependent on reviews for services (as compared to products)
 - Trust in reviews from strangers has increased by 15% in 3 years (62% to 77%)

Customer Reviews 2.0

- ◉ Reviewers and review readers are younger, wealthier and more educated than ave.
 - 88% say they trust online reviews as much as personal recommendations (79% in 2013)
 - 57% go to business website after reading review
 - 72% take further actions, like contacting business.

Customer Reviews 2.0

- ◉ More people are reading fewer reviews
 - 67% read less than 6 reviews (was 50%)
- ◉ In terms of 'stars', it is important to make the jump from 2 to 3 stars -
 - Just 27% would consider a business with 2 stars, but 72% would do so for a 3 star business.
 - A 4 star rating attracts 92% of the population, a 20% gain from 3 star.

Customer Reviews 2.0

- ◉ In terms of recommending a business online, factors that matter are
 - Reliability and professionalism (68%)
 - Friendliness (44%)
 - About 1 in 10 would recommend if asked

John Williams


Serv. Mgr. Sterling McCall Toyota

What did you learn, and how are you applying that knowledge?

Elite
by the numbers

Doris Barnes
Dir. Customer Relations, Elite

*Review of
Customer Care Guide*



Brand Building
Customer Care Workshop

Elite Customer Care Guide Review

- Community branding, web contacts
- Inbound calls, facility, onsite contact
- Local transportation, sales process
- Car delivery & post-visit communications
- Recovery plans



Hiring For Keeps

Mike Davidson
Certified Hiring For Attitude Specialist



Two Types Of People

Problem Bringers (Low Performance)
PB- You Will Hear About
The Problem And Nothing More

Problem Solvers (High Performance)
PS- You Will Hear About
The Problem And The Solution

How We Ask Is Important

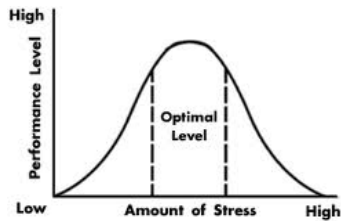
- ▶ “Could you tell me about a time you lacked the skills or knowledge to complete an assignment?”
- ▶ “Could you tell me about a time” should foster openness with a question- and not being ordered to do something.
- ▶ Allows for a conversation.

Using Effective Leadership to Reduce Employee Stress: The LEAD Method

Cody B. Cox, PhD
Texas A&M University – San Antonio

Stress: Not Always a Bad Thing

- Stress has some positive effects: focus, a sense of accomplishment
- Too little stress can also lead to disengagement by employees
- Identifying your optimal level of stress for you and your employees



The LEAD Method:

- Lead by Example
- Encourage Camaraderie
- Allow Control
- Deliver Clarity

Plan B:

ANTI-STRESS KIT

1. PLACE ON A FIRM SURFACE
2. FOLLOW DIRECTIONS IN CIRCLE
3. REPEAT UNTIL YOU ARE UNSTRESSED OR BECOME UNCONSCIOUS



2015 Conference Next Step Action Items -

1. Set your goals and share them with your team.
2. Put your written Job Description to work -
 - a. Set time aside to work on important items
 - b. Read at least 1 book that is relative to your role
3. Begin to implement your apprentice program and develop your continuity plan.
4. Prepare for the spring Master Meetings.
5. Believe in yourself, your goals, your mission and your people.

Elite

Let's start!

2016 Pro Service
Leadership Conference

Q2

Elite



Jeff Odom
Evergreen Autoworks
Bothell, WA



Elite

Dupont's AutoWash

Technician Training Checklist
Maintenance Services

Tech Frank Mentor MIAT

Initial as training is completed - Mentor pay as listed

	Mentor pay
<input checked="" type="checkbox"/> Vehicle Lifting Procedure	0.50
<input checked="" type="checkbox"/> Oil Change Service	1.00
<input checked="" type="checkbox"/> Courtesy Maintenance Inspection	3.00
<input checked="" type="checkbox"/> Comprehensive Maintenance Inspection	5.00
<input checked="" type="checkbox"/> Coolant Flush	3.00
<input checked="" type="checkbox"/> Engine Fluid Flush	3.50
<input checked="" type="checkbox"/> Power Steering Fluid Flush	3.50
<input checked="" type="checkbox"/> Transmission Fluid Flush	5.00
<input checked="" type="checkbox"/> Brake Inspection	2.00
<input checked="" type="checkbox"/> Battery Charging System Test	2.50
<input checked="" type="checkbox"/> Headlamp Inspection	1.50
<input checked="" type="checkbox"/> Tire Rot Alignment	3.50
<input checked="" type="checkbox"/> Washes - Front End and/or Detail Wash/Wax	3.00
<input checked="" type="checkbox"/> Washes - Rear End and/or Detail Wash/Wax	3.00
<input checked="" type="checkbox"/> Cooling System Pressure Testing	3.50
<input checked="" type="checkbox"/> Computer Scan and Initial Testing	3.50

2016

Elite
Training & Development Services

Dave Dupont

Dupont's Service Center

Dover, NH



Elite
Training & Development Services

- The average age of Dealer Technicians is mid 50s. If you are going to keep your shop staffed, you must have an aggressive advertising program to attract seasoned technicians, and grow your own if your shop is to succeed in the future.

Elite
Training & Development Services

- Is your shop a member of the local automotive technology education community?

Elite
Training & Development Services

- For your apprenticeship program to be successful you need to make sure that your shop is part of the local automotive vocational training community. If you don't have a relationship with the local automotive vocational centers you have to establish one. Make the call and introduce yourself to the director and instructor(s) if they don't know you. This can be either high school or local vocational technical colleges.

Elite
Training & Development Services

- Good instructors will be very interested in you and your business, and should be interested in talking shop with you. Explain to them how important it is to you and your shop to give back to the industry and start a candid discussion about the technician shortage and your experiences as a shop owner.

Elite
Training & Development Services

- Inquire to see if the school hosts a job fair, if so have a booth with recruitment materials there.

Elite
Training Professionals Since 1987



- Ask if they need any help on their advisory board or accreditation committee, and have you or a staff member join. These committees may have other schools' automotive instructors on them as well and are a great resource for networking. If you gain the confidence of other instructors you will get access to their students too. Once you establish this relationship, you can volunteer to come over as a shop owner and sit in on a class; or offer your facility as a field trip destination.

Elite
Training Professionals Since 1987

- Inquire if they have any equipment needs and donate surplus equipment or lend them some of your equipment for training. You can also make a cash donation to the program or sponsor a scholarship to automotive technology graduates; this not only will build your reputation with the program but is a great community marketing opportunity.

Elite
Training Professionals Since 1987

- Offer to be a judge at the local Technician Skills Competition.
- Talk to the instructor about his students who have graduated. You will find a fair amount of career change after former students have left the program. Explain to them that you have an apprenticeship program that will help recent grads to stay in the field. It is very frustrating to instructors when they find out some of their best students leave the industry. Review the Elite program with the instructors, they will be impressed.

Elite
Training Professionals Since 1987

- It is essential that you develop a program that the instructors can believe in. They must learn to trust you so they will recommend their best students interview with you. Suggest that the instructor can accompany the student to the interview if they wish. Make sure you use the hiring guide in the Elite Apprenticeship program and some of the questions from Mike Davidson's Hiring For Keeps presentation. Remember this could be the applicant's first interview and you must take this into account.

Elite
Training Professionals Since 1987

- The best students may not be in the top ranking of the class, but they may be the ones with the best attitude and aptitude for succeeding in the auto tech field, and the instructors know who these students are. They show up at class prepared, are engaged, learn quickly and have mechanical aptitude.
- You can't teach this, they either have it or they don't.

Elite
Training Professionals Since 1987

- Until recently, most automotive textbooks did not have any chapters on what recent graduates need to know on how to be an employee at an automotive shop. Most grads may have little or no work experience and lacked even basic employee skills such as timeliness, wearing appropriate attire and other employer expectations. Some lack a basic structure at home. If you find the right applicant, this can work in your favor. If you provide a stable environment, good wages and career advancement, you can build a relationship with an employee that will last for a long time.



- Independent shops can offer a more caring environment than a large flat rate dealership. The Elite program will help you to ensure that the apprentice and the shop will succeed. Make sure your staff buys into the apprenticeship program and mentors the new addition to your staff. If you don't have an apprenticeship program in place use the Elite guide and the information from this presentation to develop one.



L.J. Houska

Houska Automotive Services

FT. Collins, CO



To Date



- Heavy Duty Team has been together almost a year
- Sam the apprentice is averaging 12 flagged hours per week
- Trainer has also gained about 5 hours per week
- Light Duty Teams are less than six months old
- Seven weeks in and Kevin, the first apprentice, averaged 11 hours per week
- Tony only one week in had over 10 hours
- Trainers have also gained about 5 hours per week

How We Find the Right Apprentice



- Process begins with employment in the Houska Tire and Oil Center
- Tire and Oil is a 6 bay quick lube and tire facility on-site
- To be considered for the program employees need to learn and demonstrate:
 - Tire install and repair
 - Oil changes
 - Light duty repairs
 - Problem solving
 - Vehicle inspections

How We Find the Right Apprentice



- Expectations for Advancement at Houska Tire and Oil
- Get licensed by the state of Colorado to become a Diesel Emission Inspector
- Take basic Lube class
- Classroom and online training classes outside of work

How We Find the Right Apprentice




- After an employee at Houska Tire and Oil has met the initial expectations they are entitled to:
 - A pay increase
 - A place in the weekly rotation to work at Houska Automotive with a Master Tech

How We Find the Right Apprentice



- 1 Week rotation working with a Technician in Repair
- Helps evaluate a lube techs basic understanding of how to inspect a vehicle
- Helps management evaluate the potential of the lube tech
- Makes for a high end lube tech, quick lube center
- Increase lube techs confidence in themselves
- Helps management identify which techs are good teachers and which ones are not

How We Find the Right Apprentice



- What's in it for the Master Tech?
 - Technician is flagged for all the hours turned with the lube techs help
 - Tech is responsible for quality of work
 - Participation in the program is voluntary
 - We did have one tech opt out

What We Learned

Heavy Duty

- What we did wrong
 - Made trainer pay for the apprentice wage
 - Hurt trainer/apprentice relationship
 - Trainer did not want apprentice to work over time
 - Just put the blame together with no solution
 - With this set up the apprentice only does piece work



What We Learned

Light Duty

- What we did wrong
 - Set up the program on a 6 month basis
 - 6 months was way to short
 - Tiers were in weeks/months
 - What if the apprentice was not ready to move up?
- What we did wrong
 - Pay structure for the trainer
 - In the beginning the trainer made the most money
 - As time went on the pay was let based
 - This didn't give the trainer the correct incentive to improve the apprentice

What We Learned

TECHNICIAN APPRENTICE PROGRAM

Welcome to the Houiska Automotive Technician Apprentice Program. This program is designed to provide you with continued training to increase your ability, working level and hand with an ASE certified master technician. During this 6 month program you will be expected to complete several hours of classroom and online training. Follow your trainer's instructions, keeping a positive attitude, and produce quality work in a timely manner. Your trainer will also be compensated for the hours you log at varying percentages. At the end of this program you will graduate to the flat rate pay plan offered by Houiska Automotive. You will be assigned a master and a toolbox with a starter set of tools. You will be expected to purchase additional tools to round out your collection during your tenure as needed. After graduation to flat rate we expect you to remain employed as a technician at Houiska Automotive for no less than 3 years. After that 3 year point the tools and box will be yours to keep, if for any reason your employment is terminated, Houiska Automotive will retain ownership of the box and the starter set of tools. Any tool or broken tool will be your responsibility to replace, an inventory will need to be performed every 3 months. You will retain any tools that you purchase beyond the starter set.

Your trainer will be compensated over the training program as follows:

Weeks 1 - 2: Trainer receives 80% of apprentice hours at normal flat rate pay.
 Weeks 3 - 4: Trainer receives 60% of apprentice hours at normal flat rate pay.
 Weeks 5 - 6: Trainer receives 40% of apprentice hours at normal flat rate pay.
 Weeks 7 - 14: Trainer receives 40% of apprentice hours at normal flat rate pay.
 Weeks 15 - 24: Trainer receives 30% of apprentice hours at normal flat rate pay.

Apprentice will be expected to graduate at the end of the 24 week timeframe. An evaluation will be performed at every point and apprentice ability will be reviewed. If training is progressing faster or slower than expected their program will be adjusted accordingly.

Your trainer will be ultimately responsible for your training path, job assigned, and quality control.

We have the utmost faith that you will succeed in your automotive career.

By signing both trainer and apprentice agree to follow these guidelines. Program may be amended at any time by the discretion of ownership and management.

Apprentice Name _____ Apprentice Signature _____
 Trainer Name _____ Trainer Signature _____
 Date _____ Witness _____

What We Learned


What worked

- Tool purchase program
 - Set up agreement to purchase a starter set of tools
 - Plan to spend about \$10,000 per set
 - The tool set will be owned by the apprentice after completing the program and working for Houiska Automotive for 3 years
- The tool set is not prorated (if they leave early we keep the whole set)
 - This tool set program allows the apprentice to move forward faster
 - Don't have to borrow or buy basic tools

What We Changed

CHANGE is a good thing.

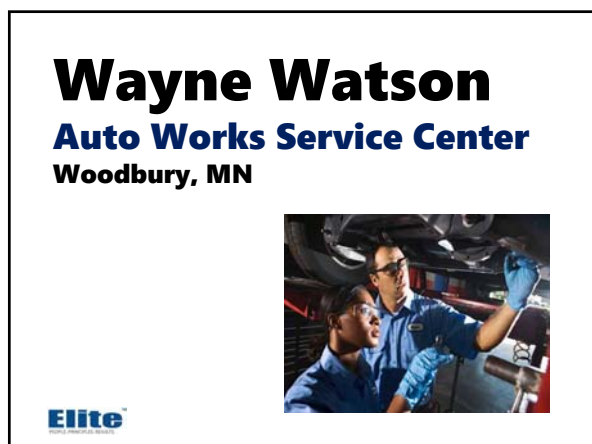
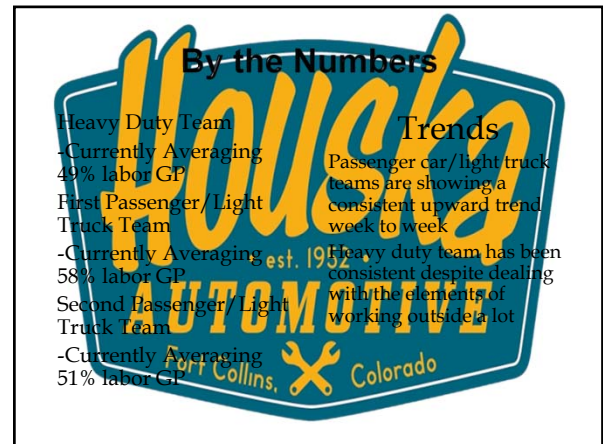
- Program is no longer on tiers that are based on time.
 - Tiers now based on classes taken
 - Two ASE Certs
 - Hours turned in a week
 - 6 tiers in the program

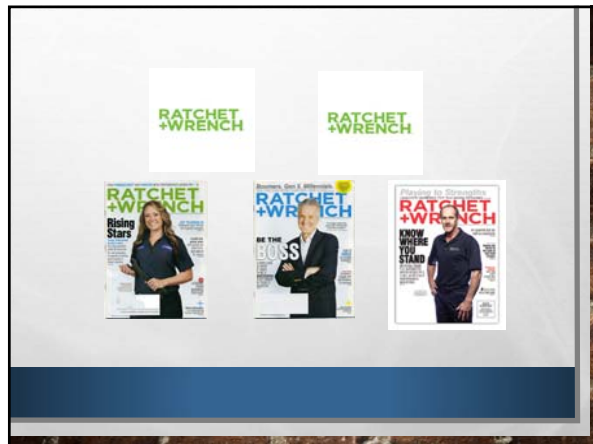


What We Changed

Pay Structure

- Trainer pay starts lower and as the apprentice advances in tiers the pay increases
- Now the monetary incentive is there for the trainer to see that the apprentice improves
- Apprentice also increases their hourly pay as they tiered levels
- \$500 bonus to the trainer at the end of the program





QUIT COMPLAINING AND DO SOMETHING ABOUT IT!

- THERE IS A DECREASE IN QUALIFIED TECHNICIANS IN THE INDUSTRY
- IT'S GETTING HARDER AND HARDER FOR SHOPS TO FIND TECHNICIANS WHO CAN NATURALLY SUCCEED
- GROW YOUR OWN



ATTRACTING TALENT TO THE INDUSTRY

- U.S. DEPARTMENT OF LABOR STATISTICS, CONSUMER DEMAND FOR MECHANICAL REPAIRERS IS ON A STEADY RISE, GENERATING PREDICTIONS OF 17 PERCENT GROWTH IN TECHNICIAN JOBS BETWEEN 2010 AND 2020.



ATTRACTING TALENT TO THE INDUSTRY

- THE BAD NEWS?
- MANY IN THE INDUSTRIES ARE CONCERNED THAT THERE WON'T BE ENOUGH NEW BLOOD ENTERING THE MECHANICAL REPAIR WORKFORCE TO FILL THOSE NEEDS.



HOW DO YOU KNOW IF YOU HAVE THE RIGHT TRAINER?



- YOUR LEADERSHIP STYLE IS DIRECTIVE / PACESETTING. YOU MAY USE A DIRECTIVE STYLE WHERE YOU PRIORITIZE OBJECTIVES, ALLOCATE ASSIGNMENTS, DELEGATE ACTIVITIES, AND MONITOR PROGRESS TOWARD GOALS. YOU ARE QUITE GOOD AT INITIATING STRUCTURE FOR THE GROUP. YOU MAY USE PACESETTING IN WHICH YOU WORK BY SETTING AN EXAMPLE OF INDUSTRIOUSNESS AND ACHIEVEMENT. YOU MAY TEND TO LEAD BY EXAMPLE, TENDING TO BE A TRAIL BLAZER WHERE YOU EXPECT YOUR SUBORDINATES TO FOLLOW YOUR EXAMPLE.

PARTNER UP



- WE DESIGNED A TWO-YEAR PROGRAM
- CREATED ACCOUNTABILITY FOR THE TRAINER AND TRAINEE
- SET EXPECTATIONS



- STREAMLINES THE PATH TO BECOMING A HIGHLY TRAINED AUTOMOTIVE TECHNICIAN TO LESS THAN TWO YEARS.
- IN GM ASEP YOU WILL ALTERNATE BETWEEN YOUR LOCAL [GM ASEP COLLEGE](#) AND HANDS-ON WORK EXPERIENCE AT YOUR SPONSORING WORKSITE.
- WE KNOW THAT YOU LEARN BEST BY USING YOUR HANDS. THAT IS WHY HALF OF YOUR TRAINING TAKES PLACE IN A COORDINATED WORK INTERNSHIP.

HAVING A PERSON ON THE FLOOR NOT PRODUCING

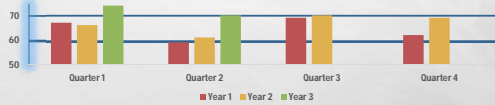
- WHAT'S YOUR FIRST INSTINCT ON A BUSY DAY WHEN YOU'RE SHORT HANDED?



LABOR GP COMBINED



Labor Gross Profit



AUTO WORKS TRAINING PROGRAM FOR THE TECHNICIANS

- SKILLS AND KNOWLEDGE MATRIX PROCEDURE
- SKILLS AND KNOWLEDGE MATRIX – EVERY PRODUCTION EMPLOYEE
- SKILLS AND KNOWLEDGE MATRIX – INDIVIDUAL REVIEW



INVOLVED IN LOCAL TRADE SCHOOLS

- TEACHING A CLASS ON QUALITY

DUNWOODY
COLLEGE OF TECHNOLOGY

JOINING SKILLS USA



- SKILLSUSA OFFERS COMPETITIVE ACTIVITIES IN WHICH STUDENTS STRIVE TO ACHIEVE IN A VARIETY OF OCCUPATIONAL SKILL AND LEADERSHIP AREAS.

AUTO SKILLS COMPETITION



- SEPTEMBER 8, 2015
- PLEASE BE ADVISED THE FORD/AAA STUDENT AUTO SKILLS COMPETITION OFFICIALLY ENDED WITH THE 2015 EVENT.

Implementation

Mike Davidson

Parkway Automotive
Little Rock, AR



Elite

Identifying The Ideal Mentor



Elite

Pay Programs Apprentices And Mentors



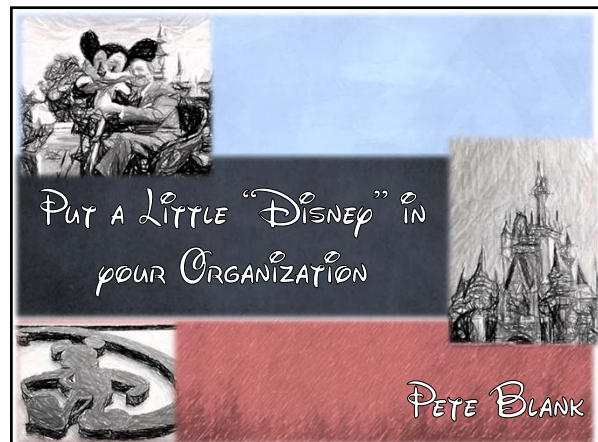
Elite

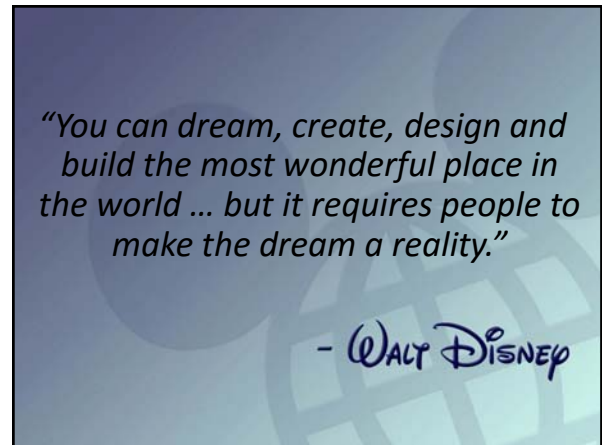
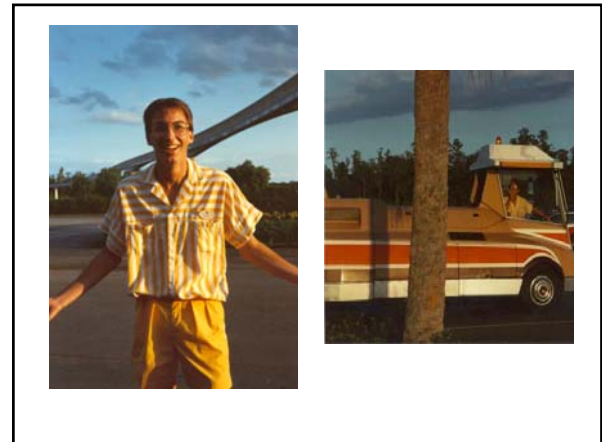
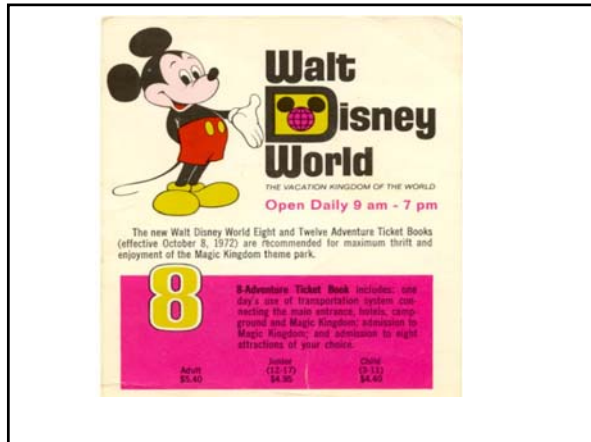
Spring Meetings

1. Report on dinners with your technicians
2. Provide the profile of your ideal mentor
3. Provide Mentor & Apprentice pay plans
4. Provide a customized Tech Career Track for the first 6 months their employment



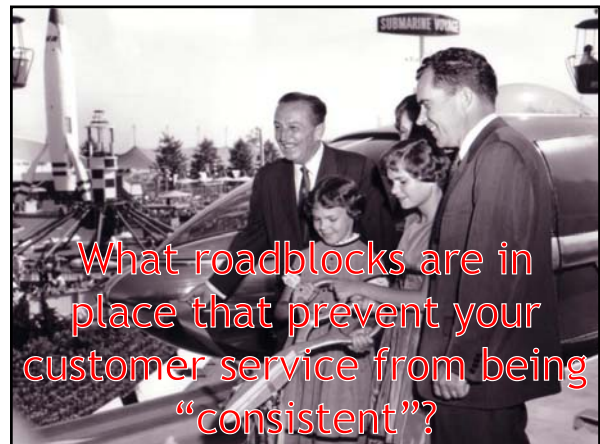
Elite



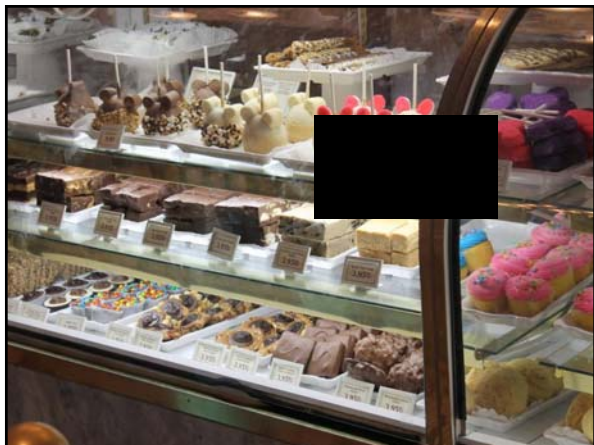




How do your employees deliver "consistent" customer service?



What roadblocks are in place that prevent your customer service from being "consistent"?



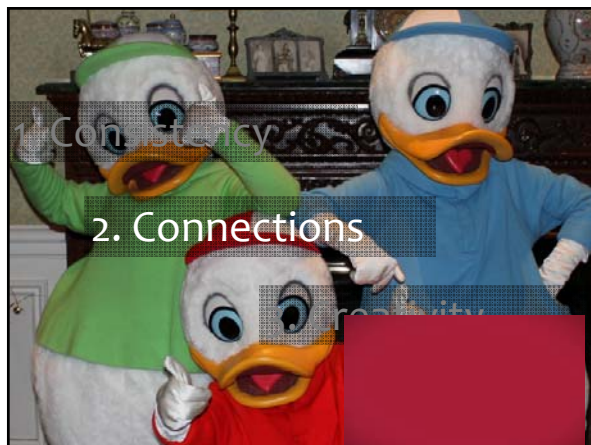
Guidelines for Guest Service

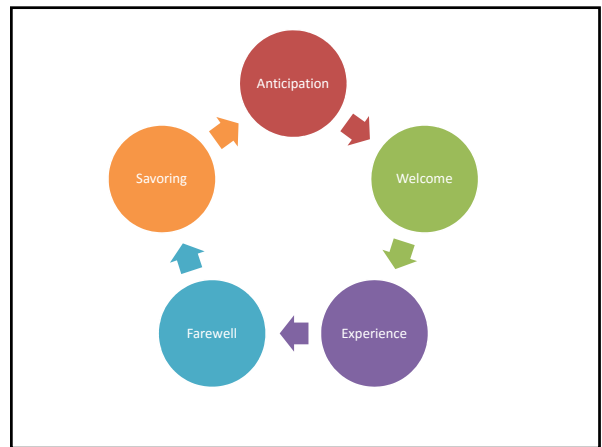
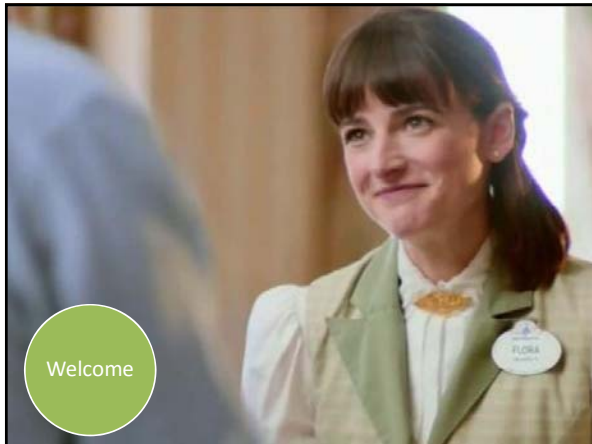
1. Make Eye Contact and Smile
2. Greet and Welcome Each and Every Guest
3. Seek Out Guest Contact
4. Provide Immediate Service Recovery

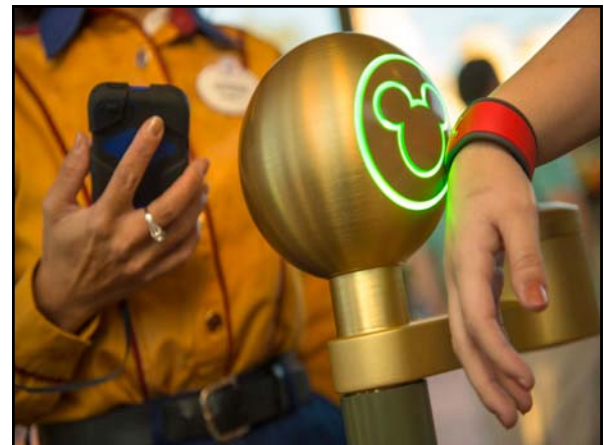
Guidelines for Guest Service

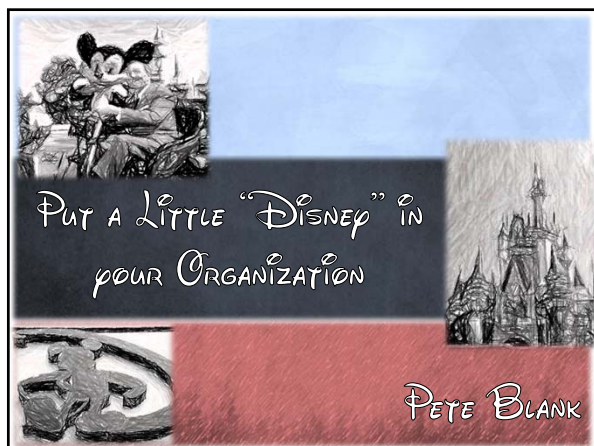
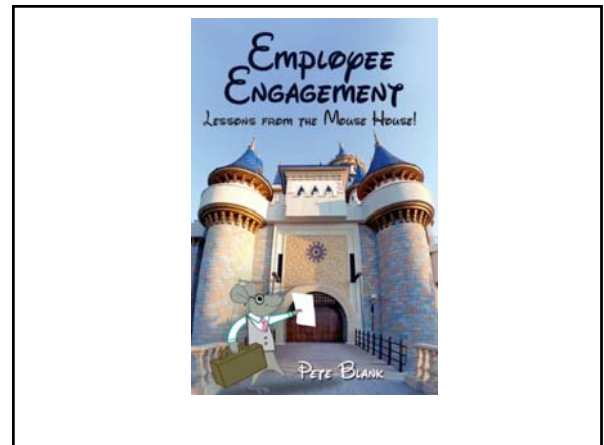
5. Display Appropriate Body Language at All Times
6. Preserve the "Magical" Guest Experience
7. Thank each and Every Guest

1. Make Eye Contact and Smile
2. Greet and Welcome Each and Every Guest
3. Seek Out Guest Contact
4. Provide Immediate Service Recovery
5. Display Appropriate Body Language at All Times
6. Preserve the "Magical" Guest Experience
7. Thank each and Every Guest









Schedule of Events

Day 2

1. Annual Goal Review session
2. The Road to Financial Planning
by David Moskovitz
3. Hosted lunch – Lakeside
4. Mastering the 5 Skills of Effective Leadership
by Richard Flint
5. Review of actionable items

Elite

Q2

Tonight

1. Prepare to present an oral report of your long-term, mid-term and short-term goals to your assigned colleagues.

Tomorrow morning

Day 2

1. Bring 3 copies of your goals, and your conference binder, and sit in your assigned seat.

Elite

Q2

Maggiano's Restaurant

3333 Bristol St (714) 546-9550

Dinner 6:30pm

Cash only bar



Thank you!

*for creating the future
of our industry*

Elite

Q2