

M.O.R.E SYSTEM

Mindset Workbook



TECHNICIAN TREE

RECRUIT AND RETAIN TOP TECHNICIANS

www.chriscollinsinc.com



PART ONE:
MINDSET





1.1 You Are What You Eat

We are going to be sharing a lot of great tools with you in this course, but I think the most important one for you to understand is this one. We call it you are what you eat. You see, Gary has a long-running problem with his cholesterol because he eats badly. You know when you eat badly; your cholesterol is going to be bad. Right? Right.

Basically, it comes down to your mindset.

The Difference Between Managers

The difference between managers that hire technicians and ones that don't is purely based on their outlook and mindset. You need to be very careful of the conversations you have in your head, because you can sabotage yourself. When your mind is telling you, "I can't hire techs," then that'll come true. You are predicting it and you are training your subconscious to believe that you can't hire techs. When the fact of the matter is, and we have this seen over and over again, that you can hire techs in any market, big or small.

For example, there were two stores about 30 miles apart. We met with one manager and told him that we were going to come in and hire six technicians. He said, "Okay, let's go do that." At the other dealership, it was quite a different story. Let's call the first manager Christian and the second manager, Dilbert. Trust us, you don't want to be a Dilbert.

When we met with Dilbert and told him that we were going to come in and hire six technicians he said, "You can't hire techs. They're impossible to hire in our market." Dilbert doesn't realize it yet, but he is sabotaging himself because he now has to justify his statement. He would have to say, "Christian across town, he's lucky because he's in a better market," which isn't true.

There was a town in between these two managers where most of the blue-collar mechanics came from. Christian and Dilbert were pulling from exactly the same market, so the market excuse didn't really work. What it really came down to was that Dilbert's mindset was in the wrong spot, and he did everything he could to make sure that it manifested itself the way he believed it would.

Dilbert would miss interviews. He wouldn't call people back. He wouldn't follow up. Dilbert's problems and issues were a mile long.

On the other hand, Christian just wanted to hire techs and get them to work as fast as possible. We ended up hiring six techs in Christian's dealership in under 30 days. We got them hired and working.

It was a great success story and a really interesting case study between the two stores.





Your Leverage as a Manager

Your leverage as a manager in our industry is your ability to hire techs. It is going to get harder and harder in the future, so you need to get good at this now. You need to tell yourself, "I can hire techs and I'm really good at hiring techs. Techs want to come work for me." You really need to believe that, because it is going to show up in every ad, conversation, and interview you have. You have to believe that you are the best and you are the destination for technicians to be successful.

One more thing that happens is that you get control of your shop back. If there are guys who are worn out, have bad attitudes, and are a cancer in your shop, then you have the ability to replace them with someone great. This all starts with you deciding that you are great at hiring techs, and not sabotaging yourself with a self-proclaiming prophesy.

The most important part of this is that you invest your time in your mindset. These tools work; we've proven it over and over again. Every time we work with a manager who decided that he doesn't want it to work, he makes it not work. It does not matter the market or the population, hiring techs can work anywhere. It is the manager's mindset more than anything. Tell yourself, "I'm going to be great at hiring techs," over and over again while investing your time in this course.





1.2 Sometimes When You Lose You Win

Sometimes when you lose, you win. It's not always easy and there's going to be bumps in the road and things that get in your way. You just have to push forward and not allow it to break you down. One day, I get a call from Chris. He is agitated and frustrated. He says, "We are working a store in Buffalo and we can't hire techs. Our associate is struggling with hiring techs and the manager won't hire techs. They're both being Dilberts."

He then proceeds to bet me that if I fly to Buffalo and hire six techs in the next six weeks that he would give me \$2,500. I love a bet and I love competition, so I said, "Okay, let's do it." As soon as I get to Buffalo, I meet with the manager and the first thing he says to me is, "I don't know what you're doing here. I'm not even sure what you think you're going to do." I can instantly tell that his mindset is that he can't hire techs and that I can't hire techs.

At that moment I realized how alone I was going to be on this project but I knew a lot of people were depending on me and I had a bet. So I got to work and built a system. I tested and tried everything. I tried Subject Lines. I tried Gorilla Ads. I tried everything that we are going to be teaching you in this course. Eventually, I got things to happen. I fought hard to get as many techs in the pipeline as I could. I ended up officially hiring six technicians which is what I needed to reach my goal and win the \$2500 bet.

However on the last week of the bet, one of my technicians showed up with a giant toolbox on the back of his truck. The manager instantly ran out and started yelling at him that he couldn't leave his toolbox at the shop. This technician is a GM Certified Master Technician and the manager ended up firing him on the spot because his toolbox was too big. I lost my last tech, and I lost the bet.



Jim Rohn says, "Sometimes it's not what you get from it. Sometimes it is what you become because of it." Even though I lost bet, I learned to create a system. A system full of tools that came out of past pain and failures. We are going to be passing along this system to you in the following sections. All you need to do it follow along.

1.3 The Value Of A Technician

We all know how important technicians are because they are our inventory. They produce the time that we sell, but after this exercise you are really going to understand the value of a technician.

Average Monthly Gross Profit (AMGP): _____

Number of Technicians: _____

AMPG / # of Techs = Gross Profit per Tech

Gross Profit per Tech: _____

Gross Profit per Tech x 12 = Gross Profit per Tech for the Year

Example:

AMGP: \$100,000

Technicians: 7

\$100,000 / 7 = \$14,285

Gross Profit per Tech: \$14,285

\$14,285 x 12 = \$171,428

Gross Profit per Tech for the Year: \$171,428

Now, I am going to ask you the most important question. If your average gross profit per technician was \$14,285, what would you pay for a qualified technician? What would you give them as a signing bonus?

If you think like me, you'd say that you would pay \$10,000 to produce \$171,428. This is what you need to think about when you are writing your ad and putting the headline out there. The tech that you are going to attract with a \$10,000 signing bonus looks like Brad Pitt, he runs on 200% efficiency, he has all his training, he shows up on time, he's the perfect tech.

Since the signing bonus is going to bring in a ton of leads, you can chip away at the signing bonus until you come to an agreement with the tech you want to hire. Here's another thing, never give them the signing bonus upfront. You should always break it up over time.

Raise Your Gross Profit Per Tech

If your gross profit per technician is close to the five or six thousand, then you really need to pay attention to the things in this course that can get your gross per tech up. Maybe your technicians aren't as efficient or maybe you have too many techs. Whatever the case, your gross profit per tech needs to be around \$12,000 so let's make that happen.



Cost Per Stall

The next exercise I want you to do measures your cost per stall. A lot of managers say that each of their technicians have two stalls each. That's good, only if you can explain this math to me and it works.

Overhead: _____

Number of Stalls: _____

Overhead / # of Stalls = Cost per Stall

Cost per Stall: _____

Example:

Overhead: \$80,000

Stalls: 10

$\$80,000 / 10 = \$8,000$

Cost per Stall: \$8,000

This is from the same dealership. Since our overhead is \$80,000, we net \$22,000. We have seven techs, but we have 10 stalls. Think about this for a second, each stall costs us \$8,000. If your technicians are running two stalls, are they running at 200% efficiency? No, because of the gap between the cost of the stall and the gross profit.

Think about this, a technician running two stalls is burning up \$16,000 worth of overhead but they are only producing \$14,000. However, if you had a technician in every stall then hypothetically you would be doing \$140,000 a month in gross profit. You'd be adding \$40,000 in gross to your top number.

These numbers are extremely important to understand because they help you make educated decisions about your shop. You can decide how much to offer in a signing bonus or you can explain to your technicians why they can't have two or three stalls. You are able to put facts to your decisions, and that is a homerun every time.



1.4 Attention To Detail

An important element of your success in hiring technicians is your attention to detail, or what we like to call the Law of the Slight Edge. We say that little hinges swing big doors and we see that a lot of managers miss some of those little hinges that add up to a big result. You haven't hired a technician until you see the white of their eyes and you have their toolbox in your shop. Basically, you need to carry this process all the way through the end.

We all know the saying that it's not over until the fat lady sings. Well in our business it's not over until the tech is spinning wrenches and you have his toolbox. You have to have a plan and you have to follow up strong. Don't even offer to pick up their toolbox, just send someone to go pick it up.



If the technician has to figure out how to get their toolbox out of their current shop, you may lose them because their boss is going to try to keep them there. In order to avoid that situation, just assume that the tech is yours and send someone to pick up their toolbox.

Unemployed vs Employed

This brings up another important point. You do not want to hire from the ranks of the unemployed. You are looking for guys that are in a shop, they're stable and they are earning a good living. Since you are hiring these techs from another shop, they're going to be scared and nervous to make the move. Anything that gets in the way, could make them decide to stay at their current shop. You need to make sure you take care of those details and make a clear path for your new tech.

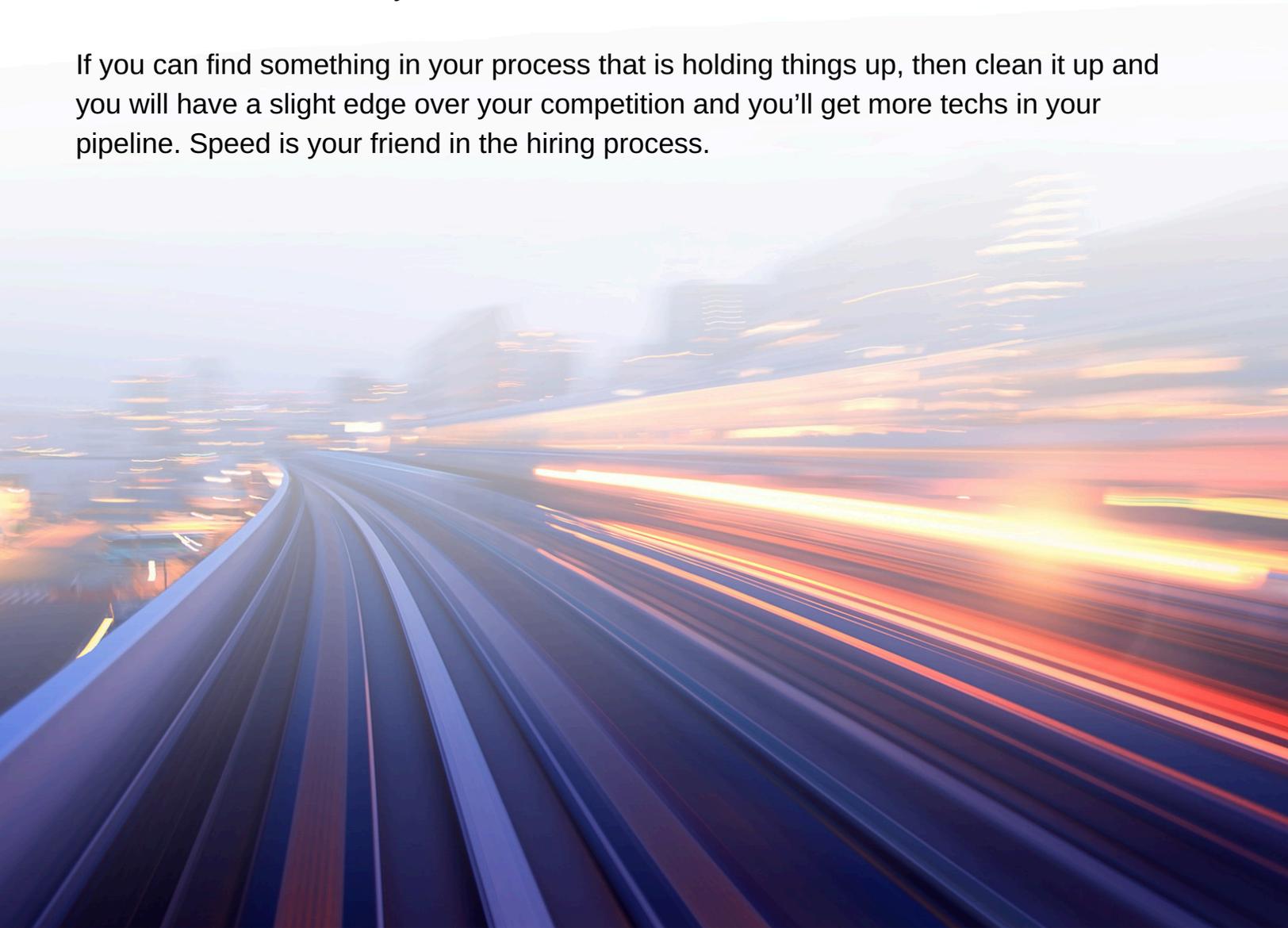
The Competitive Market

You need to understand the competitive market. Other dealers and shops are going to make a run at each of your techs, especially if they are good, so you need to know what is going to happen and how to stay in front. We are going to include some techniques on how to get ahead and not allow other shops to steal your techs but again, you need to pay attention to the details.

The most important part of this process is your system for HR. You need to call a meeting with the owner, general manager, your HR department, and whoever else needs to be in the room. With them create a system to hire technicians that moves smoothly and that allows constant communication. You need daily updates for your HR department on where each tech is in the hiring process.

Every single day matters in a competitive market. When a technician decides that they are going to leave their shop and go somewhere else, they are going to apply to multiple places and if your process isn't quick, you are going to lose them. You need to find everything you can do to make the hiring process quicker. Instead of issuing drug tests that take a week, issue a drug test that takes a couple days. If your background test takes two weeks, find somebody who can do it in 48 hours.

If you can find something in your process that is holding things up, then clean it up and you will have a slight edge over your competition and you'll get more techs in your pipeline. Speed is your friend in the hiring process.



1.5 It's About Them Not You

Too often when we craft an ad or we go out looking for technicians we think about what we need. But you've got to remember, that it's not about what you need. It's about them and we're trying to draw them in. It is very important that you answer the following questions because it is going to come in handy later when we craft your ad.

What makes your store different?

What is important and different about the city you live in versus everywhere else?

What is your average technician efficiency?

How many alignments do you sell?

Do you have strong advisors on the team?

Are you selling a lot of CP hours?

Are you a family owned shop or a corporate shop?

What benefits does your company have?



You see, when you start answering these questions you start to feel differently about your own business. You start to feel more confident and that is going to attract the right techs to your shop.

1.6 The Rule of 5

I am going to share with you the secret to accomplishing anything in life that you want to accomplish. I have this saying, “The rule of five, do five things to accomplish something, but 10 is better.” This applies to everything. We are going to go through two examples here, just to give you the idea.

If you do five things to accomplish something and do those five things with all of your heart, you will accomplish it. Now, if you do 10 things, you’re guaranteed to exceed your expectations. Let’s talk about an example of hiring techs. Let’s make a list to see what else we can do besides running an ad.

- 1.) Run an Ad
- 2.) Put up a Wanted Poster in your Shop with a Reward
- 3.) Put a Sandwich Board in Front of your Shop
- 4.) Run an Ad for Advisors and Ask the Advisors for Technician Recommendations
- 5.) Raffle Off a Tool Truck to Collect Business Cards

Now, if you just did these five, you’d hire techs, but let’s see what else we can come up with.

- 6.) Go to a Vocational School
- 6.) Place a Flyer Where Techs Hang Out and Have Lunch
- 7.) Utilize Social Media
- 8.) Send Direct Mail
- 9.) Go Through Past Applications





This creates a ton of momentum in your favor. One of these things by itself isn't going to get you there, but all of this combined will take you far. Let's take a look at another example, selling a ton of alignments. What could you do?

- 1.) Play a Game with the Advisors**
- 2.) Play a Game with the Techs**
- 3.) Create a Special Package for Advisors to Sell**
- 4.) Do Alignments on Used Cars**
- 5.) Email your Database with an Alignment Special**
- 6.) Do a Three Series Email Campaign to Customers About the Importance of Alignments**
- 7.) Put it in your Appointment Reminder Letters**
- 8.) Create Coupons**
- 9.) Create an Employee Price**
- 10.) Create a Tire Special**

You see, the rule of five. Five is good, but ten is better.



1.7 The Plan

Let's do a quick recap of what we have learned so far about hiring techs before going on to the next lesson. We are going to break it down into seven steps.

Step One: Mindset Is Everything

Make sure that the conversation in your head is, "I am great at hiring techs and I am going to have the best team of techs in my market." If someone doesn't want to be a part of your team, you have the skills to hire someone new to replace them.

Step Two: Make It Important

Your mindset is right, now you need to make hiring techs important. Move it to the top of your to-do list.

Step Three: Schedule A Time

You've got to put hiring techs on your calendar. For a minimum of an hour a day, you are in the hiring process.

Step Four: Know The Value Of Your Tech

There is nothing more important than knowing the value of a tech and the value of a stall. If you have an empty stall, you need to understand what that is costing you.

Step Five: It's About Them, Not You

You need to sell the job, sell the shop, and convince the techs that you have a great place to work. If you have that mentality, you will have more techs lined up to work for you than you know what to do with.

Step Six: The Rule Of Five

Remember, five is good, ten is better. If you apply this technique then you will create overwhelming momentum towards the goal you want to accomplish.

Step Seven: Plan On Hiring More Than You Need

If you need two new techs, plan on hiring three or four. You never know if someone is going to fall out before they are physically in your shop tuning wrenches. Moral of the story, hire more than you need.



PART TWO:

OUTREACH





2.1 Avatar

We are going to talking about how to create a great ad. But, before we get started we need to talk about what technicians are looking for and what they want. Most of the technicians we are looking for aren't looking for a job so we really need to attract them and pry them away.

Some questions you need to consider are:

What is so great about what I have to offer?

It is no easy task for a tech to leave their current shop. They have their toolbox, their stall is covered in family photos. Their stall becomes their home away from home and in order to pry them away you need to offer them something great.

How are my techs going to flag hours?

You need to sell them on the point that they are going to flag hours. Now, there are many techniques to do this in ads. One technique that we have used that works is guaranteeing hours for the first 90 days. This gets rid of their objections about coming to a new shop and learning the facility, because their hours are guaranteed for 90 hours.

How are you going to schedule your techs?

Techs really care about their quality of life and their family. They are instantly going to be thinking about how a move may be affecting their family. We have seen that a 4-10 work week has pulled better than anything else.

What are the things that make our market unique?

Your average technician is blue collar, they're family oriented, they like the outdoors, they're active. You need to understand your market and the benefits technicians will have while being in your market. Know the good schools in your area, know the cost of living, know the outdoor activities, and talk about these things in the interview.

What is your shop environment?

Techs are going to want to work in a shop that is clean and organized. Try going through a different door in your shop and view everything through a different pair of eyes. Look around. Are their spare parts everywhere? Are tools in the way? Is equipment broken? Techs are going to be noticing these things about your job and if it's bad, they won't come work for you.

Who are your advisors?

A great selling tool for techs is the advisors they are going to get. Brag about your advisors and how good they are during the interview. Let the technicians know how much work your advisors sell. Now, if your advisors aren't selling then you need to get them in our advisor training.

By thinking about these questions you will further understand the avatar of technicians, what they are looking for, and how you can deliver.



2.2 Steps To Building A Great Ad

Creating a great ad is critically important. Now, the goal is not to get as many people as possible in your shop, the goal is to get the right people. You want to interview qualified people and not just everyone that comes in off the street. We are going to go through each of these steps in great detail but for now I want to give you an overview of what to expect and show you how easy this is going to be for you.

Step One: Know Where And When To Post Ads

Step Two: Choose The Subject Line

Step Three: The What And The Why Of The Ad Body

Step Four: Use Pictures To Attract Attention

Step Five: Use Keywords

Step Six: Testing



Get ready because we are about to go through these in great detail and at the end you are going to have an ad that will pull the right tech.

2.2 When And Where

Understanding when and where to post ads is just as important as the ads themselves. We are going to discuss what tools to use, when to put ads up, and how often to put them up.

Time Is Not On Your Side

When getting ready to hire techs it is important to understand that time is not your side. It is going to take you around two weeks, minimum, to find a new candidate and then another two weeks to get them in the shop because they will need to put in their two weeks notice at their current job. You are going to miss one month of production, costing you \$20,000. By moving quickly, spending some money, and getting out in front is going to be extremely critical.



When?

A lot of managers think that once they post a help wanted ad that they can forget it. Never, ever, do this. You need to monitor and measure your ads daily or weekly until you start to see some resumes coming in. If you are in desperate need, then you need to be checking in on your ad daily. If you are pretty full and you are just out there looking for top talent, then check on them weekly.

Where?

Craigslist is still the number one place to recruit and till today we have not had a platform perform better. If you think about it, Craigslist is a place where techs tend to hangout. Craigslist has cars, car parts, and many other things listed on their site. That is why techs tend to respond to ads posted on Craigslist more than any other platform. You need to put a lot of energy into Craigslist because that is where you are going to have the most traction. However, there are three other platforms we recommend.

The first is Indeed. Indeed is the newest kid on the block and it has a pretty good following. It is a very simple tool to use. The other two are ZipRecruiter and Monster. We will explain these platform more as we move forward.

Craigslist

When posting an ad on Craigslist it is most important to stay above the fold, meaning you are on at the top of the list and can be seen right when the screen pulls up. You want to have multiple ads running. Never count on one ad or one subject line to get you the techs you need. Be sure to also post in different markets around your area. Since you want to be above the fold, it is a good idea to run your ad and post a couple times a week to keep it fresh and at the top.

ZipRecruiter

The great thing about ZipRecruiter is that it posts to 100 different job boards. This works really, really well. You can also pay to boost your ads. If you are looking to pull techs in from outside your market, then ZipRecruiter is a really good tool to use. ZipRecruiter is what we personally use to hire at Chris Collins Inc. It shows you how many visitors you have had and how many people filled out the application. If you are not seeing a lot of activity on your ad then it means that something is wrong with your ad copy or the subject line.

Indeed

Indeed has great backend support and analytics that work really well. It also has a resume search that allows you to search resumes and send out messages. Now, using this approach is going to result in a very low response rate. However, it is another tool in your toolbox to use and you need to use every tool you have if you want to hire great techs.

Monster

Monster is one of the most well known job boards out there right now and it has been around the longest. Monster will tell you how many resumes on their database match with your job posting. You can then go and message each of those individuals. Monster also has some great analytics to show you how many people have clicked and submitted to your ad.

Most importantly, you need to remember to move fast and stay on top of your ads. The platforms that are currently recommended may not be available in the future but the same principles apply no matter what. Now go out there and get some techs.



PART THREE:
RETAIN



3.1 Introduction

You have learned some great things so far about how to build and grow a technician tree. However, one of the easiest things you can do so that you don't have to hire new technicians is to retain the ones you have. There are some specific things and tools you can use to have low turnover and high production. We'll be sharing those with you in this module. Let's get started.

3.2 Grow Your Own

In this section, we are going to teach you how to grow your technicians. Many times when coming into a shop, you need to hire a lot of technicians at once. Many of those techs are going to be higher paid technicians, but if you follow this system you can bring in lower paid techs and grow them into your system.

Most of the time when we go into a shop, we hire Quick Lube techs because after six months to a year with this system, they become CEB Techs. We are going to share with you how the shop is set up and how the work is dispatched, in order to run this system successfully. At the end, you are only going to be hiring young, inexperienced techs and you will be able to mold them to your culture and grow them into more specialized skills.

3.2.2 Ascension Plan

We all want a shop full of healthy, thriving, prosperous technicians who are learning and growing all the time. In order to get there, you have to have a plan for them and a plan for you. As a manager, you need to clearly understand how your technicians are progressing. And your technicians need to know where they are going and how to get to the next level.

First of all, you need to understand your technicians why. You need to know what their wants and needs are so that you can deliver that to them. Once you understand their why, then you can create a plan. Every shop is different but let's talk about this plan in a general sense. Most importantly, you need to have levels. Start at the lowest level technician you have. This could be a D-Tech or a quick lube tech, whatever you want to brand them as, they're the bottom of the food chain. After that, you have C, B, and then A – your master tech.



To a new technician, it may seem insurmountable to cover all of the training material they need to go over to become a master tech. We need to make it easy for them. It is our job to break it down into chunks, so that they can grow to each level.

Your first level could be your ASE's. They wouldn't need to cover them all, maybe just one through three. Then they could go to the next level. Maybe you have some certification through your manufacturer that they can get to, or you could send them training at Snap-On or NAPA, but either way once they get a base level of training, they will have some aptitude and you can move them up.

The next level would require some more tests and certifications for them to move up. However, it would be important to also require a productivity increase. Just going out and learning more is going to be okay, but it doesn't justify a pay raise. That is the whole reason why they want to grow, right? The only way we can justify them moving on to the next level and more money, would be if we also saw a productivity increase.

Another thing you could put in your plan, is for them to get their SMOG. Maybe when they get to the top, you have them get their SMOG certification or their State Inspection, or something very high-level. This would be the way we would like to see them progress.

This is what we want. This is the plan we want to create. You want to break this down into steps so that your techs understand it. If you have manufacturer training, you might want to start with the manufacturer levels. ASE is another really good baseline, I recommend that they go out and get those and get certified. Then the other thing, the most important thing, is productivity, because all the training in the world is not going to help you if they're not productive. They've got to be productive in order to ascend up the food chain.

That's it, that's the plan. Three to five years and you'll have an A-level tech.





3.4 Momentum

Through the years our industry has changed a lot. How we set up work, how we dispatch work to the shop, and how advisors receive work, has all changed. There have been trends where your quick lube technicians and advisors are completely separate from your technicians and advisors who handle jobs beyond a quick lube. Unfortunately, this system doesn't really work. Your traffic may increase but at the end of the day your sales per ticket go way down.

You can use a DMS dispatch system, which we call Momentum because it creates a lot of momentum in your shop and it is the secret for building and training your own bullpen of techs. In the beginning, if you really wanted to turn on sales then you would have to hire a few A-technicians, but if you put this system in place then overtime you would only have to hire entry level technicians and then grow your own.

Set Up The System

First, you want to have two advisors to a group. Under the service advisors, you are going to have a team leader. 50% of the time, the team leader dispatches the work or the advisors will dispatch the work the other 50%. This depends on your particular talent. Your team leader is going to be an A-Tech, he can fix almost anything. Then we're are going to have the quick lube techs under the team leader.

You'll want around two quick lube techs right next to the team leader for two different reasons. One, you can't have a young tech touching the bulk of your cars without the wisdom of a team leader or veteran technician inspecting the cars. Ask your team leader to sign off on the inspection sheets for every car his quick lube techs check. Secondly, the team leader can mentor the younger techs and give them other work during downtime.

The next people you want in the team is three mid-level technicians. Overall per team you are going to have, two advisors, one team leader, three technicians, and two quick lube techs. Your team leader is going to be bonused on the hours that everybody in his Momentum group flags.

You'll be growing your own techs, creating your own work, you're inspecting every car, your average per ticket is going up and it just works. Your quality of work is going to go up. This system gives your advisors a ton of room to move and get cars done and really help customers because they don't have the added layer of dispatch, bureaucracy, and red-tape. You know they can go right to it and get it done.

3.5 Automatic Upgrade

We are going to share with you a tool that is not only going to increase moral in your shop, it is also going to increase retention. Many times when we go into a shop, we see that the technicians haven't had a raise in a long time. The manager may have promised raises in the past but he never gets to it. We are going to share with you how to automate this process so that it won't cost you that much more but it will allow the technician to solely focus on flagging hours.

We are giving you a tool, a downloaded spreadsheet, that will calculate your technicians annual increase in pay and will tie that into the cost of living in your area. The cost of living in an area goes up each year by a very, very small percentage rate and that is going to create an odd amount onto the end of their pay. This is going to be much and it is difficult to calculate, but to them it is going to feel the same. In this spreadsheet, you will input your technician's current pay and based on the current cost of living increase, the spreadsheet will give you the amount that you should increase their pay to.



You want to set this up so that it happens once a year, so that the technicians can expect every June or January that they will be getting an automatic cost of living increase to their pay. This is going to change the moral in your shop and how your techs perceive raises. In the long run, it is also going to save you a lot of money. Your competition will pay your techs a couple extra bucks to get them from your shop, but using this tool takes that away because they know each year their pay will increase.

You are going to pick one month of the year to run this automatic tool and you need to tell everyone how it is going to be done. When it is time for the tool to run, have a one-on-one meeting with each technician and show them what they are going to get and change it in the system so that they get the automatic raise. This is pretty simple but a huge leverage for you, for your shop's moral, and your time. You only need to deal with it once a year and this tool makes it really easy.

3.6 Comeback Psychology

It is really important to understand what is happening in the mind of your technicians as they get comebacks. It is very frustrating when you go through all the work to get a technician into your shop, and they are great but then all of a sudden you need to let them go because they have too many comebacks. In this section, we are going to explain a little about what happens in the mind of a technician and how destructive it can be when he starts to make mistakes and have comebacks.



If you have been a tech, then this is going to sound very familiar to you:

You are working, things are going great, and then you make a mistake.

If you care about your job, then that mistake is going to wear on you a bit.

You are going to feel frustrated. As time goes by, you may make another mistake, and then another.

Now you are in your head thinking, “Why am I making so many mistakes? Am I a bad tach all of a sudden?”

This is when you start sabotaging yourself because you are thinking about making mistakes more than fixing cars. When fixing cars, you need to be focused.

If you have a technician and this starts to happen to him, don't go out there and make him feel worse. After his first mistake, you need to tell him that it is going to be okay and that he is a human being who made a mistake.

If he makes a second mistake, go out there and support him. If he makes a third, maybe he needs a little time off to rest. He needs to take some of the stress and pressure off.

There may be some outside influences causing him stress and anxiety that is creating these mistakes.

Your job is to get in front of it fast because the last thing you want is to lose a technician you worked so hard to get.



3.7 More Than Just An Hour

Better technicians tend to get in a system of flying through cars. They're going, going, going and they move as fast as they can. But a lot of times we lose the perspective that there is a customer attached to that car. We are going to show you how visuals can keep a technician focused on the customer, not just another car.

When I was a manager at a shop, I had a flood damaged car come in. The technician got all the parts, fixed the car, and then gave the car back to the client. Unfortunately, in his zeal to turn hours and go fast, he missed a few things. Mold was created inside the car and under the dash. The client's children started to get sick and they brought the car back to us because it started to smell. When we started to take it apart again, we found water damage in hidden places that you wouldn't expect.

The technician went too fast. He was more concerned with getting the hours done and making a paycheck, rather than thinking about the family that was going to drive that car. It was an unfortunate circumstance that we were able to turn around and the customer was very happy.

This made us think, how do we elevate the importance of a job and connect the customer to the car? Surround your technicians with images of customers in cars and the families tied to cars. You can use real images of customers or you can use stock images but either way, blow them up and put them up. Technicians will start to understand that it is important to get the job done right because a family is going to be in that car when it leaves the service department.



PART FOUR:
ENGAGE



Introduction

In this section, we are going to give you strategies to engage with your employees at a very deep level. It is going to bring you closer and you're going to get the most out of your technicians. The way we engage is we use gamification. Games are fun, they're exciting, they bring the energy of the whole shop up, and it gives you a reason to interact with your guys as a leader.

We have taken the most popular games that we have tested out in the field across hundreds of dealerships and have picked the very best ones to include in this section. We will map out the supplies you are going to need, how to calculate your SPIFFs, and how to pay out your SPIFFs. We will walk through the execution of each part of the game.

The hardest part of this whole program is getting started. We see managers all the time that just don't know where to start. Our best advice, is to pick a game you like and go. Do not over complicate it or self-sabotage yourself. You may have some guys who don't want to participate in the game, and that is okay. Trust us, once you start playing games, having fun, and passing out money, they will join in and you'll win them over.

Remember, this is about engaging your techs and getting them excited to be in your shop. Go ahead, pick a game and have some fun.



Dice Rolls

This is your go-to game, the one you run all the time. You'll use the other games that we are going to give you as a pattern interrupt, to mix things up. Week in, week out. You need to run Dice Rolls.

Supplies Needed

- 10 Dice
- Flat Surface

Setting Up

1. Figure Out Your Multiplier

This can be between 100 to 500.

2. Encourage Technicians to Turn In Inspection Sheets

Have them turn in the sheets one day per week, like a Thursday.

3. Tally How Many Rolls They Have

If your multiplier is 200 and they turned in \$2,000 in inspection revenue, then they will have eight rolls.

4. Let the Techs Know How Many Rolls They Have

It is best to do this with all of the technicians together, use peer pressure to your advantage.

Playing The Game

1. The technicians will grab as many dice as they have rolls. For example, if they have two rolls then they can grab two dice.

2. Roll the dice.

3. The number they roll is how many dollars they get. For example, if they roll two dice, one is a 3 and the other is a 4. They rolled a total of 9, giving them \$9.

Basketball

Basketball, the game that favors tall and big over short and little. This is a fun game because it gives you a little twist where you divide your technicians into teams.

Supplies Needed

- Nerf Hoop and Ball
- Dry Erase Board

Setting Up

1. Decide on a Flat Rate Payment

Since Dice Rolls will be going away the week you play this game. Typically Technicians will average out getting \$3 for every \$200 they upsell when playing Dice Rolls so this can be your flat rate payment.

2. Divide Your Technicians Into Teams

Choose captains based off of who had the most dice rolls the week before. Have them pick their own teams.

3. Teams Will Pick Their Own Team Name

4. Choose a Grand Prize for the Winning Team

Make this a big amount, at least \$500 that the team splits.

5. Play this Game for a Week

Playing The Game

1. Technicians will turn in their inspection reports.

2. For every \$200 in upsells, you will give them \$3 and one basketball shot.

3. On the Dry Erase Board, write how many shots each player gets next to their name.

4. The technicians will go out and shoot the basketball for as many times they have collected shots.

5. Keep track of points as your technicians are shooting their baskets.

6. The team with the point points wins!

Bozo Buckets

In this game you get to show off your athletic ability and skill. Techs typically love this game because there are stages and they can win some really good money if they practice.

Supplies Needed

- 5 Buckets
- Couple Dozen Ping Pong Balls

Setting Up

1. Set up the Buckets

You'll want to set the buckets up so that they get further away from the shooting line. As the buckets get farther away, the more they are worth.

2. Decide on Your Multiplier and Rate

This can be the same rate as Dice Rolls and Basketball. For example, for each \$200 in inspections, the technicians will get one turn at Bozo Buckets.

Playing The Game

1. Technicians have to start with the first bucket.
2. If they make it in the first bucket, they can move on to the second bucket. If they make
3. it in the second bucket, then can move on to the third, and so on and so on.
4. If they do not make it into a bucket, then their turn is over and they have to start over if they have more turns.
5. The money they make in each turn is added up across all turns.

Dollar Bill Poker

This game is meant to go on top of any other game you're playing to get inspection sheets to come to you. If you want to role play with your advisors, you want to see what inspection sheets are coming through, this is a good way to set up a trap so they have to come through you. Tell them that you're going to give them a dollar for every inspection sheet they bring you and then they use the dollar to play poker.

Supplies Needed

- Stack of Dollar Bills

Setting Up

1. Encourage Technicians to Turn In Their Inspection Sheets
2. For Every Inspection Sheet, Give A Dollar for Poker.
3. Choose a Grand Prize.
4. Play Poker at the End of the Week.

Playing The Game

The Dollar Bill Serial Number becomes your hand.

Card Values:

0 = Face Cards

1 = Aces

2-9 = Face Value

The goal is to have the best five card hand. Straight, Four of a Kind, High Pair, etc.

You can only choose one dollar, you cannot combine.

Winner receives the Grand Prize!



Raffle Tickets

This is a game that you can usually do for a month but you can do it for however long you want. Raffle Tickets is a game that goes over the top of everything else and you could use it for anything. You could use this with parks, technicians, advisors, or appointment staff.

Supplies Needed

- Raffle Tickets

Setting Up

1. Tell your technicians that for the next month you'll be playing raffle tickets.
2. Protect the Raffle Tickets
3. Select a few prizes.

Playing The Game

1. Techs will bring you an inspection sheet before turning it into an advisor.
2. Write the tech's name on a raffle ticket, and put it in a jar in your office.
3. Give them the other half.
4. At the end of the month, pick a tickets for each prize.



Poker

This is another great pattern interrupt game, especially if you are having a slower month. Technicians get really excited about this game because it pays out a little more.

Supplies Needed

- At Least Two Decks of Cards

Setting Up

1. Choose Your Multiplier

This can be the same as Dice Rolls. For example, if your multiplier is 200 then every \$200 a technician upsells will be a card.

2. You can decide to stack the decks so that you are not paying out as much.
3. Choose a Grand Prize.

Playing The Game

1. Technicians turn in their inspection sheets.
2. Every \$200 in revenue, they will receive a card.
3. Pay the techs for the value of the card.
4. The technicians keep their cards throughout the week. At the end of the week they will select their best 5 card hand and whoever has the best hand, wins the grand prize.

BONUSES



Bonus #1 - Guerilla Ads

Guerrilla ads are our secret weapon because no one uses them. You are going to be out there, competing in a space where there isn't anyone which makes your ad special and gives you an advantage. You are also going to be viewed differently by the people applying and they will want to be a part of something different.

Sandwich Boards

Our favorite and heat seeking missile, is the sandwich board. You will see these signs out front of restaurants, delis, and real estate event. They are pretty much everywhere and they are relatively inexpensive. You can get them for any sign shop.

Upload your own artwork with your dealership logo and then say technicians wanted. You are going to put on any assets that you can, in very, very few words. For example, 40 hour work week, up to \$35 an hour. Put whatever would make people stop in their tracks and come in and apply. Put these signs on every corner of your dealership, put them in as many places as your can.

Bulletin Board

All around the country in almost every Starbucks, coffee shop, and donut shop, there is a bulletin board. You can create a help wanted poster and put it on the bulletin board in these places near where technicians would hang out. Again, people are not thinking about recruiting in this space.

Local Restaurants

If you are a repair shop, a body shop, or a car dealership, then you are a local business and there are partnerships out there that you can create. One of them is to create a partnership with some local restaurants so that you can put your flyer right next to the cash register. This is especially useful if the restaurant is a place technicians frequent. If the restaurant makes deliveries, then you can even place a help wanted ad with a phone number on the delivery containers.

I hope this inspires you to get out in front of people. Think creatively, use the tools that you have, find some new tools, go out there, get some techs, and grow your technician tree.



Bonus #2 - Signing Bonus Tip

The number one piece of bait that we use the most, that is also the most effective, is the signing bonus. A lot of shops do not want to spend the money and they do not understand the value. If we go back to the value of a technician and the money you lose in production by not having them there, then one to five thousand dollars is really nothing.

Like we mentioned before, there are ways to mitigate the cost by spreading the bonus out over several months. However, there is also a right and wrong way to use signing bonuses. We have tested sign on bonuses for decades and what we have found is pretty interesting.

One time, we were working in a store in Columbus, Ohio. We decided that we were going to use a sign on bonus to hire some technicians and the owner was really excited about getting a flood of technicians in. They started out advertising a \$5,000 bonus and they got a lot of resumes in, but the candidate weren't quite the quality they were looking for. They were looking for a master tech for a specific brand.

Since they were looking for something so specific, they thought, "Let's increase the sign on bonus and we'll see if we can pull higher quality." The sign on bonus was increased to \$10,000. The first thing you would think is how many resumes you would get at ten since you got so many at five. Believe it or not, the amount of resumes went down and the quality of the candidate went down. Then the shop decided to raise the bonus to \$15,000, but the amount of resumes coming in basically went to zero.

Now, I can't tell you exactly what happened, but I believe there is a law that it's too good to be true. If you use a large sign on bonus, technicians are going to think that there is some sort of loophole and that it is a waste of their time. We then decided to lower the sign on bonus to \$2,000 and that is when the shop found the person they were looking for. We talk about tweaking and twisting the bait in order to attract the right people and this is a great example of that.

The use of sign on bonuses can help but you have to be looking at them, monitoring them, and measuring them consistently to make sure that is effective.

