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Challenge of Change....

By Gary Gunn

Review parts 1 through 15 for details and thinking

Then utilize the ***Recipe*** for Change

Part 1

I dare you to take the time to discover your own personal challenges to change. What are their roots? What feelings surface when changes come your way? How does it affect your thinking? Do you embrace change? Perhaps you run from change. First you must examine your reaction to change then learn to overcome it.

Perhaps we need to reframe or redefine the word change. What about replacing the word change with shift? We have a shift in thinking, in actions, in philosophy, in strategy, in tactics, in habits, in direction or in desire.

One step could be as simple as defining your why. If your why is strong enough you can overcome any obstacles in your pathway. Write it down, practice talking about it, sell yourself first, share it with other shop owners, become totally convicted to make it happen, layout a plan and then execute the plan.

Expect pushback from your staff, don't let your knees buckle, stay firm, listen to their concerns, expect turnover in your staff, talk one-on-one with each staff member until you perceive buy-in, explain your why, ask them to support the change, when you feel the mood is right and enough of your staff members are onboard execute the change.

Part 2

Exploring the reason why change is so difficult. I have interviewed many shop owners and here is what they have said. Please review this list to see if they resonate with your thoughts. Here it goes: not wanting to fail, lack of faith changes will work, old habits, don't know where to start, over analyzing it, too much mental energy, my staff will not like it, when is the right time, not willing to, the effort of thinking it through, daily grind of putting out fires, family schedule, too busy, lack of discipline, resistance from my staff, bad habits, stuck in my old ways, we don't get along, pulling the trigger, employees, wasting time, frozen in place, lack of motivation, not enough pain, and many more.

The ones that stand out and I see and hear the most are:

FEAR of Failure

FEAR of Pushback

FEAR of Staff

FEAR of the Outcome

Are you frozen with fear?

Are you too lazy?

Are you complacent?

Are you too busy?

Are you lacking leadership skills?

Part 3

Okay Gary, how do I equip myself for change?

First - you must be committed to the change.

Second - you want to set in motion an education process with your staff on why.

Third - you must have a written plan for why, when and how.

Fourth - you must train the change.

Fifth - you must follow up forever.

Sixth - you must hold people accountable.

Seventh - you must reward and celebrate the right behavior.

Let me sum it up in one word "resolve"

Repeat after me:

I will accomplish this change.

I will never let my eyes blink.

I will persevere through it all.

I will finish the task.

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Part 4

Have you ever heard the child's game of button, button that has the button?
Staples has a great campaign the EASY button have you heard about it or used it?
So here is a list of change or shift buttons you might want to employ, simple press them when needed.

- A button for Leadership
- A button for behavioral coaching
- A button for Management
- A button for being bold
- A button for upgrading your staff
- A button for always having room for talent
- A button for having operational systems
- A button for the correct inspection process
- A button for making a profit
- A button for selling your work for the right margins
- A button for recruiting
- A button for hiring the right people
- A button for advertising
- A button for car count
- A button for resetting your thinking
- A button for mentoring
- A button for vision
- A button for creating the right culture
- A button for budgeting
- A button to create a button

Button, Button do you have enough Buttons?

Part 5

- What if your car count doubled?
- What if your net profit doubled?
- What if your customers said yes to all repairs?
- What if your customers said yes to all maintenance suggestions?
- What if all your staff members pulled together as a team?
- What if your How-To Manual was completed?
- What if your Budget was operating smoothly?
- What if you dominated your target market?
- What if your customers never bought a new car?
- What if your customers told everyone about your company?

Okay here's the catch.

- How do you make these what if items happen?
- How are you doing?
- How is it working for you?
- How do you get buy-in from staff members?
- How do you even think these are all possible?

Come on Gary....Are you a dreamer?
Come on Gary....This is not possible.
Come on Gary....Tell me how.

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Part 6

What if is a short but effective story line for business thinking?

Here is your **check list** for what if success:

Are the following items being executed?

You must have your BOX defined.

Your systems must be written.

Leadership must be present.

Management must be present.

Behavioral coaching must happen.

EPS- Mentoring sessions all staff members weekly for 15 minutes

STS- Staff Training Session weekly 30-45 minutes must happen.

BPS- Business Performance Session weekly must happen.

Can you define your WHY?

Are you able to sell your Vision?

Can you define your recipe for success?

Do your staff members know the recipe?

Are your people willing and able?

Are your people unwilling and unable?

Is there anyone that needs to get of the bus?

Are you recruiting weekly?

Part 7

What if you define the **10 Mission Critical Processes** that make or break your business model?

And wrote them down and trained them every day.

What if you define your **10 Critical Business Philosophies**?

And wrote them down and LIVE them every day.

What if you defined the **10 Strategies of your model**?

And wrote them down and walked the walk daily.

What if you defined the **10 tactics for those results**?

And wrote them down and executed them daily.

Perhaps with this style of Leadership that squad of undead zombies would come to life.

Leadership is the key to making your business work.

Part 8

We like to read about comebacks, about people or companies who face near disaster and turn things around. The Ford Motor Company is an example of that. In the 1940s, a reluctance by leadership to modernize Ford, in fact, the government nearly took over the company lest its demise threaten the US was effort. But when Henry Ford II was released from his military duties to run the company, things turned around. Ford became one of the biggest corporations in the world.

Occasionally, we need a comeback or turnaround. We need to correct wrong directions or compensate for wrong decisions.

But that's not the end of the story.

As John C. Maxwell states, "Everything rises or falls on Leadership."

Taking your company and people through change becomes a comeback story in itself. The transition can be very difficult during this turnaround period.

Comebacks are great stories that make the news, set history while propelling companies and people forward. What is your comeback story? Has it been written or is it unfolding?

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Part 9

Remember the Pocket Protectors from the past? Perhaps you are not old enough, so let me explain. They were made of plastic and would slide inside of your shirt pocket. When you slipped your pens and screw drivers in and out of the pockets protector it kept your shirt from getting ink or torn, they simply protected your pockets from wear and tear. Very handy devices from the past. Does anyone still use them?

I want to introduce a new protector call a ***Profit Protector***, it is designed to insure profits for you business.

Here are a few questions to gather your thoughts:

What day of the month does your business breakeven?

Do you track your CODB (Monthly cost of doing business)?

Do you track your daily gross profit dollars?

Are you stacking up cash?

Do you have sufficient working capital? (3 times monthly sales)

Do you have sufficient reserve money? (6 times CODB)

Back in 1992 we required a gross profit of 42% to make money.

Fast forward to 2011 it now requires 61% to make money.

Are you a student of your profit?

Are you as student of your CODB?

Become a Profit Protector!

Would you like to join the club?

Part 10

Getting focused is an essential key to making change happen. Here is a story that may illustrate focus written by Bill Crowder.

I enjoy playing golf, so I occasionally watch instructional videos or read magazines. One such video, however, left me disappointed. The teacher presented a golf swing that had at least 8 steps and a dozen sub-points under each step. That was too much information!

While I'm not a great golfer, years of playing have taught me this. The more thoughts you have in your head as you swing, the less likely you are to be successful. You must simplify your thought process and focus on what matters most-making a solid contact with the ball. The instructor's many points got in the way.

In golf as in life and business change we must focus on what matters most.

When you are taking people through change focus on the large view not all the small pieces first.

Take the 40,000 foot view.

Hit the main highlights first.

Make sure the main thing remain the main thing.

Don't get caught up in the fine details until the large pieces are now habits.

Then you can come in and fine tune the change.

For example: If you desire to start using scripts to answer the phone and sell work to your customers.

Start basic, get the big picture then fill in the details once you feel the buy in.

The bottom line is STAY FOCUSED in the BIG PICTURE not all the details in the beginning.

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Part 11

Change isn't optional. It is essential. Why can't things stay the same? Why do we have to change? How can we make change fun? What hangs up change?

I have been reading an article written by:

Leader to Leader Institute: Leading Transition: A New Model for Change. Change is nothing new to leaders. We understand by now that organizations cannot be just endlessly "managed," replicating yesterday's practices to achieve success. Business conditions change and yesterday's assumptions and practices no longer work. There must be innovation, and innovation means change.

Yet the thousands of books, seminars, and consulting engagements purporting to help "manage change" often falls short, these tools tend to neglect the dynamics of personal and organizational transition that can determine the outcome of any change effort. As a result, they fail to address the leader's need to coach others through the transition process. And fail to acknowledge the fact that leaders themselves need coaching before they can effectively coach others.

Wouldn't it be nice to, say "Do it this way now" and everyone jumps on board and gets the job new. There would be zero pushback, no odd stares, no deer in the headlight looks, no frowns on the face, just good old fashion yes we can action.

Yes we need a system to follow through the transition to change!

That's what's missing a system!

Part 12

Three key words, transition, change and implementation and more from the *Leader to Leader Institute: Leading Transition: A New Model for Change. Have you ever barked and order, "Just Do it"? And what are you supposed to do when they just don't do it - when your people do not make the changes that you need to be made.*

The first key word comes to mind transition, it is internal (a psychological reorientation that people have to go through before change can take place. Transition is not a timed event, it happens much more slowly than change. We must first work on the way people think about what we have asked them to change.

Transition has three steps: Step 1 is saying goodbye to the old way of doing it. Step 2 is shifting into neutral after letting go of the old ways, but have not begun the new ways yet. Step 3 moving forward is when new behavior starts to take over and change is now beginning to work.

We must attend to transition or the change will collapse.

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Part 13

A method of managing transition, please see the seven step process listed below, taken from *Leader to Leader Institute: Leading Transition*:

Step 1: Describe the change and why in less than one minute

Step 2: Make sure the details of the change are planned, detailed, and a time frame set

Step 3: Understand who is going to have to let go of what and when

Step 4: Make sure people are given time to respectively let go of the past

Step 5: Continually communicate the purpose, the picture, the plan and the part

Step 6: Create temporary solutions to the temporary problems

Step 7: Articulate the new attitudes and behaviors needed to make the change

So how do these 7 steps apply to you? Great question, here is my answer. The next change you want to make in your business use these seven steps as a systemic process for making a change. Take a test drive of the seven step process. Only then you will know the so.

Part 14

Why can't I change? That's a great question, hard to answer, but there is hope. I was talking to a shop owner and he kept telling me his people would not do what he asked them to do, he could not find people to work in his business, he has owned this shop for 10 years, he was blaming other people so I pulled the trump card and hit him between the eyes. I shared with him it was ***HIM*** that was the problem. His lack of Leadership and Management skills are his biggest hurdle. By the way he is working around 100 hours per week; I would say he is on a death march. As John C. Maxwell says "everything rises and falls on Leadership." Do you believe this shop owner can change his ways? Or perhaps it's YOU in your business that needs to change.

Where will you start? What will be your pathway to change? What's wrong with you? How do you shake the bad behavior? How will you turnaround your condition? Can you truly transform?

GREAT NEWS YES YOU CAN!

It all starts with your thinking, because your thoughts govern each area of our lives - emotions, decisions, actions, attitudes and words - any lasting transformation must begin with your mind.

You need a new way of thinking by renewing your mind.

You renew your mind by beginning a personal development journey.

When you think right, you'll act right.

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Part 15

Discipline Determines Destiny...What disciplines are lacking in your leadership through change? Is the lack of discipline the root cause of your challenge to change? Are you a highly disciplined person? What disciplines do you practice? Purpose and goals are achieved through discipline. **Start today** on your road to discipline. There are many rewards to discipline: less stress, more productivity, positive impact on others, opens doors of opportunity and reaching your goals with purpose. It all starts with you and your habits. Your people will do what you do. You cannot say one thing and then do another.

So it's up to **YOU!**

The **Recipe** for Change

When you're baking a cake there are certain ingredients that are necessary to have the cake come out as planned. You need to follow a step by step procedure. Include all portions as designed, mix as indicated and cook for the optimum time and temperature any variation from the recipe may cause an incomplete and utter disaster. If you don't follow the recipe you will not get the results you were expecting.

When you're leading your company and staff through change a recipe would be very helpful, so here it is:

1. You must be totally committed to the change (1 gallon)
2. It must be well defined and written (1 pint)
3. You must be willing to accept the pushback and resistance (1 quart)
4. Create the WHY story to sell to sell your staff (Five Pounds)
5. Talk to them one-on-one (1 Tablespoon)
6. Give them time to adjust mentally to the change (Let Marinate 1 week)
7. Let them express their feelings (Snap-Crackle-Pop)
8. Set a rollout date for the change to occur (Cook Time 10 Days)
9. Have many training sessions before rollout (Mixing steps)
10. Establish the change as a habit (Tasting the results)

This is a quick and simple recipe for change follow the ingredients and steps and see what results you will achieve. Review parts 1 through 15 for more details and thinking.

Management is the formula.

Leadership is the essential catalyst.

You are the stick that stirs the ingredients.