GEAR UP FOR SUCCESS

RV DEALERS INTERNATIONAL CONVENTION/EXPO

NOVEMBER 7-11, 2016

Is pleased to present

Attract and Keep Techs

"WELL, YOU'VE WORKED HERE LONGER THAN ANYONE ELSE—
SO WE'RE PROMOTING YOU TO MANAGER!"

With Valerie Ziebron
President of VRZ Consulting
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VRZ Consulting

Valerie R. Ziebron

Valerie Ziebron's background is steeped in the service and parts industry. Starting in the automotive industry, Ziebron expanded to technology, retail, real estate, motorsports, and marine.

Ziebron's clients have included: Chrysler, General Motors, Shelby American, Yamaha, Eastman Kodak, IPIX, Ruritan, AmTech, Regulator, Pursuit, and many others.

She has delivered more than 10,000 presentations domestically and internationally and has worked with over 3,000 dealerships big and small, specializing in family run organizations.

Ziebron believes in creating a comfortable and engaging learning environment that focuses on real world solutions. Valerie has been presenting for over two decades with her mantra of: Educate, Motivate, and Entertain.

Special Thanks to the many dealership personnel who have participated in my workshops through the years. You have provided insight, relevance and countless best practices. Your thoughts and ideas energize our programs and continue to raise the bar in profitable, proactive service excellence.

Top Ten Reasons Great Techs QUIT

10)_____and/or unorganized work environments.

9) Being thrown into jobs without the necessary background or_____.

8) Open-door-closed-ear management that_____or doesn't listen to ideas, concerns or thoughts.

7)_____manager who is not there mentally or physically – not pulling their weight or contributing.

6) 'Do it because I said so' management. Not sharing _____or reasons for decisions.

5) Stressed out bosses who inflict their_____on subordinates.

4) _____

3) No_____praise and/or insincere thanks.

2) _____

1) Management ignoring_____of co-workers.

What is a really good shop from a tech's perspective?

A shop set up for _____

- Solid_____- consistently being used and improved
- Proper_____- support staff and management with clear job descriptions
- Working_____- tension/drama, space clean and organized, equipment in working order, etc..

_____
_____
_____
_____
_____

Check in regularly:

- How are you doing?
- Do you have everything you need?
- What can I do to help?
- Do you have any_____?

_____
_____
_____

<u>What is a really good shop from a tech's perspective?</u>

Compensation and job _____

"Is this a place I can make a career or is it just a job?"

- _____financially and/or up in the organization
- Bonus/Incentive Based_____- within my control
- _____- Retirement, vacation time, sick time, holiday pay, ongoing training, etc.
- Is the dealership_____?

_____
_____
_____
_____
_____
_____

What is a really good shop from a tech's perspective?

Meaningful_____and _____

Behavior that gets noticed gets repeated

_____

_____

_____

……..

Goal:

Increase hours per _____

R.O. by 0.5

Behaviors:

Pull history

Walkaround _____

Present benefits

Safety inspections

Etc.

……..

_____

_____

_____

_____

_____

Employee Rewards Sheet

Name: _____

What is your favorite candy and/or snack?

_____

_____

What is your favorite fast food restaurant?

Chipotle	Panera Bread	KFC	Arby's
McDonald's	Taco Bell	Subway	Wendy's
Firehouse	Starbucks	Chik-Fil-A	Burger King

Other: _____

What is your favorite mid-level restaurant?

Chili's	Friday's	Applebee's	Carrabba's

Other: _____

What is your favorite restaurant in town?

_____

Do you like to go to the movies? Yes_____No_____

What are your hobbies and where do you shop for them? (online and local stores)

_____

_____

_____

What is a really good shop from a tech's perspective?

_____of association

- Professionalism
- Reputation/_____
- Take care of the customer VS Lowest price
- Premium brands VS Every brand
- _____involvement
- Good _____

_____

_____

_____

Where do you find new techs?

How are you currently finding techs?

_____

_____

_____

_____

The #1 way to find techs is:

_____

MEMO TO FABULOUS EMPLOYEES

Fabulous RV is pleased to announce our new "Employee Referral Bonus Plan." In anticipation of our busy season, we will be looking to fill the following positions:

- Part-time - parts runner
- Seasonal – detail crew
- Seasonal - lot attendants
- Full-time - techs

If you know of someone who could be a Fabulous Employee, have that person fill out an application (see attached). If we hire him and he has a successful 30-day review we will pay you $_____.

If he stays through Labor Day, we will give you an additional $_____.

The bonus will be added to your paycheck and only applies if you are still employed with us.

Thank you in advance for helping us build our Fabulous Team for the busy season. With your help we can make this year our best yet.

Thank You!
Mr. I.M. Fabulous

Where do you find new techs?

What are other industries doing?

_____

_____

_____

Start your search _____ _____ _____

- Employee Referrals
- Customer Referrals
- Advertise at the dealership, shows, events
- Social media and your website

_____

_____

_____

The Internet

- Your dealership website
- LinkedIn
- Facebook
- Craigslist
- Industry Job Boards
  - vrzconsulting.com/jobs
- _____
- _____
- _____
- _____

Internet Recruiting

Rule # 1 for internet applicants:

Meet the candidate in person before hiring or making any promises. Resumes don't tell the entire story and phone interviews cannot take the place of a face-to-face interview process.

Use your website and social media to post available positions:

- Register your recruitment web page and specify key words that marine workers might use in their search (rv jobs, techs wanted, tech recruiting, engine jobs, etc..).
- Make sure that electronic documents (job application, job description, etc.) are in a format that is compatible with most computers.
- Offer several ways for the applicant to contact you easily (direct line, email, etc..)

There are many sites beyond Craigslist that have been effective tools for connecting with job seekers including technical school sites, non-active and retired military sites like www.military.com, industry specific jobs boards like vrzconsulting.com/jobs.

Be sure to have a plan to acclimate any prospects selected with no previous RV experience. Have them visit some other RV dealerships and talk with or shadow good team members who have made the switch. Discuss with them the differences prior to start of work. This greatly increases the chance of success.

<u>Where do you find new techs?</u>

Beg, Steal, Borrow

_____

_____

_____

Grow Your Own

High Schools

_____

_____

_____

College and Trade School Apprenticeship Programs

_____

_____

_____

Non-Active Military

_____

_____

_____

Youth Trade Shows/Career Days

_____

_____

_____

Where do you find new techs?

Grow Your Own

Mentorship and Apprenticeships

- "We pay the mentor a percentage of the hours the apprentice turns. This gets them up, running and profitable ASAP."
- "We have them spend time with each of our techs."
- "We have our apprentice start as an assistant to the service and parts counters so they understand how the shop works and how important their role is in profitability and CSI."
- "We pay the tech's next month _____ _____ _____for each successful month they complete in our shop."

_____

_____

_____

What does your dealership need to do to better attract and keep techs?

_____

_____

_____

_____

Why Should You Be An RV Technician?

By Valerie Ziebron

Americans have more 'toys' than ever but less people to keep them running. One of the top questions asked in our industry is, "Do you know of any good techs looking for work?" The techs we have are not getting any younger and not enough quality young people are getting into the profession. Here are ten reasons to encourage energetic, self-motivated young people to consider the RV industry.

1) **JOB SECURITY:** Go to almost any city and chances are you'll have shops fighting over you. Try to get that with a computer, communications, or almost any other degree.

2) **NO CUBICLE:** Do you get frustrated sitting at a desk? Imagine your workspace being a beautiful RV. Another day at the office for you. Good thing you did not become an accountant, right?

3) **VARIETY:** No two days are ever the same. Even if you are working on something you've done before, you'll find that no two RV's or customers are the same.

4) **SENSE OF ACCOMPLISHMENT:** It's a great feeling to take something that is broken, figure out why, and fix it so it works. It's even better when you figure that the guy who owns it couldn't have pulled the repair off!

5) **GIFTS:** Gifts of gratitude come in the form of cash, baked goods, beer and other such niceties provided by grateful patrons who understand that no matter how much they spent on the RV, YOU are the one who can ensure they get to enjoy it!

6) **WORK WITH YOUR HANDS:** If spreadsheets, boardroom meetings, corporate red-tape, and backstabbing co-workers do not sound like your bag, you may prefer day-to-day dealings with a motorhome. You won't hurt its feelings no matter what you say!

7) **A MORE RELAXED ENVIRONMENT:** There may be more money available to techs in other fields, but there is something to be said for sanity. Most RV shops expect efficiency, but they rarely have the pressure of a waiting room full of impatient customers who wanted it done hours ago.

8) **COMFORTABLE CLOTHES:** While it is important to maintain a professional image, this can be done without noosing a tie around your neck or shoving on tiny, shiny wing tips. Some places even allow shorts in the summer.

9) **A SHARP BRAIN:** You will never stop learning as your career progresses. Most dealerships are willing to invest in your continued education from computer learning to cutting edge diagnostics and factory training. You'll learn from experience, co-workers, and manufacturer sponsored workshops, all making you a more valuable problem solver.

10) **CAREER ADVANCEMENT:** Consider how many RV company executives, dealers, consultants, suppliers, and small business owners started with a wrench in their hand. As a tech, you can learn a lot about selling time efficiently and running a profitable business. The next thing you know, someone wants you to be a service manager, buy out the dealership or work in another capacity you had not even considered.

Not many people realize all the potential benefits that are connected with being an RV technician. While it is not all fun and games the unique advantages that come with this career path make it work exploring. America's toys are counting on you.

Managers: Are you helping or hurting when it comes to building your dealership's dream team?

By Valerie Ziebron

Wouldn't it be fantastic if your dealership had a team of employees who were dedicated to the business, and genuinely tried to go the extra mile in each situation with every customer?

It's easy to come up with excuses as to why it's impossible to build the dream team: there's a shortage of qualified candidates in your market, you can't pay your employees enough, the general work ethic isn't what it used to be, etc. Most of these excuses are coping mechanisms that allow managers to feel better about the situation because they believe that it's outside of their control. In order to take control and build a dream team for your dealership, you have to have thick skin and be prepared to hold yourself accountable.

As a manager, you hold the keys to creating your dream team. Whether you realize it or not, **actively** and **passively** you are constantly building up or tearing down your team. When you look at it this way, it becomes abundantly clear that as a manager, your behavior matters.

Let's look at two common real-world examples:

Active	vs.	**Passive**
* Communicate		* Don't communicate
* Micromanage		* Let people do their jobs

As you can see from these examples, both active and passive behavior can help or hurt your staff, and ultimately your business. The key is to choose the right course of action for the situation.

Now, let's examine some scenarios and think about how your actions could help or hurt your business in these situations.

Scenario #1: You have an employee who is (pick as many as apply):

- Habitually late for work
- Using their personal phone during working hours
- Breaking rules
- Slacking off
- Creating drama within the workplace

What would you do? Would you choose an active or passive response? One of the biggest reasons why *great* employees quit is that management often ignores unacceptable behavior in other employees. It's easy to see how these negative actions could affect the entire team. Other team members may have to work harder to make up for the person who is not pulling his or her weight. Or, even worse, team members may conclude that this type of behavior is acceptable and before you know it, the bad behavior and habits have spread like the flu.

Habitual poor behavior demands an active response, but effective managers know they must use the *right*

sort of action. Flying off the handle and yelling at the employee is certainly not how you create a loyal dream team.

Scenario #2:
You have an employee who has offended the business, or you personally, through his or her actions or words.

How would you react? Chances are you could be quite upset. Would your reaction to them be active or passive? Would you talk to them, or about them? Some managers think the 'cold shoulder' approach is passive, but that kind of behavior is actually active and potentially very damaging.

So what is the right course of action? How can you navigate these situations and use them to help build your dream team?

First. it's important to recognize that these imperfections *have* to come out. Much like refining steel in fire, you must use these 'fires' to strengthen and build up both your team and your management skills. It's impossible to avoid conflict, and if you try to, the fires will eventually consume you. It's not wise to enflame the situations and add your own negative emotions to them; this will create the kind of workers who view their position as 'just a job.'

To create a dream team, you must build your team up.

Build up their confidence, their skills, and their enthusiasm for the business, its goals and its customers.

To create a dream-team you must set your team up for success with strong processes and clear directives. Dave Anderson, president of Learn-To-Lead said it best: "Poor performers love grey areas. Clearly define what's expected and accountability is a cinch. Fail to do so and it's impossible."

Time for a reality check: you've probably already realized it, but doing the right thing to help build your team will not always feel good or natural for the manager. If a team member has done something that makes you upset, it's human nature to react to that behavior in a way that makes *you* feel better. You might want to ignore the person or lash out at the individual, but these kind of reactions ultimately only hurt your business.

Someone very wise once said: " People don't care how much you know unless they know how much you care." Ultimately, this is the best piece of advice for building a dream team. If your team members feel that you genuinely care and have their best interest at heart, you've won more than half the battle.

What are some of the ways you can tangibly build your dealership dream team on a daily basis?

- Provide steady and consistent accountability- don't

save it up for a performance review.

- Notice the good, the improving and the areas that need work.
- Recognize good work by being as specific as possible; the more specific the praise, the more impact and meaning it holds.
- Encourage any area where you see improvement, even if there is still a long way to go.
- Hold bad behavior accountable quickly and without any negative emotion- it's about the work, not the person.
- Praise publicly and coach privately.
- Work on your communication and coaching skills with each interaction.
- Solicit your team's input and ideas. Use them and credit team members accordingly.
- Hold regular meetings and trainings; keep these meetings positive.
- Provide a positive example by walking the walk and following the same rules and code of conduct you expect from your team.
- Own up to your mistakes.

Building a dream team is about bringing out the very best in your team's members, and also bringing out the very best in yourself. it's not always easy but it's definitely worth the effort.

Ten HR Tips for the RV Industry

By Valerie Ziebron

How great is it to go into a business and see a familiar, friendly face? Happy, loyal employees create happy, loyal customers. It has been proven time and again that CSI is created by ESI (Employee Satisfaction Index). This generates more profits and fewer problems. So what are some of the best practices used in the RV industry to find, hire, and retain quality people?

1) The number one method of effectively recruiting staff is word of mouth "networking" of your employees and customers. Let everyone know what you are looking for, what qualifications are needed and how the new staff member will fit in the organization. If you don't tell them, they will likely catch wind of it and think you are looking to replace them!

2) Give a specific call to action on how you would like the applicant to respond. (example: "call between 2-4 p.m." or "come in and fill out an application in person."). If they cannot follow simple instructions surrounding the interview process, you may not want to go any further.

3) Job descriptions should be written for all positions. This can be a daunting task. Ask your employees to write down everything they currently do. What they come up with can be a real eye-opener! This starts the creation of an accurate assessment of who is responsible for what.

4) Ask the same prepared interview questions (based on the job description) of each applicant and take notes on the responses. This will give you a clear, apples-to-apples comparison and will help you choose the best applicant. Take your time with the interview. You may be working with this person for years- spend a few minutes getting it right.

5) Know what answers you are looking for. Some people don't interview well but are excellent workers and others are smooth-talking slackers. If you know the answers you seek, you can better assess if the response had "meat on the bone" or was an eloquent display of fluff.

6) Don't talk too much or lead the conversation. You should be speaking less than 30 percent of the interview. Address their questions about the job before or after your prepared questions. Be sure to ask open-ended questions that determine how they think or behave in a situation (example: "What would

you say to an upset customer who has not had his last three phone calls returned?"). These responses have no perfect "right" answer but they give you an indication of how the candidate thinks about certain things or reacts to situations.

7) Request more than the basics of the job description from both your new hires and existing employees. Lay out your mission plan and future goals for the organization and how they play a critical part in achieving it. Example: "Your job as detailer and lot attendant may seem straightforward but you are one of our most important marketing assets - your ability to smile and greet customers on the lot does more to bring us sales than full-color print ads. Are you comfortable looking customers in the eye, smiling, and asking if they need help?" If you don't ask for it, you won't likely get it.

8) Stealing people from other industries is okay IF you are willing to take the time UPFRONT, BEFORE you put them in the position, to train and acclimate them. People from the motor sports, boating, insurance, automotive, and many other industries, have crossed over and become very successful assets to us. But nothing is worse than throwing someone into a job to figure it out.
Failure will start the moment they utter the words, “well, in the auto industry…”

9) Doing new hire orientations where you assign a mentor, performance reviews and exit interviews are an investment of time well spent. Having up-to-date employee files creates a healthy work environment that is fair to the employees. Good and bad work is being noticed and acknowledged. Stores who do not do these things usually lose the best people first.

10) **CONSISTENCY** in your HR practices is the most important thing. Playing favorites, ignoring unacceptable work, micromanaging some and never speaking to others, the list goes on. In most cases when a good employee quits or an HR issue turns into a legal issue it happens because of inconsistency. Have solid HR practices in place and run them by your local legal counsel. Document and keep HR files current. All this will help to keep smiling, customer-focused employees on staff and pulling for the dealership's goals.

The RV Tech Shortage
- and what can be done about it.

By Valerie Ziebron

Ask most anyone in the RV industry what keeps their business from growing and often the lack of skilled technicians makes the short list. There are solid reasons as to why this has become an increasingly pressing challenge but in addition to gaining a better understanding of those, we reached out to find solutions from proactive dealers, trade schools and manufacturers. Their insights move the discussion from complaining about the tech shortage to actively solving it.

Challenges

The career path to become an RV technician is not as simple or inexpensive as it once was. Today's RV's have more sophisticated motors, electronics and creature comfort bells and whistles than ever before. We require today's RV tech to have higher levels of communication and computer savvy than in the past. Fewer young people are exposed to working with their hands as cars and small engines have become less consumer self-maintenance and repair friendly. High schools and junior highs have shut down many shop classes. These schools often place high importance on what percentage of their graduates go on to college with less concern devoted to helping uncover a solid career path that fits the individuals' natural ability.

Adding to the problem, the average age of existing RV technicians is getting older. Many are retiring, moving to service or parts counter jobs or simply not turning as many hours as they once could. The pool of available techs is smaller but the demand for techs is higher.

This has created a compelling platform for trade schools in the US and Canada, but suggest 'trade school hiring' to a room of RV dealers and they will quickly uncover another list of challenges. Most tech programs tend to have a good percentage of students who have never had a day of actual experience in a working shop and who ultimately are not well suited to a RV career. Another big issue is that these schools are expensive. Graduates require a higher wage than is generally paid to entry-level techs due to their school loans. A tech must create enough billable hours to more than cover their pay packages and that is a challenge for many trade school graduates. While some trade schools are getting better at preparing their graduates for work in a real shop, there is still a strong belief that these students are not prepared to hit the ground running – especially in shops that run on flat rate or incentive based pay. Many dealers who have hired from trade schools feel they've been burned due to poor work ethic, costly issues with comebacks and damage to RV's, or they invest time and money training them

only to have the tech leave.

All of these challenges can present a bleak picture but there are also tremendous opportunities that some forward-thinking dealers, trade schools, and manufacturers are pursuing to ensure their future growth.

Opportunities and Solutions - Dealerships:

Dealerships have been looking for, and trying out solutions to the tech shortage with varying degrees of success. Stealing techs away from other dealerships is a popular but shortsighted approach since the pool of available techs is both aging and shrinking. In researching solutions, I looked at dealerships from many industries – farm/tractor, automotive, motorsports and more. A successful marine dealership stood out for their success in attracting and keeping techs - and they have the added challenges of being in a climate with long, hard winters. Vanessa Orchard, manager at C.A.S. Power Marine in Ontario, Canada shared her store's multiple strategies: "Both of our technicians completed their college apprenticeship placement with us as part of a three-year program and are now certified mechanics. Thankfully, we had other technicians on staff that could mentor them throughout the years. We now have a third apprentice on staff that is currently working on his level two. We've been really happy with the outcome. We have also worked with the local high schools for co-op placements, have also attended some local youth trade shows

that showcase different trades and we are a part of a group that puts on mini career seminars in schools. It's incredibly tough in our area finding and keeping experienced techs. I think we've been lucky it's worked out as well as it has for us." Many would suggest that Orchard and the team at C.A.S. have created their own luck.

Their dealership is actively pursuing many solutions that could work for others and be key to the growth of the RV industry. Let's have a look at some of them:

- High School Co-Op Programs -
  - In many cases, your investment is minimal. At the end of the program you simply administer a grade or feedback. Young people are far more moldable when their focus is "What will I learn?" rather than "What will I earn?"
  - These programs allow students to try out what they might want to do and discover their talents. Perhaps turning wrenches is not for them but they like service writing, working the parts counter or filing warranty claims.
  - Some students work themselves right into more permanent part-time and eventually full time positions.
  - "We have our co-op student start out with yard-hand work. Once we could see how they work, we have the student work alongside a technician with basic jobs like an oil or gear lube change.

They also work with our detailer and help out in our parts department to get an idea of the range of job roles available." said Orchard.

- College Apprenticeship Programs - I personally attended one of these programs and found it to have tremendous value.
    - The student spends time both in the dealership and in the classroom. This gives them the ability to better figure out what is required to succeed in the real world making them better students and ultimately better new hires.
- Youth Trade Shows and Career Day Seminars
    - Some are free to attend
    - Many schools welcome speakers
    - Some encourage applications and interviews right there
- Mentorship - Having current techs mentor is one of the most effective solutions for growing quality young technicians. Some dealerships:
    - Pay the mentor a percentage of the hours the apprentice turns as an incentive to get them up and running ASAP.
    - Have the apprentice spend one month each with their top three techs.
    - Start the apprentice as an assistant to the service writer so they can see how the shop works and how important their role will ultimately be in profitability and CSI.

- Have the apprentice assist with walk-arounds and then do the quality check before the unit goes back to the customer so they are the first and last eyes on the boat. This also gives them an opportunity to see what ultimately becomes of a great number of customer complaints, technician diagnostic findings, and corrections in a short period of time training them to think like a skilled tech.

Orchard said this of C.A.S.'s mentorship program: "We didn't offer any type of incentive (to our techs for mentoring). When we were considering the first apprentice, we sat down and spoke with our most senior tech at the time. He understood the issue with the industry and our issues with hiring new techs. He was eager to mentor and didn't expect anything in addition to what he was already receiving. Any tech we have hired since, it has been part of the requirements. If they are not interested in mentoring, then they cannot help the dealership move forward and we would therefore not consider them for hire. Now that we have two certified marine mechanics on staff who have completed the apprenticeship program, they are more than willing to mentor those following in their footsteps."

Action Plan for Introducing Incentive Based Tech Pay

Anytime management mentions changing pay plans, it can send shockwaves of uncertainty through the shop - even if the intention is to share the benefits of higher efficiency with the team.

How you introduce incentive based pay to your team is just as important as what the end plan is. This is a guide that will help you determine if incentive based pay makes sense for your shop at this time, and how to go about introducing it in a positive way that builds morale and dealership loyalty.

Step 1: Track current efficiency. Do you currently track efficiency for the entire shop and for each individual tech? If not, check out the article "No More Excuses – Track Efficiency Now" (available at www.vrzconsulting.com/articles.html) to see how to get started. Comparing each month's numbers to past years performance will give you a ballpark of what has been done but it often doesn't scratch the surface of what is possible.

Step 2: Share efficiency. Do you share efficiency results with your techs? This should be an ongoing discussion that is based on numbers not emotions. It works best to spend one- minute daily between management and each tech in an informal discussion "About how many hours do you think you'll clock today?" This may not be what he actually turns but it keeps the tech focused on efficiency and gives management important info quickly on things that may be hurting tech efficiency. This is then followed up with the more definitive end-of-week report. The actual report is what the performance based pay will be based on but daily check ins will start to get more accurate the more you follow through with this consistently.

Step 3: Identify barriers. What is keeping your techs from turning wrenches? If efficiency is being regularly held up due to factors outside of the tech's control, management has two choices: remove the barriers or account for them so they don't hurt the tech's pay. One of the biggest mistakes management can do is to ignore the barriers or worse yet call it 'whining'. Some of the most common barriers include waiting on parts, approval, or dispatch – just to name a few. You can strengthen your processes to ensure that these barriers are the rare exception rather than the norm, you can assign these tasks to other staff members, or you can credit your techs a certain amount of time for their extra effort in moving units, looking up parts, etc. Another consideration is how evenly the workload is dispatched. If one of your techs gets all the difficult jobs, is tasked with the majority of diagnostic work, or helps other techs in the shop, the incentive program needs to account for that. The top performers should be rewarded not penalized and sometimes we have to look beyond flat rate to determine that. Don't consider moving forward with incentive based pay until these first three steps have been carefully addressed.

Step 4: Get buy-in. The best way to get your team on board with any change is to share your challenges and goals with them and then facilitate their input. Chances are, they will come up with a lot of the same ideas you were leaning towards anyway. If it seems like it was their idea, it will go so much smoother. Getting them to agree to an incentive isn't usually hard as long as you are not jumping from hourly pay to flat rate – that doesn't happen overnight! It is best to take things in incremental steps. Many stores start with a strong base of around 80% leaving a 20% possible bonus.

Step 5: Implement. Before you jump in, it can be helpful to have a trial period of a couple pay periods where you still pay the team based on the old hourly plan but show them what they would have made on the new program. This gives everyone the chance to voice concerns, tweak it and test it out risk free before it impacts their check. When done right, the techs will be asking you to pull the trigger and implement it. That's when you know you've really done it well!

Step 6: Follow Up. No news is not necessarily good news. Seek out the opinions of your techs. This is important not only during the transition to incentive based pay but in the months and seasons that follow. Few shops do the same amount of business year round. It's important that your pay plan takes that into account.