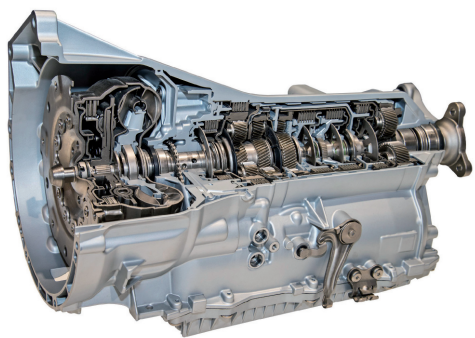


How to know if you've made a bad hire

Evaluate your employee using the head, heart, hands method



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In 2004, Sony released the hit movie *50 First Dates*. Henry meets Lucy in a restaurant and after years of searching, he believes he has finally found the right girl.

But there's one slight problem: Lucy suffers from short-term memory loss, and can't remember anything that happened from the previous day. As a result, every date is like the first date.

Does your experience with your latest hire feel like this? Each day you talk about making exit appointments or review the courtesy check process, but it's like he or she is hearing it for the first time.

Like Henry, you initially felt like you found the right one, but now you feel like every day is their first day.

It's possible that you've made a bad hire. But how can you know for sure? Studies show that a bad hire can cost a shop as much as six times the employee's salary, so the sooner you find out, the better! Let's read how Coach Eric Twiggs helps shop owners learn the "head, heart, hands" evaluation method. It can help you answer this question.

Head

Years ago, I worked as a corporate trainer for a national automotive service corporation. One of the classes I facilitated was phone training. At the end of each session, the students had to demonstrate via role play that they knew how to answer the phones and follow the phone outline.

One student named Jeff passed the final exercise with a perfect score. In the following weeks Jeff, my star student,

went back to his location and failed his next three phone shops!

His manager blamed training as the issue, and wanted to send him back through my sessions again. I disagreed, because Jeff demonstrated through the role plays that he knew what to do.

When evaluating whether it's a head issue, the question is, "Does your employee know what to do?" If the employee can demonstrate the task, then the answer is yes. If after repeated training and follow-up, he's still unable to do it, then you may have hired someone who doesn't have the aptitude for the job.

Create random role plays for those tasks that aren't getting executed, even though you keep telling them to do it. In other words: "When it feels like their first day, it's time to role play!"

Heart

Back when I was a store manager, I met with my team to discuss the courtesy check process. I reviewed why it was good for the car, the customer and the company. I also explained how they could make more money.

I felt like the message was clear, until a technician interrupted me with the following question: "What's really in it for me?" To which I replied: "You get the benefit of continuing to work here!"

After that, I never had another issue with his courtesy checks! I had addressed the following heart question: "Does your employee know why he is doing it?" In other words, what is their motivation to perform the task?

People are motivated by either approach or avoidance. Approach means that doing the task will help them to approach something they want.

For example, completing the courtesy check will help your tech to make more money. Someone motivated by avoidance is looking to avoid the consequences of not performing the task. My tech was looking to avoid termination,

which motivated him to execute.

If you've addressed the head issue, the benefits and the consequences and it still feels like their first day, it's possible that the person has a limiting belief that they are unwilling to overcome. This is the most common heart issue, and it's a sure sign that you have made a bad hire.

STUDIES SHOW THAT A BAD HIRE CAN COST A SHOP AS MUCH AS SIX TIMES THE EMPLOYEE'S SALARY, SO THE SOONER YOU FIND OUT, THE BETTER!



Hands

When I was a corporate trainer, several other company executives and I were sent out to a troubled location because a disgruntled employee had filed a grievance with the local labor union.

The union drive, which made national news, was started because of a tire technician who didn't have the right tool to perform flat repairs. He kept telling his manager, but his requests went ignored. He knew what to do (head), why he should do it (heart), but lacked the right tool to do the job (hands).


Here's the hand question: "Does your employee have the necessary tools and resources to do the job?" If you are

coaching your tech on productivity, and you believe he has a hands issue, a question to ask is: "What do you need from me to help improve your productivity?"

If he says, "I need you to get the lift fixed in bay number three," you have a hands issue. If your new "B" tech knows what to do, why he's doing it, has the tools, but still averages five billed hours during a 40-hour week, you made a bad hire!

Ask the right questions

If every day feels like your employee's first day, check the head, heart and hands before deeming it a bad hire. If you follow this formula, it won't take 50 first dates to know the difference between Mr. Right and Mr. Right Now!

Most people love the concept and would like to start with the next interview. The only problem is having the right questions. For a list of questions that test the prospect for 13 different behavioral categories, simply go to www.autonlinetraining.com/2018-01 for a very limited time. 



CHRIS "CHUBBY" FREDERICK is the CEO and founder of the Automotive Training Institute. ATI's 115 associates train and coach more than 1,400 shop owners every week across North America to drive profits and dreams home to their families. This month's article was written with the help of Coach Eric Twiggs. chubby@autotraining.net

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Chris "Chubby" Frederick, CEO