



General Manager Process

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Results Zoominar

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Powered by **YOU NET RESULTS**

Continuing General Manager Thinking

General Managing is a Process....

When Utilizing YOU *TOOLS*

YOU NET
RESULTS

General Manager Process

Two of the *Premier* Automotive Guides

Brian Gillis



Jim Ryckman



**YOU NET
RESULTS**

General Manager Process

About Brian Gillis...

- 25 Plus Years operating auto repair shops in Texas, Georgia and Colorado, multi unit stores
- Hired and Trained over 2000 staff members
- Budgeting and Profits Brian's Specialty
- Smooth as silk with customers
- Polished and Professional
- Seasoned Automotive Veteran
- Owner and Founder of YOU NET RESULTS



**YOU NET
RESULTS**

General Manager Process

About Jim Ryckman...

- Founder and Operator of Rytek Automotive
- Moved from Business Owner to Business Leader
- Automotive Technician Trained
- Level 3 Leader
- 25 plus years of business know how
- Dollar Time Facilitator
- Zoominar Presenter
- TurnAroundTour Language Instructor





YOU NET
RESULTS

General Manager Process

Many have discovered in the past...

- General Managing can be a process!
- General Managing can be learned!
- General Managing can be taught!
- General Managing can be “FUN”!
- General Managing can be systemic!



**YOU NET
RESULTS**

General Manager Process

YOU *TOOLS*

It's easy to build a General Manager process but
it's easy not to!

How-to build Your General Manager Process

6 Steps

1. Thinking
2. Words
3. Action
4. Habits
5. Perseverance
6. Attainment



**YOU NET
RESULTS**

General Manager Process

- **YOU *TOOLS... Proven***

Attributes For Success



**YOU NET
RESULTS**

General Manager Process

- **YOU *TOOLS***
- Attributes – What are they?



**YOU NET
RESULTS**

General Manager Process

- **YOU *TOOLS***
- Attributes – How do you determine those during the recruiting and hiring process?



**YOU NET
RESULTS**

General Manager Process

- **YOU *TOOLS***
- Attributes – How do you know they possess them?



**YOU NET
RESULTS**

General Manager Process

YOU *TOOLS*

- Processes and Systems run your business...
written or unwritten
- People run the Processes and Systems
- Making your business process and systems dependent - **Not** people dependent - **Is** the major objective of the General Manager



**YOU NET
RESULTS**

General Manager Process

What are? Leadership YOU *TOOLS*****

- They are built for YOUR NET RESULTS
- Designed to help YOU be in Process
- TAP – Turnaround Point Book...Gary Gunn's Voice in Print and Audio
- Moving from Manager / SA to General Manager (M to GM)
- General Manager Silver Bullets do not exist



YOU NET
RESULTS

General Manager Process

YOU ***TOOLS***

- Three “P” Triangle People-Process-Profit
- Five **YOUTOOL** Player
 1. Financial
 2. Leadership
 3. Management
 4. Strategic
 5. Tactical
- WOIT – Working on it Tuesday
- PAHR – Prepare – Attract – Hire – Retain
- Behavior Never Lies by Richard Flint



**YOU NET
RESULTS**

General Manager Process

YOU *TOOLS*

- Slight Edge book by Jeff Olson
- Lotus Code by Mark Yarnell
- E-Myth Mastery Leadership Module
- LWOBAS
- SMS – SBS – STS – SPS
- No Reverse Club



**YOU NET
RESULTS**

General Manager Process

YOU *TOOLS*

John C. Maxwell

- Five Levels of Leadership
- 21 Laws of Leadership
- Developing the Leader With YOU
- Developing the Leaders Around YOU



**YOU NET
RESULTS**

General Manager Process

YOU *TOOLS*

- Go for No by Richard Fenton & Andrea Waltz...
Go For No Breakthrough Pak ([BUY Link](#)), Hard Copy of Book ([BUY LINK](#)), 2 CD Pack Audio ([BUY LINK](#)),
- Coaching for Improved Work Performance by Ferdinand F. Fournies ([BUY Link](#))



**YOU NET
RESULTS**

General Manager Process

YOU *TOOLS*

- Must be an immediate impact player
- Must Develop the people around them
- Must hold people accountable
- Must have unconscious competence
- Must have multi-tasking skill set
- Must be proactive



**YOU NET
RESULTS**

General Manager Process

YOU *TOOLS*

- Must recruit and hire staff members
- Must have grand opening mentality everyday
- Must understand the WHY behind all processes
- Must work every Game Day Saturday
- Must be a continuous learner



**YOU NET
RESULTS**

General Manager Process

YOU *TOOLS*

Six Balls the General Manager **MUST** carry

1. Product Knowledge
2. Presentation Skills / Salesmanship
3. Recruiting and Development Knowhow
4. Financial Knowledge (Profit, Budgeting)
5. Image (Curb Appeal, People, Shuttle etc..)
6. Customer Service Knowhow



**YOU NET
RESULTS**

General Manager Process

YOU *TOOLS*

- Must Recognize > Don't Know > Can't do > Don't Care > and what to do about it
- Must have a Yoda Technician on staff
- Must want to have the opportunity
- Must have high energy



**YOU NET
RESULTS**

General Manager Process

YOU *TOOLS*

- Must understand... What is in the best interest of the shop?
- Must understand... What is in the best interest of the customer?



**YOU NET
RESULTS**

General Manager Process

YOU *TOOLS*

- Must have proper Track Record
- Must have the personality
- Must be able to Fire Fast
- Must understand Screen Out versus Screen In
- Must understand the hiring criteria
- Must be excellent at required paperwork



**YOU NET
RESULTS**

General Manager Process

YOU *TOOLS*

- Must understand the staffing PARS
- Must schedule staff for needed times
- Must understand the visit cycle (1-7)
- Must understand and deliver ECM
- Must understand SOS
- Must understand A Team and B team



**YOU NET
RESULTS**

General Manager Process

- **YOU *TOOLS***
- Mudlick / Staff Duties

General Manager Duties

- Must be organized
 - Keep office clean, neat and in order
 - Utilize staff to help ensure invoices and weekly paperwork is both accurate and orderly (example: returns, credits, parts and GS percentages are all proper and to date)
 - Keep inventory accurate and up to date
 - Ultimately responsible for total shop appearance and cleanliness
 - Responsible for ensuring accurate payroll reports



**YOU NET
RESULTS**

General Manager Process

• **YOU *TOOLS***

- Morale
 - General Manager is directly responsible for producing and maintaining a positive and conducive environment for both customers and employees
- Hiring
 - Responsible for hiring technicians, general service, and service writers
 - Verifying that all applicants meet appropriate standards
- Training
 - General Manager must be able to be a student for his superiors and a teacher to his subordinates
 - General Manager is responsible for the training of all associates/employees on proper procedures and duties
 - Continuing education with all employees
 - Role playing and training at phone skills



**YOU NET
RESULTS**

General Manager Process

- **YOU *TOOLS***

- Scheduling
 - Responsible for scheduling staff for projected sales
 - Responsible for adjusting schedule as needed to meet guidelines
 - Responsible for being aware of local events that would effect sales and require additional staffing (example: School holidays and any other social event that would effect the business)



**YOU NET
RESULTS**

General Manager Process

- **YOU *TOOLS***

- P&L
 - Responsible for producing 60% Gross Profit
 - Responsible for being up in sales over last year
 - Responsible for understanding and budgeting maintenance and unexpected cost
- Customers
 - Responsible for ensuring that all customers are satisfied
 - Responsible for gaining trust of customers
 - Responsible for generating new and referral customers
 - Responsible for next day call backs
 - Responsible for ensuring all other call backs are made (example: Missed sale call backs, 12 month warranty call backs, 2/3 month call backs....)



**YOU NET
RESULTS**

General Manager Process

- **YOU *TOOLS***

- Sales
 - Responsible for personal sales as well as the overall stores sales and performance
 - Generating sales
 - Verifying that all employees are maintaining and applying the concept properly
- General Manager is also responsible for all the below mentioned service writer duties



**YOU NET
RESULTS**

General Manager Process

- **YOU *TOOLS***

- Taking in Customers
 - Document all customers' information (**E-Mail**)
 - Check all customers' previous information for accuracy
 - Document all customers' concerns and repeat back to customer for verification, and ask pertinent questions about concerns
 - Print work order and get customer signature
 - Print all repair history and/or recommendations
 - Apply to Board
 - Bag with PMI sheet and history
 - Hand deliver bag, with fluid tray
 - Verify and Enforce 10-10-10



**YOU NET
RESULTS**

General Manager Process

- **YOU *TOOLS***

- Running the Board
 - Fill in Board **COMPLETELY**
 - Update board (parts ordered, parts in, last interaction with customer, isolated total, and PMI total)



**YOU NET
RESULTS**

General Manager Process

- **YOU *TOOLS***

- Building Estimates
 - Check all PMI sheets
 - Must look at all repairs needed with technician
 - Take digital pictures and store in customer file
 - Build estimate in Smart E Cat
 - Print two (2) copies
 - Roll play repair estimate with another service writer/manager
 - Present R.O. writer estimate to customer, and explain repair thoroughly
 - If declined leave open to turn over to another service writer
 - If declined a second time file in missed sales file
 - When approved get signature and file with store bag



**YOU NET
RESULTS**

General Manager Process

- **YOU *TOOLS***

- Update board
- Call at least two (2) other vendors for pricing
- Order parts (update board)
- Verify parts upon arrival (with technician), pricing, log in invoice number, and file
- Update board
- Update customer on repair and advise that we will perform a complimentary PMI
- Update board
- Follow-up with technician on additional concerns and initial repairs
- Sell PMI concerns



**YOU NET
RESULTS**

General Manager Process

- **YOU *TOOLS***

- Update board
- Verify full documentation on ticket (vehicle information, codes/TSB/recalls, correct description of performed jobs with technician labor times, billing and pricing of parts, and leave documentation of customers' original concerns on ticket for reference)
- Update customer and board



**YOU NET
RESULTS**

General Manager Process

- **YOU *TOOLS***

- Other Duties

- Photocopy of returned invoices to be taped to part, original filed
- Check all sanitation of shop (front, bathrooms hourly, and waiting area hourly)
- Service Writer verify completed repairs and test drive completion
- Call customer and update board
- Verification of satisfactory work with customer
- Signature on credit-card receipt and finalized repair order
- Check return shelf/ credits daily
- Ensure GS completion of duties
- Check all supplies for front/office (trash bags, corporate/store bags, etc.)
- Outlook open all day/ reply to all E-mails in timely manner
- Perform all closing duties including but not limited to: parts mark-up, GS labor, closing sheet, cash audit, bank deposit (daily), E-mail closing paperwork, and roll phones

- Become a certified emission inspector



**YOU NET
RESULTS**

General Manager Process

- **YOU *TOOLS***

**YOU NET
RESULTS**

General Manager Process

YOU *TOOLS*

- ALL-In ATL Community ([Web Link](#))
- Addicted to Life (ATL) by Rob Rowse ([BUY Book](#))
- ATL Quarterly Strategic Action Plan
- ATL 8 Step Building Blocks
- ATL Action Guide ([Get it Link](#))

