



# *General Manager Process*

Thank You for Attending this

**Results** Zoom Meetings

Live Today and Library Content Soon

Powered by **YOU NET RESULTS**

**Continuing General Manager Thinking**

**General Managing is a Process....**

**When Utilizing YOU *TOOLS***

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# *General Manager Process*

You Net Results *Premier* Automotive Guide

Brian Gillis





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# *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





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# *General Manager Process*

## **YOU *TOOLS.. Confidence***

### **COACHING GROUPS BUILD CONFIDENT General Managers for Auto Repair Shop Owners and Staff**

- Define confidence in you own words
- What do you have to do to become a confident leader?
- What does each of your staff members need to do to become confident?



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# *General Manager Process*

## **YOU *TOOLS.. Why? Results Mantra***

At *You Net Results*, we facilitate *coaching groups* for auto repair shop owners, so you reach a *turnaround point* where you emerge from the experience moving from a *business owner* to a *confident business leader* eliminating your *silent thieves*.

Reaching your *turnaround point*

Emerging from your *experience*

Eliminating your *silent thieves*

***R***eaching – ***E***merging – ***E***liminating





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# *General Manager Process*

*Mastering Your Results Powered by*

**YNR *BIG THREE*: 1: Counter 2: Staffing 3: Operations**

*Brian's Know-How and Experiential **SIX***

1. LD-YNR – 0100 - Leadership Process
2. MG-YNR – 0200 - Management Process
3. GM-YNR – 0300 - General Manager Process
4. FP-YNR – 0400 - Financial Process
5. DO-YNR – 0500 - Daily Operations Process
6. PP-YNR – 0600 - People Process

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# General Manager Process

## YOU **TOOLS.. Silent Thief**

How long are you going to let **Silent Thieves** rob your automotive repair shop? With **Poor**:

- Leadership and Management Processes
- Front Counter Processes \*How-to Manual
- People Staffing Processes \*Daily Operations
- Financial Processes
- Do **YOU** need to stop the theft of your future?
- Are **YOU** willing to do what it takes? If **YOU** don't fix the **silent theft** – **YOU** might as well put the key under the door...and not come back tomorrow!





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## ***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!





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# ***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



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## *General Manager Roundtable*

### **YOU *TOOLS*.. Agenda for 8.18.20**

- Introduction
- Overview
- Share best practices
- Tabling concerns
- What works well
- Staffing concerns
- Silent Thieves



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## *General Manager Roundtable*

### **YOU *TOOLS*.. Agenda for 12.15.20**

- Introduction
- Overview
- Share best practices
- Tabling concerns
- What works well
- Staffing concerns
- Silent Thieves



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# *General Manager Process*

## **YOU *TOOLS*.. Agenda for 5.12.20**

- Top 10 Things as GM you must do well
- TTI GM General Job Report Show & Share  
(TTI Admin /General Family Auto Service)

Hierarchy of Competencies (Page 6)

Summary of Top Competencies (Pages 17 - 19)



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# *General Manager Process*

## **YOU *TOOLS*.. Agenda for 6.30.20**

- The Position Myth Five Levels (Maxwell Dropbox)
- Profile of a Leader Quiz 1-25 (Maxwell Dropbox)
- Number Savvy (See Slide 11)
- Delegating Skills (See Slide 12)





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# *General Manager Process*

- YOU **TOOLS Agenda 2.9.21**  
*Brian's Know-How and Experiential*
- 0300 – SOP–Overall General Manager Process (on 8.18.20)  
*SOP Formation and Review and Update*
- 0301 – SOP-Daily Business Audit / The Board / Bag (on 2.9.21)
- 0302 – SOP-Listening & Grading Phone Calls
- 0303 – SOP-General Manager Leadership Skills (on 8.4.20)
- 0304 – SOP-Under Construction
- 0305 – SOP-General Manager Game of Leverage
- 0306 – SOP-General Manager Making Emotional  
Deposits & Withdrawals
- 0307 – SOP-**Top 10** Things a GM Must do Well by Brian Gillis  
(on 5.13.20, 6.30.20, 8.18.20, 10.13.20, 12.8.20)



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# *General Manager Process*

## **YOU *TOOLS*.. Agenda for 8.18.20**

### *Brian's Know-How and Experiential*

- GM-YNR – 0300 General Manager Process
  - Top 10 Things as GM you must do well
- Review of #1 Number Savvy and #2 Delegating skills vs. abdicating
- 3. PAHR – Prepare-Attract-Hire-Retain
- 4. Communication skills
- 5. Casting a Vision



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# *General Manager Process*

## **YOU *TOOLS.. Agenda for 6.30.20***

Top 10 Things as GM you must do well

1. Number Savvy *(covered 6.30.20)*
  - Which ones?
  - Why?
  - How?



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# *General Manager Process*

## **YOU *TOOLS*.. Agenda for 6.30.20**

Top 10 Things as GM you must do well

2. Delegating skills vs. abdicating **(covered 6.30.20)**

- How?
- Why?
- Examples



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# *General Manager Process*

## **YOU *TOOLS*.. Agenda for 8.18.20**

Top 10 Things as GM you must do well

3. PAHR – Prepare-Attract-Hire-Retain **(covered 8.18.20)**

- How?
- Why?
- Examples





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# *General Manager Process*

## **YOU *TOOLS*.. Agenda for 10.13.20**

### *Brian's Know-How and Experiential*

- GM-YNR – 0300 General Manager Process
  - SOP Review and Update*
- 0307 – SOP - Top 10 Things a GM you must do well
- 4. Communication skills **(covered 10.13.20)**
  - How?
  - Why?
  - Examples



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# *General Manager Process*

## **YOU *TOOLS*.. Agenda for 10.13.20**

Top 10 Things as GM you must do well

### 5. Casting a Vision *(covered 10.13.20)*

- How?
- Why?
- Examples



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# *General Manager Process*

## **YOU *TOOLS*.. Agenda for 10.13.20**

Top 10 Things as GM you must do well

### 6. Time Management *(covered 10.13.20)*

- How?
- Why?
- Examples



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# *General Manager Process*

## **YOU *TOOLS*.. Agenda for 12.8.20**

### *Brian's Know-How and Experiential SOP Review and Update and Formation*

- 0307 – SOP - Top 10 Things a GM you must do well
- 7. Diplomacy (covered 12.8.20)
- 8. WOIT-Working-On-It-Tuesday (covered 12.8.20)
- 9. Training, Teaching getting Buy-In (covered 12.8.20)
- 10. Motivating other (covered 12.8.20)
  - How?
  - Why?
  - Examples



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# *General Manager Process*

## **YOU *TOOLS*..**

Top 10 Things as a GM you must do well

1. Number Savvy (on 6.30.20)
2. Delegating skills (on 6.30.20)
3. PAHR – Prepare-Attract-Hire-Retain (on 8.18.20)
4. Communication skills (on 8.18.20)
5. Casting a Vision (on 10.13.20)





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# *General Manager Process*

## **YOU *TOOLS***

Top 10 Things GM must do well

6. Time Management (on 10.13.20)
7. Diplomacy (on 12.8.20)
8. WOIT-Working-On-It-Tuesday (on 12.8.20)
9. Training, Teaching getting Buy-In (on 12.8.20)
10. Motivating others (on 12.8.20)



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## *General Manager Process*

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

# Attributes For Success



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## ***General Manager Process***

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



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## *General Manager Process*

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



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## *General Manager Process*

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



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## *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





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## ***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



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## *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



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# *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



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## **YOU *TOOLS***

John C. Maxwell

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



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## **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](#))



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## ***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





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## ***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



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## ***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



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## ***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



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## *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?



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## ***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



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## ***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





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# *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



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# *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



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# *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)



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# *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....)





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# *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



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# *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





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# *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)



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# *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



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# *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



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# *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





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# *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





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# *General Manager Process*

- **YOU *TOOLS***



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# *General Manager Process*

- **YOU *TOOLS***



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# ***General Manager Process***

- **YOU *TOOLS***

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# *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](#))

