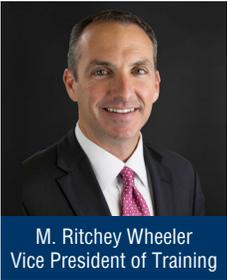


## Coach Good Players to be Great



“Kung Fu Ninja.”

That was the name of the paddle that Coach Moye used when I played high school football back in Longview Texas. See when coach had enough of our horsing around, and not listening, and not paying attention, he would yell Kung Fu. And what that meant was: the next person that made a noise would feel the wrath of the Kung Fu Ninja. For many of us,

this is the image we conjure up when we think of the word coach. Our high school football coach, or baseball or basketball, or whatever, that barked orders, used paddles, and pushed us until we thought we were going to sweat every ounce of fluid from our bodies.

However, there is something else that those coaches did. They cared about us. And there was a deep compassion for us as their players. Yes, they were hard on us, but they did it because they loved us. Everything that they pushed us to do, was to make us better. They held us accountable, and there were consequences if we didn't follow through.

Today, we're going to talk about coaching your players: Business Managers. We will look at three areas that we can use to coach our business managers to help them be great. We will look at how to coach the Person, the Process, and the Pay Plan.

When we talk about a coach in business today, many of the attributes can carry over. Mind you, I'm not talking about walking into one of your stores with a paddle that you have nicknamed. But I am talking about the need for us to coach our business managers to their full potential.

Business managers are typically our best sales people in the dealership. They are our highest profit producing employees, especially as it relates to net profit. However in our industry, we tend to focus on them the least as it relates to coaching and developing. The old-school process has been “if I have to coach him or her I'll just replace him or her with someone that can do the job.” But I would challenge that even great players must be coach to reach their full potential.

Michael Jordan was the greatest basketball player that ever played, but he never stopped practicing his free throws. Tony Gwynn was considered the best hitter in baseball history. He had eight batting titles. Yet he still took batting practice every day. In the words of the famous coach Doc Rivers, “Average players want to be left alone. Great players want to be Coached.”

In sports, a coach is a person involved in the direction, instruction, and training of the operations of a sports team or of individual sports people. It coach may also be a teacher. – Wikipedia.com

To our business managers, this is who we are. We are coaches because we are dedicated. We are dedicated to the direction, dedicated to the instruction, and dedicated to the training of our business managers. This is what makes us a coach.

In an overarching way the coach will be the primary personal support for the athlete in many cases. Coaching is at its hard, a trust relationship between coach and athlete. At its best, the coach is a supremely influential figure for good in the life of the athlete, a supporting Mentor with whom the athlete has a powerful emotional bond. The successful coach puts the interest of the athlete ahead of his or her own in every circumstance. Encyclopedia.com

There are two important attributes of this definition. 1) There has to be a trust relationship. And 2) You have to put the business managers interest ahead of your own.

### The Person

To coach someone, we must first find out what is important to them in their personal lives. Are they trying to buy a new house? Maybe they are saving up for a family vacation. Maybe they are saving up to make sure they can put their children through college. The point is, you need to find out what is important to them personally and how you can help them achieve it.

Next find out what is important to them in their career. Do they have a monthly goal? More than likely they do, because their pay plan is probably tied to it. Do they have a yearly goal? Hopefully you completed a forecast for the year with them and the dealer. Do they have a 5 year career goal? A 10-year career goal? An overall career goal? Maybe they would like to be a general manager or a dealer one day. Use that to show them how the efforts that they put in today can help them achieve their long-term career goals tomorrow.

What are their strengths and weaknesses? Do they know what they are? Are they willing to know what they are? They will allow you to point out their areas of weakness and let you coach them if you establish that trust.

## The Process

Definition of a Playbook: Sports, a notebook containing descriptions of all the plays and strategies used by a team, often accompanied by diagrams, issued to players for them to study and memorize before the season begins. Business, any plan or set of strategies as for outlining a campaign in business. - Dictionary.com

So what is our Playbook? It is our Process.

Coach the process. Start by building a foundation of your F&I Sales Process. A good place to start is with an off-site F&I school. Why off-site? Because it's much like a training camp. Baseball players go to Arizona or Florida for spring training. Football players go to mini camps. That's where they learn their playbook and established the foundation for the rest of the season. An off-site F&I school does the same thing. It allows your business managers to get away from all the distractions, and to learn their playbook (The Process) from start to finish. From introduction to document disclosure, they will come home prepared. Once they get back to the dealership, break the process up into multiple sections and work on one section at a time each time that you are in the store. Role play with the business manager and take notes if needed. Keep it to 10-15 minutes at a time. Use current production and or areas of opportunity to decide where to coach. If the business manager has let VSC penetration slip, try working on the manufacturer's limited warranty graph. Look for areas that could create more need for a VSC.

## The Pay Plan

Coach the pay plan. To start off with, you need to know their pay plan. Then you need to have access to a reporting tool that gives you accurate data. Frame production goals around the pay plan and dollarize. Once you have dollarized the increase, you can tie the increased compensation back to their personal goals. You can tie it back to the home they want to buy. You can tie it to the vacation they want to take. Or tie it back to that college fund for their children. If needed, consider a new pay plan option. If the increase production doesn't increase the compensation for the business manager, you may need to suggest a different pay plan.

Overall, get to know your players and how to motivate them. Established the Playbook and practice it until it becomes muscle memory. Don't just be the lunch person. Be a mentor, a teacher, and a coach. And when you become a coach. When you have that trust relationship. When you put the business managers interest before your own. Everybody benefits. The dealer will benefit. The business manager will benefit. And ultimately, you will benefit.

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