



An Open Letter to The Imaging Channel

Chapter 3: Failure to Measure and Manage Your Service Team

Did you promote your best service technician to manager? In my experience most dealerships have, and while there is no problem doing so, the problems arise when owners expect that the service technician will immediately understand how to manage people and also to measure the efficiency of their organization. The skills that make a great service technician are not the same as the skills that make a great manager. BEI can help remedy this.

BEI recognized from early on, that the vast majority of service leaders got to their position from the ranks of field technicians. Sadly, little investment in time and training has been made in these capable leaders. Compare that to the development investment made in sales leadership. Most companies manage, measure, and train their sales teams constantly. Your company's service leadership team has probably attended various trade event classes or even service specific seminars, but how much of what was learned has been implemented?

BEI solutions are designed to develop your service leadership team and make them successful. Successful service teams use less parts, make more calls per day, and fix more devices right the first time. Successful service teams increase your profits. Many owners have a natural affinity to managing the sales team, but often less attention is spent with service managers. That is understandable because things like revenue and closed deals are easily measured. Inefficient service delivery is every bit as impactful to your profits—even more so, but it's harder to measure. When measurement is ignored, the service team will revert back to tactics they have always used.

"If you do not measure and manage your service team with the same diligence you use for the sales team, your profits will suffer."

BEI's consulting team has the expertise and experience to help take on the challenge. Our Performance Measurement and Coaching solution, Acuity, provides a proven process that helps leadership establish expectations, goals, accountability, and

communication. Acuity brings structure and process to service leaders who have likely never had this process taught to them. Acuity helps owners manage service teams.

Successful development depends on measuring expected results, coaching, and clearly communicating changes that are necessary. Service leadership must provide the tools and resources to give team members the greatest chance of success. When this is done correctly, and the person still cannot achieve the goals, helping them to find a successful role in a different career becomes much easier, and more defensible because everything is documented in and maintained in Acuity.

As a business owner, you have an obligation to your service leadership team to provide them with the most comprehensive solution to help them achieve the best possible outcome.

Ask your service leadership team:

- How often do they execute a development coaching session with each technician?
- How often do they communicate service goals and achievement?
- Do they document these exchanges?
- Does each technician confirm the discussion took place?
- Do they agree or disagree with expectations?

Acuity facilitates this process. Acuity allows technicians to follow an individualized development path to achieve goals set by leadership.

Is your service team as important to your company's success as your sales team? Do you give them the same tools and attention to make that success possible? It's time to put BEI Services to work for you.

Wes McArtor
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