



Hiring, Training, and Retaining Successful Managers

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I. KEY ELEMENTS OF HIRING/PROMOTING FROM WITHIN

- A. What is the job? Define it.
- B. What characteristics are you looking for in the person you want to fill the job?
- C. How do you attract people who you want externally (and how do you look for people internally)?
- D. What is the interviewing and selection process?

A. WHAT IS THE JOB? DEFINE IT.

STORE MANAGER JOB DESCRIPTION

I. PURPOSE

The purpose of a store manager at an exterior car wash is to hire, train, and manage a team of customer service attendants to provide wash services to customers in a clean, safe, friendly, fast-paced manner.



II. KEY RESULTS

A. Financial

1. Achieve the budgeted HR percentage.
2. Maintain budgeted standards for chemicals, utilities, and equipment repair and replacement.
3. Increase car counts.
4. Reduce down time.
5. Increase revenue per car.



B. Customer Satisfaction

1. Decrease errors in vehicle cleaning.
2. Decrease damages to vehicles.
3. Maintain a clean facility appearance.
4. Increase the speed and convenience of the whole wash experience for the customer.
5. Decrease customer complaints.



C. Organizational Capacity

1. Decrease difficulties with equipment.
2. Increase the number of tasks every person can perform.
3. Communicate effectively throughout the organization.
4. Complete all internal or external training programs assigned.

III. KEY ACTIVITIES

A. Financial

1. Monitor and control HR % hour to hour and day to day.
2. Monitor and control chemicals daily (marking barrels), monthly (ordering), and troubleshooting (rate of flow).
3. Conduct daily preventive maintenance program according to the schedule.
4. Maximize speed of processing vehicles at the wash through training and upholding standards of performance.
5. Conduct equipment repairs proactively and troubleshoot problems quickly.
6. Monitor and control sales results daily.
7. Coach customer service attendants to improve performance.

B. Customer Satisfaction

1. Conduct initial and periodic checks throughout the day to eliminate cleaning problems in the wash process.
2. Conduct a safety check of every vehicle entering the wash to either prevent entry or warn customers of potential risks.
3. Perform cleaning procedures of the tunnel and equipment daily.
4. Maintain appearance of outside landscaping.
5. Keep personnel clean and uniforms neat in appearance.
6. Ensure that attendants smile and give the okay sign to every customer when delivering guide-on instructions.
7. Check to see that all trash cans are emptied in the vacuum area.
8. Check the functioning of vacuums throughout the day.
9. Maintain the cleanliness of the vacuum area throughout the day.

C. Organizational Capacity

1. Review all equipment updates and follow manufacturer's annual maintenance schedule.
2. Continue to improve knowledge of equipment.
3. Cross-train at least one employee on one new task every week until every employee can perform every function at the wash.
4. Ensure that all daily and weekly paperwork is completed accurately and submitted on time.
5. Attend and excel at all training programs, internal and external, required by the company.

B. WHAT CHARACTERISTICS ARE YOU LOOKING FOR IN THE PERSON YOU WANT TO FILL THE JOB?

1. Physical Attributes

- Good physical condition
- High physical energy
- Mechanical aptitude
- Enjoys being outside
- Clean-cut appearance

2. Experience

- Some supervisory experience
- Some consistency in their employment record

3. Behaviors (The manner in which people usually act in a situation.)

- Create a Job Model that contains the desirable behaviors wanted.
- Survey applicants on these behaviors.
- Match applicants (interior/exterior) to this Job Model.
- Know which behaviors are critical vs. preferred.


BEHAVIORS (HOW PEOPLE USUALLY ACT)

To create a job model that contains the behaviors needed to increase the change of success, research is needed.

A large research project was conducted with car wash managers from 2009 through 2013 by our firm. Here is the data on that project:

- 103 exterior conveyor car wash managers from 24 car wash companies were surveyed.
- 21 of these managers were selected as high performers.

- 3 criteria for selection as high performers:
 1. High Volume – Washed over 100,000 cars a year at their site.
 2. Training – Successful in training people (one or more promoted).
 3. High Performers – Upper management considered them high performers.

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- 16 of the 21 (76%) fit a pattern of behaviors that were identifiable using a survey called a ProScan.
 - ProScan was used because of its accuracy, quality of information, and ease of use.

BEHAVIORS EXHIBITED BY 76% OF THE HIGH PERFORMANCE MANAGERS

Behaviors	Description	Hi-Lo Scale	Adjectives
1. Dominance	Take Charge	Mod Low	Team player, Adaptable, Collaborative
2. Extroversion	People	Mod High	Friendly, Flexible, Participative
3. Pace	Patience	Mod Low	Impatient, Likes Change, Sense of Urgency
4. Conformity	Systems	50% Mod High 50% Mod Low	Very Structured & Detailed Big Picture & Less Detailed
5. Logic	Decision Making	Use intuition to make initial and quick decisions.	
6. Energy Style	Thrust	Rocket Launch, Inner Directed/Self Starter	
7. Energy Level		Significant capacity of energy for accomplishing tasks 6 or higher out of a 1 to 7 scale.	

JOB MODEL FOR EXTERIOR CONVEYOR CAR WASH STORE MANAGER

Dominance Take Charge Trait	Extroversion People Trait	Pace Patience Trait	Conformity Systems Trait	Logic – Basis for Decision Making Fact – Analytical	Energy Style	Kinetic Energy Level	
Intimidating Bold Forceful Abrasive Commanding Fearless Daring Demanding	Overwhelming Flamboyant Verbose Promoter Convincing Gregarious Pleaser Effusive	Resist change Unhurried Determined Tenacious Deliberate Persistent Avoid conflict Resilient	Judgmental Perfectionistic Uncompromising Exacting Meticulous Vigilant Strict Orthodox	Rely on established theory	<p>T</p> <p>A</p> <p>S</p> <p>Thrust - Rocket launch style with huge energy output; inner-directed, self-starting drive</p> <p>Allegiance - Follow through, supportive style; dedicated to completing predetermined project</p> <p>Ste-Naughty - Steadfast, tenacious; locomotive-like force that self-initiates, pursues and completes project</p>	Ultra Force Zone (7) An awesome energy force - can conquer almost any goal or task - have mental/physical power for sustained, complex endeavors	
Authoritative Courageous Direct Visionary Inventive Venturous Quick-witted Analytical	Eager Inspirational Expressive Empathetic Trusting Exciting Inclusive Motivating	Sympathetic Sensitive Warm Harmonious Easing Steady Consistent Thorough	Systematic Precise Prudent Diligent Conscientious Dedicated Disciplined Conventional	Need factual proof		High Achiever Zone (6) Endless reservoir of energy - require extensive projects or diverse activities to channel this major force	
Firm Competitive Decisive Definite Assertive Self-assured Innovative Originator	Articulate Optimistic Sociable Responsive Fun-loving Enthusiastic Persuasive Verbal	Constant Dependable Rhythmic Methodical Informal Casual Good-natured Cooperative	Specialist Procedural Focused Dutiful Loyal Committed Detailed Accurate	Seek uniform fact-finding procedures		Achiever Zone (5) Significant capacity of energy for accomplishing tasks - achieve goals with high success - need extra activities to utilize energy	
Certain Confident Curious	Participative Poised Friendly	Easy-going Amiable Pleasant	Structured Careful Orderly	Examine empirical evidence		Productive Zone (4) Ample energy to complete more than required tasks and expected goals - complete tasks productively - accommodate additional activities	
Mid-Line Moderate Supportive Amenable	Flexible / Adaptable Sincere Congenial Genuine	Adjustability Like change Versatile	Flexible / Adaptable Open-minded Generalist Less-detailed	Validate inner sense		Effectiveness Zone (3) Sufficient energy to meet requirements of today's jobs - focus on tasks - avoid overload	
Collaborative Agreeable Modest Accepting Attentive Helpful Discreet Tolerant	Composed Contemplative Considerate Observant Imaginative Private Selective communicator	Active Spirited Restless Observant Mobile Dynamic Seek change Lively	Big-picture Independent Avoid detail Free-spirited Flexible Creative Unconventional Individualistic	Use innate intuition and recognition		Motive Evaluation Zone (2) Capacity to complete tasks that are motive-driven - evaluate goals and focus accordingly - make every move count	
Non-competitive Cautious Peaceable Gracious Accommodating Gentle Humble Temperate	Self-protective Mild-mannered Respectful Thinker Reflective Unpretentious Quiet Introspective	Swift Driving Pressing Hasty Spontaneous Instantaneous Fast-paced Impulsive	Adventurous Free-thinker Unconstrained Challenge rules Carefree Autonomous Uninhibited Self-governing	Respond instinctively		Critically Directed Zone (1) Limited capacity, allocate efforts in order to succeed - identify priority(s) in life - direct efforts toward specific task	
Undemanding Deferring Non-controlling Tentative Hesitant Placid Yielding Complacent	Reserved Shy Circumspect Skeptical Confidential Guarded Undemonstrative Solitary	Impetuous Impelling Abrupt Coiled-spring Sporadic Short-fused Volatile Explosive	Non-detailed Free-wheeling Resistant Contrary Controversial Contrary Anti-bureaucratic Adversarial Nonconforming	Rely on initial viewpoint			
Supportive	Reserved	Urgent	Independent	Feeling - Intuition		T	K

INDIVIDUAL PROSCAN FOR JOB CANDIDATE

Dominance Take Charge Trait		Extroversion People Trait		Pace Patience Trait		Conformity Systems Trait		Logic – Basis for Decision Making Fact – Analytical		Energy Style		Kinetic Energy Level		
Intimidating Bold Forceful Abrasive Commanding Fearless Daring Demanding	Overwhelming Flamboyant Verbose Promoter Convincing Fearless Pleaser Effusive	Resist change Unhurried Determined Tenacious Deliberate Persistent Avoid conflict Resilient	Judgmental Perfectionistic Uncompromising Exacting Meticulous Vigilant Strict Orthodox	Rely on established theory		Primary Style T	Ultra Force Zone (7) An awesome energy force - can conquer almost any goal or task - have mental/physical power for sustained, complex endeavors	Need factual proof		A	S	High Achiever Zone (6) Endless resource of energy - require extensive projects or diverse activities to channel this major force		
Authoritative Courageous Direct Visionary Inventive Venturous Quick-witted Analytical	Eager Inspirational Expressive Empathetic Trusting Exciting Inclusive Motivating	Sympathetic Sensitive Warm Harmonious Enduring Steady Consistent Thorough	Systematic Precise Prudent Diligent Conscientious Dedicated Disciplined Conventional	Seek uniform fact-finding procedures				Achiever Zone (5) Significant capacity of energy for accomplishing tasks - achieve goals with high success - need extra activities to utilize energy						
Firm Competitive Decisive Definite Assertive Self-assured Innovative Originator	Articulate Optimistic Sociable Responsive Fun-loving Enthusiastic Persuasive Verbal	Constant Dependable Rhythmic Methodical Informal Casual Good-natured Cooperative	Specialist Procedural Focused Dutiful Loyal Committed Detailed Accurate	Examine empirical evidence		Thrust - Rocket launch style with huge energy output; inner-directed, self-starting drive	Productive Zone (4) Ample energy to complete more than required tasks and expected goals - complete tasks productively - accommodate additional activities	Validate inner sense		Allegiance - Follow through, supportive style; dedicated to completing predetermined project	A	S	Effectiveness Zone (3) Sufficient energy to meet requirements of today's jobs - focus on tasks - avoid overload	
Certain Confident Curious	Participative Poised Friendly	Easy-going Amiable Pleasant	Structured Careful Orderly	Use innate intuition and recognition				Motive Evaluation Zone (2) Capacity to complete tasks that are motive-driven - evaluate goals and focus accordingly - make every move count						
<small>DynaMetric</small> Moderate Supportive Amenable	<small>Flexible / Adaptable</small> Sincere Congenial Genuine	<small>Flexible / Adaptable</small> Adjustability Like change Versatile	<small>Flexible / Adaptable</small> Open-minded Generalist Less-detailed	Respond instinctively		Feeling - Intuition FEL	Critically Directed Zone (1) Limited capacity, allocate efforts in order to succeed - identify priority(s) in life - direct efforts toward specific task	Respond instinctively		Ste-Naughty - Steadfast, tenacious; locomotive-like force that self-initiates, pursues and completes project	T	A	S	K
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JOB MATCH OF CANDIDATE TO JOB MODEL

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Steadfast - Steadfast, tenacious; locomotive-like force that self-initiates, pursues and completes project

C. HOW DO YOU ATTRACT PEOPLE WHO YOU WANT?

- Use words that relate to the behaviors you want in that job.
Example: You want high energy people? Include adjective: fast-paced
- Use Indeed.com, now #1 in the world.

D. WHAT IS THE INTERVIEWING PROCESS?

- Use two or more people to interview.
- Use targeted behavior questions because past behavior is best predictor of future behavior.

Example: “Give me an example from your past experience of a difficult customer complaint and how you handled it.”

- Surveys:
 - Behavioral surveys like a ProScan
 - Drug test
 - Background checks
- Always check references.

II. TRAINING

A. Basic Training for an External New Hire (M.I.T.)

- Be an employee for 30 days.
- Be an assistant manager for 60 days.
- Expectation: Perfect work performance

B. Operations Manual

- Whatever you want a manager to do correctly needs to be in writing.

C. Maximum Feedback Early On

- The earlier you confront a resistance to perform within a system, the faster you get to where you are going: successful performance or termination.

III. RETAINING SUCCESSFUL STORE MANAGERS

- A. Provide comparable pay for comparable work.
- B. Use incentives based on performance.
- C. If the job requirements match the behavior traits of a person, that is the best motivation because it is natural and enjoyable.
- D. #1 reason why successful managers leave their employer:

Behavior of their boss towards them and most particularly how they communicate with that person.

Recommendation: Become a good coach and individualize your approach to your associates based on who they are and not how you like to communicate.

- E. All of the above also holds true for retaining assistant managers.

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