

Auto Shop Tips© by Michael Strautman

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Auto Shop Tip #22

Developing a Performance-Based Environment

By Michael Strautman

Are your tenured employees still performing up to their former standards? The longer an employee is in a position, the more secure the employee can feel. As a result, many times, the performance that once was outstanding wanes - giving birth to entitlement, bitterness, and grumbling.

How do you measure employee performance? *Do you* measure employee performance? Do you speak with your employees regarding their performance good or bad? Based on the positions in your shop, each position should be accountable to certain measurable results. Upon measuring the results delivered by your team, you may then use the data to mentor and coach your team to be even more successful. Take the following steps to begin creating a performance-based environment.

1. Decide what is needed as a company goal for each position. For example, billed hours, productivity, sales, and gross profit. Then set realistic goals for the team or individual to achieve.
2. Begin tracking performance based on the numbers. This will help you take an objective look at performance instead of one that may be biased and subjective.
3. Coach to the facts. When speaking to employees about their performance, ensure that you have documentation to back up what has been observed - positive or negative.
4. Get agreements from team members individually to achieve a certain goal personally. Then ask them to initial records indicating they agree with what is to be performed.
5. Deliver negative consequences for bad performance, and positive consequences for good performance.

Although your employees may not react well initially to a performance based environment, they will respect decision making that is based on fact, not feeling. This type of environment will create a more motivated and charged team while attempting to eliminate subjectivity and favoritism. Over time your team will appreciate having to earn their position every day, instead of being *entitled* to their position.

To learn more about creating a performance based environment in your shop, please feel free to email or call me: mikestrautman@turnaroundtour.com or 270-782-6455.

