

The unspoken belief of “I make enough” can silently erode the potential of any Fixed Operations department. Whether it’s technicians avoiding inspections, advisors rushing through customer interactions, or managers hesitating to set higher standards, this mindset keeps teams in a cycle of mediocrity. For Service Managers, addressing this issue head-on is critical. It’s not just about increasing revenue; it’s about fostering a culture of accountability, growth, and pride in performance.

Changing the narrative requires a shift in perspective at all levels of the department. Technicians must see their role as more than just fixing cars, advisors must view themselves as trusted educators for customers, and managers need to lead by example, driving their teams toward measurable, meaningful goals. With the right strategies, tools, and mindset, the “I make enough” barrier can be dismantled, creating a thriving service department.

This guide will walk you through eight actionable steps that will help you implement this cultural shift. From setting clear goals to improving communication, each point offers practical advice to elevate your department’s performance and profitability. Let’s get started.

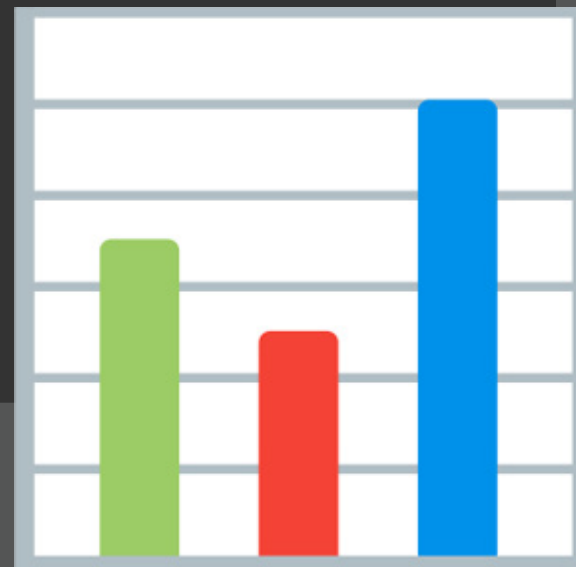
1. Establish Clear, Measurable Goals

Every successful operation starts with clear goals. Without specific targets, employees lack direction and motivation to push beyond their comfort zones. Goals should be individualized to each role—technicians, advisors, and managers—and aligned with the shop’s overall objectives. For example, technicians might aim to increase completed inspections by 20%, while advisors work to raise average repair order values by a set percentage.

Measuring progress is crucial. Daily, weekly, and monthly reviews keep everyone accountable and allow for adjustments as needed. Incorporate these reviews into your regular operations, creating a rhythm that keeps your team focused on their targets. Using data analytics software, like M5’s ROSE+, provides clarity and insight into each team member’s contributions.

Pro-tip:

- Start with small, attainable goals to build momentum.



Tripping point:

- Avoid setting vague goals like “work harder” or “improve efficiency”—be specific.

Thought starter:

- What tools or reports could help track individual and team progress?

2. Foster a Culture of Accountability

Accountability creates an environment where everyone takes ownership of their performance. This begins with clear communication of expectations. Each team member should understand how their role contributes to the department’s success. When expectations are unmet, address the issue promptly with constructive feedback and actionable steps for improvement.

Managers must lead by example, demonstrating accountability in their own roles. When mistakes happen, own them publicly and show how you’re working to resolve them. This sets a standard and encourages employees to do the same. Providing regular feedback through coaching sessions can reinforce this culture and ensure alignment across the team.

Pro-tip:

- Schedule weekly one-on-ones to discuss performance and challenges.

Tripping point:

- Avoid waiting too long to address performance issues; small problems can snowball.

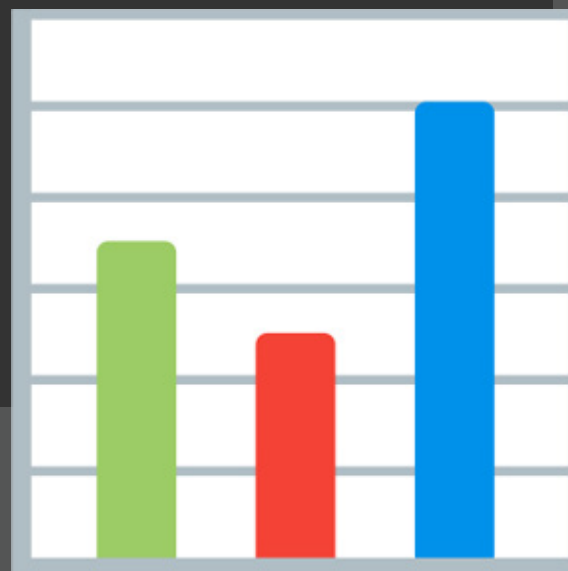
Thought starter:

- How can you foster open dialogue about performance without creating a culture of fear?

3. Emphasize the Value of Thorough Inspections

Inspections are a key revenue driver, yet technicians often see them as a burden. Changing this perception requires emphasizing the value inspections bring—not only for the shop but for customer safety and satisfaction. Clearly communicate that thorough inspections are an integral part of their role, not optional extras.

Provide training to ensure inspections are performed efficiently and comprehensively. Highlight examples where inspections uncovered serious issues, reinforcing their importance. Tools like M5’s Service Advisor Certification can also help advisors communicate inspection findings more



effectively to customers, bridging the gap between technicians and the service lane.

Pro-tip:

- Create a recognition program for technicians who consistently deliver quality inspections.

Tripping point:

- Don't allow sloppy or rushed inspections; they undermine credibility.

Thought starter:

- What additional tools could streamline the inspection process?

4. Empower Advisors to Educate Customers

Advisors are the bridge between the shop and the customer. To maximize their effectiveness, advisors need to view their role as educators, not just facilitators. Customers are more likely to approve recommended services when they understand the “why” behind them. This requires advisors to communicate clearly and confidently.

Equip advisors with training to enhance their communication skills. Role-playing common customer scenarios can help build confidence. Empower advisors to take the time needed with each customer, ensuring every question is answered and every recommendation is justified. When customers trust their advisor, they're more likely to return for future services.

Pro-tip:

- Use visual aids, such as digital vehicle inspection reports, to explain findings.

Tripping point:

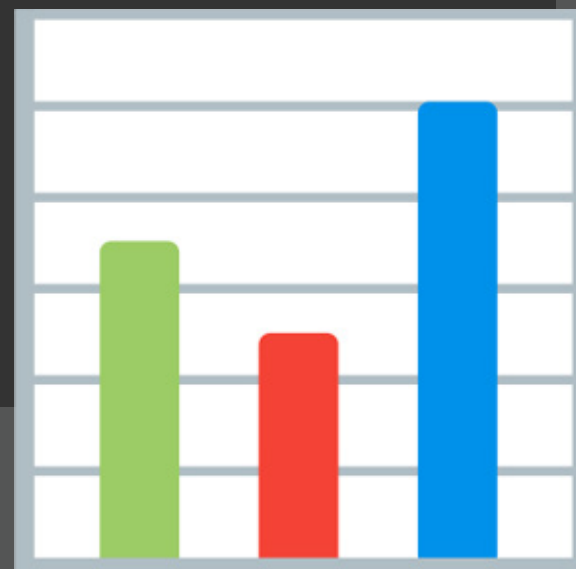
- Avoid overwhelming customers with technical jargon; keep it simple.

Thought starter:

- How can your shop improve the customer's understanding of their vehicle's needs?

5. Improve Communication Between Roles

Clear communication between technicians, advisors, and managers is essential for a smooth workflow. Misunderstandings or incomplete information can lead to delays, errors, and customer dissatisfaction. Encourage



open lines of communication and establish processes to ensure vital information is shared seamlessly.

Daily huddles can help keep everyone on the same page. These short meetings allow teams to discuss ongoing work, highlight potential roadblocks, and align on priorities. Additionally, consider implementing software that centralizes communication and tracks job statuses in real-time.

Pro-tip:

- Use whiteboards or digital dashboards to track job progress.

Tripping point:

- Don't let communication become overly formal or rigid; balance structure with flexibility.

Thought starter:

- What methods could enhance communication during peak service hours?

6. Provide Consistent Coaching

Coaching is a powerful tool for building skills and boosting morale. Regular coaching sessions should focus on reinforcing strengths and addressing areas for improvement. Make coaching a two-way street—listen to employee feedback and collaborate on solutions.

Tailor coaching to each team member's needs. For example, a new technician might need technical guidance, while a seasoned advisor might benefit from advanced customer service strategies. Investing in external workshops, like M5's Complete Service Manager program, can further enhance coaching effectiveness.

Pro-tip:

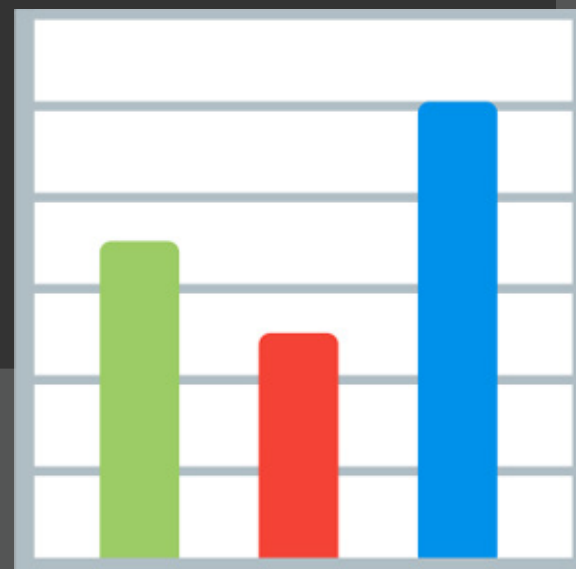
- Document coaching sessions to track progress over time.

Tripping point:

- Avoid focusing solely on weaknesses during coaching; balance criticism with positive reinforcement.

Thought starter:

- How can you make coaching sessions more engaging and productive?



7. Recognize and Reward Achievements

Recognition is a powerful motivator. Employees who feel their efforts are noticed and appreciated are more likely to stay engaged and perform at a high level. Create a system for recognizing individual and team achievements, whether it's meeting goals, delivering excellent customer service, or finding innovative solutions.

Rewards don't always have to be monetary. Publicly acknowledging someone's contribution during a team meeting or providing a preferred parking spot for the week can be just as impactful. Consistently celebrating successes fosters a positive and motivated work environment.

Pro-tip:

- Use a monthly "Employee Spotlight" to highlight top performers.

Tripping point:

- Avoid favoritism; recognition should be merit-based.

Thought starter:

- What creative rewards could reinforce positive behaviors?

8. Review and Refine Processes Regularly

Even the best processes need regular review to remain effective. Changes in technology, customer expectations, or staffing levels can render once-effective systems outdated. Schedule periodic reviews to identify bottlenecks and areas for improvement.

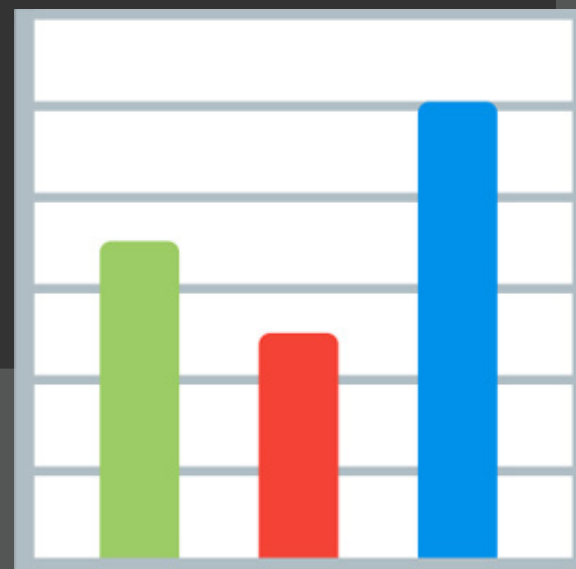
Involve your team in these reviews. They're the ones using the processes daily and can provide valuable insights. When changes are needed, implement them thoughtfully and monitor the results. Continuous improvement ensures your department stays competitive and efficient.

Pro-tip:

- Use customer feedback to identify potential process improvements.

Tripping point:

- Don't overhaul processes too frequently; allow time to evaluate new changes.



Thought starter:

- What recent changes in your shop might warrant a process update?

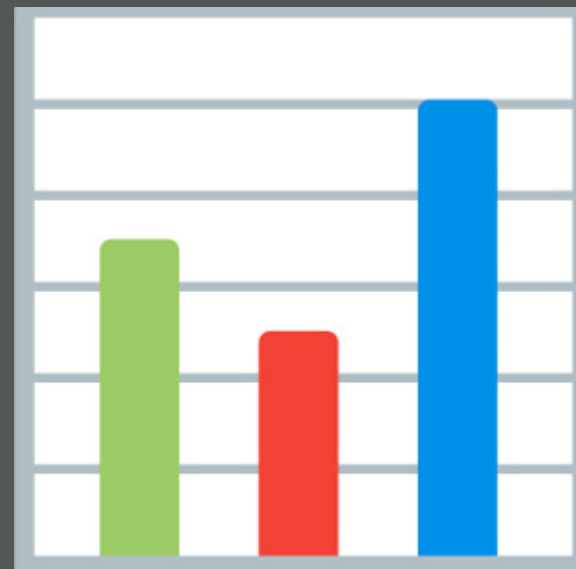
Conclusion

Implementing these eight steps requires commitment, but the results are worth it. By setting clear goals, fostering accountability, and improving communication, you lay the groundwork for a high-performing Fixed Operations team. Recognizing the value of inspections, empowering advisors, and providing consistent coaching will elevate both individual and team performance.

Building a culture of accountability and growth doesn't happen overnight. It requires continuous effort, open communication, and a willingness to adapt. Leaders must model the behaviors they want to see in their teams, providing guidance and support along the way. Programs like M5's ROSE+ and Complete Service Manager offer invaluable tools and training to help you along this journey.

The rewards of creating a thriving Fixed Operations department go beyond increased revenue. A well-functioning team delivers exceptional customer experiences, fosters employee satisfaction, and builds long-term loyalty. By addressing the "I make enough" mindset and committing to these strategies, you can transform your department into a hub of excellence.

Take the first step today. Commit to implementing these strategies, and watch your team's potential unfold. Success is within reach—it just takes the right approach and the dedication to see it through.



Need help with your Fixed Operations department? We've got you covered.

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