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Class N375 (Original Class N357)

July 20, 2021

Current Situation or Challenge to be Addressed: Talent Acquisition, Development and Retention

Current Performance Level: Low/Minimal

Goal: Have a steady pipeline of quality applicants and staff that is ready and prepared for the next step in their career. Build a deep, well qualified bench.

Goal Performance Level: This is a multiphase goal with different pieces playing a huge part in the success. We need to first attract the right people through social media and job search engines. Setting the ground work with our frontline staff (sales professionals, receptionists/clerks, service writers, etc.) and having the key players in leadership are all essential for everything to progress and grow. With the competitive job market, we need to have everything in place to show the development and desire to keep our staff engaged and part of the overall image of the dealership.

Phase A is for the development of the existing staff and is a bit of a moving target. It is dependent on the partnership with JM&A being achieved.

Goal Start Date: July 15, 2021

Goal End Date: Not Applicable

First Check-in Date: July 15th and 16th, 2021

Performance Objective: JM&A Fact Finding and Profit Gap Analysis onsite

Second Check-in Date: TBD (ideally before the end of July - tentative date Thursday, July 29 or Friday, July 30)

Performance Objective: JM&A Findings and Proposal for in store support and training

Third Check-in Date: TBD

Performance Objective: Two-week store kick off with onsite specialists to observe, demonstrate and train existing staff

Fourth Check-in Date: TBD

Performance Objective: Monthly focus meetings to discuss achievements and work through obstacles to unify the message and share the dealership's goals

Phase B is for the acquisition and onboarding of future talent.

Goal Start Date: Aug 1, 2021

Goal End Date: Not Applicable

First Check-in Date: Friday Aug 6, 2021

Performance Objective: Review as a management team our weaknesses and where the opportunity is. Determine how many sales associates we are looking for and level previous experience we are requiring. Assess all current job postings

for sales. Make a list of the different job sites we are currently using (cost and applicants) and assess their success with attracting talent. Review the posting and its content. Is it relevant? Does it sound appealing? Are we reaching the correct audience? Do we need to change the content of the posting? Do we need to try different job sites? What are others in the industry doing? Does the pay plan match what we are trying to accomplish?

Second Check-in Date: Friday Aug 20, 2021

Performance Objective: Review as a management team the different job sites that are available (cost and their proposals). Review and revamp the job posting and pay structure (know the competition).

Third Check-in Date: Friday Sept 3, 2021

Performance Objective: Have a plan for moving forward with available job sites, pay plan and training/development. Commit to following through and having the existing staff buy in.

Fourth Check-in Date: Friday October 21, 2021

Performance Objective: Review the changes and assess the impact. What has changed? Are the applicant leads better quality? Do they fit the qualifications and what we are looking for? What is the current energy and comradery in the show floor?

How does your goal align with the dealers' vision?

The goal is a major focus of the dealership. We are looking for talent for every part of the dealership. We truly believe that it starts with the people and it is what you do once you have the people that will keep them. Constant development and improvement should start from the ownership team. With that in mind celebrating the "victories" and working through the challenges is import to keep current team members engaged and feeling valued/important.

What are the potential benefits of achieving your goal?

DEEP BENCH of multitalented individuals!! Being able to build a deep bench will help to increase the intensity and performance for those that are currently in the position and will keep everyone striving to learn and do more.

What are the potential consequences if you don't achieve your goal?

We limit our growth. Without having the people and developing the people we are all stuck and cannot progressor build. If we do not succeed, we are limiting and preventing the development and expansion of the dealership. We will be stuck in a perpetual cycle and not ever be able to stretch and reach our goals.

Why is the goal important to you?

I want to be part of the team that makes an impact and changes that can impact the dealerships growth. I want to build a team around me that is on the same page and working toward the same goal. I want to make a difference for my progression and growth professionally as well as those around me. I want to show what the car business can be for those that have never been involved.

Potential obstacles?

TIME. I know this sounds like an excuse however we are currently short staffed in our management team, training in a new business manager and working to onboard new sales professionals while still making car deals with our current staff and keeping them engaged and not with the feeling of being "left out to hang." As much as we can block out time to do the research, gather the information and schedule the meetings; clients come first and when our show floor is full it's an all-hands-on deck mentality.

Potential solutions?

Taking the time to work on this offsite and away from the regular day chaos.

Bottom line! Financial impact of achieving your goal?

More money more money more money!!!