

## Professional Series Pre-Course Work

*Interview your Direct Supervisor in order to answer the following questions.*

1. What do you want me (the student) to learn or achieve from the NADA Management Professional course?

I want Chris to have a better understanding of how important a profitable service operation is to the overall health of the dealership. In these current market conditions, with unprecedented pressures on used vehicle sourcing and used vehicle gross profit, the fixed operations will need to do the heavy lifting to cover our total absorption. There are so many moving pieces to running a profitable service operation. You need to be a conductor of a symphony. You need to know when, where and how, all these pieces operate in order to make that sweet sound of a profitable Service operation.

It all starts with gross profit. Achieving a best of class level gross profit percentage (for a Chevrolet dealership) requires a great deal of time and effort focusing on your technician team and developing your talent. Training, measuring results, communicating are key. You have to create a culture of efficiency in the shop and make sure the entire team, including your parts team, is on board with this goal. Down-time is your enemy.

The customer-facing side of the service operation is equally important, although it is dependent on a strong technician team. Here we must build a culture of excellent customer service. Making sure we answer the phones in a timely manner, staying on-top of the appointment schedule, which involves reminders calls and lastly customer follow-up on active repairs, allowing proper time to upsell. These measures create a higher value proposition and allow us to justify our service pricing. Here your enemy is unfilled appointments and discounting to customers.

And final, I would like to Chris to have a better understanding of Service Merchandising. It will be necessary to spend more time on this than in the past, with less units in operation over the next 12-24 months. We will need to cast a bigger net in order to serve our unfair share of customers, i.e., crush the competition.

2. What would you like me to bring back to the workplace as a result of this training?

In no particular order, you would be well-served to return with ideas in the following areas:

Recruiting technicians, shop efficiency, enhancing customer experience, and merchandising

3. How will what I learn in the program be shared with the rest of the team (if applicable)?

4. How will what I learn be integrated into day-to-day work upon return?

I will be very supportive of approving any reasonable suggestions, and Chris knows that.

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5. In your role as a Direct Supervisor, what three things challenge you the most?

[See question #2](#)

Self-reflect on the following question:

1. What is my purpose for attending this course?

My purpose for attending this course is to become better prepared to run a profitable Service Department. I also would like to become better equipped to assist my technicians in being efficient and productive, so together we can better grow the Service side of the business.

Thank you for your participation! See you in the course.