

## Welcome to DAYCO's Business Performance Improvement Service

In addition to the *Learn To Earn* TSP Training Programs, DAYCO is pleased to launch our new *Business Performance Improvement Service* for service center owners and managers – an ongoing management training program to help you make profitable improvements in your shop's performance.

The *Business Performance Improvement Service* will take you through progressive steps that will enable you to become a high performance shop. The business issues covered in this program are proven shop performance strategies, tools, and techniques that will enable you to increase your productivity and profits.

Every other month you will receive a training segment with the specific instructions for implementing a business performance improvement. Some segments will include material for both you and your staff – with specific guidance on how to present the material to them and how to utilize your staff in making desired improvements. This focused approach can start making a difference in your profitability immediately.

There is also a self-scoring, five-question review quiz at the end of each segment to help you solidify your understanding of the issues covered.

This first *Business Performance Improvement Service* segment will help you:

- Establish a team environment in your shop.
- Conduct productive "performance improvement team meetings."
- Gain specific feedback from your staff about the performance of your shop.

While you are encouraged to have staff meetings weekly, one staff meeting each month needs to be allocated as the team meeting to make specific operating improvements.

The starting point is to build the necessary foundation — a team environment and a company culture for high performance and customer satisfaction.

As the owner or business manager, your role is to provide the kind of leadership that encourages and incorporates the skills, talents, strengths and contributions of each member of your team.

## Building a Team



People succeed when they work cooperatively with others. It is the combined effort that produces successful results. Your success is tied to everyone working together cooperatively – plus working with customers.

This process of working together to accomplish a common goal is called **teamwork**. Teamwork is an ongoing, inner desire to work in a positive manner with others to assure satisfied customers and a positive workplace environment.

You don't have to like everyone on the team in order to have a successful team. Many baseball teams have demonstrated this. But, you do have to work together in a positive, helpful and friendly way to make sure everyone arrives at the goal together.

No second baseman ever won a World Series. Either the whole team wins or every member loses. If everyone in your company doesn't work together to make sure your company wins, everyone will lose.

Good teamwork creates good service. Good service creates satisfied customers and good profit margins. Satisfied customers and good profit margins create satisfied employees (who stay with the shop). And, satisfied employees create good teamwork. Together, these factors create a **cycle of success**.

## How to Conduct a Business Improvement Team Meeting

One of the primary tools for building your team is a team meeting. You need to conduct business improvement team meetings that bring out the best in each team member and the team as a whole.

There are some fundamental principles and practices that need to underlie all your team meetings. These have proven to be major determiners of successful meetings with employees.

If you have not had regular staff meetings before, productive, team-oriented meetings will most likely not occur overnight. It will take some time and diligence.

Some of your people will likely hold back on their participation until they become convinced that you are serious about building a team and respecting their contributions. Others will test you and challenge you to make the same determination.

Once you institute productive team meeting techniques, and your people become convinced that they are a team, you will likely experience dynamic changes in the performance of your shop and in the level of customer satisfaction.

All members of the team must be respected for their ideas and what they have to offer — even if you don't agree with them. No one has a corner on good ideas. Everyone benefits from ideas that increase your company's success.

Every member of your staff needs to feel they are a part of something more than just the performance of their job duties.

The focus of team meetings is:

***“Everyone in our company works together as a team to make business improvements that will benefit everyone.”***

A critical step in creating a real team is holding team meetings where there is:

- Mutual respect for each other as adults and contributors to the business' success.
- Open communication between all team members.
- Sharing of goals and plans for the business.
- Solicitation of business improving ideas and suggestions from everyone on the team.
- Team accountability for profitable results.

## TEAM MEETING DO'S AND DON'TS

Being organized and structured is a vital part of good team meetings. People need to know what to expect and the role they are to play. Before conducting a team meeting, be sure to adhere to each of the following Do's and Don'ts:

### **DON'T schedule team meetings the same day you plan to have the meeting.**

**DO** schedule team meetings on a regular basis — at least twice a month with one meeting being the “business improvement team meeting.”

**DO** hand out and post an agenda one week in advance. Always call it the Business Improvement Team Meeting.

### **DON'T schedule the meeting at an inconvenient time for your staff.**

**DO** schedule team meetings when people will be able to make a worthwhile contribution.

### **DON'T hold meetings for separate departments.**

**DO** invite all departments to build a team spirit — no favorites.

### **DON'T play God.**

**DO** keep an open door policy.

### **DON'T mandate solutions.**

**DO** listen to your staff's ideas and concerns

**DO** get team members to participate in solutions.

### **DON'T do all the talking — pontificating.**

**DO** allow staff input for meetings.

**DO** let team members be discussion leaders.

### **DON'T be negative — even if your staff complains or presents a bad idea.**

**DO** keep meetings positive at all times.

### **DON'T allow the meetings to drag on past their useful time.**

**DO** keep meetings to no more than 30-45 minutes in length.

## TEAM MEETING FORMAT

Conducting a productive team meeting requires a structured agenda that:

- Covers everything necessary.
- Keeps the meeting moving.
- Maintains a positive direction.
- Enables you to remain in control.
- Generates productive decisions.
- Produces needed results.

The following is a basic format you can use for each of your “business improvement team meetings”:

- 1 Report on business progress during the past month. Acknowledge and congratulate any and all achievements by individual team members and the team as a whole.
- 2 Review any *Business Performance Improvement Service* topic that was included in the previous month’s segment.
- 3 Review decisions made and assignments given for completion during the past month.
- 4 Report on the results from the people assigned to specific implementation tasks.
- 5 Determine adjustments needed, and by whom, if assignments were not completed (focus on what it will take to achieve needed results; not on finding or assigning fault for lack of results). Make assignments of correcting tasks.
- 6 Discuss any applicable material in the current month’s *Business Performance Improvement Service*. Make sure everyone understands what is to be accomplished and their role in its achievement.
- 7 Ask for team members’ ideas and suggestions on specific things they can do to achieve the needed results and how they can assist fellow team members.
- 8 Make any appropriate specific task assignments and gain commitments from each person on completing their assignment.
- 9 Thank all team members for their effort and your appreciation for their contribution to the business.

## YOUR KICK-OFF BUSINESS IMPROVEMENT TEAM MEETING

Your kick-off format has two separate meetings:

- A 10-15 minute announcement meeting (recommend just before work one day).
- A 30-45 minute kick-off meeting.

### Announcement Meeting:

- Hand out a copy of the *Business Performance Improvement Service* material on pages 6 and 7 to each member of your staff, explain that you are participating in the training service, and explain how the program works:

*“I called the meeting this morning to tell you about a new program we will be starting this month.*

*One of our staff meetings each month will be to discuss ways we can make improvements in our business. From time to time you’ll receive some material to help us with our business improvement meeting. Here’s a copy of the material for our first meeting [Hand out Business Performance Improvement Service material]. The goal is to improve one area of our shop each month as a team.*

*A week after I give you the agenda and any materials, we’ll meet together for 30-45 minutes to cover the agenda items, get everyone’s ideas and suggestions on the topic, then determine exactly what each of us will do to complete the business improvement task that is assigned.*

*The following month, we go over the results from the previous month, and then work on the area of improvement for the current month.*

*Before we go any further, does anyone have any questions?”*

- After answering any questions about how the program works, determine the best time to have the monthly 30-45 minute team meeting.

It is best to have a set day and time so your staff will know exactly when the meeting will take place — i.e. every 3rd Tuesday 15 minutes after the shop closes.

- Set the date for your kick-off meeting as close to one week from this announcement meeting as possible.

*“Everyone seems to agree that Tuesday starting 15 minutes after the shop closes, will work out okay, so let’s schedule our kick-off meeting for next Tuesday. Okay? Then we’ll keep meeting on the 3rd Tuesday each month.”*

- It is recommended that you tell your staff that they will be paid for the time they invest in the meeting, and that you will have some non-alcoholic refreshments for the meeting.
- Ask them to study their copy of this month’s *Business Performance Improvement Service*, answer all the questions on page 3\*, and be ready to participate in the kick-off meeting.

\* You can also request that they make an anonymous copy of the questions page and drop it in a designated box.

- Thank them for taking the time to attend this meeting and for the time and effort they will put in to help the business improve so that everyone will benefit.

***Teamwork is  
working together  
to accomplish  
a common goal.***

**Kick-Off Meeting:**

- Make it a priority to start this and every team meeting on time.
- Definitely serve refreshments for the kick-off meeting.
- Thank everyone for attending the first Business Improvement Team Meeting (even though it is mandatory) and ask them to turn their attention from the day’s activities and focus on the material presented in this month’s *Business Performance Improvement Service*.

- Go over the following topics covered in their material:

— How to be a Team Player

— How to Become a Productive Team Meeting Participant

- Ask if they have any questions or thoughts about these two subjects. Make sure they understand the role you are asking them to play in making business improvements.
- Discuss the questions in their material. Ask them to report what they answered (take one question at a time — *“What are some of the things we’re doing well in serving customers?”*) or you report the answers you got from the sheets they turned in. If you are reporting, ask the group if they have anything to add on each question.

During this segment of your team meeting, **write down all answers, but don’t evaluate any answers!**

Your staff needs to experience that they can give input without being judged, ridiculed, criticized or teased individually.

- Summarize the input you have received from them as a group (not individuals).

*“Based on your responses, as a group you feel our biggest problems are \_\_\_\_\_, and you feel the key things we need to improve are \_\_\_\_\_. Is that accurate?”*

Get confirmation or adjustments.

*“You also would like to learn more about the \_\_\_\_\_ areas of the business. Is this accurate?”* Get confirmation or adjustments.

*“I appreciate your input. The meeting today has been to identify places we need to address and get acquainted with the Learn to Earn materials. Each month, I’ll bring up one*

*or more of these things we’ve identified, along with other topics.”*

- Thank them for taking the time to attend this meeting and for the time and effort they put into answering the questions. Tell them you appreciate their help in making improvements that will benefit everyone.
- Remind them that you will distribute an agenda and any materials about a week before the next monthly business improvement team meeting (remind them of the date and time).
- Adjourn the meeting.

## **10 REASONS FOR TEAM BUILDING**

1. To gain rapport among team members.
2. To increase productive communication.
3. To stimulate creativity and innovation.
4. To discover new ways of strategizing and solving challenges.
5. To surface hidden problems and agendas.
6. To appreciate individual differences and strengths.
7. To learn trust.
8. To welcome and handle change.
9. To strengthen motivation.
10. To learn and have fun at the same time.

## **10 TIPS FOR TEAM LEADERS**

1. Stay flexible.
2. Be well prepared and keep the meeting interesting.
3. Leave your ego outside of the room.
4. Tell short personal stories that are true and make a point.
5. Ask questions that lead to learning and problem solving.
6. Anticipate resistance, deviations, and mistakes.
7. Be patient and allow time for team members to develop their own solutions.
8. Take risks and try new things.
9. Involve the whole group.
10. Close with actions to accomplish on agreed-upon projects.

## **How to Be a Team Player**

Being a productive contributor to your company's team involves doing many things. The following are the main elements in becoming a successful team player:

- **Perform your job skillfully.**

Every member of the team has major responsibilities to perform. The second baseman on the team has a responsibility to cover his assigned portion of the field and perform his tasks skillfully. Every team member needs to be ready, able and willing to do his/her job well.

- **Do all you can to make everyone's job easier.**

Working together as a team is like running a relay race. Each member of the team must do all they can to help their team members perform their best. When they pass their work off to the next person, they need to make sure they have done everything properly so there are no delays and extra work isn't created for others.

- **Offer your assistance to fellow team members.**

One phrase that should never be heard in your company is, *"That's not my job."* That's like the second baseman refusing to catch a pop-up on the shortstop side of second base even after the shortstop has fallen down. *"How can I assist you?"* should be heard in your shop.

- **Accept assistance from your fellow team members.**

Some people have the attitude of *"I'll take care of that myself"* – even when they have too much to do. Each team member needs to accept help in making their job easier.

Also, other people may be waiting for a team member to finish so they can do their part of a job. Receiving assistance is as important as giving it.

- **Ask for help when you need it.**

Your team members may not know when assistance is needed or wanted. Team members shouldn't hesitate to ask for help. Other team members may not always be able to help right away, but give them the opportunity to assist.

- **Keep everyone informed about what is happening.**

Some people hoard information. They feel it makes their job secure. All it does is make everyone's job harder. It is better to give people too much information than not enough. This is especially important when it is information about customers – their problems, needs or complaints.

- **Keep a polite, friendly attitude.**

No one likes working with a grouch. When someone is grouchy day after day, even a sincere request can sound like a demand to others. Team members need to be as easy going and friendly as possible to keep things as relaxed as possible for everyone.

- **Call upon the strengths of your team members.**

Write down three strengths that you can identify in each of your team members. Their strengths may be technical knowledge or skills. They may be personal attributes. For instance, a team member may be especially good at dealing with upset customers. Compliment them on their strengths and call upon those strengths. People are usually willing to help when asked to do what they naturally do well.

- **Catch people doing things well.**

Everyone likes to be appreciated. Often, they feel most appreciated when fellow workers recognize their work. When you see a team member do something well, compliment them. When they do something to help you, thank them and tell them how much you appreciate their assistance. This is how team members support each other.

- **Have a "we did it" attitude.**

Everyone resents people who act like know-it-alls or take all the credit. No one knows it all. No one can take all the credit. Develop a "we did it" attitude instead of an "I did it" attitude and your team members will be much more cooperative, friendly and willing to help.

- **Celebrate shop success.**

Nothing boosts morale like everyone on the team celebrating victories. Celebrations are a fun way to say, *"We did it! And, we did it together."* You and your team members work hard. Take time out occasionally and celebrate being a team.

***Our shop will only succeed  
when all the members of our team  
work together for success.***

## Business Performance Improvement Service

- What does our shop do well in terms of:

*Serving customers:* \_\_\_\_\_

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*Working together as a team:* \_\_\_\_\_

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*Enabling you to perform your job:* \_\_\_\_\_

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- What do customers like best about doing business with our shop?

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- What problems do you feel are getting in the way of:

*Serving customers:* \_\_\_\_\_

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*Working together as a team:* \_\_\_\_\_

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*Enabling you to perform your job:* \_\_\_\_\_

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- What complaints, if any, have you heard from customers about our shop?

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- What ideas or suggestions do you have that would help our shop improve:

*Serving customers:* \_\_\_\_\_

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*Working together as a team:* \_\_\_\_\_

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*Enabling you to perform your job:* \_\_\_\_\_

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- What specific things would you be willing to do or would like to do to help our shop operate better?

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- What specific things do you feel management should do to help our shop operate better?

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- Would you like to learn more about how our shop operates?  YES  NO

What areas of our shop's business would you like to learn more about?

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- What strengths do you have that can help our shop succeed:

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## Review Quiz

Answers to quiz at the bottom of this page.

### Volume 1, Segment 1

#### Circle Your Answers

- In order for a team to be successful, everyone has to eventually like each other.  
A) True  
B) False
- Successful team players:  
A) Do all they can to make their job easier.  
B) Don't bother their teammates by asking for assistance.  
C) Have a "we did it" attitude.  
D) None of the above  
E) All the above.
- You should schedule team meetings at the time that is most convenient for you.  
A) True  
B) False
- Team meetings will be more successful when you:  
A) Listen to your team members' ideas and concerns.  
B) Let team members be discussion leaders from time to time.  
C) Don't mandate solutions.  
D) None of the above  
E) All the above.
- In your kick-off meeting, when team members report their answers to the questions on page 7, you should write down all their answers, but not publicly evaluate any individual's answers.  
A) True  
B) False

**Take the first step to increased profits —  
begin developing your staff into a team  
that works together to improve  
the performance of your company.**

#### **Don't miss out on 25 TSP bonus points! Here is how to add 25 TSP bonus points to your account!**

- Complete the above quiz by circling your answers.
- Completely fill out the information below:(Please print. Information must be legible to receive credit)

Account Name: \_\_\_\_\_  
TSP Account #: \_\_\_\_\_ Phone Number: \_\_\_\_\_ Date: \_\_\_\_\_

- Fax this page to the following number 1-800-550-2654.
- Keep for your records.

Review Quiz Answers: 1:B / 2:C / 3:B / 4:E / 5:A