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Leadership:
Turning Strategy into Action

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Rex is a Principal of HBK CPAs & Consultants and directs the firm's Dealership Solutions. He has worked extensively in the dealership industry since 1984 as a department manager, a general manager and an owner, as well as providing tax, accounting and operational consulting services exclusively to dealers as an independent CPA. This experience includes working closely with hundreds of dealers from coast-to-coast since 1987 on creative tax planning and financial statements issues. He provides clients with a wide range of transaction work services and consults for them in specialty areas such as operations, government regulatory compliance, valuations and M&A feasibility studies. Rex is active in many professional associations. He is the current Chairman of the BDO Dealership Industry Group, contributes articles and commentary to dealership industry publications, is frequently called upon to speak to industry associations and conferences, provides expert testimony, and is regularly quoted by industry and the general media.



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Tim is a Manager of the Dealership Solutions Group. He has over 25 years' experience in the areas of income development and training at the OEM and dealership levels within the automotive, RV and powersports industries. A specialist in turn-around training. He is an accomplished speaker having spoken at NADA, RVDA and the AIMExpo as well as at dealer associations nationwide.

SPECIAL EDITION

Join HBK Dealership Solutions
Next Thursday for another segment of

100 Day Dealership Action Plan Webinar Series

February 4th 11:00 – 12:00 EST

Watch your email for registration information.

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Qualities of a Successful Leader





Successful Leaders

- **Lead by example**
- **Understand that employee satisfaction begins with each team member having a clear vision of leaderships expectations for them**
- **Provide frequent encouragement**



Successful Leaders

- **Constantly stay involved with their staff**
- **Are available to assist the team when called upon**
- **Understand that you can't manage the individual; you can only manage their activity**
- **Understand the importance of training and personnel development**



Successful Leaders

- Practice makes permanent....Perfect practice makes perfect
- Create a desire within the individual to change
- Identify and build on the strengths of each team member
- Eliminate the “*we’ll try this for a while*” attitude and resolve to see it through to completion



Successful Leaders

- **Recognize all improvements, no matter how small**
- **Recognition is one of the greatest motivators**
- **Don't allow minor setbacks to stand in the way of the ultimate goal**

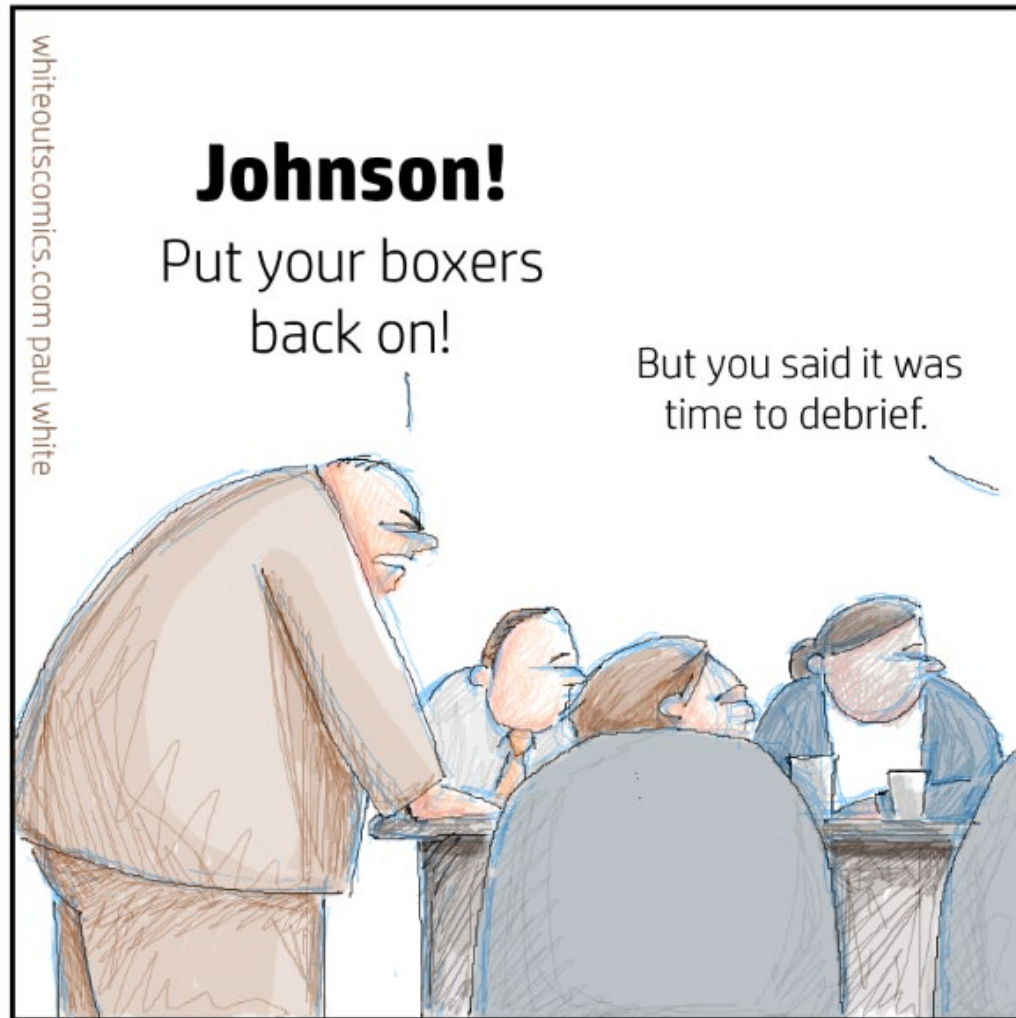


Successful Leaders

- **Have confidence in their team and expect their team to be successful**
- **Allow their team to make mistakes**
- **Maintain a positive attitude**



Debriefing





Key Debriefing Questions & Comments

1. *“What did you do well?”*
2. *“What, if anything, would you do differently next time?”*
3. *“This is what I think you did well.”*
4. *“This is my recommendation for next time.”*
5. *“Now what are WE going to do?”*



Key Debriefing Questions & Comments

“What did you do well?”

Always begin the debriefing session on a positive note

Their answers will give you an idea of what they consider their strengths to be



Key Debriefing Questions & Comments

“What, *if anything*, would you do differently next time”?

- The key words are... “*if anything*”
- Their answers will help you identify each individual’s weaknesses.
- You can build an individual’s unique training around these weaknesses and in time turn them into strengths.

Key Debriefing Questions & Comments

“This is what I think you did well”

Analyze the execution of the process

Key Debriefing Questions & Comments

“This is my recommendation for next time.”

What are *WE* going to do next time to make sure that *WE* receive the results we are looking for?

Key Debriefing Questions & Comments

“Now what are WE going to do”?

We use the word WE because there are two parties involved in the debriefing process



Key Debriefing Questions & Comments

At the conclusion of the debriefing, you should ask yourself:

- ✓ **What did we learn from the debriefing?**
- ✓ **Were the errors *process errors* or *skill in execution errors*?**
- ✓ **How can we prevent the errors from occurring again?**
- ✓ **What are the training areas unique to the salesperson?**



What are the benefits of debriefing?

- **Identifies training areas unique to the individual**
- **Enhances the individual's skills**
- **Creates better communication**

Management Objections

“I don’t have the time to debrief everyone”

“What if I’m not available?”

Salespersons Objections

“I have another customer waiting”

“I need to take a quick break”

In some cases, these responses may be true, but history tells us that they are excuses not to do the debrief.



Conclusion

- You *manage* things; you *lead* people
- When you become a leader, success is all about growing others
- A leaders greatest ability is availability

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