

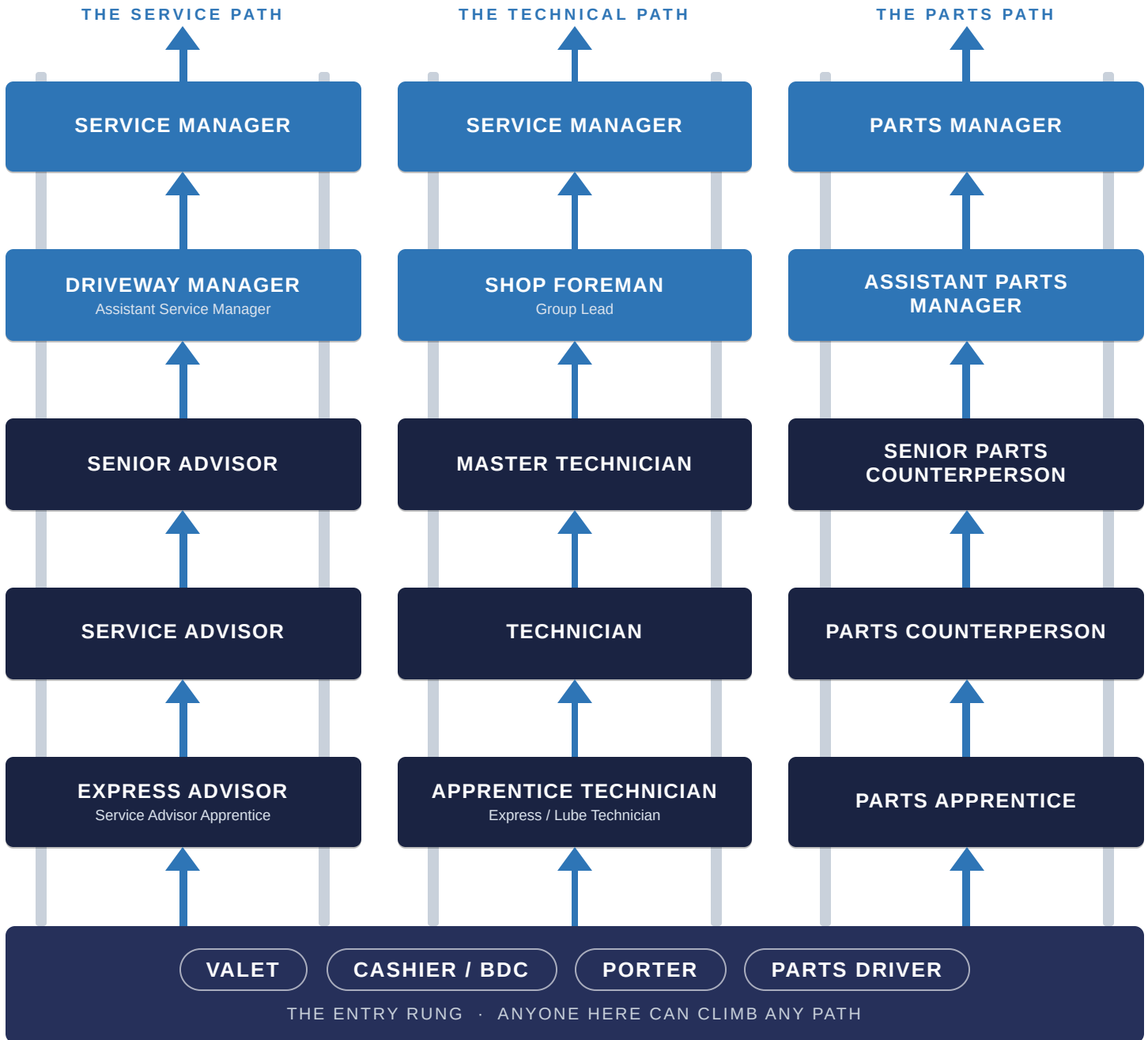


Professional Development Program

Every seat is a rung, and every track leads up.



FIXED OPERATIONS DIRECTOR



■ Associate ■ Leadership





The Training Behind the Program

Five stages, one calendar, every rung of the ladder.

One calendar, top to bottom: ninety days to onboard, a level every quarter, certification every quarter, a Shaw Direct session every month, and the Academy's four days a year.

1

ONBOARDING · NOTHING BEFORE THE CUSTOMER

THE ENTRY RUNG · EVERY NEW HIRE, ANY RUNG

Five days minimum in training before they go to work. Pre-boarding before day one. Day one is belonging, not paperwork. **Start with the reason:** the dealership's vision, mission and values before a single skill. How they win, in plain language. A mentor assigned on day one. The whole ladder on the wall.

The First 90. Week One, *belong*. Days 1–30, *learn*: 101 · 104–106 · 120, then the skills in order — communication, creating the need, the multi-point inspection, factory maintenance, the video MPI, the walk-around — shoulder to shoulder with the mentor. Days 30–60, *do, with a net*. Days 60–90, *own it*. Day 90: graduation, in front of the department.

2

THE UNIVERSITY CURRICULUM

EXPRESS ADVISOR · SERVICE ADVISOR · SENIOR ADVISOR · TECHNICIAN & PARTS RUNGS

[Dealership] University, powered by Shaw. Express, then Level 1, Level 2, Level 3 — one level per quarter, so a new advisor is fully certified in a year. Every course is a Steve Shaw video, a workbook and a knowledge check, on the dealer's own site with the dealer's name on the door. Zurich content (245) sits in Level 2. Nothing is repeated on the way up. A level is earned on the drive, at the quarterly certification, never by attendance.

3

PRODUCTION COACHING

SENIOR ADVISOR · DRIVEWAY MANAGER · MASTER TECHNICIAN · SHOP FOREMAN

SENIOR COUNTERPERSON · ASSISTANT PARTS MANAGER

Ninety days of learning to lead the drive before the title. Production objectives and the forecast, the daily huddle, the report card, ¼ time, the pre-loaded RO, and the drive's own numbers (450–452). Shaw Direct sessions attached. Runs the daily huddle for 90 days and holds the drive's MPI presentation rate. The same discipline, pointed at the shop, is the Shop Foreman Production Manager workbook.

4

THE MANAGER SERIES · 600

DRIVEWAY MANAGER · SHOP FOREMAN · ASSISTANT PARTS MANAGER

Five workbooks, in order, in the first six months in the chair. 601 Role of the Manager (LEAD) · 602 Process Development (PROCESS) · 603 Setting Performance Standards (STAND) · 650 Coaching for Accountability (COACH) · 675 Service Lane Tech (LANE). One acronym each, a field tool where it counts: the Coaching Report Card, the Daily Tracker. The manager learns to manage to a number and coach to it daily.

5

THE MANAGER ACADEMY

SERVICE MANAGER · PARTS MANAGER · FIXED OPERATIONS DIRECTOR

Twelve months with Steve Shaw. Four quarterly on-site days, one per quarter. Homework between visits on the store's own numbers, due two weeks before the next visit. A peer store visit every month. FOiS is the textbook: the operating statement, break-even, the Net 30, capacity, production, the coaching rhythm. Graduation: a year of results presented to the dealer. A Director develops the next Service Manager from inside the store, and onboarding never ends: annual recertification for every rung.

ALONGSIDE EVERY RUNG

AUTO TRAINER AI

Daily reps on the drive, scored against the Shaw language. The score says who is ready to certify before the trainer arrives.

THE SHAW TRAINER · TWO DAYS A QUARTER, EVERY STORE

Practice. Role play on the drive with the associates. Certification with the associates. The only signature on a level.

SHAW DIRECT MENTORING · VIRTUAL

One live session a month with a Shaw expert, one-on-one, on the associate's own ROs, calls and numbers. Twelve hours a year per store, shared across six associates: two hours per associate, every year.





At a Glance

From the first day to the Director's chair.

Round numbers. Ninety days minimum on every rung and no maximum: a strong climber moves sooner, and nobody is promoted early.

**EVERY DAY**

Auto Trainer AI reps, scored against the Shaw language

EVERY MONTH

A Shaw Direct session: one-on-one, on their own ROs and numbers

EVERY QUARTER

The Shaw trainer, two days: practice, role play on the drive, certification

EVERY YEAR

Recertification on every rung





The Standards

The job, the Standard, and how to move up.

Every rung is a certificate. Finish the courses, pass the knowledge check, hold the Standard.

Ninety days minimum on every rung. No maximum. A valet can be in the express lane in six months.

The dealer decides the promotion. The dealer principal, general manager, or fixed operations director.

	THE JOB	THE STANDARD · THE MINIMUM TO HOLD IT	TO MOVE UP
THE ENTRY RUNG			
VALET · CASHIER / BDC · PORTER · PARTS DRIVER	The first and last impression, the phones, the flow of cars and parts.	Every car moved cleanly, safely, on time. Every call answered the Shaw way.	Level 1 complete. 90 days on the rung. Picks a path.
THE SERVICE PATH			
EXPRESS ADVISOR	Fast, flawless maintenance on the express lane: menu and MPI presented on every car.	MPI presented on 100% of cars. Express menu on every RO.	Express certificate. 90 days on the rung.
SERVICE ADVISOR	The full write-up: the welcome, the walk-around, factory maintenance, the pass-or-fail MPI, the delivery.	Factory maintenance presented as the minimum requirement on every RO. Dollars per RO at store objective.	Levels 1 and 2 complete. Standard held 90 days.
SENIOR ADVISOR	The numbers and the hardest customers. The advisor others are measured against.	Top-tier closing ratio, CSI and retention. Knows the Fixed Ops Numbers cold.	Level 3 certificate. Has coached a newer advisor. 90 days on the rung.
DRIVEWAY MANAGER	The drive: every advisor, every RO, every customer, every day.	Every advisor holding the Service Advisor Standard. MPI presented on 100% of cars.	600 Series complete. Runs the daily huddle. 90 days on the rung.
SERVICE MANAGER	The department: the people, the process, the numbers, the vision.	Manages to a number. Toward a Net 30.	Manager Academy graduate. A year of results presented to the dealer.
FIXED OPERATIONS DIRECTOR	Every fixed operations department, and the bench beneath them.	Every department pays for the store.	Develops the next Service Manager from inside the store.
THE TECHNICAL PATH			
APPRENTICE TECHNICIAN	Fast, flawless maintenance and a clean multi-point on every car.	Speed and accuracy. No comebacks.	Level 1 complete. 90 days on the rung.
TECHNICIAN	Accurate diagnosis and quality repair.	Produced hours at the shop's pace with a low comeback rate.	Level 2 complete. Factory certifications underway.
MASTER TECHNICIAN	The hardest work, and the Standard everyone else is measured against.	Top-tier certification and quality.	Has developed another technician.
SHOP FOREMAN	Technical quality across the shop and the growth of its technicians.	Shop comeback rate held low. Production objectives met.	600 Series complete. The numbers and the people side that lead to management.
THE PARTS PATH			
PARTS APPRENTICE	Stocking, receiving, and the back counter for the technicians.	Accuracy and speed that keep the shop moving.	Level 1 complete. 90 days on the rung.
PARTS COUNTERPERSON	The front and back counter: the technician and the customer both get the right part.	Fill rate and accuracy at store objective. Accessories presented on every sale.	Level 2 complete. Standard held 90 days.
SENIOR PARTS COUNTERPERSON	Wholesale, the hardest lookups, and the counter others are measured against.	Top fill rate and gross per ticket.	Level 3 certificate. Has coached a newer counterperson.
ASSISTANT PARTS MANAGER	Inventory, obsolescence, and the daily rhythm of the parts department.	Inventory turns and fill rate at objective.	600 Series complete. 90 days on the rung.
PARTS MANAGER	A full P&L: parts gross, inventory, and the department's share of fixed coverage.	Manages to a number, the mirror image of the Service Manager.	Manager Academy graduate.





The Courses

Every rung has its classes at Shaw University.

Courses carry forward. A course earned on a lower rung is never repeated on the way up.

THE ENTRY RUNG

**VALET · CASHIER / BDC ·
PORTER · PARTS DRIVER**
The entry rung

Level 1 · 100 Series

101 New Hire Orientation Boot Camp · 104–106 Keys to Communication · 120 Time Management Basics · 305 Hospitality — Creating Raving Fans · *BDC adds* 109 BDC Training · *Parts Driver adds* 114 Parts Associates

THE SERVICE PATH

EXPRESS ADVISOR
Service Advisor Apprentice

800 Series ·
Express

801 Repair Order Basics · 810 The Loyalty Lane · 820 Express Menu · 844 Express Multi-Point Inspection · 867 Express MPI Videos

SERVICE ADVISOR

Levels 1 & 2 · 100 &
200 Series

101 New Hire Orientation Boot Camp · 104–106 Keys to Communication · 120 Time Management Basics · 201/202 Factory Maintenance & Driveway Sales · 203 Advanced Driveway Sales · 204 Advanced Driveway Sales Menu · 206 Multi-Point Inspection (Need) · 209 Technician-Advisor Communication · 210 The 30-Second Video MPI · 220 Tire Basics · 222 Why Customers Buy · 223 Value-Based Selling ABCs · 231 Defection Points · 240 Fluid Maintenance · 245 Active Delivery Process

SENIOR ADVISOR

Level 3 · 300 & 400
Series

301 Advanced Time Management · 305 Hospitality — Creating Raving Fans · 380 MPI Cost & Consequences · 401–403 The Art of the Walk-Around · 475 Overcoming Objections — LEAD · 476 Customer Management

DRIVEWAY MANAGER
Assistant Service Manager

600 Series

601 Role of the Manager · 602 Process Development · 603 Setting Performance Standards · 650 Coaching for Accountability · 675 Service Lane Tech

SERVICE MANAGER

600 Series +
Numbers

601 Role of the Manager · 602 Process Development · 603 Setting Performance Standards · 650 Coaching for Accountability · 675 Service Lane Tech · **450–452 Fixed Ops Numbers** (Sales · Gross Profit & KPIs · Improvement) · The FOiS formula set

**FIXED OPERATIONS
DIRECTOR**

Manager Academy

The Manager Academy — four quarterly on-site days with Steve Shaw, peer store visits, graduation · **FOiS** — The Behavior Behind the Numbers

THE TECHNICAL PATH

APPRENTICE TECHNICIAN
Express / Lube Technician

Level 1 · 100 Series

101 New Hire Orientation Boot Camp · 104–106 Keys to Communication · 120 Time Management Basics · 208 Technician Multi-Point Inspection · 220 Tire Basics · 240 Fluid Maintenance

TECHNICIAN

Level 2 · 200 Series

208 Technician Multi-Point Inspection · 209 Technician-Advisor Communication · 210 The 30-Second Video MPI · 231 Defection Points

MASTER TECHNICIAN

Level 3

210 The 30-Second Video MPI · 380 MPI Cost & Consequences · 675 Service Lane Tech

SHOP FOREMAN
Production Manager

600 Series

601 Role of the Manager · 603 Setting Performance Standards · 650 Coaching for Accountability · 675 Service Lane Tech · Shop Foreman Production Manager (*in development*)

THE PARTS PATH

PARTS APPRENTICE

Level 1 · 100 Series

114 Parts Associates · 104–106 Keys to Communication · 120 Time Management Basics · 220 Tire Basics · 240 Fluid Maintenance

PARTS COUNTERPERSON

Level 2 · 200 Series

209 Technician-Advisor Communication · 222 Why Customers Buy · 228 Parts Value-Based Selling ABCs · 231 Defection Points · 245 Active Delivery Process

**SENIOR PARTS
COUNTERPERSON**

Level 3 · 300 & 400
Series

301 Advanced Time Management · 305 Hospitality — Creating Raving Fans · 475 Overcoming Objections — LEAD · 476 Customer Management

ASSISTANT PARTS MANAGER

600 Series

601 Role of the Manager · 603 Setting Performance Standards · 650 Coaching for Accountability

PARTS MANAGER

600 Series +
Numbers

601 Role of the Manager · 602 Process Development · 603 Setting Performance Standards · 650 Coaching for Accountability · **450–452 Fixed Ops Numbers** · The FOiS formula set

