



Tire Digest

Summer 2010

Issue 5

2010 Annual Convention



*August 6-7, 2010
Nashville Hilton Downtown
Nashville, TN*

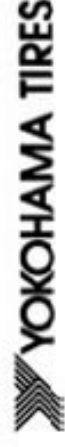
Inside:

- ▶ *President's Report*
- ▶ *Scholarship Foundation Nominations*
- ▶ *Training Opportunities*
- ▶ *Hall of Fame Banquet Inductees*

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2009-2010

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Matlock Tire
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 Lenoir City, TN 37771
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Ron Brady

TTDA Past President
 Free Service Tire
 611 Wesinpar Road
 Johnson City, TN 37604
 (423) 232-1281 extension 305
 ronbrady@fswtire.com

Doe Dayton

Nashboro Tire Center
 2337 Murfreesboro Pk
 Nashville, TN 37217
 (615) 366-1975
 doedayton@bellsouth.net

Lee Fitts

AutoZone
 123 S. Front Street
 Memphis, TN 38103
 (901) 495-6592
 Lee.fitts@autozone.com

Larry Garland

TTDA Secretary
 Garland Tire Co., Inc.
 1212 North Main Street
 Erwin, TN 37650
 (423) 743-0168
 garlandtire@embarqmail.com

Max Heath

Heath Oil
 501 1st Avenue N.W.
 Winchester, TN 37398
 (931) 967-3880
 Mheath_03@yahoo.com

Don Hyman

Hyman Tire Service
 507 West Market
 Bolivar, TN 38008
 (731) 658-5112
 donhyman@hotmail.com

Shaw Jared

TTDA Interim Treasurer
 200 S. Woodland
 Manchester, TN 37355
 (931) 808-3701
 sjared32@yahoo.com

Barry Reese

TCS-Tire Power Software
 500 South Walnut
 Cookeville, TN 38501
 (888) 449-8473 x326
 breese@tctstire.com

Jerry Wages

TTDA President
 American Tire Distributors
 521 Harding Industrial
 Nashville, TN 37211
 (615) 333-3000
 jwages@atd-us.com

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Tire Digest

***Tennessee Tire Dealers
 Association***

**Tire Digest is published four times annually
 by the Tennessee Tire Dealers Association.**

Editor: Christy Marino

Members' Information:

Send all inquiries and address changes to :

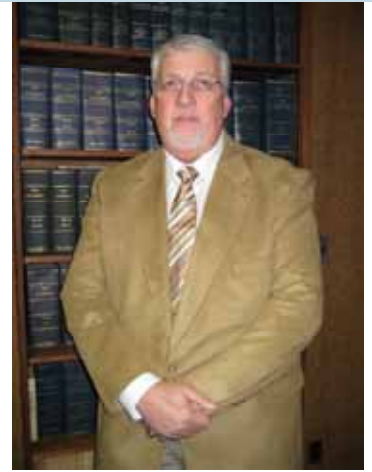
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 Baton Rouge, LA 70884
 christy@tatmangroup.com
 www.TNTDA.org**

TTDA President's Report

To the membership,

It is with much excitement and humility that I accept this new term as President of the Tennessee Tire Dealers Association. We have had many good men lead this organization and move it forward as the industry has developed and changed. I'm looking forward to working with all of you and getting your ideas to take us into the future.

As with any business, we must continue to re-invent ourselves to stay relevant with today's issues. I want to thank everyone for welcoming me into the group and having the confidence in my ability to help this much needed organization continue to grow and help the independent tire dealers.



Sincerely,

A handwritten signature in cursive that reads "Jerry Wages".

Jerry Wages

TTDA President

P.S. Check out page 5 for more information on the TTDA 2010 Annual Convention at the Nashville Hilton Downtown in Nashville, TN

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Becoming a Better Service Advisor

by Glen Benard, Tire Review

Whether the "selling" part of the job at your dealership is handled by a designated service advisor, service manager, shop foreman or technician, the impact of a "yes" or "no" are the same.

People may decline repairs for numerous reasons. Some you can't control, but some you just may. Here are a few things that I've noticed that I feel increase the odds of having a successful sale:

1. Be Confident and Convinced

A technician tells your service advisor that a vehicle needs a certain new part or a maintenance service, and that link to the customer doesn't fully understand why. Should they rush over to price it up and sell it? How can they be convincing to the customer if they aren't completely convinced of the need?

I'm not talking about distrusting your employee, but if your front-line people don't fully know why something needs to be done to a vehicle, then they won't sound convincing when explaining the importance of performing the service to your customer.

In a diplomatic manner, find out from the tech not only why an issue should be addressed, but also the benefit to the customer. If the concern involves something visual, like cracks in a belt, they should go back and look at it. "Oh yes, I saw it myself, that belt is cracked almost completely through and ready to pop any day now." Now they will sound confident and convinced.

2. Don't Itemize an Estimate To Death

I've heard this more times than I can count: "It's time for a new fuel filter...that's \$XX for the part and \$YY for the labor to install it, and you also need a new water pump...that's \$ZZ for the part and \$AA to install it"... It's goes on and on from there.

In this situation, there is more than one reason why the customer would be completely baffled as to what the final price will be. Your service advisor just hit them with so many numbers that they're now totally lost and just want to leave.

Unless your state has a law that requires itemized estimates, then keep things simple. You might think you're just thoroughly explaining to your customer where their money is going, but all you're doing is confusing the one thing the customer truly wants to know: How much will it cost to fix it.

Why subject a customer to the agony of watching their bill creep up? You're raising the bill and haven't even worked on it yet!

Just add all parts, labor, any shop supplies and taxes together for all services combined into one single price. Explain each recommended service to the customer and the benefits to each. Then, when you're done, give them the total "check writing" price.

A few customers may want itemized details, so be ready to cooperate. Others may select one or two items to not do at that time, so have your calculator ready to quickly subtract those items from the quote for a new estimate.

3. Use a Checklist

Many dealers use them, but do you use your checklist during the sale? Most checklists I've seen are set up with a list of inspection items with "pass" or "fail" boxes to check.

Let's say the tech's inspection shows only one thing that needs attention. For the sake of discussion, let's say it's the belt and it's located half way down a checklist of other items that pass inspection.

Completely fill out the checklist, including the one item as failed. Then, when you approach the customer to sell the item, have the completed checklist in hand and visible to the customer.

Most customers can't look at a car to determine its condition, that's why they bring it to you. But, they can look down a "report card" and see that their car is getting all "As" in every subject except for that one. That checklist effectively sold the new belt for you.

You can enhance this by casually referencing the rest of checklist. Simply hold it out as you mention the offending item, and drag your index finger down past all of the passing check marks before stopping at the one failing one. Usually the customer's eyes will follow your finger down the page. They will see each inspection result leading up to that one bad one – every passing mark being a sigh of relief.

Be sure to finish your sales approach with "and we can do that today" (assuming it can be done that same day). If they decline the service, hand over their copy of the checklist and leave them with a smile and invitation to return when it is most convenient to them to have the service.

A certain percentage of those customers will change their mind and come to you in a minute or two to tell you to "go ahead and fix it." Some may let that checklist – that they can now touch and study – sway their decision. Others may start to think about your last words to them of coming back "when it is convenient." The customer may decide that there is no time more convenient than now to get it done.

But if the customer declines the service at this time, then be sure to staple their copy of the checklist to the final invoice. You can even have the initial the checklist to indicate that they are declining the service. Many people will toss their paid invoice into the glove box. Months later, they will find that invoice in the glove box with a big-old reminder attached to it.

4. Talk About the Car in Front of the Car

It's funny when you think about it, but I swear it helps. If your shop is set up to allow this, bring your customer from the lobby out to the vehicle to talk. Many people give objects – like their cars – human qualities. Ever heard a customer say that "she's not been feeling well lately" in reference to their car?

Some people even name their car. I had high school friend that named her late-1980s Honda Accord "Scooter." She'd talk about "Scooter" as if it were a person. I had even ridden with her in "Scooter" and had seen her pet and pat the dash of the car and say things like "that's a good boy" after winding that little 4-cylinder out to get around someone in traffic.

That type of person is a prime candidate to speak with in front of the car when presenting your sale. Those people are hesitant to say "no" where their car can "hear" them.

You may wonder about people who look at a machine as though it was a person, but I'm willing to bet that most of you reading this article have done that very thing. If you own a boat, then you're almost certain to have done it. The only real issue here is how deeply one person may do it. Deeply enough to say "yes" if it means healing their sick "friend" or keep from hurting it's "feelings."

2010 ANNUAL CONVENTION

AUGUST 6-7, 2010

NASHVILLE HILTON DOWNTOWN

NASHVILLE TN

Friday, August 6, 2010

- 9:00 a.m. - 3:00 p.m. **Golf Tournament**, Vanderbilt Legends Club *(Lunch provided)*
- 1:00 p.m. - 5:00 p.m. **Exhibitors Set Up**
- 3:00 p.m. - 5:00 p.m. **TTDA Board Meeting**
- 5:00 p.m. - 6:00 p.m. **Registration**
- 6:00 p.m. - 7:30 p.m. **Tabletop Exhibitors** *(Heavy Hors D'oeuvres will be served and Cash Bar)*
- 7:30 p.m. - 10:30 p.m. **Casino Night**

Saturday, August 7, 2010

- 7:30 a.m. - 8:30 a.m. **Breakfast and Registration**
- 8:30 a.m. - 8:45 a.m. **General Membership Meeting**
- 8:45 a.m. - 9:15 a.m. **Tennessee Scrap Tire Update**,
Joyce Dunlap, Tennessee Division of Solid Waste
- 9:15 a.m. - 9:45 a.m. **Risk Management: Finding and Hiring Quality
People**, Tim Newell, Federated Insurance
- 9:45 a.m. - 10:00 a.m. **Break**
- 10:00 a.m. - 11:00 a.m. **Let's Get Social: Using social media as a strategic
business tool**, John Taylor, JTMARCom
- 11:00 a.m. - 1:00 p.m. **Lunch; How to Build a Better You: Personal and
Professional Development**, Bryan Dodge, Dodge
Development Inc.
- 1:00 p.m. - 3:00 p.m. **Tabletop Exhibitors**
- 3:00 p.m. - 5:00 p.m. **Exhibitor Breakdown**
- 7:00 p.m. **Hall of Fame Induction and Dinner**,
The Standard at Smith House
167 Rosa L. Parks Blvd. (8th Ave.), Nashville, TN 37203

TTDA ANNUAL CONVENTION

SPONSORSHIP & EXHIBITOR OPPORTUNITIES

Platinum Level - \$5,000 and above

- Two Exhibitor Registrations
 - Full page ad in the Convention Program
 - Recognition in TTDA Newsletter
 - Logo on all printed materials
 - Recognition throughout the Convention
- Plus one of the following 2 designations:**
- Hall of Fame Induction & Dinner: Sign placed at entrance and on tables designating the company as the reception sponsor
 - Friday Night Reception: Sign placed at entrance and on table designating the company as the reception sponsor

Silver Level - \$1,000

- Recognition in TTDA Newsletter
 - 1/4 page ad in the Convention Program
 - Listing on all printed materials
 - Recognition throughout the Convention
- Plus one of the following 3 designations:**
- Saturday Lunch Sponsor: Sign placed at lunch area
 - Drink Cart Sponsor: Recognition at golf outing
 - Breakfast Sponsor: Sign placed at breakfast area

**PROGRAM INCLUSION DEADLINE FOR ALL SPONSORS:
July 20, 2010**

Gold Level - \$2,500

- One Exhibitor Registration
 - 1/2 page ad in the Convention Program
 - Recognition in the TTDA Newsletter
 - Logo on all printed materials
 - Recognition throughout the Convention
- Plus one of the following 2 designations:**
- Speaker Sponsor: Sign placed during general session
 - Golf Sponsor: Recognition as the golf sponsor

Bronze Level - \$500

- Recognition in the TTDA Newsletter
- 1/4 page ad in the Convention Program
- Listing on all printed materials
- Recognition throughout the Convention

Hole Sponsor-\$125

- Sign placed at Golf Tournament on the hole

Door Prizes & Miscellaneous Sponsor

- Recognition in the Convention Program
- Recognition throughout the Convention
- Recognition on any miscellaneous prizes

**Door prizes welcome! Please contact Christy Marino
at (888) 858-3721 or Christy@tatmangroup.com.**

Exhibitor Opportunities

Each Exhibitor will have one 6-foot table with skirting, linens and 2 chairs. The Exhibitor registration fee is \$500, which includes one full registration, your exhibitor table, and attendance to all convention functions. Additional persons at each exhibitor table must register at \$125 per person, which includes all convention functions.

Exhibitor set up will be Friday, August 6 from 1:00 p.m. to 5:00 p.m. in the Boone & Crockett ballroom. Breakfast will also be served in this area. As an exhibitor, you will have plenty of opportunities to meet with attendees in this high-traffic area.

Specific exhibitor times have also been set aside in the program. Exhibits will be open Friday, August 6, 6:00 p.m. - 7:30 p.m. before the Casino Night, Saturday, August 7, 1:00 p.m. - 3:00 p.m. and during breaks and breakfast. Exhibitor break down will be Saturday, August 7, from 3:00 p.m. -5:00 p.m.

TTDA CANNOT ASSURE THE SECURITY OF YOUR EXHIBIT OVERNIGHT

TTDA ANNUAL CONVENTION **TTDA MEMBER REGISTRATION**

Name: _____

Company: _____

Address: _____

City: _____ **State:** _____ **Zip:** _____

E-mail: _____

Phone: _____ **Fax:** _____

Registration Type	Amount	Total
Member Registration <i>(Includes Casino Night, Breakfast, Lunch & Banquet)</i> <input type="checkbox"/> I will attend the Hall of Fame Banquet.	\$170 x _____	\$ _____
New Member Joining registration <i>(Includes 2011 dues payment, Casino Night, Breakfast, Lunch & Banquet)</i> <input type="checkbox"/> I will attend the Hall of Fame Banquet.	\$345 x _____	\$ _____
Guest/Spouse Registration <i>(Includes Casino Night, Breakfast, Lunch & Banquet)</i> <input type="checkbox"/> I will attend the Hall of Fame Banquet.	\$120 x _____	\$ _____
Guest Name(s): _____ <input type="checkbox"/> I will attend the Hall of Fame Banquet.		
Golf Registration	\$125 x _____	\$ _____
Saturday only registration	\$95 x _____	\$ _____
Hall of Fame Banquet <i>(per additional person)</i>	\$85 x _____	\$ _____
Total Amount Owed <i>(full payment required)</i>		\$ _____

Please check here if you have any special needs

After July 20, 2010 a late fee of \$25.00 will be charged

Payment Information

Method of payment: Credit Card or Check *(make check payable to TTDA)*

MasterCard
 Visa
 AMEX
 Discover
 Total Enclosed: \$ _____

CC Account Number: _____

Exp. Date: _____ V-Code _____ (3-5 digit number on the back of your credit card)

Signature _____

The full amount of the registration fee will be refunded until July 20, 2010. There will be no refunds after July 20, 2010

If you are registering two or more people please fill out a form for each person.

For more information on the Annual Golf Tournament, please turn to the *Golf Tournament Page*.

MAIL OR FAX THE COMPLETED FORM TO
TTDA
P.O. Box 82531
Baton Rouge, LA 70884
Phone (888) 858-3721
Fax (225) 767-7648
(Fax credit card payments only)

Name: _____

Company: _____

Address: _____

City: _____ State: _____ Zip: _____

E-mail: _____

Phone: _____ Fax: _____

Registration Type _____ **Amount** _____ **Total** _____

Exhibitor Registration (TTDA Member) \$500 x _____ \$ _____

(Includes all scheduled events for one person and a booth. The golf tournament is not included)

___ I will attend the Hall of Fame Banquet.

New Member Joining Exhibitor Registration \$675 x _____ \$ _____

(Same as above and includes your 2011 dues payment)

___ I will attend the Hall of Fame Banquet.

Other Type Registrations:

Each Exhibitor Assistant Registration \$125 x _____ \$ _____

___ I will attend the Hall of Fame Banquet.

Guest/Spouse Registration \$120 x _____ \$ _____

Guest Name(s): _____

___ I will attend the Hall of Fame Banquet.

Extra Options:

Golf Registration \$125 x _____ \$ _____

Hall of Fame Banquet *(per additional person)* \$85 x _____ \$ _____Booth Electricity *(each booth)* \$25 x _____ \$ _____**Sponsorship Levels:** *(Please see page 6)*

Sponsorship Amount \$ _____

Total Amount Owed *(full payment required)* \$ _____**Payment Information**Method of payment: Credit Card or Check *(make check payable to TTDA)* MasterCard Visa AMEX Discover

Total Enclosed: \$ _____

CC Account Number: _____

Exp. Date: _____ V-Code _____ *(3-5 digit number on the back of your credit card)*

Signature _____

Cancellation Policy

The full amount of the registration fee will be refunded until July 20, 2010. There will be no refunds after July 20, 2010. All registrations after July 20, 2010 will be charged a \$25 late fee. If you are registering two or more people please fill out a form for each person.

For more information on the Annual Golf Tournament, please turn to the *Golf Tournament Page*.

**MAIL OR FAX THE
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CASINO NIGHT



Friday, August 6, 2010

Hilton Nashville Downtown

Try your luck!

Meet Vendors!

Tabletop Exhibitors 6:00 p.m. - 7:30 p.m.

Casino Night 7:30 p.m. - 10:00 p.m.

(Heavy Hors D'oeuvres will be served and Cash Bar)

Win a one night stay at the Harrah's Metropolis Casino, \$100 in chips and

dinner for 2 at Harrah's Steakhouse!!

Plus many more prizes donated by vendors!



If you would like to donate a prize, please call Christy at (888) 858-3721

Blackjack - Poker - Roulette - Craps



TTDA 2010 Convention Golf Tournament



Friday, August 6, 2010

9:00 a.m. Shotgun Start

Vanderbilt Legends Club

1500 Legends Club Lane

Franklin, TN 37069

Golf course green fees \$125.

Lunch & Refreshments provided.

Prizes will be given for 1st, 2nd and 3rd place

Contact Christy with team assignments by phone (888) 858-3721, Fax (225) 767-7648
or email Christy@tatmangroup.com

Tucked between rolling hills and breathtaking panoramas, Vanderbilt Legends Club's private facility features two championship courses co-designed by Hall of Fame golfer Tom Kite and renowned golf course architect Bob Cupp. Each course is designed to challenge golfers of all skill levels as they meander through scenic ponds and lush, contoured countryside. Alongside the tournament-caliber courses is a state-of-the-art, 19-acre practice facility equipped with double tees, two putting greens and a short game area with practice bunkers.

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Tennessee Tire Dealers Association

HALL OF FAME BANQUET

Saturday, August 7, 2010
7:00 p.m.

Standard at Smith House
167 Rosa L. Parks Blvd (8th Ave.)
Nashville, TN 37203

2010 Hall of Fame Inductees



Lewis Wexler, Sr.



Johnny Huddleston

Join us in honoring these individuals who have played a significant role in the growth and development of the Tire Industry and the Tennessee Tire Dealers Association. Please turn to the Member registration page or the Vendor Registration page to register!

Please contact Christy Marino at (888) 858-3721 with any special dietary needs or requirements by July 20, 2010

2010 Annual Convention Additional Information

The TTDA 2010 Annual Convention will be held at the **Hilton Nashville Downtown** in Nashville, TN. The room block is discounted to **\$ 159.00 per night for a suite for Thursday, August 5, through Saturday, August 7, 2010, The deadline for receiving this rate is July 16, 2010.** After this deadline, rooms will be based on current rates and availability. Reservations can be made by calling the **Hilton Nashville Downtown** at (615) 620-2150.

Please mention 'TTDA' in order to receive the discounted room rate!



Wheel Alignment & Wheel Balancing Training

Changes in Modern Wheel Alignment & Increasing Productivity and Profitability at the Wheel Balancer

Prevent Liability • Prevent Comebacks • Increase Profitability

There are significant changes taking place in the way that wheel alignments need to be performed. Electronic stability control systems are being installed on the majority of vehicles in production today and these systems effect the way wheel alignment take place.

Wheel balancer technology has changed dramatically in the last year. Today's balancer are more productive and contain tools that can drastically effect not only productivity but a shops profitability as well. This class takes a look at these tools and shows how they can be implemented to make certain you are getting the most out of your equipment.

Course will be taught by Jeff Murray, a Hunter Engineering factory representative who is both ASE and SEMA certified. Jeff's work has been published in several trade publications and has over 10 years of experience as a technician, instructor and factory representative for Hunter Engineering.

AGENDA FOR ALL CLASSES:

12:00 p.m. Registration
 1:00 p.m. - 5:00 p.m. Training Course

Mail or Fax this registration form
 along with your payment to:

TTDA
 P.O. Box 82531, Baton Rouge, LA 70884
 Fax: (225) 767-7648

Questions? Please contact Christy Marino at
 (888) 858-3721 or christy@tatmangroup.com.

Each person is required to complete a separate registration form.
Make copies as necessary.

Name: _____
 Company: _____
 Address: _____ City: _____ State: _____ Zip: _____
 Phone: _____ Fax: _____ E-mail (To send confirmation): _____

Confirmations will be sent by email only. No confirmations will be sent by mail.

Please select which course you would like to attend:

_____ Nashville, July 14, 2010, Tennessee Technology Center, 100 White Bridge Rd, Nashville, TN 37209

Please check one of the following registration fees:

_____ TTDA MEMBER \$35

_____ TTDA NON-MEMBER \$50 ****If you would like to become a TTDA member, please visit www.TNTDA.com****

Payment Method:

Visa MasterCard Discover American Express Check enclosed (Make checks payable to: TTDA)

Credit Card # _____ Exp. Date: _____

V-Code: (3-5 digit code on the back of your card) _____ Name on Card: _____

Signature: _____

A fee of \$25 will be charged for all NSF checks.

Cancellations: In order to receive a refund of your registration fees, you MUST cancel 72 hours prior to the date of the class you are registered for. There will be NO refund for cancellations within 72 hours of the class you are registered for.

TIA TPMS Training Program

The second annual TTDA TIA Advanced TPMS Course led by TIA Master Trainer Sean MacKinnon, was held May 10-12, 2010, in Memphis, Nashville and Knoxville, TN.

Dozens of shop owners, service writers, shop foremen and techs gathered to learn the cutting-edge information necessary to keep them at the top of their game. Highlights of the course included: the new Global Protocol debuting in select 2010 GM vehicles, the new EZ sensors and how to perform an ID relearn on Asian make of vehicles.

Attendees also had the opportunity to purchase the TIA TPMS Relearn Chart. The chart is a valuable and comprehensive quick-reference guide for technicians. It helps them to easily navigate through the service of any vehicle — both foreign and domestic — and it is a must have for any tech.

The course was informative, fun and a networking opportunity for all who attended.



What we learned

- The new Global Protocol debuting on select 2010 GM vehicles
- The difference between the standard GM snap-in TPMS valve stem and the new Global Protocol snap-in TPMS valve stem
- The new EZ sensors and how to service these sensors
- How to perform an ID relearn on Asian make of vehicles
- How to diagnose TPMS malfunctions
- The wide variety of latest TPMS learn/scan tools available and how to use these tools effectively in their shops
- How and when to relearn every single vehicle that comes equipped with TPMS
- What the industry has in store for the future of TPMS

Upcoming Training...

Wheel Alignment & Wheel Balancing Training

July 14, 2010

Tennessee Technology Center

100 White Bridge Rd, Building 4, Room B

Nashville, TN 37209

VISIT PAGE 12 FOR A REGISTRATION FORM

For information regarding future courses, please contact Christy at (888)858-3721, info@tntda.org or visit www.TNTDA.org

Charlie Fewell

Managing and Resolving Workplace Conflict



Charlie Fewell,
Charlie Fewell & Associates

Charlie Fewell helps business leaders improve vital business outcomes through keynote presentations, on-site training, or multi-day consulting engagements.

He works with people in the automotive industry to build strong relationships inside and outside the company, create a sustainable financial model, and develop the potential that resides within the workforce.

He has spent more than 30 high-octane years in the automotive environment, having worked with business-to-business sales professionals, franchisees, and customer service employees in the wholesale distribution environment.

He authors the Fill 'er Up with Fewell newsletter and series of training guides, and is a frequent speaker for national trade associations and corporate organizations.

His vision is to help people in business improve their performance by fueling change to transform business results.

Call Charlie Fewell
662.895.1171

www.CharlieFewell.com



I don't think I've ever met anyone that would say they love relationship conflict. As a matter of fact, most everyone I have ever met say they would like to have harmonious, congenial, effortless relationships. But, the reality is whenever we gather more than one person together, for work or play; there will most likely be disagreements that can escalate into conflict.

Scholars agree that all relationship conflict begins with a triggering event. Someone says something, or does something that I interpret as being in opposition to what I feel or believe.

Webster's dictionary defines *conflict* as: "a struggle, a battle, a state or condition of opposition; antagonism." The behaviors that accompany conflict are much different than the behaviors that accompany a simple disagreement. Sometimes conflict can be a result of a disagreement; we simply fail to agree on a particular way to do something. We can have a difference of opinion. When a difference of opinion occurs, the disagreement or controversy is about something that we feel confident of; but have no positive knowledge of (directly affirmed by proof). A simple example of a disagreement would be two people glancing out the window and observing a tree that was in a poor state of health. One of the two said, "I think the tree needs water"; the other said, "I think the tree needs fertilizer." Neither have proof of what the tree needs, but they both have an opinion. This disagreement would probably not escalate into an open conflict.

A simple disagreement can escalate into a conflict when one or all the parties become *violent* - that is "exhibiting intense emotion or excitement." They become very passionate about their opinion.

A simple disagreement can escalate into destructive conflict when both parties forget the issues and focus on retaliation. In cases of destructive conflict, all the parties have become antagonistic. They see one another as enemies and are willing to bear ill toward one another or are actively hostile toward one another's ideas.

When properly managed or resolved, conflict can be very constructive. Parties engaging in constructive conflict actively focus on the situation or issues, with a willingness to become flexible and adaptive to find a mutually acceptable outcome.

According to research by Dr. Tony Alessandra and Dr. Phil Hunsakar, there are several obvious sources of workplace conflict.

Employees are unclear regarding their areas of responsibility

The basic responsibilities of the owner or the leadership team of the organization is: to manage; that is to control, direct, or conduct the affairs of the business; and to lead. To lead means - to go ahead of to show the way, to guide, to influence the opinions and thoughts or actions of the employees. When the business owner or the leadership team of the organization does an effective job setting clear expectations around skills, knowledge, and workplace attitudes, then there will be fewer opportunities for the employees to be unclear about their areas of responsibility.

Limited workplace resources

Sometimes physical space limitations and equipment availability can create limited resources for employees. Conflict can occur between employees when resources are limited or when access to them isn't allocated evenly.

Communication barriers

Persons can fail to communicate due to lack of opportunity or lack of skills. I have long been an advocate of monthly company meetings, which offer an opportunity for communication to occur. If employees aren't skillful and knowledgeable in both verbal and non-verbal communication techniques, inaccurate perceptions can be formed when communication is attempted. Many times, people have never been taught how to actively listen. Poor listening skills and improperly interpreting what is said when communication does occur, contributes to workplace conflict.

Interdependency

In order to accomplish your goals and objectives all your team members must work together. With increased levels of cooperation and assistance comes an increase in the opportunity for conflict. At the same time, we want to be independent. We want to contribute. We want to be a part of the organization. We want to be recognized for our achievements.

Competition

When there is competition for awards and recognition, conflict is a natural outcome. Sometimes emphasizing and recognizing individual performance can diminish the need to achieve the organization's overall objectives.

There is a constant struggle of balancing interdependence and independence within work teams in organizations. Depending upon each party's position in the organization, there may be forced interdependence, with very little independence available. An example would be a supervisor/employee relationship. In many cases, employees do not have independence regarding their roles and responsibilities. They're totally interdependent, almost subservient to the supervisor's direction. The down side to being totally dependent, or with very little opportunity to be independent, is that in many cases resentment will occur. Resentment, coupled with latent and perceived negative self talk, can become felt and manifest conflict between supervisors and coworkers.

Parties may choose interdependence "we're in this thing together" or independence, believing that "just let me do my job" is somehow possible or desirable. -William W. Wilmot and Joyce L. Hocker, *Interpersonal Conflict*, 1998 McGraw-Hill

One task of the owner or the leadership team of the organization is to help employees find the balance between interdependence and independence that will maximize cooperation and minimize conflict.

Theorist Lewis Pondy reports that conflict typically progresses through several stages even though the

CONTINUED PAGE 15

stages may not be recognized. As noted earlier, conflict usually begins with a triggering event. Sometimes the triggering event is simply perceived change or announced change about a process or workplace policy.

The latent stage

Once a triggering event occurs, the latent stage of conflict begins. It's below the surface, it's not apparent to other parties. It's created in our mind when the triggering event occurs. We start to question ourselves about our feelings regarding the triggering event. Some of the questions we might generate in our mind are: "Why did he say that?" or, "Why did he do that?" or, "Why are they changing this, the way we were doing it worked just fine?"

The perceived stage

In the latent stage, my self talk begins to generate perceived incompatibility between myself and the party that presented the trigger event. In this perception stage, I begin to build a case for incompatibility and perceived intrapersonal conflict. I like what Stephen M. R. Covey said in his book the *Speed of Trust*. "People typically judge us -- and we judge them -- based on observable behavior. Thus, we need to do all we can to ensure that our behavior accurately reflects our true motives and agendas."

The felt stage

In this stage of conflict, we spend a lot of time and energy, with our self talk, focused on "my" position and the perceived differences held by one or more of the parties in the conflict. Dr. Maxwell Maltz argued in his book, *Psycho Cybernetics*, that "your mind doesn't recognize the difference between a real event and a vividly imagined event. Your mind reacts the same way to both."

Don Miguel Ruiz, in his book *The Four Agreements* says this. "We have the tendency to make assumptions about everything. The problem with making assumptions is that we believe they are the truth. We could swear they are real. We make assumptions about what others are doing or thinking -- we take it personally -- then we blame them and react by sending emotional poison with our word. That is why whenever we make assumptions we're asking for problems. We make an assumption, we misunderstand, and we take it personally and wind up creating a whole big drama for nothing."

The manifest stage

In this stage, the parties actively engage in behavior that indicates their opinions or attitudes toward what they believe to be true. During this stage, the parties involved in the conflict can demonstrate various behaviors ranging from total avoidance to active engagement with one another. Based on the party's motives, intents, and communication skills the conflict can either escalate or diminish.

So, what's the solution? How do you manage or resolve conflict in the

workplace? First you must convince yourself to address the conflict. Once you decide to address it, define your role clearly. If the conflict exists between you (owner or leadership) and a subordinate, you have a roll of power in the resolution process. However, if the conflict is between two employees, whose status within the business is equal, then your role will be different.

Some roles to consider:

- **Arbiter:** one who is chosen to settle a dispute through arbitration; the hearing and settling of a dispute by a third party.
- **Mediator:** one who acts between two parties to bring about a settlement or compromise.
- **Manager:** one who manages or has control of a business; directs or conducts the affairs or interest of.

Behaviors to embrace while confronting the conflict:

- Trustworthy
- Realistic
- Courteous
- Personable
- Objective
- Flexible
- Logical
- Sincere
- Patient
- Forgiving
- Self-controlled
- Interested in fairness

The Process

Ask for a meeting, one-on-one or with all the parties involved

State your intent, what you expect from the discussion. State your goals and motives for intervening in the conflict.

Ask probing questions to discover the intents and motives of the parties involved in the conflict. Let them speak, uninterrupted and use verbal and non-verbal feedback to be sure you fully understand. Attempt to find what the "triggering event" was and why the parties judged the behaviors as they did.

Summarize what you've heard and felt.

Brainstorm possible solutions that will manage or resolve the conflict.

Obtain concurrence for the solution.

Workplace conflict can be a drain on productivity and efficiency. One of your goals in managing or resolving the conflict should be simply to create a productive and efficient workplace for all the parties involved.

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Tennessee Tire Dealers Association Scholarship Foundation is currently accepting applications for its 2010 Scholarship Award!!

Who is Eligible?

Employees, spouses, dependant children of employees or owner/officers of an TTDA Dealer or Supplier member currently in good standing and residing in the state of Tennessee.

The Dealer or Supplier must have been a member of the Association for a minimum of one (1) year. Employees must have been employed by a member in good standing for a minimum of one (1) year. A certified statement concerning employment from the member may be required of the applicant.

The applicant must already be accepted into a program of study at an accredited University, College, Community College or Vocational School.

Recipients must be enrolled as a full-time student in accordance with the institution of learning in which they will be attending. In addition, scholarships must be claimed with verification of registration for the upcoming academic term. Failure to do so will result in the forfeiture of said scholarship, which will be awarded to an alternate.

Applicant must be an incoming freshman or currently enrolled in College, University or Vocational School, however previously awarded recipients may reapply each year for three (3) years. They must submit evidence from their institution that they have been continuously enrolled since the last award and must currently maintain a Grade Point Average (GPA) meeting the requirements of their program of study.

Applicants must submit three (3) letters of reference attesting to the applicant's attitude, career potential and character.

No family can receive more than one (1) scholarship per year.

How to Apply:

- 1) Return completed application.
- 2) Submit three (3) letters of reference attesting to the applicant's attitude, career potential and character
- 3) Official school transcript
- 4) Essay
- 5) Detailed list of any community volunteer activities and place of employment.

**DEADLINE FOR SUBMISSION:
JULY 15, 2010**

Scholarship recipients will be awarded at the Tennessee Tire Dealers Association Hall of Fame Banquet, August 7, 2010, at the Standard at Smith House in Nashville, TN.

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