



Missouri NEWS

Auto & Truck Recyclers

Serving the Membership of the Missouri Auto & Truck Recycler Association

February/March 2013

MATR's 2012 Annual Meeting

By **Cherol Bowman Thibaut (Liberty Auto Parts & Salvage)**

On the evening of Friday, November 6, 2012, MATR began their 2012 annual membership meeting with a cocktail evening and exhibit tour. It was terrific to see old friends and meet those people with whom I've talked on the telephone. Now I have faces to put to those voices. The longer I'm a part of this industry, the more I enjoy how lovely the people are. They come from very diverse backgrounds and tend to be fascinating company at a dinner party. This year's meeting proved to be another educational and fun event the MATR Board, Randy Scherr, and his able staff put together.

The following day, we began by electing officers and directors of the MATR Board: **Officers elected were Brad Schwartz (Liberty Auto) - President; Dean Yancey (Yancey Auto Sales) – Vice-President; Joseph Heiman (Al's Foreign Auto Salvage) – Secretary; Brent Baumgarten (Countryside Auto & Truck Parts) – Treasurer.** The Directors elected were **J.C. Shoemyer (J.C. Auto & Truck Parts); Randy Smith (Archway Auto Salvage); Chris Richardson (Rich Industries); Marty Satz (Insurance Consultants); Drew VanDevender (Car-Part.com); Dan Richardson (Rich Industries).**

Afterwards, the minutes from last year's meeting were approved, the financials were presented and reviewed, and new members were introduced: **4 Auto Parts; St. James Auto & Truck Parts; West 7th St. Salvage; Vander Haags, Inc.; and Grant Iron & Motor.**

Randy Scherr then gave an informative snapshot of legislation pending affecting the auto salvage industry. I must admit I find this one of my favorite parts of the meeting. The reporting laws for auto salvage, autos, scrap tires, catalytic converters, etc. can be a strange land and having Randy and his staff help negotiate that land is helpful.

The speaker for the day was Chad Counts and he did not disappoint. The audience popped up and down out of their seats during the morning to declare their different personality types as part of the Myers-Briggs Personality Test. It turns

What's Inside...

- Board of Directors3
- Legislative Report.4
- 2012 Annual Meeting.5
- Advantage Metals Recycling Acquires Nuelle's 4X4 Salvage.....6
- Change for Good: Six Basic Steps to Developing a Habit7
- MATR Associate Members..9
- Increase Your Sales Dead last in sales? Turn it around!.....10
- Dates of Interest.10
- Welcom New Members...10
- MATR Membership Application.....14
- MATR Regular Memeber Listing15

MATR's 2012 Annual Meeting on page 4



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Legislative Report

By Brian Bernskoetter



The 97th Regular Session of the Missouri General Assembly is under way and it promises to be eventful for a host of reasons. Missouri, like the rest of the country, is struggling to create jobs and bring down unemployment so many of the proposals that have been talked about thus far focus on making Missouri more business-friendly. Among the proposals are: worker's comp and healthcare tort reform, reducing the influence of unions, and possibly scaling back Missouri corporate income tax rates.

Another issue that has garnered a lot of discussion from cities and utilities is metal theft. Cities and

utilities are concerned about this issue for a number of reasons. Many urban cities have abandoned homes that are ransacked by thieves for their metal and are then difficult to sell or rehab and utilities are having difficulty keeping valuable infrastructure in place because of copper thieves.

At the time of this article submission, the bills dealing with this haven't been filed but we will closely monitor them throughout session to make sure there are no unintended consequences to our industry. We have had success in past amending similar bills to exclude vehicle purchases with only minor commodity metals from more stringent requirements for monitoring and reporting to curb metal theft.

We will forward you any bills of specific interest as the session progresses.

MATR's 2012 Annual Meeting continued from cover

out that the person taking motors and transmissions out of cars has a completely different personality type than the salesperson behind the counter. Chad addressed the importance of managing employees according to their particular personality types. The ensuing discussions were interesting and kept everyone awake.

In the afternoon, Chad addressed the dynamics of a family-owned business. This industry probably has more than its share of inherited businesses and it was a topic that fit the audience perfectly. He discussed succession, boundaries, hierarchy, family

compensation and dynamics, etc. Chad presented options for the best way to handle the problems inherent in a family business. As an employee of a family-owned business, it was helpful for me to understand these pieces of the business. Now when family dynamics pop up in the business, I have a model from which to work so that I can advise or guide with some knowledge of the wisest way to handle these things.

The meeting ended with a delicious dinner, terrific company, and happy birthdays to some of the attendees. I love learning new things and this meeting took care of that.



2012 Annual Meeting



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Advantage Metals Recycling Acquires Nuelle's 4X4 Salvage

Scrap Metal Company Now Has 15 Facilities in Kansas and Missouri.
By Recycling Today Staff

Advantage Metals Recycling (AMR), headquartered in Kansas City, Mo., has purchased the assets and business of Nuelle's 4X4 Salvage. Nuelle 4X4, founded in 1986, operates a scrap metal processing facility and a full-service used auto parts store in Higginsville, Mo. AMR is wholly owned by The David J. Joseph Co. (DJJ), based in Cincinnati. DJJ's parent company is Nucor Corp.

According to AMR, the new location is consistent with the company's growth strategy and demonstrates David J. Joseph's commitment to expanding its existing regional recycling platforms.

AMR, with more than 350 employees, operates 15 recycling facilities in Kansas and Missouri. AMR's Higginsville recycling center buys automobiles, scrap iron and steel as well as common household nonferrous scrap metal items like aluminum cans and other aluminum, stainless steel, copper and brass products. The company also sells used auto parts on site.

DJJ operates a total of 69 scrap recycling facilities, and nine U-Pull-&-Pay self-service used auto parts stores.

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Change for Good: Six Basic Steps to Developing a Habit

By Joe Caruso

“Habit is habit, and not to be flung out of the window by any man, but coaxed down the stairs a step at a time.” – Mark Twain

As one who makes a living helping individuals and organizations create change, I have had to learn a thing or two about what drives habitual behavior and how to change it. Throughout my career, I have written and spoken a great deal about how perception and thought drives behavior (more on this in ‘Myths Tend to Distract Us’ and ‘How Stories Determine Outcomes’).

Today I’d like to focus simply on the emotional and behavioral aspects of creating change—or changing habitual behavior.

There are six basic steps to developing a new habit.

1. You must desire change.

While change is a necessary part of growth and death, there are two main drivers that compel most of us to want to change. Either we really have to feel a great disdain, pain, or discomfort with some aspect of our lives, or, we must have such a strong desire for something we want, but don’t have, that the absence creates emotional pain or discomfort. In other words, most human beings need to feel compelled in order to do what it takes to change their ways. This implies that we need to also believe that the outcome we want is possible. If we don’t think it’s possible, we won’t be compelled to do what it takes to make it happen. (How

hard would you work at trying to hit a baseball if you didn’t think you could possibly hit it?)

2. You have to carefully and correctly analyze what you need to change.

As human beings, we have a tendency to lie to ourselves about ourselves. We are especially vulnerable to this tendency when the matter is something we really don’t want to admit to ourselves. I’ll paraphrase a sentence from a conversation I had with my friend, Psychoanalyst Curtis Bristol, about a year ago. Denial, once revealed, can become very empowering. Bring a heightened awareness to your consideration of what you need to change; our propensity is to consider ourselves while in denial of what we don’t want to see (which is often the very thing that needs to change). Don’t let denial win



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the day, open your eyes to what needs to change. In this step it is usually quite helpful to ask either close friends, or behavioral experts, to weigh in on whether you've correctly identified the habitual thinking or behavior that really needs to change in order for you to get what you want.

3. You must be consistent in your approach.

It has taken your whole life for you to become the person you are today. If you want to effect a major change in a particular behavior pattern, it will take a sincere and concentrated effort. (More about our capacity to get in our own way). Just as a smoker cannot expect to break the habit by giving up an occasional cigarette, you cannot expect to see compelling results by occasionally improving one or two aspects of what you want to improve, whether it is communication skills, dieting or exercise. Don't get frustrated by the immensity of the task...remember that your life is built in a series of moments. As Blythe said, "The most important things in the world is always what a man is doing at this moment."

4. Keep your approach consistent with your personality.

Years ago, one of my brothers decided that he didn't like the extra pounds he was putting on, and he wanted to be more physically fit. He decided that he would start lifting weights in the basement alone every day. He was fairly successful with this approach for about one week, all the while telling everyone how great he felt, and how everyone else should exercise regularly as well. Soon enough, however, days would pass between workouts. He found many reasons to justify his inability to keep his commitment. His desire for change was just as strong, and he was still unhappy with his physical condition, yet he couldn't seem to get himself to keep his promise to work out every day.

The problem my brother faced was that his solution (lifting weights alone in the basement) was not consistent with his personality. He has always had a propensity for doing things with a group, not in solitude. Once he realized this, he decided he might have better luck playing racquetball a few times a week with his friends. Once he adjusted his solution

to match his personality, he was able to keep his commitment on the regular basis that was required for him to reach his goals.

When you consider your approach to creating or breaking a habit, be sure to factor in your personality.

5. You must have patience.

If you're the type of person who needs to see immediate results in order to see the project through to the end, I recommend that you set "mini-goals" to reach along the way. Rather than dreaming of the day when you will have completely broken the old habits, focus your efforts on

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one day, one hour, or one opportunity at a time. It's OK to celebrate each victory along the way, as long as you remember that it is just one battle in a long war. And of course, do not use these victories as an excuse to justify letting the next opportunity slip by, or to stray off course. (Like celebrating losing 5 pounds with a hot fudge sundae!)

6. Analyze past obstacles.

Determine the things in the past that kept you from achieving your desired goals and objectives (see hot fudge sundae in #5). Once you surface these obstacles, think about ways to effectively address them. Hint: these obstacles often occur well along the way to your goal, as opposed to early on in the process. Whether you need to tape an image or a slogan to your mirror, put daily tasks or reminders in your calendar, or ask a friend to play the 'tough guy' and push you...whatever it takes. Remember that this is a process and not instant gratification. After all, it's past patterns and proclivities that got you your current outcome, and those are not easily "decided" away.

While awareness of these six steps can help you change habitual behaviors and create desired change, keep in mind that throughout the history of humankind, change has never been easy. Change is a struggle, but one well worth it if you desire personal growth. Over two thousand years ago a guy named Hegel wrote, "Struggle is the law of growth." This is no less true in these modern times.

About the Author:

Joe Caruso is a keynote speaker, business advisor, and author of the CEO bestseller The Power of Losing Control. His clients include Ford Motor Company, Weller Automotive and Truck, Ontario Automotive Recyclers Association, and First Auto Parts of Australia. You can reach Joe through his website, www.carusoleadership.com.

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Increase Your Sales

Dead last in sales? Turn it around!

By Christine Corelli

A few years ago, a sales manager inherited a ten-person sales team that was ranked dead last out of 64 branches. His one and only producer was an 18-year veteran with the company. Other than that, no one on the sales team had more than one year of sales experience or any formal sales training; they had only received product training. To make things worse, the sales staff had a pitiful attitude. In the first two weeks, the manager consistently received excuses for poor performance—"I have a lousy territory!" "Our prices are too high."

Here are ten steps he took that increased sales brought about success:

Step #1: Slow down in order to speed up. Analyze the situation.

The manager knew that to obtain extraordinary results in business, you first have to slow down before you can speed up. He knew he would have to provide sales training and coaching, but he first had to analyze the situation before he could turn things around.

Over the next two weeks, he interviewed each individual on his staff and listened carefully. It did not take him long to realize that lack of training was not the only reason for the team's failure. The main reason was that the salespeople did not believe in themselves.

Other than the one producer, none had experienced the taste of success and the thrill of victory.

The sales manager also lacked a role model. He knew that alone he could not fulfill that role. Most salespeople emulate the actions of a peer they admire. They play "follow the leader" with someone they look up to—and not necessarily their sales manager. Clearly, a leader had to be discovered fast.

In the world of sports, the strongest players on the team assume a leadership role. This is often referred to as "stepping up." This bewildered sales manager had no one who could step up, be a success example, or share his or her knowledge and skills with less experienced salespeople. The one salesperson who was producing had no desire to help others. No one else on his team was capable of displaying that type of leadership.

Step #2: Make decisions. Create a strategy and a written action plan.

The sales manager did what every smart sales per-

MATR Dates of Interest

October 2013

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25-27 MATR Annual Meeting
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November 2013

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son does. He created a strategy and written Action Plan for Sales Success. Now, execution would be key.

Step #3: Find a success role model.

The manager recruited a new salesperson to be a success model. He knew that if he hired the right person, that individual could play an important role in reversing the downward performance trend.

The sales manager found his new leader when he hired John.

The manager told John to stick with him and do exactly as he taught him. Over the next eight weeks, the sales manager taught John everything he knew. Although John had received sales training in his previous job, the manager coached him on critical sales communication skills – listening, asking intelligent questions, overcoming objections, asking for the business, negotiating, and closing the sale.

John knew the sales manager was counting on him and he did not let the sales manager down. In his fourth month, this “rookie” produced 200 percent of quota! The manager called a sales meeting. He started the meeting by announcing bits of information.

Then, he proceeded to give John accolades.

Overnight the attitude in the office changed from one of making excuses for poor performance to “what’s that new guy doing?”

John’s performance forced others to take a good hard look in the mirror. That is when the sales team finally accepted responsibility for their negative attitudes and poor performance.

Step #4: Train, coach, and educate.

The sales manager knew that coaching methods based upon solid learning principles of spaced repetition, positive reinforcement and practice were necessary. He scheduled weekly sales meetings on Friday afternoons. During the week he gave homework assign-

ments on different selling skills. Each week a different skill was covered. For a while the sales manager coached the role-playing.

Then he turned the coaching over to individual sales people.

Sometimes he would bring a package of hot dogs, yogurt, or an, ugly vase to the meetings. He would direct them to take turns communicating the features and benefits of whatever he brought and to close the sale.

Meetings were always upbeat, interesting, and fun! He even held meetings at a nearby playground and in the parking lot of the company’s building. (I recall a client visit where I saw an example of this. As I pulled into the parking lot in front of the building, I saw a group of twelve people sitting on the grass. They were having a sales meeting! I sat in my car for a while to observe. There they were, talking in the sunshine and open air where their minds could find fresh thoughts. I saw him ask them to stand so that energy levels would be high. I found out later he often called these meetings spontaneously and did not allow cell phones, beepers, or any distractions. Smart manager.)

At each meeting, a \$25.00 gift card was given to the best presenter and a drawing was held for



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\$50.00 gift card. No wonder people looked forward to these sales meetings!

Discussions on the state of their industry took place. The team was instructed to research information and study their industry for at least one hour every week and bring what they learned to the meetings.

Step #5: Coach mediocre sales people to greatness or remove them from the team.

Far too often poorly performing sales people are allowed to continue their lackluster ways. A manager may not want to face the hassle of recruiting a replacement or may want to avoid confrontation. This is a big mistake.

In today's world, a sales manager cannot accept mediocre sales performance. The best managers take a "hands-on" role and provide the coaching the poor performer needs to improve performance.

Both the manager and sales person must put their hearts and souls into achieving success. If there is no improvement, the manager must have the courage to remove from the team any individual who is not performing. This may sound cold-hearted but it must be done.

Step #6: Set high sales performance standards.

The sales manager set high performance standards for his sales staff. He communicated his expectations. He explained that his purpose was to "raise the bar" with standards that consisted of Behavior, Activity, and Results. (A simple Behavior standard, he explained, would be to arrive in the office every morning before 8 a.m. and plan the day. An Activity standard would be to make a minimum of 25 telephone sales calls every day. A Result standard would be that a sales representative with seven to nine months sales experience be able to sell a minimum of \$50,000 per month.)

For results the sales manager set two standards. The first was a lower "keep your job" standard. Sales people who fell below the minimum standard for a three-month period would be placed on probation. If sales did not pick up for that person the next quarter, that person would have to be "dehired." Another standard performance would be, of course, an even higher sales quota.

To maintain high morale, the manager made sure to set sales goals that were achievable. To inspire his team, he gave each individual a sheet of paper that had one thing on it – a number – the commission they would make if they meet their sales goals. Smart manager.

Step #7: Remove those below minimum standards.

Tough as it is, a sales manager must remove team members with below minimum standards. If he or she does not, the other sales people will wonder whether the company is serious about these standards.

The first person removed will send a message that is loud and clear: performance standards will

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be enforced. If you don't enforce them, your standards are meaningless.

Step #8: Coach, coach, and coach some more.

The sales manager spent a great deal of time going on calls and coaching individual sales people. He knew it was the only way to build a dynamic team.

Step #9: Cultivate a fun atmosphere and higher quality of life.

Fun in the workplace! What a novel idea! The sales manager held a series of contests that helped the sales team focus on a team goal.

For example, if the team hit a monthly goal, they earned a gift. Sometimes they received movie passes for themselves and their families. Other times they were given golf outings.

He held blitzes where everyone would pair up and make numerous sales calls in two sales territories to generate leads. The sales group who received the fewest leads had to reward the winning group with a comedic skit. It was amazing to him how creative some of the skits were! One day the negative attitudes and behaviors they displayed when the sales manager was first hired were reenacted.

At that point, he knew he had transformed the culture of his sales organization.

Step #10: Know what each salesperson wants.

Every individual has something that motivates him or her. The sales manager always believed that, unless a company gave employees a stake in their organization, they could care less about shareholder value. They care about their families and their hopes and dreams.

The sales manager found out what every salesperson wanted and, using this information, helped the salesperson reach his or her goals. "You want to put that addition on your house, right?" "You want to give those kids the best education, don't you?" "I can see you driving that dream car into the parking

lot already." "You've been working so hard. Let's make sure you and your family can take a nice vacation this year."

The result? Eighteen months after taking over, the sales manager's team had moved from last place to number five in sales, having posted the biggest increase in sales of any team in the company. Perhaps a few of the strategies this sales manager applied will help you improve performance of your sales team.

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