

Omotenashi in the Field

MNAO DISTRICT MANAGER IMPLEMENTATION GUIDE

Coaching + Recognition - Store Visit Reference
Omotenashi Breakout Session - Internal Use

Your role in sustaining **Your Happiness is My Happiness** is not to audit it - it is to **model it, notice it, and name it**. The behaviors you recognize during a store visit become the behaviors that get repeated.

90-SECOND QUICK START

Before you walk in: identify one frontline person and one proof point: verbatim, fix-it-right moment, recovery, or retention win.

DURING THE VISIT

Seek them out by name. Recognize the specific action, ask what made it work, and ask what would make it easier to repeat.

BEFORE YOU LEAVE

Close with leadership: one story, one behavior to repeat, one friction point to remove, and one small 30-day commitment.

FIELD VISIT REQUIRED MINIMUMS

WHAT TO LOOK FOR

Complete on every visit:

- ☐ Recognize 1 frontline employee by name
- ☐ Collect 1 customer story or verbatim
- ☐ Observe 1 live customer moment
- ☐ Ask where process blocks being human

Leave behind:

- ☐ 1 behavior to repeat this week
- ☐ 1 small 30-day action
- ☐ 1 friction item with owner
- ☐ Recap sent within 2 hours

Anticipation before the ask

A need was handled before the customer had to raise it. Ask: *what did the team get ahead of this week?*

Human connection in routine moments

Write-up, handoff, delivery, or follow-up felt personal rather than transactional.

Empowerment in action

A frontline employee made a decision that put the customer first without unnecessary escalation.

Stories being shared

Teams are telling customer stories, not only reporting metrics.

RECOGNITION - THE MOST POWERFUL TOOL YOU CARRY

"You have to celebrate what you want to see repeated."

The most impactful thing a field leader can do is find a frontline employee - technician, advisor, parts counter, cashier, porter, or BDC - and recognize them specifically and personally. Not generally. Not generically. By name, tied to something real you found before you walked in.

1. What I saw

"I read a customer verbatim with your name in it."

2. Why it matters

"That is what builds trust and loyalty."

3. Learn the story

"Tell me what you did and what made it work."

4. Repeat it

"What would make this easier to do every day?"

COACHING QUESTIONS FOR DEALER LEADERSHIP

Mindset

Where does the customer journey still feel more like a process than a relationship?

Empowerment

What can your people do - without asking - when something is not right for a customer?

Culture

What behavior did you recognize last week, and how did you make it visible?

Sustainment Playbook

KEEP THE CULTURE FROM FADING

Field Visit Reference - Page 2
Your Happiness is My Happiness

SUSTAINMENT CADENCE

Weekly

One huddle story, one frontline recognition, one behavior named clearly enough that others can repeat it.

Monthly

Review Super-Promoter comments: a 10 plus a story. Ask which behavior caused the story.

Quarterly

Pick one friction-removal project: policy, process, tool, training, or communication gap.

IN THE STORE - DO THIS, NOT THAT

AVOID

- Talking only to the GM or service manager
- Generic praise: "great job with CX"
- Auditing without naming what is working
- Asking about metrics before people
- Leaving without recognizing the frontline

DO INSTEAD

- Seek out a technician, advisor, or parts person
- Name a specific moment, customer, or action
- Ask what is working first
- Ask for the best customer story before the dashboard
- Leave one repeatable action for the week

MOMENT MENU - WHAT TO NOTICE BY DEPARTMENT

Sales

Personal delivery, first 100 days touchpoint, feature help, follow-up that adds value instead of pressure.

Service

Proactive status updates, clear MPI language, recovery ownership, loaner/shuttle before stress builds.

Parts

Empathy around delays, urgency ownership, clear next steps, handoff without customer chasing.

Cashier / BDC

Warm greeting, clarity, confirmation, "walk not point," and closing the loop after calls/texts.

FIELD-TO-MNAO FEEDBACK LOOP

Friction Blocking Being Human

Process: _____
Policy: _____
Tool / Tech: _____
Training: _____
Owner / Next Step: _____

Proof Signals to Track

- # of Super-Promoter "10 + story" comments
- # of frontline recognitions completed on visits
- # of huddle stories shared each week
- Examples of repeated behaviors by department

1 Frontline person recognized by name on every visit

1 Customer story brought back to the leadership team

1 Small action selected for the next 30 days

THREE QUESTIONS TO LEAVE WITH EVERY DEALER

1

Where can you anticipate more thoughtfully, understand more deeply, and connect more genuinely?

2

Where do employees need more trust, flexibility, or permission to just be human?

3

What is one action you can change this week - not a program - that reflects Your Happiness is My Happiness?

The field standard: be intentional and add value to every person you meet, every day. If MNAO models that, notices it, and names it, the culture does not fade - it compounds.