

How good is your dealer group at driving performance & building a bench?

10 questions every operator should be asking



Introduction

Most dealer groups know performance is everything. Hitting targets, driving gross, and managing expenses are what every store is measured on, but performance alone does not tell the full story. Across most groups, there is a gap between the results you are seeing today and the people you will need tomorrow. Some stores hit their numbers consistently while others don't. Some managers build strong teams while others struggle to move people forward. That difference is not random. It comes down to how performance is managed and how people are developed day to day.

In most dealer groups, this is not driven by a system. It is driven by the manager. Coaching happens when there is time. Development depends on who is in the seat. And one on one meetings, if they happen at all, are inconsistent and unstructured. That is why two stores with similar talent can produce completely different results. The gap is not effort, and it is not even talent. It is the lack of a structured way to connect performance to development.

The groups that outperform consistently have figured this out. They do not just track performance, they use it. They turn performance into coaching, coaching into action, and action into growth. And it happens in one place: structured one on one meetings. This is where performance gets translated, where employees understand where they stand, where managers coach to specific gaps, and where future leaders are developed.

If you want consistent performance across your group, you need more than reports. You need a system that runs every week. The questions that follow are designed to help you understand if that system actually exists in your stores.



What is Performance & Bench Development Maturity?

Performance and Bench Development Maturity is a way to evaluate how effectively your dealer group drives performance at the employee level, develops people for the next role, creates consistency across stores, and builds a real, promotable bench.

It is built around four key areas

- **Performance visibility**, which answers whether employees and managers clearly understand what drives results.
- **Coaching consistency**, which focuses on whether managers are coaching to specific gaps in a structured way.
- **Development discipline**, which looks at whether there is a clear path for employees to grow into the next role.
- **Bench readiness**, which determines whether you can confidently promote from within across your stores.

How good is my dealer group at performance and bench development?

If you are an operator trying to understand how your stores are really performing, not just in results but in how those results are built and sustained, this assessment is a starting point.

Set time with your GMs or department leaders and walk through the questions together. These questions are designed to expose gaps in how performance is managed, reveal inconsistencies across stores, and highlight whether your 1:1s are actually driving development.

At the end of the day, high performance is visible. Bench strength is built.

How to use this?

As an operator or Dealer Principal, use these questions to guide a conversation with your GMs. Do not rush through them. The goal is not to check a box. The goal is to understand how your stores actually operate day to day.

Pay attention to where answers vary across stores, where managers rely on instinct instead of structure, and where development is unclear or inconsistent.

Those gaps are where performance breaks down. Those gaps are where your bench disappears.



Performance Maturity

Questions to pose to your leadership team

If you want to understand how your dealer group truly performs, start here.

Bring together your operators and leaders, and work through them honestly to get a clear picture of your current state.

1. Do your employees know exactly how they're measured?

Not in theory. Not in a handbook. Can a technician, advisor, or salesperson clearly explain:

- The 3 to 5 numbers that define their performance
- What good looks like vs average vs unacceptable

If they can't, performance will always be inconsistent.

2. Do your managers know what to coach when numbers are off?

When someone misses, do they know:

- Why it happened
- What behavior caused it
- What to say to fix it

Or does it turn into:

“Pick it up” or “Have a better day”

That's not coaching. That's pressure.

3. How consistently are your managers coaching?

Across every store.

Ask yourself:

- Are 1:1s happening regularly?
- Are they structured or just conversations?
- Do they lead to clear next actions?

If coaching is inconsistent, performance will be too.

4. What actually happens inside your 1:1s?

This is where most groups break.

Are your 1:1s:

- Focused on real performance data
- Tracking progress over time
- Driving accountability

Or are they:

- Status updates
- Gut feel conversations
- Skipped when things get busy

If your 1:1s aren't driving performance, nothing is.

5. Can you see who needs help right now?

Not after the report is pulled.

Right now.

Can your managers instantly identify:

- Who is off track
- Where they're struggling
- What needs to be addressed

If not, you're always reacting too late.



6. Do your managers coach the same way across stores?

Or does everything depend on who the manager is?

In most groups:

- One store develops people well
- Another runs purely on pressure
- Another avoids hard conversations altogether

Same company. Completely different experiences.

7. How are you developing your next leaders?

Book clubs & leadership talks are good. But they don't build managers.

Ask yourself:

- What skills is this person actively developing right now?
- How is that being practiced on the job?
- How are you measuring progress?

If development isn't tied to real skills, practiced consistently, and measured over time... You're not building a bench.

8. Can you measure growth, not just performance?

Most groups can tell you who hit their numbers.

Fewer can tell you:

- Who is improving
- Who is stuck
- Who is ready for more

If you can't measure growth, you can't build a bench.



9. Where do performance conversations actually live?

Are they in:

- A binder
- An Excel sheet
- Your manager's head

Or are they in one place everyone can see, use, and act on?

If performance, coaching, and next steps aren't connected... Things get missed, follow-up disappears and accountability breaks down.

10. Is your performance system scalable?

Right now, ask yourself:
If you added 3 more stores tomorrow...

Would performance:

- Stay consistent
- Improve
- Or become harder to manage

If your system depends on a few strong managers, it won't scale.
If it's structured, it will.



What to do next

After working through these questions and discussing them with your GMs or department leaders, you should have a clearer view of where your dealer group stands.

Not just in results, but in how those results are being driven, coached, and developed.

The next step is to go deeper.

In a short session, we can walk through your current approach, map your stores against the Performance & Bench Development System, and identify where performance and development are breaking down.

This is not a product demo. It is an operator conversation focused on your business.

[Request a demo](#)

Explore additional resources

To learn more about Performance & Bench Development Maturity and how to start moving up the system, visit:

dualdash.com/blog/performance-bench-development-maturity-levels

You can also access additional resources, insights, and frameworks inside [Dual Dash University](#) to continue building a more consistent, scalable approach to performance and development.





Dual Dash helps dealerships improve performance and develop stronger leaders at the same time. Dealers already track numbers, but when they live in spreadsheets, reports, or binders, leadership sees them too late to coach. Dual Dash puts the right performance indicators in front of the right people every day across every store, department, and role so managers can coach in real time. No guessing. No chasing reports. Just clear standards, consistent follow-up, and leaders who build leaders.

To learn more, visit
DualDash.com