



FACILITATOR COPY · DO NOT HAND OUT

Instructor Guide

Leading The Way · Lead Driver Training

Panhandle Express, LLC

About an hour on your own · two hours in a room · 45 slides

Module: **pex-leading-the-way.pages.dev**

Instructor: _____

Date: _____



SETUP

Before the room fills up

FIFTEEN MINUTES BEFORE

- Open **pex-leading-the-way.pages.dev** and go full screen.
- **Play a clip and let the audio run.** Sound is the number one failure. If the narration pill says “Tap for audio,” click it once.
- Press **Reset** in the top bar to clear the last group’s scores, names and final check.
- Slide 2 asks for a name. Running this for a room on one screen, leave it blank and type each person’s name on the certificate at the end. One person on their own laptop types their own.
- **On slide 2, pick “With an instructor.”** That switches the narrator to the short version, one or two sentences a slide, and leaves the teaching to you. “On my own” runs the full course narration, which reads every concept out loud and is meant for somebody taking it alone. **F** flips it any time.
- Print one packet per attendee, double sided.
- Materials for your negativity exercise.

DRIVING THE DECK

→ / ← Next / back a slide

Space Play / pause the clip on screen

N Mute / unmute narration

F Full course narration vs the short facilitator version

R Replay the narration on this slide

P Open the packet PDF

? Key list on screen

There are two narration tracks. In the facilitator version the narrator handles the practice block start to finish and everywhere else gives one or two sentences and hands it to you. In the full version he teaches every slide, which is what a lead driver gets if you send them the link to do on their own. **He stops automatically whenever a clip starts**, so he will never talk over footage.

- Have the Driver Trainee Paperwork folder open in a second tab.

If you fall behind. The two places to buy time are the Asking Questions video at 1:38 (8 minutes 15) and the negativity exercise at 1:10. The place you must not cut is the scored practice. It is the only part of this they cannot get from the packet.

THE CLOCK

Two hours, ten blocks

Slide numbers match the counter in the bottom right of the screen.

START	BLOCK	SLIDES	COVERS
0:00	Why you are here	1-7	Leading The Way · Who is taking this course? · You are not here to learn the rules. You already know the rules. ...
0:08	What to look for	8-9	The seven behaviors · Warning Signs to Watch For
0:20	How to ride	10-10	How to ride the right seat
0:26	The four responses	11-11	Four responses. Pick the right one.
0:32	Scored practice	12-21	Eight rides. No labels. · rep1 · rep2 ...
1:06	Negativity	22-24	Act on Early Signals · Professional Training Environment · Negativity: What It Costs Us
1:18	Coach with purpose	25-29	Successful Behavior Change · When it comes at you · This is not discipline ...
1:34	Asking questions	30-32	Three universal questions · Four things to carry with you · Asking Questions
1:44	Documentation	33-39	If you did not write it down, it did not happen. · Which form, for which trainee · The A to R guidelines are your ride-along list ...
1:52	The final check	40-42	The final check · exam · results
2:02	Certification	43-45	Certification · Certificate of Completion · Successful behavior change begins with you.

Halfway marker. If you are not starting the scored practice by **0:38**, cut the discussion on slides 4 and 5 and go. Everything before the practice is setup.

INSTRUCTOR ONLY · DO NOT PROJECT

The eight rides

The module reveals each answer after the room locks theirs in. This page is so you can run the debrief without reading the screen.

#	BEHAVIOR	RESPONSE	WHAT WAS THERE, AND THE POINT
1	Distracted + No seat belt + Following distance	Correct it right now	Handheld phone the whole clip, no belt, and he is closing on traffic that is stopping and starting. The stripes on his hi-vis shirt are not a belt. Nothing happens in this clip. That is exactly why a trainer lets it go. Luck is the only thing between it and a claim.
2	Running a red light + Near miss	Correct it right now	Signal is red well before the stop line. No lift, no brake. He goes through it and comes within feet of a car already in the intersection. No contact, so it is a near miss. The tell is in the road view, not the cab. From the right seat you saw that light before he did.
3	Speeding	Wait for the next stop	65 onto a marked exit ramp at night on wet pavement, still 45 through the chevrons. Speaking up mid-curve is how you put the truck in the ditch. Timing is a safety skill, not a politeness skill.
4	Distracted + Seat belt + Speeding	Correct it right now	Phone in both hands head down for eight seconds, no shoulder belt, 55 in a 45. THREE behaviors. Most trainers find the belt, feel good, and stop looking. This is the habit the course exists to break.

INSTRUCTOR ONLY · DO NOT PROJECT

The eight rides, continued

#	BEHAVIOR	RESPONSE	WHAT WAS THERE, AND THE POINT
5	Following distance + Distracted + Fatigue	Correct it right now	52 toward stopped traffic, no early lift, one late violent brake. Hunched over the wheel, not reacting to the traffic changing in front of him, at 3:52 in the morning. Hard braking is a symptom. The behavior is the gap, and the gap was gone four seconds earlier. He was not in the game at all.
6	Near miss + Distracted	Wait for the next stop	Sorting paperwork on his lap at 19 mph, stops a few feet off an SUV. Near miss is the outcome, not the behavior. And the thirty seconds after one is the worst teaching window there is.
7	Signs of fatigue	STOP THE TRIP	Eyes closing, head dropping, late steering, steady 58 mph. The only ride where the answer is stop the truck. Nothing happens in it, which is the whole problem.
8	Nothing to correct	Nothing to correct	An SUV pulls out on him. He brakes smooth, holds his lane, hits nobody. THE TRAP. If they coach this driver, he learns you cannot tell the difference and he stops telling you things.

The two that matter most. Ride 7 is the only stop-the-trip answer, and ride 8 is the trap. Somebody who scores well overall but coaches the driver in ride 8 has not understood the course.

HALF OF THESE CARRY MORE THAN ONE BEHAVIOR

Rides 1, 4, 5 and 6. Ride 4 carries three at once. The scorecard tracks how many they caught in full, and that number is worth calling out by name in the debrief.

INSTRUCTOR ONLY · DO NOT PROJECT

The final check, 1-6

12 questions, 12 points. Added to the 16 ride points, 80% of 28 is 23 points to pass.

Anything missed is re-covered by the module and re-asked until the answer is right, so you do not have to chase it.

#	QUESTION	RIGHT ANSWER	COVERED ON
1	Which one of these is NOT one of the four things a mentor does?	Write up every mistake for the file	Driver Mentoring
2	A following distance violation is triggered when the gap to the vehicle ahead drops below how long?	2 seconds	The seven behaviors
3	The camera tags a clip as a near miss. What does that tell you about the driver?	Nothing yet. Near miss is an outcome, and you still have to find the behavior that caused it	The seven behaviors
4	Where does your attention belong while you are in the right seat?	On the driver. His eyes, his hands, his mirrors, his gap, his belt	How to ride the right seat
5	Which response do you pick when the behavior is real and serious, but speaking up right now would create a new hazard?	Wait for the next stop	Four responses
6	Long blinks, head dropping and snapping back, slow late steering, steady 58 mph, and nothing has happened yet. What do you do?	Stop the trip at the first safe place	Signs of fatigue

INSTRUCTOR ONLY · DO NOT PROJECT

The final check, 7-12

#	QUESTION	RIGHT ANSWER	COVERED ON
7	Another vehicle pulls out in front of your trainee. He brakes smooth, holds his lane, hits nobody. What do you do?	Tell him out loud that it was somebody else's mistake and he handled it right	Nothing to correct
8	The camera flags your trainee for a hard brake. What is the behavior you coach?	The gap. He had no following distance, so the hard brake was the only option left	Hard braking
9	You catch a seat belt violation in the first two seconds of an observation. What now?	Keep running all seven behaviors. The most serious one is very often not the most obvious one	Run all seven
10	What is the difference between coaching and discipline?	Coaching gives people the ability to meet expectations. Discipline is for people who do not have the will	Coaching vs discipline
11	Why does negativity never show up in the turnover numbers?	Because the driver writes down Pay, Equipment or Hours and Dispatch on his way out, and he believes it	What negativity costs
12	You mark an X under Needs Improvement. What does that obligate you to do?	Write a comment that says what the issue was and what you did about it	Daily Assessment Form

What the score is made of. Eight rides at two points each, behavior and timing, is 16. The final check is 12. A learner who aces the questions but skipped rides cannot

reach 23, which is deliberate: this course is about what you do in the seat, not what you can recite.

1 Leading The Way

WHY YOU ARE HERE · OPEN

Set the tone in fifteen seconds. This is Panhandle Express training, run by Panhandle Express people.

- Welcome them by name. These are your lead drivers, not a class of strangers.
- Say plainly that they were picked for this. Nobody gets handed a trainee by accident.
- Two hours, no break, and the middle of it is scored.

ASK Who has had a trainee in the last six months?

WATCH OUT Do not open with an apology for the length. You picked two hours because it is worth two hours.

2 Who is taking this course?

WHY YOU ARE HERE · OPEN

Names go in before anything else.

- Whatever you type here is what prints on the certificate.
- Eighty percent to pass, twenty three of twenty eight, and that is the eight rides plus the final check added together.
- Miss the mark and the module re-covers what you missed and asks you again. Nobody leaves with a wrong answer in their head.

WATCH OUT Running this on one screen for a room? Leave the name blank here and fill it in on each certificate at the end.

3 You are not here to learn the rules. You already know the rules.

WHY YOU ARE HERE · OPEN

Separate this from a rules class. They already know the rules; what they lack is the eye and the timing.

- Nobody in this room needs to be told a seat belt is required.
- What is hard is seeing it happen next to you at 60 miles an hour and knowing what to do about it in the moment.
- Everything after this slide is a rep.

ASK When you had a trainee, what was the hardest part? Not the driving. The being-in-the-seat part.

WATCH OUT Let a couple of answers land here. This is the only slide where you want them talking before you have taught anything.

4 Four things a mentor does

WHY YOU ARE HERE · OPEN

The four pillars are the spine of the whole course. Name them, do not explain them yet.

- Find the next failure. Keep it simple. Act on early signals. Coach with purpose.
- Each one gets its own block later. Right now just plant them.

WATCH OUT Do not teach all four here. You will run out of clock before the practice.

5 Find the Next Failure

WHY YOU ARE HERE · OPEN

Reframe fault-finding as problem-finding.

- Looking for the next failure is not looking for a bad guy. It is looking for the thing that is going to bite him in six months.
- Growth opportunity, early indicator, constructive framing. Those three cards are the whole slide.
- The best trainers are looking for what he does not know yet, not what he did wrong yesterday.

ASK What is something you did not know your first year that nobody told you?

WATCH OUT Keep this short. It is a setup slide.

6 Keep It Simple

WHY YOU ARE HERE · OPEN

Give them permission to stop overthinking the program.

- Our safety program is detailed on purpose. Safety itself is not complicated.
- If you cannot explain it to a new driver in one sentence, you do not understand it well enough yet.

WATCH OUT Two minutes maximum.

7 Eyes. Hands. Mind.

WHY YOU ARE HERE · OPEN

Hand them the mental model they will use all day.

- Every behavior in this course is one of three things leaving the task. Eyes, hands, or mind.
- When something feels wrong next to you and you cannot name it, ask which of the three left.
- It is also how you say it to a driver without insulting him. 'Your eyes left the road' beats 'you were being careless.'

ASK Which of the three is hardest to see from the passenger seat?

WATCH OUT The answer to that question is mind, and it is worth letting them arrive at it.

8 The seven behaviors

WHAT TO LOOK FOR · RECOGNIZE

Show what the company already measures, then reframe whose job it is.

- These seven are scored on every driver, every day, by the cameras.
- The camera is going to find these eventually. Your job is to find them first, while there is still somebody sitting next to him who can fix it.
- A camera cannot coach. It can only report.

ASK Which of these seven do you think shows up most on our drivers?

WATCH OUT Do not let this become a gripe session about the cameras. Redirect: the camera is not the point, the seat is.

9 Warning Signs to Watch For

WHAT TO LOOK FOR · RECOGNIZE

This is the observation checklist. It is dense on purpose.

- Read a couple out loud, not all of them. They have this page in the packet.
- The point is that every one of the seven has tells you can see before anything happens.
- Run all seven every ride. Not just the one that already caught your eye.

ASK Which of these have you actually watched a driver do while you were sitting next to him?

WATCH OUT Do not read the whole slide. It is a reference, not a script.

10 How to ride the right seat

HOW TO RIDE · RECOGNIZE

Teach them how to occupy the seat before you teach them what to look for in it.

- You are the most dangerous thing in that cab if you handle it wrong.
- Watch the driver, not the road. You are not driving, and that bandwidth is the entire advantage of your seat. Most trainers waste it staring out the windshield.
- Correct what is unsafe or against policy. Do not correct what is merely different from how you would have done it.
- Say the good things out loud. Most new drivers only hear from a trainer when they are wrong, and that is how you train a man to hide things from you.

ASK What is the last thing you told a trainee he did well? Out loud, in the moment?

WATCH OUT This slide usually gets quiet. That is fine. Let it.

11 Four responses. Pick the right one.

THE FOUR RESPONSES · RECOGNIZE

Set up the second half of the scoring. Narration carries this one; let it run.

- Brian walks the four. Let the audio play, then reinforce.
- Seeing it is half. The other half is knowing when to open your mouth.
- Two of the eight rides coming up are ones where speaking in the moment is the wrong answer even though the behavior is real.

ASK When would talking make it worse?

WATCH OUT Do not give away which rides those are.

12 Eight rides. No labels.

SCORED PRACTICE · REPS

Rules of the game. Narration runs the whole thing; you only need to enforce silence.

- Nobody talks during a clip. Nobody calls out an answer.
- Watch it once at full speed, the way it actually happens.
- Pick every behavior you see. Some rides have more than one.
- Twelve of sixteen is the standard.

WATCH OUT Set the no-talking rule here and hold it. One person shouting 'phone!' ruins the rep for everybody.

13 REP1**SCORED PRACTICE · REPS**

Ride 1. Answer: **Distracted + No seat belt + Following distance** · Correct it right now

- Play it cold. No talking, no calling out.
- The narrator asks the room what they saw when the clip ends. Let that land before anybody clicks.
- After they lock in: Nothing happens in this clip. That is exactly why a trainer lets it go. Luck is the only thing between it and a claim.

14 REP2**SCORED PRACTICE · REPS**

Ride 2. Answer: **Running a red light + Near miss** · Correct it right now

- Play it cold. No talking, no calling out.
- The narrator asks the room what they saw when the clip ends. Let that land before anybody clicks.
- After they lock in: The tell is in the road view, not the cab. From the right seat you saw that light before he did.

15 REP3**SCORED PRACTICE · REPS**

Ride 3. Answer: **Speeding** · Wait for the next stop

- Play it cold. No talking, no calling out.
- The narrator asks the room what they saw when the clip ends. Let that land before anybody clicks.
- After they lock in: Speaking up mid-curve is how you put the truck in the ditch. Timing is a safety skill, not a politeness skill.

16 REP4**SCORED PRACTICE · REPS**

Ride 4. Answer: *Distracted + Seat belt + Speeding* · Correct it right now

- Play it cold. No talking, no calling out.
- The narrator asks the room what they saw when the clip ends. Let that land before anybody clicks.
- After they lock in: THREE behaviors. Most trainers find the belt, feel good, and stop looking. This is the habit the course exists to break.

17 REP5**SCORED PRACTICE · REPS**

Ride 5. Answer: *Following distance + Distracted + Fatigue* · Correct it right now

- Play it cold. No talking, no calling out.
- The narrator asks the room what they saw when the clip ends. Let that land before anybody clicks.
- After they lock in: Hard braking is a symptom. The behavior is the gap, and the gap was gone four seconds earlier. He was not in the game at all.

18 REP6**SCORED PRACTICE · REPS**

Ride 6. Answer: *Near miss + Distracted* · Wait for the next stop

- Play it cold. No talking, no calling out.
- The narrator asks the room what they saw when the clip ends. Let that land before anybody clicks.
- After they lock in: Near miss is the outcome, not the behavior. And the thirty seconds after one is the worst teaching window there is.

19 REP7

SCORED PRACTICE · REPS

Ride 7. Answer: **Signs of fatigue** · STOP THE TRIP

- Play it cold. No talking, no calling out.
- The narrator asks the room what they saw when the clip ends. Let that land before anybody clicks.
- After they lock in: The only ride where the answer is stop the truck. Nothing happens in it, which is the whole problem.

20 REP8

SCORED PRACTICE · REPS

Ride 8. Answer: **Nothing to correct** · Nothing to correct

- Play it cold. No talking, no calling out.
- The narrator asks the room what they saw when the clip ends. Let that land before anybody clicks.
- After they lock in: THE TRAP. If they coach this driver, he learns you cannot tell the difference and he stops telling you things.

21 SCORE

SCORED PRACTICE · REPS

Close the practice honestly. The scorecard does the math; you handle the room.

- Two points a ride. One for naming it, one for the timing.
- Look at the multi-behavior line. Half these rides had more than one thing going at once.
- Finding the first thing and stopping is the single most common habit in this room, and it is the one that puts a driver back on the road with problems nobody mentioned.

ASK Who got the fatigue one wrong? Be honest. That is the one that matters.

WATCH OUT Do not let anybody feel dumb here. Frame low scores as exactly why the class exists.

22 Act on Early Signals

NEGATIVITY · ACT

Bridge from the practice into consequences.

- You just rode both ends of it. The fatigue clip and what it turns into.
- The distance between those two clips is measured in weeks and it is made entirely of conversations nobody had.
- Recognize, intervene, prevent. Those three cards.

ASK What is a small thing you let go with a driver that got bigger?

WATCH OUT If somebody offers a real story here, take it. It is worth more than the slide.

23 Professional Training Environment

NEGATIVITY · ACT

Set up the negativity block. This slide is the company-culture half.

- What a new driver learns about this company in his first week, he learns from you, not the handbook.
- There are proper channels for frustration and the cab of a training truck is not one of them.
- Everybody has hard days. The question is who is in the seat next to you when you have yours.

WATCH OUT Do not moralize. Read the cards and move into the next slide, which does the heavy lifting.

24 Negativity: What It Costs Us

NEGATIVITY · ACT

The cost argument. This is where your own activity goes.

- Define it first: hard days are not negativity. Deciding out loud that nothing will ever get better is.
- Walk the four effects. The third one, that it follows him out the door, usually lands hardest.
- Then the turnover buckets. Pay, Support Staff, Equipment, Hours and Dispatch.
- A driver soured by a negative trainer does not write 'my trainer was negative' on his way out. He writes Hours and Dispatch, and he believes it. That is why we never see this in the numbers.

ASK RUN YOUR ACTIVITY HERE.

WATCH OUT Budget twelve minutes for the block including your exercise. It is easy to lose twenty.

25 Successful Behavior Change

COACH WITH PURPOSE · COACH

Turn the corner from spotting to speaking.

- You can see it now. That is half the job.
- The other half is the twenty minutes after the truck is parked.

WATCH OUT One minute. Move.

26 When it comes at you

COACH WITH PURPOSE · COACH

The emotional center of the course. Preparedness, not fault.

- Say up front, before you play anything: our driver did nothing wrong.
- Play the LEFT camera first so they see the car come across into him.
- Then play the IN CAB view and tell them to watch the man in the right seat, not the driver.
- He never comes out of his seat. Never grabs the wheel. He is talking the entire way through it and giving direction while the truck is still moving.
- You cannot coach your way out of somebody else hitting you. You can only be ready for it.
- Then the closer: picture those same eleven seconds with a trainer whose head was down in his phone.

ASK What would you have said, and when? / What is the first thing you do once it stops?

WATCH OUT Two people in this footage are your coworkers. Do not narrate it like entertainment, and if Jeff is in the room, hand it to him.

27 This is not discipline

COACH WITH PURPOSE · COACH

Draw the line before they think coaching means writing people up.

- Coaching gives people the ability to meet expectations. Discipline is for people who lack the will.
- If you have gotten to discipline, this process is already over.
- Everything in the next few slides assumes the man wants to do it right.

WATCH OUT Somebody will ask where the line is. Answer: will versus ability. That is the whole line.

28 Four reasons

COACH WITH PURPOSE · COACH

Four reasons, read fast.

- Behavior fails expectations. He could hurt himself or somebody else. Threats do not work on this workforce. And we actually care about people.

WATCH OUT Ninety seconds.

29 Coaching well pays you back

COACH WITH PURPOSE · COACH

The selfish case, for the trainer who thinks this is soft.

- Less time on discipline. Fewer surprises. Better problem solving. Trust that makes the next conversation possible.
- Coaching well is not the nice option. It is the one that costs you less time over a year.

WATCH OUT Ninety seconds.

30 Three universal questions

ASKING QUESTIONS · COACH

Lou Holtz video, 58 seconds. Play it.

- Every person asks three questions of the person they work for, whether they say them or not.
- Can I trust you. Are you committed to excellence. Do you care about me.
- Fail those three and nothing you say in a coaching session will land.

ASK Which of the three do you think a new driver is asking loudest in week one?

WATCH OUT Press play and let it run. Do not talk over it.

31 Four things to carry with you

ASKING QUESTIONS · COACH

What to carry into the room.

- Be humble. Humility is not weakness, it is holding your power back.
- Do not be a victim. It is a learned behavior, not a planned attack on you.
- Assume good intentions. Everybody falls short sometimes.
- He needs your help. That is why you are there.

WATCH OUT Two minutes.

32 Asking Questions

ASKING QUESTIONS · COACH

The single most practical skill in the course. Eight minutes fifteen of video.

- Tell them before you press play: they will hear six question types to avoid and a fix for each.
- The whole thing is in the packet on pages 7 and 8, so they do not need to write.
- After: the one doing the most talking is the one doing the most learning.

ASK Which of the six do you catch yourself doing?

WATCH OUT TIMING RISK. This video is 8:15 and the block is 10 minutes. If you are behind schedule, play it and skip the discussion, or point them to the packet pages and move on. Do not start it with four minutes left.

33 If you did not write it down, it did not happen.

DOCUMENTATION · DOCUMENT

Make the paperwork matter before you show a single form.

- A year from now nobody remembers day three of this driver's training. The paperwork is all that survives.
- It is what the Safety Coordinator reads before he signs off, what the next supervisor reads before a hard route, and what a plaintiff's attorney reads out loud to a jury, one blank line at a time.
- You are not filling out forms. You are building the record that says this company trained this man.

WATCH OUT This is the slide that buys you the next five. Do not rush it.

34 Which form, for which trainee

DOCUMENTATION · DOCUMENT

Which form goes with which trainee.

- Cheat sheet on every trainee, every day. The checklist depends on what he pulls.
- A hopper driver signed off on a belt checklist is not signed off.
- Everything on this slide is a live link to the folder in Drive.

ASK Does everybody know where that folder is?

WATCH OUT If any of them cannot find the folder, that is a five-minute fix after class and it is worth doing.

35 The A to R guidelines are your ride-along list

DOCUMENTATION · DOCUMENT

Show that 'proficient' is a defined standard, not an opinion.

- Every skill row on the daily form carries one of these letters.
- CLICK THE LETTERS. They are buttons. Click G, Defensive Driving, and read what it actually asks you to score.
- Mirror scans every 5 to 8 seconds. Eye focus changing every 3 to 5 seconds. You cannot score that from memory on Friday.
- Click L when somebody asks about backing. Click H when somebody asks about hours.

ASK Which letter would you have to look up if a trainee asked you right now?

WATCH OUT Use this as a live reference. It is the most interactive slide in the deck and most instructors miss that.

36 Behind-the-Wheel Road Daily Assessment Form

DOCUMENTATION · DOCUMENT

Walk the daily form field by field using the numbered pins.

- Both names, every day. A blank instructor line makes the whole page worthless.
- Roads traveled is proof he was exposed to what you are signing him off on.
- Truck number and route is what turns a form into evidence, and it can be checked against the ELD.
- Any X in Needs Improvement requires a comment on the back saying what you did about it.
- Comments are the whole point. Behavioral and specific, not 'did good.'

ASK What is the most common blank on this form today?

WATCH OUT Do not read all seven pins. Hit 1, 5 and 6.

37 Equipment Training Checklist

DOCUMENTATION · DOCUMENT

Dual initials and the signature chain.

- Two sets of initials on every line, and they are not the same handwriting.
- He initials that he observed, performed and asked questions. You initial that you watched him do it.
- Do not initial a block at the end of the week. Everybody can tell, and it undoes every honest thing on the page.
- Four signatures before he is cleared: driver, lead driver, Operations Manager with days trained, Safety Coordinator.

WATCH OUT The pencil-whipping point is the one to land. Say it plainly and without accusing anybody.

38 Six rules

DOCUMENTATION · DOCUMENT

Six rules, fast, then out.

- Fill it out in the truck. Four minutes now beats thirty minutes of guessing Friday.
- No blank lines ever. If it did not apply, write N/A.
- Behavior, not opinion. Honest scores on day one. Every X gets a comment. Turn it in the day it is done.

WATCH OUT Two minutes. They have the page.

39 Every blank line is a question somebody else gets to answer for you.

DOCUMENTATION · DOCUMENT

Land the documentation block.

- Every blank line is a question somebody else gets to answer for you.
- A file with no instructor name says nobody supervised him. A file with no comments says nobody was watching.
- None of that is true about you. But the file is the only thing that gets to speak.

WATCH OUT Say it and pause. Then move to certification.

40 The final check

THE FINAL CHECK · CERTIFY

This is the graded piece. Set it up honestly.

- Twelve questions, one right answer each.
- Sixteen points from your rides, twelve from the questions. Twenty three of twenty eight to pass.
- Anybody who skipped a ride is carrying a zero into this. Send them back first.

ASK Anybody still have a ride they did not score?

WATCH OUT The warning banner on this slide counts unscored rides. If it is showing, stop and fix that before they start.

41 EXAM

THE FINAL CHECK · CERTIFY

Quiet. Let them work.

- Take your time. You can move back and change anything until you turn it in.

WATCH OUT Do not coach answers during this. If the room is stuck on one, note it and cover it in the debrief.

42 RESULTS

THE FINAL CHECK · CERTIFY

Score is the rides and the questions together.

- The percentage on screen is the first attempt and it does not change.
- Under eighty and the certificate stays locked until every miss is re-covered and answered right.

WATCH OUT Someone who passes can still go back over their misses. Encourage it, especially if they missed ride 7 or ride 8.

43 Certification

CERTIFICATION · CERTIFY

State the standard out loud so nobody is surprised.

- Three things: observation, conversation, documentation.
- Twelve of sixteen on the rides, including the fatigue one and the one where there was nothing to correct.
- One observed correction, and one complete set of paperwork.

WATCH OUT If somebody did not hit the standard, do not name them in the room. Handle it after.

44 Certificate of Completion

CERTIFICATION · CERTIFY

Issue certificates live. It takes about thirty seconds each.

- Type the name exactly as it should read, check the date, print or save as PDF.
- File a copy in the driver's training file.

WATCH OUT Do this in front of them if the room is small. It matters more when they watch it happen.

45 Successful behavior change begins with you.

CERTIFICATION · CERTIFY

End on the line, not on logistics.

- Successful behavior change begins with you.
- Last thing before they leave: you are the first and loudest opinion a new driver ever hears about this company.

WATCH OUT Do not end on 'any questions'. End on the line, then take questions.

CLOSE OUT

After the session

SAME DAY

- Issue every certificate from slide 44 and save each as a PDF. It will not print until that person is at 80%.
- File a copy in each driver's training file.
- Note who landed under the pass mark on the first attempt, and who missed ride 7 or ride 8. The module makes them fix every miss, but a thin first attempt is worth a one on one.
- Press **Reset** before the next group.

WITHIN THE WEEK

- Make sure every certified lead driver can find the Driver Trainee Paperwork folder.
- Spot check the next Daily Assessment Form each one turns in. That is where you find out whether any of this took.
- Anything in the module that reads wrong, or a clip that does not fit our operation, send it up and it gets changed.

The one measure that matters. Thirty days from now, pull the training files for whoever these people trained. If the comments are behavioral and specific instead of "did good," the class worked.