

# The Don'ts

*Sharing what “not to do” from someone that has been on both sides of the experience.*



# Today's Facilitator



Charles Smitherman

APRO  
Chief Executive Officer

**A copy of today's presentation will be available on APRO's website under Educational Resources.**

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# Today's Speaker



## Paul Metivier

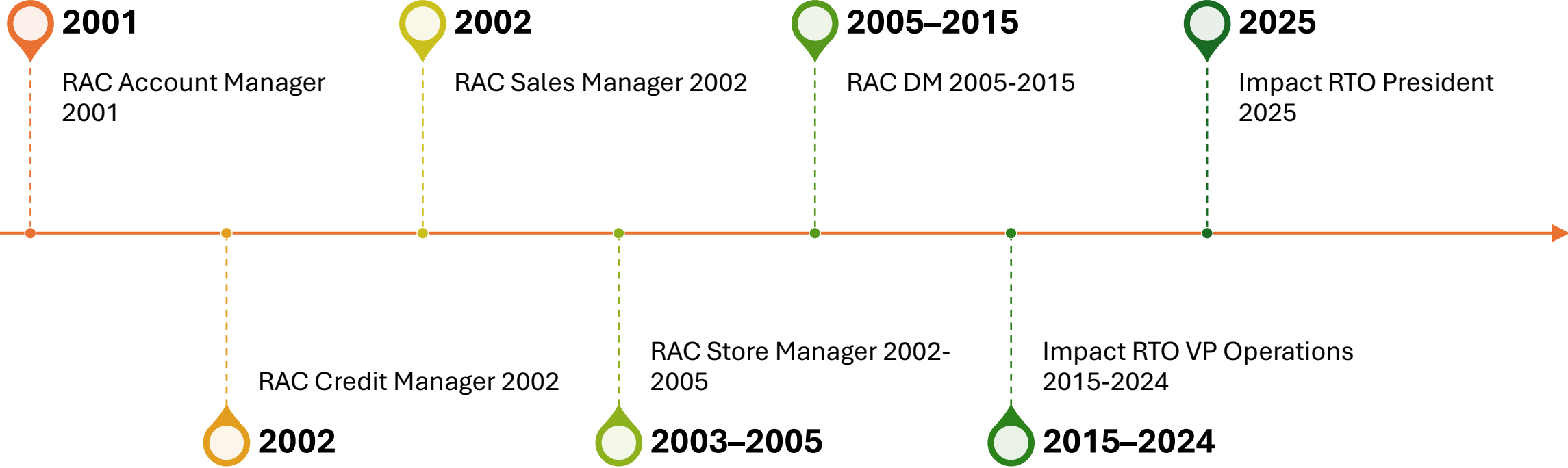
Impact RTO Holdings  
President

With more than 24 years of experience in the rent-to-own industry, Paul Metivier has built his career from the ground up – beginning at Rent-A-Center in 2001 and rising to his current role as President of Impact RTO Holdings. A respected leader and innovator, Paul served as President of the Florida Rental Dealers Association and is a two-time recipient of the Rent-A-Center Franchise of the Year award, as well as a nine-time top-ten finalist.

Paul also led Rent-A-Center's first large-scale acquisition of corporate stores – a pioneering effort that paved the way for future franchisees. Outside of work, he is a proud husband and father of identical twin boys. He enjoys traveling, watching sports, gardening, and spending time outdoors.



# About me



# About Impact

GROWN FROM 40 LOCATIONS TO 77  
LOCATIONS

AVG SMRR (PAR) INCREASE OF 5.3%  
ANNUAL FOR 10 YEARS.

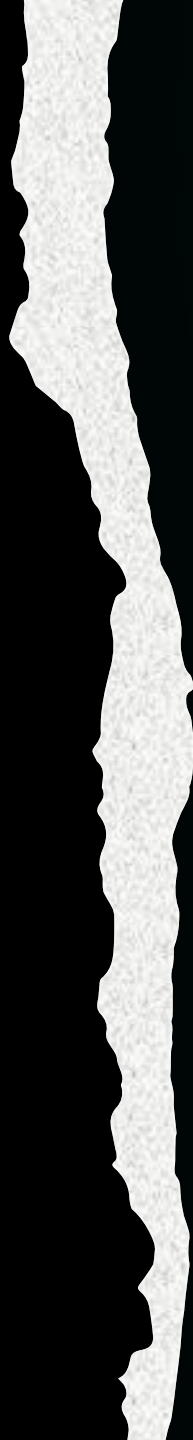
AVG REVENUE INCREASE OF 5.5% ANNUAL  
FOR 10 YEARS

2-TIME RAC FRANCHISE OF THE YEAR AND 9-  
TIME TOP TEN.

OF ALL LEADERSHIP POSITIONS AT IMPACT  
RTO, 16 OF 18 PROMOTED INTERNALLY.

Feedback is helpful

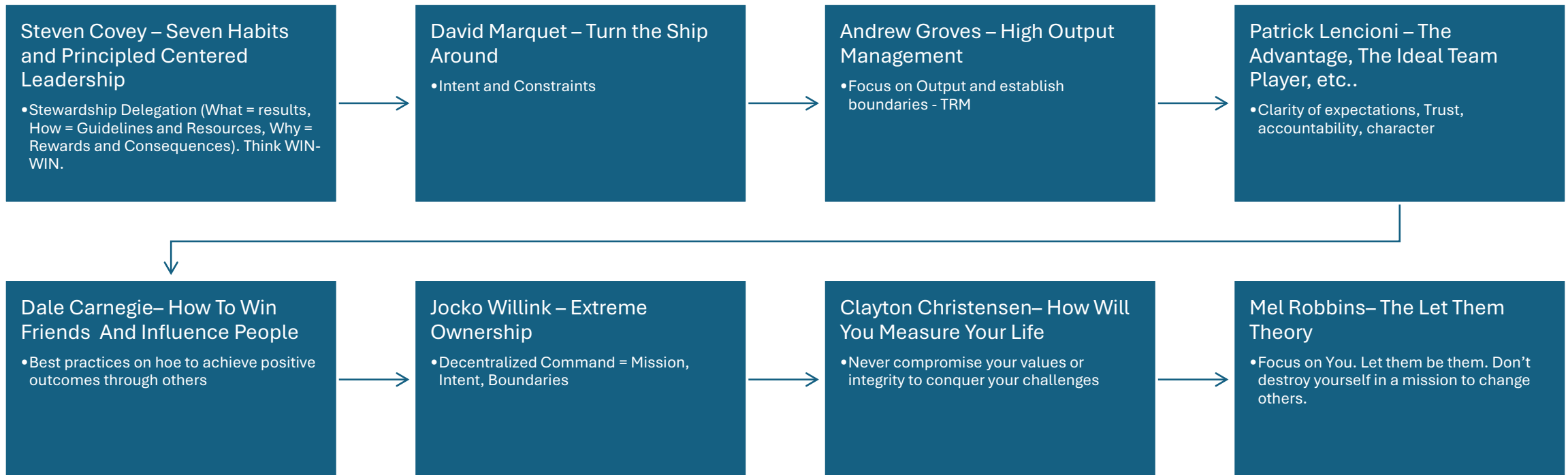
[Paul.Metivier@impact-rto.com](mailto:Paul.Metivier@impact-rto.com)



Almost every significant  
breakthrough is the  
result of a courageous  
break with traditional  
ways of thinking.

STEPHEN COVEY

# Books that will shorten the learning curve



# The Don'ts by category

People/Communication



Business

Self

# The People Don'ts

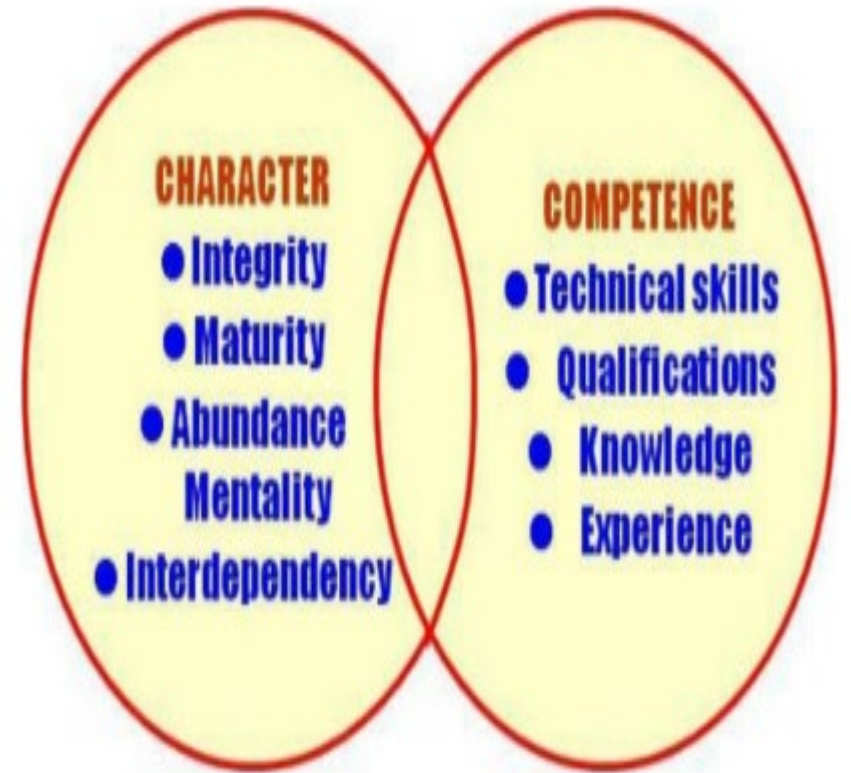


Don't be  
unclear with  
expectations



Don't confuse  
what trust is in  
a business  
sense.

- Character + Competence
- Character. They do what they say. They are honest. They are dependable.
- Coworker is experienced and competent at their job.



Don't delegate  
to the wrong  
person

- Only delegate  
when what you're  
delegating won't  
cost you a  
coworker or a  
customer!



# Fail to own the narrative

- Don't forward your bosses emails
- Don't let someone hire for you (unless you're inexperienced)
- Don't let someone coach for you (unless inexperienced)
- Don't let someone praise for you
- Don't let someone terminate a coworker for you



Do not retain  
A-Hole's

- I believe it was Jeff Lebakken that said it best. "I would rather have a hole on my team, than an asshole on my team."



**NO ASSHOLES  
ANYTIME**



Vent up always

Don't speak  
negatively  
about a  
coworker to  
their  
subordinate  
or peer.



# Don't become storage for private criticism

- Allowing subordinates or peers to come to you “Privately” with constant criticism of another peer or their boss, creates a politics driven organization that lacks trust, culture and accountability – Ben Horowitz “The Hard Thing About Hard Things.”



Don't  
badmouth the  
predecessor

Replacing the  
“friend boss”  
or “thief”

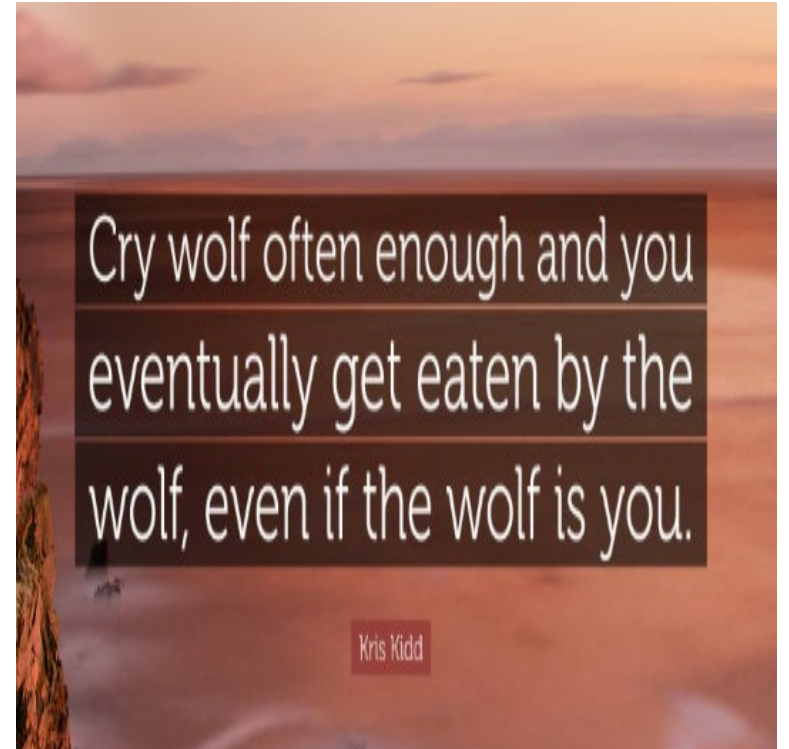
- Speaking poorly about the prior manager to customers and coworkers will backfire.
- The coworkers and customers only know how that person made them feel.
- Handle issues with a forward-looking mindset.
- Only discuss the autopsy of issues with supervisor, LP, or authorities.

“I've learned that  
people will forget  
what you *said*,  
people will forget  
what you *did*,  
but people will never forget  
how you made them *feel*”

- Maya Angelou

# Don't tell your boss about every disagreement with a coworker

- Only discuss repeat situations that aren't resolving, and you are entering the "coaching phase."
- Most situations are resolved with time and aren't as serious as they seem in the moment
- Sleep on it
- You could end up making your job more difficult if your supervisor cements an impression based on your emotions at the time.



Don't try to fix  
everyone

Mel Robbins "The Let Them Theory" gives great advice.

- You cannot change an adult; you can only influence and set examples. A person needs to both believe they can change and want to change to create change.

**YOU CANNOT FIX  
SOMEONE WHO  
DOESN'T WANT TO BE  
FIXED, BUT YOU CAN  
RUIN YOUR LIFE  
TRYING.**

Don't be  
unprepared

- This one thing will enhance your credibility and be seen as a sign of respect to the person or store you are visiting.

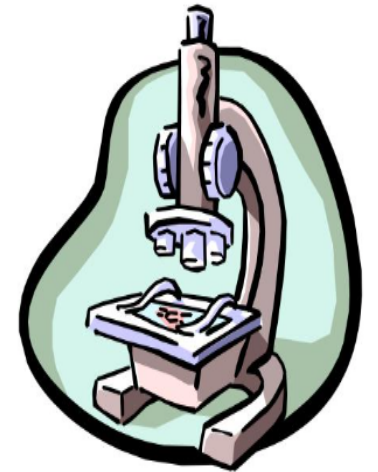


# Don't flatter or be vague with praise

- If you fail to be specific with praise you will not reinforce desired behaviors
- The coworker will pick up on this tendency and could find you to be lazy or unprepared.

## Be specific

- Use concrete facts and figures not general ideas, terms or statements
- Hazy and broad generalizations do not impress



Don't let  
people  
wonder where  
they stand  
with you

- This is for the “SUNSHINE PUMPERS” Don't avoid tough conversations or when people are slipping.
- Always be honest but respectful
- Always be specific to the performance or the behavior
- Praise and coach with consistency
- Builds respect and loyalty



# Don't hold anyone back

- No one will remember a specific month or quarter you produced 10-years from now. They will however remember the people you've promoted.
- More importantly, this will also be what your people remember



# Don't steal someone else's idea

- Borrow it but always site the source.
- If you make it a store, region, company program; name it after the coworker that gave you the idea.



# Don't be late

- Especially if you agreed to time and meeting
- Communicate in advance if unforeseen circumstance
- And if you are, be apologetic
- It is disrespect
- It will cost you the position you want



# Don't be unpredictable

- No one likes working for a person that is unstable.
- It creates a hostile work environment.
- If you are not emotionally intelligent enough for the role, please speak with your supervisor about finding a right seat on the bus.

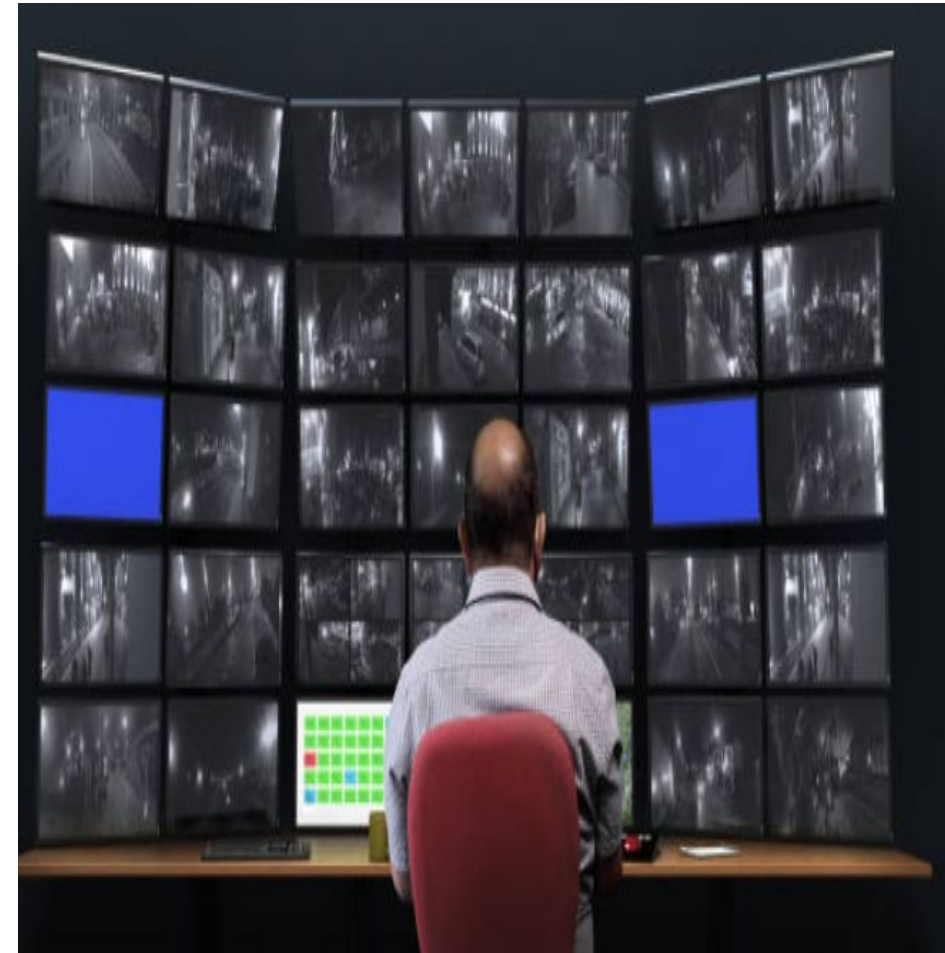


# The Business Don'ts



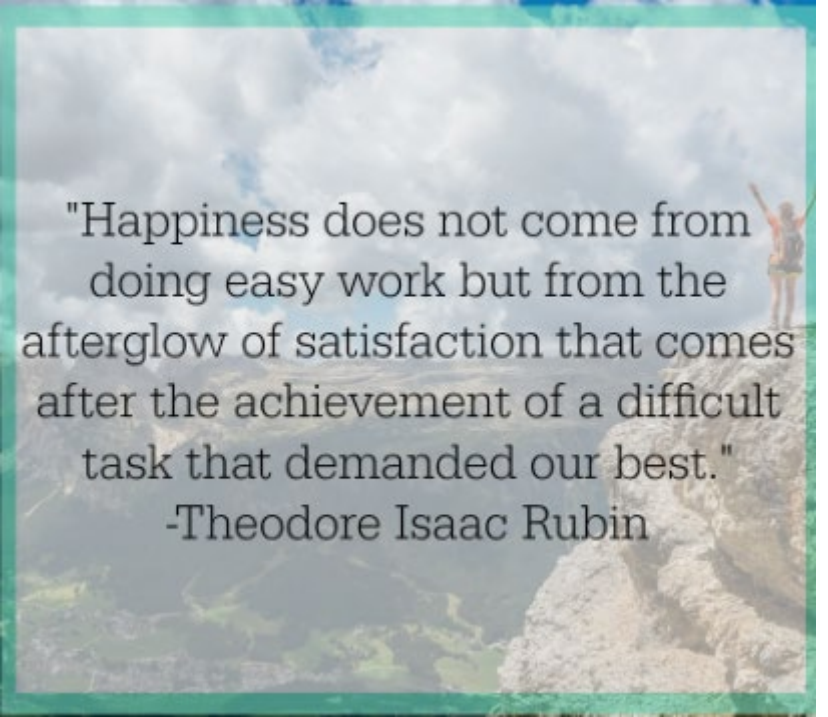
Don't think you  
can manage  
your business  
remotely  
(mentally or  
physically)

- You must be present.
- There is zero substitution for your attention.
- It connects the people to the data



# Don't Sacrifice the long game

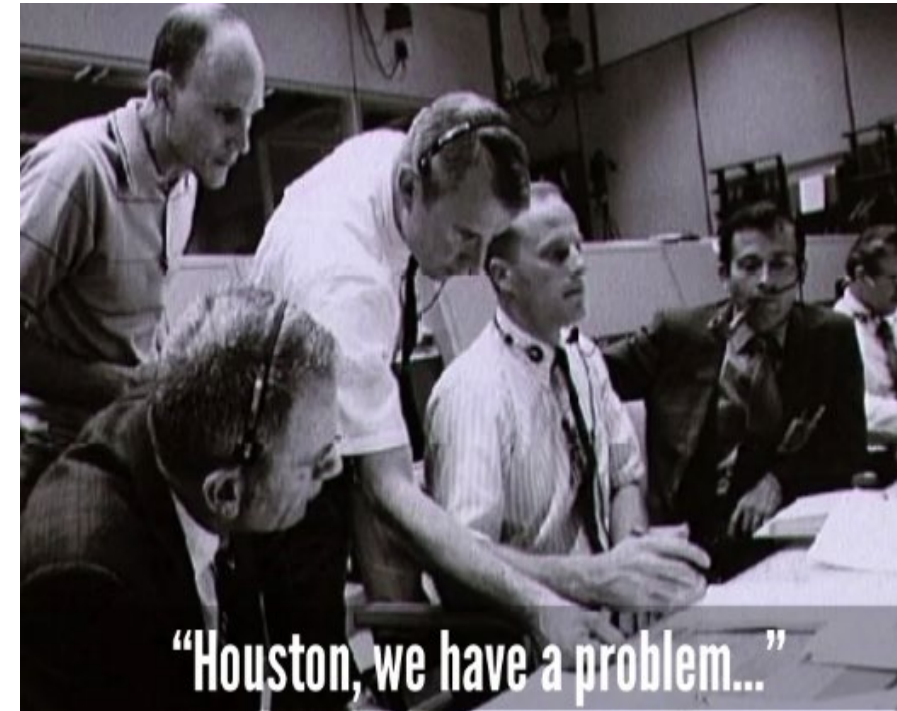
- Constant Freetime events
- Deep discounting events
- Short Cuts
- Cheating



"Happiness does not come from doing easy work but from the afterglow of satisfaction that comes after the achievement of a difficult task that demanded our best."  
-Theodore Isaac Rubin

# Don't Ignore Low Percent Collected

- High Losses
- High Employee Turnover
- Low RTO IQ (poorly trained) team
- Manager never takes time off
- Manager only completes inventory and counts drawer



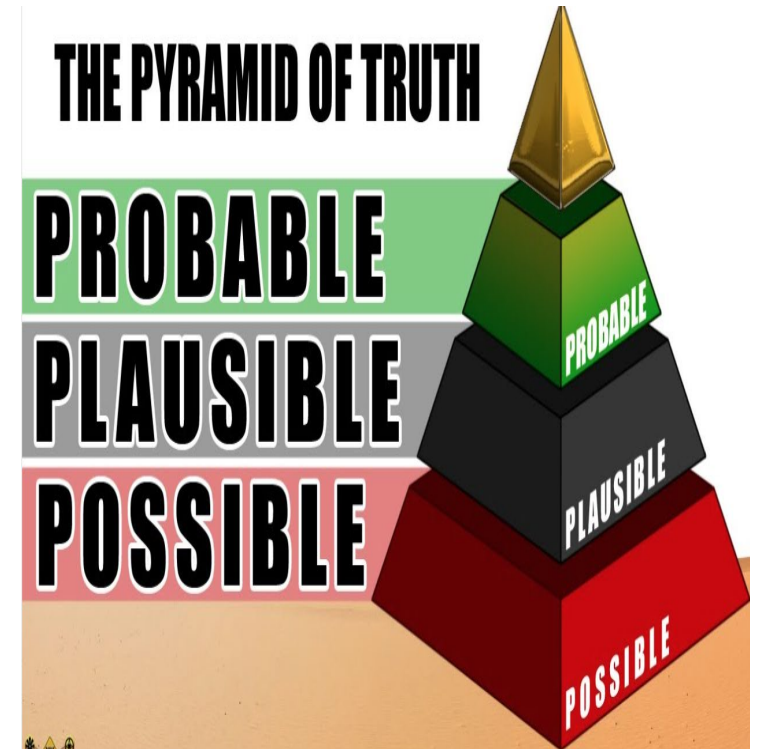
Don't think  
you'll win the  
battle against  
a person's  
personal life.

- If the coworker has a major crisis, determine time needed and assist if possible.
- If what they're dealing with is long term, you will probably lose them (maybe temp).
- You are not a psychologist. Don't try to be one. You will make it worse and be blamed
- Chaos from the personal life will follow a person to work.



# Don't Promote Someone on Potential Alone

- Always promote your top performers
- If the top performer turns it down or you don't have top performers, go outside of your organization



Don't put  
couples in a  
supervisor -  
subordinate  
role

- You will lose one if not both
- You shouldn't do it with finances (business and personal) or people



Don't Close  
Wednesday

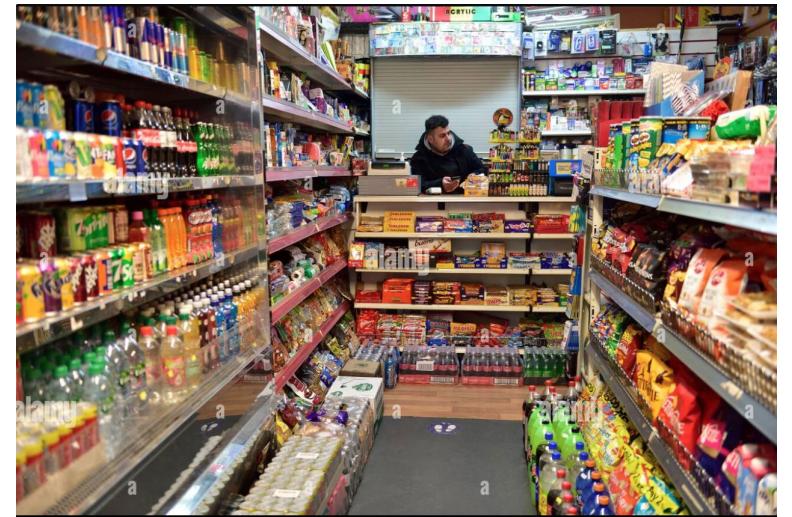
**Closed**

★ **WEDNESDAY** ★

[www.printable-signs.com](http://www.printable-signs.com)

# Don't run a store under 3000 SF

- Financially it seems like a good idea
- You can talk something into existence
- Your staff will hate it and so will your customers



# The Self Don'ts



Don't ride the  
High's too high  
and the Low's  
too low

- Be humble when things are great
- Chin up when things aren't
- Your staff is watching



Don't put so much pressure on yourself to find your purpose



Don't only  
vent negative  
things to your  
mentor



Don't assume  
you won't  
forget

SUN	MON	TUE	WED	THU	FRI
6	7	8	9	10	11
		Test 3 8 - 9:15am		Class 8 - 9:15am	
	Class 9 - 9:50am	Class 9:30 - 10:45am	Class 9 - 9:50am	Class 9:30 - 10:45am	Class 9 - 9:50am
	Class 11 - 11:50am	Work 11:30am - 1:30pm	Class 11 - 11:50am		Class 11 - 11:50am
			Office Hours 1 - 2pm	Yoga 12:30 - 1:30pm	Lunch with Sarah 12 - 1pm
	Work 2 - 4pm	Cycle 45 2 - 2:45pm			Work 2 - 4:30pm
	Work Meeting 4 - 5pm	Class 3 - 3:50pm		Class 3 - 3:50pm	
		Cook Dinner 5 - 6pm	High Fitness 4 - 5pm	Club Meeting 5 - 6pm	Cook Dinner 5 - 6pm
Pilates 6 - 7pm			Chapter 6 - 7pm		

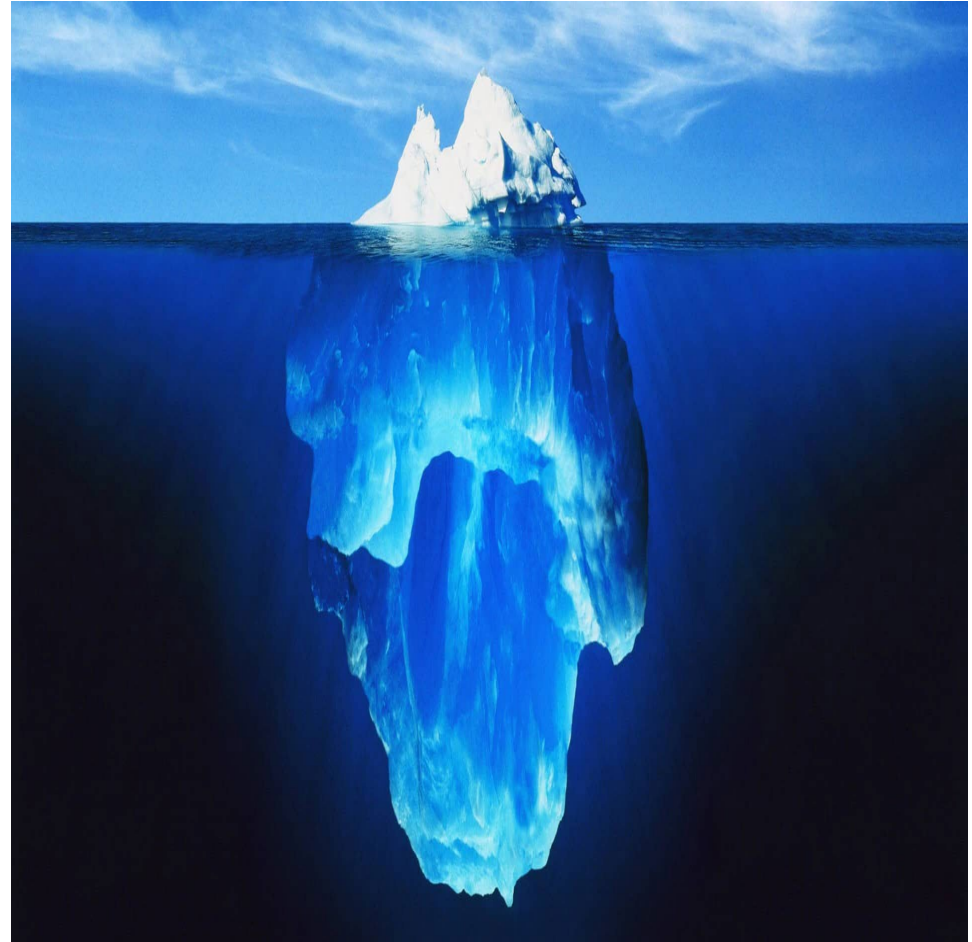
Don't stop  
reading.



Don't  
minimize your  
wins



This is the tip  
of the iceberg



**THANK YOU!**



# Questions/Discussion



# APRO's Upcoming Webinars



Speaker: To Be Announced

February 10, 2026 | 2:00 PM CT / 3:00 PM ET



The RTO Revolution is Here

Presented By: Ryan Krass & Charles Smitherman

February 19, 2026 | 2:00 PM CT / 3:00 PM ET



**Before you  
go...**

Quick polling questions!  
Please take 30 seconds to help us  
improve our webinars



# Feedback questions

(On a scale of 1 to 5 with 1 being the worst  
and 5 being the best)



How would you rate today's webinar overall?



Did you find the information in today's webinar useful?



Would you recommend this webinar to a colleague?



Are there any areas from today's webinar that you'd like to explore further? (Please describe in the chat.)





# PROGRAMMING

Inspiring RTO Excellence

**THANK YOU FOR JOINING US!**

