

## AVP Standards and Expectations

The **Discount Tire Management System (DTMS)** is Our Culture and Strategy coming together to provide the tools for our people to accomplish Our Mission: To Make More Dreams Come True.

As Servant Leaders and Owners of Discount Tire, we have a responsibility and must all work together to ensure Our People achieve the highest degree of expertise possible, as Trusted Experts, through the understanding of the Discount Tire Management System. This is the road in THE DREAM poster we must all travel down in order to truly achieve our vision, "To Be the Best!"

### Store Visit Preparation & Expectations

- ☐ First, understand where you are at within the three circles ([Hedgehog](#)) then determine where the Manager is at, to cultivate leadership improvement during visit.
- ☐ Avoid going into the visit with a checklist/agenda of things you want to cover. Instead, look for opportunities to move your Managers forward in their leadership. Before going to the Store, review the current CTA, LEAD portal, and Primary Drivers/Secondary Drivers from the AOR dashboard to understand what questions you can ask the Manager or AORs during the visit.
- ☐ Review notes from last visit or communication.
- ☐ Print the "[Activation Exercise](#)" and take with you on Store visits. Use it to create consistency in the critical thinking of our people, as well as the building of Store CTAs.
- ☐ A minimum of 2 hours is the estimated time for an effective visit. Additional time may be needed depending on the needs of the Manager.
- ☐ Visit your Stores 2 times a month. Leverage technology when a Store needs multiple visits.
- ☐ Visit Stores Tuesday to Friday. Overnight stays are expected a minimum of 2 weeks a month or when traveling more than 2 hours away from home base.

#### Who We Are

**We Make Dreams Come True** by aligning to our values and Our Vision: **To Be the BEST!**  
Our unique success is based on Caring for and Cultivating People, Delighting Customers, and Growing Responsibly to preserve and strengthen Our Culture.

#### (Character, Store Culture, Relationships, Leadership Style)

- ☐ In your [Role as a Servant Leader](#), self-reflect and continue your leadership style development by building commitments into your monthly CTA to improve within [Level-5 Bruce Like qualities, Disciplined Servant Leadership characteristics, and Principles and Standards that Define Who We Are](#).
- ☐ Identify with your Managers what improvements they are seeking to make as a leader. Help them get feedback from their people and address their opportunities to lead better within the [Hedgehog](#) tool.
- ☐ You own and are accountable for your groups' financial performance, focused on the AND Statement Results! Remember, this is part of the evaluation process and promotion criteria.
- ☐ [Operations Leader Evaluations](#) are expected to be completed and reviewed every 12 months. Provide honest feedback.
- ☐ Be patient, ask questions, and listen to understand.
- ☐ Be Bruce like, start by greeting all employees, get to know your people and their Dreams and goals!

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### What We Do

We deliver on our **Strategy** by providing the most **Inviting, Easy, and Safe** tire and wheel purchase and service experience in the world.

(RVP, AVP, Manager, AOR's role in modeling, teaching, and coaching using the GO SEE Daily Audits)

- ☐ Act with an urgent mindset to focus your Stores on improving execution of our 3 Core Fundamentals through our [Brand Dimensions](#) and [Best Practices](#).
- ☐ Allocate necessary time within service and sales with Manager using the "GO SEE" Audits, looking for coaching opportunities to increase awareness and urgency.
- ☐ Review and discuss audit notes written by Manager. Celebrate wins and coach opportunities.
- ☐ Look for opportunities to verify AOR's/Manager's ability to understand, identify opportunities to deliver training, effectively modeling/coaching and mentoring at the right time to change behavior that improves execution of [Brand Dimensions](#) and [Best Practices](#).
- ☐ AVPs check that the training, modeling/coaching, mentoring with everyone in the Store is connecting back to the "why" (Who We Are).
- ☐ To demonstrate rigor and urgency when needed, put on your Red shirt and model for the Manager and team. Have the Manager model it back. Manager then does the same for his/her AORs.

### Assessing Our Gauges

We look at these key indicators of our overall performance to determine what we are doing well and where we need to improve to deliver on our Strategy.

(Evaluating our Strategy execution through reviewing our gauges by AOR)

#### WIN THE DAY – Daily Metrics

- ☐ As you visit Stores, check current Store metrics for opportunities, make sure the Manager is seeing what you are seeing and reacting with urgency through their AORs. Ask questions and create dialogue to identify if a pivot is, or may be needed, to Win the Month.
- ☐ Check with Manager for progress made on [CTA](#), ask questions to verify knowledge and coach as needed.

#### WIN THE MONTH – CTA

- ☐ Are your Managers assessing the gauges on the AOR pages from top to bottom, left to right? Do they understand the reasons why all the primary and secondary drivers are put in order of importance?
- ☐ Address underperforming Stores, use the BI tool along with AND Statements to identify Stores needing your support monthly.

#### WIN THE YEAR – LEAD

- ☐ Review LEAD games to check on progress, ask questions to verify knowledge, and coach using [Best Practices](#).
- ☐ Go see together (AVP/Manager) on Store visits and share insights.

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### Setting up the WIN

We work together to develop an action plan to drive improvement through disciplined actions and provide an environment for Our People in which they have the tools, training, coaching, mentoring, and support needed to deliver a world-class customer and employee experience.

(Disciplined action using LEAD, CTAs, and GO SEE Audits)

### WIN THE DAY – Daily Metrics

- ☐ Attend at least 2 morning huddles per week. Start with struggling Stores so you can gain understanding about engagement of team while coaching the Manager on opportunities.
- ☐ Perform GO SEE Audits with Manager and AOR with urgency for improvement.

### WIN THE MONTH – CTA

- ☐ Review CTAs for each of your Stores at the beginning of the month (along with the corresponding Store Business Review Worksheet) and coach as needed for better alignment to the Activation Exercise and true business needs. Start with underperformers.....
- ☐ Review notes/actions left on CTAs by AVP and Manager since last visit.
- ☐ Review CTA and progress made with Manager and AORs, with rigor and expectations for improvement.
- ☐ Talk with AORs about their commitments made to ensure Manager is engaging and supporting.
- ☐ Be prescriptive with CTAs only when Manager is struggling, identify if a pivot is needed to Win the Month.

### WIN THE YEAR – LEAD

- ☐ Review LEAD games and use the Audit questions to evaluate alignment to WIGs, CTA, and GO SEE Audits throughout the month to support the urgency to make execution improvements immediately to deliver on our Strategy. Are they moving the needle? Celebrate Wins!
- ☐ Align efforts on Store visits to support the opportunities of the Manager within their [Hedgehog](#) leadership.
- ☐ Always tie back all guardrails to conversations.

***Cascading CTA Standards for Staff on next page***



## Cascading CTA Standards for Staff

Print and use the [DTMS Activation Exercise](#) as your guide.

### Regional Staff

#### WIN THE MONTH – CTA

1. Review and discuss, as a team, AND Statement results MTD/YTD, [Business Review Worksheet](#), and BI reporting for current month/trends to identify underperforming Stores in your Region, by AVP.
2. Review current RVP/AVP CTAs to decide if the next month's CTA will be a continuation with modifications or a new [CTA](#) should be built.
3. Agree, as a team, on the one or two gauges from the BI dashboard to be your focus by AVP.
4. Review and discuss Primary and Secondary drivers from the worksheet to narrow focus within the chosen gauges. Use AOR pages to align efforts to the critical metrics and narrow down to underperforming Stores within each AVP grouping.
5. Have a discussion on what AVPs have seen in these Stores on visits regarding [Brand Dimensions](#) and [Best Practices](#) execution. Identify the [Brand Dimensions](#) and [Best Practices](#) to focus on for the next month. Be as specific as possible. Also, make a commitment to one or two [Principles and Standards](#) that will improve your effectiveness as a leader.
6. Determine what underperforming Stores by AVP will be supported:
  - a. RVP to determine which AVP or AVPs could benefit from their support
  - b. RVP's CTA would align to AVP's
7. Determine the X to Y for selected Stores by AVP:
  - a. RVP's CTA X to Y's would be an average of the AVP's chosen Stores to support for the next month
8. AVPs to establish a cadence of follow up and accountability with Stores and RVP:
  - a. Intent is to help the underperforming Stores by reviewing the Manager's CTA and coaching if plan doesn't address the most critical needs of the business. A pivot may be needed if alignment is needed after discussion with AVP.
  - b. AVPs and Managers to use the notes section to identify takeaways and next steps

#### WIN THE YEAR – LEAD

- ☐ Consistently review LEAD portals and assess progress on LEAD games!

It is suggested that the RVP's CTA be shared only with the Regional staff. If AVPs share their CTA with Stores, it would be after the AVP receives all the Manager's CTAs.