

Discount Tire Management System Activation Exercise - Corporate



SPEED OF TRUST

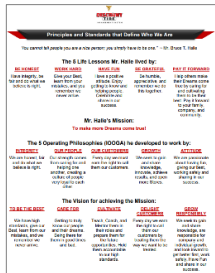


The Discount Tire Management System (DTMS) is Our Culture and Strategy coming together to provide the tools for our people to accomplish Our Mission: To Make More Dreams Come True. As Servant Leaders and Owners of Discount Tire, we have a responsibility and must all work together to ensure Our People 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!"

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.

Begin through self-reflection, and asking yourself the following questions, to engage your heart and mindset, as a Servant Leader.



Think about: "What have I seen or heard that makes me answer this way?"

Self-reflection Questions

- Do my actions and behaviors demonstrate our Principles and Standards every day?
- Am I honest, fair, and do what we believe is right for my people?
- Do I establish, grow, extend, and restore trust effectively while displaying credibility?
- Do I work hard, learn from my mistakes, and remember we never arrive to help my people get better?
- Do I have a positive attitude, enjoy getting to know my people, and celebrate successes with them?
- Am I humble, appreciative, and remember we do this together?
- Do my actions show my people "Paying it Forward" is MY mission?
- Do my people's Dreams come true because I Care for and Cultivate them to be their Best?
- Do people get better who work with me?

Then engage with your people, without distraction, to instill trust and model the actions and behaviors of a Servant Leader.

- ☐ Learn about your people by asking questions with curiosity and truly listening to understand.



Keep it natural and sincere.

Example Questions

- What are your personal and professional Dreams and aspirations?
- Are you happy? Is the team happy? (How do you know?)
- What are your strengths? Where can you improve? What are you learning?
- What are you struggling with? What skill sets do you need? What can we do to help you?
- Do you have any examples of how we can better understand and support Our People?

What We Do

We deliver on our Strategy by providing the most **Inviting, Easy, and Safe** customer and employee experience in the world.

Discuss executing our Strategy through our Brand Promise: Caring People Doing the Right Thing, to improve understanding through modeling, teaching, coaching, and mentoring.

- ☐ Brand Dimensions
 - Do Our People understand what it means to have a Can-Do Attitude? What Trusted Experts do? What an Unexpected Experience looks like? What it means to offer Low Prices & More Choices?
- ☐ **3 Core Fundamentals**
 - Do Our People understand the importance of executing on our Best Practices/Visual Standards?
- ☐ **Safety and Quality First in Delivering an On-time Experience**
 - Do Our People understand our order of priority (SQDC) and how this guides our decision making and empowers us to always do the right thing based on these standards?



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.

Determine if your people's actions and behaviors are consistent with **Who We Are** and **What We Do**.

Identify alignment opportunities that support our Company Gauges and specific performance indicators (other gauges) that exist to measure progress for your teams.



How do you know your employees are happy?	How do you know your customers are happy (internal and/or external)?	How do you align to and support the AND statement (Sell More and Sell Better and Manage Expenses)?
What key indicators (drivers) do you have to measure this?	What key indicators (drivers) do you have to measure this?	What key indicators (drivers) do you have to measure this?

Other Gauges: What additional key performance indicators can you assess to help determine what your team is doing well and where you need to improve?

- ☐ _____
- ☐ _____
- ☐ _____

Perform a Gauge review (of the above) to identify what you see when you go through the gauges.

- ☐ Determine if your gauges (performance indicators) are **Green**, **Yellow**, or **Red**.
- ☐ Agree upon **one** or **two** gauges to focus on with your team (greatest opportunities).
- ☐ Then, ask the four **Brand Dimension questions** to help you learn where to “go look” to see if any of the answers provide insight into why the gauge isn’t where it should be.



1. Do we have a Can-Do Attitude?
2. Are we Trusted Experts?
3. Are we delivering an Unexpected Experience?
4. Are we providing Low Prices & More Choices?

“Go Look” at Execution.

- ☐ Establish if any **Best Practices** and **Visual Standards** are in place for your team to support how we are expected to perform.
 - A Best Practice or visual standard allows you to determine if a specific action or behavior focus is being performed to the expected standard.
 - The Brand Dimension brings the Best Practice/Visual Standard to life the way Mr. Halle intended. This is how we ultimately deliver on our Strategy.
- ☐ Determine what specific action(s) and behavior(s) are preventing the execution of the required outcomes to improve performance, Brand Dimension and/or Best Practice/Visual Standard.

Critical to Safety – Stop! Critical to Quality – Correct!

- ☐ Use **Safety, Quality, Delivery and Cost (SQDC)** metrics, if available, to evaluate these standards in this order of priority.



Setting up the WIN

We work together to develop an action plan to drive improvement through disciplined actions.

Provide an environment for Our People in which they have access to the tools, training, coaching, mentoring, and support needed to deliver a world-class customer and employee experience.



Manage the four foundational Puzzle Pieces daily to recognize opportunities for getting better. These provide the discipline for Setting up the WIN and are the governor on execution of our Strategy.

1) Recruiting, Training, Coaching & Mentoring	2) Clear Roles & Expectations
3) Environment Ready	4) Right Number of Qualified People Scheduled

Create a **Call-to-Action (CTA)** to identify **ownership** (role/AOR), **action** (requirement), **cadence** (how often) and **follow up** (accountability).

- ☐ **Engage with your team** to solve the problem and **establish monthly commitments** (goals) to align ownership and accountability for the proper execution of the requirement.

Note: Commitments (goals) to improve performance should include the frequency the leader and/or accountable AOR will follow-up by coaching in the moment to improve execution, demonstrating how to change the outcome, teaching/coaching skills, reviewing results, and auditing progress. It should also note any support needed by others.



IMPORTANT TIP: If the opportunity is big enough, it could become a **LEAD** game for the team.

AUDIT

LEADER FOLLOW UP AUDIT POINTS:

- **Ask questions to learn about how our actions supported the Strategy and improved execution and the outcome.**

Verify that commitments (goals) are created and written in a way that will drive specific behavior improvements:

- What was the process used for determining the specific actions to be addressed?
- Was a specific person/group of people identified to focus our efforts on serving? How did we identify this was the person/people to focus on?
- Were we specific to how often and when we will observe/coach in the moment? Is the commitment realistic? Was an X to Y determined?

Determine the impact of the commitments:

- Did the accountable roles/AORs keep their commitments?
- What did the person learn?
- Was it a teaching moment or a coaching moment?
- Did teaching/coaching conversations turn into action? How do you know?
- Did your efforts impact the Gauge, and did they achieve their X to Y? How did these actions support the Brand Promise? Strategy? The Mission?
- If your efforts DID make a positive impact, did you remember to celebrate the WINS!?
- If your efforts did NOT make a positive impact, do commitments need to be adjusted? What is preventing execution?
- What next steps are required?



"Servant Leader Self-Reflection"

Did I ask open-ended questions?
Who did most of the talking?
Was it their solution or was it mine?
Are self-accountability and ownership achieved?