

## Discount Tire Management System Activation Exercise



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](#).

## 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.

## Example Questions

- What are your personal and professional Dreams and aspirations?
- Are your people 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** tire and wheel purchase and service 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 in the Manager role.

➤ [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?



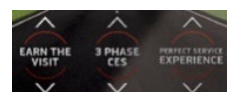
Think about: "What have I seen or heard that makes me answer this way?"

How do you know?



Keep it natural and sincere.

LEADING PEOPLE DOING THE RIGHT THING



## 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.



Conduct Gauge review to identify what you see when you go through the gauges.



**IMPORTANT:** The four foundational Puzzle Pieces must be assessed and managed **daily** to recognize opportunities for getting better. These must be in place first, as they provide the discipline for Setting up the WIN and are the governor on execution of our Strategy.

➤ Perform these disciplined actions every month with each AOR.

- ☐ Evaluate the previous CTA for improvement areas, then complete a [Store Business Review Worksheet](#) by inputting last month's results to assist with capturing the data for reference.
- ☐ Review with each AOR and agree upon **one** or **two** gauges to focus on for the store.
- ☐ Direct each AOR to open their correct **AOR page** on the KC.
- ☐ Look at each **Primary Business Driver** and **Secondary Business Driver** from left to right and top to bottom (this is the order of priority).
- ☐ Instruct each AOR to use their **AOR page**, **Business Review Worksheet** and the [CTA Worksheet](#) to:
  - **Record the Gauge** to focus on.
  - **Determine one Primary Driver and Secondary Driver** for the Gauge.
  - **Establish an expected target result to improve for the Secondary Driver** (from X to Y by when).

☐ **Next, select a Brand Dimension and Best Practice/Visual Standard.**

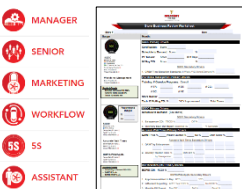
- The **Brand Dimension** brings the Best Practice/Visual Standard to life the way Mr. Halle intended. This is how we ultimately deliver on our Strategy.
- The **Best Practice** is a visual standard that allows you to determine if a specific action or behavior focus is being performed to the expected standard.

- ☐ Together, the AOR and Store Manager verify alignment of Primary Driver and Secondary Driver, Brand Dimension, and Best Practice to maximize impact to the Gauge.
- ☐ **Print** the Best Practice & Visual Standards to "**GO SEE**" if the Best Practices/Visual Standards are being executed.
  - These are the **disciplined actions** needed to improve the business.
- ☐ Determine what specific action(s) and behavior(s) are preventing the execution of the Brand Dimension and/or Best Practice/Visual Standard.
  - The intent is to **identify one specific step** within the Brand Dimension/Best Practice/Visual Standard to observe that will make the greatest impact.

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

- ☐ Use Safety, Quality, Delivery and Cost (SQDC) thought process to make decisions in the moment. Use it in order of priority for Sales and Service.

**REMINDER:**



Example:

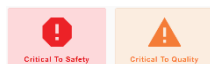


Customer Demand

Secondary Drivers  
Best Practice & Visual Standards



Best Practice & Visual Standards



## 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.

### STORE CTA Form



Complete the Store Business Review (CTA) to identify **ownership** (AOR), **action** (Best Practice/Visual Standard), **cadence** (how often) and **follow up** (accountability).

- ☐ AOR to engage the team to solve the problem and create **ownership** and **accountability** for the proper execution of the Best Practice/Visual Standard.

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

Refer to the **How To** . . . CTA Steps on next page



### Complete the Store Business Review (CTA) steps and track Accountability.

- 1) Capture the **Owner(s)**, **Gauge**, **Primary Driver / Secondary Driver**, and **target for the Secondary Driver (from X to Y by when)**.

*For example, if you want to increase demand and impact Sell More, how many VTV conversions per day are you expecting to increase this month from X to Y by when?*

- 2) Select the **specific ACTION** within the **Brand Dimension** and **Best Practice/Visual Standard** to improve.
- 3) Determine **who** the specific AOR will model, teach, and coach the Brand Dimension and Best Practice/Visual Standard with.
- 4) Record **how many times a day/week**:
  - a. The AOR will observe and model, teach, and coach in the moment.
  - b. What specific Best Practice/Visual Standard actions will be observed.
    - Remember, it is important to be honest and realistic.
    - Be disciplined to do it the number of times committed to every day without fail.
    - Consistency and discipline create change and keeping those commitments builds trust and credibility with Our People.
- 5) **Manager Commitment** should include the frequency the manager will follow up (by coaching in the moment to improve execution, demonstrating how to change the outcome, modeling/teaching/coaching soft skills of AOR, reviewing results with AOR and student, and auditing each AOR's progress). This is the manager's commitment to support his/her AORs. The manager should also note any support needed by his/her AVP.
- 6) **AVP Commitment** should include the specific help the manager needs and cadence for follow up (phone call to audit commitments, observing execution with the manager/AOR and giving feedback, providing guidance on next steps, observing, coaching, and giving feedback) to successfully deliver on the action plan.
- 7) Use the **Accountability Worksheet** to track and record daily progress.



#### "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?

#### [Accountability Worksheet \(page 2\)](#)

## AUDIT

### MANAGER/AVP FOLLOW UP AUDIT POINTS:

- Use the completed CTA and CTA and Accountability Worksheets to ask questions to learn about how our actions supported the Strategy and improved execution and the outcome.

#### Verify that commitments are written in a way that will drive specific behavior improvements:

- Is the commitment aligned to the Owner's AOR page (Gauge, Primary, Secondary)?
- Was a specific behavior/action from ONE Best Practice identified?
- Was a specific sentence/action from ONE Brand Dimension identified?
- What was the process used for determining these specific Best Practice/Brand Dimension actions?
- Was a specific person(s) identified to focus our efforts on serving? How did we identify this was the person(s) 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 and by when determined?

#### Determine the impact of the commitments:

- How many times has this commitment been on a CTA in the past?
- Did the AOR and Manager keep their commitments?
- What did the AOR learn? Was it a teaching moment or a coaching moment?
- Did modeling/teaching/coaching conversations turn into action? How do you know?
- Did your efforts impact the Gauge, and did they achieve their X to Y by the when date? 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 you need to adjust your commitment? What is preventing execution?
- What next steps are required?

- \*\*\* Did the commitments align to and impact the true need of the Store and address the greatest opportunity(s)? \*\*