

“Living The DREAM” – Operations Leader Evaluation Worksheet

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|--|---------|-------|
| Employee Name: | Emp ID: | Date: |
| Region Assignments, Store Assignments, or Store: | | |
| Rating Period - From: | To: | |
| Leader Name: | Title: | |

Rating Definitions

| 1 = Does Not Meet Expectations | 2 = Partially Meets/Developing | 3 = Meets Expectations | 4 = Exceeds Expectations | 5 = Outstanding/Exceptional |
|--|--|--|--|---|
| <ul style="list-style-type: none"> Did not meet performance standards Immediate improvement is required Employee may have been on a Performance Improvement Plan (PIP) or corrective action | <ul style="list-style-type: none"> Inconsistent performance Employee needs improvement or growth in areas of opportunity Employee requires additional training, job experience, and/or coaching | <ul style="list-style-type: none"> Met all performance standards Solid, good performance was employee's norm Results were timely and accurate | <ul style="list-style-type: none"> Consistently exceeded performance standards Employee achieved results above expectations High performing employee: timeliness and quality of work is excellent | <ul style="list-style-type: none"> Employee achieved results well beyond expectations Contributed unique, innovative, and workable solutions to challenges Easily recognized as a top performer and excellent resource |

Role of a Servant Leader (Character)

| WHO WE ARE | | Rating |
|---|---|--------|
| Develops a High Trust Environment | <ul style="list-style-type: none"> Integrity: Truly believes in and supports the Dream and Operating Philosophies every day with actions, training, and coaching. Intent: Genuinely cares for the people you lead and serve. Motives, agenda, and behavior support intent to care for and develop others. People improve by working with you. Capabilities: Inspires confidence through talents, attitude (about career, learning, teaching others), skills, knowledge, and leadership style that produces results as Trusted Experts. Results: Has a track record of performance and gets the right things done. | |
| Lives and Works by the 5 Life Lessons and IOOGA | <ul style="list-style-type: none"> Is honest, fair, and does what we believe is right. Is humble, appreciative, and remembers we do this together. Seeks to gain and share knowledge, innovate, achieve results, and open stores. Helps others make their Dreams come true by caring for and cultivating them to be their best. Has a positive attitude and is passionate about giving their best, having fun, working safely, and sharing in our success. Pays it forward to family, company, and community. | |
| Drives Vision to Achieve Our Mission | <ul style="list-style-type: none"> Has high standards, learns from mistakes, and remembers we never arrive. Gets to truly know our people and their dreams. Is there for them in good times and bad. Teaches, coaches, and mentors our people in their roles and prepares them for future opportunities. Holds them accountable to our high standards. Everyday earns the right to call them our customers by treating them the way we want to be treated. Is responsible for company and individual growth. Looks inward to get better first, works safely, has fun, and shares in our success. | |
| Hedgehog Focus | <p>Where are you today? _____</p> <p>Progress since last evaluation: _____</p> | |
| Demonstrates Level 5 Leadership | <ul style="list-style-type: none"> Possesses an unwavering resolve to do the right thing. Makes people feel great about themselves. Demonstrates humility AND the will to win: Compelling modesty, quick to deflect compliments, always giving credit to others, fanatically driven, with an incurable need to produce results. Maintains a disciplined, hedgehog focus. Is rigorous NOT ruthless. Never settles for “good enough.” Favors discipline over bureaucracy. More of a plow horse vs. show horse. | |
| SERVANT LEADERSHIP RATING | | |

Record Strengths and Opportunities on next page

Role of a Servant Leader (Character)

Strengths

Opportunities

Results Leadership (Competence)

1 = Does Not Meet | 2 = Partially Meets/Developing | 3 = Meets | 4 = Exceeds | 5 = Outstanding/Exceptional

| WHAT WE DO | Rating |
|--|----------------|
| Leadership Role: Operationalizes Strategy and new initiatives and puts them into action, i.e., provides teaching, modeling, coaching, and mentoring that moves people forward on their journey to make their Dreams come true. | |
| Holds self and others accountable to meet commitments, i.e., delivers on our Strategy through our Brand Promise and Brand Dimensions by bringing awareness and understanding to the needs of AORs. | |
| Operates effectively, even when things are not certain or the way forward is not clear, i.e., continues to preserve and strengthen Our Culture by cultivating an environment in which change, diversity, and inclusion are adopted easily and effectively. | |
| Makes good and timely decisions that keep our organization moving forward, i.e., empowers and encourages Our People to make in-the-moment decisions that support Safety and Quality First in Delivering an On-time Experience. | |
| Knows the most effective and efficient processes to get things done, with focus on continuous improvement, i.e., demonstrates mastery and understanding of DTMS, Speed of Trust, LEAD, 3 Core Fundamentals, etc. | |
| Strengths | Opportunities |
| | Average Rating |

1 = Does Not Meet | 2 = Partially Meets/Developing | 3 = Meets | 4 = Exceeds | 5 = Outstanding/Exceptional

| ASSESSING OUR GAUGES | Rating |
|---|--------|
| Obtain and paste both The 'AND' Statement Report and Operating Profit Statement (for the last six months) here: | HE |
| | HC |
| | SM |
| | SB |
| | ME |
| Demonstrates the ability to diagnose data and relate the outcomes to the opportunities within the Strategy. | |
| Turns data into specific actions and behaviors within the Brand Dimensions and Best Practices. | |
| Evaluates, understands, and actively uses the tools within the Puzzle Pieces to drive improvements. | |
| Average Rating | |

Record Strengths and Opportunities on next page

Assessing Our Gauges

Strengths

Opportunities

Results Leadership (Competence)

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| SETTING UP THE WIN | | Rating |
|--|--|--------|
| Utilizes critical thinking to effectively solve problems, i.e., activates the Discount Tire Management System to accelerate Our Strategy. | | |
| Communicates effectively and drives vision and purpose by painting a compelling picture of the vision and strategy that motivates others to action, i.e., provides actionable explanations for the "why" behind the "what" to improve understanding and audits outcomes. | | |
| Applies knowledge of the business and the marketplace to advance our organization's goals, i.e., leverages key tools (Speed of Trust, LEAD, Business Reviews (CTAs), Audits, etc.) to develop action plans that drive improvement through disciplined actions. | | |
| Creates new and better ways for our organization to be successful, i.e., inspires people through empowerment and delegating authority. | | |
| Drives results, even under tough circumstances, i.e., management of the four foundational Puzzle Pieces and execution of the Discount Tire Management System leads to the desired outcomes. | | |

Strengths

Opportunities

Average Rating

OVERALL RESULTS RATING

Overall Strengths:

Overall Opportunities:

OVERALL PERFORMANCE RATING

Signatures:

| | |
|-----------|-------|
| Employee: | Date: |
| Leader: | Date: |