

RVP 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!"

**As stated above in the intent of the DTMS, as Servant Leaders at Discount Tire,
we ALL have a responsibility to grow Our People.**

**This document, when executed, empowers us to stay aligned to the DTMS by developing
Caring Servant Leaders, Expert Business Leaders, and Rigorous Critical Thinkers
who know how to achieve Our Mission the way Mr. Halle expected.**

Regional/Store Visit Preparation

- First, understand where you are at within the three circles ([Hedgehog](#)). Then, determine where the AVP is and discuss where their Managers are to cultivate leadership improvement during visits.
- Before going to the store, review the current CTA, LEAD portal, and Primary Drivers/Secondary Drivers from the dashboard for that store to understand what questions you can ask both the AVP and the Manager or AORs during the visit. It is important for you to be prepared by having a clear understanding of the opportunities within the store. Then, you can ensure that you are supporting, and when necessary, coaching/guiding the AVP and Store Manager to the true business needs. Re-direction may be required.
- Identify opportunities to move your AVPs forward in their leadership.
- Review notes from last visit or communication. Engage your AVP for support or follow up that is needed from you.
- Print the "[Activation Exercise](#)" and take with you on visits. Use it to create consistency in the critical thinking of Our People, as well as the building of Regional and Store CTAs.
- Visit stores with one or more AVP's on Tuesdays, Wednesdays, and Thursdays, as applicable. Two hours per Store is the estimated time for an effective visit. Leverage technology when AVP and/or Store needs multiple visits.
- Confirm that Stores are being visited by the AVP Tuesday to Friday and adherence to overnight stays are taking place (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 AVPs 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 Region's financial performance, focused on the AND Statement Results! Remember, this is part of the evaluation process and promotion criteria.
- [AVP Evaluations](#) are expected to be completed and reviewed every 12 months. Provide honest feedback.
- Observe/Coach your AVP/Manager in their capability to be patient, ask questions, listen to understand, and act with an urgent mindset to WIN!
- Be Bruce like. Start by greeting all employees, get to know your people, 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 Region on improving execution of our 3 Core Fundamentals through our [Brand Dimensions](#) and [Best Practices](#) to deliver on our Strategy.
- Allocate the necessary time within service and sales, with AVP using the “GO SEE” Audits, looking for coaching opportunities to increase awareness and urgency of the Manager in the “Manager Role.” Model and demonstrate what coaching in the moment with urgency looks like, as needed.
- Review and discuss audit notes written by the AVP. Acknowledge progress, Celebrate Wins, and coach opportunities.
- Look for opportunities to verify AVP’s ability to understand and Coach the manager to identify opportunities to deliver training, effectively model/teach/coach and mentor, at the right time, to change behavior that improves execution of [Brand Dimensions](#) and [Best Practices](#) (from a transaction to an experience).
- Ensure that 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 AVP/Manager and team. Have AVP/Manager model it back. AVP/Manager then does the same for their 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 AVP/store metrics for opportunities, make sure the AVP is seeing what you are seeing and reacting with urgency through their Managers and AORs. Ask questions and create dialogue to identify if a pivot is, or may be needed, to Win the Month.
- Check AVP progress made on their [CTA](#), ask questions to verify knowledge and [coach](#) as needed.

WIN THE MONTH – CTA

- Are your AVPs accurately assessing the Gauges from top to bottom, left to right (Sell More, Sell Better, and Manage Expenses to drive the business)? Do they understand the reasons why all the primary drivers are put in order?
- Address underperforming Stores in your Region. Use the BI tool along with AND Statements to identify AVPs/Stores needing your support monthly.
- GO SEE together (VP/AVP/Manager) on store visits and share insights.

WIN THE YEAR – LEAD

- Review LEAD games to check on progress, ask questions to verify knowledge, and coach using [Best Practices](#). Attend AVP Sub-group WIG calls periodically for coaching, support, and additional insight.
- GO SEE together (VP/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 GO SEE Audits, CTAs, and LEAD)

WIN THE DAY – Daily Metrics

- Attend morning huddles, whenever possible. Start with struggling AVPs/Stores to gain understanding about engagement of the team while coaching the AVP/Manager on opportunities.
- Perform GO SEE Audits with AVP, Manager, and AOR focused on urgency for strategy execution improvement.
- Use these Go SEE Audits to improve immediate execution improvement of company initiatives that shouldn't require a CTA commitment, examples: wiper blades, OE lug nut kits, Assembly inspections.

WIN THE MONTH – CTA

- Review CTAs for each of your AVPs at the beginning of the month (along with the corresponding 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 since last visit. Use audit questions to gain insight.
- Review CTA and progress made/Opportunities with AVP, Manager, and AORs, with rigor, clear expectations, and practice accountability for strategy execution improvement.
- Talk with Managers about their commitments made to ensure AVP is engaging and supporting.
- Ask questions of your AVP to identify their ability to engage in conversation with the Manager if a CTA 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 AVP and Manager within their Hedgehog leadership.
- Always tie back all guardrails to conversations to support the Why's.

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 (model, teach, coach)
 - b. RVP's CTA would align to AVP's.
7. Determine the X to Y for the secondary driver and 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.