



## EXECUTIVE ONBOARDING **DEVELOPMENT PLAN**

**Our Mission:** **TO MAKE MORE DREAMS COME TRUE**

To help achieve this mission, we Care for and Cultivate Our People from their first day. To do so effectively, we offer this Executive Onboarding Development Plan, as a Best Practice, which outlines key actions to support each new leader's journey during the first six months with Discount Tire. This plan can be adjusted, as needed, to suit individual needs.

**Who We Are:** It is critical for leaders new to our organization to get up to speed quickly on Our Mission, Our Values, and Our Vision: To Be the BEST! Learn more about the Discount Tire Management System (DTMS) and use the questions in the [DTMS Activation Exercise](#) to align yourself to the tools that support Who We Are.

**What We Do:** New leaders need to know how we deliver on our Inviting, Easy, and Safe Strategy. Learn the expectations for your role, your Areas of Responsibility (AORs), and how we execute Our Strategy through our Brand Promise, Brand Dimensions, 3 Core Fundamentals, and SQDC priority decision making.

**Assessing Our Gauges:** We are mission driven business required to deliver results; therefore, new leaders need to have a clear understanding of our company Gauges and how we look at key indicators of our overall performance to determine what we are doing well and where we need to improve. Learn how your segment/team measures success and how these drivers support our company Gauges.

**Setting up the WIN:** Every leader needs to recognize the importance of continuously looking for opportunities to get better and how we work together to develop action plans to drive improvement. Learn how we engage Our People to take action, make commitments, and leverage the Discount Tire Management System (DTMS) tools to WIN.

Discount Tire University (DTU) has a full suite of additional tools to help facilitate this journey.

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	AWARENESS	ADOPTION	ACTIVATION
<p><b>Who We Are</b></p> <p>Make Dreams Come True by aligning to Our Values and Our Vision: To Be the BEST!</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Read: Six Tires, No Plan</li> <li><input type="checkbox"/> Read: Good to Great</li> <li><input type="checkbox"/> Read: Peter Veldman Dutch Immigrant American Entrepreneur</li> <li><input type="checkbox"/> Access and review: <a href="#">Discount Tire University (DTU)</a></li> <li><input type="checkbox"/> Complete Corporate Learning Path:               <ul style="list-style-type: none"> <li>o <a href="#">(100) Mission and Vision Learning Journey</a></li> </ul> </li> <li><input type="checkbox"/> Establish mentorship relationships with direct leader and others as needed.</li> <li><input type="checkbox"/> Review <a href="#">Speed of Trust</a> learning elements.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Discuss company culture and history with mentor(s). Review <a href="#">The Dream</a>, <a href="#">Principles and Standards that Define Who We Are</a>, <a href="#">Bruce Like – Level 5 Leader</a>, and <a href="#">Servant Leadership</a>.</li> <li><input type="checkbox"/> Review <a href="#">DTMS</a> KC page.</li> <li><input type="checkbox"/> Demonstrate character and build <a href="#">trust</a> and relationships with peers.</li> <li><input type="checkbox"/> Coordinate a store visit with guide, if available.</li> <li><input type="checkbox"/> Clarify with direct leader and team their expectations of a Servant Leader.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Be mentored by a DTMS Corporate Champion to provide insight into connecting with Our People and Culture.</li> <li><input type="checkbox"/> Identify cultural differences from previous companies and areas to improve personal habits.</li> <li><input type="checkbox"/> Attend and shadow a regional visit with an Operations mentor, when applicable.</li> <li><input type="checkbox"/> Discuss career history and Dreams of each team member.</li> </ul>
<p><b>What We Do</b></p> <p>Deliver on Our Strategy by providing the most Inviting, Easy and Safe customer and employee experience in the world.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review our Strategy and learn how your business segment and team aligns with and supports our stores and the overall company strategy.</li> <li><input type="checkbox"/> Access and browse the <a href="#">Knowledge Center (KC)</a> to become acquainted with this valuable tool.</li> <li><input type="checkbox"/> Review <a href="#">Leadership Resources</a> KC page.</li> <li><input type="checkbox"/> Review latest episodes of <a href="#">Discount Tire News (DTN)</a> on the KC to gain insight into current areas of focus.</li> <li><input type="checkbox"/> Complete Corporate Learning Path:               <ul style="list-style-type: none"> <li>o <a href="#">(200) Business Insight Learning Journey</a></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Build competence:               <ul style="list-style-type: none"> <li>o Discuss opportunities related to AORs with key internal customers and supporting leaders</li> </ul> </li> <li><input type="checkbox"/> Review the <a href="#">Principles and Standards for What We Do</a> and <a href="#">Brand Dimensions Explained</a>, then discuss alignment with the team.</li> <li><input type="checkbox"/> Coordinate briefings on Enterprise Projects.</li> <li><input type="checkbox"/> Identify strategic opportunities related to AORs.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Establish credibility:               <ul style="list-style-type: none"> <li>o Demonstrate awareness and understanding of operational issues</li> <li>o Identify urgent areas of improvement</li> </ul> </li> <li><input type="checkbox"/> Attend leadership meetings as scheduled.</li> <li><input type="checkbox"/> Lead a team meeting on strategic direction of segment/department/team moving forward.</li> <li><input type="checkbox"/> Determine and/or review team AOR expectations aligned to our <a href="#">Brand Dimensions</a>.</li> <li><input type="checkbox"/> Create/establish Best Practices.</li> </ul>
<p><b>Assessing Our Gauges</b></p> <p>Look at key indicators of our overall performance.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review current Gauge results for company and segment.</li> <li><input type="checkbox"/> Start Corporate Learning Path:               <ul style="list-style-type: none"> <li>o <a href="#">(300) Leadership Foundations Learning Journey</a></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Discuss with leadership how the team is currently operating, what success looks like, and how it is measured for the team.</li> <li><input type="checkbox"/> Identify alignment opportunities that support our company gauges.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Quickly understand the team composition and individual performance goals.</li> <li><input type="checkbox"/> Establish development goals with each team member.</li> <li><input type="checkbox"/> Facilitate a session with the team on urgent, short term, and long-term needs and direction.</li> </ul>
<p><b>Setting up the WIN</b></p> <p>Engage Our People and work together to develop action plans to drive improvement.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Learn and understand how the overall organization is structured.</li> <li><input type="checkbox"/> Identify if any specific Call to Actions (CTAs) are in place to drive improvements in segment/team.</li> <li><input type="checkbox"/> Review <a href="#">LEAD</a> disciplines, principles, along with Company and Operations WIGs.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ask for mentor introduction to key business areas and stakeholders.</li> <li><input type="checkbox"/> Arrange briefings to list key internal stakeholders including their needs and dependencies related to AORs.</li> <li><input type="checkbox"/> Discuss the <a href="#">4 Puzzle Pieces</a> and opportunities to address needs.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Identify recurring meetings to attend for alignment.</li> <li><input type="checkbox"/> Review and discuss ongoing goal progress in Workday with each team member.</li> <li><input type="checkbox"/> Ensure team members are completing DTU requirements.</li> <li><input type="checkbox"/> Lead and participate in WIG sessions.</li> <li><input type="checkbox"/> Consistently reference and use the <a href="#">DTMS Activation Exercise</a>.</li> </ul>