



COACH

Cultivate Trust

Cultivate Trust:

Model trust behaviors and build relationships to set the stage for genuine interactions

Open with Intent:

Share your intent to clearly communicate your motives; listen and be open

Advance the Dialogue:

Listen, share observations, and ask questions to gain understanding

Clarify Expectations:

Establish outcomes, actions, check-ins, and needs from one another for success

Honor Commitments:

Ensure two-way success with continued clarity, support, and accountability



The Dream:

When Mr. Halle established Discount Tire in 1960, he created a gift for all of us and has been **Paying it Forward** ever since.

Today we call this gift **The Dream**.



As employees, you now have the **responsibility to Pay it Forward**. Pass on the gift of **The Dream** to your people and become heroes for the next generation to look up to - just as somebody has done for you.



Our Vision:

To be the BEST! Our unique success is based on caring for and cultivating people, delighting our customers, and growing responsibly.

Our Operating Philosophies:

- Integrity:** We are honest, fair, and do what we believe is right.
- Our People:** Our strength comes from caring for and helping one another.
- Our Customers:** Everyday we must earn the right to call them our customers.
- Growth:** We seek to gain and share knowledge, innovate, achieve results, and open stores.
- Attitude:** We are passionate about having fun, giving our best, working safely, and sharing in our success.



To be the BEST!

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Our Mission - Make Dreams Come True

Who We Are	<p>Culture - Preserve and Strengthen: IOOGA</p> <p>Vision - To be the BEST! Our unique success is based on caring for and cultivating people, delighting customers, and growing responsibly</p>			
	<p>Strategic Intent - Make DREAMS come true by providing the most inviting, easy and safe tire and wheel purchase and service experience in the world, by:</p>			
What We Do	Offering LOW PRICES and MORE CHOICES	Being true TRUSTED EXPERTS	Displaying a CAN-DO ATTITUDE	Delivering an UNEXPECTED EXPERIENCE
			<p>We are a Mission Driven Business that is Required to Deliver Results</p> <p>Dream Targets:</p> <ul style="list-style-type: none"> ✓ Increase Manager Bonuses ✓ Earn More Customers ✓ Open More Stores 	

Coaching Defined

Focused conversations to create an environment of trust that results in accelerated performance and development of both an individual and team(s).



What are we doing today?

Moving beyond a review of COACH to reflect on how each leader (self) and the Leadership Team currently applies elements of the COACH model.

Self - Choose a commitment based on today's personal reflection and discussions that you feel will have the most impact on the people you serve daily.

Team - Set a team expectation to start practicing COACH **AND** a time frame for the above personal commitments (two weeks, one month, six weeks, or two months). If longer than one month, set a checkpoint date with a learning partner, or as a team, to check with each other on progress towards commitments.

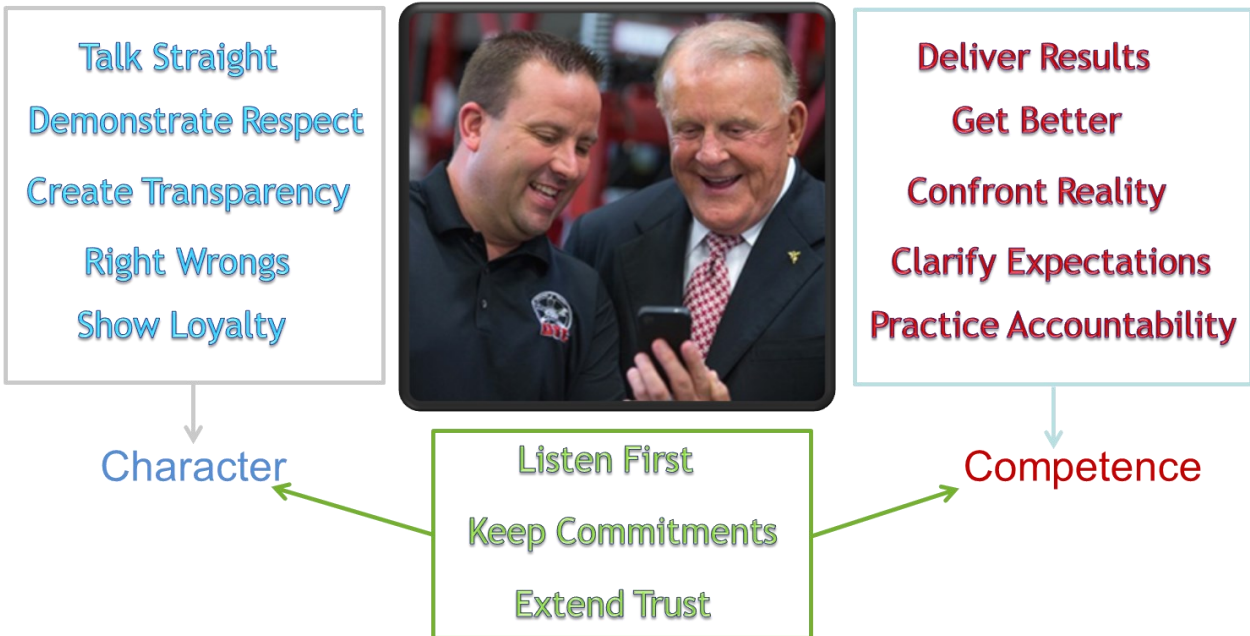
What will be the next steps after today?

Self - Honor the commitment you make to improve your coaching skills (see Setting Expectations for examples).

Team - Reconvene as a Leadership Team group to discuss the impact of applying the COACH model (see Honor Commitments section for questions to aid that discussion).

Cultivate Trust - Building Relationships

Model trust behaviors and build relationships to set the stage for genuine interactions.



Self-Reflection: Is there anyone that needs coaching that you should spend more time cultivating and building more trust with in order to ease the path for more successful coaching interactions?
(Please identify those employees below)

What trust behaviors do **you** need to focus on to improve your relationships?

What Trust Talks should you schedule?

How important is each relationship to you, and how willing are you to develop, restore, or extend trust?

Open with Intent

Share your intent to clearly communicate your motives; listen and be open.

- Review the Intent Card (front and back).
- Examine motive in each situation or meeting.
- Declare your intent: stating, signaling, clarifying, and discussing it openly.



Table/Group Discussion:

As a team, how are we at declaring our intent to each other?

Self-Reflection:

Is this an area for personal development? If yes, where do you want to focus on being clear with your intent? One-on-one conversations, meetings, or both?

Advance the Dialogue

Listen, share observations, and ask questions to gain understanding.

Listening attentively, empathetically, and with curiosity (**Listen First**).

- Approaching conversations with curiosity; listening to understand the other person.
- Sharing observations on behaviors and actions; not judging the person.
- Asking questions to learn something new, gain a new perspective, promote critical thinking, or resolve any challenges.



Table/Group Discussion:

Does this approach (COACH model) fit with our Leadership Team's culture?

Discuss what resonates with each of you as being an area that fits well within the Leadership Team's culture (*what do you do well?*).

Where are the opportunities to start applying this approach?

Self Reflection:

Where might I struggle in applying this model?

Clarify Expectations

We Do This Together

What is your commitment to helping the employee be successful?



What is the employee's commitment to achieving success?



- Clearly stating expectations and confirming understanding.
- Establishing outcomes or making commitments from conversations and meetings.
- Checking-in or following up on expected outcomes.

Self Reflection:

Do I set expectations clearly?

Do I follow-up regularly once expectations are set?

Who will I seek feedback from about my ability to set clear expectations?

Clarify Expectations

Table/Group Discussion:

Do we, as a Leadership Team, set clear expectations for our people? Are we clear about our goals for the overall team and departments?

Do we follow-up collectively as a Leadership Team?

How should we seek feedback as a Leadership Team about the clarity of our business segment goals?

Setting Our Expectations - Self & Team

Time Frame for Commitment (Decide as a Group)

The Leadership Team will start applying the COACH model on _____ for _____(weeks/months). Each team member will make an individual commitment that addresses their personal development opportunities as a coach.

Personal Commitment:

I will:

Examples: Approaching conversations with more curiosity through questions; listening to understand rather than to form a reply; understanding my motive before key meetings and declaring my intent clearly at the start of meetings.

Honor Commitments

After honoring your personal commitments for the timeframe set as a team on page eight, reconvene as a team and discuss the impact of applying the COACH model:

Team Discussion:

What did you personally see and experience in applying and focusing on elements in COACH?

Did your interactions seem different? How so?

What was the impact on other people? What did you notice?

How will you continue to build better relationships within my business segment with trust as the foundation? What are our opportunities?

How will you build better relationships **outside of my business segment** with trust as a foundation? Where are our opportunities?

Notes

Advance the Dialogue - Powerful Questions

Asking powerful question invites others to clarity, action, and discovery at a whole new level. These are generally open-ended questions that create greater possibility for expanded learning and fresh perspective. Below are examples to use when coaching others in different situations/areas:

Starting the Session

- What would you like to talk about?
- What's occurred since we last spoke?
- What's new/the latest/the update?
- How was your week?
- Where are you right now?

Anticipation

- What is the dream?
- What is possible?
- What happens if it works out exactly as you want it to?
- What is exciting to you about this?
- What does your intuition tell you?

Elaboration / Continue Discovery

- Can you tell me more?
- What else?
- What other ideas/thoughts/feelings do you have about it?
- What are other options?

Clarification

- What do you mean?
- What does it feel like?
- What part is not yet clear?
- Can you say more?
- What do you want?

Assessment

- What do you make of it?
- What do you think is best?
- How does it look to you?
- How do you feel about it?
- What resonates with you?
- How do you suppose you could improve the situation?

Reflection / Observation

- What is going on for you?
- What could you do differently?
- What is the opportunity here?
- What is the challenge?
- What do you think it means?
- How does that impact you/your team?
- What are you thinking/feeling during (*explain situation*)?
- How can you get more comfortable extending trust?
- What's in the way of extending trust?
- What other ideas/thoughts/feelings do you have about it?

Predictions / Achieving Success

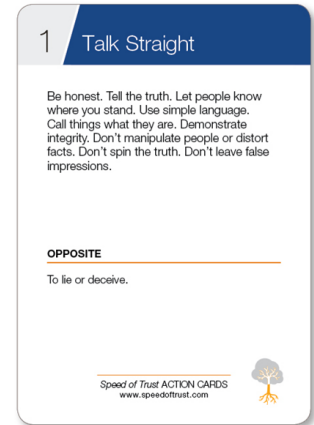
- What are the chances of success?
- What is your prediction?
- How do you suppose it will all work out?
- What does success look like for you here?
- How will you know you are on the right track?
- How will you know you have reached your goals?
- What would it look like?

Taking Action / Next Steps

- Is this a time for action? What action?
- What is your game plan?
- What actions will you take?
- And after that? Now what?
- What will you do? When?
- Where do you go from here?
- When will you do that?
- What are your next steps? By what date or time will you complete these steps?

Tips for Using Trust Cards

- It's inside out. If you're struggling on the 4 Cores of Credibility, you'll struggle with the 13 Behaviors.
- Some of the 13 Behaviors naturally come before others.
- The 13 Behaviors are always used in combination.
- Any behavior taken to the extreme can backfire.
- **Beware!** Using the cards to tell others how to "behave" is not an extension of trust.



Defining Behavior of Leadership



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Trust Talks - Develop Trust

"Develop Trust" Talk

1 Start With Self.

Assess your own credibility and behavior before the talk.

2 Declare Your Intent.

"It's important to me that we have a high level of confidence in our working relationship. I'm sure there are things we can do to increase that level, and I'd like to talk with you about it for a few minutes. Is that okay?"

3 Listen First.

"Share with me three behaviors that are important to you that build trust and confidence." (Wait for response.)

"Of these three behaviors, which one is most important to you?" (Wait for response.)

"When people don't _____ (insert behavior), what does it look like? What would it look or sound like if people did _____ (insert behavior)?" (Wait for response, then reflect back to ensure understanding.)

4 Create Transparency.

"Is it all right if I share some behaviors that are important to me?"

5 Keep Commitments.

"I will commit to these behaviors you identified. Will you let me know if I get off track?"

6 Practice Accountability.

"Can we agree to follow up every two weeks to discuss how we are doing, and to possibly discuss new behaviors?"

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SPEED OF TRUST TALKS
"Develop Trust" Talk
WITH OTHERS

- 1 Start With Self.**
Assess your credibility and behavior. How does the other person view your 4 Cords of Credibility? Are you behaving in ways that increase trust?
- 2 Declare Your Intent.**
Let the person know you want high confidence in the relationship. Ask for permission to explore how to do it.
- 3 Listen First.**
Ask the person to share three behaviors that are important to him or her that build trust and confidence. Which is most important? Reflect back what you hear.
- 4 Create Transparency.**
Share three behaviors that are important to you that build trust and confidence.
- 5 Keep Commitments.**
Commit to honor the requested behaviors.
- 6 Practice Accountability.**
Arrange to follow up every two weeks.

The "Develop Trust" Talk is not about giving feedback. You are having this talk to seek to understand their needs rather than telling them what behaviors they need to demonstrate.

Use this talk in a new relationship, or in an existing one when you need to push the "reset" button and move forward, behaving your way into a higher level of trust. Don't rehash old problems.

Trust Talks - Restore Trust

Refer to the Accelerators for the 4 Cores of Credibility and also use the “Restore Trust” Talk Card to help you answer questions:

Identify someone with whom you have lost trust.

How was trust lost - was it an issue of character, competence, or both?

How important is the relationship to you, and how willing are you to restore trust?

Three Conditions:

1. The nature of the loss
2. The importance of the relationship
3. The willingness of both parties to restore trust

When others have lost your trust...

- Do be quick to forgive
- Start anew, recognize that people change

When you have lost the trust of others...

- Strengthen the 4 Cores of Credibility
- Behave in ways that inspire trust

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Using the Restore Trust Card

- Structures the conversation
- Starts with Self – asking yourself questions
- Prepares your thoughts, which can calm your physical and emotional reactions to the situation





“To be the BEST!”