

Trust Talking Points

The following talking points are designated for delivery by Store Managers to Employees.

Goal

These talking points provide context to the Trust Poster (on the right side of this page) and are to be delivered by Store Managers to their teams in quick stand up meetings (after Store Managers have received training from AVPs).

Trainer Instructions

Use the following process to facilitate a conversation:

1. Before presenting these talking points, familiarize yourself with the content and its intent.
2. Use the talking points to guide your conversations.
3. Involve each participant in discussions and Q&A sessions.
4. Hold a trust discussion every other week, following the cadence outlined below.

Role of Store Manager

It is the responsibility of each Store Manager to share and model the behaviors with your store employees.

This is accomplished through:

1. Participating in Trust Huddles with your AVP every two weeks.
2. Conducting trust discussions with your store employees every two weeks following this outline.
3. Using the poster and the Behaviors in your conversations with your employees.

It is truly up to each of us to develop Trust and work on ourselves first. But it is up to the Store Manager to create an environment that allows people to Develop, Extend and Restore Trust with each other.

SERVANT LEADERSHIP

DEVELOPING TRUST

At Discount Tire, trust lives within IOOGA and The Dream.

Integrity + Intent = Character

Integrity
Includes honesty, but also evaluates if you truly believe in and support the Dream and Operating Philosophies every day in your actions, training, coaching

Intent
Do you genuinely care for the people you lead and serve? Do your motives, agenda, and behavior support your intent to care for and develop others? Do people improve by working with you?

Delivering on our Brand Dimensions and Certified Best Practices further builds trust.

Capabilities + Results = Competence

Capabilities
The abilities we have that inspire confidence... talents, attitudes (about our career, learning, teaching others), skills, knowledge, and management style (Trainer/Coach). They are the means we use to produce results as Trusted Experts.

Results
This is our track record, our performance, our getting the right things done. If we don't accomplish what we are expected to do, it diminishes our credibility. On the other hand, when we achieve the results we promised, our reputation precedes us.

13 Behaviors of High Trust Leaders

1. TALK STRAIGHT
Be honest. Tell the truth. Let people know where you stand. Use simple language. Call things what they are. Demonstrate integrity. Don't manipulate people or distort facts. Don't spin the truth. Don't leave false impressions.
Opposite: To lie or to deceive.
Counterfeit: "Spinny," positioning, posturing, and manipulating. Withholding information, beating around the bush, double-talking, and flattery. "Corporate speak." Technically telling the truth, but leaving the wrong impression.

2. DEMONSTRATE RESPECT
Genuinely care for others. Show you care. Respect the dignity of every person and every role. Treat everyone with respect, especially those who can't do anything for you. Show kindness in the little things. Don't talk coning. Don't attempt to be "efficient" with people.
Opposite: To not respect or have concern for other people.
Counterfeit: Faking respect or concern. Showing respect and concern for some (those who can do something for you), but not for all (those who can't).

3. CREATE TRANSPARENCY
Tell the truth in a way people can verify for themselves. Declare your intent. Get real and genuine. Be open and authentic. Err on the side of disclosure. Be transparent about not being able to be transparent (e.g., the law or ethics preclude it). Operate on the premise of "what you see is what you get." Don't have hidden agendas. Don't hide information.
Opposite: To hide; to cover up; to obscure.
Counterfeit: Having hidden agendas, hidden meanings, or hidden objectives. Creating illusion and making things appear different than they are. Prevaricating. "Spinny" rather than "Being." Withholding information.

4. RIGHT WRONGS
Make things right when you're wrong. Apologize quickly. Make restitution where possible. Practice "service recoveries." Demonstrate humility. Don't cover things up. Don't let pride get in the way of doing the right thing.
Opposite: To deny or justify wrongs; to rationalize wrongful behavior.
Counterfeit: "Covering up," disingenuous, or trying to hide mistakes instead of repeating them. Failing to admit mistakes until forced to do so. Being humbled by circumstances instead of self-conscious.

5. SHOW LOYALTY
Give credit to others. Speak about people as if they were present. Represent others who aren't there to speak for themselves. Don't badmouth others behind their backs. When you must talk about others, check your intent. Don't disclose others' private information.
Opposite: To take the credit yourself; to betray others.
Counterfeit: Being two-faced; appearing to give credit to people when they're present, but downplaying their contribution and taking the credit yourself when they're not. "Sweet-talking" people to their face, but then badmouthing them behind their back. Gossiping.

6. DELIVER RESULTS
Establish a track record of results. Get the right things done. Make things happen. Accomplish what you're hired to do. Be on time and within budget. Don't overpromise and underdeliver. Don't make excuses for not delivering.
Opposite: To perform poorly or fail to deliver.
Counterfeit: Delivering activities instead of results. Doing busywork or "take work" without accomplishing real work. Overpromising and underdelivering.

7. GET BETTER
Continuously improve. Increase your capabilities. Be a constant learner. Develop feedback systems—both formal and informal. Act upon the feedback you receive. Thank people for feedback. Don't consider yourself above feedback. Don't assume your knowledge and skills will be sufficient for tomorrow's challenges.
Opposite: To deteriorate; to "rest on your laurels"; to become irrelevant.
Counterfeit: Making "toaster of the month" improvements that never take hold. Continually learning, but never producing. Talking a good game about improving, but never doing it. Trying to force-fit everything into what you're good at doing.

8. CONFRONT REALITY
Take issues head on, even the "undiscussable." Acknowledge the unspoken. Address the tough stuff directly. Confront issues before they turn into major problems. Lead out courageously in confrontation. Confront the reality, not the person. Don't hide the real issue. Don't bury your head in the sand.
Opposite: To ignore reality or act as though it doesn't exist; to be "in denial."
Counterfeit: Pretending to confront reality while actually avoiding it. Focusing attention on side issues while skirting the real issue.

9. CLARIFY EXPECTATIONS
Disclose and reveal expectations. Discuss them. Validate them. Renegotiate them if needed and possible. Don't violate expectations. Don't assume that expectations are clear or shared.
Opposite: To leave expectations undefined or unclear.
Counterfeit: Guessing. Failing to pin down the specifics (results, deadlines, resources) that facilitate meaningful accountability. Going with the ebb and flow of situational expectations that shift based on experience, interpretation, or memory. Shoddy first and then drawing the target after the fact.

10. PRACTICE ACCOUNTABILITY
Hold yourself accountable first. Hold others accountable second. Take responsibility for results, good or bad. Be clear on how you'll communicate how you're doing—and how others are doing. Don't avoid or shirk responsibility. Don't blame others or point fingers when things go wrong.
Opposite: To not take responsibility or "own up"; "It's not my fault."
Counterfeit: Pointing fingers and blaming others: "It's his fault. It's her fault. It's their fault." Failing to enforce consequences when expectations are not met.

11. LISTEN FIRST
Listen before you speak. Understand. Diagnose. Listen with your ears...and your eyes and heart. Find out what the most important behaviors are to the people you're working with. Don't assume you know what matters most to others. Don't presume you have all the answers—or all the questions.
Opposite: To speak first and listen last; to not listen at all.
Counterfeit: Listening without understanding. "Listening" only to formulate your reply. Focusing only on your own agenda. Pretending to listen.

12. KEEP COMMITMENTS
Say what you're going to do, then do what you say you're going to do. Make commitments carefully, including implicit commitments, and keep them at all costs. Make keeping commitments the symbol of your honor. Don't break commitments. Don't attempt to "PI" your way out of a commitment you've broken.
Opposite: To break commitments or violate promises.
Counterfeit: Overpromising and underdelivering. Being casual with commitments. Making commitments that are so vague and elusive, you can't be pinned down. Being so afraid of breaking commitments that you don't make any in the first place.

13. EXTEND TRUST
Demonstrate a propensity to trust. Extend trust abundantly to those who have earned your trust. Extend trust conditionally to those who are earning your trust. Learn how to appropriately extend "Smart Trust" to others based on the situation, risk, and credibility of the people involved. Don't withhold trust because there is risk involved.
Opposite: To withhold trust.
Counterfeit: Extending "Take Trust"—giving people the responsibility, but not the authority or resources. Extending "Take Trust"—acting like you trust someone, but then micromanaging, "nagging/pinpointing," and hovering over them.

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1. Introduction to Trust at Discount Tire (Week 1)

Explain:

Discount Tire/America's Tire core foundation is built on Mr. Halle's five lessons in life. The first lesson, "Be honest" is the basis for the Integrity that runs deeply throughout our company. Integrity speaks not only to your honesty and humility but whether you truly believe in and support The Dream and Operating Philosophies through your daily actions, training, and coaching.

Ask: Can anyone name another of Mr. Halle's life lessons?

2) *Work hard*; 3) *Have fun*; 4) *Be grateful*; 5) *Pay forward*

Explain:

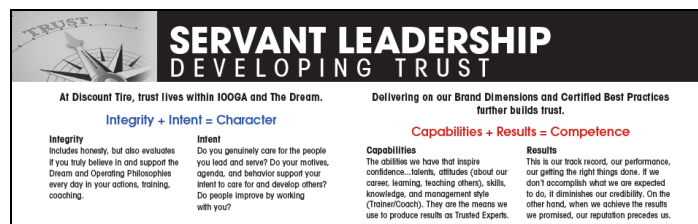
The trust that Mr. Halle built over time came from his strong Integrity, how he treated his people and customers, and his results as a businessman. But before customers came to trust Discount Tire as their tire company, it all started with one person's commitment to develop Self-Trust.

Developing Self Trust (Week 1)

Explain:

Trust starts with you! Increasing Trust in your team and within the organization starts with you and your own personal credibility.

Ask: If someone said you were Trustworthy, what would they mean?



Reference the top portion of the Poster.

Explain:

Trust is defined as *the confidence born of the **Character** and the **Competence** of a person or an organization*. The opposite of Trust is suspicion.

Point Out:

Notice the two key ingredients to the definition: Character and Competence. Within Character and Competence we find 4 Cores of Credibility:

1. Integrity
2. Intent
3. Capabilities
4. Results

Character

Explain: When we speak to a Person's Character, we are speaking to their Integrity and their Intent.

Action: Have one participant read off the definition of Integrity and Intent from the poster.

Ask: Can you think of someone you work with that exemplifies Integrity and Intent?

Competence

Explain: When we say someone is Competent, we are saying they have shown to have the capabilities and are known to deliver results.

Action: Have one participant read off the definition of Capabilities and Results from the poster.

Ask: Can you think of someone you work with that is known for being highly competent?

Explain: Character and Competence are both key to gaining credibility. A person who is considered Trustworthy must possess both.

Developing Relationship Trust (Week 1)

Explain:

Once we have developed our own person credibility we can start to develop Trust within our teams and organization. There are 13 Key Behaviors that help in developing Relationship Trust.

Point Out:

- Behaviors 1-5 relate to Character.
- Behaviors 6-10 relate to Competence.
- Behaviors 11-13 relate to both.

Explain:

Under each of the 13 behaviors you will see:

- **Definition:** describes the characteristics of what performing the behavior looks like.
- **Opposite:** describes how someone not performing the behavior would act.
- **Counterfeit:** describes how someone would fake the behavior.

13 Behaviors of High Trust Leaders

<p>1. TALK STRAIGHT Be honest. Tell the truth. Let people know where you stand. Use simple language. Call things what they are. Demonstrate integrity. Don't manipulate people or distort facts. Don't spin the truth. Don't leave false impressions. Opposite: To lie or to deceive. Counterfeit: "Spinners," positioning, posturing, and manipulating. Withholding information, beating around the bush, double-taking, and fluffing. "Corporate speak," tactlessly telling the truth, but leaving the wrong impression.</p>	<p>2. DEMONSTRATE RESPECT Genuinely care for others. Show you care. Respect the dignity of every person and every role. Treat everyone with respect, especially those who can't do anything for you. Show kindness in the little things. Don't take credit. Don't attempt to be "bigger" with people. Opposite: To not respect or have concern for other people. Counterfeit: Faking respect or concern. Showing respect and concern for some (those who can do something for you), but not for all (those who can't).</p>	<p>3. CREATE TRANSPARENCY Tell the truth in a way people can verify for themselves. Disclose your intent. Get real and genuine. Be open and authentic. Get on the side of disclosure. Be transparent about not being able to be transparent (e.g., the law or ethics preclude it). Operate on the premise of "what you see is what you get." Don't have hidden agendas. Don't hide information. Opposite: To hide, to cover up, to obscure. Counterfeit: Hiding hidden agendas, hidden meanings, or hidden objectives. Creating illusion and making things appear different than they are. Pretending, "sneaking" rather than "being." Withholding information.</p>	<p>4. RIGHT WRONGS Make things right when you're wrong. Apologize quickly. Make restitution where possible. Practice "service recovery." Demonstrate humility. Don't cover things up. Don't let pride get in the way of doing the right thing. Opposite: To deny or justify wrong; to rationalize wrongful behavior. Counterfeit: "Covering up," "digging in," or trying to hide mistakes instead of reporting them. Failing to admit mistakes until forced to do so. Being humiliated by circumstances instead of conscience.</p>	
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Reference the 13 Behaviors.

2. Introduce Regional Organizational Trust Index (OTI) Results (Week 2)

Explain:

RVPs, AVPs, and Store Managers within each region participated in a survey regarding self-trust and trust. The intent was to target areas of opportunity, build on existing strengths, and effectively increase trust within our teams.

Review Regional Results:

As a region, our strengths (highest scoring behaviors – obtain from your AVP):

1. _____ (highest)
2. _____ (2nd highest)
3. _____ (3rd highest)

Explain:

As you saw, *Getting Better* is one of the behaviors for increasing trust. How will this team *Get Better*? First, let's focus on the three lowest behaviors where our region ranked itself lowest.

As a region, our opportunities (lowest scoring behaviors – obtain from your AVP):

1. _____ (lowest)
2. _____ (2nd lowest)
3. _____ (3rd lowest)

Ask: What commitment will you make individually that will help our team get better in these areas? Let's go around and share.

Action: Have each team member take a turn and share a commitment around *Getting Better* in the lowest behavior areas.

Explain:

We will be meeting about these 13 Behaviors of Trust every two weeks, focusing on one behavior at a time. For the next two weeks, work on following through on the commitment you made for *Getting Better*. We will spend time on each of the lowest scoring behaviors during our next three meetings. We will read and discuss the definition for the behavior, the opposite, and counterfeit.

3. Lowest Behavior – Regional Organizational Trust Index (OTI) Results (Week 3)

Explain: Let's share what each of us has done to "Get Better" based on the commitments we made in our last trust discussion.

Action: Allow each team member to share their experience on *Getting Better*.

Explain: Now, let's focus on the Behavior that we ranked the lowest as a region _____

Action: Have a participant read the lowest behavior's definition, opposite, and counterfeit from the poster.

Ask:

- Where might we get "tripped up" behaving in the Counterfeit area with our daily work?
- What do you believe are the opportunities for our store within this behavior?
- What is your commitment for this Behavior in the next two weeks?

4. Second Lowest Behavior – Regional Organizational Trust Index (OTI) Results (Week 4)

Explain: Let's report out on the commitments we make in our last trust discussion on our lowest behavior of _____.

Ask: What did we learn? What can we do better?

Action: Allow each team member to share their experience.

Explain: Now, let's focus on the Behavior that we ranked the second lowest as a region _____

Action: Have a participant read the second lowest behavior's definition, opposite, and counterfeit from the poster.

Ask:

- Where might we get "tripped up" behaving in the Counterfeit area with our daily work?
- What do you believe are the opportunities for our store within this behavior?
- What is your commitment for this Behavior in the next two weeks?

5. Third Lowest Behavior – Regional Organizational Trust Index (OTI) Results (Week 5)

Explain: Let's report out on the commitments we make in our last trust discussion on our second lowest behavior of _____.

Ask: What did we learn? What can we do better?

Action: Allow each team member to share their experience.

Explain: Now, let's focus on the Behavior that we ranked the third lowest as a region _____

Action: Have a participant read the third lowest behavior's definition, opposite, and counterfeit from the poster.

Ask:

- Where might we get "tripped up" behaving in the Counterfeit area with our daily work?
- What do you believe are the opportunities for our store within this behavior?
- What is your commitment for this Behavior in the next two weeks?

6. Join Your Regional Cadence (Week 6 and ongoing)

Prior to this trust discussion with your employees, talk to your AVP to find out where your region stands in conducting Trust Huddles and which behavior your store should discuss next.

Explain: Let's report out on the commitments we make in our last trust discussion on our third lowest behavior of _____.

Ask: What did we learn? What can we do better?

Action: Allow each team member to share their experience.

Explain: Now, we are going to look at the rest of the behaviors. Let's start with _____ <insert trust behavior>

Ask:

- Where might we get "tripped up" behaving in the Counterfeit area with our daily work?
- What do you believe are the opportunities for our store within this behavior?
- What is your commitment for this Behavior in the next two weeks?

Using the Poster as a Tool

Hanging the Poster:

It is recommended that the poster be hung in an open spot in the Store Manager's office by using sticky-backed Velcro strips.

Using the Poster in discussions:

These behaviors are to be used to focus internally and never to point to someone else and say, "you need to <insert behavior>".

It is a tool to be referenced by all employees. While referencing the poster remember you are using it for yourself. This means that each employee chooses their own Core principle or behavior to practice and discuss.