

# 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 IOGA and The Dream.**

**Integrity + Intent = Character**

**Integrity** Integrity is honesty, but also evidence if you truly believe in and support the Dream and Operating Philosophies every day in your actions, training, coaching.

**Intent** Intent is 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 (Trainee/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**

**Opposite:** To lie or to deceive.

**Counterfeit:** "Spinning," positioning, posturing, and manipulating. Withholding information, bearing around the bush, double-talking, and flattery. "Corporate speak." Technically telling the truth, but leaving the wrong impression.

**2. DEMONSTRATE RESPECT**

**Opposite:** To perform poorly or fail to deliver.

**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**

**Opposite:** To hide the credit yourself, to betray others.

**Counterfeit:** Being two-faced; appealing 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. Gossipping.

**4. RIGHT WRONGS**

**Opposite:** To do or justify wrongs; to rationalize wrongful behavior.

**Counterfeit:** "Covering up," disingenuous, or trying to hide mistakes instead of reporting them. Failing to admit mistakes until forced to do so. Being humbled by circumstances instead of good conscience.

**5. SHOW LOYALTY**

**Opposite:** To give credit to others. Speak about people as if they were present. Repay others who aren't there to speak for themselves. Don't badmouth others behind their back. When you must talk about others, check your intent. Don't disclose others' private information.

**Counterfeit:** To take the credit yourself, to betray others.

**6. DELIVER RESULTS**

**Opposite:** To perform poorly or fail to deliver.

**Counterfeit:** Delivering outcomes instead of results. Doing things with "fake work" without accomplishing real work. Overpromising and undersharing.

**7. GET BETTER**

**Opposite:** To determine to "let on your laurels"; to become inert.

**Counterfeit:** Making "flavor of the month" improvements that never take root. 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**

**Opposite:** To take reality on as if it doesn't exist to be "in denial."

**Counterfeit:** Pretending to confront reality while actually avoiding it. Focusing attention on side issues while slanting the real issue.

**9. CLARIFY EXPECTATIONS**

**Opposite:** To leave expectations undefined.

**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. Shooting first and then drawing the target after the fact.

**10. PRACTICE ACCOUNTABILITY**

**Opposite:** To not take responsibility or own up to the questions.

**Counterfeit:** Pointing fingers and blaming others. "It's his fault. It's her fault. It's their fault." Failing to enforce consequence when expectations are not met.

**11. LISTEN FIRST**

**Opposite:** 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**

**Opposite:** To break commitments or violate promises.

**Counterfeit:** Overpromising and undersharing. Being casual with commitments. Making commitments so far out 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**

**Opposite:** To withhold trust.

**Counterfeit:** Extending "false trust" — giving people the responsibility, but not the authority or resources. Extending "fake trust" — acting like you trust someone, but then micro-managing, "overprotecting," and hovering over them.

## 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.



### 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.