



# The *SPEED* OF TRUST

™

## Action Plan



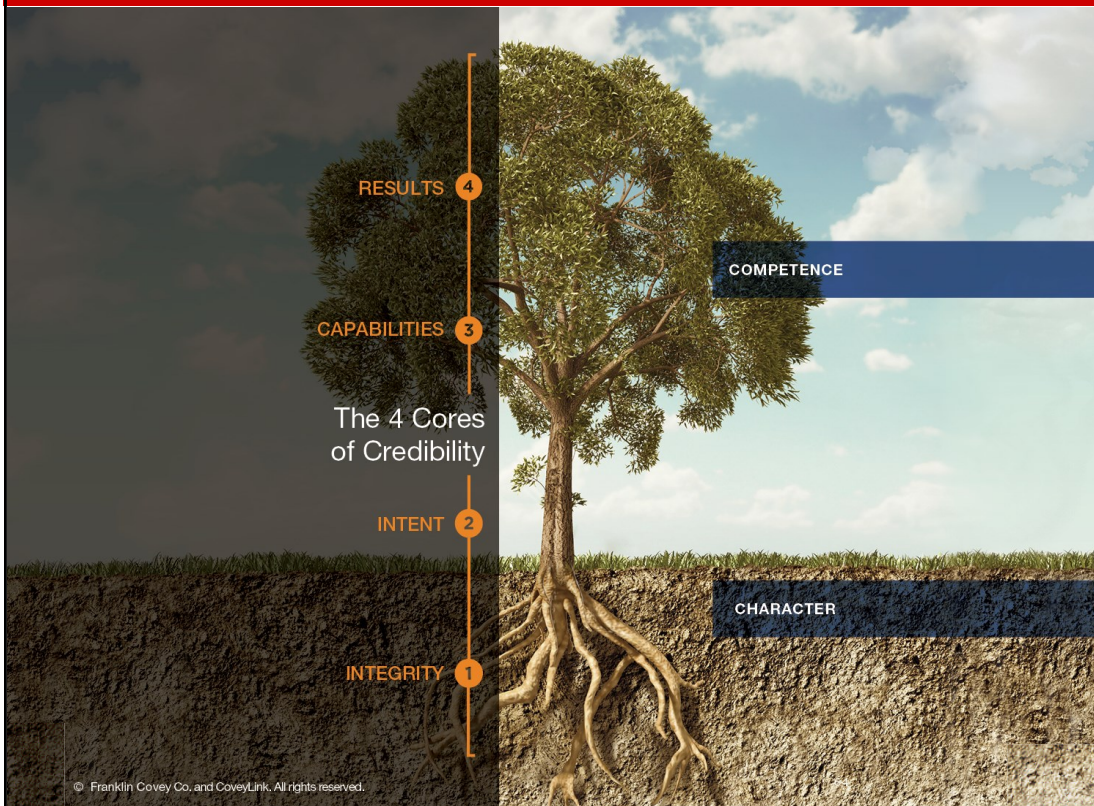
## Building Trust



FranklinCovey®  
THE ULTIMATE COMPETITIVE ADVANTAGE

**DTU**  
DISCOUNT TIRE UNIVERSITY

# 4 Cores of Credibility



## Brand Promise - Motive and Agenda

We promise that when you work for or do business with us you will experience caring people doing the right thing.

Our brand promise is an expression of our core values as defined in our Dream Statement. The foundation of our company is our people, their caring nature, and high level of integrity. To the people of our company it is about caring for and cultivating people, having freedom to make our customers happy, promoting from within, and sharing in each other's success. For our customers, it is knowing that caring people will do the right thing.

We differ from our competitors because we truly care about each other and our customers.

### Motive

*Genuine caring – about people, your values, and quality of what you do*

### Agenda

*Seeking mutual benefit – genuinely wanting what's best for everyone involved*

# Cultural Competencies - Behaviors

## Cultural Competencies

Our Cultural Competencies align with our values and further define the behaviors that set us apart from our competition. These competencies provide all Discount Tire employees with clear expectations on the skills and abilities to successfully support our Core Values and The Dream.



**ream** - Preserve our Culture; understand, live and share The Dream; Be Honest, Work Hard, Have Fun, Be Grateful, and Pay It Forward.

**together** - Recognize we do this together; strengthen our culture by building relationships with each other and our customers; earn their trust and respect through our Cultural Competencies and Brand Dimensions.

### Trust

Widely trusted; seen as a direct, truthful individual; maintains confidentiality; admits mistakes; doesn't misrepresent him/herself for personal gain.

### Compassion

Genuinely cares about people; concerned about their work and non-work problems; available and ready to help; sympathetic to the plight of others not as fortunate; demonstrates real empathy with the joys and pains of others.

### Customer Focus

Dedicated to meeting the expectations and requirements of internal and external customers; gets first-hand customer information and uses it for improvements in products and services; acts with customers in mind; establishes and maintains effective relationships with customers; gains their trust and respect.

### Self Knowledge

Knows personal strengths, weaknesses, opportunities, and limits; seeks feedback, even when others are reluctant to give it; gains insights from mistakes; open to criticism; receptive to talking about shortcomings.

### Listening

Practices attentive and active listening; has the patience to hear people out; can accurately restate the opinions of others even when he/she disagrees; is present, doesn't interrupt when others are speaking and is a source of positive energy for those around them.

## Credibility Statement

When we increase our credibility, we give others someone to trust.

I can be trusted because...

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## Cultural Competencies - Action Plan

First, identify *one or two* of the Cultural Competencies that you will focus on for your personal growth:

Cultural Competency	Reinforces/Strengthens Our Culture

Next to the Cultural Competencies you choose, identify which areas of IOOGA (Core Values), The Brand Dimensions, or other elements of The Dream those competencies will help you reinforce or become stronger in delivering to your team.

# 4 Cores of Credibility - Action Plan

## 4 Cores of Credibility

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Consider your Cores of Credibility:

Take another look at your scores from your self-assessment and fill in your scores below from your pre-work.

Integrity\_\_\_\_\_ Intent\_\_\_\_\_ Capabilities\_\_\_\_\_ Results\_\_\_\_\_

Circle the Core of Credibility above that you want to focus on for improvement.

The way others perceive my\_\_\_\_\_ (*circled Core of Credibility from above*)

The way I know this is because:

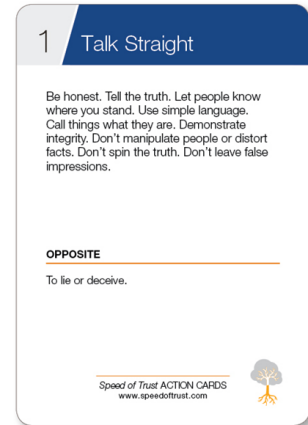
The \_\_\_\_\_ (*circled Core of Credibility from above*) issue that will be the subject of my focus for improvement is:

*Note: Use the Accelerators from the appropriate 4 Cores of Credibility card to help define your focus for improvement*



## Tips for Using the 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.



## 13 Behaviors of Trust - Action Plan



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**Which one or two of the 13 Behaviors do you want to focus on for improvement?**

1.

2.

# 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 need 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

# 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 the 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 Cards

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





# Propensity + Analysis = Smart Trust

## Propensity:

- Matter of the heart
- Willingness to trust others

## Analysis:

- Matter of the mind
- Analysis of opportunity, risk, credibility



## Trust Talks - Action Plan

Identify 5 people that you will hold trust talks with over the next 3 months.

**Trust Talks (Who):**

**Type (A, B, or C)**

1.

2.

3.

4.

5.

Identify which type of talk you will be conducting with each team member and use the appropriate card to prepare for your discussion:

- A. Develop Trust
- B. Restore Trust
- C. Extend Smart Trust

# Notes

# Notes



**“To be the BEST!”**