



Leading at the

SPEED
OF
TRUST[®]

Bi-Weekly Trust Huddles



Building Trust One Conversation at a Time

Setting the Context

Trust is a vital part of relationships and our work within the Discount Tire Management System.

In these Bi-Weekly Trust Huddles, you will discuss and practice powerful yet simple behaviors that will take our team to the next level of performance.



We will have a series of conversations about the trust in our team using this guide.

Consider yourself a learner in this process. Be open, talk straight, and share ideas as we focus on building trust in our team.

Enjoy the journey... and the benefits that come with it!

Intent

SoT is foundational to DTMS and our team will:

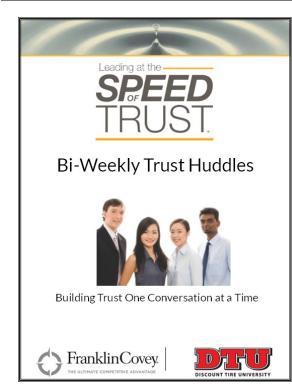
- Lead our organization by actively engaging in trust to increase our speed and lower our costs.
- Self-Reflect as Servant Leaders to engage our heart and mindset in embracing Who We Are.
- Discuss and practice the Trust Behaviors that will Raise the Bar for our Leadership Team.
- Move to next level of performance as a leadership team in What We Do.
- Make continuous trust improvements within our segment's culture to Set Up The Win for Our People.



Formation of Huddles

Some tips and instructions to get started:

- ◆ Ideally, the group should not be larger than 15 people.
- ◆ The Bi-Weekly Trust Huddles are 60 minutes long.
- ◆ Schedule a room large enough for everyone to sit facing each other in a circle.
- ◆ Place a small table in the center (used for some activities).
- ◆ Bring your Trust Action Cards to each Bi-Weekly Trust Huddle.



Dimensions of Trust

We trust people based on their credibility, and credibility is composed of two parts: character and competence.

Character: Who We Are. How we live values, principles, and standards. It is about your integrity and your intent. Our culture in People Care is our collective character to live our mission.

Segment/Department Mission Statement

Competence: What We Do. Our capabilities as well as the results we have produced in the past. We execute our Strategy through our collective competence.



Facilitator Role

The role of the facilitator should be rotational, giving everyone on the team an opportunity to facilitate if desired.

Rotation builds trust by giving people an opportunity to lead, develops leadership skills, and cross-trains people.

The team starts with the behaviors that are most challenging and works through each behavior until they have discussed and made commitments related to all 13 behaviors.

The facilitator role is simply to ask the following questions during each Huddle:

- Let's report our on the commitments we made in our last Huddle.
- What did we learn? (Discussion)
- What could we do better? (Discussion)

Now, let's focus on our next behavior - *read the Speed of Trust Card for the behavior of focus in the next meeting. Ask the following questions:*

- Where might we get "tripped up" with behaving in the Counterfeit in our daily work? (Discussion)
- What is your commitment for this Behavior in the coming week? (Have team members respond)

**Remember, the commitment is not the behaviors for each session
(e.g., Talk Straight, Show Loyalty, etc.).**

**The commitment is the action you will take in your daily work to
live the behavior. It's the lever, not parroting the behavior.**

Trust Pays: Predictable Principal

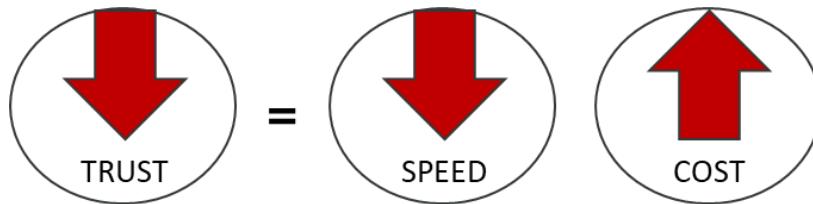
Every time trust goes down or up, there will be an impact on Speed and Cost.

Read aloud the questions below. Pause to discuss each question.

- When trust goes up, what happens to energy and enjoyment?

- When trust goes up in our leadership team, what will improve?

- How will higher trust benefit our team?

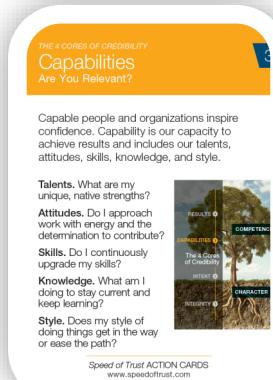
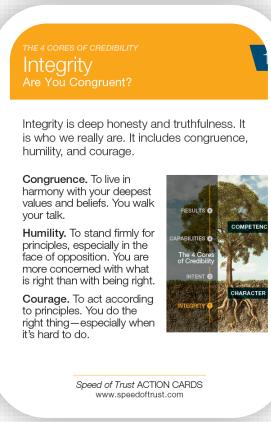


4 Cores of Credibility

Let's discuss Integrity, Intent, Capabilities, and Results—the 4 Cores of Credibility—further.

Pick four volunteers and give them the 4 Cores of Credibility Cards from your Trust Action Card deck. Have each read one of the four cards aloud in numbered order. Remind the group that integrity and intent are our character, and capabilities and results are our competence.

- Which of these 4 Cores of Credibility is our team's greatest strength? *Pause to discuss.*



- Which of the 4 Cores of Credibility will require the most attention and improvement by our team? *Pause to discuss.*

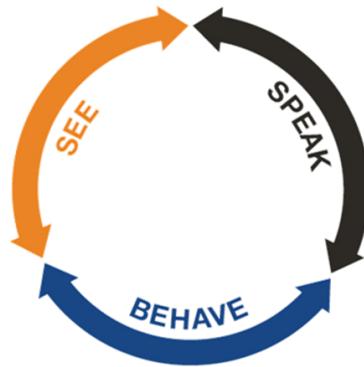
13 Behaviors of High Trust



It's not enough to read about trust, to think about it, or to talk about it. Trust is only built through living and demonstrating our Brand Promise: Caring People Doing the Right Thing.

Mr. Halle said, "You can not tell people you are a nice person; you simply have to be one."

This applies to trust as well, you cannot say "Trust me," without taking specific and purposeful actions that demonstrate you and our team can be trusted.



For the next part of our dialogue together, we will explore the 13 Behaviors of High Trust.

Behaviors of Character

As the leader, read this, and all other pages in Bi-Weekly Trust Huddle 1, aloud to the group. Watch the 5-minute time limit.

The first five behaviors are all connected to character. I need five volunteers to help present these.

Ask for five volunteers to read cards 1-5.

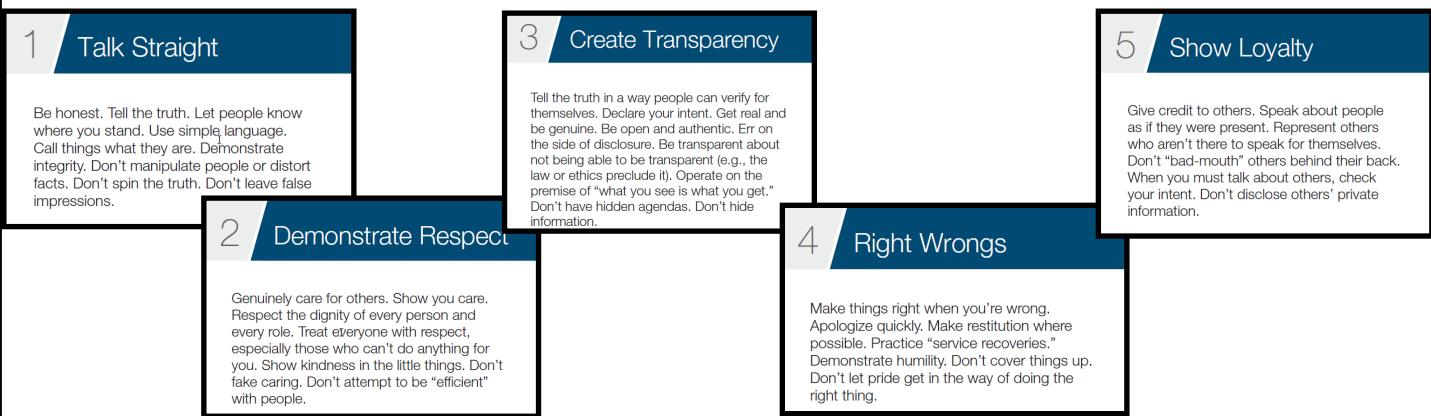
Volunteer 1, read the first Behavior Card aloud. Please read:

- The behavior
- The definition
- The opposite
- The counterfeit (on the back side)

A counterfeit is an action that may look like the trust behavior but is driven by the wrong intent.

Have the first volunteer read Behavior Card 1 aloud, then repeat with the other four volunteers and Behavior Cards.

Once complete, lay the five “character” Behavior Cards on the table in front of the team and continue to the next page.



Character in Our Team

Read the information below aloud to the group. Watch the 10-minute time limit!

As a team, let's rank these cards in order—from the behavior that is our greatest strength to the one that is our greatest weakness or challenge and needs the most improvement.

If possible, come to a shared consensus on the ranking.

What is our greatest strength from these five behaviors? *Move through each number and work through a consensus.*

1. Greatest Strength:
2. Strength:
3. Either/Neutral:
4. Challenge:
5. Greatest Challenge:

Let's discuss why we ranked the behaviors as we did.

After discussion, continue to the next page.

STOP HERE! This concludes Trust Huddle #1.

- Please turn to page 16: make commitments for the two behaviors the team ranked lower (above).
- Track your commitments in the LEAD Portal on a week to week basis.

Behaviors of Competence

As the leader, read this, and all other pages in Bi-Weekly Trust Huddle 2, aloud to the group. Watch the 5-minute time limit.

The next five behaviors—numbered 6 through 10—are all connected to competence.

I need five volunteers to help present these.

Ask for five volunteers to read cards 6-10.

Volunteer 1, read the Behavior Card 6 aloud. Again, please read:

- The behavior
- The definition
- The opposite
- The counterfeit (on the back side)

A counterfeit is an action that may look like the trust behavior but is driven by the wrong intent.

Have the first volunteer read Behavior Card 6 aloud, then repeat with the other four volunteers and Behavior Cards.

Once complete, lay the five “competence” Behavior Cards on the table in front of the team along with the others and continue to the next page.

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.

8 Confront Reality

Take issues head on, even the “undiscussables.” Acknowledge the unsaid. Address the tough stuff directly. Confront issues before they turn into major problems. Lead out courageously in conversation. Confront the reality, not the person. Don't skirt the real issues. Don't bury your head in the sand.

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.

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.

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.

Competence in Our Team

Read the information below aloud to the group. Watch the 10-minute time limit!

As a team, let's rank the competence behaviors in order—again, from the behavior that is our greatest strength to the one that is our greatest weakness or challenge and requires the most improvement—as we did with the character behaviors.

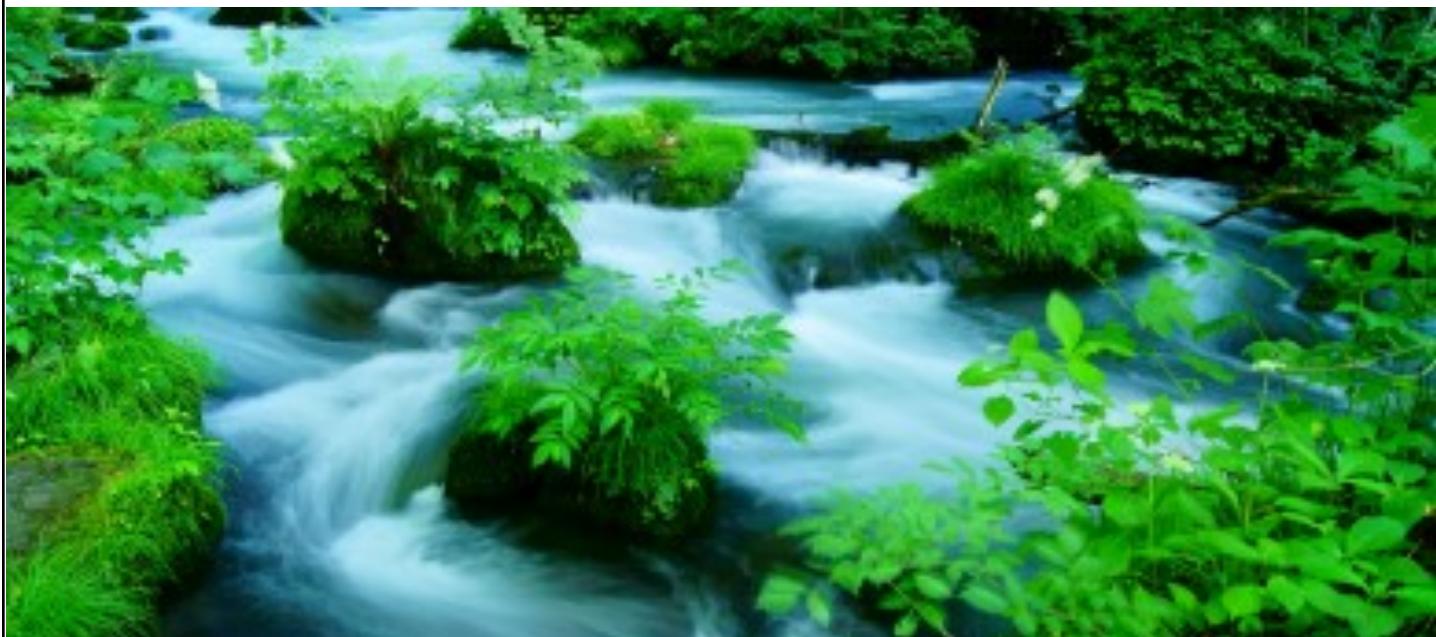
If possible, come to a shared consensus on the ranking.

What is our greatest strength from these five behaviors? *Move through each number and gain consensus.*

1. Greatest Strength:
2. Strength:
3. Either/Neutral:
4. Challenge:
5. Greatest Challenge (needs most improvement):

Let's discuss why we ranked the behaviors as we did.

After discussion, continue to the next page.



Behaviors of Character / Competence

As the leader, read this page aloud to the group. Watch the 3-minute time limit!

The last three behaviors, numbered 11 through 13, are associated with both character and competence. I'll hand out these final three Behavior Cards now. I need three volunteers to help present them.

Ask for three volunteers to read cards 11-13.

Volunteer 1, read the Behavior Card 6 aloud. Again, please read:

- The behavior
- The definition
- The opposite
- The counterfeit (on the back side)

Have the first volunteer read Behavior Card 11 aloud, then repeat with the other two volunteers and Behavior Cards.

Once complete, lay the three "character and competence" Behavior Cards on the table in front of the team along with the others and continue to the next page.

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.

Speed of Trust ACTION CARDS
www.speedoftrust.com



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 confidences. Don't attempt to "PR" your way out of a commitment you've broken.

OPPOSITE

To break commitments or violate promises.

Speed of Trust ACTION CARDS
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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.

Speed of Trust ACTION CARDS
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Character and Competence: Our Team

As the leader, read this page aloud to the group. Watch the 5-minute time limit!

As a team, let's rank the last three cards (character and competence) in order—from our greatest strength to our greatest weakness or challenge—as we've done with the other behaviors.

If possible, come to a shared consensus on the ranking. It should be easier this time since there are only three!

What is our greatest strength from these three behaviors? *Move through each number and work through a consensus.*

1. Greatest Strength:
2. Either/Neutral:
3. Greatest Challenge (needs most improvement):

Let's discuss why we ranked the behaviors as we did.

After discussion, conclude on the next page for Trust Huddle 2.

STOP HERE! This concludes Trust Huddle #2

- Please turn to page 17: make commitments for two behaviors the team ranked lower. One from Competence Behaviors on page 11 and one from the this page (above).
- Track your commitments in the LEAD Portal on a week to week basis.

Get Better

As the leader, read this page aloud to the group. Watch the 8-minute time limit!

As you saw, Get Better is one of the behaviors for increasing trust. How will our team get better?

Look at the three behaviors we ranked as our team's greatest weaknesses.

Fill in the names of the behaviors in the spaces below.

Character Behavior _____

Competence Behavior _____

Character and Competence Behavior _____

What one commitment will you make individually that will help our team get better in these areas?

After each team member has taken a turn sharing their commitment, confirm the next Weekly Trust Huddle date and time.

Accountability Partners

My Trust Partner:

Responsibilities to each other:

- **Cadence to Check-In:** Meet 1:1 bi-weekly for 15 to 30 minutes (ideally, in between PC Leadership Trust Huddles)
- **Share Openly:** Build trust and share each other's WINs and struggles with a proactive, Servant Leader mindset
- **Get Better:** Listen first to gain feedback on how you can improve and grow your Servant Leadership skills

Bi-Weekly Trust Huddle

Goal: To increase trust in the context of getting work done.

Ground Rule: Report publicly on your own behavior. Give feedback to others privately - directly to the individual.

Commitments: Report Out

Individual: Report on Commitments

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

Two-Minute Teach

Next 2 Behaviors:

Read Behavior's

1 *Definition*

Read Behavior's

2 *Opposite*

Read Behavior's

3 *Counterfeit*

Next Two Weeks' Work

Counterfeit: Where might you get “tripped up” with these counterfeits?

My Response:

Behaviors: What are your commitments for these behaviors over the next two weeks?
(add to LEAD Portal)

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