

Manager:**Store #:****Date:****AVP/VP:****AVP Follow-up Date:**

Manager to input last month's results. Use open text fields to enter any additional Drivers, SQDC standards, and metrics. Select green, yellow, or red for each gauge.

HAPPY EMPLOYEES		HAPPY CUSTOMERS		SELL MORE		SELL BETTER		MANAGE EXPENSES	
Drivers	Drivers	Drivers	Drivers	Drivers	Drivers	Drivers	Drivers	Drivers	Drivers
Emp Dev:	Accurate Wait Time:	Customer Demand:	Good/Better/Best:	IPLH:					
Salesperson CDI:	Appointments:	UPI:	Certificates:	Time in Store CDI:					
Turnover:	Return for Service:		Treadwell Conv:						

Identify the owner(s) and gauge focus for each AOR. Enter the expected result from coaching (from x to y by when). Select the Primary Driver, Secondary Driver (if applicable), Brand Dimension, and Best Practice to improve. Record steps or actions within the Best Practice to coach and how frequently to observe and follow up.

Senior Asst: Owner(s): Gauge: From: To: By:
 Primary Driver: Secondary: Brand Dim: Best Prac:

Marketing Asst: Owner(s): Gauge: From: To: By:
 Primary Driver: Secondary: Brand Dim: Best Prac:

Workflow Asst: Owner(s): Gauge: From: To: By:
 Primary Driver: Secondary: Brand Dim: Best Prac:

5S Asst: Owner(s): Gauge: From: To: By:
 Primary Driver: Secondary: Brand Dim: Best Prac:

Assistant: Owner(s): Gauge: From: To: By:
 Primary Driver: Secondary: Brand Dim: Best Prac:

Manager: (Follow up frequency, in the moment coaching to improve execution, changing the outcome demonstration, soft skills coaching, reviewing results with the AOR and student, AVP support needed)

AVP Notes:

Make Sure AOR Page Is Being Used To Walk Through Steps 1-3!



1

What do you think?
Leader = teacher.

SPEED of TRUST

Gauge Selected: _____

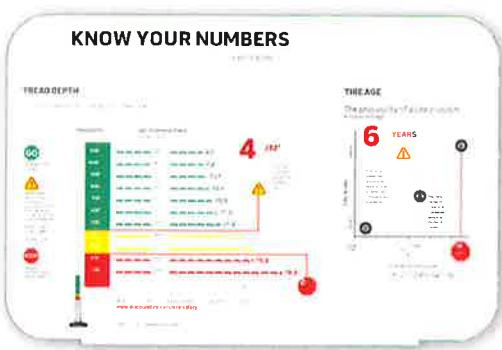
Primary Driver: _____



2

Go see for yourself.

Secondary Driver: _____

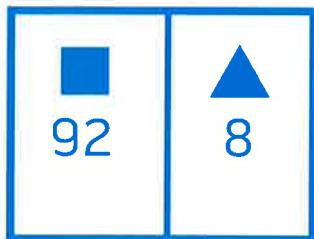


3

We have simple, visual standards
for all important things.

Best Practice: _____

LEAD



5

Make problems visible.

Frequency Of Action/Follow Up:



4

Stop production so that production
doesn't have to stop. *Don't ship junk.*
Specific Step Within Best Practice:

AOR
S + Q + D = C

6

Everyone solves problems using
simple scientific methods. PDCA

Specific Result Expected:

Discount Tire Management System Activation Exercise



The purpose of this exercise is to leverage the Discount Tire Management System to **use disciplined thought to move to disciplined action** and Make More Dreams Come True by Accelerating Our Strategy of "Delivering the most Inviting, Easy, and Safe tire and wheel purchase and service experience in the world." Assisting Our People in developing critical thinking skills will help them better identify and address the **true needs** of their business.

Who We Are

5 Life Lessons • Mission • IOOGA • Vision



Think about: "What have I seen or heard that makes me answer this way?"

Self-reflection Questions

- Am I honest, fair, and do what we believe is right for my people?
- Do I work hard, learn from my mistakes, and remember we never arrive to help my people get better?
- Do I have a positive attitude, enjoy getting to know my people, and celebrate successes with them?
- Am I humble, appreciative, and remember we do this together?
- Do my actions show my people "Paying it Forward" is my MISSION?
- Do my people's Dreams come true because I care for and cultivate them to be their best?
- Do people get better who work with me?

Then engage with your people, without distraction, to instill trust and model the actions and behaviors of a Servant Leader.

Learn about your people by asking questions with curiosity and truly listening to understand.

Example Questions

- What are your personal and professional Dreams and aspirations?
- Are your people happy? How do you know?
- What are your strengths? Where can you improve? What are you learning?
- What are you struggling with? What skill sets do you need? What can we do to help you?
- Do you have any examples of how we can better understand and support Our People?

What We Do

Deliver on Our Strategy



Discuss executing Our Strategy through our Brand Promise, to improve understanding.

➤ **Brand Dimensions**

- Do Our People understand what it means to have a Can-Do Attitude? What Trusted Experts do? What an Unexpected Experience looks like? What it means to offer Low Prices & More Choices?

➤ **3 Core Fundamentals**

- Do Our People understand the importance of executing on our Best Practices?

➤ **Safety and Quality First in Delivering an On-time Experience**

- Do Our People understand our order of priority (SQDC) and expectations for actions and behaviors (in-the-moment decision making)?

Assessing Our Gauges

Key Indicators of Our Overall Performance

**Conduct Gauge review to identify what you see when you go through the gauges.****➤ Perform these disciplined actions each month.**

- Modify current CTA or create a new one and input last month's results.
- Agree upon one or two gauges to focus on.
- Direct each AOR to open their correct AOR page on the KC.
- Look at each **Primary Business Driver** and **Secondary Business Driver**.
- Instruct each AOR to:
 - Select a Gauge to focus on and enter an expected target result (from x to y by when). **Note:** The Gauge selection could also be a SQDC Scorecard target.
 - Select one Primary Driver and Secondary Driver. **Note:** Every selection may not have a Secondary Driver.

Example

Customer Demand
Total Inventory: 1000
Secondary Driver: 200
Visual Standards: 100UP!
Customer Demand: 1000
Secondary Driver: 200
Best Practice & Visual Standards: 100

IMPORTANT TIP: Always look at the Secondary Drivers, SQDC Scorecard, and Puzzle Pieces before moving on. These will often help to narrow the focus and increase understanding for how to measure success.

**➤ Select a Brand Dimension and Best Practice.**

- The Brand Dimension brings the Best Practice to life the way Mr. Halle intended. This is how we ultimately deliver on our Strategy.
- The Best Practice is a visual standard that allows you to determine if a specific action or behavior focus is being performed to the expected standard.
- AOR and Store Manager verify alignment of Primary Driver, Secondary Driver, Brand Dimension, and Best Practice to maximize impact to the Gauge.
- Print the Best Practice & Visual Standards to "go look" and see if the Best Practices are being executed.
 - These are the **disciplined actions** needed to improve the business.
- Determine what specific action(s) and behavior(s) are preventing the execution of the Brand Dimension and/or Best Practice.
 - The intent is to identify one specific step within the Brand Dimension/Best Practice that will make the greatest impact.

**CERTIFIED
BEST PRACTICES**

Best Practice & Visual Standards

REMINDER: Critical to Safety – Stop! Critical to Quality – Correct!

- Use SQDC thought process to make decisions in the moment. Use it in order of priority for Sales and Service.

**Setting Up the WIN**

Discipline for Getting Better

STORE CTA Form**Work together to develop an action plan to drive improvement through DISCIPLINED ACTIONS.**

- Complete the Store CTA to identify **ownership** (AOR), **action** (Best Practice), **cadence** (how often) and **follow up** (accountability).
 - AOR to engage the team to solve the problem and create **ownership** and **accountability** for the proper execution of the Best Practice.

IMPORTANT TIP: If the opportunity is big enough, it could become a LEAD game for the team.

Refer to the **How To . . . CTA Steps** on next page



Note: These selection fields also allow for open text to be typed in, if desired.

Complete the CTA Steps:

- 1) Capture the **Owner(s)**, **Gauge**, target (**x to y by when**), **Primary** and **Secondary Drivers** (if applicable). Be specific and realistic.

For example, if you want to increase demand and impact Sell More, how many customers per day are you expecting to average this month from x to y by when?

- 2) Select the **specific Brand Dimension** and **Best Practice** action to improve.
- 3) Determine **who** the specific AOR will model, teach, and coach the Brand Dimension and Best Practice with.
- 4) Record **how many times a day/week**:
 - a. The AOR will observe and coach in the moment
 - b. What specific Best Practice actions will be observed.
 - Remember, it is important to be honest and realistic.
 - Be disciplined to do it the number of times committed to every day without fail.
 - Consistency and discipline create change and keeping those commitments builds trust and credibility with Our People.
- 5) **Manager Commitment** should include the frequency the manager will follow up (by coaching in the moment to improve execution, demonstrating how to change the outcome, teaching/coaching soft skills of AOR, reviewing results with AOR and student, and auditing each AOR's progress). This is the manager's commitment to support his/her AORs. The manager should also note any support needed by his/her AVP.
- 6) **AVP Commitment** should include the specific help the manager needs and cadence for follow up (phone call to audit commitments, observing execution with the manager/AOR and giving feedback, providing guidance on next steps, observing coaching and giving feedback) to successfully deliver on the action plan.



"Servant Leader Self-Reflection"

Did I ask open-ended questions?
Who did most of the talking?
Was it their solution or was it mine?
Is self-accountability and ownership achieved?

MANAGER/AVP FOLLOW UP AUDIT POINTS:

➤ Use the completed CTA and ask questions to learn about how our actions supported the Strategy and improved execution and the outcome.

- What did the AOR learn?
- Was it a teaching moment or a coaching moment?
- Did the AOR and Manager keep their commitments (practice accountability)?
- What actions and behaviors of a Brand Dimension/Best Practice were you trying to improve? With whom? Did teaching/coaching conversations turn into action?
- Did you go see? Did you see what you expected? Did Brand Dimension/Best Practice improve? Did we deliver on our Brand Promise?
- Did your efforts impact the Gauge? How did these actions support the Brand Promise? Strategy? The Mission?
- Did you remember to celebrate the WINS!?
- Do you need to adjust your commitment? What is preventing execution?
- What next steps are required?