




IMPROVEMENT CYCLE COACHING

1. Improvement Cycle Calls
2. AVP Coaching Session During Store Visit
3. Improvement log should be filled out 2 times per month.
 - A. Manager owns the improvement log until certified, once certified it is owned by Workflow AM.

IMPROVEMENT CYCLE CALLS

Intent: Improvement calls support the understanding of the improvement cycle and coaching questions by allowing managers to share ideas and support each other as they are introduced to the improvement cycle and become experienced with supporting tools (flow of tasks, waste walk, SQDC board, etc.). The ongoing nature of these calls supports continued learnings and supports the dynamic nature of improvements and updates in Best Practices.

- Improvement calls should last 30 minutes **or less**.
- Calls should take place every other week. (Building habits through applying DTMS.)
- Managers share their improvement efforts using the improvement log. (Provides a consistent structure for learning.)
- Ask open-ended questions to learn what your team is seeing.
- Please include RMOQ on improvement call invites for support.
- Improvement call following the coaching card is focused on being a coaching call not a report out call. The coach must ask the questions and control the pace of the conversation to support a learning environment.
- Managers collaborate sharing learnings and asking questions to accelerate learning.
- As staff and managers become certified call transitions to workflow managers, please reach out to RMOQ for support with planning this next step.

COACHING QUESTIONS


- ① **(Understand the Direction)** What is the Direction?
To provide the most inviting easy and safe wheel and tire purchase and service experience in the world.
- ② **(Continuously Improve)** What did you learn from your last Improvement Plan?
- ③ **(Go See)** As you observe, what do you see?
- ④ **(Go See)** What is the main obstacle preventing progress?
And what is the root cause for this obstacle?
- ⑤ **(Establish a target)** What action will you take to drive improvement?

UNDERSTAND THE DIRECTION 1 What would "perfect" look like for the experience of our people? What does "perfect" look like for the experience of our customers?	
ESTABLISH A TARGET 5 Based on your opportunities and what you have learned, what is the next action you will take to drive improvement?	CONTINUOUSLY IMPROVE 2 Was your last Plan effective? What can you learn to apply to your next plan?
GO AND SEE 4 What is the biggest opportunity that you should focus on first? What is its root cause? (Use "5 Whys")	GO AND SEE 3 What gaps do you see between the current condition and what "perfect" would look like?

AVP COACHING SESSION DURING STORE VISIT

Intent: Coaching sessions continue to support stores on the improvement journey, with a focus on further developing coaching skills of managers and assistant managers in leading the improvement cycle and utilizing the supporting tools.

Coaching Session Structure

- Workflow AOR walks through improvement board with manager, and AVP acts as second coach listening to the conversation between manager and AOR, providing coaching and questions to engage learning.
- AVPs may still bring managers back on improvement calls as they see fit. Example: A manager experienced with bayside may join calls again for a period to support stores transitioning too bayside.

THE COACHING CYCLE

