

## Team Values

*Values are the filter through which the strategic vision will unfold.*

Thanks for agreeing to participate in conducting the Appreciative Inquiry Process. This is an exciting time where we have an opportunity to capture the values that will drive our strategic vision.

To this end, we need your help; to be a member of a group from across the enterprise that will ask for input from people, at all levels, in shaping these shared team values. The information gathered will be shared with the Executive team and the CTDA Executive Board on January 18, 2002 and will ultimately help shape our approach to doing business.

Like personal values, Canadian Tire's team values will reflect what we stand for and believe in. Developing these values will provide a common bond and shared principles for all people who represent the Canadian Tire brand.

A package is attached and includes the following:

1. Overview of the Interview Process (including tips on conducting the interviews).
2. The Appreciative Interview (characteristics of Appreciative Interviews and conducting Appreciative Inquiry Interviews).
3. Appreciative Interview protocol to be completed and returned after each interview (includes an Interview Summary page).

Thank you for your help and if you have any further questions contact Lynn Nicolai (416) 544-4594 or Helen Leighton (416) 480-8511.

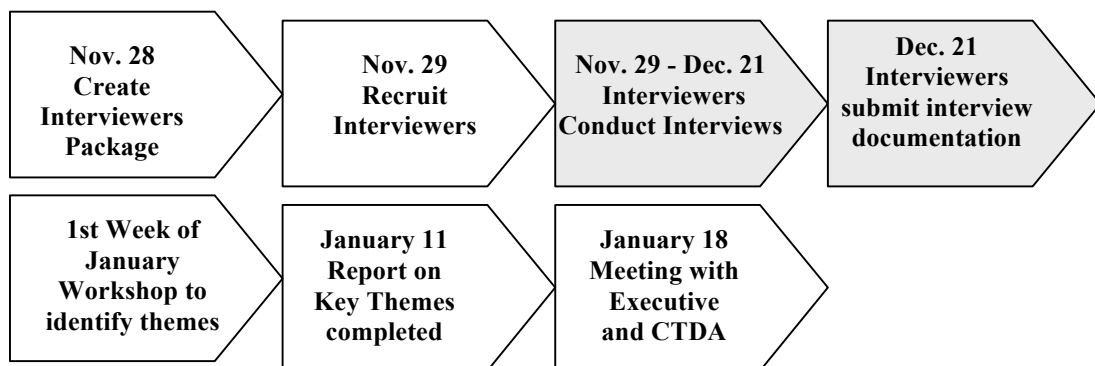
Janice Wismer



**Team Values  
Appreciative Interview Guide**

**November 2001**

**Timelines**



**Interviewer Responsibilities** 

## Overview of Interview Process

### Complete 10 Interviews

**Due: Friday, December 21, 2001**

- Choose 10 people from your work area and/or professional discipline. Consider people that you might not interact with on a regular basis.
- Ask these 10 people if they are willing to be interviewed, and confirm that they have not already been interviewed.
- Complete interviews with these 10 people by December 21, 2001.
- **As soon as you have completed each interview, please notify Diane Langdon by Lotus Notes or by phone (416) 480-3065. She will be keeping track of all those who have been interviewed to ensure enterprise wide representation. Diane will need the following information: interviewer name, location, function and interviewee name, function, location and date interviewed**
- Each interview should take 45-60 minutes to complete. If somebody only has 30 minutes available for an interview, feel free to be flexible with the questions. Choose the questions that you think will be most appropriate for that person.
- Assure the interviewees that all comments are anonymous, but not confidential. In other words, stories and quotes will be shared, but no names will be attached to them.
- If you're having difficulty finding someone to interview, please call and we will help you link up with someone.

### Return the interview materials

- Please use the space after each question for taking notes during the interviews. Note-taking can be tricky since everyone does it differently, but we want to be able to read your notes.
- Immediately after your interview, summarize the results, using the summary page of this guidebook: write down the best quote that came out of the interview; write down a descriptive summary of the most compelling story that came out of the interview; write down the 1-3 themes that stood out most from the interview.
- Be sure to write your name, the date of the interview, and the region and discipline of the interviewee on the summary page.
- Return this entire guide to Lynn Nicolai or Helen Leighton via internal mail (2180, 8N) or via Canada Post (2180 Yonge Street PO Box 770, Station K, Toronto ON M4P 2V8) no later than December 21, 2001. If we haven't heard from you by then, we will check in to see how you're doing.

### Values Workshop

- The report of all interviews will be used to design a meeting with the Canadian Tire Executive team and the Canadian Tire Dealers Association Executive scheduled for January 18, 2002.

## **Tips for Conducting Interviews**

- Use the interview form as your script.
- Don't bias the responses, please introduce the interview and ask the questions as they are written.
- If people want to think about their answers, please give them the option of thinking about it and rescheduling with you.
- Here are some possible questions to probe further
  - Tell me more
  - Why do you feel that way?
  - Why was that important to you?
  - How did that affect you?
  - What was your contribution?
  - What was the organization doing that helped you do this? For example: information systems, leadership, resources, structures.
  - What do think was really making it work?
  - How has it changed you?
- Let the interviewee tell his/her story, please don't tell yours or give your opinion about their experiences.
- Take good notes and be listening for great quotes and stories.
- Be genuinely curious about their experiences, thoughts and feelings.
- Some people will take longer to think about their answers – allow for silence.
- If somebody doesn't want to, or can't answer any of the interview questions, that's OK, let it go.

# **The Appreciative Interview**

## **Key Characteristics**

1. Assumption of Health and Vitality
2. Connection Through Empathy
3. Personal Excitement, Commitment, Care
4. Intense Focus Through "Third Ear" and "Third Eye"
5. Generative Questioning, Cueing, Guiding
6. Belief vs. Doubt
7. Allow for Ambiguity, Generalization and Dreams
8. From Monologue to Dialogue

## Conducting Appreciative Inquiry Interviews

1. Explaining Appreciative Inquiry: Like anything new, appreciative interviewing may seem awkward at the beginning. It may be equally awkward for the person you are interviewing. They, too, may be caught up in the looking at the organization as a problem-to-be-solved, and may not give instant understanding to this approach. Usually, I say something like this:

Before we start, I would like to explain a little bit about what we are going to do because it may be a little different from what you are used to. This is going to be an "appreciative interview." I am going to ask you questions about times when you see things working at their BEST where you work. Many times, we try to ask questions about things that aren't working well – the problems - so that we can fix them. In this case, we try to find out about the things at their best – the successes – so that we can find out what works and find ways to infuse more of it into the organization's performance. It is also like what we do with children or athletes when we affirm their smallest successes and triumphs so that they will hold a positive image of themselves and then envision even greater possibility. The end result of the interview will help me understand these "life-giving forces" which provide vitality and distinctive competence to our organization. Do you have any questions?

2. What To Do With Negatives: Sometimes, people work in places they don't like. With an explanation like the one above, you can generally get them to identify things at their best. But people should not feel like they do not have permission to talk about things that need fixing. Depending on my empathic understanding of where the interviewee is, I handle this in several different ways – or some combination.

- *Postponing*: I tell them that I would like to make a note of what they have said and come back to it later. The question about what you would change if you could change anything about the organization is a place to collect this "negative" data, and you can come back to your note about what they started to say then. Be sure to come back to it though.
- *Listening*: If they have some real INTENSITY about what they want to say about problems, let them say it. If it is that "up close and personal", you are not going to get any appreciative data until you get it out. This may mean muddling through quite a bit of organizational manure, and the biggest threat is that you will take it in and lose your capacity to be appreciative. You must be empathic, but remember that you cannot take on that person's pain – you cannot be a healer if you take on the patient's illness. Keep a caring and affirmative spirit.
- *Redirecting*: If it does not seem that serious, or if you have listened sufficiently to understand the negative issues they are raising, and they are now just into the drama of it, find a way to guide them back. "I think I understand a little bit about some of the problems you see (paraphrase a few of the ones you've heard), but I would like to guide us back to looking at what is happening when things are working at their best. Can you think of a

time, even the smallest moment, when you saw customer experience (for example) at its best?" If they say it never happened where they work, find out if they have EVER had the experience in any organization or work context ANYWHERE before giving up.

3. Using Negative Data: All the stuff people find wrong with an organization represents an absence of something that they hold in their minds as an IDEAL image. What organizational processes, if present (rather than absent) might create the ideal organization that the negatives imply. DATA is DATA – Use it. But use IT AFFIRMATIVELY. In fact one could argue that there is no such thing as negative data. Every utterance is conditioned by affirmative images.
4. The Interview Rhythm – Starting With Specific Stories: There is a rhythm to these kinds of interviews. When you start to address your topic, start with specifics personally relevant to the person interviewed. Try to get them to tell a story about "A time when you..." or "Tell me a story about a time when you..." or "Tell me a story about a time when you experienced (the topic) at its best." Probe deeply and intently, not like a dentist or piranha going after the bait, but like an interested friend hanging on to every detail. Try to find out who did what WHEN... and what were you thinking ... so THEN what did you do – like gossips over the backyard fence. What you are trying to do is get what they DID (behavior) and what they THOUGHT or FELT (values) while they were doing it.
5. The Interview Rhythm – Generalizing About Life-Giving Forces: After you have heard their story, really probing it, go for the generalizations. "What is it about this organization – its structure, systems, processes, policies, staff, leaders, strategy – that creates conditions where customer service (for example) can flourish?" If your topic (i.e. customer service) is a plant, what you are trying to do is find out about the kind of organizational soil, water and sunlight conditions that really nourish it. Sometimes people don't know what you mean by organizational conditions, factors, or forces. Give examples: "Are jobs designed a certain way, for example, to foster customer service? How does culture or climate of the organization foster customer service?" And so on. Try your best to get them to think a bit abstractly about what is present in the organization that really allowed them to have that peak experience with your topic.
6. Organizational Factors: In order to get a sense of some of the organizational factors you will be listening for, if not asking about, things like: What was the structure like? systems? rewards? etc. You do NOT have to systematically ask about each of these – the stories may contain information about all of them. If not, you may want to gently probe a bit?
7. Watch Your Time: If the interview is generally planned to be an hour, you will need to make sure that as you are probing with fascination what they are saying, that you are also aware of the time. If you decide that you are learning so much that it is OK if you run over an hour, check it out with the person also. Best bet is to pace your questions appropriately to the time you have scheduled.
8. It's A Conversation – Be Yourself And Have Fun: If you approach the interview like a piece of drudgery – You'd rather be anywhere than with this person – you've lost before you've begun. You want to approach the interviewee as if

they are a very special person, valuing the best of who they are. Be humble – as sophisticated as you are about the world of management, for this hour the interviewee is the teacher. Be yourself – don't try to put on some expert role or act like you've got to get every word in the interview protocol exactly right. Be a learner – realize that everyone likes to share their knowledge and wisdom with people that genuinely want to learn. If you've got an affirmative spirit going in, mistakes in wording will not stop you from getting great data. Finally, have a bit of fun. You are getting to know someone new and you are hearing some fascinating and important stories.

9. A Word About Your Confidentiality: Tell the interviewees you will keep the information they provide and the conversation confidential. You will use the data, but it will be compiled into themes using data from this interview and others. No names will be associated with the overall summary or report. Stories and quotes from interviews may be used without a name associated with them.



**APPRECIATIVE INTERVIEW PROTOCOL**  
***We are a proud, Canadian family...Canadian Tire***

**Introduction**

Thank you for agreeing to this interview. This project will serve Canadian Tire in the pursuit of our newly developed strategic vision. As you know, Canadian Tire has a rich and textured history in the Canadian landscape. We have grown to be Canada's most shopped retailer, employing over 38,000 people. In 1994 when Wal-mart and Home Depot came into Canada the media described Canadian Tire as, "a deer in the headlights". That could not have been further from the truth. We have emerged as a stronger, more focused organization than ever. Our revenues have grown almost 50% since that statement by adapting and changing in response to customer expectations and competitive forces. With the depth of retail talent in this organization, we are in a better position than ever to build on our 80-year tradition and take the performance of this organization to levels that would make our founders (AJ and JW Billes) proud.

So I'd like to spend the next hour with you to get your perspective on what has given life to Canadian Tire. What can we learn from our history, paying particular attention to the moments when we were at our best? What is important to preserve as we change? And what are your hopes and dreams for this organization in the future? How can we take the best of our past and use it as a springboard to the future? What do we need to jettison from our past to prosper going forward? What ideas do you have for moving us to a whole new level of performance as a business? As you know, our purpose and vision have recently been articulated as:

*We are a proud, Canadian family. We exist to serve and enrich the lives of our customers, our team and our shareholders. Our vision is to be a growing, innovative eco-system of businesses achieving incredible results through incredible people...we touch more people, in more ways, every day.*

The information you provide will be used to develop a statement of values for Canadian Tire, which honors our past and inspires our future. My interest is to learn from your experience with this great company. Your comments will be combined with others anonymously and a report will be prepared to review with the executive team and the Canadian Tire Dealer's Association. Do you have any questions before we begin?

***PERSONAL INFORMATION***

Name:

Location:

Date of Hire/Seniority:

Title/Performance History – if known:

## ***EXPERIENCE WITH CANADIAN TIRE***

1. First, I'd like to learn about your early days with Canadian Tire.
  - a. What attracted you to want to be associated with Canadian Tire?
  
  
  
  
  
  
  
  
  
  
  - b. What surprised and excited you the most about the opportunity in your early days?
  
  
  
  
  
  
  
  
  
  
2. Now, think of all of your years of experience, from the time you joined to now. Tell me about a time that was a *real high point*, a time when you felt most alive, most successful, most engaged. How did it feel? What was it about you and about others that made it so exciting for you?
  
  
  
  
  
  
  
  
  
  
3. Tell me about the things you value most deeply about yourself, your work and Canadian Tire.
  - a. Without being humble, what do you value most about yourself, as a human being, as a friend, a spouse etc. What are your best qualities?
  
  
  
  
  
  
  
  
  
  
  - b. When work is at its best for you, what do you value most?
  
  
  
  
  
  
  
  
  
  
  - c. What is it about Canadian Tire that you value the most?
  
  
  
  
  
  
  
  
  
  
  - d. What is the single most important contribution Canadian Tire has made to your life?

## **A. BEST QUALITIES, HOPES AND DREAMS FOR THE FUTURE**

4. *Serving and Enriching the Lives of Customers:* A central tenet of our Statement of Purpose is that we exist to serve customers consistently in a fast, friendly, knowledgeable fashion and enrich their life. In fact, serving customers has been Canadian Tire's hallmark through the years.
  - a. Describe a time when Canadian Tire was the most effective in serving customers and enriching their life. Tell me a story that stands out for you that best embodies this ideal? What was most noteworthy?
  - b. What could Canadian Tire do to revolutionize our customer service orientation and deepen our connection with the lives of customers, touching them in more ways, every day?
5. *Growing, Innovative Eco-System of Businesses:* Canadian Tire has grown through innovations and connections. We invented loyalty programs in Canada and we established multiple, complementary businesses, which drive benefit for customers outside our boundaries, like our MasterCard. Our success in the future will depend on our ability to share knowledge and learning faster than the competition. In this context, how you commit to share knowledge with others regardless of where you work will be paramount. At Canadian Tire we have accomplished incredible things when we break down organizational barriers and take advantage of every opportunity to collaborate with each other across the enterprise.
  - a. Tell me about a time when you were both a teacher and a learner in ways that allowed you to cross boundaries and accomplish more than you ever could have accomplished on your own?
  - b. Imagine a future where you were inspired by the ideas, knowledge and innovations of people everywhere, where value is created for the whole. What does it feel like? What has unfolded or changed to make it happen?

6. *Incredible People:* "Team Canadian Tire" was recognized as the best place to work in Canada by the Report on Business magazine and Hewitt Associates last year. We have done so much through the years to develop a culture where people feel like they have "come home". We are very proud of our achievements and we know that our strength as an enterprise rests solely with the incredible people who choose to work here. Many of our traditions, like sharing profits with employees or encouraging ownership in the company have set Canadian Tire apart in the marketplace for talent. We also know we must be responsive to individual goals, ideas and aspirations and provide excellent developmental opportunities for people to learn, grow and take risks.
  - a. What values would you say have distinguished Canadian Tire? How has Canadian Tire kept those values alive?
  - b. Looking to the future, what values do you believe will inspire us to new levels of performance?

## **B. IN CONCLUSION**

7. What is the core factor that gives health and vitality to Canadian Tire, without which the organization would cease to exist?
8. *Image of the Future:* Imagine that we fall to sleep tonight and we don't wake up for 5 years. During those 5 years things change and your best dream for the company comes true. When you wake up what do you see? What's happening to our results, operating processes? What is happening around you that is new, different? What are the kinds of images that you see? What three things in order of priority have unfolded?

## **Interview Summary Page**

**Due: Friday, December 21, 2001**

Your Name: \_\_\_\_\_

Your Function: \_\_\_\_\_

Your Location: \_\_\_\_\_

Date of Interview: \_\_\_\_\_

Interviewee's Name: \_\_\_\_\_

Position/Function: \_\_\_\_\_

Location: \_\_\_\_\_

What was the most quotable quote that came out of this interview?

What was the most compelling story that came out of this interview?

What were the 1-3 themes that stood out the most for you during the interview?

**Please return this entire document to Lynn Nicolai or Helen Leighton no later than Friday, December 21, 2001**

### **Address**

2180 Yonge St  
P.O. Box 770, Station K  
Toronto, ON M4P 2V8

### **Internal Mail**

2180, 8N