THE VISION COMPONENT

VISION

PEOPLE

DATA

YOUR
COMPANY

ISSUES

PROCESS

TRACTION
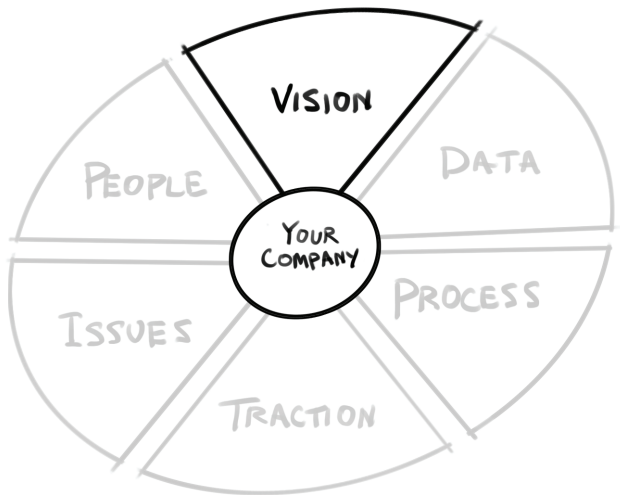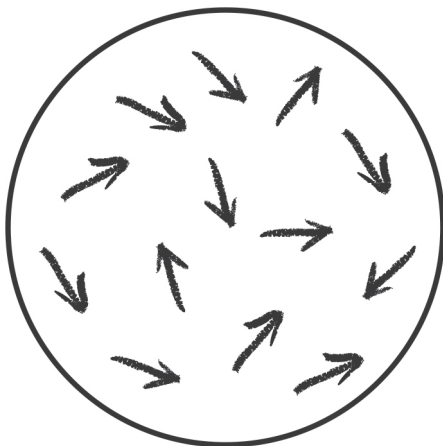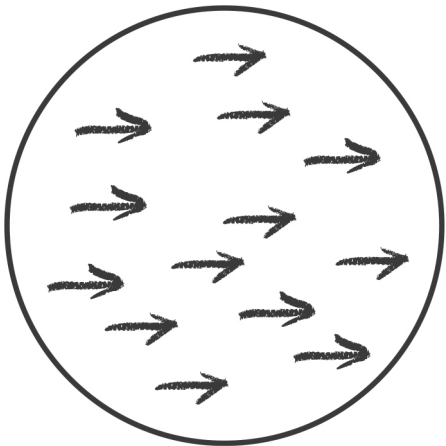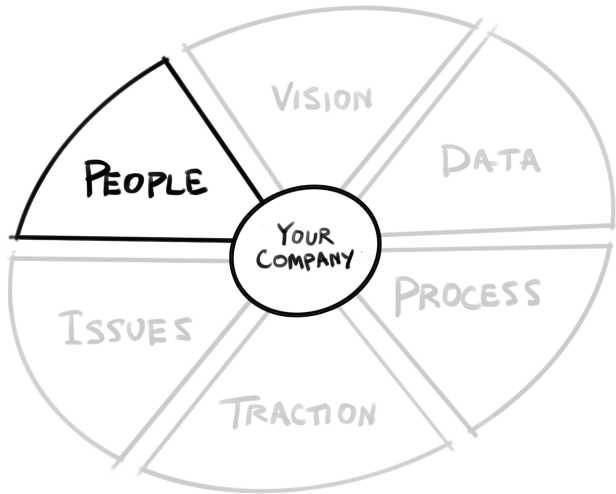
Imagine all the people in your company as arrows. When people have different objectives, the arrows all point in different directions, as shown in the picture below. As a result, energy is wasted.
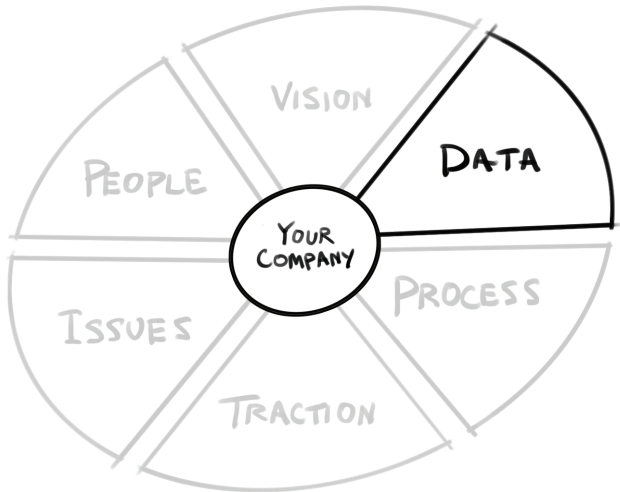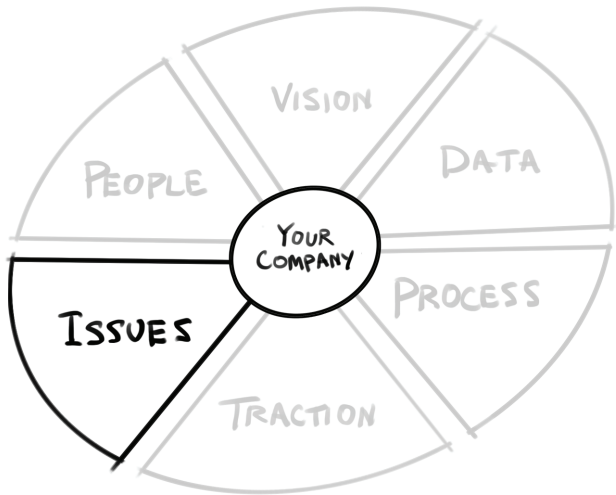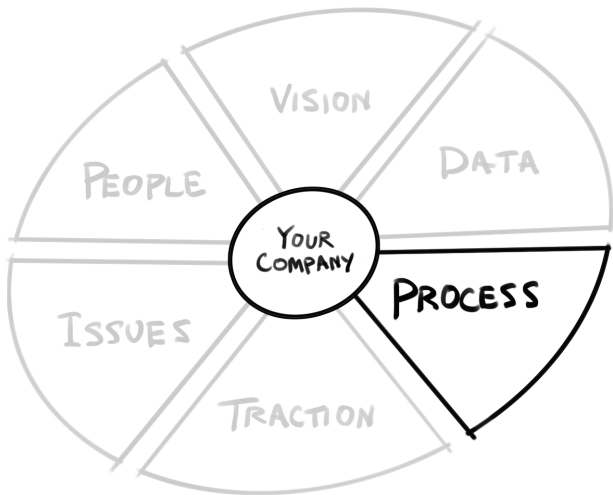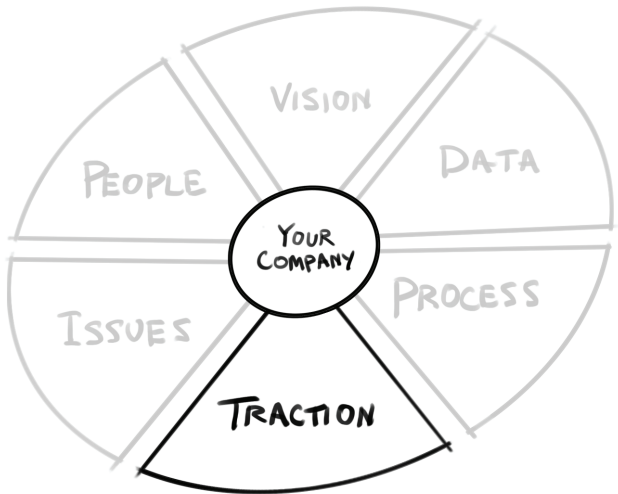
THE PEOPLE COMPONENT

THE DATA COMPONENT

THE ISSUES COMPONENT

THE PROCESS COMPONENT

THE TRACTION COMPONENT

Component	What's it all about	Tool(s)	Your Role
Vision	Getting everyone aligned and focused on the same vision	V/TO	Understand and buy into the answers to the 8 V/TO questions
People	Getting the Right People in the Right Seats	Accountability Chart, People Analyzer	Ask yourself if you are the Right Person in the Right Seat
Data	Measuring performance and having a pulse	Scorecard, Measurables	Establish and achieve your Measurables
Issues	Identifying and solving issues	Issues List, Issues Solving Track	Bring up and help solve issues
Process	Documenting the way you do things and being consistent	Documented Core Process	Learn, follow, and help improve the Core Processes
Traction	Accountability, discipline, and execution	Meeting Pulse, Rocks	Complete your Rocks and engage in meetings

THE VISION/TRACTION ORGANIZER™

ORGANIZATION NAME:

<u>VISION</u>

		3-YEAR PICTURE™	
CORE VALUES	1. 2. 3. 4. 5.	**Future Date:** **Revenue:** $ **Profit:** $ **Measurables:** <u>**What does it look like?**</u> • • • • • • • • • • • • • •	
CORE FOCUS™	Purpose/Cause/Passion: Our Niche:		
10-YEAR TARGET™			

MARKETING STRATEGY	Target Market/"The List":
	
	Three Uniques:
	    1.
	    2.
	    3.
	
	Proven Process:
	
	Guarantee:		
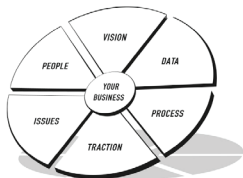
THE VISION/TRACTION ORGANIZER™

ORGANIZATION NAME:

TRACTION

1-YEAR PLAN	ROCKS	ISSUES LIST

1-YEAR PLAN

Future Date:
Revenue: $
Profit: $
Measurables:

Goals for the Year:

1.
2.
3.
4.
5.
6.
7.

ROCKS

Future Date:
Revenue: $
Profit: $
Measurables:

Rocks for the Quarter: **Who**

1.
2.
3.
4.
5.
6.
7.

ISSUES LIST

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.

PURPOSE
CAUSE
PASSION

NICHE

Company	Current Reality	10-Year Target
ExCargo – A cargo transportation company	25,000 containers moved a year	112,000 containers moved a year
Velocity Productions – An AV and event company	$6 million in revenue	$20 million in revenue
LSR Multi Family – A roofing company	No roofs on the moon	Roof the first apartments on the moon
Autumn Associates – An insurance agency	Not getting enough referrals from clients	A referral from every client and every client from a referral

THE EOS PROCESS™

90 Minute Meeting
- About Us
- About You
- The Tools
- The Process

Focus Day
- Hitting the Ceiling
- Accountability Chart
- Rocks
- Meeting Pulse
- Scorecard

2 Day Vision Building
- Core Values
- Core Focus
- 10 Year Target
- Marketing Strategy
- 3 Year Picture
- 1 Year Plan
- Quarterly Rocks
- Issues List

Qtr

Quarterly Pulsing

Qtr

Qtr

Annual Planning
- Focus & Traction
- Team Health
- Quarterly Rocks
- Issue Solving
- Toolbox Tools
- Accountability

THE VISION/TRACTION ORGANIZER™

ORGANIZATION NAME: ABC Company

VISION

			3-YEAR PICTURE™
CORE VALUES	1. Humbly Confident 2. Grow or Die 3. Help First 4. Do The Right Thing 5. Do What You Say		**Future Date:** 12/31/20XX **Revenue:** $ 14.5 million **Profit:** $ 1.8 million **Measurables:** 300 Customers **What does it look like?** • 80 employees • 3 new product lines • 100% right people in the right seats • Bright, energetic, fun office • Strong culture • Largest customer accounts for <10% of revenue • Best place to work in the state • All Core Processes documented and Followed by All
CORE FOCUS™	**Passion:** Deliver value with every interaction **Our Niche:** IT Solutions		
10-YEAR TARGET™	$50 Million in Revenue by 20XX		
MARKETING STRATEGY	**Target Market/"The List":** Companies with: revenue between $5 - $50 million; 20-250 employees; growth oriented; seeking partners not commodity providers; in the United States. **Three Uniques:** 1. 99% On-Time Delivery 2. Local Technicians 3. 24-Hour Response Time **Proven Process:** The ABC Proven Process **Guarantee:** We'll show up on time or the first hour is free.		
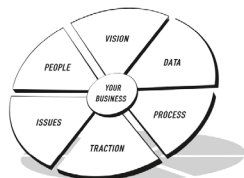
THE VISION/TRACTION ORGANIZER™

ORGANIZATION NAME: ABC Company

TRACTION

1-YEAR PLAN	ROCKS	ISSUES LIST

1-YEAR PLAN

Future Date: 12/31/20XX
Revenue: $ 8 million
Profit: $ 900k
Measurables: 150 Customers

Goals for the Year:

1.	Sign deals with two premier vendors
2.	100% right people in the right seats
3.	Add three salespeople to the current team of seven
4.	All Core Processes are documented
5.	Add 50 new customers
6.	
7.	

With your cursor in the last row, press Tab to add another row.

ROCKS

Future Date: 3/31/20XX
Revenue: $ 2 million
Profit: $ 200k
Measurables: 115 Customers

Rocks for the Quarter: Who

1.	Fill one sales position	
2.	Software version 2.3 in production	
3.	Go/No Go decision made on new office	
4.	Purchase four trucks	
5.		
6.		
7.		

With your cursor in the last row, press Tab to add another row.

ISSUES LIST

1.	EOS Rollout
2.	Operations Lead
3.	S.E. Territory Sales
4.	3rd Product Line
5.	Training Program
6.	
7.	
8.	
9.	
10.	

With your cursor in the last row, press Tab to add another row.

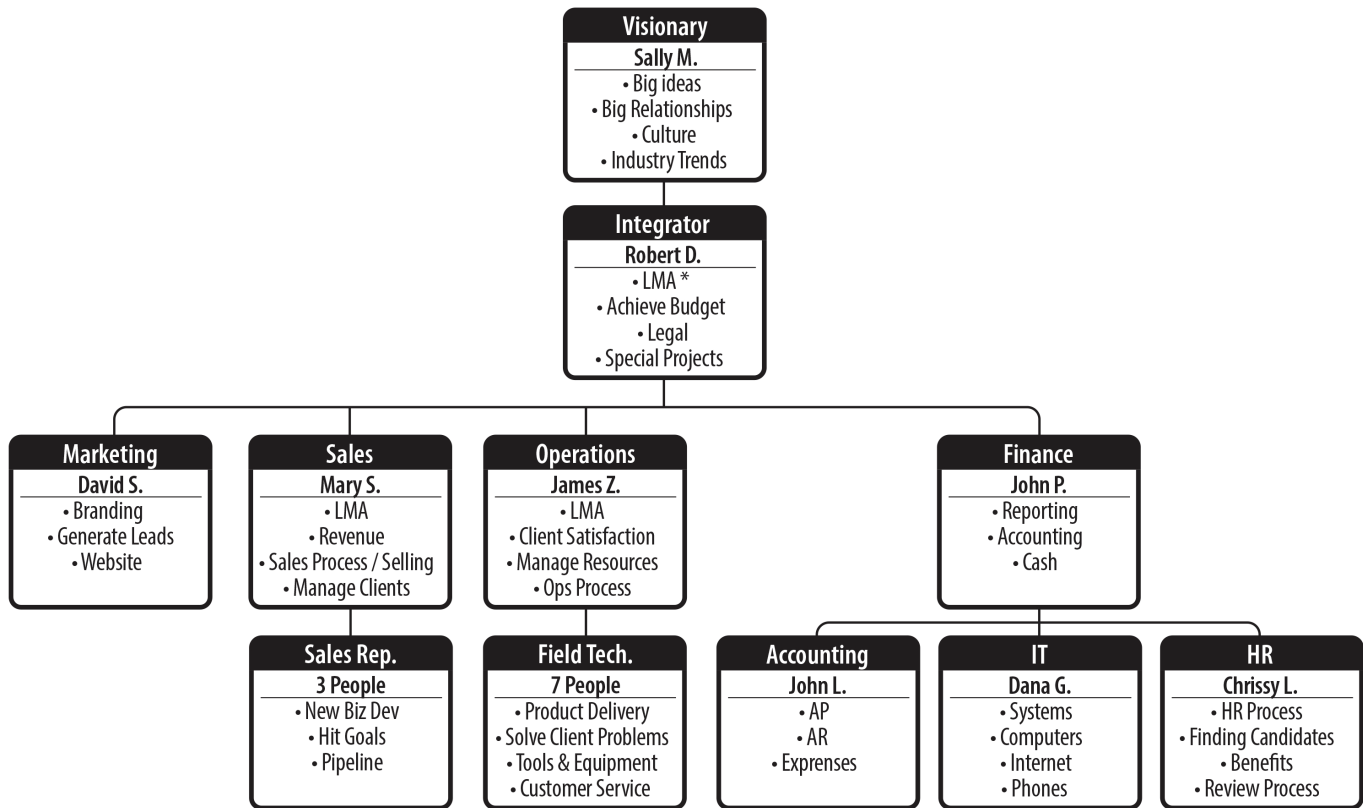| V/TO Question	What it answers
Core Values	Who you are
Core Focus	What you are
10-Year Target	Where you are going
Marketing Strategy	Which potential customers you are targeting with what message
3-Year Picture	What you will look like in 3 years
1-Year Plan	What your goals are for the next 12 months
Rocks	What your priorities are for the next 90 days
Issues	What will stop you or get you there faster

Function

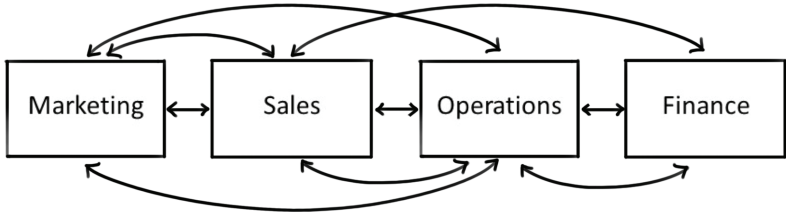### Name

- Role
- Role
- Role
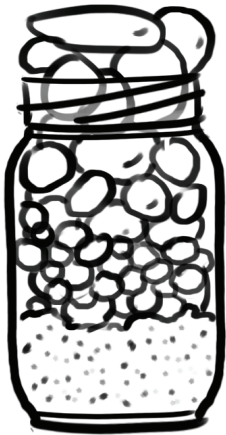- Role
- Role

Customer Service

John

- Solve customer issues
- Document customer interactions
- Escalate when appropriate
- Open and close customer accounts
- Generate sales leads

Visionary

Sally M.
- Big ideas
- Big Relationships
- Culture
- Industry Trends

Integrator

Robert D.
- LMA *
- Achieve Budget
- Legal
- Special Projects

Marketing

David S.
- Branding
- Generate Leads
- Website

Sales

Mary S.
- LMA
- Revenue
- Sales Process / Selling
- Manage Clients

Operations

James Z.
- LMA
- Client Satisfaction
- Manage Resources
- Ops Process

Finance

John P.
- Reporting
- Accounting
- Cash

Sales Rep.

3 People
- New Biz Dev
- Hit Goals
- Pipeline

Field Tech.

7 People
- Product Delivery
- Solve Client Problems
- Tools & Equipment
- Customer Service

Accounting

John L.
- AP
- AR
- Exprenses

IT

Dana G.
- Systems
- Computers
- Internet
- Phones

HR

Chrissy L.
- HR Process
- Finding Candidates
- Benefits
- Review Process

* LMA = Leadership, Management, Accountability

Marketing ↔ Sales ↔ Operations ↔ Finance

| *Not* SMART Rocks	SMART Rocks
Online class	Successfully complete an online training class on website marketing
Requirements for Electrician 2	Pass the requirements (test and field work) for Electrician 2
Safety inspections	Pass 100% of safety inspections
Read a book	Read **What The Heck Is EOS?** and discuss all chapter questions with my manager

Most human beings by nature procrastinate; they wait until the last minute to get things done. Here's what normally happens, illustrated by the following procrastination model. You have a meeting (call that point A), and during it, people are usually assigned tasks. The line in the picture below represents the activity to get that stuff done. People delay acting until the last minute—until just before the next meeting at point B—to do everything. You can see the line spike just before the next meeting.
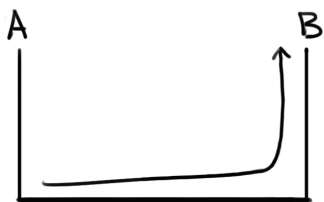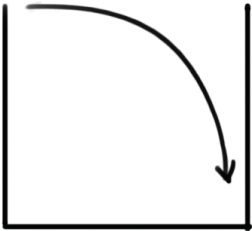

Now, if you only meet once a month, you will only get that spike once a month. Therefore, to the degree you increase the meeting frequency, you create that spike of activity more often, as shown below.
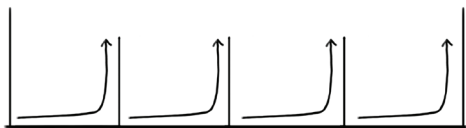
A   B

THE LEVEL 10
MEETING AGENDA

Level 10 Weekly Meeting Agenda	
SEGUE	**5 min**
SCORECARD	**5 min**
ROCK REVIEW	**5 min**
CUSTOMER / EMPLOYEE HEADLINES	**5 min**
TO-DO LIST:	**5 min**

       • John to Call ABC Co.

       • Bill to have a meeting with Sara

       • Sue to call the supplier

       • Jack to revise core values speech

IDS:	**60 min**

       • Winter sales are down

       • We missed the delivery date on ABC

       • A/R is over 60 days

       • Charles is not following the process

CONCLUDE:	**5 min**

Notice how the to-dos and issues are built right into the agenda.

Below are 2 examples of department Scorecards using activity-based numbers.

SALES DEPARTMENT SCORECARD							
Who	Measurable	Goal	3-Mar	10-Mar	17-Mar	....	26-May
Laurie	# New Leads						
Okan	Total Opportunities in $						
Ron	# Scheduled Sales Appointments						
Lliam	Win Rate %						

OPERATIONS DEPARTMENT SCORECARD							
Who	Measurable	Goal	3-Mar	10-Mar	17-Mar	....	26-May
Sue	% Utilization						
Jennifer	% Service Level						
Jon	$ Cost per Unit						
Paul	# Overtime Hours						

A Scorecard must have 4 key columns: Who, Measurables, Goal, and Date.

Customer Service

John

- Solve customer issues
- Document customer interactions
- Escalate when appropriate
- Open and close customer accounts
- Generate sales leads

THE PEOPLE ANALYZER™

Name	Be Humbly Confident	Grow or Die	Help First	Do the Right Thing	Do What You Say	
Sally Jones						

THE PEOPLE ANALYZER™

Name	Be Humbly Confident	Grow or Die	Help First	Do the Right Thing	Do What You Say	
Sally Jones	+	+	+	+	+	
The Bar	+	+	+	+/−	+/−	

Name	Be Humbly Confident	Grow or Die	Help First	Do the Right Thing	Do What You Say	Get it	Want it	Capacity to Do It	
THE PEOPLE ANALYZER™									
Sally Jones	+	+	+	+	+	Y	Y	Y	
The Bar	+	+	+	+/−	+/−	Y	Y	Y	

THE PEOPLE ANALYZER™

The Bar									

THE EOS ORGANIZATIONAL CHECKUP ™

For each statement below, please rank your company on a scale of 1 to 5, where 1 is weak (or you don't do it) and 5 is strong (you're very good at it).

1 2 3 4 5

1. We have a clear vision in writing that has been properly communicated and is shared by everyone in the company.

2. Our core values are clear, and we are hiring, reviewing, rewarding, and firing around them.

3. Our Core Focus™ (core business) is clear, and we keep our people, systems and processes aligned and focused on it.

4. Our 10-Year Target (big, long-range business goal) is clear, communicated regularly, and is shared by all.

5. Our target market (definition of our ideal customer) is clear, and all of our marketing and sales efforts are focused on it.

6. Our 3 Uniques (differentiators) are clear, and all of our marketing and sales efforts communicate them.

7. We have a proven process for doing business with our customers. It has been named and visually illustrated, and all of our salespeople use it.

8. All of the people in our organization are the "right people" (they fit our culture and share our core values).

9. Our Accountability Chart™ (organizational chart that includes roles / responsibilities) is clear, complete, and constantly updated.

10. Everyone is in the right seat (they get it, want it, and have the capacity to do their jobs well).

11. Our leadership team is open and honest, and demonstrates a high level of trust.

THE EOS ORGANIZATIONAL CHECKUP ™

	1	2	3	4	5
12. Everyone has Rocks (1 to 7 priorities per quarter) and is focused on them.	☐	☐	☐	☐	☐
13. Everyone is engaged in regular weekly meetings.	☐	☐	☐	☐	☐
14. All meetings are on the same day and at the same time each week, have the same agenda, start on time, and end on time.	☐	☐	☐	☐	☐
15. All teams clearly identify, discuss, and solve issues for the long-term greater good of the company.	☐	☐	☐	☐	☐
16. Our Core Processes are documented, simplified, and followed by all to consistently produce the results we want.	☐	☐	☐	☐	☐
17. We have systems for receiving regular feedback from customers and employees, so we always know their level of satisfaction.	☐	☐	☐	☐	☐
18. A Scorecard for tracking weekly metrics/measurables is in place.	☐	☐	☐	☐	☐
19. Everyone in the organization has at least one number they are accountable for keeping on track each week.	☐	☐	☐	☐	☐
20. We have a budget and are monitoring it regularly (e.g., monthly or quarterly).	☐	☐	☐	☐	☐

Total number of each ranking

	x1	x2	x3	x4	x5
Multiply by the number above					

Add all five numbers to determine the percentage score that refelcts the current state of your company: ☐ %