

How to Get More from Your Business

Simple Time-Tested Tools to Grow Your Business

The Entrepreneurial Challenge

Even the most successful entrepreneurs occasionally find running their business more challenging than they expected. Many work longer hours and get less return on their investment of time and money than they'd like. Most entrepreneurs wrestle with one or more of the following challenges:

- Lack of control over time, the market or the company
- People that just don't listen, understand or follow through
- Profit... simply put, there's just not enough of it
- Growth is OK, but you just can't seem to break through to the next level
- And then finally, magic pills... there are lots of remedies and quick fixes that have come and gone, but you just keep spinning your wheels.

Many CEO's like to summarize these challenges in two words: ***employee engagement***.

Entrepreneurial problems and issues surface in a variety of ways: confused or poor decisions; missed deadlines; finger-pointing and excuses; and in many cases poor morale. The company's problems just keep getting kicked down the road and sales and revenue flattens. Yet, nobody can figure out why.

Harvard Business Review Survey of 550 Business Executives



71% of executives rank employee engagement as very important to overall organizational performance.



Only 24% of respondents say their employees are highly engaged.

Things you're likely seeing in your business:

- Inconsistency in employee engagement/execution
- Confusion in the ranks about who you are and what you're doing
- Business goals are *infrequently* met
- Long and unproductive meetings
- The same issues reappear time after time

* These are all signs of poor employee engagement

Tackling the Challenge

In our experience, there are only three things you need in order to solve the challenges mentioned above. We call them **vision**, **traction**, and **healthy**.

- **Vision**, from the standpoint of first getting your leaders 100% on the same page with where your organization is going and how it is going to get there.
- **Traction**, from the standpoint of helping your leaders to become more disciplined and accountable, executing really well to achieve every part of your vision.
- **Healthy**, meaning helping your leaders to become a healthy, functional, cohesive leadership team because unfortunately, leaders often don't function well as a team.

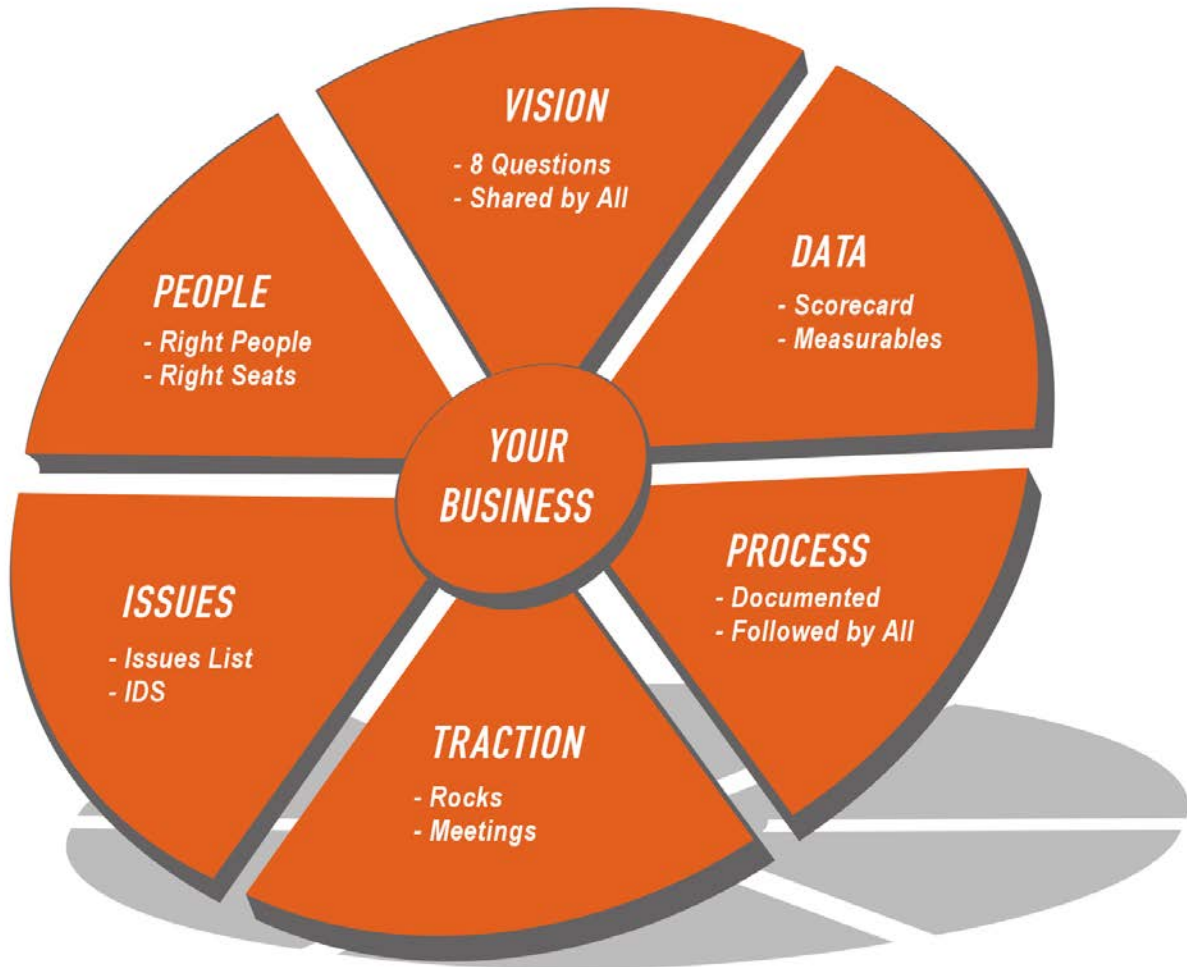
From there, as goes your leadership team, so goes the rest of your organization. We get to the point where your entire organization is crystal clear on your vision; and, all are much more disciplined and accountable in executing your vision, gaining consistent traction, and advancing as a healthy, functional, cohesive team.

How you do these three things, and do them well, is summarized in this document. The system we describe arose from a discovery. We know that entrepreneurs and managers tend to wrestle with 136 issues simultaneously.

The discovery was this: *to the degree that you focus and strengthen the six key components of your business, the 136 things just fall into place because they are actually symptoms of the root cause.*

The system is designed to help you become strong in the six key components of your business, and it has been used in **over 1700 companies, with average annual growth of 18% post implementation.**

The Six Key Components of a Successful Business



At the center is your business. The goal is for you to gain at least 80% mastery of the six key components (the norm is 20%). You gain strength in each component through the consistent use of certain disciplines (or tools). Each component will be briefly described, followed by an outline of the associated tools.

Call or [email us](#) to schedule a 90 Minute Meeting in which we will provide examples and more detailed descriptions of the model and the tools.

VISION

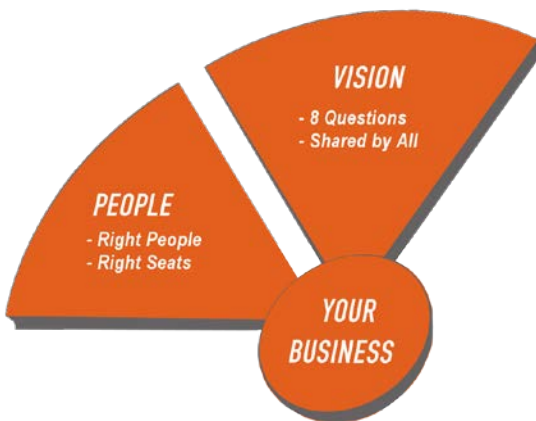
Strengthening the vision component simply means crystalizing your vision and getting everyone 100% on the same page with your vision. The two disciplines or tools we use are what we call “the 8 questions” and “Shared by all”:



TOOL #1: The 8 questions help you to clarify and crystalize:

1. Your core values – who you are
2. Your core focus - your purpose/cause/passion and your niche
3. Your core target – your long-range (10+ year) vision
4. Your marketing strategy – your uniqueness, proven process, and guarantee
5. Your 3-year picture – revenue, profit, measurable, and a bulleted list of what it looks like
6. Your 1-year plan – revenue, profit, specific measurable, and a clear description
7. Your big rocks – 3 to 7 “must accomplish” actions in the next 90 days
8. Your issues list – the opportunities, roadblocks, etc. that keep you from your vision

TOOL #2: “Shared by all” means that you share your vision with everyone in the company. This is where many companies fall short. Much of employee disengagement stems from the leadership team’s inability to share the **entire** vision openly and thoroughly with every single employee.



PEOPLE

In strengthening this component you cannot achieve your vision without great people. The heart of what makes great people consists of two pieces – **right people** and **right seats**. Again, there are two tools we use to ensure you have the right people in the right seats:

TOOL #1: Right people simply means that everyone in your organization fits your culture. That is, they share your values and your vision for the company. The tool we use is called the *People Analyzer*, and it cuts to the heart of ensuring you have 100% the

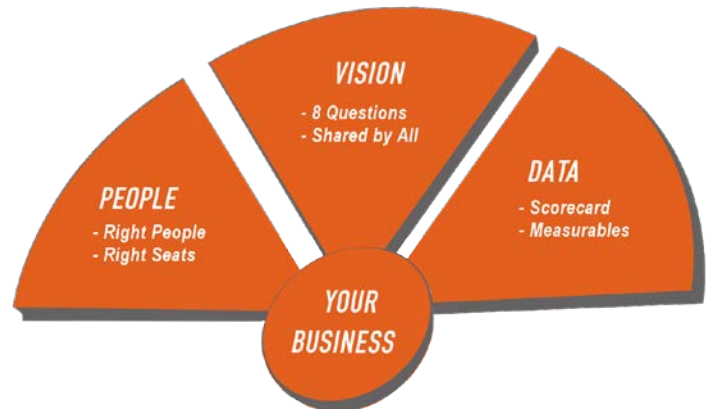
right people. With the *People Analyzer*, we have you evaluate every individual in your organization against the core values you defined in your *vision*. Are they, or are they not a fit?

TOOL #2: A person is in the **right seat** when he or she is capable of doing the job well. The tool we use to ensure everyone is in the right seat is the *Accountability Chart*. With the *Accountability Chart*, we build out your ideal organizational chart, identifying every role, or *seat*. We then identify the five key responsibilities for each seat. Again, we evaluate every individual against the defined responsibilities for his or her seat. Ideally, you will have **both** the right people **and** the right people in the right seats.

There are times when you might have the right person in the wrong seat. He or she is a perfect fit for your company, but in some way doesn't *get, want, or have the capacity* to do the job. In other circumstances, you may have a shining star that excels at his or her job, but simply doesn't fit your organization's core values.

DATA

To strengthen the data component, we cut through all the subjectives, personalities, opinions and egos, and boil your entire organization down to good, hard, solid data because; in our experience the data never lies. In this system you're managing the business through the data so that you have your finger on the pulse of the organization, and the way we do that is through two simple tools:



TOOL #1: The Scorecard is a high-level instrument intended for the leadership team that has five to ten high-level numbers (fewer is better). The exercise we use helps you to create and then fine-tune your scorecard so that you've always got your finger on the pulse of your organization.

TOOL #2: Measurables are intended for every individual in your organization. When we complete the Accountability Chart, we can then review the major roles for each person and identify one to three specific numbers on which their success or failure is measured every week.



ISSUES

When the vision component is strong, the people component is strong, and the data component is strong, you'll create a lucid, open and honest, transparent organization where any obstacles, barriers or impurities in the organization will stand out. We call those "issues."

The issues component helps you to solve any issues, obstacles or barriers that stand in the way of achieving your vision. **Your success is in direct proportion to your ability to solve your issues.** Two very simple tools are used to solve issues:

TOOL #1: The Issues List is simply a list of your major issues, updated weekly. There are really only about 23 issues that any organization faces when boiled down to the root cause of the issue. You'll have people issues, process issues, technical issues, and others that when listed won't seem so overwhelming.

TOOL #2: IDS stands for Identify, Discuss, and Solve. This is what we call the Issues Solving Track, and we do it every single week, beginning with the highest priority issue and working our way down. Once we're able to identify the root cause of an issue, the discussion process goes quickly. We place strict guidelines around the discussion so that old issues aren't re-hashed or kicked down the road. A quick discussion inevitably leads to a solution, solving the issue once and for all.

PROCESS:

What we do in strengthening this component is helping you create consistency in your organization – systematizing the organization so that it becomes more efficient, more effective, more fun, more manageable, and ultimately more profitable. The two tools we use to strengthen the process component are:

TOOL #1: Your core processes are **documented** using a simple 3-step process documenter. For each of your core business functions documented in the *Accountability Chart*, we document the core 20% of the steps that result in 80% of the productivity or efficiency. (Less is always *more*)



TOOL #2: As with your vision, we ensure that these core processes are **followed by all**. This is essentially your franchise model that ensures efficiency, easier management, and profitability. We work towards having people consistently *follow* the processes.

At this point...

At this point, you know who you are, where you're going, and how you'll get there. You've got the right people in the right seats, and you're tracking real data towards your vision. You're identifying, discussing and solving the issues that might keep you from your vision. And, you've at least started to create consistency throughout your organization.

You're at the critical juncture where your ability to *execute* toward your vision is the deciding factor in your success or failure. This brings us to the **traction** component.



TRACTION

The final component is what we call the **traction** component. This is where we bring discipline and accountability to the organization and help you execute on your vision. There is no coincidence that vision is at the top and traction at the bottom. Vision without traction is hallucination. The only way we'll make that vision a reality is to execute, and we do that again through two very simple tools:

TOOL #1: Rocks, as we mentioned earlier, is where we determine what three or seven most important things should get done in the next 90 days. Eventually we get to a point where every single person in the organization has Rocks, again covering the next 90 days.

TOOL #2: Helping you implement a **Meeting Pulse™** is a key part of the EOS Model. Inside of that 90-day world, we help you implement a weekly *Meeting Pulse* called a **Level 10 Meeting** that's going to get to the heart of what makes for truly effective meetings.

We're going to get you meeting on a weekly basis. At the end of each meeting, you'll rate the meeting from one to 10, with 10 being your goal. Hence, the Level 10 meeting name. In traction we're going to teach you a very specific agenda – it's a beautiful thing in which 80% of the meeting is spent actually *solving problems* instead of re-hashing old stuff, arguing points, or wasting time with lengthy discussions.

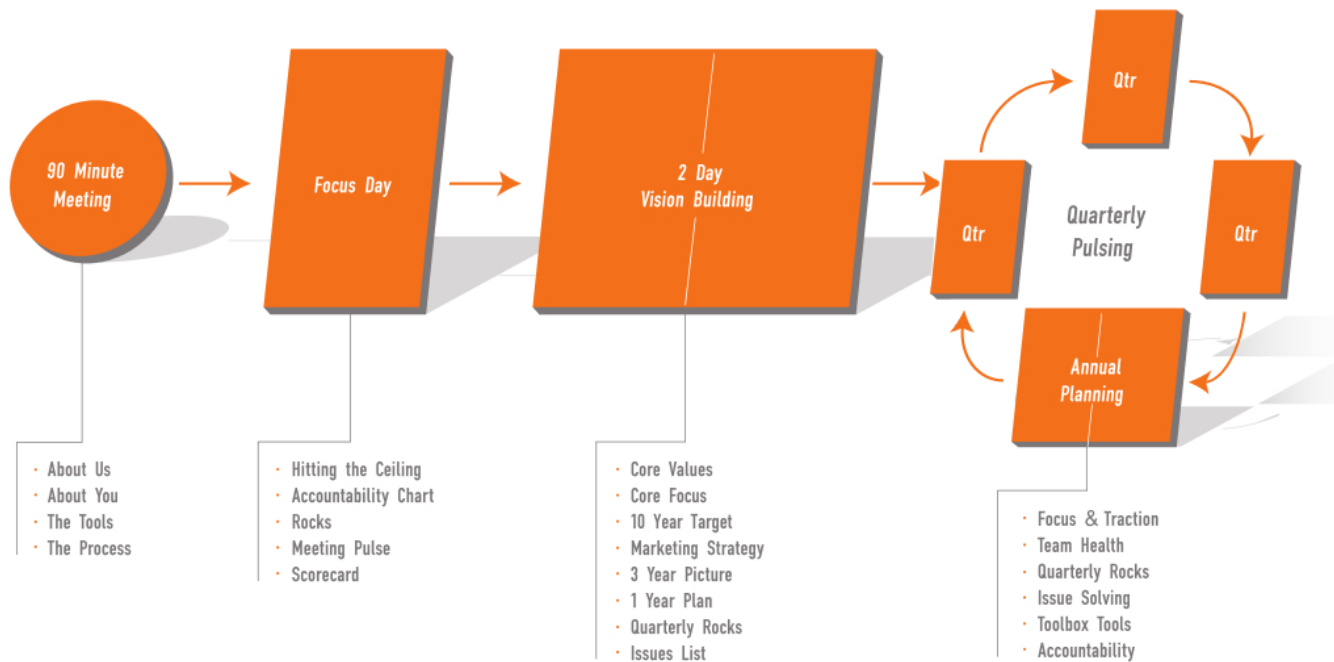
How to Strengthen the Six Key Components

The six key components make up the EOS™ model. EOS™ stands for the “**Entrepreneurial Operating System.**” What we do is to implement a system in your organization that is going to help harmoniously orchestrate all of the moving parts and help you run a better business to help you get more out of your business.

We also make an assumption that you have the right product, the right service and you're in the right market. If you're not, there's nothing we can do or say that's going to help. Assuming you do, what the Entrepreneurial Operating System is going to help you do is to help you run a better business.

We measure your progress in strengthening the six key components. Our goal is to get you to 80% in all six key components (the norm is 20%). **We've learned that if it's not simple, it won't get done.** The tools are so simple and effective they actually get used. With consistency, mastery of the six key components soon follows.

The EOS Implementation Process



Your Next Step

If EOS makes sense to you, and you truly want to get more from your business, then your next step is to schedule a 90-Minute Meeting. We'll review the EOS Model, EOS Tools and our proven process in detail. The 90-Minute Meeting's function is simply to know if we want to work together.

Should you decide to continue after the 90-Minute Meeting, we'll schedule our first full day together. It's what we call the **Focus Day** because the goal is to give you a core set of tools that gets you focused on building your leadership team, getting the right people in the right seats, and setting the foundation for execution and accountability.

Every session is one day, and is 100% guaranteed. You bring your checkbook, and if at the end of the day you don't feel you got the value you wanted, you don't pay. That's how we stay on our toes.

Again, should you decide that you got the value you wanted from the Focus Day, we'll schedule your first Vision Building Session 30 days later. We'll typically do the first Vision Building day 30 days after the Focus Day, and then follow 30 days later with the second Vision Building Day.

The Daily fee is the same. The guarantee is always in place. At any point we do a session and you don't feel you got value, again don't pay us.

We spend the first 25 percent of the first Vision Building day making sure the tools are working for you because again we're getting you to master these tools, and the tools are the way you master the six key components. Next, we answer the eight Vision questions and make sure everyone is on the same page.

We split this into two separate days because we've found that use of the tools generally needs a lot of fine-tuning, and like anything, you have to do something several times before you understand how to make it work best for you.

By the end of the second Vision Building day, you've mastered the Focus Day tools, got all eight questions fully answered, you're gaining traction, and your vision is crystal clear. From there we go to work, and as you can see, we run your quarterlies and annuals for as long as you need us.

At some point you're going to get it. You're going to understand the process, and you will no longer need us. That's the design of the program. Our job is to implement the system in your organization and get the heck out of your way and let you run your business.

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To get started, call us at **503-635-2319** or complete the form here:

www.predictabletraction.com/eos-90-minute-meeting-appointments/

"We've been in business over 28 years. The EOS Model has made a dramatic impact on our growth and more importantly the sanity of our operations. In the beginning it was a stretch to take a long weekend. Now I can go on a 3 week vacation and upon my return things are running just as smoothly as when I left. I only wish I'd done it sooner."

~ Steve Bierut, CEO Reach Technology
