What do you want from your business?

I’ve spent the majority of my quarter-century leading teams, striving to build great teams that are motivated to achieve great things. As an avid learner with a willingness to “try it and see”, I experimented with many techniques, tools, theories and concepts – with varying success. The school of hard knocks got its name for a reason....

Years ago, a friend of mine suggested I read a book called Traction- Get a Grip on Your Business by Gino Wickman and what I discovered was – there is an easier way. Someone (ie, Gino) took all the lessons learned from successes and failures and captured a simple model along with a concise set of tools that allows anyone to achieve their vision for their business.

Traction is the first of two books by Gino Wickman that describes EOS®, the Entrepreneurial Operating System®. Now this doesn’t mean this book is only for entrepreneurs, but you do need to be entrepreneurially-minded. And by that I mean, you are curious, but skeptical; you are looking for a better way to run your business, but it has to be i) proven –as in, not theory, and ii) simple.

When hiking a trail in the woods, you use a compass to define the shortest, most direct path to your destination. When you are trying to take your business to its summit, the EOS Model allows you to define the shortest, most direct path. The EOS Model is your compass.

While on your hike you have to stay focused on your path in order to reach your destination; the same is true with your business. The EOS Model defines what it is that you need to stay focused on – the Six Key Components of your business. Your ability to focus on and strengthen these 6 components will determine how quickly you reach your destination, your vision for your business.

What follows is a brief summary of Traction. This is not intended to be a substitute for reading the book. The actual tools are shown and explained in the book along with many specific business examples. Specific page number references are provided throughout this summary in order to point you to further detail available in the Traction book. Hopefully this summary will convince you that you must read the book and that you need to get focused on the 6 Key Components.
A Summary of
Gino Wickman’s book: Traction – Get a Grip on Your Business

Introduction

It starts with the 5 Frustrations – most (but not all) business owners are experiencing one or more of these:

1. **Control, as in the Lack of**: Whether it’s control over your time, your market, or your company. You’re not controlling your business – it’s controlling you instead.
2. **People**: You’re frustrated with your employees, business partners, vendors, or customers. They don’t listen, don’t understand, or don’t follow through. You’re not on the same page.
3. **Profit**: Or more simply, there’s not enough of it.
4. **The Ceiling**: Your growth has stopped, you can’t seem to break through to the next level and you’re not sure what to do next.
5. **Nothing’s Working**: You’ve tried one or more strategies, read all the books, the flavor-of-the-month just isn’t working.

What Gino figured out was, most business leaders, owners, entrepreneurs, tend to wrestle with 136 things simultaneously. That’s just business - there’s a lot going on in business. The irony is the business owners that weren’t frustrated were only focused on 6 things and to the degree you can focus on these six things and strengthen these six key components, the 136 things have a miraculous way of falling into place.

The 6 Key Components

The 1st Key Component is the **Vision** component. And strengthening this component means getting everyone in the organization 100 percent on the same page with where you’re going and how you’re going to get there.

The 2nd Key Component is the **People** component. Simply put, you can’t do it without great people. This means surrounding yourself with great people, top to bottom, because you can’t achieve a great vision without great people.

The 3rd Key Component is the **Data** component. This means cutting through all the feelings, personalities, opinions and egos and boiling your organization down to a handful of objective numbers that give you an absolute pulse on where things are.
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With the Vision component strong, the People component strong and the Data component strong, you start to create a lucid, transparent, open and honest organization where everything becomes more visible and you start to “smoke out all the issues”, which leads to the 4th Key component.

The 4th Key Component is the Issues component. Strengthening this component means becoming great at solving problems throughout the organization – your ability to become great at this will be directly proportional to your success.

The 5th Key Component is the Process component. This is the secret ingredient in your organization. This means “systemizing” your business by identifying and documenting the core processes that define your way to run your business – getting everyone on the same page with what the essential procedural steps are in your core processes and then getting everyone to follow them so you create consistency and scalability in your organization.

The 6th and final Key Component is the Traction component. This means bringing discipline and accountability into the organization – becoming great at execution – taking the vision down to the ground and making it real.

To the degree you focus on strengthening these components as leaders and managers, everything else will fall into place. And by strengthening these components you can move your business from its current state of performance, on average 30-35% effective, into the top 5 percent. Complete the Organizational Checkup on pages 10-11 or online at www.TrueNorthBusinessNavigation.com/orgcheckup and see where your business is today.

Now, there are literally hundreds of ways to strengthen the Six Key Components of your business and thousands of books that provide instruction for strengthening aspects of each component. So you can do this – you can strengthen your business and catapult it into the top 5 percent.

SUCCESSFUL COMPANIES OPERATE WITH A CRYSTAL CLEAR VISION THAT IS SHARED BY EVERYONE. THEY HAVE THE RIGHT PEOPLE IN THE RIGHT SEATS. THEY HAVE A PULSE ON THEIR OPERATIONS BY WATCHING AND MANAGING A HANDFUL OF NUMBERS ON A WEEKLY BASIS. THEY IDENTIFY AND SOLVE ISSUES PROMPTLY IN AN OPEN AND HONEST ENVIRONMENT. THEY ESTABLISH PRIORITIES FOR EACH EMPLOYEE AND ENSURE THAT A HIGH LEVEL OF TRUST, COMMUNICATION, AND ACCOUNTABILITY EXISTS ON THE TEAM.

Letting Go of the Vine

If you are not happy with the current state of your company, you have 3 choices: Live with it, Leave it, or Change it. If you’re choosing one or two, then you are wasting your time reading these books. But if you are taking the 3rd choice, then you have to be willing to – let go of the vine.

In order to let go, you must embrace four fundamental beliefs:

1. You must build and maintain a true leadership team
2. Hitting the ceiling is inevitable
3. You can only run your business on one operating system
4. You must be open-minded, growth-oriented and vulnerable.
Building a True Leadership Team

First you must choose between a dictatorship and a healthy leadership team. Assuming you choose a leadership team, then they along with you are responsible for defining the company’s vision. Each leader must have clear accountabilities and must take initiative over their department. As a team, you must be open and honest about all issues and willing to work for the greater good. Then, as goes the leadership team, so goes the company. Your team must present a united front to the rest of company.

Hitting the Ceiling

Organizations, like kids, grow in fits and spurts breaking through one ceiling after another. Unlike kids, organizations must learn techniques that will allow them to continue to grow. The leadership team must master five leadership abilities to continue to reach the next level. These are further detailed on pages 18 - 23.

1. Simplify the organization.
2. Delegate and elevate.
3. Predict both short-term and long-term.
4. Systemize.
5. Structure your company the right way.

You can only run your Business on one Operating System

Just like your laptop or your phone, you can only run on one operating system. You must have one approach that you and your leadership team use to establish how you meet, how you set priorities, how you plan and how you set your vision. This will also define the terminology or language by which you will communicate with the employees. And just like Android, IOS, or Windows does this for your hardware, EOS does this for your business.

You must be Open-Minded, Growth-Oriented, and Vulnerable

If you’re not willing to listen and try something new; if you won’t admit when you don’t know something; if you’re not willing to ask for help – EOS is not for you. However if you know your strengths and weaknesses and you’ll let other people, who may be more skilled than you in certain areas, take charge – then keep reading.

But don’t start down this path if you can’t be vulnerable – let your guard down, look at your business objectively, from outside of the organization, rather than from within it. Be warned - creating a healthy, open and honest leadership team can be a rude, eye-opening experience.

If you are willing to embrace these four beliefs, you are ready to let go of the vine. The next step is to figure out just how to go about strengthening these 6 Key Components. Just like most long and challenging hikes, you can spend weeks or months trying to map and then follow your route. Or, you can learn from others who have successfully made the trip already. EOS is based on years of working with leaders and managers, with over 10,000 hours of honing and refining and perfecting the best two tools to strengthen each of the 6 Key Components.
The Tools

It’s important to understand something about these tools, none of this is theory. There are over 5000 companies interacting with these tools. They’ve been tested and proven hundreds of times. It’s simple, and it works.

Vision: The 8 Questions (V/TO)

The first discipline in the Vision component is simply called The 8 Questions. These 8 questions, when answered and agreed to by the leadership team, allow you to capture and define the Vision of your company. The tool for capturing the answers is called the V/TO – Vision Traction Organizer (see page 32). The questions are:

1. Core Values?
2. Core Focus?
3. 10-Year Target?
4. Marketing Strategy?
5. 3 Year Picture?
6. 1 Year Plan?
7. Quarterly Rocks?
8. Issues?

What are your Core Values? Core values got a bad rep back in the ‘80’s when the majority of companies thought implementation was primarily having the executive announce what they are followed by giving out printed cards for you to stick on your bulletin board. But the reality is, Core Values define you culture – they exist today whether you have captured them or not. When they are clear, they will attract like-minded people to your organization. When they are applied to your existing organization, they will weed people out that don’t fit. Once captured, they must be used for hiring, firing, review, rewards and recognition. This is how you keep them alive. Pages 34 – 37 teaches you how to discover what yours are.

What is your Core Focus? It comes from your core and to thrive, you must stay laser-focused on it. Your leadership team needs to establish what your organization’s core focus is and then not let anything distract you from it. To learn how to find yours see pages 48 – 52.

What is your 10-Year Target? Some leadership teams are more comfortable with 5 years, some with 30 years, some just call it their BHAG (big hairy audacious goal) and any one is fine. The question is the same – now that your core values and core focus are clear, what’s your long-term target? Keep your answer short & simple - just a couple sentences.

What is your Marketing Strategy? The goal of your marketing strategy is to get you laser-focused on your sales and marketing efforts – and it’s really quite simple, just four elements:

1. Your Target Market / “The List”
2. Your Three Uniques
3. Your Proven Process
4. Your Guarantee

Your Target Market: Who is your ideal customer? (And if you say everyone, you lose points.) Your ideal customer can be described by identifying their demographic, their
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geographic and their psychographic – Who are they? Where are they? And how do they think? The more specific you can be, the better your chances are of doing business with them. Pages 63 – 65 show you how to build your “List” of ideal customers.

Your Three Uniques: Unless you want to compete solely on price, you need to differentiate your business from your competitors. You need to stand out. You might share one or two of your uniques with a competitor, but no one else should be able to claim all three. Then commit to them – make sure your sales and marketing efforts reflect what makes you unique. And stay true to them; don’t try to be all things to all people. Figure out how to choose yours, see pages 56 - 57.

Your Proven Process: A one page, full-color visual of the proven way you take care of your customer. You’re not making it up as you go; it’s what got you to where you’re at today. It’s the way you interact with every customer, it’s proven, and it works. It’s a very powerful tool for helping your potential customers feel comfortable with you. Give it a name – it’s the (your company name) Difference! Use it instead of inundating potential customers with long sales presentations. Create yours by following the instructions on pages 60 – 62.

Your Guarantee: Think Federal Express (guaranteed overnight); Think Dominos (30 min delivery or free); I actually saw a billboard on the interstate for a local ER with a real-time display of their current wait time! It’s your chance to pinpoint an industry-wide problem and solve it. What is it that customers can count on from you? If you guarantee it, you’ll put their minds to rest and close more business. As a side benefit, it forces your organization to deliver on it. That in turn will force you to look internally and make sure you have the people, processes and systems in place to deliver on it. How to select yours is on pages 58 – 59.

What is your 3-Year Picture? Everyone knows in today’s world that there’s little value in a strategic plan that goes beyond 3 years, but having no plan at all is just as crazy. The goal here is just to paint a picture, 5 – 15 bullets of what you see when you close your eyes and imagine 3 years from now. This simple exercise greatly enhances your ability to define a one year plan – what do you need to do in the next year to get you 1/3 of the way towards your 3 year picture. Paint your 3-Year Picture using pages 65 – 68.

What is your 1-Year Plan? Now you move from the Vision-side of the V/TO document to the Traction-side (see the V/TO on page 32). What are the 3 – 7 most important things you must get done this year? Not the 37 things, the 3 – 7 (less is more). The EOS approach forces you to focus on the few versus the many. And the reality is, by doing this you will accomplish more! Create your 1-Year plan, see pages 68-69.

What are your Quarterly Rocks? Now that you have a clear 1-Year plan, you must narrow your focus to what really matters – the next 90 days. The term Rocks is from Stephen Covey’s analogy with time management, it’s just another word for goal, priority, or objective. Quarterly Rocks are the most important things (again 3 - 7) you need to get done this quarter. This is where the Traction comes from; creating a pulse whereby every 90 days your leadership team comes together and sets its priorities for the next quarter based on the one-year plan which in turn keeps you on track for the three-year picture.
What are your Issues? While including a list of issues may seem like a strange thing to include with your Vision, it’s actually a very important and natural aspect. Once you have figured out where you want your business to go, it’s natural to have thought of the obstacles or barriers that are standing in your way. Well, write them down and then solve them. An open and honest leadership team must be very comfortable calling out the issues and your ability to solve them is directly proportional to your ability to succeed. See pages 70-71 for a technique on how to solve issues.

Vision: Shared by All

Now that you and your leadership team have answered the 8 Questions and captured them in the V/TO, you are ready for the second discipline of the Vision component. It is known as SBA or Shared By All. This is easier said than done, but here are three events you can use to effectively communicate your vision:

1. Have an initial meeting with the organization and share your clearly defined vision – show the V/TO.
2. Every 90 days, have a (short) state of the business meeting. Share the results of your progress on last quarter’s rocks and the new rocks for next quarter. Share the V/TO and use the opportunity to revisit and remind of the other aspects of your vision.
3. Shortly following the state of the business review, meet with each department and set rocks for the department.

Having everyone in the organization lined up and rowing the same direction is a very powerful approach to achieving your potential as an organization and to achieving your Vision.

People: Right People (People Analyzer)

Having a great vision will get you nowhere without great people. The challenge is, how do you identify the right people? The right people are simply the ones that share your core values. They not only fit in your culture, they thrive in it. Jim Collins popularized the term, “right people, right seats” in his book, Good to Great. But defining how you actually do this was not covered.

This is where the second EOS tool gets introduced – the People Analyzer. Using your core values play the People Analyzer will tell you whether you have the Right People.

Core Values + People Analyzer = Right People

One of the most difficult situations to deal with is when someone is great at their job, but doesn’t share your core values - this is known as Wrong Person / Right Seat. The reality is this person is killing your company from the inside much like a cancer. The sooner you can recognize this and resolve it, the better off you will be and your other employees will thank you. To discover how easy this tool is to use and what to do when you have a right-people issue, see pages 84 - 87.

People: Right Seats (Accountability Chart)

The second discipline in the People component is to make sure everyone is the Right Seat – that they are operating in a seat where their greatest skill and passion are being tapped. Dan Sullivan calls this their “Unique Ability”. When a person is operating in his/her Unique Ability, they are in the right seat. One of the obstacles in gaining traction and achieving your vision is that the roles and
responsibilities, the expectations are unclear due to structural issues. So you must look at this from a structure first / people second perspective.

In order to determine the best and simplest structure, you must first fire everyone in your organization (at least virtually). Because one of the most common mistakes is creating a structure to accommodate people you like or don’t want to lose. A seat cannot be created until the organization is structured in the right way to lift your company to the next level. This is where the third EOS tool gets introduced; to create that structure you’ll use the Accountability Chart. It’s the ultimate tool for structuring your organization the right way, with every seat having clearly defined roles and responsibilities.

Unique Ability + Accountability Chart = Right Seat

There are hundreds of books on organizational development, the question is: What is the right structure to move your organization forward in the next 12 months? The Accountability Chart, second only to the VT/O, has the most impact of any EOS tool. Learn how to build yours on pages 88 - 110.

Data: Scorecard

With your vision clear and shared by all and with the right people and right seats, you now need to be able to measure your progress – you need an absolute pulse on your business. You can’t rely on assumptions or opinions, you need a handful of carefully chosen numbers that you can use to manage your business on a weekly basis and quickly determine what’s on-track and off-track.

The concept of Scorecard is not new, the unfortunately reality is that most organizations don’t have one. You can’t manage what you can’t measure. Your scorecard should contain 5 - 15 activity-based numbers, what the target or goal is, and clearly identifies who owns each number. Then, when the leadership team goes through their weekly review, whether or not it’s on-track and who is accountable is (painfully) obvious.

You should also track a rolling 13-week history for each number in order to establish the patterns and trends. Ultimately giving you the ability to predict what’s going to happen and therefore be proactive instead of reactive. How to create your scorecard and example metrics can be found on pages 116 - 122.

Data: Measurables

What gets measured gets done. Now that the leadership team is using a scorecard to track overall company progress towards the vision, how is everyone else in the company contributing towards this path? Each department should have their own scorecard with 3 – 5 numbers and/or every person in the organization has a number. This way everyone in the company can see how they are contributing to the greater good.

There are eight distinct advantages to everyone having a number:

1. Numbers cut through murky subjective communication between manager and direct reports. They become a communication tool between manager and direct reports, creating the basis of comparison, unemotional dialogue and results.
2. Numbers create accountability. When you set a number, everyone knows what the expectation is. Accountability begins with clear expectations and nothing is clearer than a number.

3. Accountability people appreciate numbers. Wrong people in the wrong seats usually resist measurables. Right people in the right seats love clarity. Knowing the numbers they need to hit, they enjoy being part of a culture where all are held accountable.

4. Numbers create clarity and commitment. When an employee is clear on his or her number and agrees that he or she can achieve it, you have commitment. There is no gray area.

5. Numbers create competition. There’s nothing wrong with a little pressure.


7. Numbers create teamwork. When a team composed of the right people in the right seats agree to a number to hit, they ask themselves “how can we hit it,” creating camaraderie and peer pressure.

8. You solve problems faster. When an activity-based number is off track, you can attack it and solve the problem proactively; unlike with an end-result based number that shows up after it’s too late to change it. In addition, the use of hard data cuts through all of the subjective and emotional opinions that create murkiness and lengthen the amount of time it takes to make the right decision.

**Issues: List**

Now stop and think for a moment what your organization looks like – your vision is clear, you have all the people in place, and you have an absolute pulse on the business. As a result you have a very open and honest, transparent organization. What now becomes obvious is – the issues in your way of achieving your vision.

In order to succeed you need the discipline to face these issues and solve them. It’s human nature to shy away from issues, a reluctance to take action – but your ability to succeed is directly proportional to your ability solve problems. This leads to the first discipline of the Issues component – the List. Creating the organizational habit (comfort, if you will) to identify and build a list of the issues in your way. You should compartmentalize the issues into three Lists:

1. **The Issues List in your Vision/Traction Organizer (V/TO):** These are the company issues that can be shelved beyond 90 days. These issues are tackled in future quarterly meetings. The issues that are not big enough priority for this week or this quarter must be stored somewhere so that you don’t lose sight of them. The V/TO Issues List is the place for that. This list will include issues as diverse as new product ideas, key employee issues, technology needs, office relocation, capital needs and the need for HR policies. They’ll go there if this is not the quarter to solve them because you have bigger fish to fry.

2. **The weekly leadership team Issues List:** The time frame on these items is much shorter. These are all of the relevant issues for this week and quarter that must be tackled at the highest level. These issues will be resolved in your weekly leadership team meetings. You should not be solving departmental issues. These will typically be more strategic in nature. If it can be solved at a departmental level, push it down. Leadership issues include things as diverse as company Rocks being off track, a bad number in the...
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Scorecard, key employee issues, major client difficulties and process and system related problems.

3. The departmental Issues List: These issues are on a more local level. These include all the relevant departmental issues for the week that must be tackled during the weekly departmental meetings. The sales team might have hitting call numbers, presentations, closing business and marketing and presentation materials on their list, while the operations team might have fulfilling orders, purchasing, customer complaints and low production numbers on theirs.

With an open and honest culture the three Issues Lists should start being populated. Each issue arising having a place (a list) to live on, you now need a discipline to solve them.

Issues: IDS

When it comes to teams actually solving issues, they struggle for a variety of reasons: fear of conflict, lack of focus, lack of discipline, lack of commitment and personal ego. These reasons can be overcome by following a very simple discipline to resolve your issues, it’s the Issue-Solving Track and it’s called IDS. IDS stands for these three simple steps:

1. Identify
2. Discuss
3. Solve

This approach was created after watching team after team get in to a room to work on their issues and the whole time would be spent discussing, and discussing, and discussing – rarely did they identify the issue and even more rarely did they solve anything.

Step 1: Identify: Clearly identify the real issue. What’s often first stated as the issue is rarely the true issue, more likely it’s a symptom. You must spend the time to dig and uncover the true issue. Extra time spent on this step will be saved twice-over on the next two steps.

Step 2: Discuss: Most teams spend the majority of their time here. They’ve skipped the work to get to the true issue and are more comfortable just discussing the heck out of an issue. In the purest form, the discussion step gives everyone a chance to have their say about the issue – but just once! Just once around the table to get everyone’s view on the table. Now that everything is in the open - options, ideas, solutions, data and concerns – you can move on to the last step.

Step 3: Solve: Most of the time the solve step is the easiest. If you have done a good job at steps 1 and 2, the solution will be obvious 95% of the time. Now just turn the solution into a clearly defined action assigned to one person – a To Do.

These solutions will generally take one of three forms. The first and most typical, there’s an action required and the To Do is assigned to someone to take this action. The second form is when the solution just requires an increased awareness. There may be a To Do to ensure all the necessary parties are made aware. The third is when the issue needs more research or data and the To Do is assigned to someone to gather this additional information.

For some great advice on how to solve issues, read the 10 Commandments of Solving Issues on pages 141 – 144.
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Process: Document

Nothing can be scaled until it’s repeatable. Nothing can be replicated until it’s consistent. In order to break through the ceiling and build a well-oiled machine, you need to possess the ability to systemize. In many companies, people do their jobs however they want – resulting in tremendous inefficiencies and inconsistencies becoming embedded in their unique business model.

The Process component strengthens your business by documenting the 6 – 10 core processes that make up your unique way of doing business. In capturing these core processes, EOS employs the Pareto principal – document the 20% that produces 80% of the results. Until you do this, your business is running you.

Just agree on what your high level, handful of core processes are as a leadership team and get them documented. These are things like your people process. Every organization has a people process. It’s how you find them, recruit them, hire them, orient them, manage them, and fire them. A marketing process—every business has a marketing process where you generate leads and interest in what you do. Every business has a sales process. When you get a lead, you close it, turn it into business, and hand it off to operations. Operation is how you make the product, or deliver the service. An accounting process for how you manage the money. Customer retention process for how you take care of that customer forever. And that’s about it; you should only have a handful.

Process: Followed By All

Once you’ve documented your core processes, the second discipline is that they’re followed by all. Get everybody following the process. This is how you create consistency and create scalability. You can add more customers, transactions, revenue and employees –and reduce complexity. Once documented, you will also be able to make your process more efficient and this in turn will make you more profitable.

If you have or will consider selling your business at some point, multiple EOS clients have sold their businesses and the purchasing company has consistently commented that it was the best run small business they’d ever seen.

Traction: Rocks

Traction is the final piece of the puzzle. You vision is now crystal clear, you have the right people in the right seats, you’re managing through data, you’re knocking issues out of the way, you have “your way” of doing business captured and being followed – now you need to establish the discipline and accountability to execute.

Bringing discipline and accountability to an organization will often make people uncomfortable. This is normal, and unfortunately the fear of creating this discomfort is what holds many companies back from executing at the level they are capable of. If you want to build a great company, you must accept the short-term discomfort for the long-term success.

The two critical disciplines – everyone must set specific, measurable priorities and you must meet better as an organization. In EOS, these are known as Rocks and Meeting Pulse.
Rocks are how you take your long-term vision and transpose it to short-term priorities. Based on your Vision, what are the 3 – 7 most important priorities for the company to achieve over the next 90 days? The company will have Rocks, each member of the leadership team will have Rocks, and each employee will have Rocks. By limiting the number of Rocks to 3 – 7 (1 – 3 for employees) you break the habit of trying to do everything at once. By focusing on less, you’ll accomplish more. See pages 171 – 176 to set your Rocks.

Traction: Meeting Pulse

How many meetings a week do you attend? How many of them are great? Most meetings are a waste of time, but a well-run meeting can ensure discipline and accountability. A well-run meeting has a specific agenda and occurs at a specific interval. This creates a meeting pulse, very similar to heartbeat for your company. It keeps your company alive, focused on the priorities, and drives action.

The 90-Day World: The first pulse is the Quarterly meeting and it coincides with Rocks. It’s based on the natural phenomenon that human beings can only focus on something for 90 days. Go longer than that and people will naturally get off-track and lose focus. So every 90 days your leadership team needs to get together – review how they did on their rocks the previous quarter, review the V/TO to ensure everyone is still aligned with the vision, set new Rocks for the upcoming 90 days, then put their heads back down an go to work. How to create and run a Quarterly Meeting is defined on pages 179 – 184.

The Weekly Meeting Pulse: To ensure that the 90-day world stays on track and to resolve the inevitable issues that try and road-block your Rocks, you need to implement the final tool – a weekly meeting also known as the Level 10 meeting. The Level 10 meeting is a weekly meeting for the leadership that lasts 90 minutes. Yes, 90 minutes is long time, but it will save you 2 – 3 times that amount of time. In order to have a great weekly Level 10 you must adhere to following rules:

1. Same day
2. Same time
3. Starts on-time
4. End on-time
5. Same agenda

The goal is to ensure everyone is communicating, everyone is on-track for the quarter and resolve any issues that are causing things to be off-track. The reason it’s called a Level 10 meeting the specific agenda proven to achieve the results is detailed on pages 189 – 198.

Putting It All Together

Now that the context is clear, the goal is mastery of all Six Key Components – to be 100% strong in each component. The combination of focusing and strengthening the Vision, People, Data, Issues, Process, and Traction Components is what makes the real magic occur. This book is based on the premise that successful entrepreneurs, consciously or unconsciously, have a habit of strengthening these components and to the extent you can do so yourself, you will build a great organization.
Do you need a Guide...?

You’re not blind, you’re not lost, you headed the right general direction....but, could you be taking a little more direct path, perhaps moving down the path a little bit quicker ? If you want to get your business headed the right direction, taking the shortest possible path to get what you want out of it - You need a guide.

With TrueNorth Business Navigation, you’ll learn to use a *handful of simple, proven practical tools* and our Guides will ensure you develop mastery in using these tools. Once there you’ll be set off on your own to take your business exactly where you want to go as quick as you can.

If you have ever felt your business was a “little lost in the woods”, contact TrueNorth and let them teach you how to navigate your business to its summit.