

## MY UNDERSTANDING OF EOS

- 6 key components of a business – Vision, People, Data, Process, Issues, Traction
- Vision – for everyone to go in the same direction, arrows not pointing everywhere, to get focus in every member  
Tool – V/TO
- People – Right people in the right seats,  
Tool – Accountability Chart, People Analyzer
- Data – where are we going, are we going to the right place, does it make sense?, measuring performance  
Tool – Scorecards, Measurables
- Issues – things which have to be fixed, solved, or removed, causing hindrances in achieving goals  
Tool – Issues List, Issues Solving Track
- Traction – discipline, execution, accountability, are people taking ownership/are targets being met/are things getting done the way they should  
Tool – Rocks, L10
- Process – consistent way of doing everything in the company, having a standard method, a Core process that eliminates confusion and overlap, efficiency

## VISION/TRACTION ORGANIZER

- Define, document, align the whole team towards the Vision
- 8 questions it answers –
  1. Core Values – timeless set of guiding principles, behavior, company culture, work environment, Who you are
  2. Core Focus – keeping company focused on the area it is an expert in, focus on sweet spot and not get distracted, why do we exist (Purpose, Cause, Passion) and what we do (Our Niche), What you are
  3. 10-Year Target – Where are you going, the long-term goal, the guiding light
  4. Marketing Strategy – for the 10 year target, determine who is the customer and what message you want to give them, focus on customers who are good fit for the company/bring you high profit/are receptive, don't waste time cause goals have to be achieved
    - Target Market – who is the best customer
    - 3 unique – what makes you better than competitor, why customers will want to come to you
    - Proven process – a visual of how you work every time
    - Guarantee – you don't get order within an hour, don't need to pay – such statements
  5. 3-Year Picture – vivid image of what company will look like in 3 years, guides for 10 year and provides context for 1-year target
  6. 1-Year Plan – revenue, profit, measurable, 3-7 goals for the year, pattern followed in all other plans too
  7. Rocks – objectives to get done in the next 90 days, helps re-focus after every quarter
  8. Issues List – admit all issues and solve them

## ACCOUNTABILITY CHART

- Right structure of the organization to manage growth
- Roles and responsibilities clear, you know who to report to, saves time and energy, easy communication flow, efficient decision making
- Very small company – all-for-one and one-for-all approach is okay, everyone contributes to everything, can't carry on in big companies
- The chart gives the seats, you won't be naming each and every person necessarily, some people may be having the same functions, different functions can be scaled with this model
- Dynamic tool keeps evolving,

## ROCKS

- Should exist for you and the company
- First Things first – Stephen R covey, rocks/pebbles/sand example
- Prioritize your work, mark what's most important
- Day-to-day responsibilities may or may not align with the rocks of 90-day period
- Having SMART Rocks – Specific, Measurable, Attainable, Realistic, Timely
- Reviewing Rocks Weekly
- Rocks vs. Measurable – If something is a measurable, which you're not able to achieve time and again, make it a rock
- Rock completion – the minimum standard is 80%, don't go to 100% cause then you'll want everything to be perfect and moreover, goals will be set very low to get 100% every time.

## L10 & WEEKLY MEETING PULSE

- Procrastination model, huge spike at the end of the curve , means delaying action till the last minute
- Idea is to get this spike again and again so that more work is being done – do this weekly to get the spike evry week, called weekly meeting pulse
- Minimize the number and length of meetings, maximize productivity
- Called L10 meetings because there is a rating pole on a scale of 1-10. Normally a 4. This structure should help get a 10
- Start on time, end on time, same day, same time, same agenda
- Meeting facilitator – runs the meeting, Document Manager/Scribe – manages the documents
- Process –
  - Segue - Good News personal and professional .....5 min
  - Scorecard - make sure Measurables are on track and review each of them as a team .....5 min
  - Rocks Review – each team member's rocks reviewed for on/off track, drop it down to the Issues list for IDS if not solved/done..... 5 min
  - Customer and Employee Headlines - good or bad news, 1-2 sentences (if more drop it down), .....5 min
  - To-Do List – ones put up last week should be 90% completed by this week, if not drop it down or else say on track, these are 7-day action items .....5 min
  - IDS – apply the Issues Solving Track| review Issues List (types – decisions, info to share, info needed), pick top 3 to solve in 1 week if resolves or finished talking about move to next 3 | Identify the real issues, discuss it and then think to solve it | Who is raising the issues, Who is accountable for the issue, 1 sentence first person states the problem honestly | Tangent Alert, don't go off to different tangents and lose focus .....60 min
  - Conclude – recap the to-do list to be completed till next week, cascading messages, rate the meeting – average 8 .....5 min

## SCORECARDS & MEASUREABLES

- 5-15 different numbers reviewed every week
- Columns – Measurables, Goals, Date, Who
- Different measurables exist, for Flow –

## PEOPLE ANALYZER

- Checks alignment with the core values of the company – plus/minus/plus-minus

- GWC – Get it, Want it, Capacity to do the job? – Yes or No
- Compare with the Bar set
- Quarterly informal conversation with your manager