

VISTAGE®

better leaders - decisions - results

Presents

EOS®

Entrepreneurial Operating System

with MIKE PATON



GET A GRIP

on your Business

VISION

WHO ARE WE?
WHAT DO WE LOVE TO DO?

1

MY SIMPLE PROMISE:
ONE PRACTICAL NUGGET

- 1) HELP YOU GET REAL
- 2) SIMPLIFY
- 3) GET REAL RESULTS

KURT GÖDEL

YOU CAN'T BE PART OF A SYSTEM AND COMPLETELY UNDERSTAND THAT SYSTEM

YOU GOTTA GET OUT OF THE FOREST!!

CLEAR UNDERSTANDING

1 GET REAL

WHAT ONE THING DO YOU WANT OUT OF YOUR BUSINESS?

- "MORE PROFITABILITY"
- "STRONGER LEADERSHIP"
- "CONTINUOUS IMPROVEMENT"

NO MAGIC HERE...
EVERYTHING ABOUT EOS IS
O SIMPLE
O PRACTICAL
O USEFUL

2 KEEP IT SIMPLE

3 GET RESULTS

"ENTREPRENEURIAL COMPANY"



SIX KEY COMPONENTS FOR SUCCESSFUL ENTREPRENEURIAL ORGANIZATIONS

1 VISION

2 PEOPLE

3 DATA

4 ISSUES

5 PROCESS

6 TRACTION

ORGANIZATIONAL CHECK-UP TOOL

DISCOVERIES...

2 TYPES OF BUSINESSES

- HECTIC TRYING TO KEEP THE PLATES SPINNING



vs.

- STRATEGIC EXECUTION - BRIAN DAVIS
- NOT JUST A VISION BUT EXECUTION
- "VISION WITHOUT TRACTION IS HALLUCINATION."

HOW TO GET THERE

VISION TRACTION ORGANIZER

"CORE VALUES"

USE THEM EVERY DAY

LIVE THEM!

THINK OF 3 SUPERSTARS

- WORDS/PHRASES THAT DESCRIBE THEM 5-10 ATTRIBUTES...

- IMAGINATIVE • FAIL BUT TRY AGAIN
- CREATIVE • PRODUCTIVE

3-7 CORE VALUES WORK BEST

- KEEP, KILL, COMBINE...
- WHAT REALLY DEFINES YOUR CULTURE? (THE OPPOSITE OF WHAT TICKS YOU OFF)

MAKE YOUR VALUES MEAN SOMETHING

AVOIDING VALUES TRAPS:

- 1) PERMISSION TO PLAY - GET BEYOND "HONEST" "INTEGRITY" ETC.
- 2) ASPIRATIONAL... - DON'T REALLY DEFINE ANYTHING
- 3) ACCIDENTAL... - TEMPORARY - BE WILLING TO FIRE SOMEONE FOR NOT FOLLOWING IT COMPETITIVE

LEADERSHIP TEAM MUST CONSISTENTLY EXHIBIT THEM

VAGUE HONESTY... INTEGRITY... = DEFINE DO THE RIGHT THING WHEN NOBODY'S LOOKING

"CUSTOMER CRAZY"

"CORE FOCUS"

PURPOSE/CAUSE/PASSION THE "SWEET SPOT" OF YOUR ORGANIZATION

"10-YEAR TARGET"

"BIG HAIRY AUDACIOUS GOAL" - JIM COLLINS MUST RALLY THE TROOPS!

"MARKETING STRATEGY"

- IDEAL CUSTOMERS/PROSPECTS GET EVERYBODY OUTSIDE THE TARGET MARKET OFF.
- 3 UNIQUES: YOUR COMPETITIVE ADVANTAGE (TAKEN TOGETHER)
- PROVEN PROCESS
- GUARANTEE - WRAP A PLEDGE AROUND A DISADVANTAGE

TRACTION

- 1-YEAR PLAN
3-7 GOALS ONLY
- ROCKS
90-DAY PRIORITIES
MEASURABLES
REVENUE
NO EXCUSES!
"DONE" OR "NOT DONE"
DRIVES ACCOUNTABILITY
- ISSUES

NOW YOU'VE ANSWERED THE 8 QUESTIONS

- HAS TO BE SHARED BY ALL
TALK ABOUT THEM OFTEN
- 100% STRONG

PEOPLE



THEY FIT YOUR CULTURE
THEY SHARE YOUR CORE VALUES

THE PEOPLE ANALYZER

- BE HUMBLE CONFIDENT
- GROW OR DIE
- HELP FIRST
- DO THE RIGHT THING
- DO WHAT YOU SAY

RATINGS - +, -, +/-

- ★ YOU CAN NEVER HAVE A MINUS
- ★ SET THE BAR REALISTICALLY

USE THE ANALYZER CONSISTENTLY (LEGALLY DEFENSIBLE)

THE BAR = YOUR CORE VALUES
EVERY QUARTER, TALK TO EMPLOYEES ABOUT THEIR PERFORMANCE

THE ACCOUNTABILITY CHART

- START BY FIRING EVERYBODY!
- IMAGINE THE IDEAL STRUCTURE OF YOUR BUSINESS
- OPERATIONS - HIRE TO THAT
- FINANCE - RUN THE BUSINESS

INTEGRATOR
TO BEAT THE DRUM

VISIONARY
EG. STEVE JOBS

- IN EACH CHAIR:
- NAME IT "SALES MANAGEMENT"
- DEFINE THE ROLES CLEARLY (4-6)
- INSERT THE PERSON'S NAME



NO OPEN SEATS!

HOW TO PUT NAMES IN... YES OR NO:

- GET IT = INNATELY HARD-WIRED FOR THE TASK
- WANT IT = PASSION FOR IT GETS THEM OUT OF BED EVERY DAY
- CAPACITY = ACQUIRED SKILLS - EDUCATION, TRAINING, EMOTIONAL/INTELLECTUAL MATURITY

ONE EXCEPTION TO GWC: NEW HIRES

YES YES YES



TWO ISSUES - BAD FITS:

- RIGHT PERSON WRONG SEAT
- RIGHT SEAT WRONG PERSON

DATA

BUILD A GREAT SCORECARD

- CHECK WEEKLY
- IDENTIFY 5-15 MEASURABLES
- LEADING INDICATORS (NOT TRAILING) ACTIVITIES-BASED



- KEEP IT SIMPLE
- KEEP IT MEASURABLE
- ASSIGN AN OWNER FOR EVERY MEASURABLE

"ON TRACK" VS "OFF TRACK"
IF OFF, GOES ON ISSUES LIST

EVERY PERSON HAS AT LEAST ONE NUMBER TO KEEP ON TRACK EVERY WEEK

THIS IS HOW DATA DRIVES PERFORMANCE!

ISSUES

ISSUES LIST FOR

- LEADERSHIP TEAM
- EVERY DEPARTMENT
- MUST BE TACTICAL AND CULTURAL

ENCOURAGE GET OPEN + HONEST FEEDBACK
DO NOT SHOOT THE MESSENGER!

- IDENTIFY ROOT CAUSE OF ISSUE
- DISCUSS
- SOLVE JUST DO IT!

AVOIDING RECURRING ISSUES:

- CLEARLY IDENTIFY, DISCUSS, SOLVE
- FORCE THE TEAM TO A CONCLUSION
- AGREE TO IGNORE - THAT'S OK TOO
- AGREE TO SOLVE - FIRE ANDY SIDES

OVERCOME THE FEAR OF DECIDING

WE DON'T DO CONSENSUS MANAGEMENT
THE INTEGRATOR DECIDES (WILL RE-EXAMINE DIFFICULT ISSUES)

PROCESS

CORE WHAT ARE H/R 6-10 PROCESSES

- DOCUMENT MAJOR STEPS
- PUBLISH IT AS TRAINING MANUAL



★ AGREE TO CALL IT THE SAME THING

FOLLOWED BY ALL

TRACTION

- FOCUS
- DISCIPLINE
- ACCOUNTABILITY

ROCKS

- REVIEW & REVISE
- GOOD MEETINGS
- CREATE 90-DAY WORLD

- WEEKLY LEVEL-10 MEETINGS
- SAME DAY
- SAME TIME
- START ON TIME
- END ON TIME

- SEGUE - START WITH GOOD THING THAT HAPPENED
- PERSONAL BUSINESS
- TO DO LIST -> TO DONE
- ISSUES LIST -> PRIORITIZE
- CONCLUDE



ACTION STEPS



- EOSWORLDWIDE.COM
- ACHIEVETRACTION.COM

FINAL THOUGHTS...

- ✓ CHOOSE AND USE A SYSTEM
- ✓ A GREATER PURPOSE...

YOUR SUCCESS!

THANK YOU!

- JOE AZAR 11/15/12
eyebeamcreative.com