

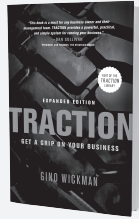
THE TRACTION LIBRARY

Want even better results and more business success?

Equip every person on your team with the right information and tools to run your organization on EOS®, the Entrepreneurial Operating System®. With the Traction Library, everyone in the company—from leadership to management to employees—will understand their role and be empowered to help your company succeed.

HERE'S HOW:

For Everyone



For Entrepreneurs, Leaders and Managers



For Visionaries and Integrators™





ROCKET FUEL

***THE ONE ESSENTIAL COMBINATION THAT WILL GET
YOU MORE OF WHAT YOU WANT FROM YOUR BUSINESS***

***GINO WICKMAN
AND MARK C. WINTERS***



BenBella Books, Inc.
Dallas, TX

Rocket Fuel copyright © 2016 by Gino Wickman and Mark C. Winters
First Hardcover Edition: 2015

All rights reserved. No part of this book may be used or reproduced in any manner whatsoever without written permission of the publisher, except in the case of brief quotations embodied in critical articles or reviews.



Visionary/Integrator™, Level 10 Meeting™, The Issues Solving Track™, LMA™, and Core Questions™ are trademarks of EOS Worldwide, LLC. All rights reserved.

90-Day World®, Entrepreneurial Operating System®, EOS®, Traction®, EOS Implementer®, Certified EOS Implementer®, Professional EOS Implementer®, Organizational Checkup®, EOS Process®, EOS Model®, and The EOS Life® are registered trademarks of EOS Worldwide, LLC.

V/I Duo™ and The Same Page Meeting™ are trademarks of Gino Wickman.



BenBella Books, Inc.
10440 N. Central Expressway, Suite #800
Dallas, TX 75231
www.benbellabooks.com

Send feedback to feedback@benbellabooks.com
BenBella is a federally registered trademark.

Printed in the United States of America
10 9 8

ISBN-13: 978-1-942952-31-2 (paperback)

The Library of Congress has cataloged the hardcover edition as follows:

Wickman, Gino.

Rocket fuel: the one essential combination that will get you more of what you want from your business / Gino Wickman, Mark C. Winters.

pages cm

Includes bibliographical references and index.

ISBN 978-1-941631-15-7 (hardback) — ISBN 978-1-941631-16-4

(electronic) 1. Success in business. 2. Creative ability in business. 3. Small business—Management. I. Winters, Mark C. II. Title.

HF5386.W49427 2015

658.4'09—dc23

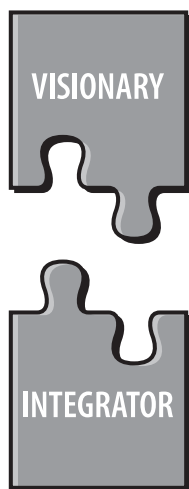
2014041349

Editing by Heather Butterfield
Copyediting by Stacia Seaman
Proofreading by Greg Teague, Clarissa
Phillips, Brittney Martinez, and
Cameron Proffitt
Cover design by Faceout Studio

Text design and composition by
Publishers' Design and Production
Services, Inc.
Graphic design by Drew Robinson
Spork Design
Printed by Lake Book Manufacturing

Special discounts for bulk sales are available. Please contact bulkorders@benbellabooks.com.

edge changes for one piece, the other will no longer fit—unless it also changes shape. If it can extend further in some areas and pull back in others, it may accommodate the new shape of its complement. Such adaptations might occur very naturally, or they may not happen at all.



The Visionary and Integrator are our two-piece puzzle, and the shape of their connecting edge is determined by their complementary degree of certain shared traits. It is important for you to understand that the shape of these two pieces is always moving over time. Sometimes the fit is nearly perfect; sometimes it is not. Often, it is somewhere in between. Consider the 12-year relationship between James Couzens and Henry Ford; the 7-year relationship of Bill Gates and Paul Allen at Microsoft. The fit changed over time, and the relationship eventually ended as a result.

the product and takes care of the customer. Finance and Administration manages the monies flowing in and out, as well as the infrastructure.



Assuming that these three major functions exist in all organizations, the next truth is that they must all be strong. If any of the three major functions are weak, your organization is not as effective. Strong means that each function is respected and understood in your organization, with a talented leader running that function like a well-oiled machine. It is also important that you believe that all major functions are equally important.

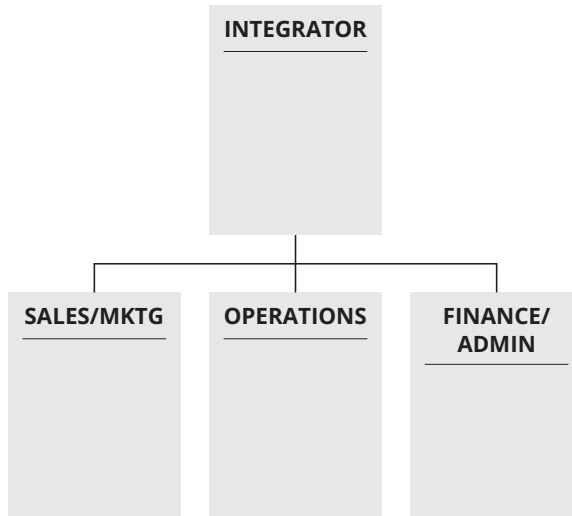
In order to maintain accountability, only one person can ultimately be in charge of any major function within your organization—and it must be transparent to all. Only one person oversees Sales and Marketing, only one person runs Operations, and only one person manages Finance and Administration. When more than one person is accountable, nobody is.

When leadership teams do this exercise for the first time, they often discover they have two (or even three) names in a single box (function). This may happen with you as well. If it does, you've uncovered one of the root issues for your company's lack of growth—or state of chaos.

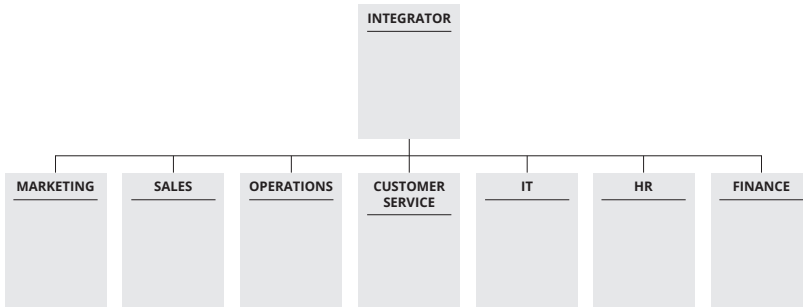
You must solve the problem by reducing the number of names in each box down to one. The all-for-one-and-one-for-all approach won't build a solid company. It may have gotten you here, but only clear accountability will boost you to the next level.

To take structure a step further, we'll state that these three functions cannot operate independently of each other. That's where the Integrator comes into the picture.

As we've established, the Integrator is the person who harmoniously integrates the major functions of the business. When those major functions are strong, and you have strong people accountable for each, healthy tension will occur between them. The Integrator blends that friction into greater energy for the company as a whole. Said another way, the people heading up the major functions report to the Integrator. Therefore, the Integrator function is added above them in the Accountability Chart.



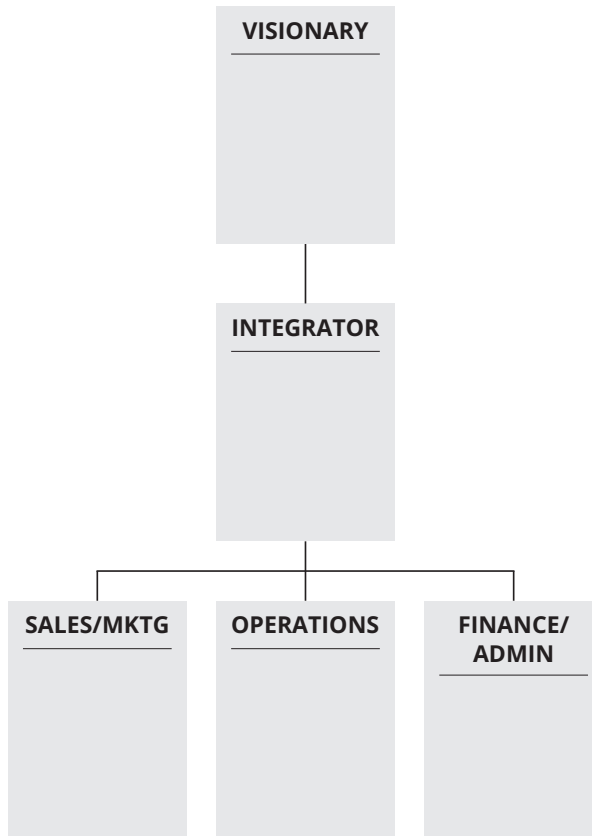
point, rarely do our clients end up with more than seven major functions. You can see in the example below that the hypothetical company has seven major functions: Marketing, Sales, Operations, Customer Service, IT, HR, and Finance.



The Visionary

Second, the final element of your structure is the Visionary function. The Visionary shows up directly above the Integrator function. It is important to stress that the Integrator reports to the Visionary. That is why it is vital to illustrate it this way. As we move forward, you will see how structuring the relationship in this fashion increases effectiveness and solves many organizational problems.

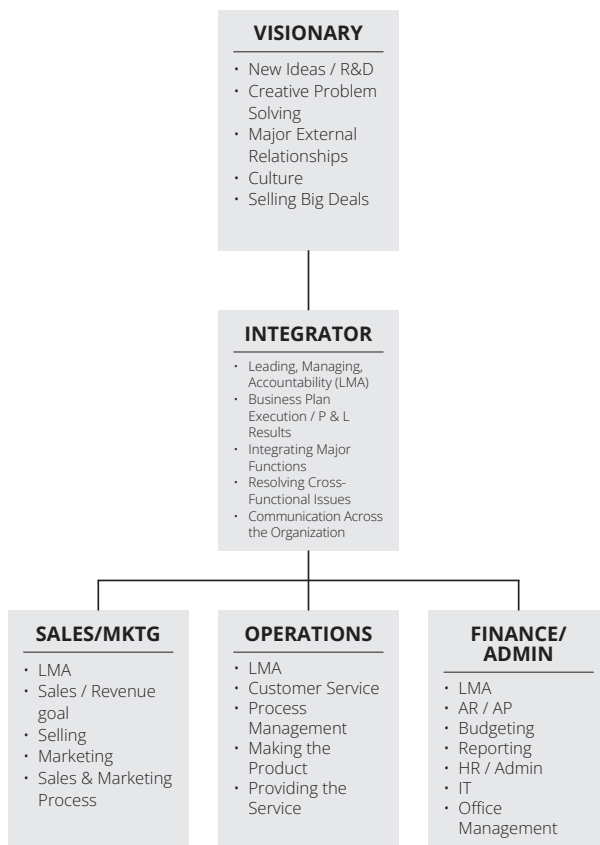
For the sake of keeping things simple, we will move forward with a hypothetical company having three major functions: sales/marketing, operations, finance/admin.



FIVE MAJOR ROLES

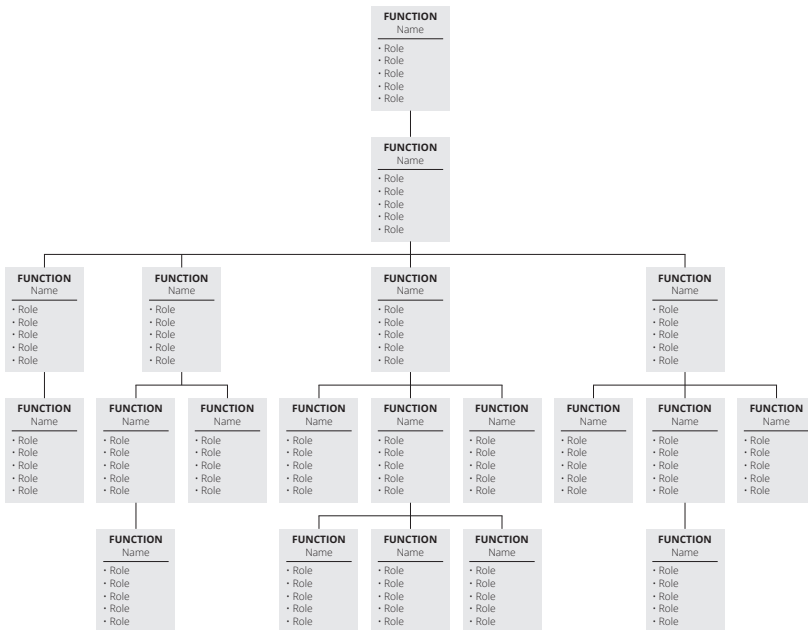
What makes the Accountability Chart more than just an organizational chart is that once the major functions are clear, you must then define the five major roles of each function.

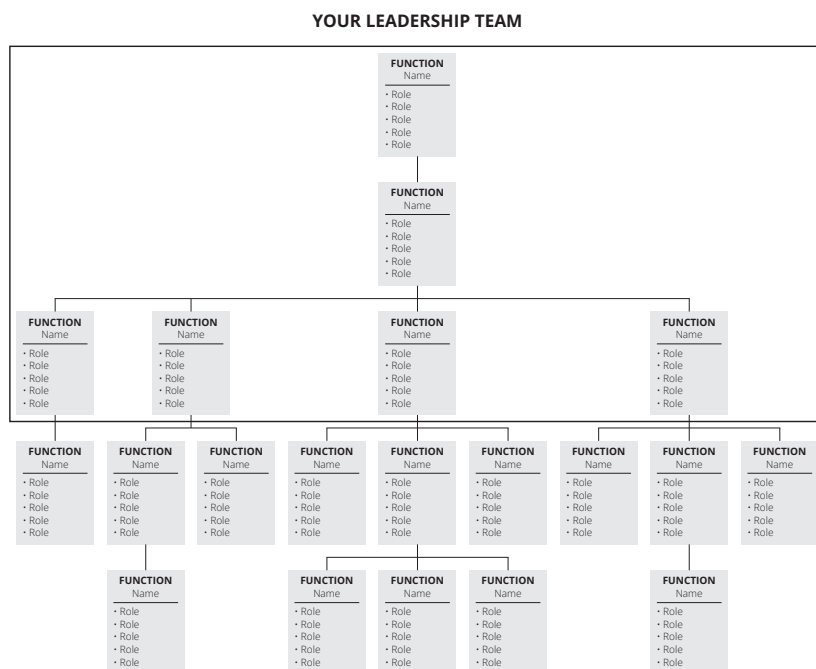
Accountability Chart shows the most common examples of the five major roles for each major function.



As noted in the illustration above, “LMA” stands for Leading, Managing, and holding people Accountable. Anyone in the Accountability Chart who has people reporting to him or her has a vital responsibility of LMA.

The following are quotes straight from the mouths of those performing Visionary and Integrator roles from a





As Visionary, this should give you peace of mind that you will be fully connected to your leadership team and all the goings-on in the business. In the next chapter we'll discuss five "rules" that will help your team more effectively work together. And we'll discuss how to avoid the negative effects of meddling, tampering, and cutting your leaders off at the knees.

Before leaving the Accountability Chart, we should remind you that most of the companies we work with are privately held companies in the range of \$2–\$50 million with 10–250 people. That is our target market, where 80% of the companies we work with reside. Beyond that range,

the Accountability Chart can begin to become much more complex.

THE TWO-PIECE PUZZLE

With your Accountability Chart now complete, we want to return the focus to the roles of the V/I combo.

VISIONARY

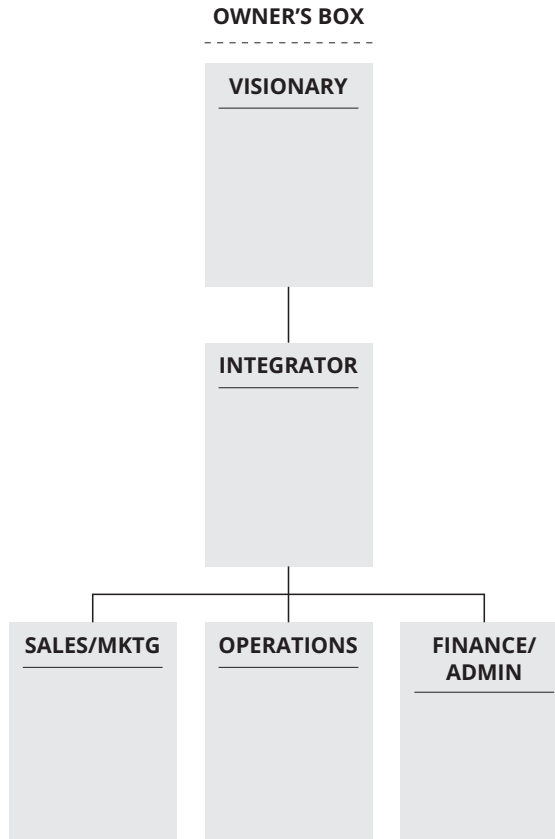
- New Ideas / R&D
- Creative Problem Solving
- Major External Relationships
- Culture
- Selling Big Deals

INTEGRATOR

- Leading, Managing, Accountability (LMA)
- Business Plan Execution / P & L Results
- Integrating Major Functions
- Resolving Cross-Functional Issues
- Communication Across the Organization

Any given V/I pair may discover that they have some shared traits. This is okay. It's actually quite normal. Each individual will have varying degrees of Visionary strengths and weaknesses. Over time, some may have mastered their weaknesses to a certain extent. When this happens, they are no longer as magnified or extreme as they once were.

the Accountability Chart, however, you must be accountable for your role and play by the same rules as everyone else in a seat. Being an Owner sitting in an Accountability Chart seat should entitle you to no more rights than an Employee sitting in an Accountability Chart seat. You must keep these two roles separate. There is a time and place for each of them. As in the story from Chapter 4, with someone wearing three different hats in their Accountability Chart, you now have another hat: “Owner.”



for missing the Weekly Level 10 Meeting are vacation or death. Even if someone cannot make the meeting, the show must go on. Don't reschedule it and don't cancel it.

The Weekly Level 10 Meeting Agenda

- Segue (Good News) (5 minutes)
- Scorecard (5 minutes)
- 90-Day Priority review (5 minutes)
- Customer/Employee Headlines (5 minutes)
- To-Do List (5 minutes)
 - _____
 - _____
 - _____
 - _____
 - _____
- IDS (Issues List) (60 minutes)
 - _____
 - _____
 - _____
 - _____
 - _____
- Conclude (5 minutes)
 - Recap To-Dos
 - Cascading Messages
 - Rating 1–10

Who	Measurable	Goal	Weeks												
			1	2	3	4	5	6	7	8	9	10	11	12	13
Sue	New leads	36													
Sue	Initial sales meetings	12													
Sue	Proposals (#)	4													
Sue	Proposals (\$)	\$300K													
Sue	30-day pipeline	\$1.5M													
Sue	Contracts (#)	2													
Sue	Contracts (\$)	\$150K													
Evan	Projects late	1													
Evan	Projects over budget	1													
Evan	Defects to clients	0													
Evan	Utilization rate	80%													
Carol	Cash balance	\$75K													
Carol	A/R > 60 days	< \$30K													
Carol	Billing errors	0													