

NAW 2016 Large Company CEO Roundtable
September 27-28, 2016
Speaker Presentation Reference Page

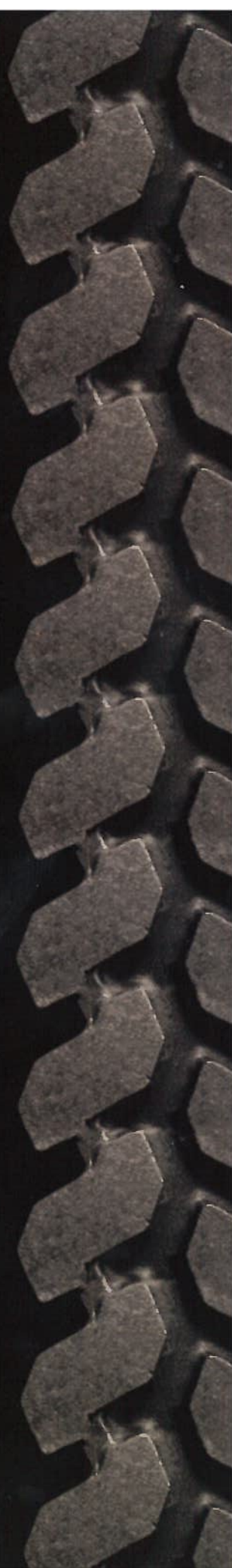
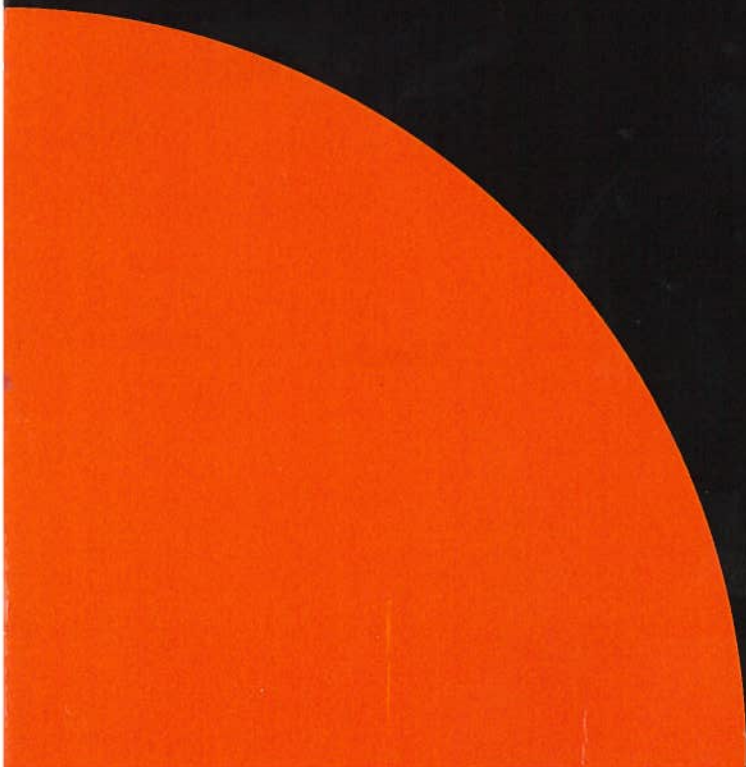
Speaker:	Sue Hawkes, EOS Worldwide/Say Yess!
Session:	“Strategic Management Execution for CEO Visionaries”

Please share these resources with the attendees to the NAW Large Company CEO Roundtable:

- EOS Organizational Checkup: This 5 minute survey will help members determine the health of their business and also provide suggestions on specific areas to work on: <http://organizationalcheckup.com/?ref=sue%40sayyess.com>
- Video tutorial for running an effective meeting- this is the “Level 10 Meeting” Sue referenced in her presentation: <https://sayyess.com/articles/effective-meeting/>
- Additional free tools and resources can also be found on our website (www.sayyess.com) and the EOS Worldwide website (www.eosworldwide.com)

Get a Grip on Your Business

Six keys to *Getting What You Want*
from an Entrepreneurial Company



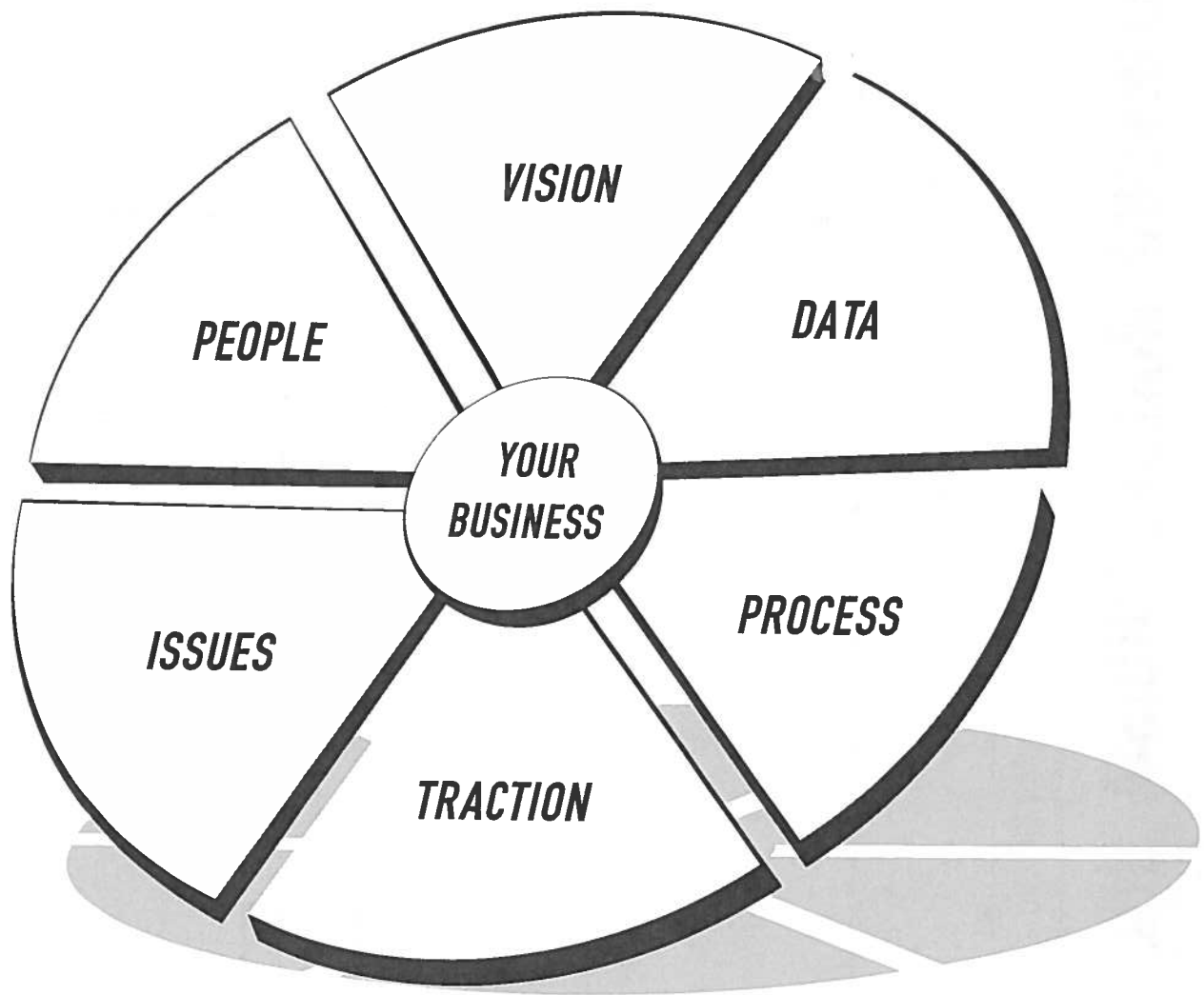
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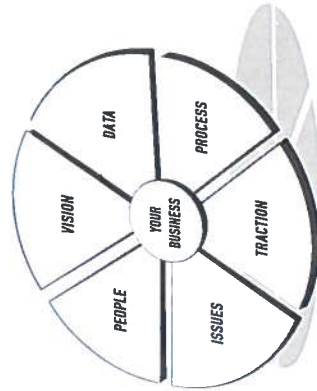
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Entrepreneurial Operating System®

THE EOS MODEL™



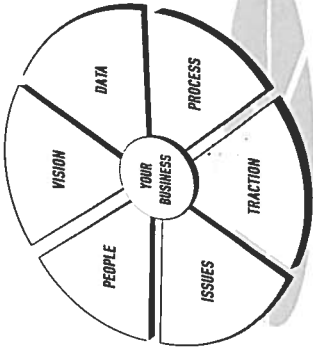


THE VISION/TRACTION ORGANIZER™

ORGANIZATION NAME:

VISION

<p>CORE VALUES</p> <p>1. 2. 3. 4. 5.</p>		<p>3-YEAR PICTURE™</p>
<p>CORE FOCUS™</p>	<p>Purpose/Cause/Passion:</p> <p>Our Niche:</p>	<p>Future Date:</p> <p>Revenue:</p> <p>Profit:</p> <p>Measurables:</p> <p><u>What Does It Look Like?</u></p> <p>• • • • •</p>
<p>10-YEAR TARGET™</p>	<p>_____</p> <p>_____</p>	
<p>MARKETING STRATEGY</p>	<p>Target Market/"The List":</p> <p>Three Uniques: 1. 2. 3.</p> <p>Proven Process:</p> <p>Guarantee:</p>	



THE VISION/TRACTION ORGANIZER™

ORGANIZATION NAME:

TRACTION

1-YEAR PLAN	ROCKS	ISSUES LIST																																						
<p>Future date:</p> <p>Revenue:</p> <p>Profit:</p> <p>Measurables:</p> <p>Goals for the Year</p> <table border="1"> <tr><td>1.</td></tr> <tr><td>2.</td></tr> <tr><td>3.</td></tr> <tr><td>4.</td></tr> <tr><td>5.</td></tr> <tr><td>6.</td></tr> <tr><td>7.</td></tr> </table>	1.	2.	3.	4.	5.	6.	7.	<p>Future date:</p> <p>Revenue:</p> <p>Profit:</p> <p>Measurables:</p> <p>Rocks for the Quarter</p> <p>Who</p> <table border="1"> <tr><td>1.</td><td></td><td></td></tr> <tr><td>2.</td><td></td><td></td></tr> <tr><td>3.</td><td></td><td></td></tr> <tr><td>4.</td><td></td><td></td></tr> <tr><td>5.</td><td></td><td></td></tr> <tr><td>6.</td><td></td><td></td></tr> <tr><td>7.</td><td></td><td></td></tr> </table>	1.			2.			3.			4.			5.			6.			7.			<table border="1"> <tr><td>1.</td></tr> <tr><td>2.</td></tr> <tr><td>3.</td></tr> <tr><td>4.</td></tr> <tr><td>5.</td></tr> <tr><td>6.</td></tr> <tr><td>7.</td></tr> <tr><td>8.</td></tr> <tr><td>9.</td></tr> <tr><td>10.</td></tr> </table> <p>Prioritize</p> <ul style="list-style-type: none"> • Identify • Discuss • Solve 	1.	2.	3.	4.	5.	6.	7.	8.	9.	10.
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EXAMPLES OF CORE VALUES

- Unequivocal excellence
- Continually strive for perfection
- Love to win
- Do the right thing
- Compassionate
- Exhibit honesty and integrity
- Hungry for achievement
- Enthusiastic, energetic, tenacious, and competitive
- Accountable
- Service the customer above all else
- Work hard
- Never satisfied
- Continuous self-improvement
- Help first
- Exhibit professionalism
- Encourage individual initiative
- Growth-oriented
- Treat everyone with respect
- Provide opportunity based on merit; no one is entitled to anything
- Have creativity, dreams, and imagination
- No cynicism
- Humbly confident
- Fanatical attention to consistency and detail
- Exhibit loyalty and commitment
- Understand the value of reputation
- Fun
- Fair
- Encourage teamwork

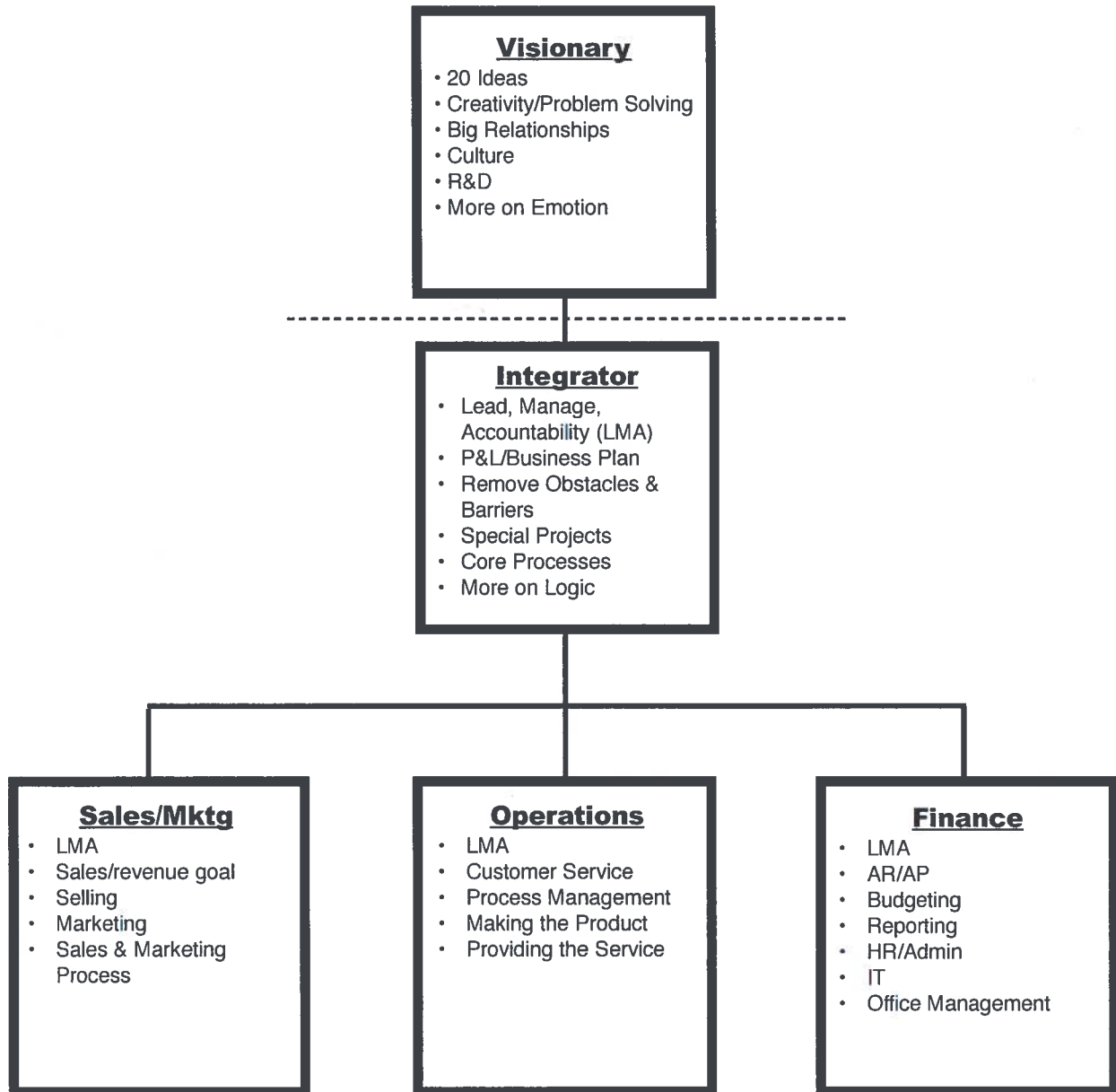
THE PEOPLE ANALYZER™

[illegible]

Rating: + +/- -



THE ACCOUNTABILITY CHART



Are each of your people in the right seat?

If they are not, you will be frustrated, they will be frustrated, and, as a result, you will never be able to completely delegate and elevate. You will always be forced to do their work and will not be able to let go of the vine.

Function Name
• _____
• _____
• _____
• _____
• _____

In order for someone to be in the right seat, to step up, and to ultimately fill the opening you have created, he or she must get it, want it, and have the capacity to do the job. If any one of the three is a "no," it is never going to happen ... 99.9 percent of the time.

Do they:

Get it?

Y	N
<input type="checkbox"/>	<input type="checkbox"/>

- Do all of the neurons in his or her brain connect when you explain and they do the job?
- Does he or she get all of the ins and outs of the position?
- Not everyone gets it, and it's not a bad thing. He or she just needs to be in a different seat.

Want it?

<input type="checkbox"/>	<input type="checkbox"/>
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- Does he or she genuinely want to do the job?
- Does he or she get up every morning wanting to do it?
- You can't pay, motivate, force, or beg him or her to want it. He or she has to want it on his or her own.
- Sometimes people get it and have the capacity, but just don't want it anymore.

Capacity?

<input type="checkbox"/>	<input type="checkbox"/>
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- Does he or she have the mental, physical, spiritual, knowledge and emotional capacity to do the job?
- Sometimes this one is negotiable. While not getting it or wanting it are deal-killers, a problem of capacity can be solved, although rarely. If you believe the person can gain the capacity and you are willing to invest the time, resources, and energy for him or her to do so, do it. It is just that most growing organizations don't have the luxury of waiting one to three years for someone to gain the capacity and need the seat filled completely now.

SCORECARD MEASURABLES

- Weekly Revenue
- Cash Balance
- Sales Calls
- Sales Meetings
- Proposals
- Closed Business
- Customer Satisfaction
- Accounts Receivable
- Accounts Payable
- Errors
- Utilization/Capacity

THE ISSUES SOLVING TRACK™

Starting with your issues list, identify the top three issues, then follow the Issues Solving Track

Step 1: Identify

- The stated problem is rarely the *real issue*.
- You have to dig down to find the *real issue*.
- Don't move forward until you clearly identify the *real issue*.
- Once you have identified the *real issue*, then move to discuss and stay laser focused on the real issue until it is solved (no tangents).

Step 2: Discuss

- In an open and honest environment, everyone must share their thoughts, ideas, concerns, and solutions regarding the real issue.
- Discuss and debate.
- Everyone needs to get it all out on the table, but only say it once. If you say it more than once, you are politicking.
- Once everything is on the table and things are getting redundant, it's time for the solution.
- With the greater good in mind, the solution is always simple, though sometimes not easy and sometimes very hard.

Step 3: Solve

- It's more important *that* you decide than it is *what* you decide ... so decide!
- The solution needs to be stated by someone until you hear the sweet sound of agreement.
- Sometimes you will have to go back to the discussion step after the solution is stated because you haven't truly solved it.
- Once everyone agrees, or at least can live with the decision, the action step(s) must be owned by someone and put on the To-Do List, which then are confirmed complete in next week's meeting.

- * Rule of thumb: On a healthy team, eight out of ten times everyone will agree with the solution. However, two out of ten times they won't, and the Integrator needs to make the final decision. Consensus management does not work and will put you out of business faster than anything. Not everyone will be pleased in these situations, but as long as they have been heard and the team is healthy, they can usually live with it and must support the decision. From there, there must be a united front moving forward.

CORE PROCESSES

- **People Process**
- **Marketing Process**
- **Sales Process**
- **Operations Processes**
- **Accounting Process**
- **Customer–Retention Process**

THE LEVEL 10 MEETING™

The Weekly Agenda

Day: _____

Time: _____

Agenda:

Good News 5 Minutes

Scorecard 5 Minutes

Rock Review 5 Minutes

People Headlines

5 Minutes

To-Do List 5 Minutes

**addddfccfcdffbfghjklm nlmopq
dodedodeccwvifder hldiv rpytgh
dnded dndd ffrcccfjklmnop nlm**

IDS (Issues list) 60 Minutes

aaddddfccffccddffhbjghlms mhwmgg
 dddddddecczffider hfdv cysfgh
 dddddd dddd ffccffccjghmmms mhm

Conclude 5 Minutes

Recap To-Do List

- Cascading messages
- Feedback (1-10)

THE FOUNDATIONAL TOOLS™

- **Vision/Traction Organizer (V/TO™)**

- **Accountability Chart**

- **Rocks**

- **Meeting Pulse™**

- **Scorecard**

NOTES



Helping organizations clarify, simplify and achieve their vision

SUE HAWKES

Certified EOS Implementer

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YESS!

YOUR EXTRAORDINARY SUCCESS STRATEGIES