



Traction: Get a Grip on Your Business

Gino Wickman

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Do you have a grip on your business, or does your business have a grip on you?

All entrepreneurs and business leaders face similar frustrations—personnel conflict, profit woes, and inadequate growth. Decisions never seem to get made, or, once made, fail to be properly implemented. But there is a solution. It's not complicated or theoretical. The Entrepreneurial Operating System® is a practical method for achieving the business success you have always envisioned. More than 2,000 companies have discovered what EOS can do.

In *Traction*, you'll learn the secrets of strengthening the six key components of your business. You'll discover simple yet powerful ways to run your company that will give you and your leadership team more focus, more growth, and more enjoyment. Successful companies are applying *Traction* every day to run profitable, frustration-free businesses—and you can too.

Traction: Get a Grip on Your Business Details

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From Reader Review Traction: Get a Grip on Your Business for online ebook

Ivan Pinatti says

Great book, I had the opportunity to work in a company that used the processes described in the book and I can assure that if they are implemented properly they work.

Jim B says

This book is very popular in business circles. I can see why. If you have ever tried to get a group of leaders organized but stumbled on the definitions of "goals," and "objectives" etc., you know that the vocabulary of planning and strategy are not universal. This book provides its own vocabulary (some of it trademarked) so everyone is clear on what each part is, how it is defined, why it is needed, etc. It also provides a tried and proven system of getting an entrepreneurial enterprise on the path to achievement / success by acting the "vision" and the "goals" and the rest.

I read the book as preparation for ministry planning. We will use some of the same language. But I wish that there was a version of this book for ministries, or at least for nonprofits. I've been taught the ideas in this book for earlier ministry planning events and I know their value. But I also miss the voice of Jesus and the challenge of leading the church as elements of this training.

For example, Gino Wickman warns against consensus as a way to govern. Leaders lead by making decisions. Having grown up in the Christian Church, I have experienced the truth of this *Fortune* magazine quote of Jim Collins, "no major decision we've studied was ever taken at a point of unanimous agreement." I don't think you need total agreement (if that's the definition of consensus) but many church leaders -- adopting business strategies -- fail to realize that the members of the congregation are not their employees or clients, but fellow servants of Christ who deserve to be informed of the issues of the church (before decisions are made and with the humility that someone among Christ's people may have insight) and after action has been taken, deserve to have the reasons for the actions explained. I've heard congregation leaders say, "If they don't like our decisions, they can elect someone else." Decisiveness is expected of us as leaders, but Jesus Himself set different standards for leadership.

On the other hand, just as knowledge of computer and Internet resources can be a great blessing to a church, and there is nothing about those in the Bible, so there is much about organizing to achieve a goal that is not mentioned, much less commanded or forbidden by God. We have freedom to organize and plan as seems to be the best way to lead. For that purpose, the structures offered by this book offer many useful concepts.

One that I particularly enjoy is stating what your company's (ministry's) 3-5 core values are. Looking at the message I emphasize to others, here are the core values of my work:

1. Compassion for the "under served" – those often neglected, or with obstacles to usual ministry
2. Cooperation / Teamwork – together with our partners we can do more than working on our own
3. God has a way for His people to serve special needs – we can help!
4. Outreach -- Local special needs ministry is a call to reach out to others with those needs
5. Body of Christ -- It's important for people with special needs to serve, not just be served

I hope that this illustration shows how a suggestion in a business manual can lead to some significant reflection and focus on the way the people of God serve the Lord.

Fred Rose says

Basic but good templates, easy and effective.

Pascal Wagner says

On duct-taping daily issues

Most leaders are so buried in the day-to-day grind that they'll typically think up flimsy workarounds just to get nagging issues out of their way so they can make it to the next week. If this happens long enough, their whole organization will come to be held together by duct tape and twine, and it will ultimately implode.

On defining the market:

A crucial step to getting sales back on track during the turnaround of our real estate sales training company involved determining who our ideal target market was. Eventually, we realized that it was the presidents and CEOs of real estate organizations with 200 or more agents (demographic) in north America (geographic) that saw the value and need for outside sales training (psychographic).

With this clarity, we ran the filter (which meant that we researched every publication, database, and resource) to find out who and how many there were. We came up with a total of 525. By focusing on, "The List" we were able to turn sales around. Ultimately, we were able to penetrate and maintain over 50% of The List as our clients. Every client that defines its target market creates this laser focus as a result.

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How to make the list:

- The geographic characteristics of your ideal customers. Where are they?
- The demographic characteristics of your ideal customers. What are they (If you're marketing business to business, consider characteristics such as job title, industry, size, and type of business. If business-to-consumer, then age, sex, income or profession.)
- The psychographic characteristics of your ideal customers. How do they think? What do they need? What do they appreciate?

Again, what you're creating here is focus. The most common mistake that most organizations make involves competing in too many sectors, markets, services, or product lines, and trying to

be all things to all people. It's a game you will not win.

Rather than your salespeople saying, "Yes, we do that, and oh yes, we'll do that," to everything, they should be saying, "If you're looking for that, we probably aren't the company for you. What we excel at are these three things."

How to select your guarantee

Your guarantee must drive more business or enable you to close more of what you're not winning. If it doesn't, you shouldn't waste your time using it.

Go after all of the prospects on The List, communicating with them why you're unique, showing them your proven process for doing business, and offering them your guarantee. This incredible precision in your sales and marketing efforts will increase your sales dramatically.

Creating your 3 year vision

Write down bullet points of what the organization will look like on that date three years from now. Factors to consider include things such as number and quality of people, added resources, office environment and size, operational efficiencies, systemization, technology needs, product mix, and client mix.

Misc Notes

I also learned of a company that offered a weekly \$20 gift card, albeit with a unique twist. The employee that received it the previous week would give it to the next employee who exhibited one of the company's core values. They had to email the entire organization and tell everyone who they gave it to and what core value that person exhibited. The gift card could never go to the same employee until everyone received it, and it had to cross departments each time.

On hiring the right people

Envision all of your direct reports' responsibilities, problems, and issues as monkeys. When your direct report walks into your office with a problem, he or she is trying to leave his or her monkey with you. If someone walks in with a monkey, he or she needs to walk out with it. If he or she can't or won't, you've hired the wrong person.

Tracking KPI's during the Traction meeting

An example of activity-based numbers is client satisfaction. If you merely track customer complaints or lost customers, that's too late. Instead, go to the first step in the progress-finding

out what factors drive both happy and unhappy customers. For instance, you might do a proactive numerical survey, such as asking three questions that require a number-based answer every time you close the business or deliver the product.

The scorecard review is the leadership team's opportunity at a high level to examine the 5 to 15 most important numbers in the organization and to make sure they are on track for the goal. Any numbers that are not on track are dropped to the IDS portion of the meeting, which is your issues list. Avoid any discussion here. The reporting phase should merely identify problem areas. The biggest pitfall with most teams is that they launch right into discussing and trying to solve an issue.

Commandments on solving issues during Traction

- Thou shalt not rule by consensus
- Thou shalt not rely on secondhand information (you cannot solve an issue involving multiple people without all the parties present)
- Thou shalt not try to solve them all (take issues one at a time, in order of priority).

Rock Review

The owner is the person who drives the Rock to completion during the quarter by putting together a timeline, calling meetings, and pushing people. At the end of the quarter, the owner is the one that everyone looks at to assure the Rock was completed.

Each person reports that his or her Rock is either "on track" or "off track." No discussion - the discussion will happen later. When a Rock is off track, it's dropped to the IDS portion of the agenda. Even if a Rock is on track but someone wants an update or has a concern, it should be dropped to IDS. Rock review should take no more than 5 minutes.

On IDS:

Decide which issues are number 1, 2, and 3. Start with only the top three because as a rule of thumb, you don't know how many you'll resolve. As long as you take them in order of priority, you're attacking the right ones. To repeat, it's a mistake to start at the top of the list and work your way down because sometimes the most important issue is near the bottom of the list. In addition, when you solve the most important issue, you tend to find out some of the other issues on the Issues List were symptoms of that core issue, and they drop off automatically.

Adding Segue's to meetings

Each member of the leadership team shares three things: (1) the organization's three greatest accomplishments in the previous year, (2) his or her one greatest personal accomplishment for

the year, and (3) his or her expectations for the two-day annual planning session.

The power of the annual segue, in addition to setting the stage and transitioning from working in the business to on the business, is that leaders have a chance to stop for a few minutes and reflection the company's successes and progress over the previous year. After the segue, one client said, "I was actually feeling like we had a bad year until I listened to everyone share the business accomplishments. We actually had a pretty good year." This is typically the mindset after the segue, and that sets the tone for what follows.

Brian says

Excellent. If I could give this book 7 stars, I would. Essential reading for anyone leading a business or organization.

Brian Swanick says

These books are hard to review, since I think they would impact the right person at the right time. I'm going to get all business-book-snob-elitist and say...it wasn't great. The problems I found are common in business books.

#1 the incessant "when our/my clients did...they grew 40% YoY" I don't think the numbers were outrageous and I give the authors credit because they did downplay their impact at the right times. But it secured its place more like a business memoir than actionable and useful.

#2 is the terminology and inside baseball. I get it. I'm a marketer too. I say things that are slightly different than other people when I promote myself and I also see the value in repackaging old things as unique to you. But there are so many things that already have names that it's so strange to me to be reading through code words for things that already have names. It was very distracting.

#3 is the repetition. I like that books force us to spend hours considering new ideas and that the authors even promote the idea that we need to hear something 7 times before it sinks in. But this should have been shorter.

Who this is for: If you aren't familiar with operations and processes AT ALL, could be a very easy, enlightening read. The visionaries that he describes can find value because it will help them rein in their vision enough to get organized enough to execute it. If you have read some books or have experience in operations already, skip this one.

I highly recommend other books like High Output Management for process and Elements of Scrum for organization of teams and priorities (even if you don't use scrum).

Gediminas says

Simple, convincing, actionable. 5 stars are not enough.

The book starts with a top-down explanation of the proposed system for running the business: from defining vision and putting the right people in the right seats, through using data, solving issues, defining processes, to setting quarterly goals and running your meetings. (Nitpick: why must every tool/concept have a fancy trademarked name?)

I would imagine that a person well-read in business literature might classify most of this book as common sense, but the simplicity of the system and the tools supporting it is attractive and credible to someone like me (who is relatively new to the field).

What sets this book apart is how actionable it is.

After getting through the top-down presentation of the proposed business system, chances are you might feel discouraged by the amount of high-level stuff you need to think through before you can see positive changes in your day-to-day business.

Luckily, the last chapter of the book gives you an implementation sequence that should get you the best results in the shortest amount of time.

It goes like this: start with establishing clear accountability, then add quarterly goals, then introduce effective meetings focused around problem solving, then use key numbers to monitor and predict business performance. Only then you should define your values/vision/strategy, followed by implementation of a few secondary tools and practices.

Having worked as a team lead before, I feel that most of the tools and practices related to accountability, goals, meeting effectiveness, data-driven performance monitoring could be applied at team/department level as well. This realization was a cherry on top for me.

Elizabeth says

Very easy to understand and can be applied to more than just business.

Nick Richtsmeier says

This is not a review of the EOS management system explained in the book. This is a review of the book itself. EOS may well be a good system, but this book would not be sufficient for implementing it. I believe that a qualified EOS implementer may be able to use the tools from TRACTION to provide value to a small business, but the book itself stands alone quite poorly.

The book, in the end, acts as an advertisement for Mr. Wickman's consulting practice and software. He goes to great lengths to explain how hard he has worked and how successful his clients are because of him. All of this may be true and germane, but does not help the reader in any way. (Nor does it make for a pleasant reading experience.)

He borrows (with accreditation) ideas from betters who were more effective at explaining them. His tools may be revolutionary in practice, but come off as pedantic in written form. Without an objective third party

managing the human element required for success in TRACTION, I have a difficult time seeing how the toolkit wouldn't create dangerous rabbit trails for a leadership team.

I know people who have worked with an EOS implementer to some success and I can see the applicability of his reformatting of the Rockefeller Habits as a useful tool.

Stefania says

I was asked to read this book at work, and I will admit I was a bit skeptical at first. It has been surprisingly good in many ways. After taking the recommendations, I find that my meetings are more efficient, and we are more focused on objectives. So much about successful business is alignment, and this book definitely creates that.

It was good to have everything in one place, rather than having to read multiple books. A lot of it is common sense: yes, we need a vision. Yes, we need to have the right people in the right seats. What it does, is almost create a checklist for what you need to successfully bring a small-medium-sized business to the next level.

The reason why it just gets 3 stars, is some of the over-simplification. The 3-step marketing technique, though likely works in the real-estate and training world where Wickman comes from, just does not jive in a business-consumer environment. As a Marketing professional, I found this advise grating, since, yes, having a list and a target market is important, and working the list is important but there is much more to it when you have a list that could be millions of people long.

I also found, like many consultants, he relies too much on the dynamics of the industry he came from (real-estate). Some of the advise may be great for that industry, but not as much for people from others.

Overall, I think this book is a positive force. I think it could just use a little more "thinking big" than it currently has.

Deane Barker says

An explanation of the Entrepreneurial Operating System (EOS). This is a philosophy of management that my company is implementing. Your enjoyment of this book will correspond highly with your belief in EOS, but it's worth noting the the book is well-written and clear, and I think anyone can learn from it, whether they fully implement EOS or not.

Chad Warner says

One of the best business books I've read! It provides a comprehensive "operating system" (EOS) for running a business. See EOS Model. I'm installing this OS in my web agency, OptimWise, immediately!

The book promises to help "leaders run better businesses, get better control, have better life balance, and gain more traction" with a functional, cohesive team. It's based on human nature; how people really operate. Wickman has been refining this system in the real world for over 20 years with over 400 clients.

Here's a great summary from the book:

"In summary, successful businesses 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 document their processes and ensure that they are followed by everyone. They establish priorities for each employee and ensure that a high level of trust, communication, and accountability exists on each team."

There are many free EOS tools.

I decided to read this after it was recommended by Brent Weaver of uGurus. I've learned that many of my fellow web agency owners in the uGurus community use EOS. I've also noticed other business owners mention it. It builds on popular business books by authors such as Jim Collins, Patrick Lencioni, Verne Harnish, and Stephen Covey.

Notes

Vision

Download V/TO template.

Core Values

List 3 people (preferably from your company) who, if you could clone them, would lead you to market domination. List characteristics, qualities, actions those people embody. Narrow values to 5-15, then pick the 3-7 truly core (fewer is better). Communicate values to company, backed by 3-5 examples of each.

Core Focus

Find focus, stick to it, devote resources to excelling at it. It's the combination of talents, passions, leadership. Why does your organization exist? What is its purpose, cause, or passion? You should be able to take it into any industry. What's your organization's niche?

10-Year Target

Choose how far out you want to look (5-20 years). Determine revenue, then specific, measurable target that creates excitement for everyone in company.

Marketing Strategy

Choose target market (demographic, geographic, psychographic). Create The List of perfect prospects.

3 Uniques

Differentiators, value proposition. List everything that makes your people, company, service. What do ideal customers think is unique about you? Ask them. Pick the 3 that, in combination, are truly unique to you.

Proven Process

Proven way you provide your service. Create 1-page visual showing each step (touch point) from 1st interaction to post-sale follow-up (3-7 major steps). Add 2-5 talking point bullets under each step. Name it, or call it "Our Proven Process." Have salespeople show it to prospects.

Guarantee

Pinpoint an industry-wide problem (service or quality problem) and solve it to ease prospects' minds. Think of prospects' frustrations, fears. Can call it promise instead.

3-Year Picture

Pick future date at end of calendar year 3 years from now. Set future revenue, profit, specific measurables (number of clients, units produced, etc.). Write what company will look like (number and quality of people, resources, operations, systems, service mix, client mix, etc.). Have each leader describe their role in that timeframe.

1-Year Plan

Pick future date within calendar year. Set year's revenue, profit, specific measurable. Choose 3-7 goals (top priorities) to hit 3-Year Picture. Budget for Plan.

Quarterly Rocks

Top quarterly priorities based on 1-Year Plan.

Issues

Identify all obstacles to your targets. They'll emerge as you work through previous steps; capture them. An issue is any unresolved problem, idea, or opportunity.

Shared By All

Communicate vision to everyone in company. All must understand and share. Have a quarterly state-of-the-company meeting to cover past, present, future and review V/TO. Have each dept. review V/TO quarterly.

People

Right people share core values and culture, make company better. Right seat means each person is in area of greatest skill, passion. Use People Analyzer to rate each person according to core values (+, +/-, -). Compare to your "bar" (minimum standards). Use Analyzer in quarterly reviews. Offer underperformers 3 strikes to improve.

Accountability Chart

3 major functions: Sales & Marketing, Operations, Finance & Admin. These functions can split (Sales, Marketing, Project Management, Customer Service, Finance, Admin, IT, HR). May be 3-10 major functions. Only 1 person can be in charge of each function. Define 5 major roles for each. Sample Accountability Chart. When reviewing chart, ask: Will this structure get us to next level? Are right people in right seats? Does everyone have enough time?

Visionary: creative, solves big problems, culture-focused, emotional. Only about half of organizations have one.

Integrator: leads, manages, runs company, removes obstacles, integrates major functions; accountable for profit & business plan; logical. All organizations need one.

GWC

Get it, Want it, Capacity to do it. Each person must truly understand their role, culture, systems; genuinely like job; have time and mental, physical, emotional capacity to do job well. Include GWC in People Analyzer (as yes or no). Must get "yes" on all 3 (GWC).

Data

Scorecard

List 5-15 (closer to 5) categories of numbers that you must track weekly to have absolute pulse (revenue, sales activity, AR, AP, production status, etc.). Use 1st step in process (e.g., trace sales back to leads or

proposals). List who's accountable for each number. Fill in week's goal. Review weekly to see trends. Scorecard template.

Everyone has a Number

Give each person a number they're accountable for. Numbers create accountability, clarity, teamwork. Examples: sales/week, unresolved customer issues, turnaround time, on-time, margin, client satisfaction, quality standards. Look for numbers related to roles for their function.

Issues

Issues List

3 types of Issues Lists: V/TO (not high priority; issues for future quarterly meetings), weekly leadership (strategic; only what can't be solved at departmental level), weekly departmental.

Issues Solving

Pick top 3 issues. Identify: clearly identify real/root issue. Discuss: discuss without tangents. Solve: put solution on someone's weekly To-Do List. If time allows, repeat for next few issues.

Process

Core Processes

Have person who's accountable for each core process document it. Document the high-level 20% that produces 80% of results. Each doc will be 2-10 pages. Common processes: HR, marketing, sales, operations (can contain 1-3 others, e.g., project management, production), accounting, customer-retention. Combine all docs and title "The CompanyName Way." Use for reference and training.

Followed by All

Create clear Circle of Life visual that shows people how new processes form system that will make their lives easier and company better.

Traction

Rocks

Review V/TO. List everything that must be accomplished by end of quarter. Narrow to 3-7 (closer to 3) specific, measurable company Rocks. Assign owner of each. Next, each leader sets own Rocks, starting with those assigned in previous step, and adding own. Rocks not assigned can move to V/TO Issues List. Create Rock Sheet with prioritized company Rocks (and owners) and individual leaders' Rocks. As new ideas arise during quarter, put on V/TO Issues List. Also have each dept. set dept.-level and individual Rocks following same process. Those not in leadership should have 1-3 Rocks.

Quarterly Meeting Agenda (Leadership)

Each person brings V/TO, issues, proposed priorities. Meet close to quarter end.

1. Segue: each person share best business and personal news from past quarter, what's working and not.
2. Review previous quarter: review numbers and mark Rocks done or not. Aim for 80% completion.
3. Review V/TO.
4. Establish next quarter's Rocks.
5. Tackle key issues: ask team for issues. Then work through V/TO Issues List using Issues Solving.
6. Next steps: discuss who's doing what, messages to share with company.

Annual Meeting Agenda (Leadership)

Each person brings V/TO, proposed budget, thoughts on goals. Do this the day before last Quarterly Meeting of year.

1. Segue: each person share 3 business accomplishments from past year, 1 personal accomplishment.
2. Review previous year: review goals & numbers and mark goals & last quarter's Rocks done or not done.
3. SWOT/Issues List: each person share company SWOT and put issues on V/TO Issues List.
4. V/TO: create new 3-Year Picture and 1-Year Plan.
5. Establish next quarter's Rocks.
6. Tackle key issues from V/TO Issues List.
7. Next steps.

Weekly Meeting (Leadership)

Meet for 90 minutes. Review Scorecard. Numbers not on track go to weekly Issues List. Review Rock Sheet and report each as on track or off track. Off track Rocks to go to weekly Issues List. Review weekly To-Do List (commitments made over last week) and mark done or not. Spend 1 hr solving issues, starting with top 3 priorities.

Have each dept. hold weekly meetings for 30-60 mins, spending half of time on issues.

Pulling it All Together

Fill out Organizational Checkup at least twice yearly. Put gaps on Issues List.

Implementation Order

1. Accountability Chart (& People Analyzer, GWC)
 2. Rocks
 3. Meeting Pulse (& IDS, Level 10 Meeting, Quarterlies, Annuals)
 4. Scorecard
 5. V/TO (& core values, core focus, 10-year target, marketing strategy, 3-year picture, 1-year plan)
 6. 3-Step Process Documenter
 7. Everyone has a Number
-

Tim says

This is by far one of the most important books I have read as an entrepreneur and business owner. I have now read it 4 times and have built my business process based on this framework. There is so much to this book. I wish I would have had it 20 years ago when I started my first business. The first time through, you will catch the main points, but miss many details. It is all there, though. I recommend reading through quickly the first time just to get the concept. Then go back through, reading slowly, paying close attention to details. Then cross-reference the tools with the website for maximum effectiveness. Any business owner can increase their success by implementing this system, or even bits and pieces. Highly recommended.

M.L. says

"This Review Goes to 11"

Traction gets 4 stars for being the very bestest management book I have read. Unfortunately, that's a scale that maxes out at four. Thus I've proven that business management literature is the antithesis of SpinalTap.

Here's what Traction does right: Everything. There are clear plans and tools and strategies for getting a business at least looking in the right direction. How do I know? I've been using them, and they seem to be working. At least nobody's punched me yet - which might be as good as one could expect for anybody who takes a consultant's advice.

Here's what Traction does wrong: Cute-ness. This isn't really a severe flaw - more likely it's a problem of the genre. Everything must have a special name in business books. It's a rule. "TO DO LIST" is far too simple, and wouldn't sell any books. "ACCOUNTABILITY ACTION MATRIX" sounds like an MBA, and an MBA = smarter than me. (this is not a real example from Traction. it's what English majors call hyperboleeeeeeeeeee - which means using too many letters to make a point.)

Soooo, if you were really bad in a past life, and you now find yourself having to manage an organization, I highly recommend that you read this book. Also, "Five Disfunctions of a Team". Between those two books, you should at least have the skill set necessary to steer a small financial management company through the worst stock market since the Depression. Or so I've heard.

Liz Lem says

A man gave me this book several years ago and it sat on my bookshelf until recently. Even though it's 8 years old it's still relevant and very useful. What I liked most was the practical tips about running a weekly meeting and the benefit of doing things a certain way in a business. The parts of the book I didn't like were what felt like over the top examples of business success of certain clients; the part about long-range planning; and the lack of examples of women in business.

Notes on what I found most useful:

The author provides a framework, The Entrepreneurial Operating System (EOS) to run an existing business. He emphasizes that you can only run your business on one operating system.

EOS Components

Vision – Clear image of where the business is going and how it's going to get there.

Focus everyone's energy toward one thing and amazing results will follow.

People – The two essential ingredients of any great team: the right people in the right seats. The people must get it, want it and have the capacity to do the job.

Data – The best leaders rely on a handful of metrics to help manage their businesses.

Use a Scorecard; a weekly report containing 5 to 15 high level numbers for the organization

Issues – are the obstacles that must be faced to execute your vision. By taking time to address a problem, you will save 2-10 times that amount of time in the future.

Process – Your processes are your Way of doing business. It's the most neglected of the Six Key Components. When applied correctly results in simplicity, efficiency and profitability.

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Traction – Vision without traction is merely hallucination. Two key components to gaining traction:

Rocks which are 90-day priorities designed to keep focus on what's important and **Meeting Pulse** a tool that provides a Level 10 meeting agenda.

Vision Component

Marketing Strategy

1. Your Target Market / "The List" – identifying your target market involves defining your ideal customers Who are they? Where are they? What are they?
2. Your three Uniques – What makes you different? What do your ideal customers think is unique about you? Ask them, it's a ten-minute phone call.

3. Your proven process – Create a visual of “Your Way”. Use it as a sales tool so that ideal customers can visualize what steps you take to get them where they are trying to go. Get it professionally printed so that you can sell “Your Way”

4. Your guaranty – Customers might be nervous to work with you, they may have objections to ease their nerves to eliminate their objections provide some type of guarantee backed up by a tangible penalty if you don’t deliver on it.

The Traction component

A weekly level 10 meeting –1 page agenda placed in front of each attendee. The To-Dos identified from the prior week and include the IDS issues in the actual printed agenda.
