

- ❖ Book: What the Heck is EOS? – Gino Wickman & Tom Bouwer
- ❖ Overall Summary:
 - This book gives a simplified explanation of what the Entrepreneurial Operating System (EOS) is with special attention given to how employees can work with their managers to both better understand/implement EOS and what they can personally take on to successfully adapt to it. Of note is that at the end of each chapter is a summary that lists several questions that an employee can ask a manager in order to incorporate that chapter's topic into their work lives. Overall, I would strongly recommend to anyone reading this on a short time frame to reach the summaries at the end of each chapter for a high-level overview of the EOS concepts.
- ❖ Highlights from the book
 - For the EOS Vision Component, the biggest goal is to understand each part of the company V/TO and be able to understand and buy into the 8 V/TO questions (located on page 38).
 - The V/TO could be simply described as a company goal planner with details about the company culture.
 - For the EOS People Component, the major takeaway is you need to determine if you are the Right Person in the Right Seat.
 - The Right Person can be simply described as someone who embodies a company's culture.
 - The Right Seat can be described as the job position that best suits your skills.
 - For the EOS Data Component, the main lesson is that everyone needs to establish a measurable to monitor the health of the company in order to identify issues before they become full blown problems.
 - To briefly describe a measurable, it is an objective number that can track the finances or health of a company (EX: # of bids per week, Win Rate %, # of Overtime Hours, # of PO's, etc.).
 - For the EOS Issues Component, the primary lesson is learning how to implement the L10 Meeting format which dedicates most of its problem solving time through the IDS format.
 - IDS (Identify, Discuss, Solve) focuses on a three step process of identifying the root cause of an issue, discussing potential solution & relevant info, and then solving it through a precise action plan.
 - For the EOS Process Component, the info they are trying to relay is that successful companies dedicate time to writing down SOPs that document their core processes so that everyone consistently does business the same way.
 - One important piece of this chapter is documenting a Proven Process which is the overall workflow of how a company finds, completes, and then follows up on a job.
 - For the EOS Traction Component, the chapter's meaning is to hold employees accountable to Rocks to ensure constant progress in a company & avoid procrastination.
 - Rocks are essentially 90-day goals accompanied with To-Do items which are 7-day goals that build towards completing a Rock. For example, one Rock could be upgrading a website with an initial To-Do of updating the site photos.