Quarterly Rocks and Weekly Scorecard

A primer for rolling out EOS-style goal setting

Context: The overview I wrote when introducing rocks and a live leadership scorecard. **Credit:** "Rocks," the L10 meeting, and the scorecard are concepts from EOS (the Entrepreneurial Operating System) by Gino Wickman, *Traction*. This is my rollout guide, not the framework itself.

What Rocks Are

Rocks are the 3 to 7 most important priorities a company, function, or team must accomplish in a set timeframe to move the business forward. We set company rocks with an end-of-year horizon and department and individual rocks each quarter.

Principles

- **Purpose:** rocks are guideposts that keep the team on the most impactful work
- **Timeframe:** 90 days for individual and department rocks
- **SMART:** specific, measurable, achievable, relevant, time-bound
- **Levels:** company, department, and individual (seat) rocks
- **Alignment:** every rock connects to company vision and goals

Examples

- Company rock: increase customer acquisition 20% next quarter
- Department rock: launch a new product feature within 90 days
- Individual rock: complete a specific training program by quarter end

Weekly Expectations

- **Pre-work:** before the weekly meeting, update your rocks, identify issues, and list key activities for the week. Clarity and a path forward, not just highlights
- **Intellectual honesty:** raise yellow and red flags early. It's the only way the team can help get things back on track
- **Weekly review:** company and individual rocks reviewed every week

The Weekly Leadership Meeting (L10 format)

1. Segue (good news)
2. Scorecard review
3. Rock review: on track / off track, no discussion
4. Customer and employee headlines
5. To-do review
6. Issues list: identify, discuss, solve
7. Conclude: recap to-dos, cascading messages, rate the meeting

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