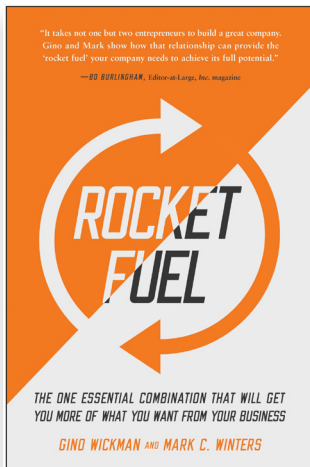


# EXECUTIVE BOOK SUMMARIES

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## ABOUT THE AUTHORS

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## Rocket Fuel THE NUTSHELL

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### INTRODUCTION

There are two distinct types of leaders in all small businesses: the “Visionary” and the “Integrator.” One sees the future, and the other makes it happen. Famous examples include the combination of Walt and Roy Disney at Disney, Henry Ford and James Couzens at Ford, and Ray Kroc and Fred Turner at McDonalds. This book is a how-to manual for understanding and managing the relationship between a “Visionary” and an “Integrator.”

### CHAPTER 1: THE VISIONARY

Are you a Visionary? As a Visionary you are extremely passionate about your product, service, company, and customers. You are very entrepreneurial, a creator, and likely the founder of your firm. You’re great at devising solutions to big problems. But the smaller and more detailed things become, the less they interest you. Sound familiar? If you are a Visionary, you must delegate the role of implementing your ideas in order to free up your energy to grow your company, protect your culture, and stay three steps ahead of everyone including your competition.

### CHAPTER 2: THE INTEGRATOR

An Integrator’s role and skills are quite unique. In contrast to Visionaries, Integrators are typically very good at leading, managing, and holding people accountable. They love running the day to day aspects of the business. They enjoy being accountable for the execution of the

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business plan. An Integrator harmoniously integrates the major functions of the business (e.g., sales, marketing, operations, and finance). Typically, they operate at a more detailed level than their Visionary counterparts.

## CHAPTER 3: THE RELATIONSHIP

The ancient Chinese concept of Yin and Yang describes how two forces seemingly contrary to each other—polar opposites—are actually interconnected and interdependent. They are complimentary forces coming together to form a dynamic system wherein the whole is greater than the individual parts. They are always opposite and equal. The Visionary and the Integrator go together in the same fashion. It's the perfect combination that spurs companies to greatness. Like Rocket Fuel, there is a real chemistry when it's right and the result is a powerful expansion of force that will launch you into orbit.

## CHAPTER 4: THE ACCOUNTABILITY CHART

The Accountability Chart is a supercharged organizational chart that forces you to be intentionally proactive about your structure, rather than reactively adapting a structure to fit your current people. The Accountability Chart stems from a fundamental belief that there are only three major functions in any business. *Sales and Marketing* generates business. *Operations* provides the service or manufactures the product and takes care of the customer. *Finance and Administration* manages the monies flowing in and out, as well as the infrastructure. All three major functions are equally important.

## CHAPTER 5: THE 5 RULES

You need absolute core alignment in your Visionary/Integrator relationship to harness the power of the unique combination.

*RULE #1: Stay on the Same Page.* This is accomplished through the Same Page Meeting. List all your issues, concerns, ideas, and disconnects, and once you've built the full list, then identify, discuss, and solve them.

*RULE #2: No End Runs.* It's essential for the Visionary or the Integrator to not impede the effectiveness of the other. An end run happens when an employee goes around a manager to complain or get a better/different answer to his problem.

*RULE #3: The Integrator is the Tie Breaker.* The basic rule of thumb is that the Sales Leader owns decisions on Sales issues, the Operations Leader owns Operations issues, and so on. The Integrator

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handles day-to-day cross-departmental bottlenecks by guiding decision making.

*RULE #4: You Are an Employee When Working “in” the Business.* If you are a Visionary or an Integrator and also an Owner, you must recognize that your role as an “Owner” is very different from your role as an “Employee.” A feeling of “owner’s entitlement” can create tremendous disruption in the organization.

*RULE #5: Maintain Mutual Respect.* As a dynamic Visionary/Integrator duo, you must truly respect each other. This cannot be faked, as your actions will be easily apparent to others in your organization. If you have a lack of respect for each other, you must end the relationship. Life is too short.

## **CHAPTER 6: FINDING EACH OTHER**

Choosing an Integrator entails hard work and takes time. Before you begin this important search process, you must make sure you are ready to commit. You must be financially able to afford it, psychologically ready to let go of some control, ready to work fewer hours and ready to be 100% you.

## **CHAPTER 7: PATIENCE**

If you join forces with an Integrator with your eyes wide open and bring disciplined focus to implementing the Accountability Chart and 5 Rules, you will survive the ramp-up stage. We sincerely believe the Visionary/Integrator duo is one of the most powerful discoveries for taking a company to greatness.