

SOS

Your logo here

Shop Operating System WORKBOOK

Kick-Off Meeting **DATE**

NAME:

NOTES

VISION

Your End Goal & The Big Picture – Where do you want to end up?

Is there a specific sales number you have always dreamed of hitting? An annual profit number? A certain number of team members? When do you want to retire? Will you retire? What do you need for savings to retire? Who will buy your business? Do you want a family member to take over the business?

Examples

- I want to retire in 2025 to Florida and sell my business for \$5,000,000
- Grow our sales to \$3,000,000 and have my son buy the business by 2030 netting me \$2,000,000
- A business that has \$10,000,000 in sales by 2028

Core Purpose - Your Company's Mission

What makes you most proud about your company? Why is it important? What do you look forward to doing every day? What do you like to do? Why do your customers like you? What are you better at than most shops? What do you want your company to be known for?

Examples:

- REA Group "To make the property process simple, efficient, and stress free for people buying and selling a property"
- Walt Disney "To Make People Happy"
- Music Company "To enliven, encourage, and re-inspire the love of music for children in public schools"
- RAPID "We Manufacture Time"

Core Values – Your Company's Culture

If you could clone 3 people in your organization who are they? Why? What do they do that makes them special?

Examples

- Continually strives for perfection
- Encourages individual ability and creativity
- Encourages teamwork

The 3 Year Plan

What financial targets do you want to hit in the next three years (sales, profit, gross margin)? What services will you add? What services do you want to get rid of? Do you want to implement and/ or improve a quality, customer service or delivery metric? As a team, describe what your business will have to look like for this to be true.

Examples

- Sales of \$3 million with EBITDA profit of \$400,000 by 2022
- Three shifts running 24/5 by the end of 2021

VISION

THE END GOAL	CORE PURPOSE
THE 3 YEAR PLAN	CORE VALUES
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.

STRUCTURE

Rocks/Goals/Priorities

There will be Company Rocks that may or may not involve everyone on the team. There will also be Individual Rocks. The Company will have three Quarterly Rocks and each person will have three Monthly Rocks. The reason for three is less is more. If you have more than three, typically none will get done. When everything is important nothing is important. With increased focus on just a few rocks, you and your team members will accomplish more.

The One Year Plan

What needs to get done in the next 12 months? What must be true for you to achieve your short-term goals? Are there any regularly occurring items you would like to have part of your company culture? What other important tasks should be accomplished that don't relate specifically to the three year goals but are foundational to grow your company?

Examples:

- Sales of \$1.6 million with EBITDA profit of \$200,000
- A three plus team member second shift running by 9/1
- All new CNC machining centers purchased are Haas, no exceptions

Quarterly

What needs to get done in the next 90 days? (some should relate to the 1-year plan; often involve more than 1 person)

Examples:

- Close \$500,000 of new business
- Post job openings for two 2nd shift positions and interview at least 4 people

Monthly

What can be done in the next 30 days to help us drive quarterly priorities? (at least one rock per person should relate to a Quarterly rock)

Examples

- Close \$150,000 of new business
- Write job descriptions for 2nd shift positions

STRUCTURE

ONE YEAR PLAN	
1.	
2.	
3.	
4.	
5.	

NOTES

STRUCTURE

QUARTERLY ROCKS

OWNER	ROCK	DUE DATE

NOTES

STRUCTURE

MONTHLY ROCKS			
WHO	#	ROCK	DUE DATE
ME	1		
ME	2		
ME	3		
WHO	#	ROCK	DUE DATE
	1		
	2		
	3		

MONTHLY ROCKS

WHO	#	ROCK	DUE DATE
	1		
	2		
	3		
WHO	#	ROCK	DUE DATE
	1		
	2		
	3		

MONTHLY ROCKS

WHO	#	ROCK	DUE DATE
	1		
	2		
	3		
WHO	#	ROCK	DUE DATE
	1		
	2		
	3		

MONTHLY ROCKS

WHO	#	ROCK	DUE DATE
	1		
	2		
	3		
WHO	#	ROCK	DUE DATE
	1		
	2		
	3		

MONTHLY ROCKS

WHO	#	ROCK	DUE DATE
	1		
	2		
	3		
WHO	#	ROCK	DUE DATE
	1		
	2		
	3		

NOTES
