

The logo graphic consists of two overlapping, stylized lines that form a shape reminiscent of a right-angled triangle or a stylized 'S'. The top line is a dark brown color, and the bottom line is a light beige color. They intersect to create a white space in the center.

STONERIDGE CONNECT

2019 Client Conference



Solving The Issues That Exist In Your Business



About the Speaker

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President

Mike spent 15 years at Microsoft in a variety of roles from Support Team Manager to Premier Field Engineer Team Manager. Most recently, he led the Microsoft CRM Support team of more than 130 team members across Fargo, Dallas, Mexico City and India.

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Session Topics

Issues – What
Are They and
Best Practices
for Solving Them

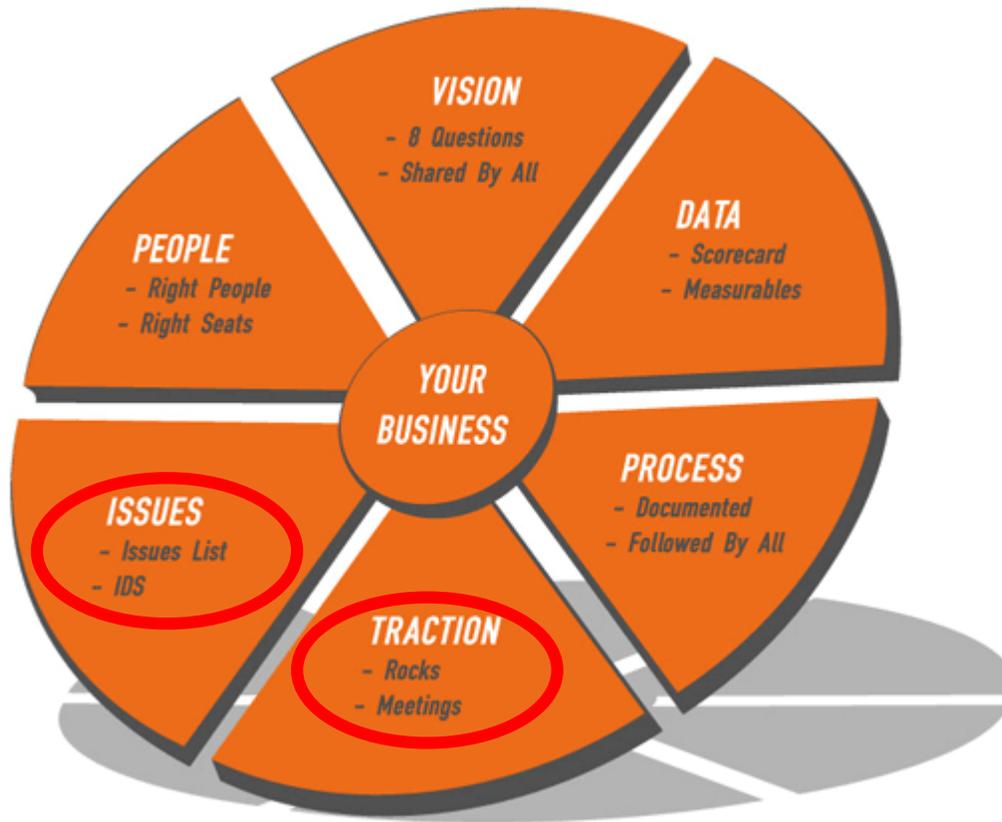
5 Tools That Will
Help You Solve
Issues & Be
More Productive

Putting It All
Together

Resources &
Questions

Solving Your Key Issues

Entrepreneurial Operating System



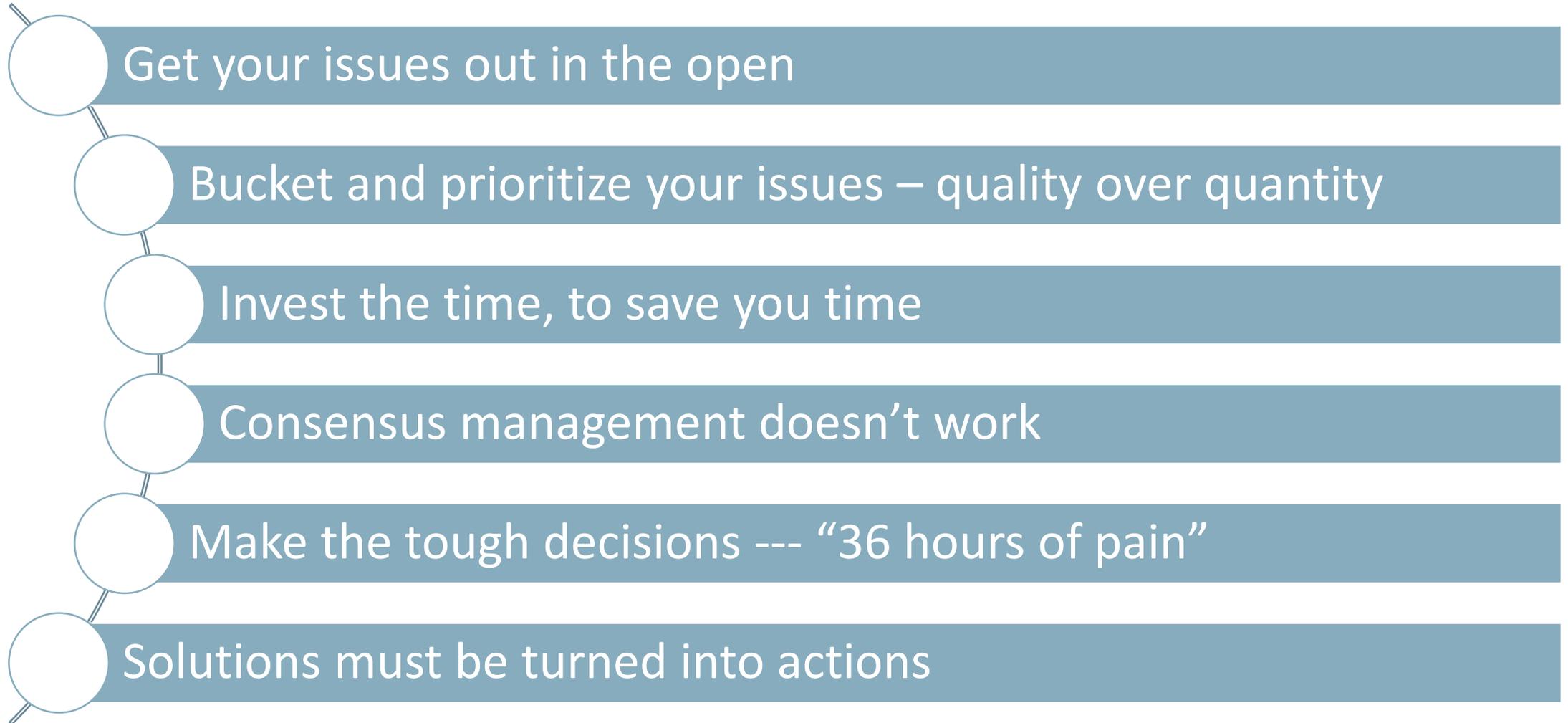
Successful companies:

- Solve their issues
- Reach decisions promptly and change them slowly
- Understand that it's less important **what** you decide than it is **that** you decide
 - Unresolved issues can haunt and plague your business

What Is An Issue?

Issues are obstacles or problems that must be faced to achieve your vision

The Fundamentals of Solving Issues

- 
- Get your issues out in the open
 - Bucket and prioritize your issues – quality over quantity
 - Invest the time, to save you time
 - Consensus management doesn't work
 - Make the tough decisions --- “36 hours of pain”
 - Solutions must be turned into actions

5 Tools

1. Compartmentalize
2. Issues List
3. IDS
4. Rocks
5. Level 10 Meeting

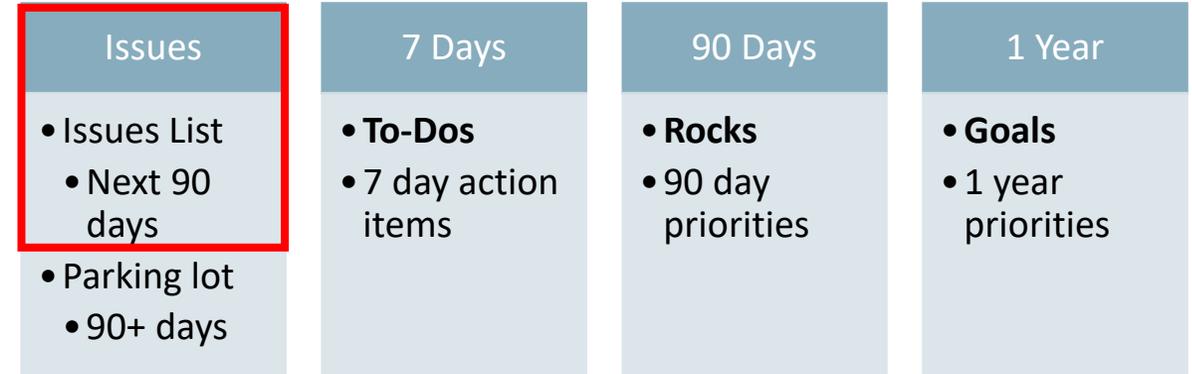


Tool #1: Compartmentalize

Issues	7 Days	90 Days	1 Year
<ul style="list-style-type: none">• Ideas, obstacles, opportunities, and problems• Long Term<ul style="list-style-type: none">• Important, but can wait 90+ days – parking lot• Short Term<ul style="list-style-type: none">• Must be dealt with in the next 90 days• Add to the Issues List for weekly meeting	<ul style="list-style-type: none">• To-Dos• 7 day action items• To-Dos are assigned to members of the team, and due by next week's meeting	<ul style="list-style-type: none">• Rocks• 90 day priorities• 3 – 7 most important things to move your business forward in the next 90 days	<ul style="list-style-type: none">• Goals• 1 year priorities• 3 – 7 most important things to move your business forward in the next year

Tool #2: The Issues List

- Create an environment where people are comfortable raising tough issues
 - Open & Honest
 - Trust starts with leaders



- Build and maintain a list; consistent location and accessible
- Keep, Kill, Combine
- Next step, let's IDS our issues

Issues

- XXXXX Keep (Issue)
- XXXXX Keep (Issue)
- XXXXX Kill
- XXXXX Keep (Issue)
- XXXXX Keep (Parking Lot)
- XXXXX Combine
- XXXXX Keep (Issue)
- XXXXX Kill

Tool #3: IDS

- Issues List
- Always start with your most important issues

Issues	7 Days	90 Days	1 Year
<ul style="list-style-type: none">•Issues List•Next 90 days•Parking lot•90+ days	<ul style="list-style-type: none">•To-Dos•7 day action items	<ul style="list-style-type: none">•Rocks•90 day priorities	<ul style="list-style-type: none">•Goals•1 year priorities

Step 1: Identify

- Don't move forward until you've clearly identified the real issue
 - *This could get uncomfortable as the issue could point back to people*

Step 2: Discuss

- Get everything on the table in an open environment where nothing is sacred
- Say it once – anything else is politicking
- Avoid tangents – call it out, and pull it back to the issue at hand --- stay focused

Step 3: Solve

- Make a solution statement
- Create To Do's
- Make the issue go away forever

Issues

- XXXXX
- 1**• XXXXX
- XXXXX
- XXXXX
- 2**• XXXXX
- XXXXX
- 3**• XXXXX
- XXXXX

Tool #4: Rocks

- Prioritization - If everything is important, nothing is important
- Rocks = the most important things in the next 90 days
- Brainstorm and compartmentalize every quarter to identify rocks
 - 3 to 7 for teams, 1 to 2 for individuals
- SMART rocks
- Accountability

Prioritize rocks first, pebbles second and if there is time, fill your jar with sand



Introduction to the Level 10 Meeting

Common Meeting Problems

- Inefficient
- Distractions
- Sporadic
- Lack focus
- Lack accountability
- Unnecessary attendees

Consistent Meeting Pulse

- Same day
- Same time
- Same agenda
- Start on time
- End on time

What Makes a L10 Meeting Different?

- It's designed to address all the common meeting problems
- It's a time management tool – saves time and increases productivity
- Consistency

Key Items To Get Started

- Decide who will run the meeting
 - Must be willing to move people along and pull them back on track when they drift
 - Consider a facilitator
- Baseline the team so they know what to expect
- Set expectations – this is a mandatory meeting, nothing should be more important

Tool #5: The Level 10 Meeting

Time	Component	Key Notes
5	Segue “Good News” <ul style="list-style-type: none"> Personal & professional bests 	<ul style="list-style-type: none"> Brings human element to the meeting Helps transition from working in the business to working on the business
5	Scorecard	<ul style="list-style-type: none"> Report out --- not meant for deep discussion If something is off track, add it to the issues list
5	Rocks	
5	Headlines	
5	To Do List <ul style="list-style-type: none"> XXX XXX • XXX XXX XXX 	<ul style="list-style-type: none"> 7 day action items Review last week’s to do’s --- creates accountability 90% of your to do’s should be dropping off each week
60	Issues List <ul style="list-style-type: none"> #1 #2 #3 #4 #5 	<ul style="list-style-type: none"> This is the magic – great meetings are created by solving issues Always tackle issues in priority order IDS – Identify – Discuss – Solve Solutions turn into to do’s
5	Conclude <ul style="list-style-type: none"> Recap Cascade Rating (1-10) 	<ul style="list-style-type: none"> If less than an 8, ask why? This allows you to start self correcting and driving to a 10 rating

Putting It Together: Microsoft Planner

The screenshot displays the Microsoft Planner interface for a project named "Client Connect 2019 Demo". The interface is organized into several columns representing different task lists:

- Rocks (Quarterly):** Contains two tasks: "Complete move to new Minneapolis Office" (due 05/03, assigned to Mike Gast) and "Select and roll out new internal tool for Learning Management" (due 05/03, assigned to Eric Newell).
- To do:** Contains one task: "Complete PPT for Stoneridge Connect" (due 04/18, assigned to Mike Gast).
- Issues List (Current):** Contains five tasks labeled "Issue #1" through "Issue #5".
- Parking Lot (90+ days out):** Currently empty.
- 1 Year Goals:** Contains three tasks labeled "Goal #1", "Goal #2", and "Goal #3".

The top navigation bar includes "Board", "Charts", and "Schedule" views. The right side shows "Members" and "Filter (0)".

Solving Issues Lessons Learned

Embrace a Common Model

- Everyone is talking the same language
- Consistent tools & expectations

Trust Is Essential

- Open and honest
- Ask the hard questions
- Always for the greater good

Same Page

- There's nothing more important than keeping your team on the same page
- Anchor back to your vision

Make the Tough Decisions

- The toughest decisions often have the biggest impact

Learn More

Solving Issues

www.eosworldwide.com

[EOS Blog: Overwhelmed with too many to dos](#)

[EOS Blog: Solving the big stuff, the issue solving track](#)

[YouTube: How to run an effective meeting tutorial](#)

[Stoneridge Blog: Take Your Leadership Meeting to a Level 10 Using Office Planner](#)

Microsoft Planner

<https://tasks.office.com/>