

GCE helps
companies
increase the ROI
on their EOS[®]
implementation

Introduction

GCE Strategic Consulting has written this e-book to help you get more out of your EOS® investment. No matter how great EOS® is, you cannot truly realize your Vision without a professional Integrator. As Gino Wickman highlights, "We may have found the root of why your organization is a bit chaotic, why it is not a well-oiled machine, why you're not exactly getting what you want out of your business."

We are NOT certified Implementers, nor are we compensated by EOS® in any way. We are a repeat customer, reference, and recommender, and we offer a variety of services around the Operating System delivering value for over five years now. We believe that EOS® deploys big company structure, thinking, and know-how in a straightforward format that smaller business owners can leverage.

However, the key to your success isn't just the system but the Integrator, either full-time or Bridge (Fractional.)

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The Value of the Visionary and Integrator Relationship

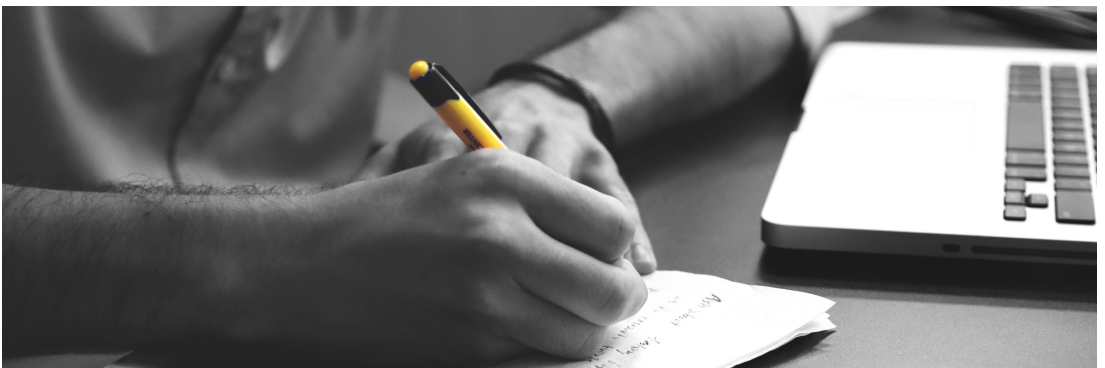
If you genuinely practice EOS®, you understand and appreciate the real value of Integrator and a Visionary alignment, i.e., the V/I relationship. And as you may know, full-time professional Integrators can be expensive. I've heard some people say that an Integrator can cost you 50-70% more than the average owner thinks they should. Therefore many business owners choose not to hire an Integrator - a very dangerous decision according to Gino Wickman:

"One caution: it's vital that you, as a Visionary, trust and work closely with your Integrator. Your Integrator will serve as a great filter for all your ideas and protect the company from the chaos so your organization can stay focused and work efficiently."

For the typical company, with annual revenue of \$30 million or below, paying what a full-time Integrator can earn every year is both unrealistic and impossible in most circumstances.

The Ten Most Common Business Challenges We See Where a True Integrator Can Help:

1. Unclear Vision
2. Poor Data
3. Lack of Process
4. Low Accountability
5. Sub-Par Leadership
6. Lack of Planning
7. Unrealistic Expectations
8. Too Many Surprises
9. Visionary
10. Communication Issues



Short List Of Basic Questions a Professional Integrator Can Help You Answer:

- Why aren't we growing?
- What is the source of our employee turnover issues?
- Why is it so hard to plan and execute across the business?
- Why do I have to do everything here?
- Will I ever be able to take a vacation?
- Why is my team never on the same page?

What Can A Strong Integrator Help You With?

There are many issues a strong Integrator can and will address. Below is a list of what you should expect from a strong Integrator. He/she will:

- Prioritize the greater good of the company.
- Step into chaos and take on the most significant challenges.
- Challenge and push back on the visionary to do more and to do it all better.
- Promote professional and personal development of self and others.
- Drive communications and clarity.
- Operate with extreme accountability.
- Drive your company to make decisions based on facts, not emotions, and course-correct as needed. They seek out resources and achieve satisfactory resolutions.

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If you ask an Integrator what he/she likes the least about being an Integrator, the answer should be nothing - we love it all. The whole purpose of the system is to remove/ resolve anything unwanted or extraneous from your job as the Visionary. The W in GWC® (Get it, Want it, the capacity to do it) means you should like everything you do. The only way to achieve true traction is by having the right Integrator working side-by-side with a receptive and motivated visionary.

What Can Companies Do if They Want to Grow?

They often settle for lower-cost resources with less capacity, less experienced, and poor capabilities. In other words, they execute EOS® (sort of) expecting to get the full value but compromise the most critical role in their company by hiring a weak Integrator.

While the economics make sense, paying for a high-end executive with the qualifications that you need to elevate your business is still remarkably expensive. Most companies end up disappointed and burn through multiple Integrators due to the disconnect between the investment made and the return of that investment.

Based upon our extensive research study by GCE Strategic Consulting and our work with hundreds of Visionaries and Implementers, we have found that when companies first implement EOS®, 85% of the Integrators come from within the company. However, over the next twelve months, more than 50% of those put in the seat fail as the company gets deeper and deeper into the operating system. That failure is expensive, and the cost adds up related to morale, employee churn, and opportunity cost.



Fractional Integrator Buzz!

There is a lot of buzz out there about "Fractional Leadership" and/or "Fractional Integrators." We have a term for this-- Bridge Integrator-- which we will get into later. This isn't a new idea; however, it has evolved. The concept of Fractional started with the CFO, then migrated to the CMO, and now there are many high-level leadership positions that people look at as "Fractional," and in some cases, they should.

Since the 2020 Census is not entirely out, we are going to use data from 2014. If you looked at the small business profile in 2014, according to U.S. Census Bureau data, there were 5.83 million employer firms in the United States. Firms with fewer than Five hundred workers accounted for 99.7 percent of those businesses. Firms with less than 20 workers made up 89.4 percent of companies.



Now let's break down the average incomes for these roles today. These will be very low in some industries and too high in others, so keep in mind that these are averages of both extremes. For this exercise, I will use PayScale.com; however, there are many resources out there for this kind of information. Make sure you plug in applicable experience, demographics information, and years of experience to make it relevant. None of these include bonuses, commissions, equity, benefits, etc.

CMO – Median \$173,797

CRO – Median \$198,408

CFO – Median \$135,706

COO – Median \$143,702

Now you have launched your own business around a great idea that you are confident will take off. Most new business owners tend to think they need to staff every role full-time immediately.

Many startups and companies can't afford one or even two of the above compensation packages. They'll make do with a bookkeeper as the CFO, a salesperson as CRO, an intern for a CMO, and their friend as the Integrator.

They hire a team with next-to-zero business acumen, yet they expect a hard-charging team that can plan and execute flawlessly. Sorry to say, it doesn't work that way. It may save money in the short term, but they ultimately spend and lose a great deal more than they gain due to the high cost of lost opportunity.

What Are Your Options?

1. You could try to do both roles, Visionary & Integrator - and you won't get traction. This goes entirely against the system at its core, and we have found it can increase your failure rate by 82%.
2. You could hire on the cheap - and you won't achieve the results you expected. As our research shows above, this leads to Integrator turnover, often leaving people even to abandon the system.
3. You could hire a part-time Integrator, someone available for limited hours of the day or a handful of days per week. I don't know about you, but I don't want someone telling me they can't answer critical questions or remove roadblocks in my organization after 2 o'clock or before 10 a.m.
4. You could hire a high-end, very expensive Integrator and bear the cost. You have to hope you've hired someone good, proven in the EOS® community, somebody who may even have excellent references.
5. You could retain the services of an expensive recruiter and anticipate paying them up to a 30% commission on the Integrator's salary. Consider a \$200k salary, then add the 30% fee, plus benefits at about 18%. All that adds up to nearly \$300k, and, again, they may still not be the right person for the job! We have spoken to EOS® clients that have told us many of these firms don't want to work with them unless they can make \$60k off the Integrator search. WOW!
6. You could bring in a Bridge Integrator that comes at a price point that meets your budget and elevates your company to the next level and then backfills themselves full-time when the time is right.



Why Do You Want A Skilled Integrator On Your Team?

In my opinion, there are three critical roles in the EOS® community. We hear plenty about the Visionary and the Integrator. However, we must never forget the Implementer. It takes a three-legged stool to drive the fullest value of EOS®. When you have all three legs, which I have been fortunate to have in all of my engagements, you will achieve the highest traction level.

For those new to EOS® here are some critical differences between the Integrator and Implementer discussed by Mark C. Winters in this video.

EOS® is excellent, but what if your client doesn't execute against it thoroughly and there isn't an Integrator owning the Operating System? You're in trouble and have added unnecessary risk to your EOS® practice. Like a Porsche can hug the turns at 120 MPH, it takes the driver to keep it from crashing into the wall.

Our Value To EOS® Clients

We have noticed a massive void in the EOS® community for companies \$20M and below, and we have validated this fact with many EOS® Implementers.

The biggest hurdle, as everyone knows, is affordability. At GCE, we execute at a high level. We fully utilize and operate with EOS® down to our core, putting the right people in the right seats, improving processes, setting clear expectations & communicating using LMA®. We are direct, transparent, and focus on one thing: growing the business for the Visionary. We will get your company to a healthy, robust condition.

Client "We conducted a health check in January with our Implementer, and the company scored themselves at a 47. Ouch! By June, however, just six months later, we scored a 79 - overachieving on every aspect of the P&L, and then we scored an 82 at our annual!"

Simply Put: we can help you get the highest possible return on your EOS® investment, thus allowing you to achieve traction and realize your Vision.



A Better Solution

After speaking with thousands of owners, CEOs, and EOS® implementers, we have a better way.

The fact is that if you want to get the full value out of the system, you can't be both Visionary & Integrator. It would help if you had an Integrator of some form by your side, and they must be skilled and qualified.

One of those ways to start is a Bridge Integrator. So what is a Bridge Integrator? GCE has a group of senior partners such as Ken Paskins who can step in and help take your company to the next level.

We have experience in most business challenges and industries, M&A, High Growth, Slow Growth, Small, Medium and Large and Turn-Around. A Bridge Integrator will supercharge your company. Typically they stay with you for six months to two years, depending on the complexity you are faced with.

Many times we are brought in when people start using the system. This can help train the leadership team how to leverage the systems thoroughly, hold each other accountable, and prime the company to go find that full-time employee when it makes sense."



Why Do You Want A Skilled Integrator On Your Team?

- You know something is broken, but you don't know what, and bringing in full-time help may not make sense as of yet. Bringing in a highly skilled Bridge Integrator can help you identify any issues quickly and surface those with real solutions.
- You are new to EOS® and just started your journey. Don't pick internally to start; you will not get the most out of the system. Unless you can both afford full-time and find someone who knows the system inside and out, a Bridge Integrator is a great way to keep your EOS® implementation pure. According to Mark Winters, even if you use an Implementer, you only see them once per quarter and the Integrator owns the operating system
- You need your leadership team evaluated, and or you need to make some hard calls you don't want to. An experienced Bridge Integrator can come in quickly to solve this.
- You're up against something your team has little experience with, M&A, or new competition.
- You need to professionalize the organization and elevate things to the next level.
- Here is where GCE Strategic Consulting is different. We solve your specific problem with the right solution. That could be a full-time Integrator, Mentoring and Coaching your Integrator or Leadership Team, or a Bridge Integrator. We provide tailored solutions for you and your business, not trying to force anyone's solution on you.

What People Say About GCE Strategic Consulting

Mark O'Donnell

VISIONARY AT EOS® WORLDWIDE AND CERTIFIED EOS IMPLEMENTER AT OPTIMIZE FOR GROWTH

"Late last summer I had a client what was struggling to break through the barrier and speaking with the Visionary we realized it was particularly tied to the current Integrator. I reached out to the EOS® community and was recommended to speak with GCE Strategic Consulting. After connecting with them I introduced them to my client who hired GCE. I found their approach and proven process to drive results was rock solid. They were quickly able to come in and both identify the problem areas and course correct yielding results that were shockingly immediate. Since then I have introduced them to several other clients and I highly recommend them to anyone looking to take things to the next level. As Gino has said very valuable resources to have in the EOS® Community!"

William Anfuso

CO-FOUNDER/CEO LUCIDLY

"I hired GCE to come in and literally help us start a company from scratch due to my strong commitment to EOS® and GCE Strategic Consulting's reputation in the business community. Our product launch targets Visionaries and Integrators to help them form healthier, more productive relationships. During the process, GCE helped us fill out our leadership team, set up our basic business structure along with our advisory board, and use this proven system to gain traction while remaining healthy. I interviewed almost every integrator on the list, I encourage anyone in this system to reach out to GCE"



Why Choose GCE Strategic Consulting?

The GCE Strategic Consulting team comprises high-level executives who have decades of successful business experience and have real-world experience in executing within the system. Also, we don't just manage to focus on the Integrator Seat. We have expertise in Sales, Vision, Finance, and Growth Strategies.

When to Engage GCE and Where We Have Helped EOS® Clients:

1. The system is not being deployed fully and correctly. Hint not the right Integrator!
2. Visionary needs help either short-term or long-term.
3. Turnaround help is needed.
4. Lack of sales and marketing strategy.
5. Executive staff and/or existing "Integrator" needs coaching and elevating due to lack of experience.
6. Something is missing, but you can't dig into it.
7. Going for funding.
8. Merger and Acquisition.
9. Temporary stop-gap across sales, marketing, operation, Integrator, etc.

By looking at statistics and following what Gino Wickman and Mark C. Winters say, you'll see that only 2% of the population has what it takes to become effective Integrators.

Yet, with thousands of EOS® customers out there, it can be difficult to determine which Integrators will yield the results you want. You and your company deserve proven experience and results!

To understand what solution is best for you, reach out to us today at www.gcestrategicconsulting.com or email us at info@gcestrategicconsulting.com.