

EOS WEBINAR MODULE 2

Rocks That Build Capacity Goals Under a Hamiltonian Filter

Entrepreneurial Operating System (EOS) Rocks as a System
Ownership, Capacity Outcomes & Weekly Focus

Joshua Konkle · Chief of Staff Strategist

What You Will Leave With

The distinction that matters: Rocks as a system of focus and accountability — not only a list of goals

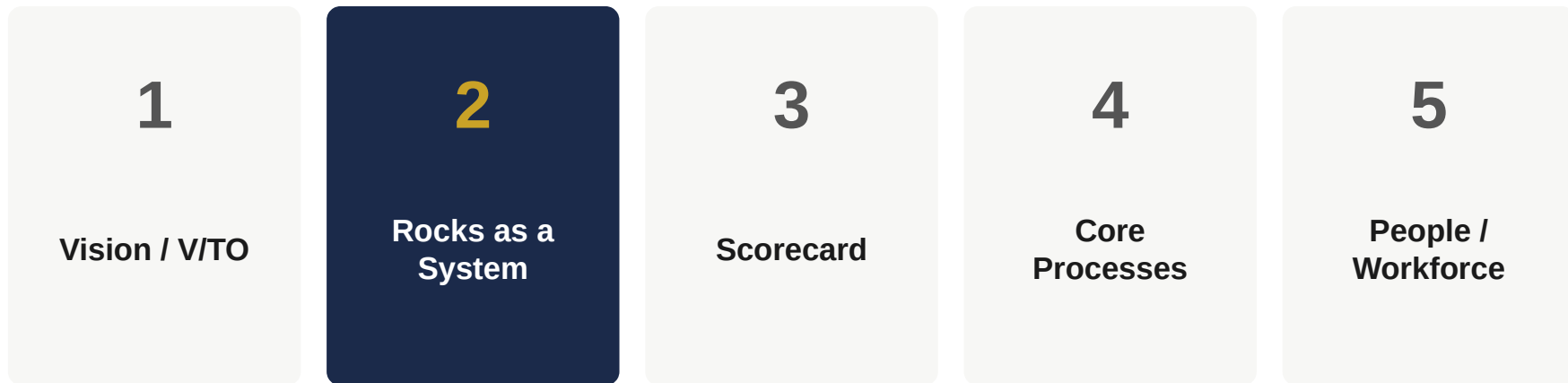
A filter for capacity-linked Rocks versus cost/fill-only Rocks

The failure-mode rule: a Rock that only wins by expanding permanent short-cycle temporary or visa labor on critical seats is a capacity risk, not a win

How capacity Rocks hand off to Scorecard metrics and People seat design

Continuing the EOS Series Arc

Rocks turn Vision into weekly execution. Capacity Rocks keep the system from optimizing cost while strength erodes.



Filter on native Entrepreneurial Operating System (EOS) tools — not a claim that EOS practice is the American System.

Rocks as a System — Not Only Goals

The value is the operating system: few Rocks, clear owners, weekly review, Identify/Discuss/Solve (IDS) when off track.

Goals alone

A wish list on a wall. Easy to write, easy to forget, no forced weekly accountability.

Rocks as a system

Owned, limited in number, reviewed in Level 10 (weekly leadership meeting). Unfinished work is Identify/Discuss/Solve (IDS)'d — not quietly dropped.

Under the filter

At least one Rock builds capacity. No Rock wins only by expanding permanent short-cycle temporary or visa labor on critical seats.

Current Reality

Rocks that read as revenue, fill-rate, or cost cuts — with no capacity outcome attached

Rocks owned by spectators (HR, Finance) who cannot change seat design or process

Level 10 (weekly leadership meeting) that skips red capacity Rocks when the cost line is still green

Quiet dependence on permanent short-cycle temporary or visa labor to hit the number

Diagnostic Questions

Prefer facts over aspirations. Yes / Partially / No is enough.

1. Do we treat Rocks as a system (few, owned, reviewed in Level 10) — or only as an annual wish list?
2. Is at least one Rock explicitly tied to building capacity (pipeline, knowledge, critical seats, elevated process)?
3. Does any Rock assume permanent short-cycle temporary or visa labor coverage as the way to hit the number?
4. When a capacity Rock is red and cost is green, does Level 10 still Identify/Discuss/Solve (IDS) it?
5. Do capacity Rocks point toward a Scorecard metric and seats Module 5 would protect?

Two Competing Rock Models

COST / FILL ROCKS

“Hit the number with flexible labor and lower cost.”

Wins often depend on expanding short-cycle temporary or visa labor on critical seats. Capacity risk stays off the Rock set. Level 10 celebrates green cost.

CAPACITY ROCKS

“Build capability that compounds and makes the operation harder to copy.”

At least one Rock builds pipeline, knowledge, or critical-seat strength. Operator owns it. Red capacity still gets Identify/Discuss/Solve (IDS) when cost is green.

What a Capacity-Linked Rock Looks Like

Not slogans — outcomes an operator can drive in a quarter.

Pipeline

Stand up one veterans or internal pathway that produces candidates for a named critical seat family

Knowledge

Document and transfer institutional knowledge for a process that currently resets every rotation

Seats

Reduce short-cycle temporary or visa share on one critical seat family by a defined amount

Elevation

Automate a low-value step and expand higher-skill American roles in design, maintenance, or improvement

Failure Mode — Capacity Risk

REQUIRED STANDARD

A Rock that can only be hit by expanding permanent short-cycle temporary or visa labor design on critical seats is treated as a capacity risk — not a win.

Green Rock status can hide eroding knowledge and weaker pipelines.

Spectator ownership means nobody who can change seat design is accountable.

Strip or reframe the Rock; put the risk on Issues; link a true capacity outcome instead.

Level 10 Discipline Under the Filter

Level 10 is the weekly leadership meeting. Native Level 10 stays. The filter changes what gets Identify/Discuss/Solve (IDS)'d when numbers conflict.

01 Few Rocks

Enough to focus; not so many that capacity work disappears under noise

02 Operator owners

Someone who can change process, seats, or pipeline — not only report status

03 Capacity when cost is green

Red capacity Rocks still get IDS time; green cost is not a free pass

04 Hand-off language

Capacity Rocks name a metric direction (Module 3) and a seat family (Module 5)

Three Highest-Leverage Moves

1

Tag the set

List current Rocks. Mark capacity-linked vs cost/fill only. Flag any that depend on permanent short-cycle temporary or visa labor design.

2

Add or rewrite one

One capacity Rock with an operator owner and a due date — pipeline, knowledge, critical seat, or elevated process.

3

Protect it in Level 10

When that Rock is red and cost is green, Identify/Discuss/Solve (IDS) it anyway. Link metric and seat placeholders for Modules 3 and 5.

From Rocks Into the System

**Vision/Traction Organizer (V/TO) → Rocks → Scorecard
→ Core Processes → People**

Capacity Rocks make Scorecard and People work real instead of decorative.

Operating in the United States is not workforce-neutral.

Seat design either builds lasting productive capacity or rents weakness.

Next: free companion (diagnostic + 90-day outline) · Module 3 Scorecard · paid 90-Day Sprint for deeper execution support.

Joshua Konkle · @7SwanSwimming · 512-423-5448 · joshua@digitalknowledge.net