

Success Through Strategy

A look at one dealership's EOS journey

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In 2018, Altek Business Systems decided to hire a consultant to introduce a business operating system (BOS) to our C-level team. Seven years later, Altek's choice to adopt and integrate our BOS has driven success throughout the company and made 300% growth over the last seven years not only achievable, but sustainable.

What Is a BOS?

A BOS is a set of practical tools presented in a clear format to run a business with guided focus and strengths. It helps leadership teams clarify and communicate their vision, gain traction with their teams, and provide every employee with accountability and objectives. There are multiple BOSes for our industry, with the Entrepreneurial Operating System (EOS) and Pinnacle being the most popular.

What Is the Difference?

A BOS is the overarching framework that defines how a company operates — its structure, processes, responsibilities and culture. EOS is one specific, proven version of a BOS. It delivers a highly structured playbook for leadership teams, including tools like the Vision/Traction Organizer, Accountability Chart and Level 10 Meetings. EOS is designed for organizations that want a standardized, repeatable system for alignment and execution.

Pinnacle is another BOS that emphasizes customization, growth and owner freedom. While it also provides tools, playbooks and accountability structures, Pinnacle is more flexible than EOS, allowing leadership teams to tailor processes and priorities to their unique cultures, goals and growth strategies.

Taking the Leap

Adopting a BOS can be stressful and intimidating. Making significant changes to how your organization functions is not something most executives welcome, especially when current methods are working well. We embraced that



challenge in 2018 and chose to be open to transforming not only the way we thought about our business, but also how we managed it. Altek brought in a consultant who specialized in the EOS platform. He encouraged us to examine our organization and determine what we, as a team, wanted Altek to become.

Redefining Who We Are

The tools EOS provides, which are comparable to all BOS systems, allowed us to reassess our mission statement, core values and employees. We spent three days with that consultant on the first two items, redefining what we believed Altek's mission statement and core values should represent.

As a senior team, we still remember the two questions that our consultant asked us at the end of those days that changed the view of Altek. After we had redefined our core values and mission statement, he asked: "Would you hire off of this mission statement and these core values?" We emphatically stated we would. Then, he asked, "Would you fire off of this mission statement and these core values?" The room grew silent as we sat there, realizing that several of our employees did not fit this definition of Altek. Our first real exercise in EOS was realizing that we may have had a culture issue. There is no denying the fact that coming to this conclusion was scary for all of us in the room.

The Journey of Implementation

From there, Altek attempted to implement EOS internally, establishing effective meetings and using all the tools we had learned. We recognized we could not manage it alone and engaged a consultant to lead our quarterly meetings off-site. For the next two years, this consultant guided us through three one-day meetings and one annual two-day session, which fostered tough conversations, development and, ultimately, relationships that built honesty within the team, driving growth across the entire company. This shift profoundly altered the trajectory of Altek's success.

Tools That Transformed Our Business

Utilizing tools such as the EOS Vision Traction Organizer, Accountability Chart, People Analyzer, GWC, the 5-5-5, the LMA Questionnaire, Cash Flow Drivers and Leadership Abilities challenged our team to rethink how we managed, led and collaborated. These tools provide structure for examining both major and minor elements of our business while driving the growth our organization seeks.

Extending EOS Across the Company

Over the last two years, Altek has expanded our EOS system to middle management and departmental meetings, resulting in structured sessions throughout the organization. The most significant impact was with our middle management team members, all but one of whom were promoted from entry-level positions. Teaching them to refine their management and leadership skills, and develop their expertise around Altek's EOS, led to enhanced communication, problem-solving and collaboration throughout the organization.

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Overcoming the Challenges

While every business benefits from an operating system, deciding whether a BOS such as EOS, Pinnacle or others is right for your organization comes with its own obstacles. Altek's challenges included navigating differing long-term visions, cultural perspectives and processes for addressing issues within the organization. While these hurdles are substantial for any executive team, we

at Altek believe they were crucial to our success over the last seven years. Discussing a defined shared vision from the entire leadership team, talking about each of our opinions and goals, and creating a vision that the executives were all 100% behind was a daunting task, but well worth the hard and honest conversations. ■

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