Traction: Rocks, Meetings & Issues

Traction is the EOS discipline that turns vision into execution. It is built on three things: **Rocks** (quarterly priorities), **Level 10 Meetings** (weekly execution rhythm), and the **Issues List** (structured problem solving). Without traction, the best strategy stays on paper.

← Back to V/TO

Rocks

What is a Rock?

A Rock is a company-level priority for the current quarter. The name comes from the idea that if you fill a jar with sand first, the big rocks won't fit — but if you place the rocks first, everything else fits around them.

Rules for Rocks:

- Each person has **1 to 7 Rocks** per quarter (3 is ideal)
- A Rock takes the entire quarter to complete — if it takes less than a week, it is a To-Do, not a Rock
- Rocks are **SMART**: Specific, Measurable, Attainable, Realistic, Timely
- At the end of the quarter, a Rock is either **Done** or **Not Done** — there is no partial credit
- Company Rocks are set first; individual Rocks must support them

Good Rock vs Bad Rock

Bad Rock	Good Rock
“Improve marketing”	“Launch partner program landing page and sign 2 pilot partners by 30 Sep 2026”
“Work on billing”	“billing.unicis.tech live and processing first 5 recurring subscriptions by 30 Sep 2026”
“Fix auth issues”	“Better Auth migration complete and deployed to production by 30 Sep 2026”
“Do more community stuff”	“Publish 3 blog posts and reach 500 GitHub stars by 30 Sep 2026”

Current Quarter Rocks

→ View current Rocks in OpenProject

Rocks are set at the start of each quarter during the Quarterly Session and tracked weekly in the Level 10 Meeting.

Rock Status

Each Rock is reported as:

- **On track** — will be done by end of quarter
- ⚠ **Off track** — at risk; needs attention (goes on Issues List)
- **Not done** — missed; reviewed in next Quarterly Session

Level 10 Meeting

What is a Level 10 Meeting?

The Level 10 Meeting (L10) is the weekly heartbeat of Unicis. It is 90 minutes, same day and time every week, with a fixed agenda. Every agenda item has a time box. The meeting is rated out of 10 by attendees at the end — the goal is consistently 8 or above.

> **Unicis L10:** Every **Monday at 10:00 CET**, 90 minutes, via Nextcloud Talk (or Jitsi if 15+ attendees)

L10 Agenda (90 minutes)

Time	Segment	Purpose
5 min	**Segue**	Each person shares one good news (personal or professional). Sets a positive tone.
5 min	**Scorecard review**	Review each metric. Red = goes on Issues List. No discussion here.
5 min	**Rock review**	Each Rock owner says: On track or Off track ⚠. No discussion. Off track = Issues List.
5 min	**Customer / Employee headlines**	Any notable customer feedback, wins, or team news. One sentence each.
5 min	**To-Do list review**	Review To-Dos from last week. Each is Done or Not Done . Not done = Issues List.
60 min	**IDS — Issues**	Work through the Issues List using Identify-Discuss-Solve. Most important issue first.
5 min	**Conclude**	Assign new To-Dos. Confirm next meeting. Rate the meeting 1–10.

Rules for the L10

- Start on time. End on time. No exceptions.
- The same agenda every week — do not add agenda items outside the Issues segment
- All discussion happens in IDS. The first four segments are reporting only.
- To-Dos from the meeting must be done within 7 days (by next L10)
- Meeting notes are saved in Nextcloud under `/Meetings/L10/YYYY-WW` in Nextcloud

Meeting Notes Template

Copy this template to Nextcloud for each meeting:

```
# L10 Meeting — Week [XX], [Date]
Attendees:

## Scorecard
- [Metric]: [Value] —  Green /  Red

## Rocks
- [Rock name] —  On track / ⚠ Off track

## Headlines
-
```

```
## To-Do Review (from last week)
- [To-Do] — □ Done / □ Not done

## Issues Discussed (IDS)
1. Issue:
   - Solution:
   - To-Do:
   - Owner:
   - Due:

## New To-Dos
- [ ] [Action] — [Owner] — due [Date]

## Meeting rating: [X]/10
```

Issues List

What is the Issues List?

The Issues List is a running log of everything that needs to be solved — obstacles, opportunities, disagreements, and open questions. It is not a task list. An issue is something that, if solved well, moves the company forward.

Sources of issues:

- Red Scorecard metrics
- Off-track Rocks
- Incomplete To-Dos
- Anything anyone raises between meetings
- Customer feedback patterns
- Team concerns

IDS: Identify, Discuss, Solve

Every issue on the list goes through IDS during the L10 meeting:

1. **Identify** — State the real issue clearly. Often the issue on the list is a symptom. Spend 2 minutes getting to the root cause. Ask “what is the real issue here?”
2. **Discuss** — Open discussion. All perspectives heard. Time-boxed. The goal is to reach the best solution for the long-term good of the company, not to win the argument.
3. **Solve** — Agree on a clear solution. Assign a To-Do with an owner and a due date. The issue is removed from the list.

> □ **Rule:** An issue is not solved until it has a To-Do with a named owner and a due date.

Issues List in OpenProject

The Issues List is maintained as a backlog in OpenProject under the `EOS / Issues` project. Anyone can add an issue at any time. Issues are prioritised by the team at the start of each L10.

→ Open Issues List in OpenProject

Quarterly Session

The Quarterly Session is a half-day meeting (3–4 hours) held at the start of each quarter. It is separate from the weekly L10.

Quarterly Session Agenda

Time	Segment
15 min	Check-in: good news personal + professional
30 min	Review previous quarter Rocks (Done / Not Done — honest assessment)
30 min	Review V/TO: is anything out of date?
30 min	Identify and discuss top company Issues
45 min	Set next quarter's Company Rocks
30 min	Set individual Rocks aligned to Company Rocks
15 min	Confirm Scorecard metrics for the quarter
15 min	Wrap-up and next steps

Outputs are documented in Nextcloud under `/Meetings/Quarterly/YYYY-QN` and Rocks are entered into OpenProject.

Annual Planning Session

Once per year (typically January), the leadership team runs a full-day Annual Planning Session to update the V/TO, set Annual Rocks, and review the 3-Year Picture. This feeds the V/TO directly.

→ See the Scorecard | → See the V/TO | → See Accountability Chart

Last reviewed: Q2 2026 — next review: Q3 2026 Quarterly Session

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