



**Rocket Fuel Summary**

Working Together



Two forces that are seemingly contract to each other - polar opposites - are actually interconnected and form a dynamic system wherein the whole is greater than the individual parts.

- Visionary's are why people
- Integrators are how people
- By working together and creating good boundaries each has more freedom.
- Need core alignment in relationship to show united front to company
- Some Integrators have Visionary traits that could complement a Visionary's weaknesses. Some Visionaries have Integrator traits that could complement an Integrator's weaknesses.
- Visionary must delegate implementation of ideas to focus on true talents

Integrator reports to the Visionary

Although there is a communication channel with other departments he visionary does not manage them

- Stay on the same page
  - Done via same page meeting
    - Monthly meeting with just visionary and integrator
    - 2-4 hours
    - Meet somewhere outside of office
    - Check in
      - Build issue list (bring issues)
      - IDS
- No End Runs
- An end run happens when an employee goes around a manager to complain or get a better/different answer to his problem.
  - The person being consulted in the end run can listen and coach, but never make a decision.
  - Ask this question at the end "Are you going to tell 'em, or am I going to tell 'em? Because one of us needs to tell 'em."

5 Rules

- The Integrator Is the Tie Breaker
- Decision authority follows accountability chart
  - Issues pertaining to the company, leadership team, and day to day cross department
  - Handle with consensus if possible
  - Integrator has final call (after everyone has been heard) in situations that warrant it
  - Visionary could trump decision but should be extremely rare
- You Are an Employee When Working "in" the Business
- No entitlement carries over into other roles in the company
  - No more rights than any other employee
- Maintain Mutual Respect
- You must share a high level of trust, openness, and honesty as well.
  - Simply put, you should never make a negative comment about your V/I counterpart to anyone in the organization—ever.

The the integrator can help

- Barrier between visionary and company
- Reduce the noise for the visionary so they can focus
  - Manage and hold others accountable on behalf of the visionary
  - Identify items causing the visionary noise and solve and communicate progress
- Protect the organization from disruptive and frequent changes
- Help better communicate and translate visionaries ideas to reduce miscommunication
- Push back on unrealistic plans
- Be candid with the visionary when they are being aggressive
- Hold the visionary accountable
- Out to core focus activities
  - To the other seats they fill in the organization (treated like any employee)
  - When process is bypassed

How the visionary can help

- Show regular appreciation to the integrator
- Clarify vision
- Help solve big problems
- Help employees when vision is needed
- Help with big relationships
- Encourage a sense of urgency when integrator is moving too slow