ROCK WALK

WALK. THINK. SOLVE.

WALK YOUR WAY TO CLARITY

Move Your Body. Clear Your Mind. Move Forward.

Six true stories. Three pillars. A practical method for better questions and meaningful progress.



RICK MOORE

Founder, Rock Walk

A Note from the Founder

The answers are everywhere. Search engines, books, colleagues and now artificial intelligence can offer us more information than we could ever use. Yet people still feel stuck. They are overwhelmed by competing priorities, uncertain about the real problem, or alone with a decision they cannot easily discuss.

I have spent more than four decades in business—as an investor, executive, leader, advisor and coach—asking questions and helping people move forward. I have also spent years running marathons, training for Ironman events, and walking through difficult decisions of my own. Those experiences taught me that the value of a conversation is rarely the speed with which someone gives an answer. It is the care with which they listen, the questions they ask next, and the willingness to return to an issue until something actually changes.

Rock Walk is my attempt to make that kind of thinking partnership available to more people. It is grounded in management ideas I respect, but its defining character comes from the way I work: curiosity, respectful challenge, genuine care for the person, and a determination to translate insight into action. This book is not a promise that a walk fixes everything. It is an invitation to give yourself a better chance of seeing clearly.

My hope is that these stories will remind you of moments in your own life. After each, I ask you three questions. Don't rush them. Take them with you on a walk.

The Three Pillars of Rock Walk

1. Listen, talk and stay accountable

Regular conversations help reveal what is really happening. Listening matters as much as speaking; thoughtful questions matter more than easy agreement. In organizations, a rhythm of daily, weekly and monthly conversations can surface obstacles and build trust. For individuals, Rock Walk seeks to provide a personal version of that check-in.

2. Make room for your Rocks

Stephen Covey's big-rocks metaphor reminds us to make room for what matters most. Modern execution systems, including the Rockefeller Habits associated with Verne Harnish and the EOS approach developed by Gino Wickman, use quarterly priorities and recurring accountability. Rock Walk adapts the idea for individuals: choose one to three meaningful 90-day priorities or obstacles, make progress, and honestly review what remains. Not every obstacle disappears on schedule.

3. Move to create clarity

Walking creates a change of setting and a chance to reflect. It can support creative thinking, but it is not a magic formula. Its real power in Rock Walk comes from combining movement with good questions, purposeful conversation, and time to consider the answers.

The influences—and the distinction

John D. Rockefeller's attention to information, people and organizational coordination helped inspire later discussions of management rhythm; historical claims that he routinely held particular

walking meetings should be treated as inspiration rather than documented fact here. Jim Collins's Good to Great contributes the discipline of confronting brutal facts and focusing on what truly matters. Covey contributes the big-rocks metaphor. Harnish and Wickman contribute modern operating rhythms. Rock Walk brings these ideas together through my lived experience and my approach to questioning.

PART ONE | SIX WALKS THAT SHAPED ROCK WALK

1 | The Road Where My Best Thinking Happened



Long miles create room to think.

Endurance, resilience and the reset

For ten to twelve years, marathon running and Ironman training were part of my life. During that period I was also among the top producers in my industry. I cannot prove that one caused the other, but I know how important those hours of movement were to the way I thought about business.

Long runs created an unusual kind of freedom. I was away from my desk and the constant demand to respond. I could turn a problem over in my mind, look at it from a different angle, or simply allow an idea to develop without forcing it. I often returned with more clarity than I had when I left.

Endurance sport also taught me what happens when the mind begins insisting that the effort is impossible. Athletes call it hitting the wall. I learned a simple response: smile, look around, notice the world, and

keep moving. That small change of attention could shift my experience of a difficult moment. The same principle served me when a business problem seemed to have no good answer.

The lesson was not that I needed to run farther or work harder. It was that I sometimes needed to interrupt the pressure, change my perspective, and return to the problem with a clearer head. That is the origin of the Rock Walk Reset: Smile. Look Around. Keep Moving.

The three pillars in this story

Pillar 3—movement and clarity—is the centre of this story. Pillar 1 appears when reflection becomes an honest conversation with yourself. Pillar 2 appears when you return from the walk and decide which problem deserves your attention.

THREE QUESTIONS FOR YOUR NEXT WALK

1. When have you felt so overwhelmed or mentally exhausted that you could no longer see a useful next step? What was happening?

2. What helped you regain perspective—movement, conversation, rest, or something else?

3. Looking back, did you address the real obstacle, or did you simply push harder against the same problem?

YOUR POSSIBLE 90-DAY ROCK • Build a repeatable reset before your next difficult decision.

2 | The Morning Walk That Made Us Better



The daily walk for coffee, where ideas were tested.

Why some of my most valuable meetings never happened in a meeting room

Financial markets can be fiercely competitive. Information is precious, original ideas matter, and the pressure to be right is constant. I sometimes became inward-looking, protective of my thinking and susceptible to self-doubt. Why share an idea with someone who might be competing with me?

At my firm, a small group of colleagues began walking for coffee every morning about an hour after the markets opened. The walks took twenty or thirty minutes. There was no agenda or presentation. We talked about markets, investments, strategies and clients. More importantly, we challenged one another—sometimes brutally.

Why do you believe that? What evidence supports it? What happens if your assumption is wrong? What have you overlooked? We listened

rather than waiting for our turn to defend a position. A good question could expose a weak idea before it harmed a client, or turn an interesting thought into a much stronger investment thesis.

The camaraderie mattered as much as the analysis. We could disagree without making it personal. A challenge was not a rejection of the person; it was a contribution to the thinking. And because we walked every day, an idea could mature across many conversations.

I believe our clients benefited from ideas that had been tested and refined in this way. Those walks showed me that sharing a thought with people who care enough to question it can make it more valuable. Rock Walk should offer that same respectful challenge—not automatic agreement, but better thinking.

The three pillars in this story

Pillar 1 is central: listening, questioning and a consistent daily rhythm. Pillar 3 is present in the walk itself. Pillar 2 appears as the group returns to the investment questions that matter rather than chasing every distraction.

THREE QUESTIONS FOR YOUR NEXT WALK

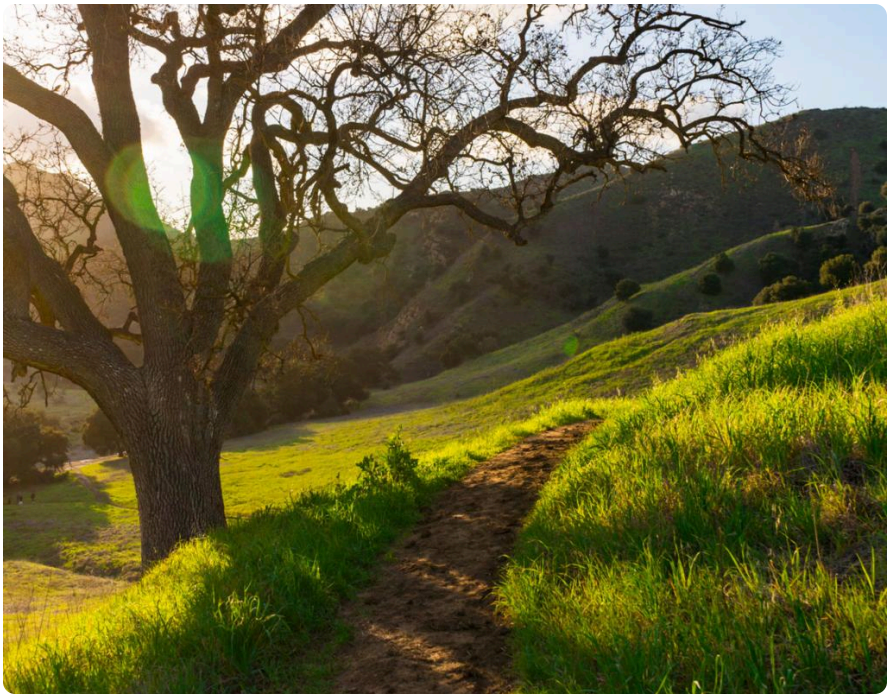
1. When have you held back an idea or concern because you feared criticism or competition? What was at stake?

2. How did you test your thinking, and who helped you challenge it?

3. In hindsight, was your concern really about protecting the idea, or were confidence, trust or assumptions part of the obstacle?

YOUR POSSIBLE 90-DAY ROCK • Create a regular opportunity for one candid, constructive conversation.

3 | Seven Days in the Santa Monica Mountains



The Santa Monica Mountains: space to move, listen and think.

I did not need a new career. I needed a new perspective.

There was a period when I felt stagnant in the career I had spent my adult life building. I was successful, but the excitement and sense of purpose had faded. I was seriously considering leaving financial markets altogether.

I chose a seven-day retreat in the Santa Monica Mountains. Technology was not allowed. Our days included vigorous hikes, yoga, massage and simple, carefully prepared low-calorie food. There were about fifteen other people, many highly intelligent and accomplished, whose experiences and perspectives were different from my own.

Sometimes I hiked with a small group. The conversations were rich and unexpected. At other times I walked alone, taking in the extraordinary landscape and giving myself long periods of uninterrupted reflection. The group conversations introduced possibilities; the solitary walks allowed me to consider what they meant.

I returned with a renewed sense of purpose. I joined two advisory boards, entered an area of finance I had not previously experienced, and excelled professionally. But the renewal was personal too. I coached my sons' hockey team and appreciated being a husband, father, son and brother to a remarkable family.

I had gone to the mountains wondering whether I needed to leave the career I had built. I came back understanding that I still had opportunities within it—and that my life was richer than the narrow professional question I had been asking. The circumstances had not magically changed. My perspective had.

Not everyone can disappear into the mountains for a week. But almost everyone can create a little space to move, listen and think. That is part of what Rock Walk should make possible.

The three pillars in this story

Pillar 3—vigorous movement and reflection—was unmistakable. Pillar 1 came through listening to others and examining my own thinking. Pillar 2 emerged when I chose meaningful next steps in my career and personal life.

THREE QUESTIONS FOR YOUR NEXT WALK

1. When have you felt stuck enough to consider a major change? What was happening around you and within you?

2. What did you do to create perspective, and whose views did you seek?

3. Looking back, did the situation itself need to change, or were there overlooked options, needs or priorities beneath your frustration?

YOUR POSSIBLE 90-DAY ROCK • Choose one concrete step toward a more purposeful next chapter.

4 | The Problem Wasn't Necessarily the Employee



Ask another question before accepting the first explanation.

Ask another question before accepting the first explanation

One client seemed to have a new crisis every time we spoke. Almost invariably it was someone else's fault. An employee had failed, a task had been done incorrectly, or a team member lacked confidence. He had built a successful business, but the tension was mounting. I worried about what would happen if the pattern continued.

We decided to take a walk. He began describing a woman on his team who, in his view, could not do her job. He told her repeatedly what she was doing wrong, yet the same mistakes continued. He believed she lacked self-confidence.

Instead of agreeing, I asked how much training she had received. Did she have a clear job description? Did she know which key performance indicators defined success? What would success in her role mean for the company? The answers revealed little formal structure. We went

wider: Did the other employees have these things? Did he have them for his own role? How often did the team meet? There were no regular meetings.

Then I asked about behavioural profiles. He said the team had completed DISC profiles, but they had never used them. As we looked at the different styles, another possibility emerged. This was a dominant, direct leader communicating in much the same way with every employee. Yet people differ in how they prefer to receive information, feedback and support. A profile is not a diagnosis or a box to put someone in; it can be a starting point for more thoughtful communication.

We had started with an allegedly incapable employee. We arrived at questions about training, expectations, leadership, communication and accountability. None of this proved the employee was blameless. It showed that we did not yet know enough to make a fair judgment.

That walk is central to Rock Walk. I do not want an app that accepts a user's first description and immediately delivers generic advice. I want it to listen, ask the next question, go deeper, and help the person discover the problem they can actually work on. Sometimes the person asking for help is part of the system that needs to change. A caring thinking partner must be willing to explore that respectfully.

The three pillars in this story

Pillar 1 is the engine: listening and progressively deeper questions. Pillar 2 is the work that follows—clear roles, training, communication and measurable improvement. Pillar 3 provided the setting in which a defensive complaint became a more open conversation.

THREE QUESTIONS FOR YOUR NEXT WALK

1. Think of a recurring problem you have attributed to another person. What was happening?

2. What did you do to resolve it, and what questions did you ask about your own role?

3. Did you uncover the real issue, or might missing expectations, training, communication or other factors still be hidden beneath the complaint?

YOUR POSSIBLE 90-DAY ROCK • Identify one recurring frustration and investigate its root causes before acting.

5 | The Three-Million-Dollar Walk Through a Snowstorm



Conviction carried through a Winnipeg snowstorm.

When the presentation disappeared, our conviction remained

We had started a fintech company with an ambitious plan to change a stagnant industry. We had secured a meeting in Winnipeg with a serious industry player—a meeting that could transform our young business. We arrived on a bitter winter evening with our presentation ready.

At the hotel, the taxi driver accidentally slammed the trunk lid onto my business partner's head. He took it in stride, and we agreed to review the presentation at breakfast. But the next morning he had been terribly ill overnight and appeared to have suffered a concussion. While struggling through the laptop presentation, he inadvertently erased it. We tried everything we could think of to recover it. Nothing worked.

Then a winter storm brought another problem. Taxis were reportedly two or three hours away. Our destination was visible in the distance, but far from close. We had dress shoes, suitcases and deep, wet snow. We began trudging toward a meeting for which we now had no slides.

The situation was absurd. We talked. We strategized. We laughed. Somewhere along that cold, uncomfortable walk, the panic gave way to a realization: we knew this business cold. We knew the industry, the problem and the opportunity. We did not need a PowerPoint to manufacture conviction. We already had it.

We decided to tell the truth about what had happened and have a genuine conversation. We would bring enthusiasm, humility and the knowledge earned through all the work that had led us there. The meeting could not have gone better. Later, sitting in the airport, we added up the sales revenue commitments: more than $3 million.

That result came from preparation, relationships and the merits of our business—not from the weather. But I believe the walk helped us rediscover what the morning's chaos had obscured. The presentation was gone. Our experience, understanding and conviction were not.

A practical note: someone who may have a concussion needs appropriate medical attention; this story is not advice to work through a head injury.

The three pillars in this story

All three pillars appear. Pillar 3: movement and a change of perspective. Pillar 1: honest conversation, listening and questioning assumptions. Pillar 2: the team refocused on the essential objective—communicating the opportunity—rather than the lost tool.

THREE QUESTIONS FOR YOUR NEXT WALK

1. When has a plan fallen apart just before something important? What was happening?

2. How did you respond, and who helped you rethink the situation?

3. Did you solve the underlying challenge, or were you so focused on a missing tool or failed plan that you overlooked the strengths and options you still had?

YOUR POSSIBLE 90-DAY ROCK • Identify the essential outcome behind a plan that is currently frustrating you.

6 | The Meeting Everyone Dreaded —Until They Didn't



A short daily huddle can change how people experience work.

A daily huddle can change how people experience their work

As CEO of a company with people working in different geographic locations, I saw how easy it was for capable employees to become isolated. Everyone was busy, but they did not necessarily know what colleagues were doing, where the business was heading, or whom to ask when something went wrong.

We introduced short daily huddles, weekly team conversations and monthly reviews. The purpose was simple: share progress, surface obstacles and maintain a clear picture of our direction. Initially, many people were uncomfortable. Some were quiet. Others were wary of admitting that they needed help. What was meant as support could feel like scrutiny.

But we kept the rhythm and worked to make the conversations safe and useful. Gradually, people opened up. One person's obstacle

became another person's opportunity to help. Questions were asked earlier. People saw how their work mattered to the wider organization. Trust grew, and individuals developed alongside the team.

That experience gave me a question I could not shake: what about people who have no such team? The leader with nobody above them. The manager who does not want to expose uncertainty to direct reports. The professional working among competitors. The young person who is unsure whom to ask.

Even when a company offers support, its priorities and the individual's needs may differ. The organization wants results; the person may need confidence, direction, better communication, or a healthier relationship with work and family. Both matter.

I want Rock Walk to be a personal huddle: a regular, private opportunity to discuss what matters, identify roadblocks, examine progress and be asked the next useful question. The conversation should adapt to the person's preferences and circumstances rather than assuming everyone thinks alike. And it must belong to the individual—not become a back door for an employer to monitor private concerns.

The lesson from those company meetings was not that more meetings are better. It was that the right conversations, held consistently and with care, help people feel heard and make progress. Rock Walk brings that principle to a person walking alone.

The three pillars in this story

Pillar 1 is the foundation: listening, trust, huddles and follow-through. Pillar 2 gives the conversations direction through priorities and 90-day reviews. Pillar 3 is how Rock Walk turns the meeting rhythm into an accessible walking practice, although the original company meetings were not necessarily walks.

THREE QUESTIONS FOR YOUR NEXT WALK

1. When have you felt isolated in your work or hesitant to ask for help? What was happening?

2. How did you seek support or create a regular way to review your progress?

3. Did you address the true obstacle, or were trust, expectations, personal motivation or communication needs still going unspoken?

YOUR POSSIBLE 90-DAY ROCK • Establish a personal check-in rhythm that belongs to you.

PART TWO | TURNING INSIGHT INTO PROGRESS

The Personal Huddle



Turn a walk into one clear next step.

A one-time conversation may produce insight. A recurring conversation creates the chance to test whether anything has changed. Your Rock Walk huddle can be brief: name the issue, examine what is beneath it, choose one action, and revisit the commitment on a later walk. The app is intended to remember only the context you choose to retain and use it to ask better follow-up questions.

Daily: What matters today? What is getting in the way? Weekly: What did I commit to, what happened, and what did I learn? Monthly: What patterns are repeating? Every 90 days: Which Rocks moved, which remain, and what deserves focus next?

Choose Your 90-Day Rocks

A Rock is not every task on your list. It is a priority or obstacle significant enough that progress on it would change something important. Choose no more than three to begin. State each clearly: what needs to change, why it matters to you, how you will recognize progress, and the first action you can take.

A Rock might be learning to have difficult conversations, finding direction in a career, building a reliable team rhythm, improving health habits, or making space for family. It is yours. Do not let an employer's scorecard become your only definition of progress.

At the end of 90 days, review the evidence honestly. A Rock may be completed, refined, continued or replaced. Some important problems take longer. The discipline is in facing reality and acting, not pretending every difficulty has a deadline-friendly solution.

Your First 20-Minute Rock Walk

Minutes 0–5 | Notice

What is on my mind? What am I feeling? What decision or obstacle deserves this walk?

Minutes 5–10 | Question

What facts do I know? What am I assuming? What might someone else see differently?

Minutes 10–15 | Go deeper

What is beneath the surface problem? How might I be contributing? What would change if I solved the real issue?

Minutes 15–20 | Commit

What one action will I take, by when, and how will I know whether it helped?

If you get stuck: smile, look around, keep moving. Give yourself permission to pause the analysis. Return when your attention has settled. If you are walking in traffic or on uneven terrain, put safety ahead of the conversation.

Why Rock Walk Is Different

AI can supply an answer in seconds. That is not enough. Rock Walk is designed around an approach developed over decades of real business and personal experience: listen carefully; question the first explanation; adapt the conversation to the individual; challenge respectfully; identify what matters; and return to see whether action followed.

The ambition is not to imitate a human relationship or claim that an app knows you better than you know yourself. It is to make a useful thinking practice available when a colleague, mentor or trusted friend is not. The user remains in charge of their choices. Rock Walk should make room for professional ambition and for the life surrounding it.

A Closing Invitation

If one of these stories reminded you of your own experience, start there. Choose a question at the end of that chapter. Go for a walk. Think about the answer. Ask what you might be missing. Decide on one action. Then return to the conversation.

You do not need a seven-day retreat, an Ironman training schedule or a Winnipeg snowstorm to make space for clarity. You need a willingness to move, listen, question and act.

Move Your Body. Clear Your Mind. Move Forward.

— Rick Moore

About the Founder



Rick Moore has spent more than four decades in capital raising, financial markets, executive leadership, corporate development, investing, advisory work and business coaching. His experience includes leading organizations and working with hundreds of business owners. He is also a marathon runner and two-time Ironman Canada finisher. Rock Walk brings together his professional experience, his approach to asking questions, and his belief that movement and meaningful conversation can help people build better careers and lives.

Notes on Influences and Evidence

Stephen R. Covey, First Things First (with A. Roger Merrill and Rebecca R. Merrill): the big-rocks priority metaphor. Jim Collins, Good to Great: disciplined thought and confronting difficult realities. Verne Harnish, Mastering the Rockefeller Habits and Scaling Up: meeting rhythms and quarterly execution. Gino Wickman, Traction: the EOS Rocks framework.

Marily Oppezzo and Daniel L. Schwartz, "Give Your Ideas Some Legs: The Positive Effect of Walking on Creative Thinking," Journal of Experimental Psychology: Learning, Memory, and Cognition (2014): evidence that walking can improve performance on certain creative-thinking tasks. This does not establish that walking improves every kind of decision or guarantees outcomes.

The six stories are first-person recollections. The Winnipeg figure refers to a sales revenue commitment as recalled by the founder, not a representation of cash collected. The leadership examples are anonymized and illustrate approaches rather than independently verified performance outcomes. Behavioural-style tools are aids to conversation, not clinical assessments or fixed labels. Rock Walk is a reflective support tool, not a substitute for medical, mental-health, financial or legal professionals.