

the Great Game of Business[®]

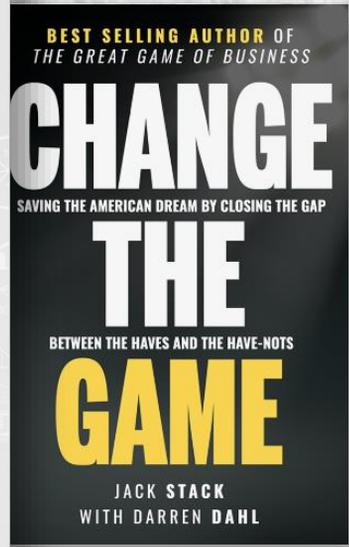
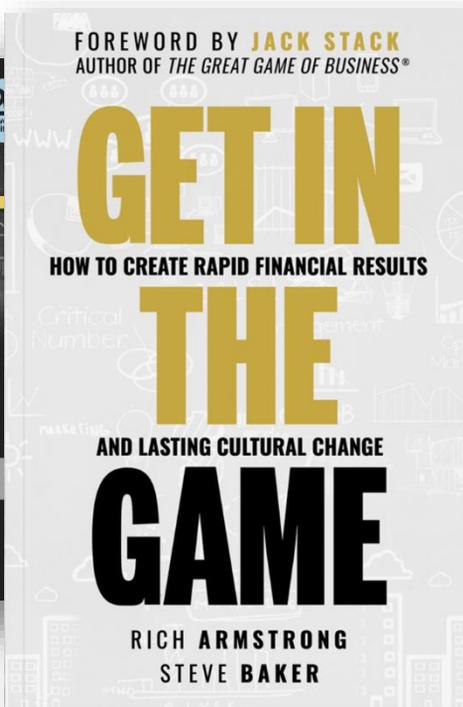
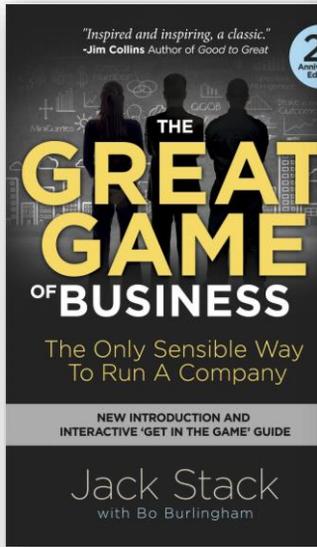


**BUSINESS
SYSTEMS
SUMMIT**
Volume 2

MiniGames[™] Workbook

Rapid financial results. Lasting cultural change.





The “What”

The Origin Story of Open-Book Management

The Great Game of Business started a business revolution by introducing the world to open-book management, a new way of running a business that creates unprecedented profit and employee engagement.

The “How”

The Definitive Guide on Implementing The Great Game of Business.

Get in the Game is a Practical Guide to create rapid financial results and cultural change. It outlines the 10 Steps of Implementation with case studies from real practitioners, with all the tools, tips and hacks that our Coaches use to implement The Game.

The “Why”

Closing the Gap Between the Haves & Have-Nots

Change the Game is an inspiration, brimming with case studies of enlightened capitalism and transformed lives. This powerful book explores the impact of a business and financially literate population in every sector.

Download the Original GGOB AudioBook at:
www.greatgame.com/systemHUB

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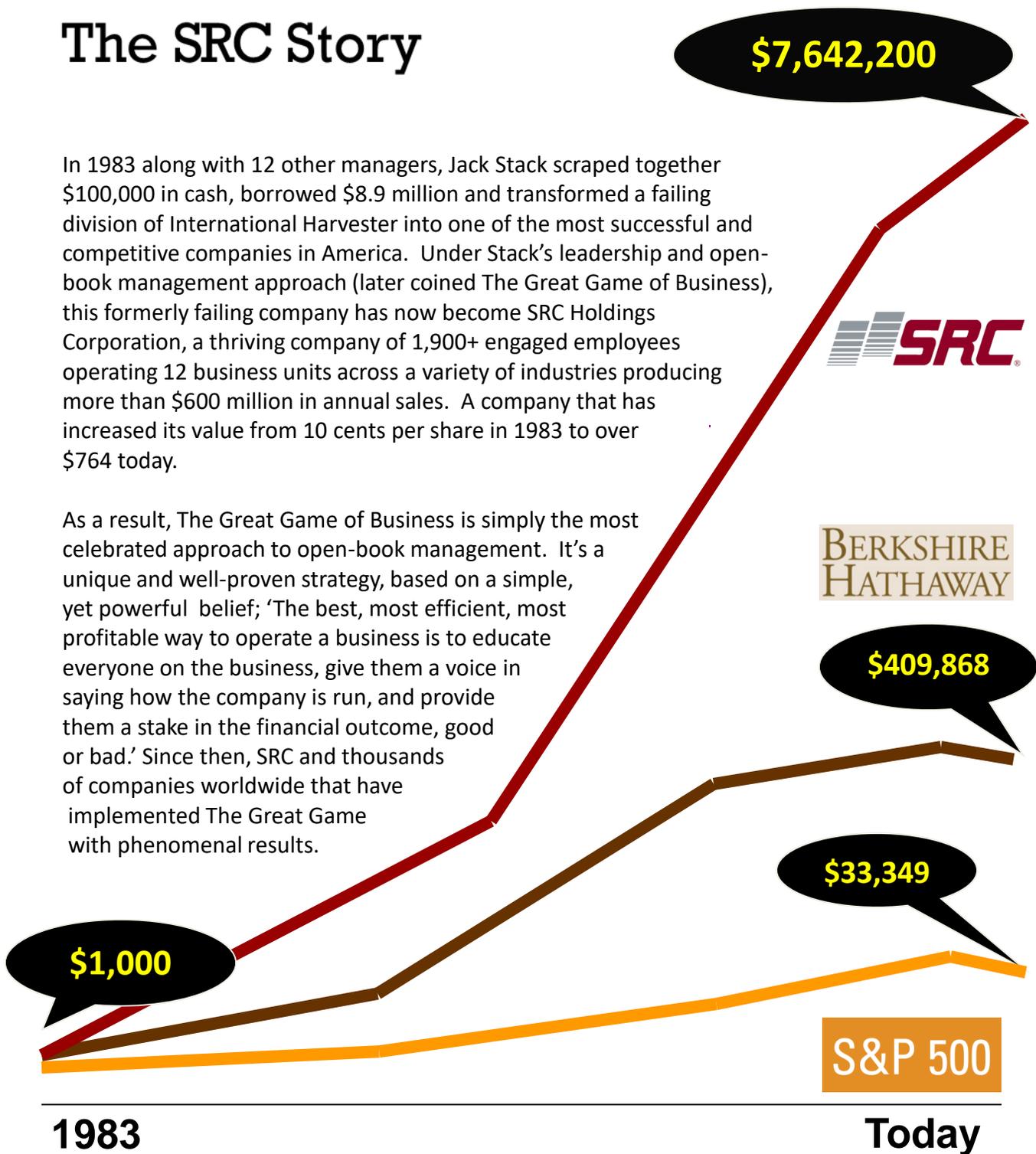
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The SRC Story

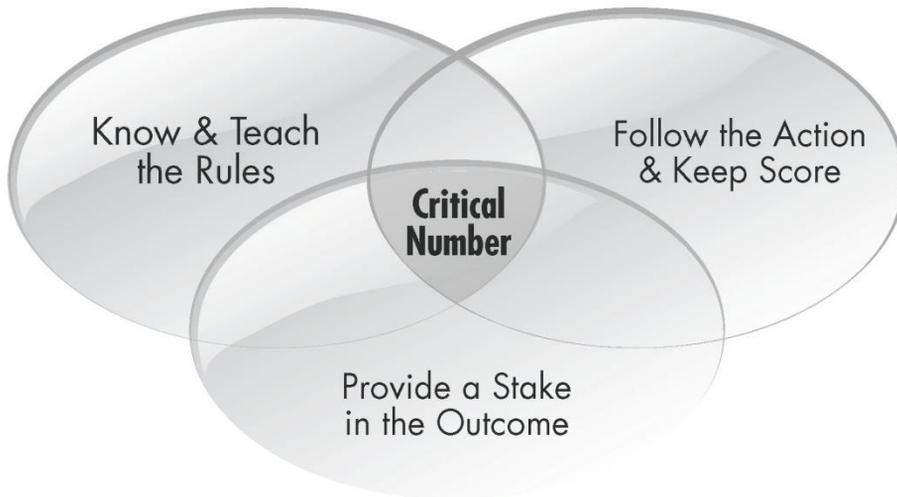
In 1983 along with 12 other managers, Jack Stack scraped together \$100,000 in cash, borrowed \$8.9 million and transformed a failing division of International Harvester into one of the most successful and competitive companies in America. Under Stack's leadership and open-book management approach (later coined The Great Game of Business), this formerly failing company has now become SRC Holdings Corporation, a thriving company of 1,900+ engaged employees operating 12 business units across a variety of industries producing more than \$600 million in annual sales. A company that has increased its value from 10 cents per share in 1983 to over \$764 today.

As a result, The Great Game of Business is simply the most celebrated approach to open-book management. It's a unique and well-proven strategy, based on a simple, yet powerful belief; 'The best, most efficient, most profitable way to operate a business is to educate everyone on the business, give them a voice in saying how the company is run, and provide them a stake in the financial outcome, good or bad.' Since then, SRC and thousands of companies worldwide that have implemented The Great Game with phenomenal results.



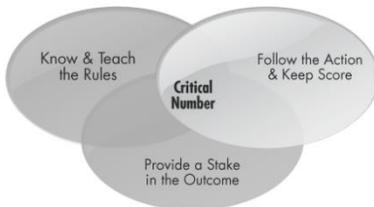
If you invested just \$1,000 in SRC in 1983, you'd have \$7.64 Million today.

The Principles & Practices of GGOB



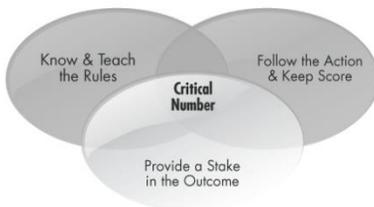
Know & Teach the Rules

Financial Transparency & Education
High-Involvement Planning™
The Critical Number™



Follow the Action & Keep Score

Keep Score - Scoreboards
Follow the Action - Huddles
Forward Forecasting



Provide a Stake in the Outcome

Rewards & Recognition
MiniGames™
Ownership

Know & Teach the Rules

Financial Transparency & Education:

The financials are often the only report card in the company that shows the collective contribution of each and every department and individual in the company. So, why not use them to bring people together?

If the strategy is to create a “Business of Businesspeople, People” it follows that employees must learn the language of business—the financials. Nothing can duplicate the informal, practical learning that comes with keeping score and following the real numbers day in and day out. But, there is definitely a place for formal financial transparency and training—if it is done right.

High-Involvement Planning™:

When the Game is created with broad participation—specifically the people who are closest to the action and who understand the realities—it creates a level of commitment and alignment that just can’t be matched. High-Involvement Planning helps companies transform their planning process from an annual, time-consuming ritual to a highly informative, educational journey that involves everyone at every level of the company in understanding the big picture and the importance of looking forward into the marketplace.

The Critical Number™:

Focusing on the Critical Number is an essential step to getting everyone focused and accountable for results. The Critical Number defines winning. It rallies people around a common goal and a focus on what’s most important and critical to the company’s success. When the Critical Number is correctly identified, targeted, and tied to a reward—the rules of the Game have been set. The Critical Number becomes the focus of the Game.

Once your people know what’s critical to success, they must then understand what they can do to drive that success. Identifying the right drivers helps everyone begin to understand what they can do, both individually and as a team, to influence the Critical Number and bottom-line financial results.

Follow the Action & Keep Score

Keep Score (Scoreboards):

Winners are fanatics about keeping score. They understand, if you're not keeping score, it's just practice. The primary objective of keeping score is to simply and consistently inform the players if they are winning or losing and who is accountable

Follow the Action (Huddles)

Following the action through a series of Huddles provides a rhythm of communication where everyone is kept informed, involved, and engaged in moving the company forward.

Forward Forecasting:

You can't change history. Forward forecasting is the fundamental way in which Great Game companies communicate the numbers and create forward-looking looking, educational, and results-focused focused Huddles.

Provide a Stake in the Outcome

Rewards & Recognition:

All who directly participate in strengthening the company likely do so because they have some form of a stake in the outcome. They come to work to win, because they know their work will result in a significant reward, recognition, and ownership in the outcome.

MiniGames™:

MiniGames are short-term, intensely focused, rapid improvement campaigns designed to affect a change, correct a weakness, or pursue an opportunity within the company. There is a team goal, a scoreboard, and a reward for winning.

Ownership:

Not all who play the Great Game of Business can or will share equity. Those who do share equity understand that employee ownership doesn't guarantee success. But experience and research have shown that employee-owners owners have a different attitude about their company, their job, and their responsibilities that increases the likelihood that their company will be successful. For more information on employee ownership, contact the National Center for Employee Ownership at nceo.org.

MiniGames™ are played to...

- Affect a change.
- Reinforce business education.
- Build teamwork.
- Develop a winning attitude.

Affect a Change

The primary reason for playing a MiniGame is to strengthen the business by driving results through improved performance. MiniGames help companies boost workgroup, departmental and corporate performance by focusing on an operational or financial number that represents a weakness or an opportunity. MiniGame teams are challenged to find solutions to current problems and take advantage of current opportunities—whatever it takes to get to the goal!

Reinforce Business Education

MiniGames are one of the most effective tools used to “build a business of business people”. As a short-term version of The Great Game, they reinforce key components of success—goal setting, mutual responsibility and performance management—by teaching players to track, measure and report team activity, by showing them how they can contribute to team success and by rewarding them when they do.

Build Teamwork

MiniGames provide the players on a team (workgroup, department, company) with a shared, common goal. While individual contribution is valued, individuals must unite as a team in order to reach the goal. MiniGame rewards are based on the success of the team. The shared reward gives each player a vested interest in helping his/her team achieve its goal.

Develop a Habit of Winning

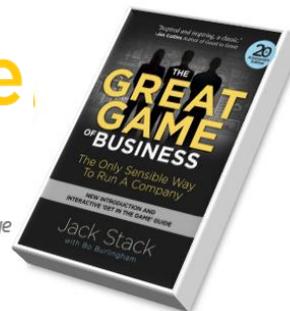
MiniGame play creates a winning environment where winners are recognized and results are rewarded. MiniGames instill the desire to win and, used often, can make winning a habit.

MiniGame™ Design Steps

1. Select the objective – *The targeted problem or opportunity.*
2. Set the improvement goal – *X to Y by when?*
3. Estimate the benefit – *The potential impact/return.*
4. Identify the players – *Who can impact the game?*
5. Determine the time frame – *Long enough to accomplish the goal or change the behavior.*
6. Create a theme – *Be Creative!*
7. Design a scoreboard & set a huddle schedule – *Simple and easy to understand, reviewed often.*
8. Decide on prizes & determine an award schedule – *Motivating and memorable.*
9. Play the game – *Plan promotions and appoint a scorekeeper.*
10. Celebrate the win – *How and when will the win be celebrated?*

the
GreatGame
of Business®

Rapid Financial Results | Lasting Cultural Change



Line of Sight / Potential Targets

	Inspiration	My Ideas
Revenue	Revenue: Face Time Renewals New Product Launch	

_____	Direct Labor: Time Sheet Compliance Reduced Overtime Time off Prime	

_____	Material Cost: Waste / Scrap Rework Shrinkage	
COGS		
_____	C Suite: Diversification CS: Client Satisfaction Mktg: Web Visits	

_____	Accounting: AR Days HR: Retention IT: Data Input/Cleanup Maint: Uptime	
Gross Profit		
Expenses	Office Supplies Housekeeping Communication	

_____	Culture: Morale Wellness Recruitment	

Net Profit		

Tip: Picking the Right Target

- Who Created the Game?
- Whose 'Number' is it?
- Is Winning Clearly Defined?
- Will We Change Behavior?
- What's the Benefit in Dollars & Beyond?
- Are We Competing with Each Other, or The Number?

Inspiration:

Biggest Issue	Biggest Opportunity
Pain in the Butt	Morale Booster
Bottleneck/Hurdle	Quickest Win



Tip: Develop a Creative Theme

- Is it Fun?
- Does It Inspire & Engage?
- Whose 'Theme' is it?
- Will We Remember It?
- Are We Leveraging the Senses?
- Does It Carry Through Scoreboard & Rewards?

Inspiration:

The Team	The Season
The Prize	The Location
The Goal	Pop Culture



Tip: Prizes & Rewards

- Who Chose the Rewards?
- Lots of Chances to Win?
- Are There Graduated Levels?
- Is Winning Clearly Defined?
- Will We Remember Winning?
- Are Rewards Commensurate with Effort?

Inspiration:

Think Experiences	Ask!!!! Don't Tell!!
Think Food	Avoid Cash
Think Personalized	Let Your Theme Inspire



Create a MiniGame™

1. Select the objective: The targeted problem or opportunity.

TIP: Need Ideas?
See Tip Sheet

2. Set the improvement goal: X to Y by when.

TIP: Avoid "All" or
"Nothing" Goals

3. Estimate the benefit: The potential impact/return.

TIP: Calculate the
Financial Impact -
Show Me the Money!

4. Identify the players: Who can impact the game?

TIP: Engage All
Who Can Help
Move the Number!

5. Determine the time frame: Long enough to accomplish the goal/change the behavior.

TIP: 6 Weeks
to 90 Days

6. Create a theme: Be creative!

TIP: Refer to Tip
Sheet for
Inspiration

7. Design a scoreboard & set a huddle schedule:

Simple and easy to understand, reviewed often.

8. Decide on prizes & determine an award schedule: Motivating and memorable.

TIP: Check out
Reward Tips

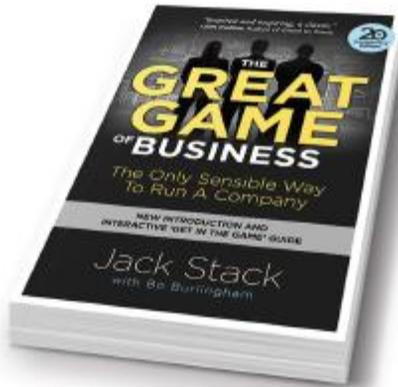
9. Play the game: Plan promotions and appoint a scorekeeper.

10. Celebrate the win: How and when will the win be celebrated?

MiniGame™ Checklist

- Establishes line of sight
- Everyone has a chance to win
- Rules are clear and simple
- Easily measured & scored with a simple, meaningful scoreboard
- Frequent scoring for constant reinforcement
- Competition against a problem or opportunity, not each other
- Scoring rewards positive outcomes, rather than penalty scoring
- Limited duration, or early first round winners
- Prizes encourage participation, not competition
- Prizes reward performance, not motivate performance
- Goal is meaningful to the team's overall performance
- Scorekeeper to settle disputes
- Incorporates business training to aid understanding
- Promotes long-term change
- Doesn't cause problems for other workgroups or departments

Resources. Training. Coaching. Workshops.



When practicing The Great Game of Business (GGOB), the breakthrough comes when companies shift from focusing on an event (bonus plan, financial literacy program, etc.) to using the GGOB as an operating system to run their organization. The Great Game is a system, a pattern, a strategy, a way of thinking. If you want to fully leverage the power of The Game, you must treat it as a system and persistently work it.

The Great Game of Business, Inc. provides resources, training, coaching and workshops to help you learn and implement this system successfully. With over 30 years of experience, we have helped thousands of companies worldwide achieve rapid financial results and experience lasting cultural change.

Featured in: **Forbes** **FORTUNE SMALL BUSINESS** **Inc.** **WALL STREET JOURNAL** **The New York Times**

"The payoff comes from getting the people who *create* the numbers to *understand* the numbers."

-Jack Stack, CEO of SRC Holdings Corp.

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