

Anderson Precision

Location: Jamestown, NY

2017 Revenues: \$18.1 million

Employees: 108

The Critical Number™: Net Operating Profit Before Tax

Playing the Game

Results

The biggest transformation GGOB brought to Anderson Precision was in its people. “The GGOB implementation process provided unexpected deep personal development opportunities,” says Steve Godfrey, president and co-owner of Anderson Precision. “It forced team members to reflect on how their actions impacted others. It broke down barriers between owners, managers, and front-line employees.” By giving employees information and teaching them the rules of The Game, the team collectively reduced consumables from \$390,000 (8.9% of sales) to \$324,000 (6.7%) or \$66,000—while top-line sales also increased 11.5%.

“The Great Game of Business has changed Anderson’s culture. Everyone’s enjoyment of work has improved and everyone is more proud of where they work. I also learned to budget in my home life and got myself out of debt. I no longer live paycheck to paycheck.”

– Ashley Sample, Business Unit Manager

ANDERSON PRECISION

Company Background

Anderson Precision was originally founded in 1891 as a machine repair business. Today, the company is a contract manufacturer that primarily provides components to the automotive industry and ships up to 100 million turned components per year.

Challenge

Build alignment between employees and global market demand in a more than 125-year-old business. Part of that challenge was convincing the team that they needed to change how they had worked in the past.

Solution

The Great Game of Business provided a framework for the Anderson Precision team to align everyone around a common goal while elevating everyone’s capabilities. To help ensure a successful adoption, the design team included five shop-floor employees, three managers, and the two owners, and everyone in the business began a financial literacy training program.

MiniGame™ Spotlight

Anderson Precision has completed more than 15 MiniGames, with 65 people participating in at least one, since they launched The Game in June 2017.

Godfrey estimates that his team achieved at least \$500,000 in annualized savings from playing MiniGames over the past 12 months.

For example, one MiniGame called the “Lock and Load” focused on improving the utilization of a \$325,000 CNC machine tool by teaching everyone processes and established behaviors that improved the return on investment and how, by doing so, they would all share in a Stake in the Outcome.

The Anderson team has also used MiniGames to deal with the challenge that transparency without consistent education is not effective. “At times, our team gets trapped into thinking that the company’s results are beyond their control and individuals lose their line of sight to the Critical Number,” says Godfrey.

As a result, the company’s Culture Committee launched a company-wide MiniGame called “Line of Sight” to help everyone understand how they impact the scoreboard.

“You can leverage the GGOB framework to grow management and leadership skills. The Game forces senior leadership to grow their empathy muscle. It provides tremendous opportunities to hone your ability to feel what other people feel.”

Steve Godfrey, President

What’s Next?

While Godfrey says the team has not yet completed a full High-Involvement Planning™ (HIP) cycle, they have put the foundational elements—frequent huddles, the Culture Committee and periodic company surveys—in place. Each week the committee works from a detailed agenda and plans next steps for the GGOB program. The team also has a goal to adopt the other HIP practices—such as contingency planning and linking our employees to the marketplace—in late 2018.

“The Big Picture is all about motivation,” says Godfrey. “It’s giving people the reason for doing the job, the purpose of working. If you’re going to play a game, you have to understand what it means to win. When you show people the Big Picture, you define winning.”

“The Great Game of Business makes you feel like you are part of something bigger. Because of playing the Game, excitement has increased and we are more team oriented. It also makes you feel a sense of self worth in your job.”
– Chris Boedecker, CNC Machinist