

Playing the Game

Results

The financials have become as important to each team member as they are to the owner and the accountants. Each team member understands the impact each financial decision has on the overall picture.

About 18 months ago, they were looking to make a capital expenditure and it was discussed multiple times in the Huddle as they looked at the impacts of it on the overall financial statements.

The company's culture is now full of fun, excitement, ownership thinking, and teamwork. The team works together towards their shared goals and help each other to succeed. "With our discussions, Huddling, team building and ethics, we have an unstoppable team!" says Bekah Keehn, open-book coordinator.

One of the biggest changes for ATL was how much more engaged employees have become in running the business—especially in the past year. "People are asking great questions to our accounting department on why the numbers end the way they do. We are working harder as a team to reach and exceed goals we have set and getting excited about where the company is going!" says founder Lynn Perenic.

"The Great Game of Business has motivated and engaged our employees to understand not only the bottom line and how their actions affect that line, but also how each and every employee's actions affect fellow co-workers and their impact on the bottom line. – James Beesley, Account Manager



Company Background

Argent Tape & Label (ATL) is a certified Women-Owned Small Business that manufactures pressure-sensitive labels used by customers in the industrial, automotive, pharmaceutical, and consumer industries.

Challenge

Prior to playing the Great Game of Business, ATL was in serious financial trouble and was close to shutting its doors. Staff had been cut from 25 to just three full-time associates. The company needed a way to get everyone working together to save the business.

Solution

Share information, the good and the bad, with associates so that every individual has a clear understanding of how they impact the company and which line items represent their performance and contributions.

MiniGame™ Spotlight

ATL has found that MiniGames have been effective at addressing multiple challenges inside the business, from continuous improvements, to tackling open tasks, and improving various efficiencies.

One recent example of a successful MiniGame was aimed at reducing the number of production rejections—with a result where the team eliminated any reductions for an entire month. Another MiniGame generated more than 35 ideas from team members about how they could increase margins by improving efficiencies and reducing costs.

“Prior to working at ATL and ever reading Jack Stack’s The Great Game of Business, I had no idea that companies ever ran like this. I was always under the assumption that owners were very private with their bottom line. This was a completely new concept to me. It’s changed me in the way I look at my own personal finances and how my family and I can make a difference in our bottom line. Just by being “open” & honest with where the money is coming and going. I’ve spoken with several other companies and explained to them how OBM involves EVERYONE. We’re no longer “just doing our jobs”, we feel we have a Stake in the Game.” – Carrie Steinbrick, Sales Service

“The GGOB has completely changed my conception of how a business should operate. No longer am I just an employee—I am empowered to make business-related decisions each day, providing a stake in the outcome. The GGOB system has taught me to think like an owner and to evaluate operations as such. When you lead a business with transparency front and center, everyone is able to participate in making the business better and stronger.”

Ryan Stefanski, IT Manager

What’s Next?

While the ATL team has had success playing MiniGames, it has struggled at times to get everyone on the team involved in playing them—which is a goal for the coming year.

The ATL team is also honing its High-involvement Planning™ process. In the coming year, the team wants to improve its contingency plans as part of its annual strategic plan by making it more detailed and specific on how they would implement those contingencies if needed.