

Highlights

Rapid Financial Results; Lasting Cultural Change

Flood first encountered the Great Game of Business in 1995, when he brought Jack Stack's book along with him on a cruise for vacation. At the time, his business was struggling. Morale was poor and profits were slim. Flood was also having trouble keeping his people engaged. "The weight was on my shoulders and I didn't know how to get past it," he says.

Coincidentally, a customer had sent him a copy of the book, which he stashed on a bookshelf. Luckily, he remembered it in time to take with him on his cruise. What he read so excited him, he wasn't sure it was real. To find out, he went straight to the source. As soon as his ship docked, he ran to the first pay phone he could find, where he placed a call to Stack in Springfield, Missouri. A few weeks later, Flood traveled to Springfield to see it in action. He left a few days later with a plan to implement the Great Game in his own business.

"I could see after visiting Jack in Springfield that he had his employees fully engaged in what made the company tick," says Flood, who also attended the first ever Gathering of Games. "His people thought and acted like owners, and I wanted that."

When he got back to Texas, Flood kicked off what turned into a year-long implementation of the GGOB, which included a weekly company huddle – a tradition that continues today, 22 years later and counting.

By teaching every employee in the company to think and act like an owner, and how they can impact the bottom line, Daryl Flood, Inc. has grown from \$14 million in annual revenue in 1995 when they started playing the Game, to a projected \$110 million in 2017 with zero debt.

"Playing the Great Game of Business has helped to create a culture in which all of our employees understand our vision, strategy and the month-by-month benchmarking process that helps the company grow," says Flood. "Our number one goal is to 'Satisfy the Customer.'"



Organizational Background

Daryl Flood, Inc. is a relocation and logistics warehouse and transportation company with worldwide partners through Mayflower Transit, United Van Lines and UniGroup Worldwide Moving. The company currently has five wholly owned subsidiaries spread over 14 locations. While about half the company's revenue comes from domestic relocation, it has expanded into new areas, including international and commercial relocation, GE appliance home delivery, and 3PL warehousing. "We have always been unique in that we are a one-stop-shop," says Daryl R. Flood, who founded the company 35 years ago.

"I am grateful to work at a company that strives for transparency and education on the principles of GGOB. The concept of 'ownership' and knowing that input from me and my peers is valued is an awesome feeling."

~ Lauren Tripp,

Senior Marketing Specialist

Playing the Game Together

By implementing the Great Game of Business, Flood says his employees now understand that their top priority is to make the company more valuable. "Our team takes ownership of the important business objectives that make companies successful, like revenue, profit and cash flow," he says. "By doing so, they create more opportunities in the form of jobs, financial rewards and promotions."

Constant huddling, from the department level up to the company-wide meeting, which they call the "Great Huddle," is a key component in getting the team at Daryl Flood playing well together.

"The communications here are really special," says Janet Livingston, Director of Customer Care and a former 17.5-year SRC and Great Game of Business employee. "It's something that anyone who visits us comments on." Livingston says her new company is also really good at onboarding new employees, especially those coming on through acquisitions, by getting them into the Great Game of Business early on. "It's a priority to teach every individual how we do business differently than they might be used to, as a way to set the expectations of how we can move forward together," she says.

"I have seen that when you do not hold to your commitment of weekly huddles to share financials and current events, the players fall out of the game. They lose focus on the traction they gained and the direction they are going. Weekly huddles keep the team moving forward and their eyes focused on the 'big picture.'"

~ Chris Torres, Manager of United Operations-Dependable RELO

What's Next?

Flood says that despite the success his business has gained from playing the Great Game of Business, he's excited to boost their gameplay by introducing more high involvement strategic planning into their culture that will help the business plan for the coming future, including future acquisitions the company may make. "This will provide a window into our long-range thinking and what will be needed to accomplish our goals," says Flood. "It also provides stability and hope for a better tomorrow."