

A black and white photograph of two men in business suits. The man on the left is looking down at a tablet held by the man on the right. The man on the right is wearing glasses and has his hand on the tablet. On the desk in front of them are several documents with charts and a pen. The background is a blurred office setting.

GETTING STARTED *with* **the GreatGame**
of Business®

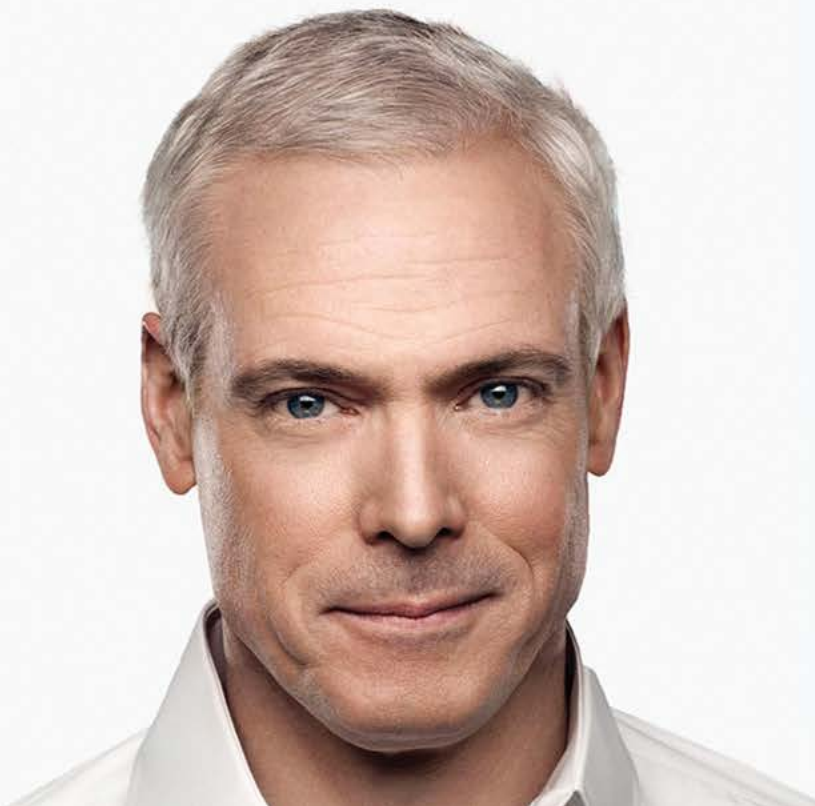
“

The whole concept of ***The Great Game Of Business*** is beautiful. Consistency, alignment, and transparency infused with core values and brought to life with powerful mechanisms. It's inspired and

I N S P I R I N G”

GOOD TO GREAT AUTHOR, JIM COLLINS

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



RAPID FINANCIAL
RESULTS

LASTING CULTURAL
CHANGE

YOU are an entrepreneur.

YOU have a calendar that isn't just Monday through Friday.

YOU have a schedule that isn't even remotely nine to five.

YOU hold yourself 100% accountable.

YOU get things done.

YOU take risks, create jobs and fuel growth.

YOU speak the language of business.

WHAT IF?



EVERYONE spoke the same language?

EVERYONE including line workers, bookkeepers, sales reps & custodial staff understood?

EVERYONE understood what winning meant?

EVERYONE held each other accountable?

EVERYONE drove your company to new heights?

It's time you crushed the clock-puncher mentality and threw "It's not my job," out the window. It's time you put the language of business back into business and unleashed the entrepreneur in every man & woman in your company. It's time you gave your people a chance to play The Great Game of Business— and WIN.

WARNING:

THE GREAT GAME OF BUSINESS ISN'T FOR EVERYONE

If you're not ready to learn, teach, share and be involved, The Game isn't for you. If you have something to hide or want to use numbers and information to manipulate and control people, find another approach. But, if you're interested in improving results and the lives of the people helping drive those results, The Game might be exactly what you need.

"I wanted people to see business the way I saw business. I wanted them to realize it didn't have to be an instrument of exploitation or a tool of greed, and you didn't need an MBA to understand it."

Jack Stack is Founder,
President and CEO of
SRC Holdings Corporation

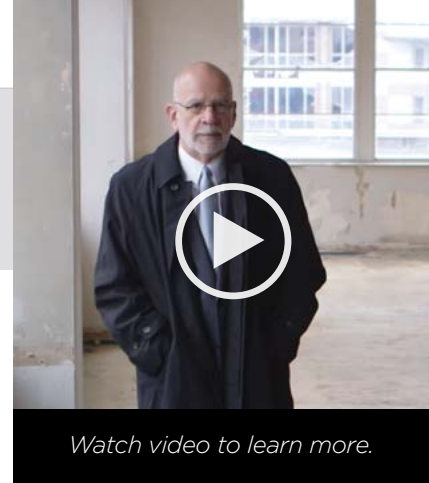


THE SRC STORY

"If value is most important to you, this is the only methodology that gets you there." Randy Haran, *Texas Air Composites*



Scan for more information

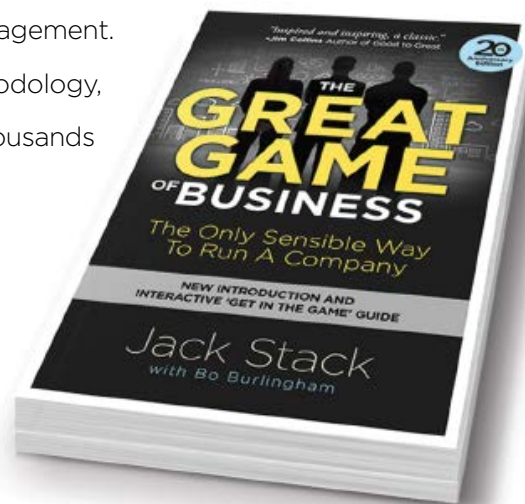


Where it all began.

In 1983, International Harvester was in deep financial trouble. Jack Stack and 12 managers were trying to save 119 jobs at the company's engine remanufacturing facility in Springfield, Missouri. They scraped together \$100,000 in cash, borrowed \$8.9 million and transformed a once failing division into one of the most successful and competitive companies in America.

Under Mr. Stack's leadership and open-book management approach (*later coined The Great Game of Business*), this formerly failing company is now SRC Holdings Corporation— a thriving company of 1,600 engaged employees operating 14 business units across a variety of industries producing \$600 million in annual sales. A company that has increased its value from 10 cents per share in 1983 to over \$435. As a result, today *The Great Game of Business* is simply the most celebrated approach to open-book management. It's a unique and well-proven strategy. It's a book, a methodology, a training company and a community that has helped thousands of companies worldwide transform the way they think about business.

The Great Game of Business has been published in 10 languages and cited in over 100 other business books and 130 scholarly articles.



*"The Great Game of Business
changes lives and how things
get done. It works—in life and
at work."*

Debbie Schroeder,
American Electric Power



“If anyone had doubts about the power of open-book management and the impact of The Great Game of Business has had on our company, they should just take a look at the results. We accomplished a turnaround while navigating the most difficult commodity markets in the history of the company.”

Michael Kiolbassa, Kiolbassa Provision Company, Inc.



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The Great Game of Business takes an open-book approach

If you’ve heard of Open-Book Management, you might understand it to mean “sharing financial information with employees.” Although that’s true, it’s only one small piece of a much larger operating system—The Great Game of Business. You can share all the financial data in the world with your employees, but the questions are: Will they understand it? And what will they do with it? The Great Game of Business is a way of running a company that gets everyone—at all levels of the business—as informed, involved and engaged as the owner is in making the company successful. It’s about fully engaging employees by teaching them how the business works and what’s critical to its success. This includes understanding how profitability is driven, how assets are used and how cash is generated. But most importantly, it includes understanding how their day-to-day actions and decisions can make or break the business. The heart of The Game is very simple: We believe the best, most efficient, most profitable way to operate a business is to give everybody in the company a voice in how it’s run and a stake in the financial outcome—good or bad. Our ultimate goal is to create a “business of businesspeople” who think, act and feel like owners.



“Over the past three years we have increased our employee engagement, knowledge of the company and our revenue (over 51%) by practicing open-book management!”

John Martin,
Caltex Protective Coatings



“Practicing the Great Game is like flicking a big switch that suddenly illuminates the financial landscape of a business for your staff; the transparency enables you to build accountability up and down your organization, engage and empower your people and deliver better results to the bottom line.”

Ed Dorian, Dorian Drake International



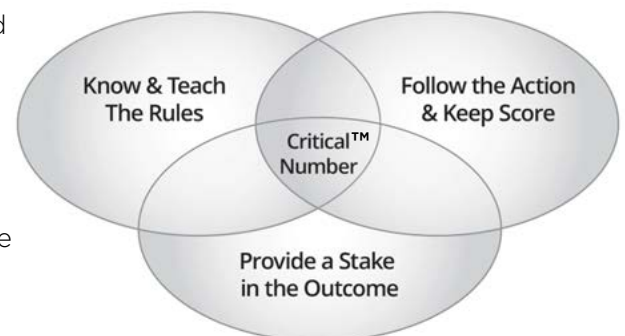
The Principles and Practices of The Great Game of Business

Know and Teach the Rules

Financial Transparency and Education: Opening the books only works when people are taught to understand them. Financials are often the only report cards that show the collective contribution of 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,” employees must learn the language of business—the financials. Nothing can duplicate the practical learning that comes with keeping score and following real numbers day-in and day-out.

High-Involvement Planning: When The Game is created to encourage broad participation—especially from those closest to the action—there’s a level of commitment that can’t be matched. High-Involvement Planning transforms the planning process from an annual, time-consuming ritual to a highly informative and educational journey that allows everyone at every level of the company to understand the big picture and importance of looking forward in the marketplace.

The Critical Number™: This is the financial number that defines winning. It becomes the focus of The Game for everyone in the organization. The Critical Number™ is an essential step in getting everyone focused and feeling accountable. It rallies people around a common goal and shows what’s most important 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. Once your employees know what’s needed to succeed, they must understand what they can do to drive the 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 financials.





Follow the Action and Keep Score

Scoreboards: If you're not keeping score, it's just practice. All winners are fanatics about keeping score. The primary objective of the scoreboard is to simply and consistently inform the team if they are winning or losing and which players or departments are accountable.

Huddles: You can't call new plays if you don't call a team meeting. Huddles provide a rhythm of communication that keeps everyone informed, involved and engaged in moving the company forward. They allow the team to follow the action.

Forward Forecasting: You can't change history. Forward Forecasting is the fundamental way companies playing The Game communicate the numbers and create forward-looking, educational and results-focused Huddles.

Provide a Stake in the Outcome

Rewards and Recognition: With a stake in the outcome, there's more to gain—and lose. Employees directly participating in strengthening the company likely do so because they have some form of stake in the outcome. They come to work to win, because they know their work will result in a significant reward or recognition and ownership in the outcome.

MiniGames™: Short-term focus translates to long-term success. MiniGames™ are short, intensely focused, rapid improvement campaigns designed to make a change, correct a weakness, or pursue an opportunity within the company. Like the The Great Game, there is a team goal, a scoreboard and a reward for winning.

Ownership: Getting employees to think and act like owners are some of the most powerful things any leader can do. Not all playing The Game can or will share equity. And those who do understand that employee ownership doesn't guarantee success. But experience and research have shown that employee owners have a different attitude about their company, their job, and their responsibilities that increases the likelihood of measurable and sustainable success.



OUR PROCESS

"I would recommend GGOB as a management practice because it's the ONLY sensible way to run a business!."

Lynn Perenic,
Argent Tape & Label



The idea that The Game and Open-Book Management are one and the same is one of the many myths people commonly associate with The Great Game of Business. To help better separate fact from fiction, we've compiled a list of our most frequently asked questions.

Does “opening the books” mean I have to share everything, including financial compensation?

No. We don't think it's necessary or beneficial even to share individual compensation. Instead, we aggregate salaries and benefits into one line on the income statement, and that lump number is important for people to see and monitor. The goal is to keep things focused and simple and to drive a common understanding of your company's critical number so your team knows how to move that number in the right direction. Don't deluge them with too many numbers in the beginning, but don't “hide” information from them either. We recommend consolidating the financial statement so similar line items are grouped together. But, if you don't really intend to be open about sharing information about the business, don't start.

Doesn't sharing financial information cause more problems than it solves? Not if it's done properly and with the right intention. Opening the books has to be connected to strategic business objectives, and employees need the knowledge and tools to use the financial information they're given. Nail down those pieces and you'll see that your people can use their newly acquired business skills to focus their energy wherever they'll have the greatest impact.

Most employees aren't even interested in their company's numbers, are they? Most employees never see any performance numbers, so they become apathetic about their ability to influence them. A recent survey found that 66% of employees expressed interest in learning how their company was doing financially, and 75% said they'd work harder and smarter if they could understand their company's financial statements.

What if our CFO can't get real-time financial information to employees?

You get the critical numbers you need to run your business—cash flow, billable hours, order backlog—every day. Real-time information is actually created by the people closest to the numbers, not by the accountants.

When people see how much we're making, won't our customers demand we lower our prices and suppliers choose to raise theirs?

Your customers and suppliers are probably already making these demands and changes. What you really have to consider is if you'll be better off with employees who think and act like owners or with employees that are kept in the dark.



If we share our financials, won't they ultimately reach our competitors?

Thousands of companies playing The Great Game share their numbers without experiencing competitive backlash. Open-book companies take a different view of this age-old fear—they see the dangers of secrecy as being more problematic than the risks of openness. In fact, the level of employee engagement gained through openness can give Great Game practitioners a huge competitive advantage. Recently, Jack Stack reminded a group of visitors that SRC has been giving tours of our plants for 30 years. We welcome everyone to attend a seminar, sit in on a company Huddle and tour a plant where they see our financials plastered on a seven-foot tall whiteboard. Never has a competitor taken the opportunity to come for a visit.

Will we find the time to train employees, have weekly huddles, and keep scoreboards updated?

Your commitment and investment in education and communication will pay back in the form of increased productivity and profitability. Yes, it will take time and discipline to realize these returns, but they will come. Can you play The Great Game of Business in a company that has multiple locations, commissioned salespeople, or a very diverse language background? Yes. Many companies with a variety of backgrounds and setups have successfully implemented The Game. Keep in mind the report cards (financial statements) of any business are universal.

Will it work in a very large company?

Yes. Getting a sense of teamwork, consensus and open communication is of course more difficult as the size of a company grows, but if you break your organization down into smaller teams that naturally exist in your company it will be easier. We are experiencing this ourselves with the growth of SRC. Getting senior management support really helps the effort. And once the business is broken down, the process of getting started becomes similar to that within a smaller company.

FAQ'S

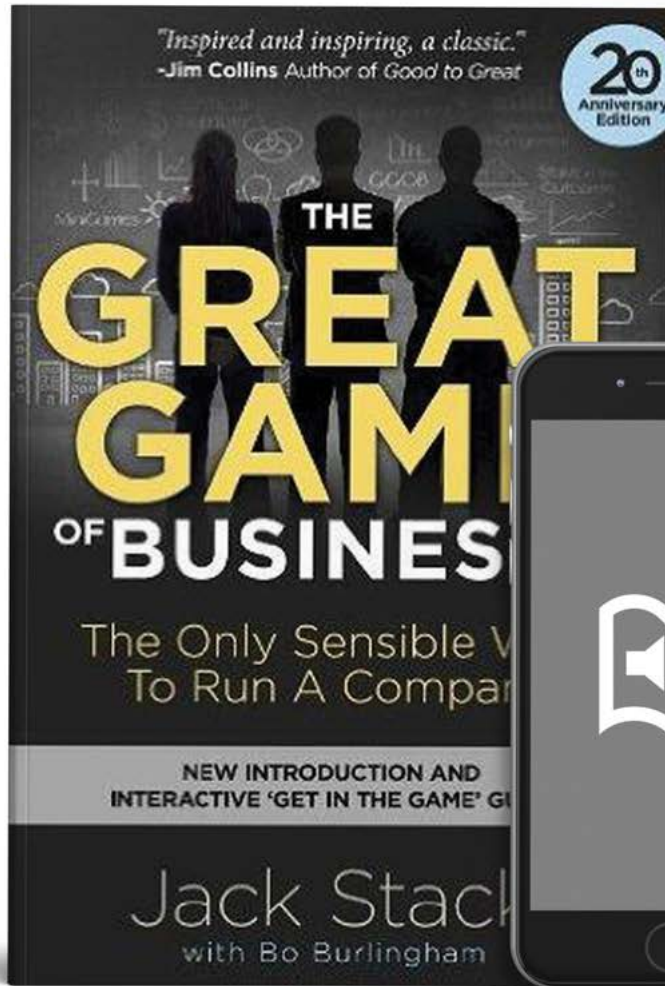


Donna Coppock,
Corporate Trainer

GETTING STARTED

We wrote the book on open-book management and pioneered transparency and gamification in business. The 20th Anniversary Edition of The Great Game of Business includes a new introduction and commentary by the author and a “Get in the Game” how-to guide to help readers begin implementing the ideas detailed in the book.

The book that started a revolution.



Get started by downloading your free copy of the audiobook at: www.greatgame.com/ggobmp3

Scan for more information



“One of the top ten most important business books for all growth minded company leaders to read.” **Verne Harnish**, CEO of Gazelles and Author of *Scaling Up*.

The Great Game Experience

The Great Game of Business is bringing a training to a location near you! The Great Game Experience was created to give participants a one-day overview of what The Great Game of Business is all about.

Check out greatgame.com for dates and locations.



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IMMERSION



These trainings will be hosted by a long-time Great Game practitioner at locations all around the country. Participants will walk away from The Great Game Experience with a broad understanding of GGOB and useful tools that can be used and implemented right away.

EVENT HIGHLIGHTS

- The Great Game Overview
- A full MiniGames™ Training Session
- Insightful practitioner keynotes
- A chance to witness a live huddle
- A tour of an open-book company
- An open-book employee panel

“Attending The Great Game Experience made our game better. Year-to-date sales are up 25% and profits are up 67%. I couldn’t ask for much more than that without over stressing our organization.” **Shawn Eastham, Polyguard Products**

IMPLEMENTATION

The Get in The Game Workshop

The Get in The Game Workshop was developed to give participants an in-depth view on open-book management and how they can effectively play The Game in their organizations. Hosted at The Great Game offices in Springfield, MO, the birthplace of open-book management, this training is led by GGOB Coach & VP of Great Game, Steve Baker.

Steve guides participants through two-days of impactful training sessions that include a detailed look at Great Game's "10-Step Approach to GGOB Implementation". Participants will leave with valuable tools and practical planning tips that will benefit them during their open-book management journey.

The Get in The Game Workshop is designed to teach participants how they can implement and successfully sustain The Great Game of Business in their organization.

"If anyone has doubts about the power of open-book management and the impact The Great Game of Business has had on our company, just look at the results. We accomplished a turnaround while navigating the most difficult commodity markets in the history of the company."

Michael Kiolbassa, Kiolbassa Provision Company, Inc.



Participants can earn CPE credits in the categories of Business Management & Organization, Management Advisory

The Great Game of Business is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit.



HRCI Credits can be earned in the categories of Services and Social Environments of Business.

No advanced preparation is required to receive credits.

The use of this seal is not an endorsement by HR Certification Institute of the quality of the program. It means that the program has met HR Certification Institute's criteria to be pre-approved for recertification credit."

Visit the birthplace of open-book management.



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The High Involvement Planning Workshop (HIP) is a Master's level, training for experienced practitioners ready to transform planning from an annual, time-consuming ritual to an exciting, ongoing journey in which their entire organization is engaged in discovering the answers to growth and success. This workshop is designed to equip you and your team with tools, practices and know-how to implement and sustain a high-involvement planning process that consistently involves, informs and educates your entire organization on the realities of the marketplace and the strategic goals of the company. A strong HIP process takes planning out of the boardroom and gives it to the people who must make it happen. By design, we have limited attendance to this workshop to ensure that attendees receive the personal attention they need from our coaches and facilitators. This is a hands-on, highly interactive workshop where you can learn, share and discuss the unique challenge and rewards of running an open-book workplace of all types and sizes.

High Involvement Planning Workshop

Event Highlights

- Create planning processes that consistently involve, inform and educate the entire organization on the realities of the marketplace
- Define your company's Critical Numbers™ and build your plan to rally around those numbers, linking your strategy to day-to-day actions
- Develop a "Plan B" - a crucial contingency practice for on-going growth and success
- Learn to bring financial plans to life with the power of "forward forecasting"
- Understand how to build companywide buy-in and commitment to the plan
- Learn to conduct plan reviews that encourage participation and challenge assumptions
- Prepare to get everyone involved in creating a zero-based, bottom-up financial plan

Who Should Attend?

- Executive teams who are involved with the company's annual planning process
- Members of the Sales & Marketing team charged with developing and delivering on the company's annual plan



"This has so much "meat" that I'm overwhelmed with new ideas, excitement & commitment to The Game."
Alan Kent, Meadows Regional Medical Center

DESIGN INCENTIVE PROGRAMS THAT MOTIVATE PERFORMANCE. A MiniGame™ is a short-term activity designed to correct a weakness or pursue an opportunity in the company. MiniGames™ are designed to be fun and engaging. Like most games, they should have a goal, a scoreboard and a reward for winning. MiniGames™ also have a theme that energizes the players and propels the game overall. MiniGames™ are like mini-incentive plans; they're a way to motivate employees day to day to make improvements that will add up to year-long success.

MiniGames™ Training

When implemented correctly, MiniGames™ are proven to:

- **Affect a financial or operational change:**
Drive results through improved performance.
- **Increase business literacy:** *Reinforce key components of business success such as goal setting, mutual responsibility and performance management.*
- **Build teamwork:** *Rally employees around a common goal in order to achieve a shared reward.*
- **Develop a winning attitude:** *Create an environment where winners are recognized and rewarded for generating results.*



During this workshop, participants will learn the guidelines for an effective MiniGame™ and apply that knowledge directly by working in teams to design and build their own MiniGames™. This highly interactive training session will give participants the skill-set and tool-set they need to design and implement effective MiniGames™ within their organization.

Who should attend?

- Supervisors or managers who drive incentive programs
- Employees at all levels of the organization who often emerge as natural leaders

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Business & Financial Literacy

The Great Game offers basic business and financial literacy courses. These trainings were designed to educate employees on key financial metrics of a business in a non-threatening way, using plain-language and easy-to-understand examples. In this course, participants will be guided through a real-life scenario of starting a manufacturing business including the realities of borrowing capital, repaying loans and monitoring cash flow.

In this training, participants will:

- Understand the fundamentals of the income statement, cash flow statement and the balance sheet.
- Learn how to recognize the difference between profit and cash.
- Understand how financial tracking impacts decision making.
- Become familiar with business planning processes.

Who should attend?

- Employees who have recently completed the company orientation process
- Line-level employees who need a better understanding of basic components of business financial literacy
- Supervisors or managers who communicate financial information to others

Great Game's Business Simulations

PROFITABILITY BUSINESS SIMULATION. Great Game's "ProfitAbility" Business Simulation is a board-based training that brings to life the essential know-how needed to run any business. This interactive course teaches people exactly how profit is made, how cash flow is affected and how each individual can make a difference.



In this training, participants will:

- Navigate through the monthly sales and delivery cycles.
- Practice making decisions that impact the financial success of the business.
- Use business acumen and strategy to make decisions such as pricing products, which contract to compete for, how to finance investments & how to pay suppliers.
- Compete in teams to run the most successful business.

Who should attend?

- Employees at all levels of the organization who need a better understanding of the day-to-day financial operations of the company
- Supervisors or managers who communicate financial information to others (especially, anyone on the accounting & human resources team)



Professional development
credits available.



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Quality Time



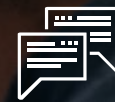
Physical Touch



Acts of Service



Tangible Gifts



Words of Affirmation

5 Languages of Appreciation

WHY DOES APPRECIATION AT WORK MATTER?

Individuals in the workplace need to feel appreciated in order to enjoy their job, do their best work, have positive work relationships and stay with their organization long-term.

In this training, participants will:

- The difference between recognition and appreciation.
- What true appreciation looks like.
- The benefits of appreciation in the workplace.
- To understand The 5 Languages and how they are expressed and experienced in the workplace.
- How to express appreciation in a way that means the most to others.
- How to overcome the barriers to effective appreciation.
- The importance of making appreciation part of their workplace culture.

Who should attend?

- Employees at all levels of the organization
- Executives who want to gain knowledge of effective and efficient appreciation techniques
- Supervisors, managers and lead employees who are influencers of the culture in their workplace

Rewards & Recognition

MOTIVATING EMPLOYEE PERFORMANCE.

Recognition for a “job well-done” is the number one factor in employee satisfaction and motivation at work. In addition, studies show a direct link between employee satisfaction and customer satisfaction. Employees are more motivated to do their jobs well and provide high customer service levels when they feel appreciated by their employers. Companies that recognize and reward employees for their efforts are likely to cultivate loyal employees who are motivated to help their company be successful.

In this training, participants will:

- Learn about the power of praise.
- Learn which forms of praise employees value most.
- Learn to recognize EVERY opportunity for praise.
- Get some praise pointers.
- Learn how to recognize with responsibility.
- Learn recognition best practices.
- Design a recognition MiniGame.

Who should attend?

- Employees at all levels of the organization
- Executives who want to do a better job of effectively rewarding and appreciating their employees
- Supervisors, managers and lead employees who are influencers of the culture in their workplace

Approved for 3 Business Recertification Credit Hours toward aPHR™, PHR®, PHRca®, SPHR®, GPHR®, PHRI™ and SPHRI™ recertification through HR Certification Institute® (HRCI®).





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Great Game Coaching

PLAY THE GAME, ELEVATE RESULTS AND MAKE IT STICK There is no quicker, more effective way to implement The Great Game of Business than with the help of a Great Game Coach. Unlike most coaches or consultants, Great Game Coaches are also practitioners: They've lived The Game and have the experience and savvy to give you the hands-on approach you're looking for. The purpose of our coaching support is to help your team learn, implement and sustain the GGOB system. Our promise is rapid financial results and lasting cultural change.

"Our coach was patient and thorough. He took the time needed to make sure that I implemented what we were discussing, and understood why I was implementing it. Thanks to The Great Game of Business and our coach, we've developed a team of 'owners' who've helped greatly improve our profitability and cash flow... business (and life!) has never been better!" **Dr. Danny Clarke**, Clark EyeCare Center



Common topics include:

- Employee Engagement | Open-Book Management
- Gamification | Business Transparency
- Driving Cultural Change | Rewards & Recognition
- Incentive Programs | Bonus Programs
- Business & Financial Literacy
- High-Involvement Planning | MiniGames™

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Speaking

REQUEST A GREAT GAME SPEAKER. The Great Game of Business can provide engaging speakers or trainers for your private events, conferences, association meetings and corporate training. We are the experts on open-book management and can customize our presentations to focus on the topic of your choice. If you are hosting an event, we'd love to hear more about it and see if our speakers would be a good fit. Simply submit a request and we'll see how we can help.

"Just a note to add my thanks to you for gracing our Growco event the week before last. You are always a big hit and your session was one of the best received breakouts of the entire event, according to our survey. I truly appreciate all you and the GGOB team do for Inc. and all you did in Nashville to help make the three days a huge success." **Eric Schurenberg**, President & Editor-in-Chief, Inc. Magazine



SEPT. 4-6 | 2019
HILTON ANATOLE
DALLAS, TEXAS

CONFERENCE OVERVIEW

Dates: September 4-6, 2019

Location: Hilton Anatole | Dallas, Texas

The Gathering of Game is the only conference where the open book-community comes together from around the world to learn, share, and celebrate the principles and practices of The Great Game of Business and open-book management. Hundreds of open-book practitioners attend this conference every year to help introduce new employees to OBM, re-energize current employees with new ideas, learn innovative best-practices and connect with other OBM practitioners.

Cost: \$1195

Save up to \$200 with Early Bird & Group Discounts.

Visit our website at openbookconference.com to find more great pricing on our conference packages including our All-Access Pass, Pre-Conference Workshops, and our Networking Reception.



*"A Can't Miss Conference
for Entrepreneurs.."*

Forbes

"It's the most personally and professional motivating experience I've ever had."

- Lydia Rapp, Club WAKA

"It was the most valuable three days of my life."

- Sam Moncrieff, Moncrieff Construction

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THE GATHERING

WHO SHOULD I EXPECT TO MEET AT THE CONFERENCE?

- Business leaders from companies considering implementing open-book management and The Great Game of Business.
- Owners and managers of companies looking to increase accountability, transparency, and engagement within their organizations.
- Employees of businesses whose owners/managers want to drive open-book and The Great Game of Business further into their organizations.
- Practitioners at all levels looking to renew their Great Game efforts and energy.
- Long-time practitioners of The Great Game of Business ready to share best practices with the open-book community.

WHAT TYPE OF COMPANIES ATTEND THE CONFERENCE?

The conference brings together a wide array of businesses every year...

- Service
- Employee Owned
- Small (< 25 Employees)
- Manufacturing
- Privately Held
- Medium (25-250 Employees)
- Education
- Family Owned
- Large (250-500 Employees)
- Government
- Publicly Traded
- Very Large (500+ Employees)
- Non-Profit

WHAT KINDS OF INDUSTRIES ARE USUALLY REPRESENTED AT THE CONFERENCE?

All kinds! Below are just a few examples.

- Banking
- Business Services
- Hospitality
- Construction
- County Government
- Fitness
- Grocery Stores
- Hospitals
- Home Care
- Home Goods
- HVAC
- Industrial Equipment
- Information Technology
- Insurance
- International Business
- Landscaping
- Logistics
- Metal Fabrication
- Printing
- Property Management
- Publishing
- Remanufacturing
- Repair
- Restaurants
- Retail
- Salon & Spa
- Universities

THE OBM PLAYBOOK

The Open-Book Management Playbook is full of information and useful resources explaining more of the purpose, history and principles behind The Great Game of Business. It has everything you need to truly decide if The Game is right for you and your team.

greatgame.com