The Essentials of Leadership in a Great Game Company

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Is leadership different... in an Open-Book environment?
Traditional Approach

- Top-down
- Delayed information
- Summarized (not specific)
- Stories told by top leadership
- Often a special event
- Designed for outsiders, such as bankers or investors

Great Game Approach

- Two-way communication
- Real-time numbers
- Specific and relevant
- Stories told by those closest to the action
- Regular and routine
- Designed for everyone to understand and participate

#GATHERINGOFGAMES
What The Game isn’t!
Step 1: Begin with the Right Leadership
Step 2: Share the Why Before the How
Begin with the Right Leadership
If you are not prepared to learn, teach, share and be involved, The Game will not work for you.

If you have something to hide, or want to use the numbers and information to manipulate and control people, find another approach.

It starts with a sincere belief in people and fostering mutual respect and trust.
Respect, Trust, Emotional Commitment

• Respect
  – As a person
  – Leads to respect as a leader
  – Leads to trust
  – It’s a two-way street!
• Trust
  – Takes a LONG time to earn
  – Can go away in a heartbeat
  – Once earned, leads to emotional commitment
  – It’s a two-way street!
• Emotional Commitment
  – To you as a leader
  – To the company
  – Once achieved, is extremely powerful. People care.
  – It’s a two-way street!
Command and Control
&/or
Fear(Terry Tate) = little to no Respect or Trust
Little or no Respect or Trust = Little or no engagement in GGOB

Respect & Trust is a two-way street!
Great Leader

• In your opinion, what is the #1 characteristic that a great leader must exhibit?
Great Leader

• My pick?
  – Humility
Essential GGOB Leadership Traits

• Humility
  – It’s OK— and even preferred – when the leader doesn’t have all the answers.
  – It shows you are human and humble

• Vulnerability
  – Don’t be shy about asking for your associates help!
  – It shows you are human and humble

• Authentic Servant Leadership
  – Support your associates by serving their ideas, needs, etc.
  – The best kind!
Manager vs. Leader

- People, especially younger generations:
  - Want to be Led, not Managed
  - Need to know the “Why” first, before they buy-in
  - Need to be validated when they have issues
  - Need to know, “What’s in it for me?”
  - Want to be “in the know”
  - Want to be recognized
Understanding Leaders…

• Listen attentively
  – Eye contact
  – Body language
• Act on feedback – ASAP!
• Close communication loops – Don’t Forget!
• People need to be seen, heard and know that they make a difference!
“In the Know”

Where does Gossip start?
- Gossip is created from a lack of transparency and communication
- How do you combat Gossip?
  - When people are “in the know”, gossip becomes minimalized or non-existent!
  - Inside the Dish
Discretionary Thinking

• What is Discretionary Thinking?
• Average human has 60,000 discretionary thoughts each day
• Average human at work 33% of the day or 50% of hours awake. What % of discretionary thoughts, on average, are about work?
• The workplace is lucky to get 10% or 6,000 of those discretionary thoughts
• If you can double discretionary work thoughts, you can increase your workforce without adding any staff!
Recognition
Manager Leader & Employee Survey

What leaders think employees want most:

• Good wages
• Job security
• Growth opportunities
• Good working conditions
• Interesting work
• Loyalty to workers
• Tactful disciplining
• Recognition
• Understanding boss
• Being "in the know"

What employees really want most:

• Recognition
• Being “in the know”
• Understanding boss
• Job security
• Good wages
• Interesting work
• Growth opportunities
• Loyalty to employees
• Good working conditions
• Tactful disciplining
51% of leaders believe they do a good job of recognizing a job well done.
Only 17% of their employees agree with them!
Recognition Tips

• Be positive
• Be sincere – associates can smell BS a mile away!
• Be consistent
• Be specific
• Be timely
• 3 Levels Deep
• NO “BUTs”
• Coins in pocket trick
• TC Monthly Recognition
The Higher Laws of Business

2. It’s Easy to Stop One Guy, But It’s Pretty Hard to Stop 100.
5. You Gotta Wanna.
7. When You Raise the Bottom, the Top Rises.
8. When People Set Their Own Targets, They Usually Hit Them.
9. If Nobody Pays Attention, People Stop Caring.
10. Change Begins at the Top, or—as We say in Missouri—S—t Rolls downhill.

Jack Stack  CEO, SRC Holdings
Proof in the Pudding?

Tasty Catering – 2017

• 94% Employee Engagement
• 10,000+ Events
• 104 Errors Realized by Clients
• 1% Error Ratio
• 2016 Sales up over 2016 + 10%
• 2016 Profit up over 2017 + 25%
Player-Coach Leadership Characteristics

1. Master the Basics of the Business
2. Demonstrate the Value of Learning by Learning Themselves
3. Tell stories that Convey Meaning
4. Create Other Open-Book Leaders
5. Embrace the People-and-Profits Paradox
6. Stay Both a Part of the Team and in Charge
7. Lead and Manage Simultaneously
8. Create Community
9. Use Intuition and Numbers Know-How
10. Create Miracles by Looking for Them
Reflection
Stop|Start|Continue
Leadership Handouts
Thank You!

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