



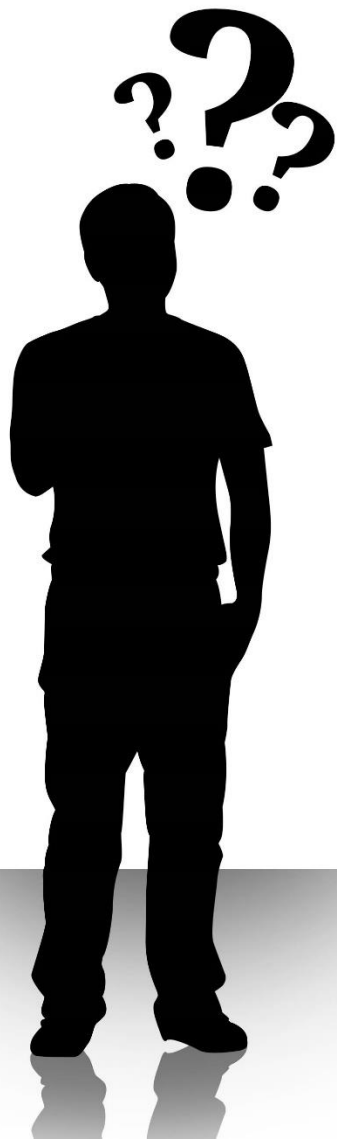
OPEN
THE CLOSE
BOOKS THE
GAP

The Essentials of Leadership in a Great Game Company

Kevin Walter
Great Game Coach
kwalter@ggob.com
@kevinwaltertc



#GATHERING OF GAMES



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

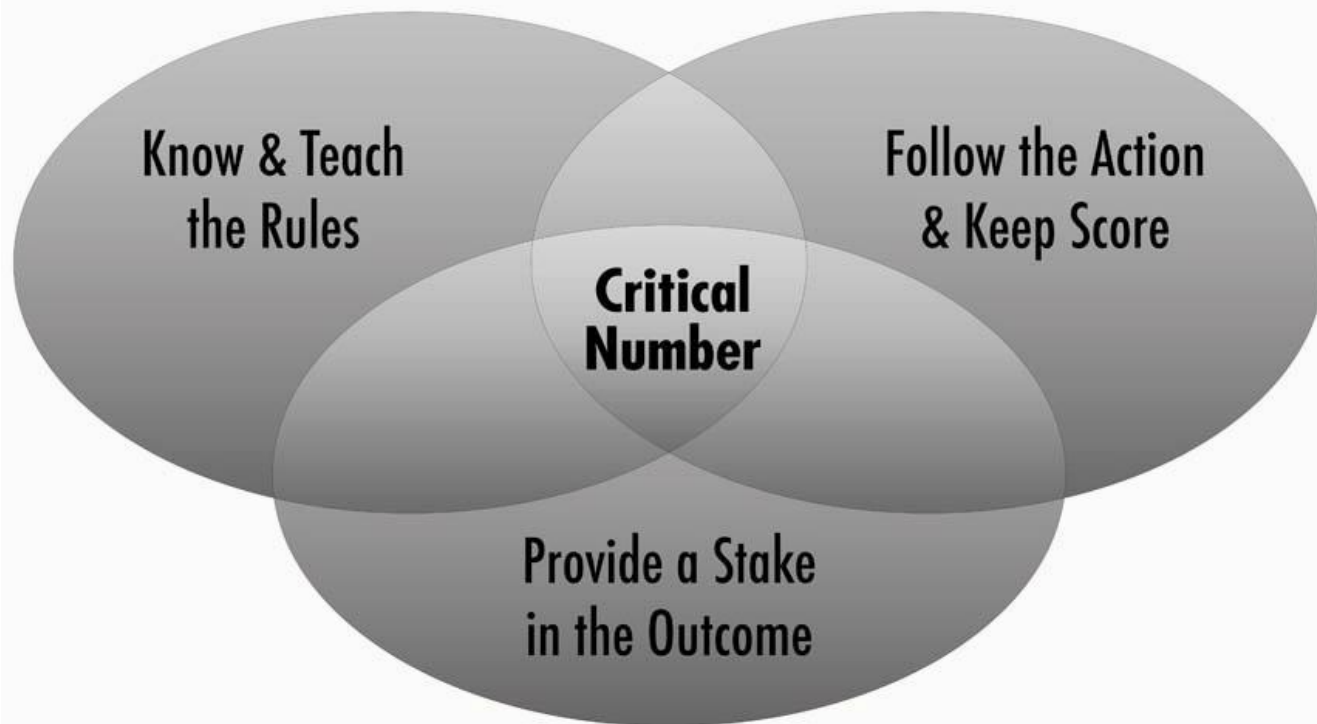
Traditional Approach

- **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**

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

1. You Get What You Give.
2. It's Easy to Stop One Guy, But It's Pretty Hard to Stop 100.
3. What Goes Around Comes Around.
4. You Do What You Gotta Do.
5. You Gotta Wanna.
6. You Can Sometimes Fool the Fans, But You Can Never Fool the Players.
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

#GATHERINGOFGAMES



OPEN
THE CLOSE
BOOKS THE
GAP

Thank You!

Kevin Walter
Great Game Coach
kwalter@ggob.com
@kevinwaltertc



#GATHERING OF GAMES