



# Great Game of Business Overview

Presented by:

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the  
**Great Game**  
of **Business®**



# Agenda

- What is GGOB
- 10 implementation steps
- How to get started
- Financial literacy group exercise

# Open-book pioneers

- Springfield, MO 1983 IH plant buyout by managers to save 100+ jobs
- Jack Stack's quest to secure financing...\$100K equity, \$8.9M debt...at 18% interest
- First “critical number” – the loan payment
- Necessity to leverage know-how, energy of every team member
- Teaching the numbers, providing a stake in the outcome
- Creating a sustainable system – The “Game”
- SRC today

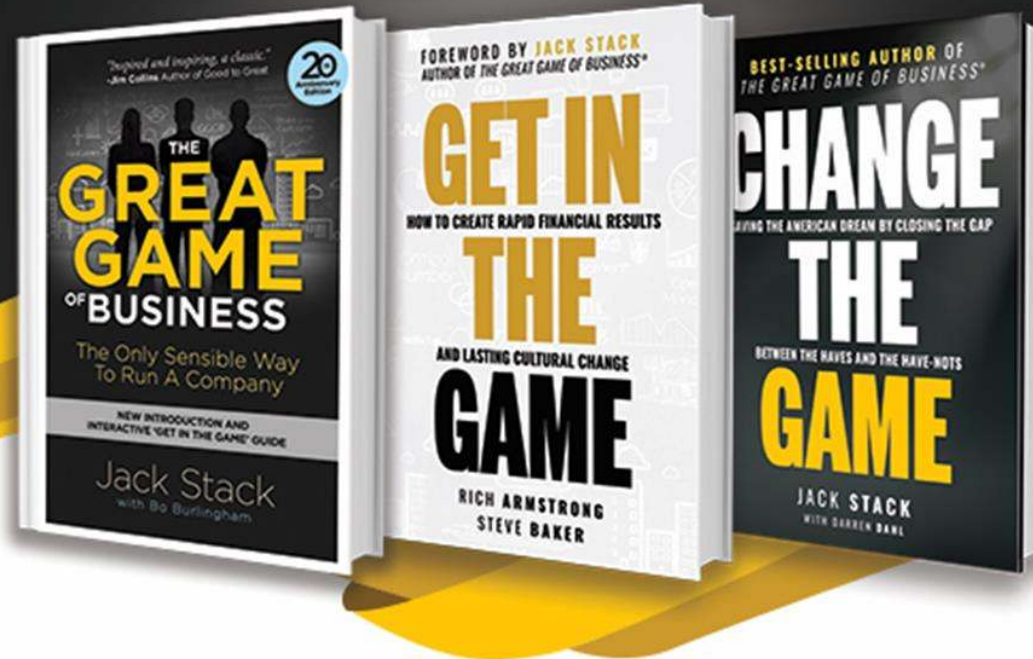




the  
**Great Game**  
of Business®

IT'S MONEY. IT'S PEOPLE. **IT'S BOTH.**™

The tools you need to create rapid financial results  
and lasting cultural change.



**2x**

increase in  
**REVENUE GROWTH**

**3x**

the national average in  
**EMPLOYEE ENGAGEMENT**

**6x**

increase in  
**PROFIT GROWTH**

[greatgame.com](http://greatgame.com)

# Why it works – Rapid Financial Results and Lasting Cultural Change

- Business and financial literacy
- Transparency and trust
- Creates a unified, engaged team
- Leverages everyone's knowledge, experience and ideas
- Self-funding stake in the outcome
- Sustainable, self-renewing system





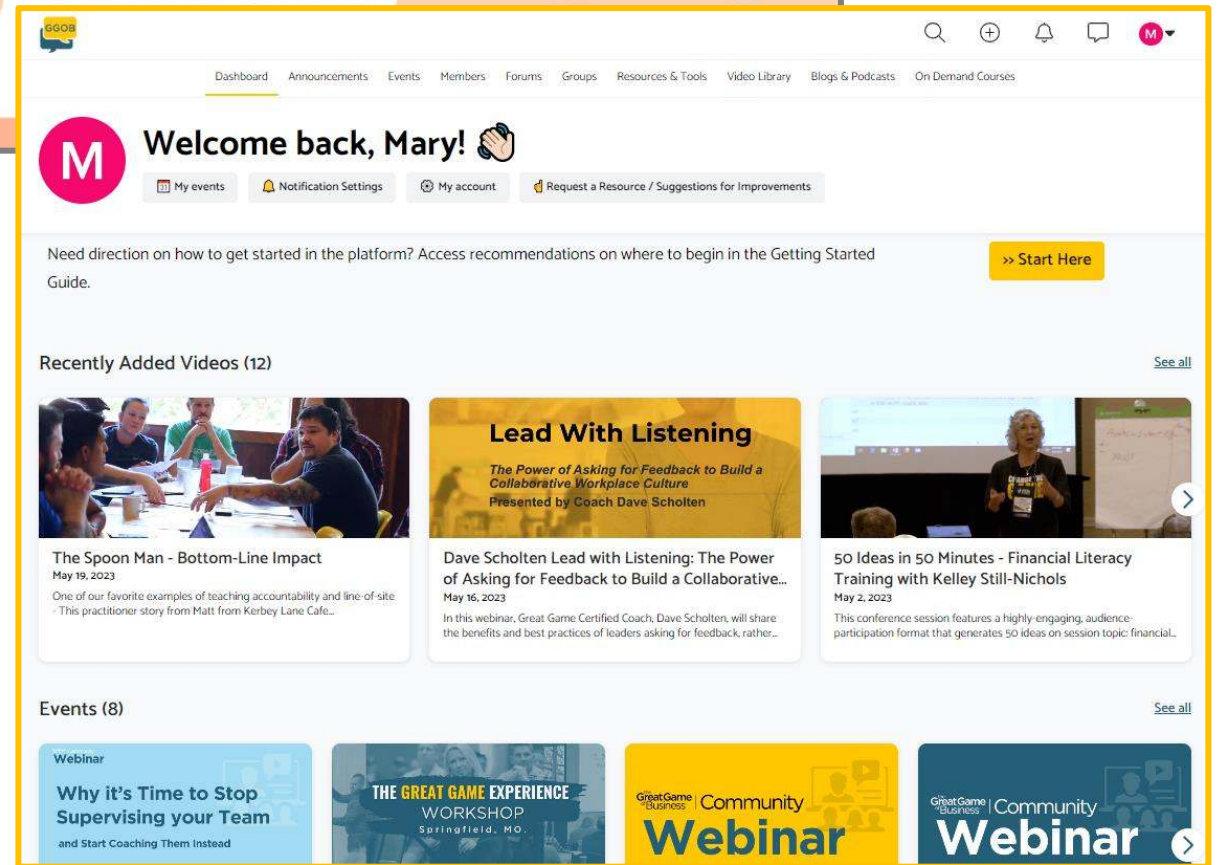
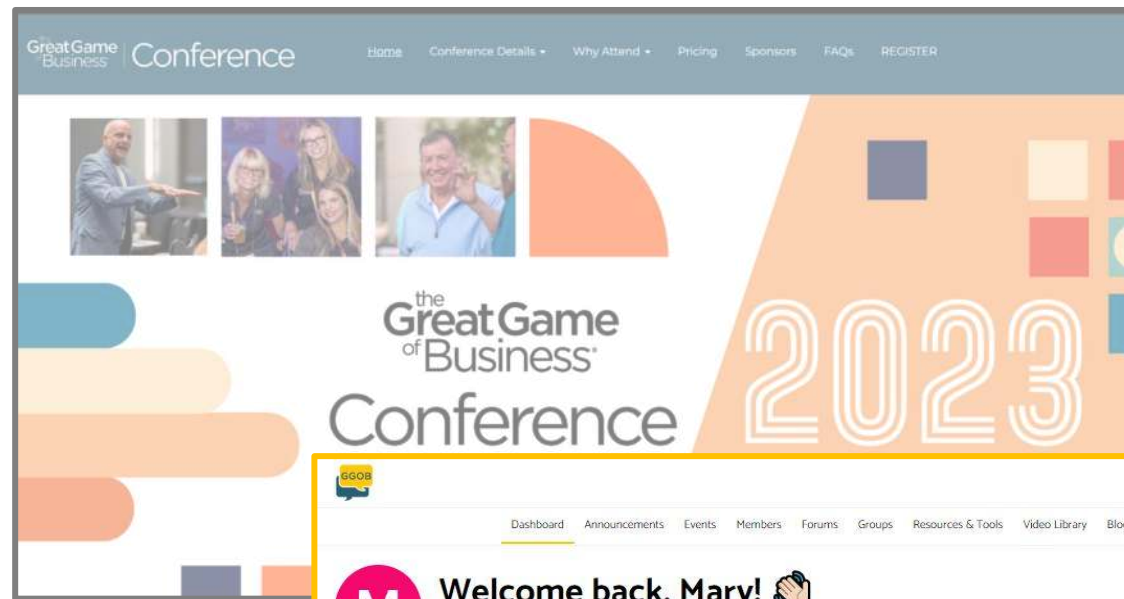
## Who's playing?

- Industries
- Countries
- All-Star results

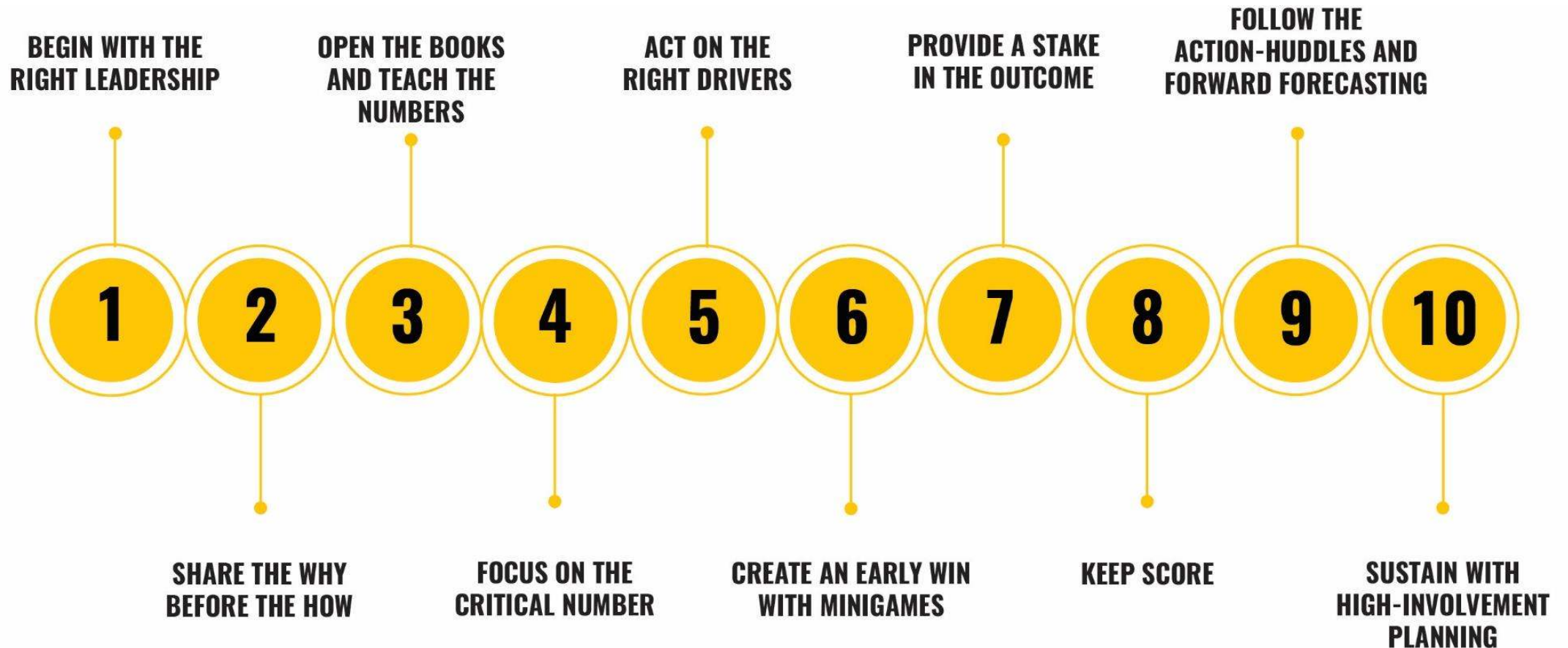


# Community

- Annual gathering
- Resource-rich, interactive community website
- Knowledge base and active sharing



# The 10 Steps of Implementation







## 1a – Begin with the right leadership

- Prepared to learn, teach, share, be involved.
- Belief in people and fostering mutual respect, trust.
- Traits of open-book leader success:
  - Vulnerability
  - Humility
  - Servant leadership
  - Courage

Checkpoint – if you don't have or aspire to have these beliefs and traits, GGOB is probably not right for your company.

## 1b – Create a Design Team

- Builds the top-level game
- Change mechanism to put GGOB practices in place
- Senior management + 2-3 key employees
- DT designs The Game, then evolves to internal GGOB leaders and champions



## 2 – Share the why before the how



Design Team members individually answer these soul-searching questions and prepare to share their own “why’s” with the whole organization.

1. Why are you implementing the Great Game of Business?
2. Why will this be good for your people?
3. Why will this be good for your company?
4. Why will this be good for you?
5. Is your “why” aligned with your purpose, vision and values?
6. What results do you hope to achieve?
7. How will you communicate your story?

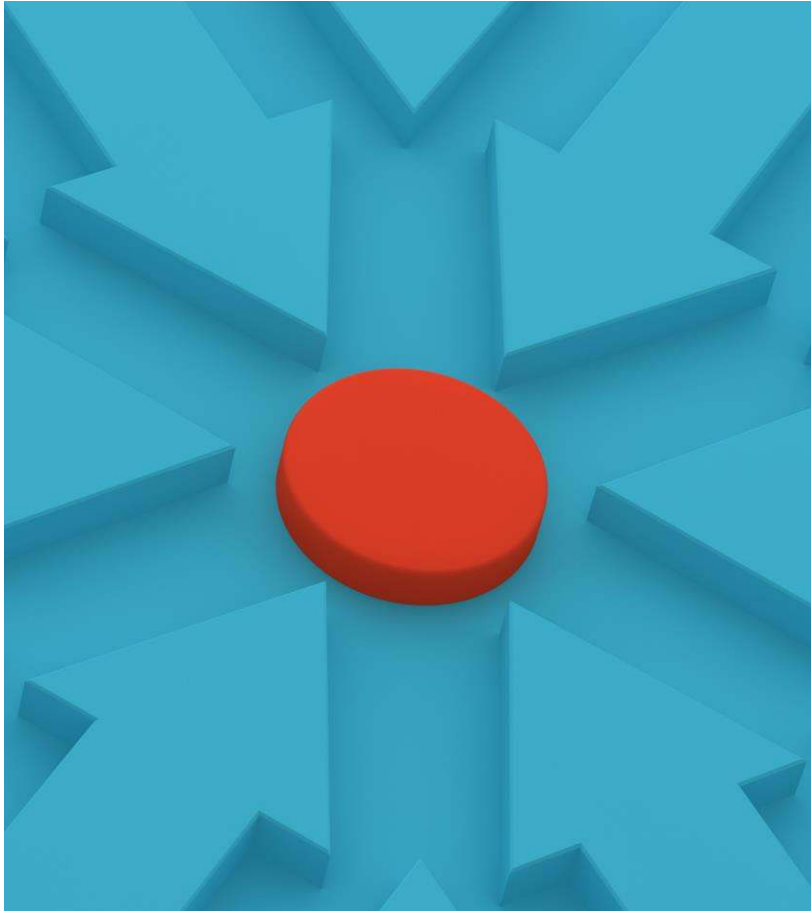


### 3 – Open the books and teach the numbers

- Financials are primary component of company's top-level scoreboard – everyone needs to understand.
- More than showing financials; building trust and mutual respect through transparency and education.
  - How does the company make money?
  - What's your profit number and how does it compare to others in your industry?
  - Dollar exercise (more on this later).
  - Initial and ongoing financial literacy training.
- Does NOT disclose confidential/sensitive info.



Checkpoint – if you are not willing/prepared to open the books, GGOB is probably not right for your company.



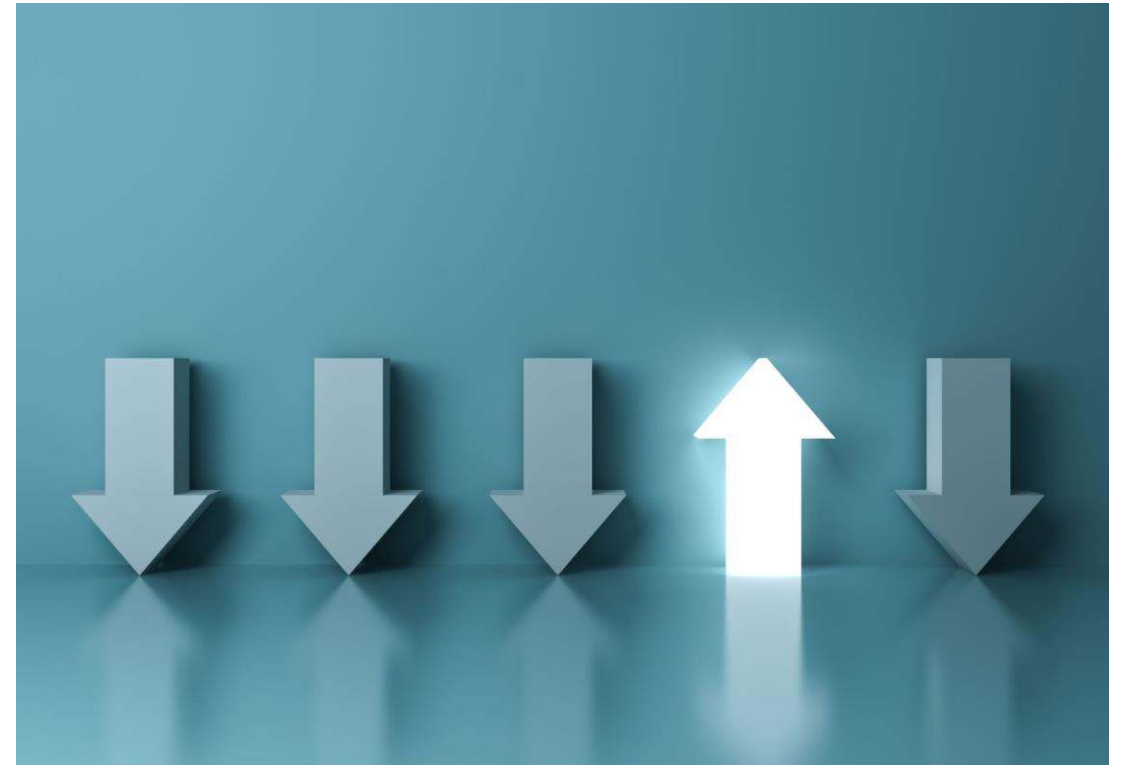
## 4 - Focus on the critical number

The one thing that at any given time is going to have the greatest impact on your business...the one thing you must improve to succeed, and that clearly defines winning.

1. Gather and organize data (employee input survey, financial, marketplace, operations and people)
2. Prioritize and summarize issues
3. Determine (and test validity of) the critical number
4. Communicate and educate

# 5 - Act on the right drivers

- Line of sight from daily actions and decisions directly to the most important goals of the organization – critical number(s).
- How we achieve the critical number (behaviors and actions)
- Lead (vs. lag) measures
- Determine drivers and associated measures by role/department
- Effort-impact analysis





## 6 - Create an early win with MiniGames™

Short-term improvement challenges designed to correct a weakness or pursue an opportunity. Team goal, scoreboard and reward for winning.

- Affect a change
- Reinforce business education
- Build teamwork
- Create a culture of winning



# 7 – Provide a stake in the outcome

Equitable system that connects the people who create the numbers and results in the business, with the rewards and recognition they deserve.

- Self-funded
- Gain share vs. profit share
- Rally around a common goal
- Line of sight
- Create early wins
- Communication and celebration



Checkpoint – no stake in the outcome, GGOB may not be right for your company.



## 8 – Keep score



- Scoreboards inform players if they are winning or losing and who is accountable.
- Types – Financial, Critical Number/Bonus, MiniGame, Departmental/Team, Individual
- Financial scoreboard includes monthly plan (budget), weekly updated forecasts for the month, actuals and variance from forecast.
- Line-item owners



## 9 – Follow the action – huddles and forward forecasting

Huddle – a communication rhythm where everyone is kept informed, involved and engaged in the progress of The Game.

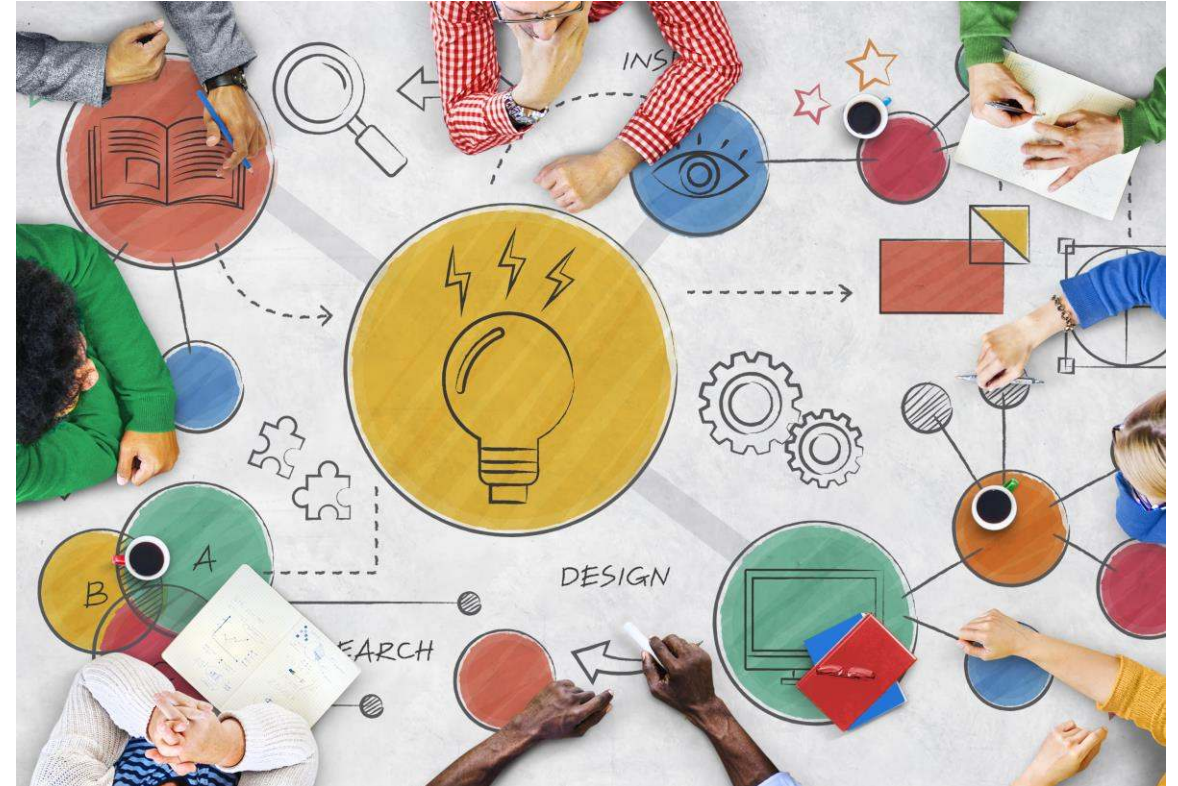
- Evaluate game conditions
- Check the score
- Plan the next play
- Get fired up

Forward Forecasting – fundamental way GGOB companies communicate the numbers and create forward-looking, educational and results-focused Huddles.



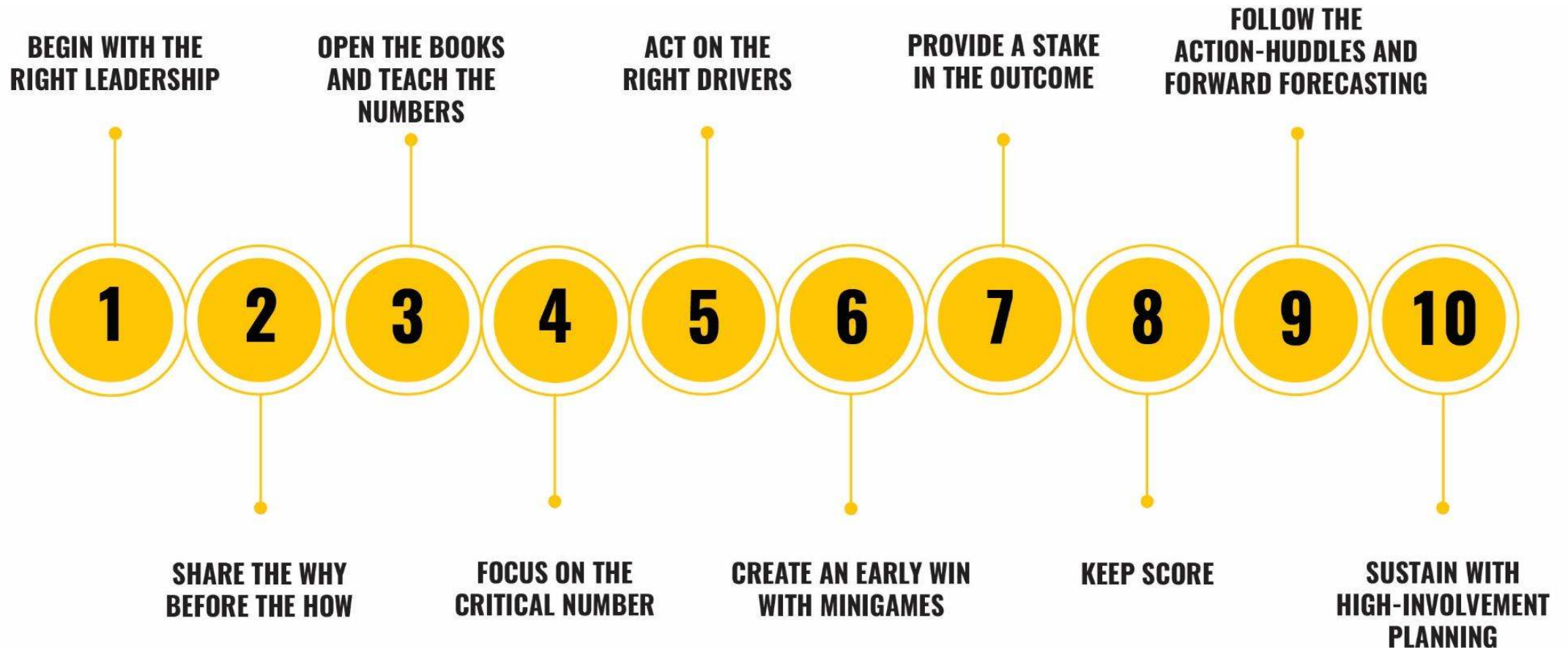
## 10 – Sustain with high-involvement planning

- Sales and Marketing Plan
- Strategy for Growth Playbook
- Financial Plan
- Succession Plan
- Employee Input and Buy-in Surveys
- Culture Team



Checkpoint – this is what keeps the game alive!

# The 10 Steps of Implementation





# How to get started

## Learn more

- Read/listen to the books
- Join the community to access endless resources and training – free trial:  
<https://www.greatgame.com/mep#CommunityTrial>
- Attend a workshop(s)

## Implementation options

- DIY
- Engage an implementation coach (like me!)

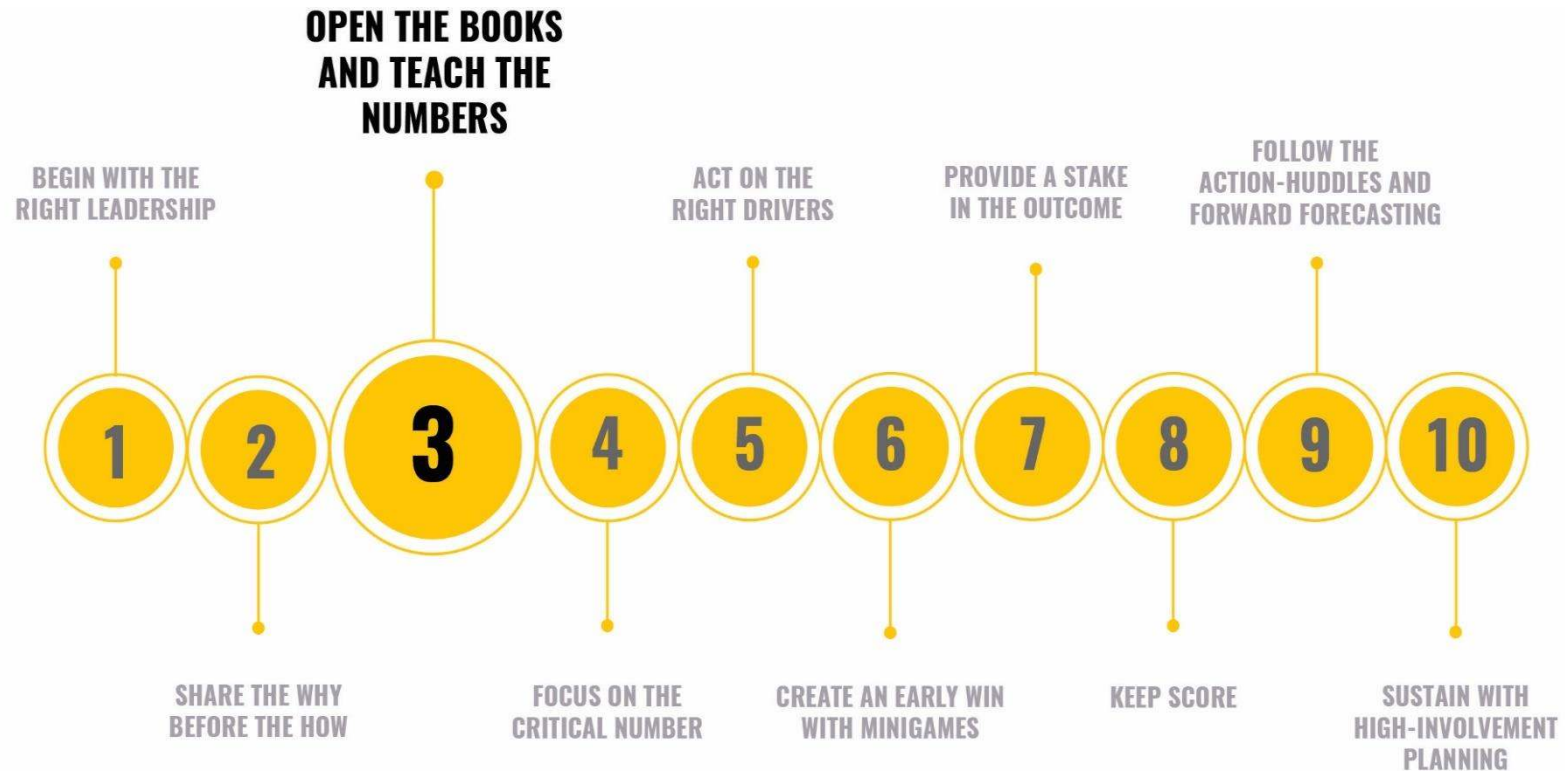


mdavis@missourienterprise.org

A group of people, including a man in the center, are practicing Tai Chi in a grassy field. They are in a wide-legged stance with arms extended horizontally. The man in the center is wearing a white t-shirt and black pants, and is smiling. To his left is a woman in a light green tank top and black leggings. To his right is a woman in a black tank top and black leggings. The background shows a grassy field with some trees and a clear sky. The text "Financial Literacy Exercise" is overlaid in white, with a white horizontal line underneath it.

# Financial Literacy Exercise

## Step 3 | Open the Books & Teach the Numbers







What is the universal language of business?

台灣維基狂股份有限公司  
2005.12.31  
資產負債表

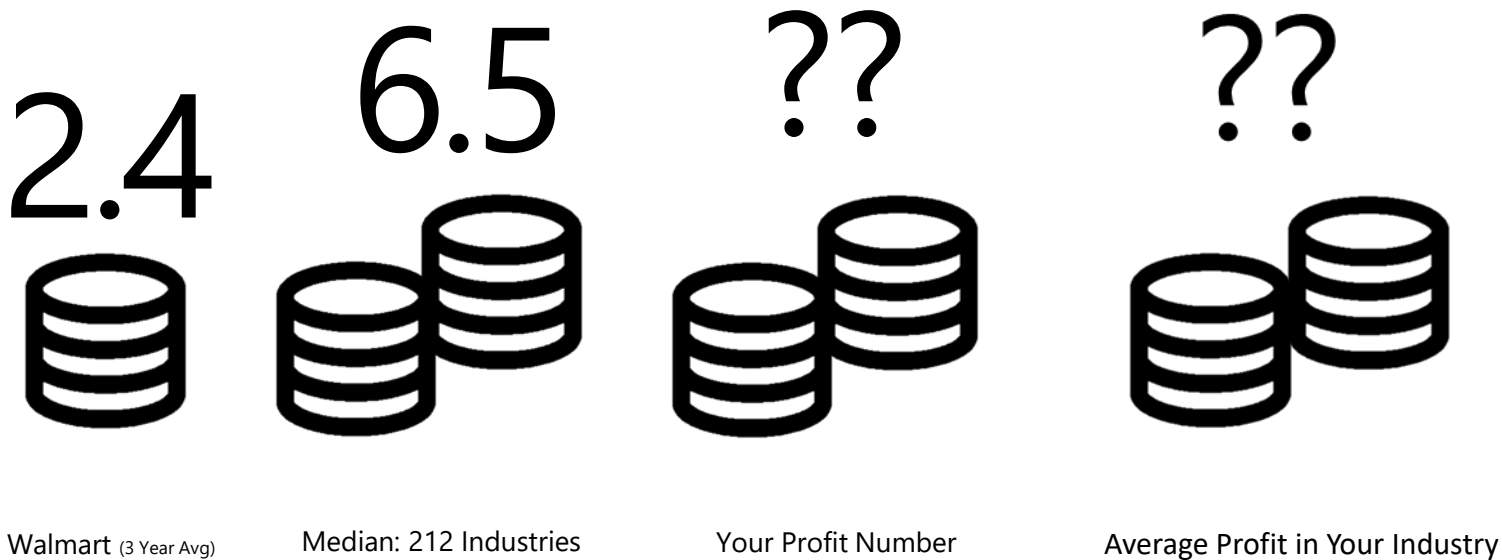
單位：千元  
金額

資產	金額	負債及股東權益	金額
流動資產		流動 負債	
現金	1,129	應付帳款	504
短期投資	25	應付票據	504
應收帳款淨額	280		
存貨	2,500		
流動資產合計	3,934	負債總計	1,008
固定資產		股東權益	
成本		普通股股本	7,426
土地	3,000		
建築	1,500		
固定資產淨額	4,500	股東權益總計	7,426
資產總計	8,434	負債與股東權益總計	8,434

How hard is it to make money?



Profit: Public Opinion vs Actual



Sources: Reason-Rupe, Yahoo Finance

Profit: Public Opinion vs Actual

2.4



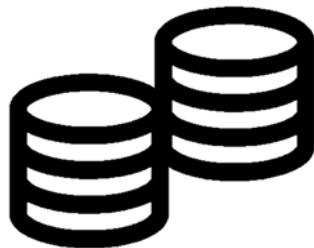
Walmart (3 Year Avg)

6.5



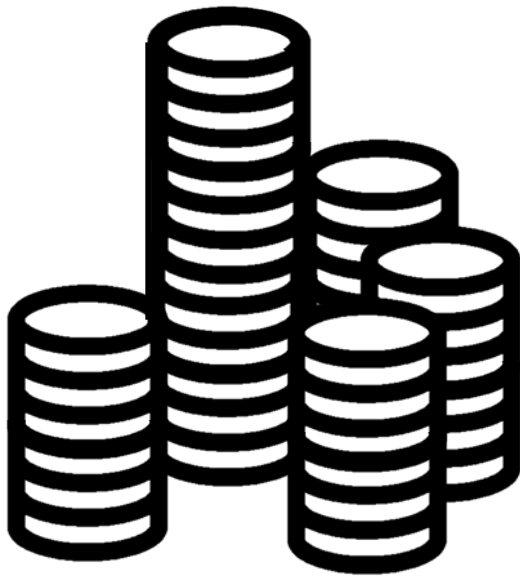
Median: 212 Industries

??



Your Profit Number

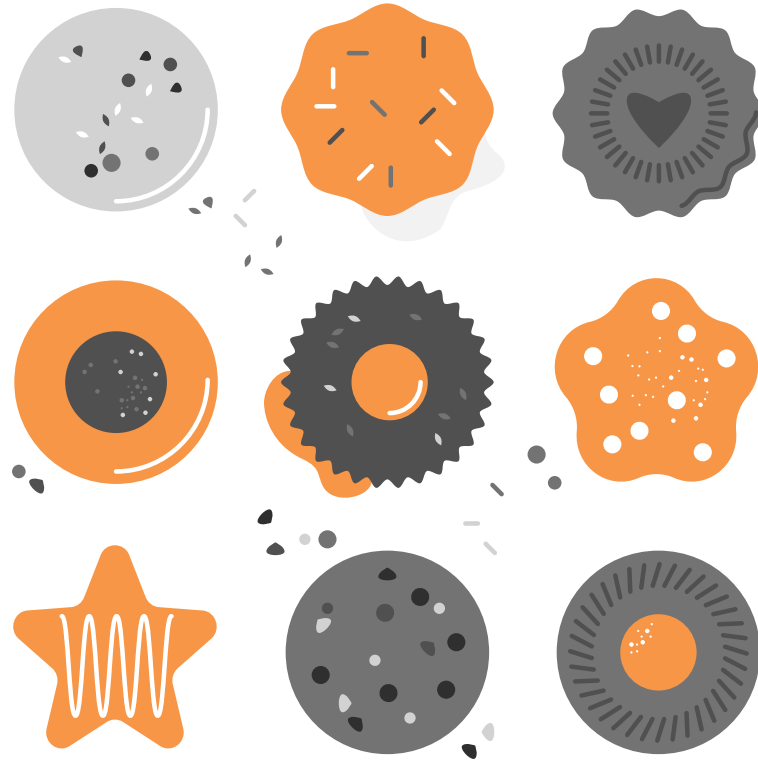
36



Public Opinion

Sources: Reason-Rupe, Yahoo Finance

## Pre-game Warmup



**How many cookies does it take?**



- Sales price = \$5/box
- Local troop nets \$1.25/box
- Ignoring lessons the kids learn by selling, is it better for the troop if you buy 12 boxes of cookies or give them a \$20 cash donation?
- How many boxes of cookies do they need to sell to net \$20?

# The Dollar Exercise

Coco's Cookies, Manufacturer of Girl Scout Cookies





Revenue



\$1.00 (1 box cookies sold)

COGS



\$0.70 (materials and labor to make 1 box)

Gross Profit

\$?                  ?%

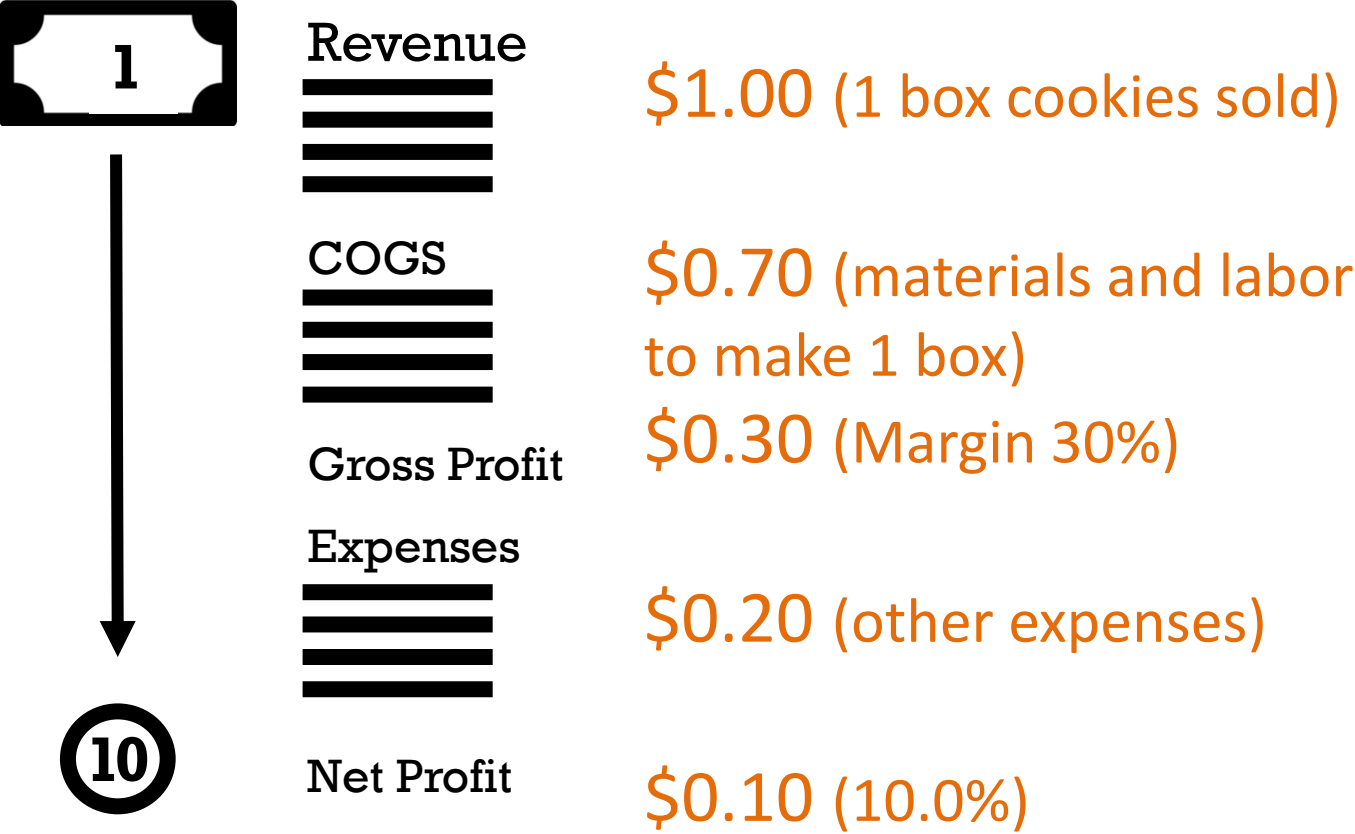
Expenses



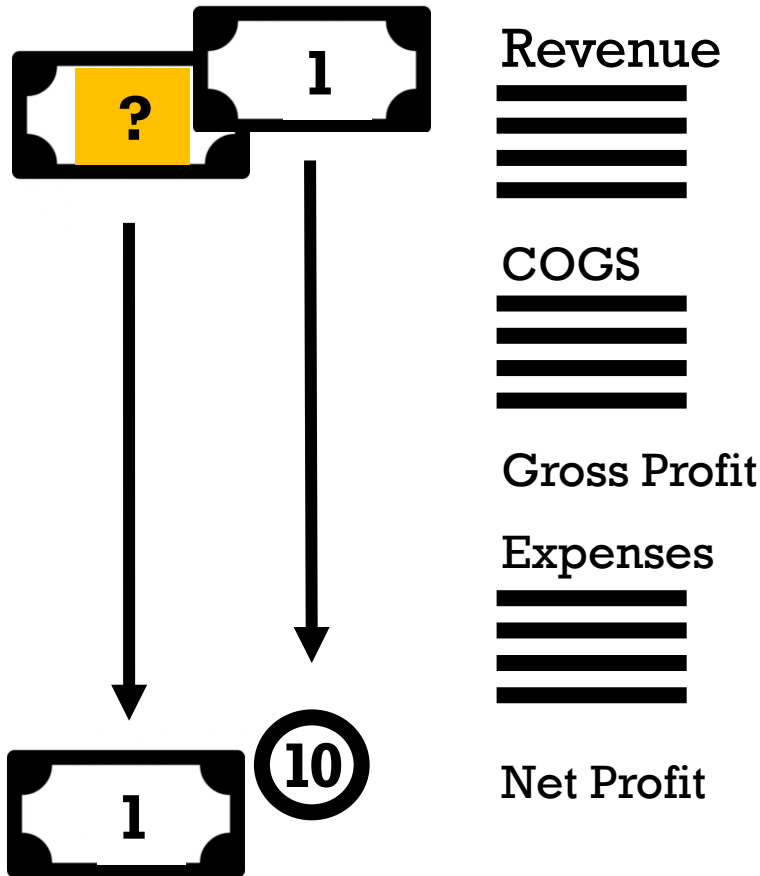
\$0.20 (other expenses)

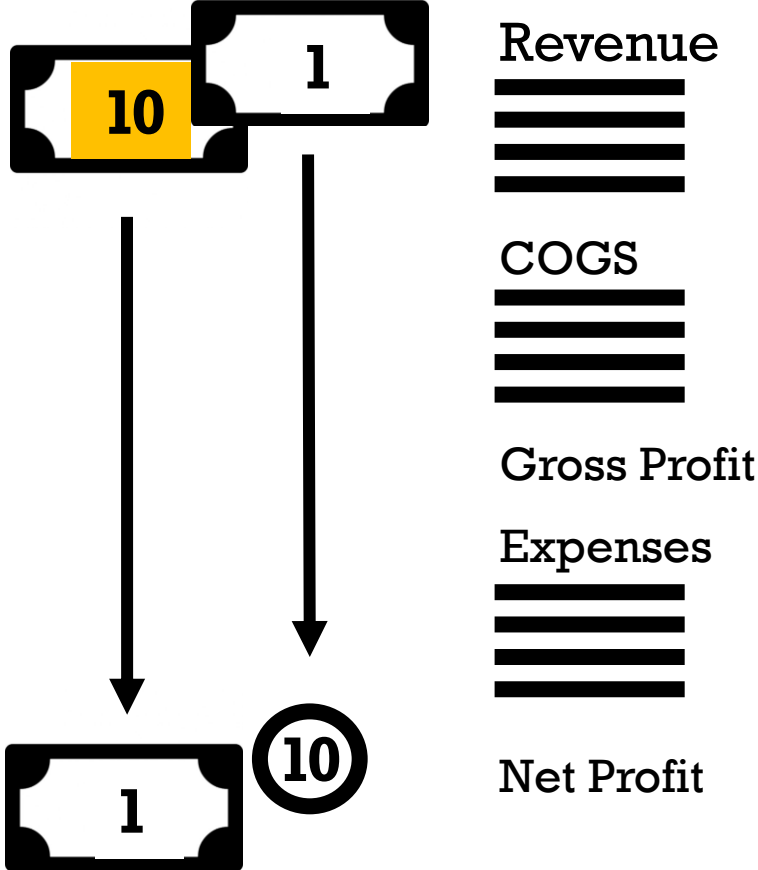
Net Profit

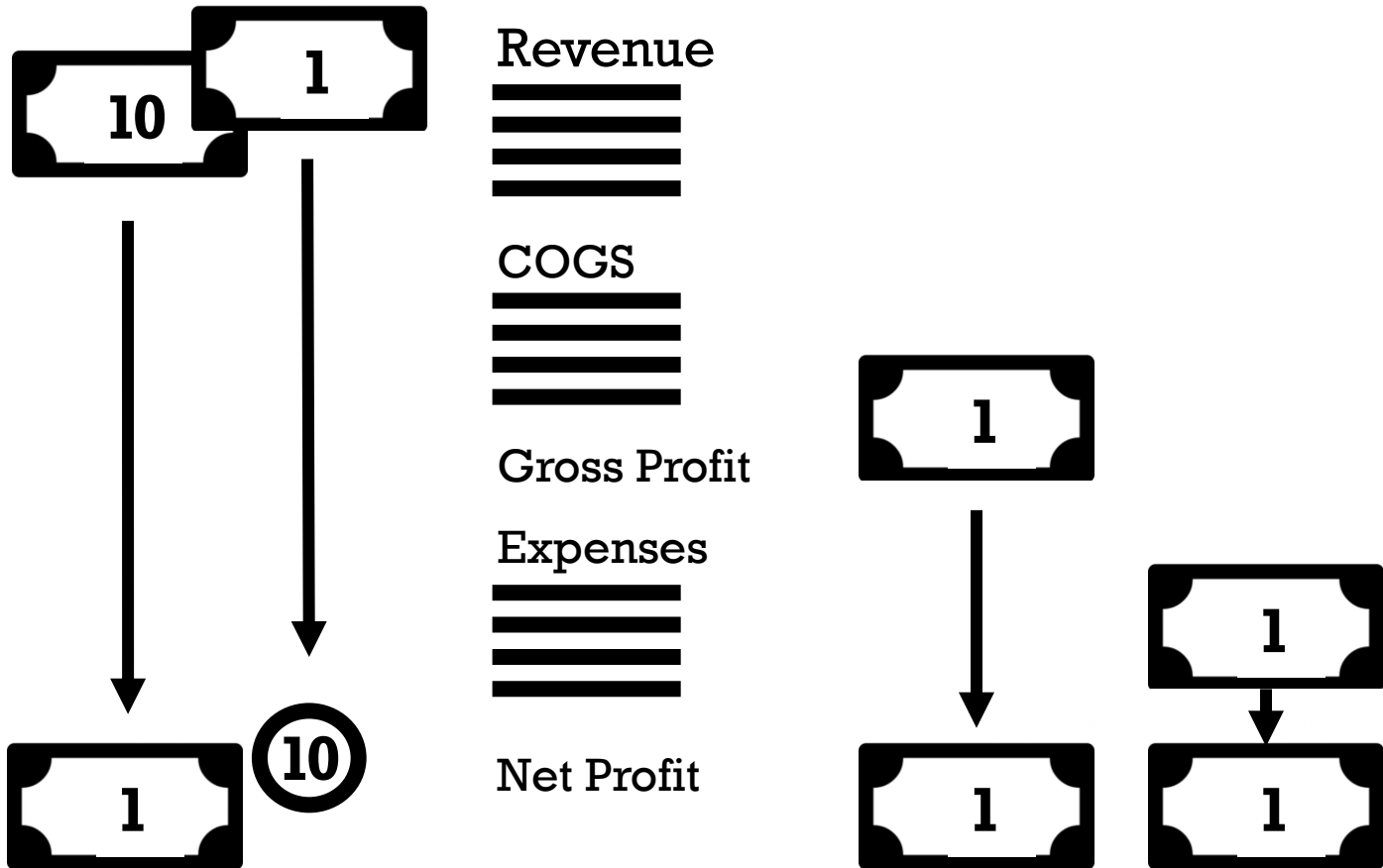
\$ ?                  ?%

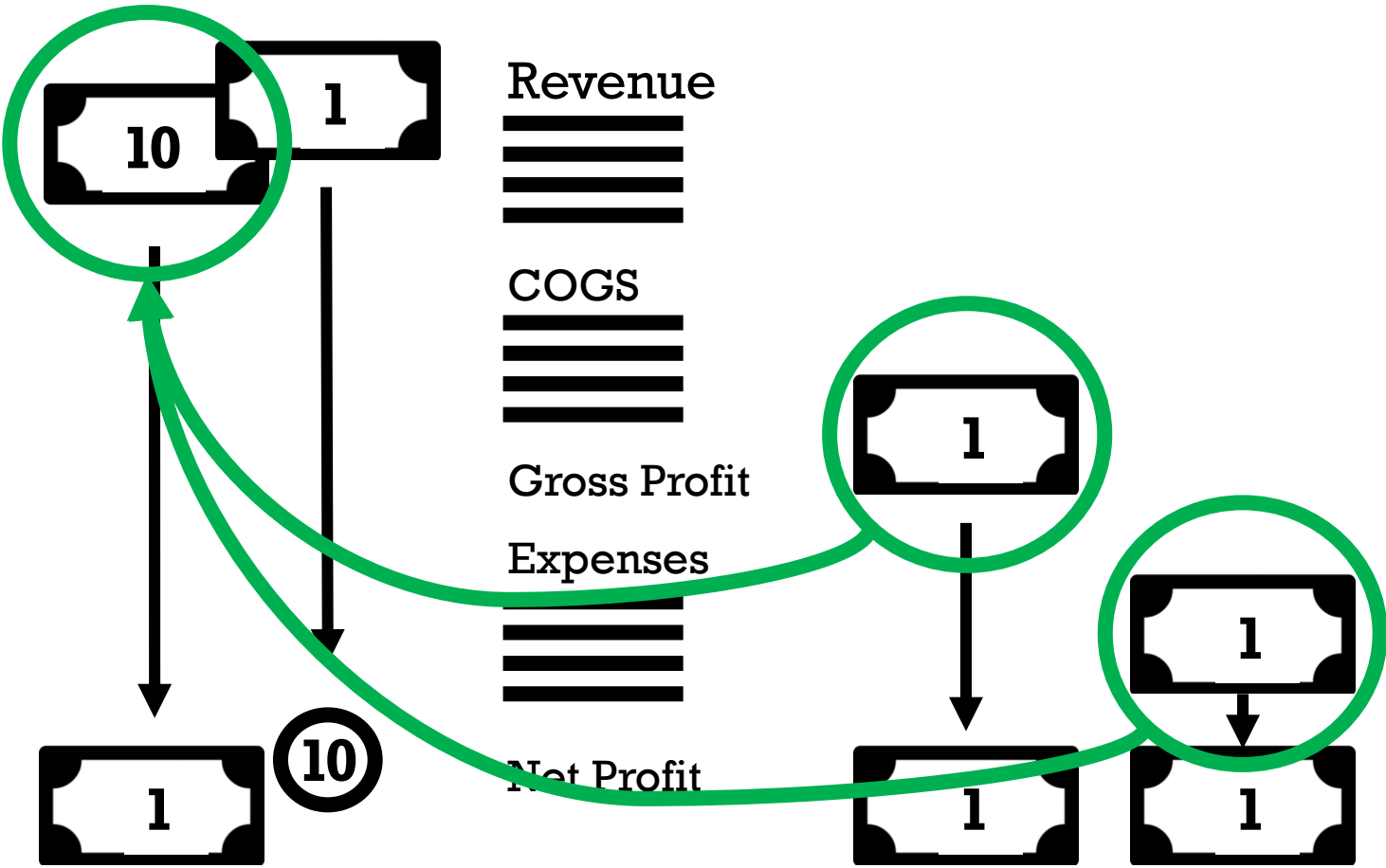














Coco's Cookies Income Statement		July	
Revenue		\$ 50,000	\$1/box
Cost of Goods Sold			
	Materials	\$ 20,000	\$0.40/box
	Labor	\$ 15,000	\$0.30/box
	Total Cost of Goods Sold	\$ 35,000	\$0.70/box
Gross Profit		\$ 15,000	\$0.30/box
Gross Margin		30.0%	
	Other Expenses	\$ 10,000	
	Net Profit	\$ 5,000	
	Net Profit %	10.0%	

		1	2	3
		Increase # Boxes Cookies Sold by 3%	\$750 Work Comp Discount	\$500 Waste Disposal Cost Reduction
Coco's Cookies Income Statement		July		
Revenue	\$ 50,000	\$ 51,500	\$ 50,000	\$ 50,000
Cost of Goods Sold				
Materials	\$ 20,000	\$ 20,600	\$ 20,000	\$ 20,000
Labor	\$ 15,000	\$ 15,450	\$ 14,250	\$ 15,000
Total Cost of Goods Sold	\$ 35,000	\$ 36,050	\$ 34,250	\$ 35,000
Gross Profit	\$ 15,000	\$ 15,450	\$ 15,750	\$ 15,000
Gross Margin	30.0%			30.0%
Other Expenses	\$ 10,000	\$ 10,000	\$ 10,000	\$ 9,500
Net Profit	\$ 5,000	\$ 5,450	\$ 5,750	\$ 5,500
Change to Net Profit \$		\$ 450	\$ 750	\$ 500
Net Profit %	10.0%			
Equivalent Boxes of Cookies Sold				

			1	2	3
			Increase # Boxes Cookies Sold by 3%	\$750 Work Comp Discount	\$500 Waste Disposal Cost Reduction
Coco's Cookies Income Statement		July			
Revenue	\$	50,000	\$ 51,500	\$ 50,000	\$ 50,000
Cost of Goods Sold					
Materials	\$	20,000	\$ 20,600	\$ 20,000	\$ 20,000
Labor	\$	15,000	\$ 15,450	\$ 14,250	\$ 15,000
Total Cost of Goods Sold	\$	35,000	\$ 36,050	\$ 34,250	\$ 35,000
Gross Profit	\$	15,000	\$ 15,450	\$ 15,750	\$ 15,000
Gross Margin		30.0%	30.0%	31.5%	30.0%
Other Expenses	\$	10,000	\$ 10,000	\$ 10,000	\$ 9,500
Net Profit	\$	5,000	\$ 5,450	\$ 5,750	\$ 5,500
Change to Net Profit \$			\$ 450	\$ 750	\$ 500
Net Profit %		10.0%	10.6%	11.5%	11.0%
Equivalent Boxes of Cookies Sold				7,500	5,000