

the Great Game of Government

Source Image: <http://greatgame.com/>

**Is it a Game
Or
Just Good Business?**

Why a Game?

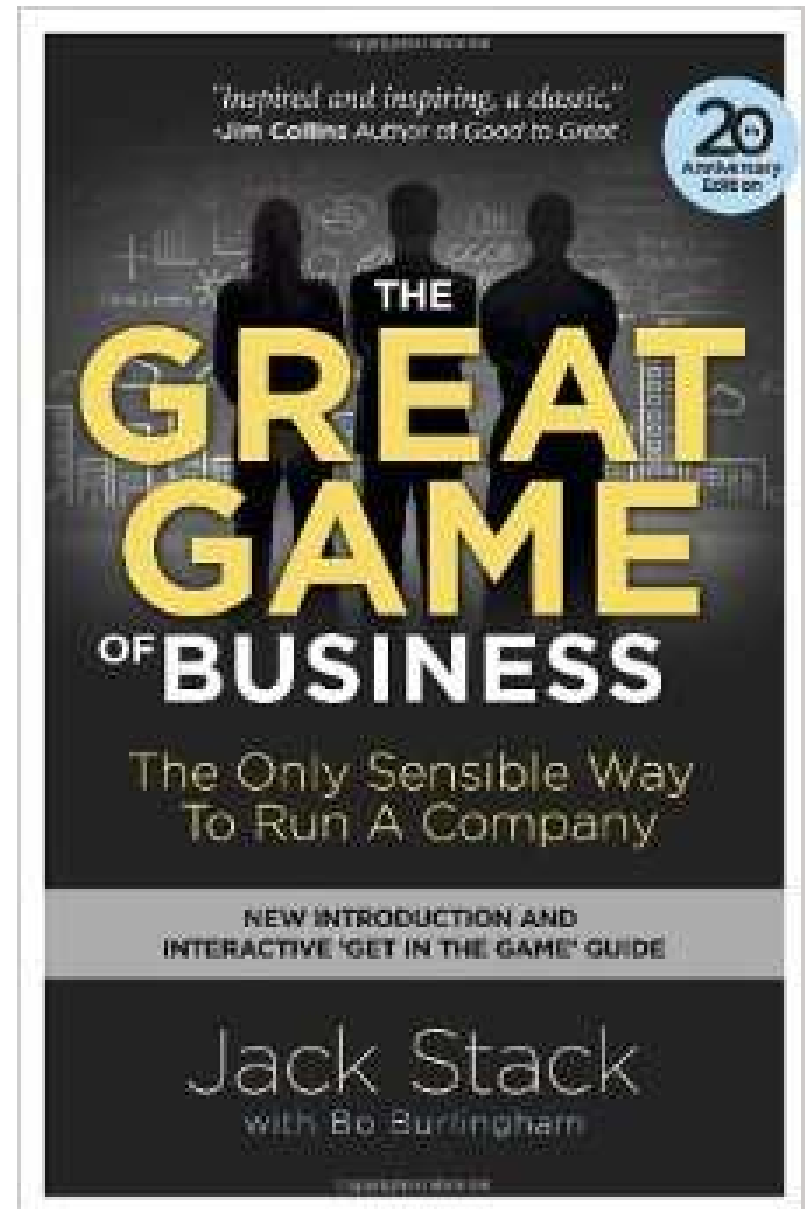


- ▶ People can know and teach the rules
- ▶ They can follow the action and keep score
- ▶ They can have a stake in the outcome

Great Game of Business

Jack Stack

- ▶ Concept was born in 1983
- ▶ Forged on the factory floors of an engine shop in Springfield, Missouri called SRC
- ▶ Monstrous debt-to-equity ratio of 89:1
- ▶ Bought with \$9 million, mostly borrowed
- ▶ SRC stock was worth a dime in 1983 is now worth \$170 per share



Source Image: <http://greatgame.com/>



Source Image: https://www.atb.com/learn/articles/Lists/Photos/financial_plan.jpg

Governmental Finances...

Are difficult to learn and understand.

The Great Game of Government

Similarities to private business

- ▶ The same reasons to play
- ▶ The same Higher Laws apply
- ▶ The same Myths of Management
- ▶ Getting the Big Picture
- ▶ Setting Standards

The same Biggest Barrier: IGNORANCE!

County Government

Differences to private business

- ▶ No central management structure/authority
- ▶ De-centralized financial management
- ▶ Complicated finances
- ▶ Arcane and sometimes archaic processes



Image Source: <http://ericpetersautos.com/2014/06/19/slower-safer/horse-and-buggy/>

If the Great Game can work in county government, it can work ANYWHERE!

The Great Game of Government

Just like in private business – Every employee:

- ▶ Is given the measures of success and taught to understand them
- ▶ Is expected and enabled to act on their knowledge to improve performance
- ▶ Has a direct stake in the county's success

The Great Game of Government

- ▶ *No bonuses*
- ▶ *No owners' equity*
- ▶ *Living “in the fishbowl”*
- ▶ *Can not reduce mandated services*

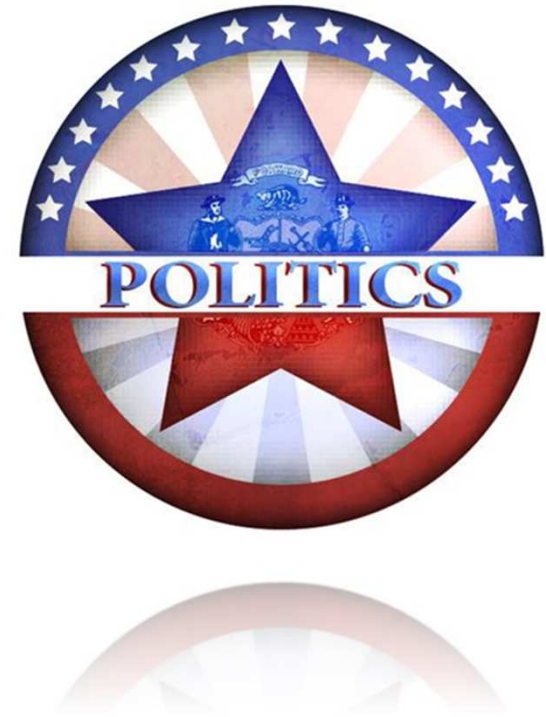


Image Source:
https://pbs.twimg.com/profile_image/s/974479249/Politics.png

Interesting thought:

Open book management may be the best cure for politics.

Where We Came From:

2011 – Focus: Contact & Survey

8/11 – Contacted by GGOB

Fall – Employee Survey



2012 - Focus: Start the Game

8/12 – Kickoff
Workshop

8/12 – Begin Huddles,
Mini Games

Fall – Critical Number

12/12 – Steering
Committee



2013 – Focus: Know the Rules & Keep Score

04/13 – Scorecard, Projections

05/13 – High Involvement
Planning

09/13 – Attend Gathering
(Finalist – Rookie of the Year)



2014 – Focus: Office & Department Education

2/14 – Education Committee
Formed

5/14 – Value Statements

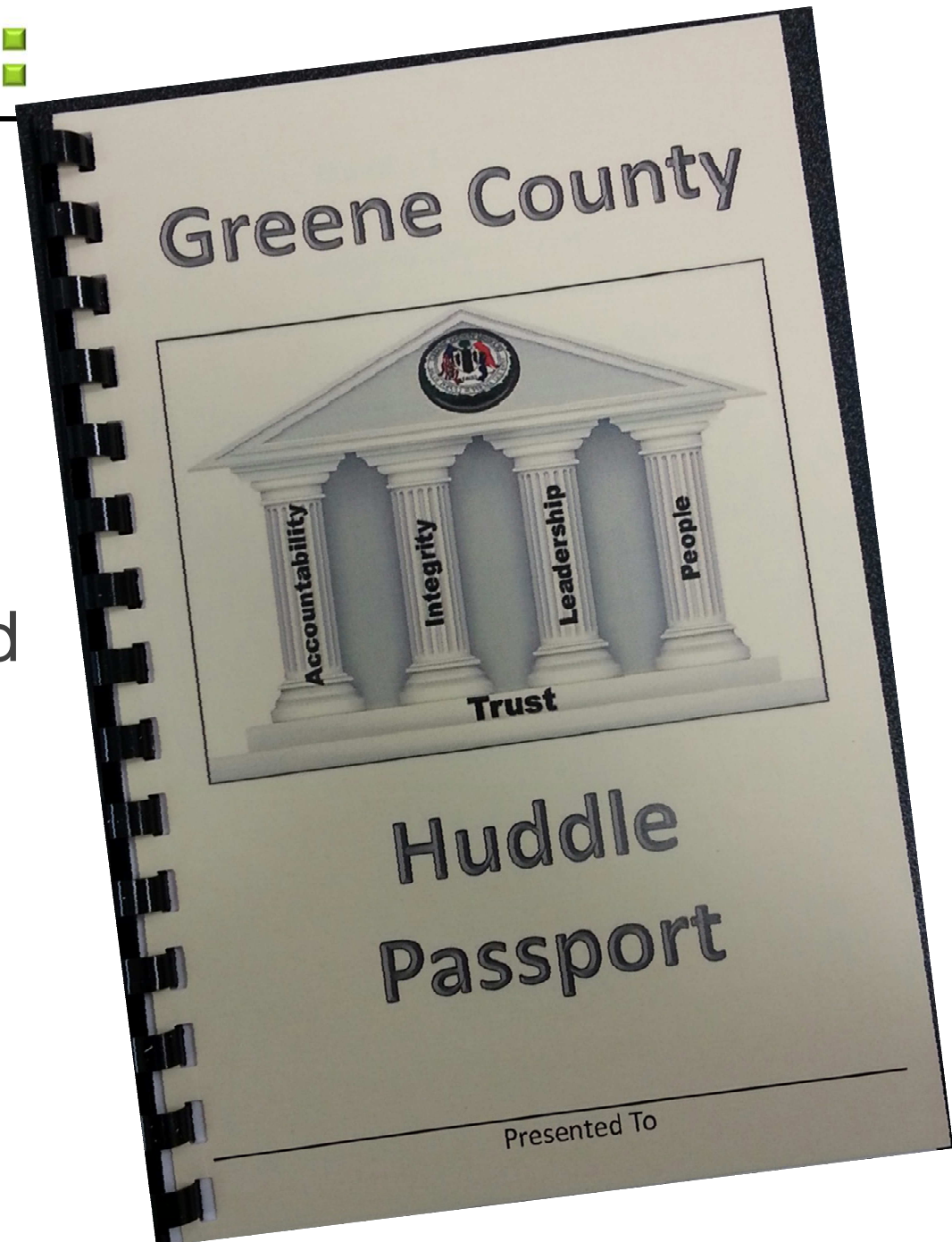
9/14 – Attend Gathering

What We Value:



Where We Are:

- ▶ Weekly Huddles – 50 Core Attendees
- ▶ Office & Department Engagement
- ▶ New Committees Formed
 - ▶ Dashboard/Website
 - ▶ Financial Literacy
- ▶ Huddle Passports



Where We Are Going:

- ▶ Financial Literacy Study Guides
- ▶ Active and Interactive Dashboard/Website
- ▶ Increase Mini-Games
- ▶ Expand Employee Engagement



Principles Overview

Know and Teach the Rules

Every employee should be given the measures of an organization and taught to understand them.

Follow the Action and Keep Score

People should be expected and enabled to act on their knowledge and improve performance.

Provide a Stake in the Outcome

People should have a direct stake in the organization's success and risk of failure.

The Great Game of Government

Greene County's Experience

Critical Number & Scorecard

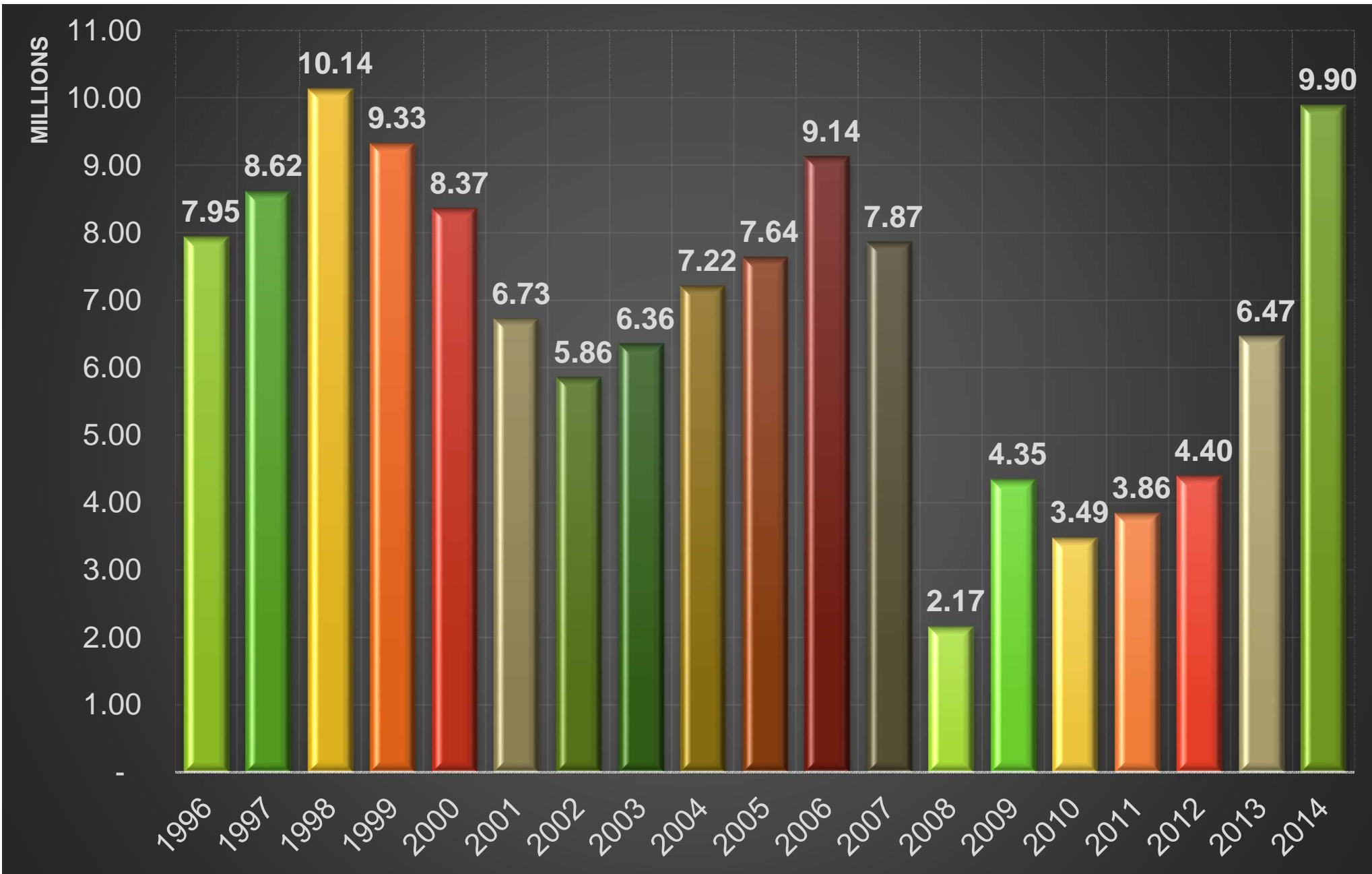
The single critical number which binds all County functions is the:

General Fund Year End Cash Balance



Source Image URI: <http://mrg.bz/dTVtoe>

General Fund Cash Balance



Critical Number & Scorecard

GREENE COUNTY GENERAL CASH BALANCE

Critical Number	Beginning Balance	Projected Revenues	Projected Expenses	Estimated End Balance
Cash	6,150,000	36,271,753	(32,519,216)	9,902,537

Recovery / (Deficit)
Projection
3,752,537

Previous Month's Comparison:	
	Better/(Worse)
Revenues	(22,364)
Expenses	486,168
Cash Recovery	4,216,341

Are we following the plan?

Critical Number
= YE Cash
Projection

9,250,000
9,000,000
8,750,000
8,500,000
8,250,000
8,000,000
7,750,000
7,500,000
7,250,000
7,000,000
6,750,000
6,500,000
6,250,000
6,000,000
5,750,000
5,500,000
5,250,000
5,000,000
4,750,000
4,500,000
4,250,000
4,000,000
3,750,000
3,500,000
3,250,000
3,000,000
2,750,000
2,500,000
2,250,000
2,000,000

Preferred
Operating
Zone

90 Day
Operating
Reserves

Minimum
Cash
Reserves

Well
Managed
Fund

Safe – Still
proceeding
with caution

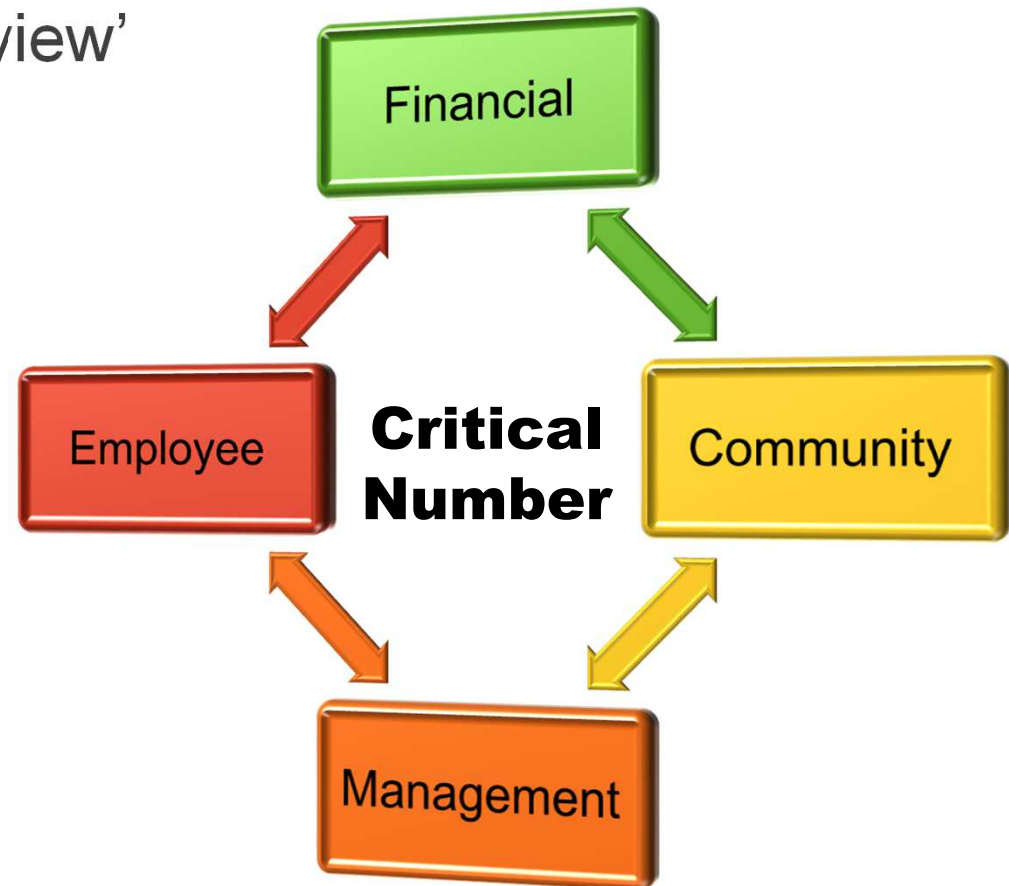
Can handle
emergencies
only

Dangerously
low cash
balance

High Involvement Planning

Identifying The Critical Number

- ▶ High Involvement Planning
- ▶ Business Appraisal – ‘360° review’
 - ▶ Financial perspective
 - ▶ Community perspective
 - ▶ Management perspective
 - ▶ Employee perspective



High Involvement Planning

Strength

- Advantages - People, physical resources, finances
- What do you do well?
- Successful activities or processes

Weakness

- Improvements - Staffing, physical resources, funding
- Activities or processes that lack effectiveness or are poorly done

Opportunity

- What possibilities exist to support or help your effort?
- New funding source(s)
- Policy changes
- New Technology

Threat

- Obstacles
- Legislation
- Outdated Technology
- Changes in funding

High Involvement Planning



Source Image: <http://greatgame.com/>

Implementing the Game

Next Steps

Current challenges

- ▶ Projections – better ownership of the numbers
- ▶ Pushing knowledge of the numbers deeper into the organization
- ▶ Better connection between effort and reward
- ▶ Improve opportunities for reward and recognition
- ▶ Better understanding of the role of mini-games

Thinking of “Taking the Plunge”?

Some things to make sure you do:

- Get buy- in from key leadership
- Build your knowledge base
- Don't wait
- Commit for the long haul

Remember the 3 P's:

Patience-Persistence-Perseverance!