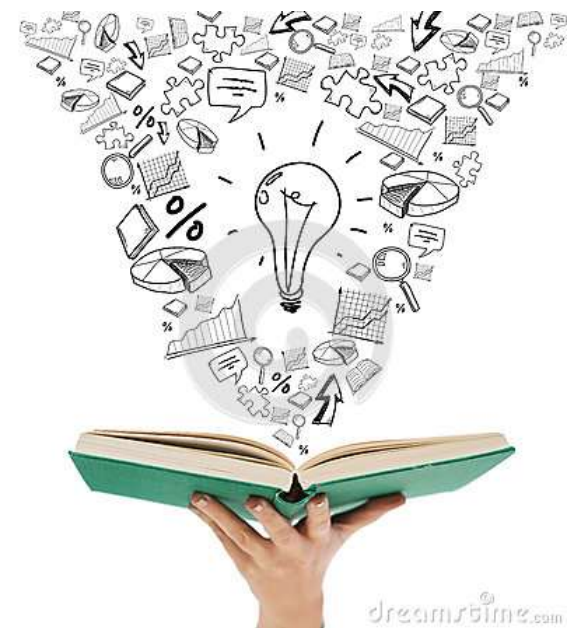


## ***The Great Game of Business - Overview***

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# **Chapter 5:** **OPEN-BOOK** **MANAGEMENT**




## ***Why Open Book Management?***

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The more people know about a company, the better that company will perform.

You will always be more successful in business by sharing information with the people you work with than by keeping them in the dark.



# ***COMMUNICATE***

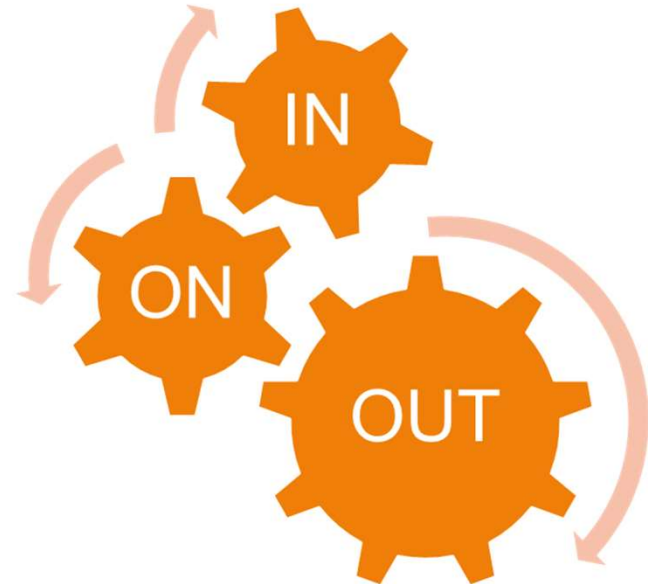
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**WHAT'S:**

**GOING IN?**

**GOING ON?**

**COMING OUT?**



# WHAT IS THE OUTCOME?

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Open Book:

Keeps people focused on the important issues

Takes down the walls

Helps to make a stronger work together environment



# **BUSINESS or GOVERNMENT**

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How does “Open Book” vary for a business such as SRC compared to Greene County Government?

Goals of a business in  
Great Game:

More sales, better pay,  
more contented work  
force, more profit.



## ***OPENING THE BOOK(S)***

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*WHAT ARE SOME OF OUR GOALS FOR GREENE COUNTY?*

ASSESSOR'S OFFICE: EQUITABLE VALUATIONS  
AND TAXATION

HIGHWAY DEPARTMENT: BETTER ROADWAYS,  
SAFER TRAVEL

BUILDING REGS: PROTECTION OF OWNERS,  
SAFER BUILDINGS

*OVERALL: MORE EFFICIENT USE OF TAXPAYER \$\$,  
BETTER OR MORE SERVICES FOR THE CITIZENS*

## *OPEN BOOK*

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*Allows people to evaluate things for themselves, not just for employees but also our "stockholders" the citizens of the county.*



# NEGATIVE SITUATIONS

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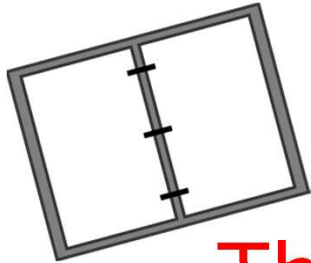
It's not easy to share bad news, but don't undercut the message. If the message doesn't get through things are only going to get worse. Face up to the facts and work together to find solutions.



*They happen in every organization.  
Things change, surprises happen,  
things malfunction.*



# The best argument for Open Book is:



The more educated the participants are about the organization, the more capable they are of doing little things required to get better.



# ***HIGHER LAW #6***

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**You can sometimes fool  
the fans, but you can  
never fool the players**



The Great Game is not a gimmick. If you try to use it as if it were, it won't work.

## ***Review of Stack's steps:***

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1. Create a series of small wins.
2. Give people a sense of the Big Picture.
  3. Teach the numbers
  4. Opening the Books



# FEAR OF DISCLOSURE

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How do you overcome your fear of disclosure?

What is it that you actually fear?

What should you do if the numbers are bad?



## **Fears listed in the book**

1. Competitors
2. Employees
3. Bad numbers

*Only one thing  
makes a dream impossible:  
the fear of failure.*

*Paulo Coelho*



These fears all go back to the  
basic principle of  
Open Book Management  
Building trust & working together.

# **The book relates being an open book manager to conducting an orchestra..**



Many different instruments playing  
different notes blending  
together to make a beautiful song,  
keeping the rhythm going,  
keeping things on schedule and on time.

# As the title of the Chapter is Open-Book Management

Keeping the communication open

Explaining decisions made

Working together to get new and  
different ideas

These are all the vital parts of making  
the Great Game Great

