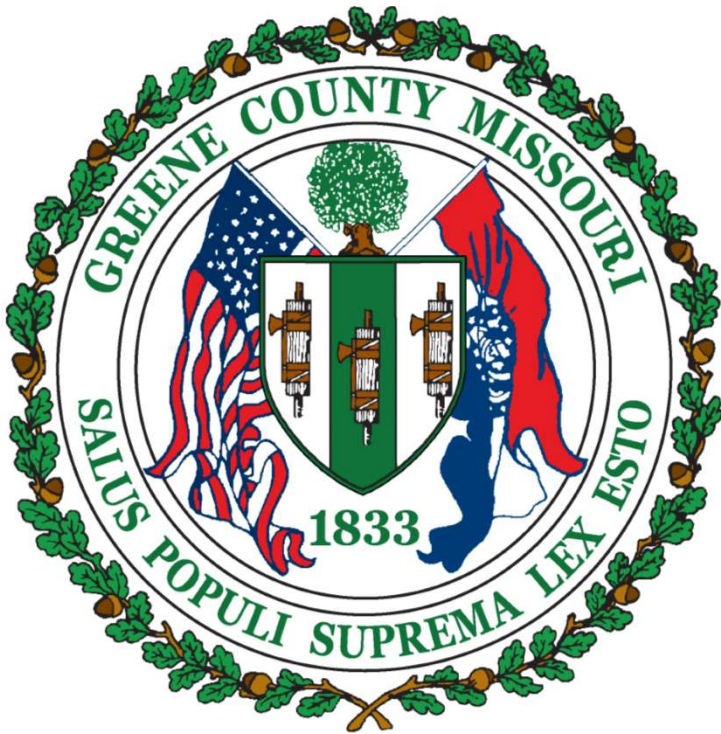


# Open Book Management



Figure 1. Close up of woman hand holding open book. <https://www.dreamstime.com/royalty-free-stock-images-close-up-woman-hand-holding-open-book-education-concept-green-image37146489>

# Understanding the Big Picture

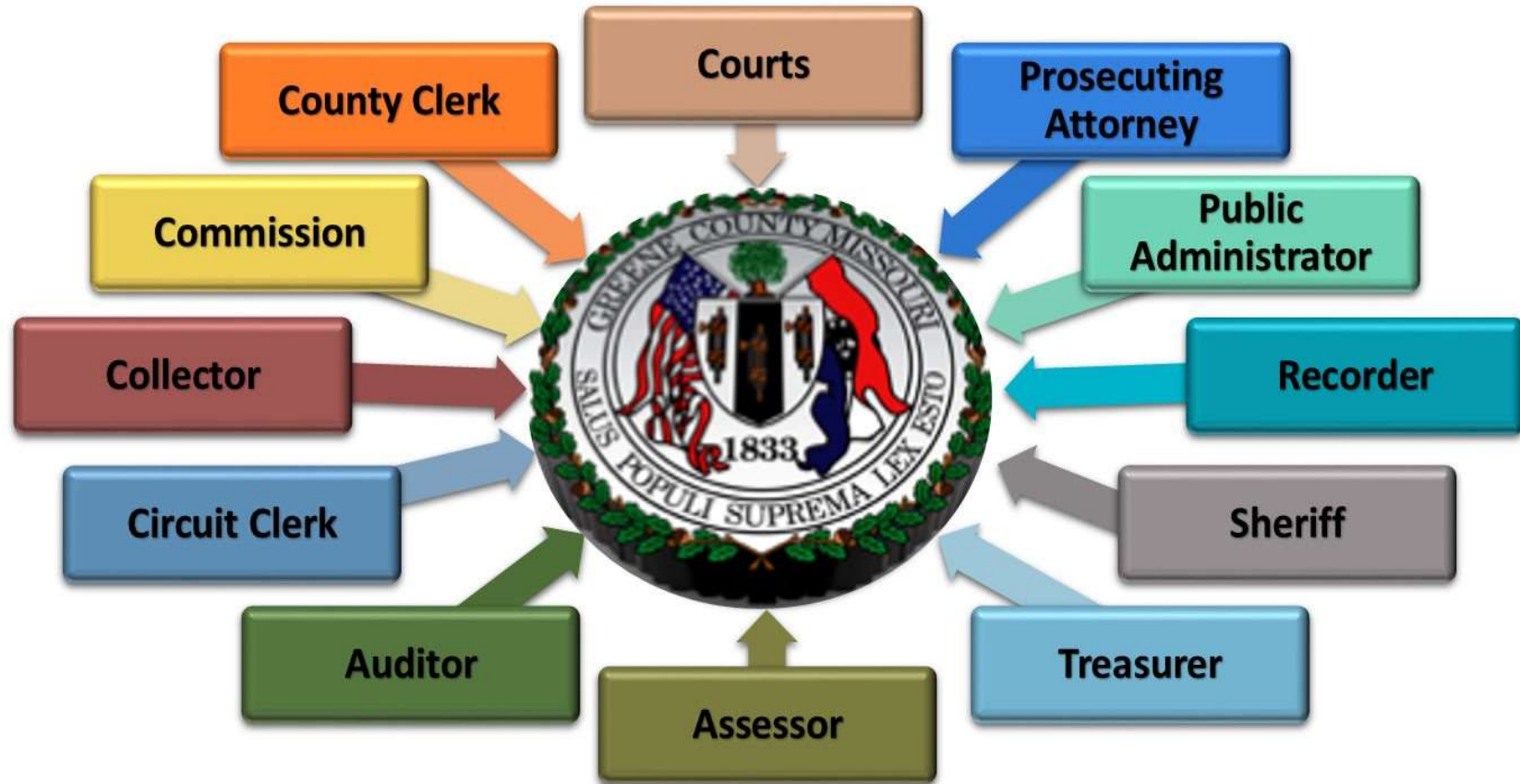


How does open book fit in local government?

Where do you fit in?

Why does it matter?

# Understanding the Big Picture




# Why Open Book Management?

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The more the employees know about Greene County, the better we will perform.

You will always be more successful at Greene County by sharing information with the employees you work with than by keeping them in the dark.

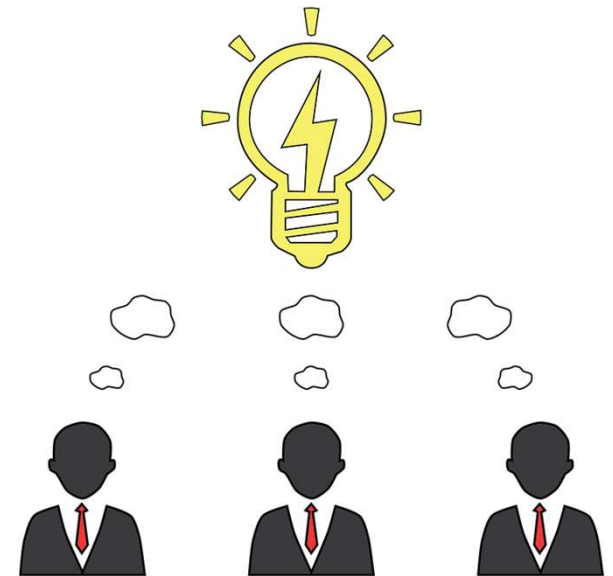


# Teaching the Numbers

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## *The language of Greene County*

- How are we doing
- Where to focus our attention
- Identify and solve problems
- Actions affect everything



# What is the Outcome?

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Keeps employees focused on the  
important issues



Takes down the walls

Helps to make a stronger, work-together  
environment

# Goals for the Great Game of Government

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**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 Management

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*Allows employees to evaluate things for themselves, but also our "stakeholders" the citizens of the county.*



Figure 3. Team Building Skills. [https://www.pngitem.com/middle/mxRbRb\\_team-building-clip-art-team-clip-art-hd/](https://www.pngitem.com/middle/mxRbRb_team-building-clip-art-team-clip-art-hd/)



# Sharing News (Good or Bad)

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It is not easy to share bad news, but do not undercut the message. If the message does not 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.*

Figure 4. File Path: /24/withered-crops-cliparts/3074218504.jpg



## ***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."*

# 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.

# How to be an Open Book Manager

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1. Start with your department's budget
2. Where is the most money spent
3. Breakdown categories in controllable elements
4. Use the dept budget to educate about the full budget



Figure 8. Financials. <https://s3-us-west-2.amazonaws.com/courses-images/wp-content/uploads/sites/1914/2017/06/22200227/5912231439-26f8836d3e-b.jpeg>

# **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.



# Summary of 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

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

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



Figure 9. An Enlightened Leader. <https://community.solutions/press/an-enlightened-leader/>



**Huddles**  
Every Tuesday  
Historic Courthouse  
Room 212  
At 8:12am

Figure 10. Photo of coffee near tablet. Photo by Arshad Sutar from Pexels: <https://www.pexels.com/photo/top-view-photo-of-coffee-near-tablet-1749303/>