

the
Great Game
of Government

Is it a Game

Or

Just Good Business?

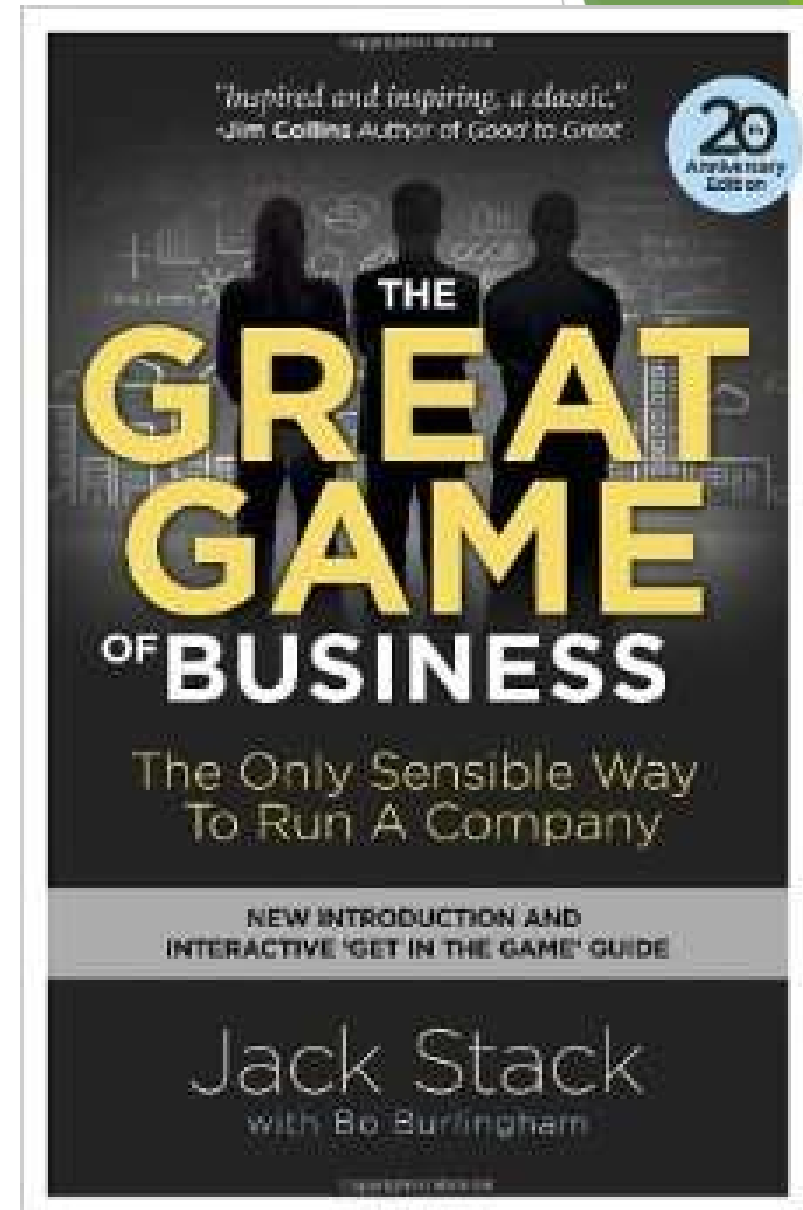
Why a Game?

- ▶ 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



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



**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



Greene County's Journey

the
Great Game
of Government™

2011-12

First Contact & Kick Off

*Meet with GGOB
Begin Huddles
Critical Number
Create Committees*

2013-15

Playing the Game

*2013 Rookie of the Year Finalist
Value Statements
2015 Pioneer Award*

2016-18

Getting Focused

*Develop Financial Dashboard
2016 MAC Award
2017 AGA, Harvard, NACo Awards*

2019

Being Transparent

Transparency Portal Launch

2020 and beyond

Sharing Our Story

*Live Streaming Huddles
Recording Huddles to View on the Dashboard*

Dashboard



Financial Dashboard

- ▶ Established March 2016
- ▶ Shares all Great Game of Gov't Information
 - Huddle Education
 - Monthly Reporting
- ▶ <https://greenecountymo.gov/>

Transparency Portal



Transparency Portal

- ▶ Established March 20, 2019
- ▶ Shows Revenue & Expenditures
- ▶ Shares the line item detail in the Checkbook
- ▶ <https://greenecountymo.gov/>



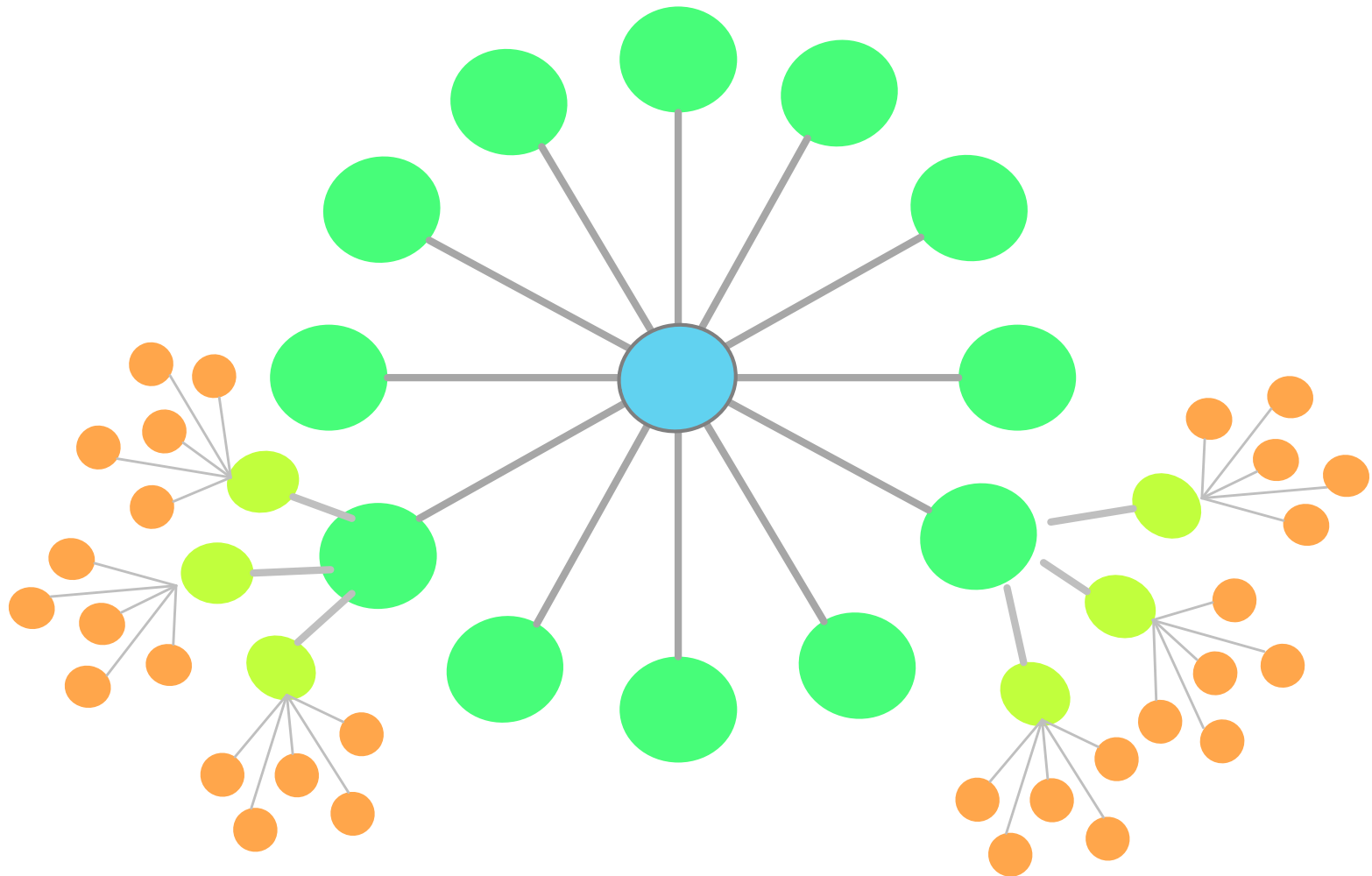
**Do you have
a process
that can be
improved?**

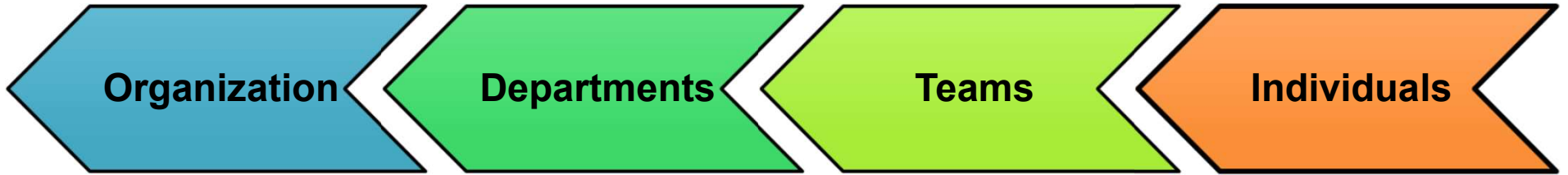
How is it communicated to your team?



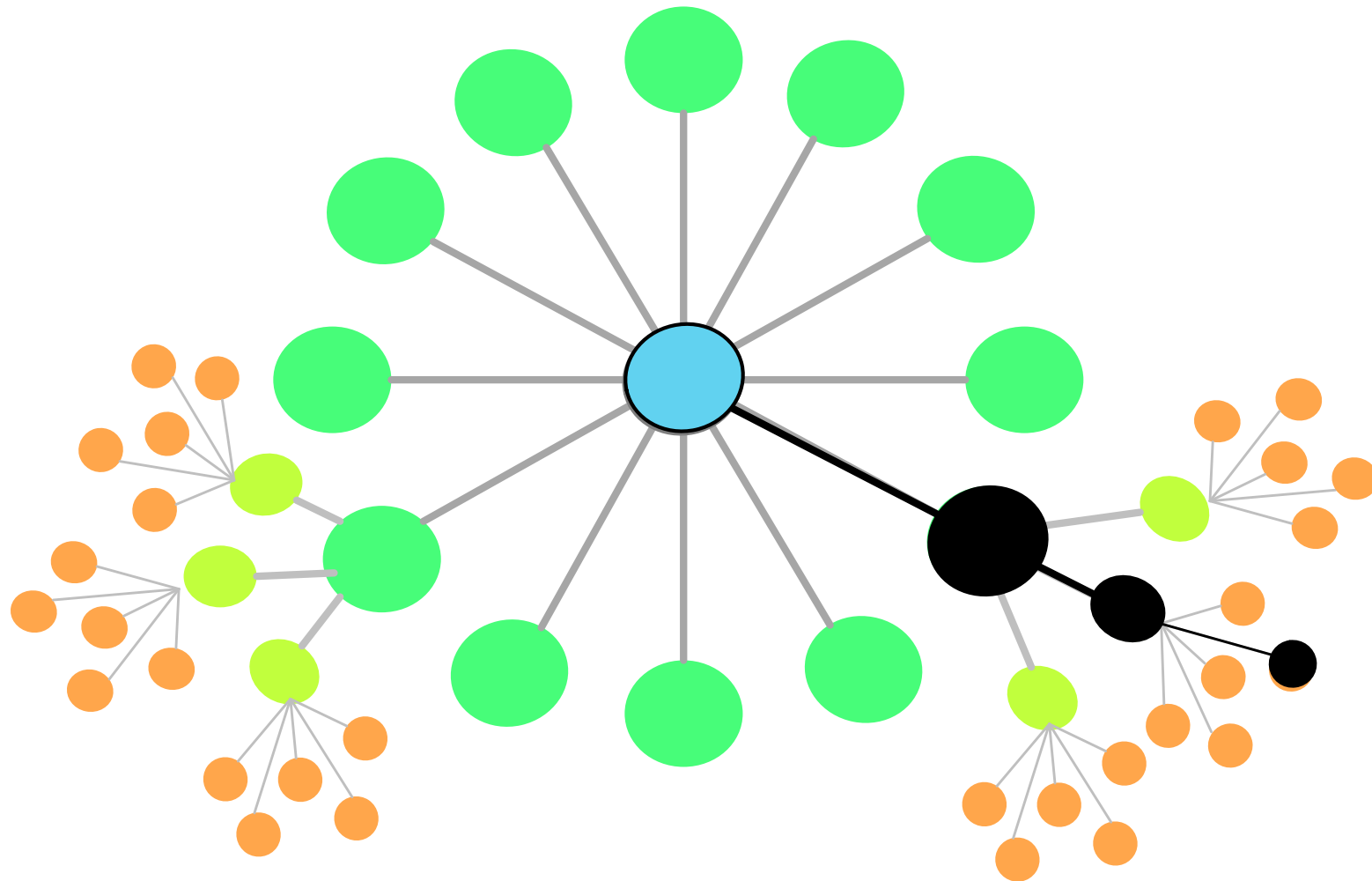


Sharing of Information thru the Organization

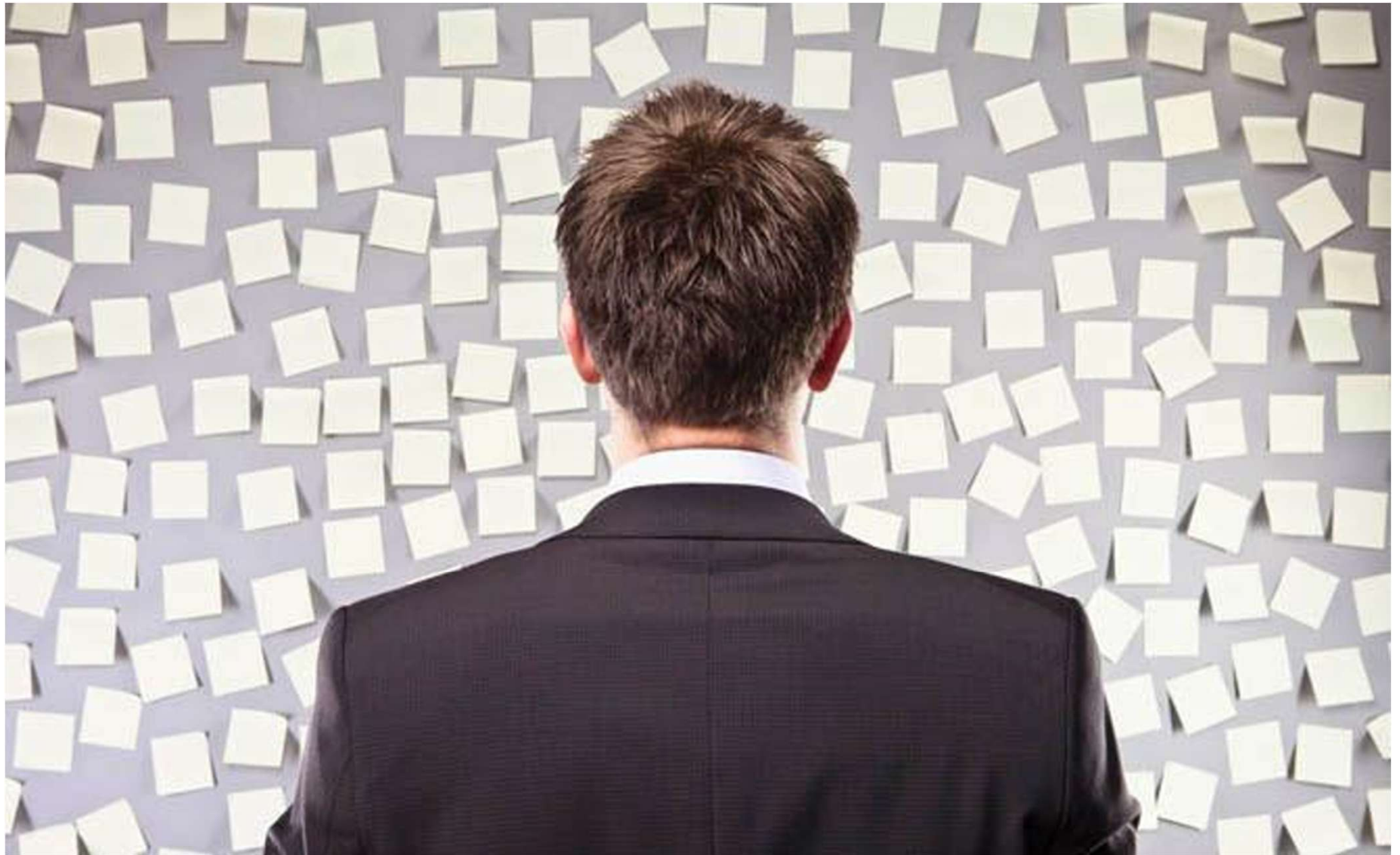




Receiving of Information from the Front Line



Understanding the Numbers



Understanding The Numbers

- ▶ Define a glossary of terms
- ▶ Get to know your line items
 - What story can be told
- ▶ Identify who has direct impact
 - Take turns reporting



Understanding The Numbers

- ▶ Focus on the Critical Number
 - Direct and Indirect
- ▶ Plan for the future
 - High Involvement Planning



Line Items Defined

- ▶ Revenue - Where does it come from?
 - How is it generated?
- ▶ Expenses – Where does it go?
 - Ongoing or One time
 - Categories
 - Fixed or Variable
 - Capital



Tell the Story about the Numbers

- ✓ Keep it simple
- ✓ Tell the facts
- ✓ Identify an error
- ✓ Offer a solution
- ✓ Ask for feedback
- ✓ Praise a process



Open-Book Reporting Vs. Open-Book Management

No matter where it is practiced, ***Open-Book Management*** has two critical elements:

- Sharing business information (***open-book***) and
- Developing a ***system*** that enables everyone to use that information to improve the organization (***management***).

Knowing the score is one thing.
Changing the score is **everything!**



Fans
**Know
the
Score**



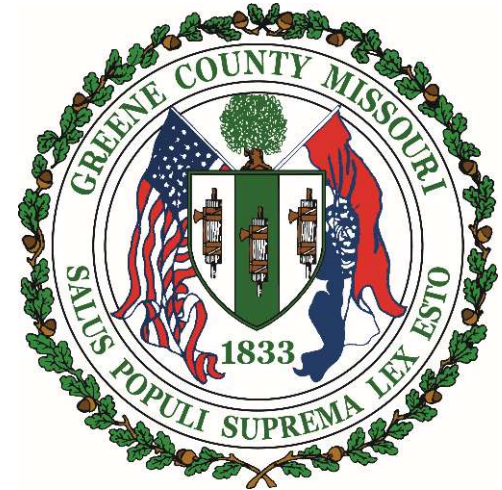
Players
**Change
the
Score**

What works for ...

Greene County



- Weekly agenda emailed to all employees
- Huddle Rhythm
 - Schedule Template
- Dashboard
 - [Huddle recap](#)
 - [Huddle videos](#)
 - [Transparency Portal](#)



The Art of Forecasting

Data

+

Assumptions

×

Frequency

=

**More Accurate Forecast
& Better Budgeting**

The Art of Forecasting

- How are you getting the data?
 - From Who? When? How Often?
- Helping your assumptions
 - Who do you communicate with?
- What did you learn from previous month to improve the next forecast?

Forward Forecasting

- Eliminates surprises
- Remain proactive
- Encourages thinking about cause and effect
- Education about organization
- Creates sense of urgency



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

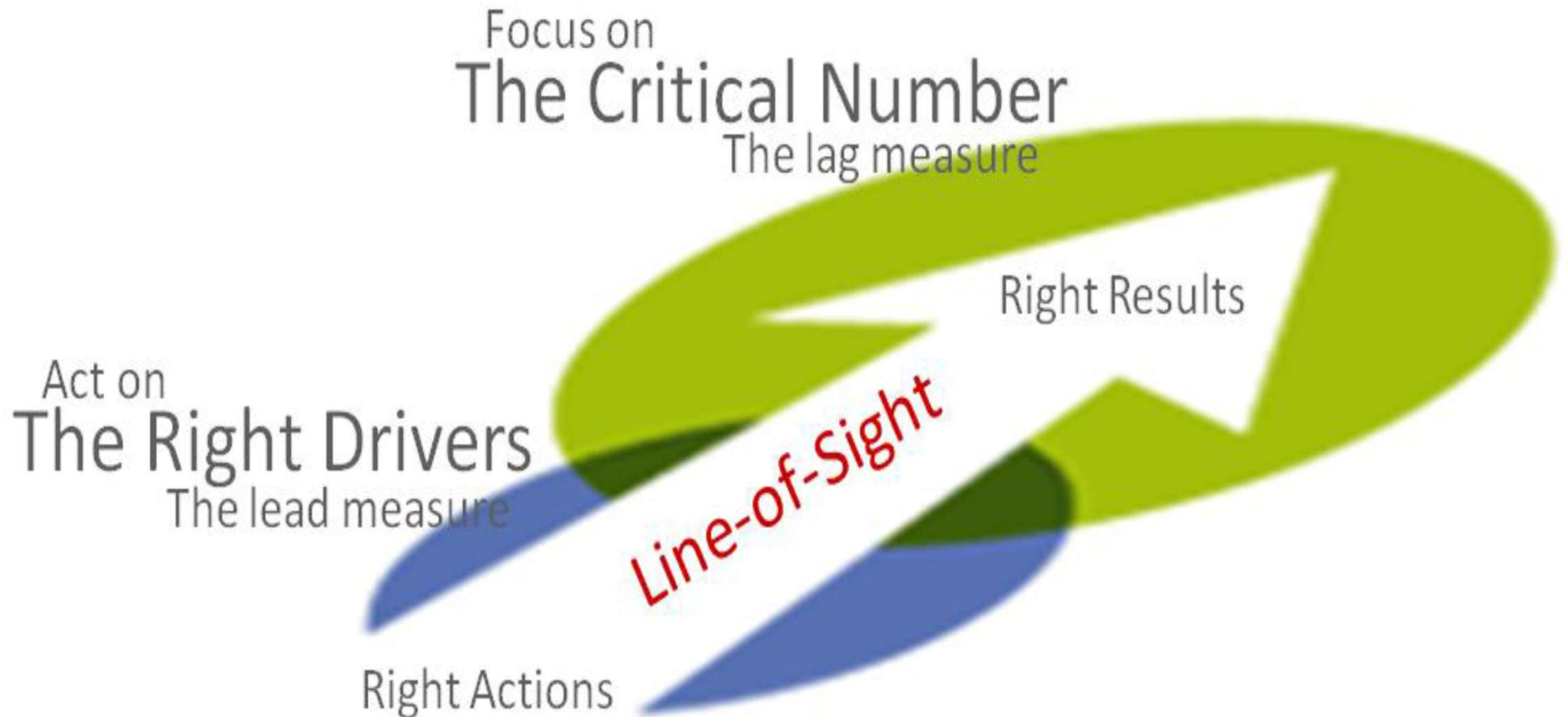
Opportunity

- 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



The Ultimate Higher Law

**WHEN YOU APPEAL
TO THE HIGHEST
LEVEL OF THINKING
YOU GET THE
HIGHEST LEVEL
OF PERFORMANCE.**

Values



We Value

Accountability

We take ownership and responsibility for outcomes – good or bad.
We are transparent.

Transparency
Quality
Trust
Time Management
Responsibility
Stewardship
Accountability



We Value

Integrity

We value a high standard of behavior driven by honesty and dependability.

Empathy
Integrity
Open Communication
Honesty
Selflessness
Trust
Faith
Humility

Values



We Value

Leadership

We all take a stand – to respect, encourage, inspire, and motivate others.



We Value

People

We value community, family, and employees.

UNDERSTANDING
LEADERSHIP
TRUST
KNOWLEDGE
DEPENDABILITY
RESPECT
INITIATIVE
CHARITY
SECURITY

Family
People
Service
Caring
Collaboration
Appreciation
Diversity
Relationships
Sharing
Trust
Pride
Teamwork

What We Value:



Recognition:



2013 Rookie of the Year Finalist
2015 Pioneer Award Recipient



2016 Rating Upgrade to Aa2



2017 Distinguished Local Government Leadership Award



2017 Harvard Kennedy School Award Semifinalist



2017 - 100 Brilliant Ideas at Work



- *Financial Literacy Study Sessions*
- *Continuous Enhancements to Dashboard/Website*
- *Increase Mini-Game Participation*
- *Expand Employee Engagement*
- *Reengage High Involvement Planning*