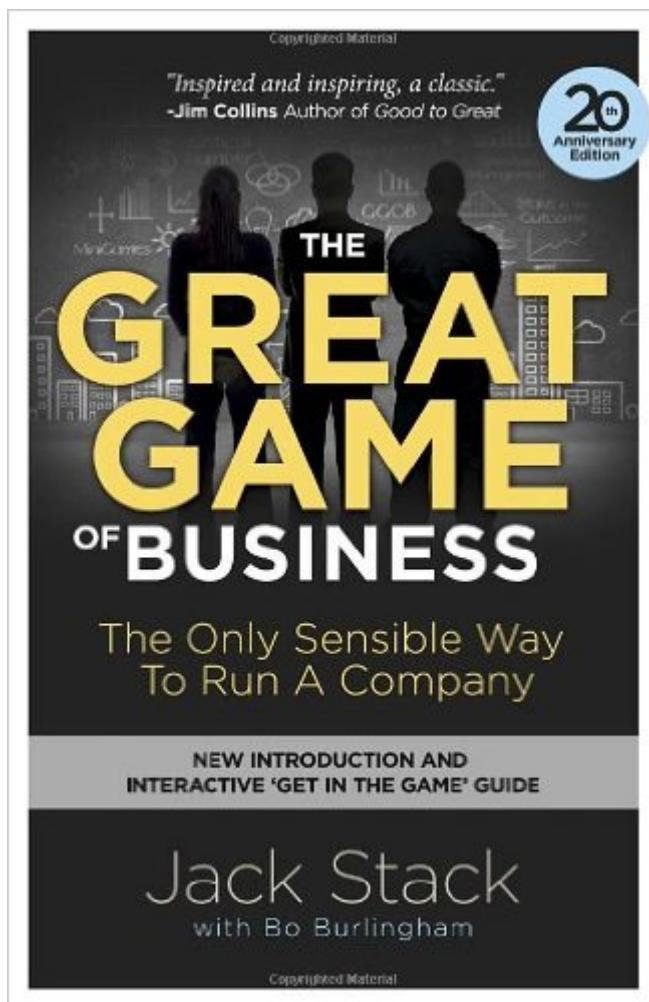


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The Great Game Of Business, Expanded And Updated: The Only Sensible Way To Run A Company



Synopsis

The Great Game of Business started a business revolution by introducing the world to open-book management, a new way of running a business that created unprecedented profit and employee engagement. The revised and updated edition of The Great Game of Business lays out an entirely different way of running a company. It wasn't dreamed up in an executive think tank or an Ivy League business school or around the conference table by big-time consultants. It was forged on the factory floors of the heartland by ordinary folks hoping to figure out how to save their jobs when their parent company, International Harvester, went down the tubes. What these workers created was a revolutionary approach to management that has proven itself in every industry around the world for the past thirty years "an approach that is perhaps the last, best hope for reviving the American Dream.

Book Information

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Customer Reviews

All games have rules. When the score is kept, there are winners and losers. Business is no different. The concept of open-book management has been around since some company owner in the distant past gathered employees and attempted to explain to them why it is so important to produce quality work, on time and without waste. No doubt at least one of those employees wondered "What's in it for me?" Good question. With contributions by Bo Burlingham, Stack wrote this book (first published in 1992) partly in response to that question. He introduces "The Higher Laws of Business":1. You get what you give.2. Its easy to stop one guy, but it's pretty hard to stop

100.3. What goes around comes around.4. You do what you gotta do.5. You gotta wanna.6. You can sometimes fool the fans, but you can never fool the players.7. When you raise the bottom, the top rises.8. When people set their own targets, they usually hit them.9. If nobody pays attention, people stop caring.10. As they say in Missouri: Shit rolls downhill. By which we mean change begins at the top. To these Stack adds "The Ultimate Higher Law": When you appeal to the highest level of thinking, you get the highest level of performance. These are the eleven laws on which Stack's system of open-book management is based. He explains each in thorough detail. Let's say that you agree that these laws make sense, that they are relevant to your own organization. Now what? Pretend that you have entered "Stack's Open-Book Management Store." He greets you at the door. For the next several hours, he guides you through an abundance of strategies, tactics, measurement instruments, communication devices, policies, procedures, etc. He answers all of your questions.

Employers are increasingly challenged to find ways to engage their people, to inspire and motivate them, and to encourage them to stay with the organization for an extended period of time. Employers who can be successful in attaining these lofty goals can dominate their markets, drive more money to the bottom line, and enjoy a stable, productive, and happy workforce. Jack Stack and his associates at Springfield Remanufacturing Corporation learned how to do this. It was a fascinating, educational, and sometimes painful journey, with benefits that exceeded the wildest dreams of those who put the plan together and made it work. The secret? Share numbers with your employees. All the numbers that have meaning—from profit and loss to balance sheet, from sales projections to costing standards. The concept is that the more employees know—and understand, the more they will partner and support the company's mission and goals (which they also help set). The most vital issue here, I think, is that every employee becomes more educated, more involved, more committed, and—end result—more loyal. They become a part of a team, rather than just workers. No longer is their relationship with the employer "just a job." It's now considerably more, as they participate in the decisions that drive the company's success. When employees are motivated this way and have so much more control over vital aspects of their employment lives, they will stay longer with their employer. There are more reasons to stay than to leave. Result: a substantially more stable, dedicated, and effective workforce. The book begins with a "Players Guide," a chapter-by-chapter outline of what will be covered. By itself, this guide is a valuable tool to stimulate thinking.

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