

Making a game out of running our business

This January, Barrett is rolling out The Great Game of Business program. Building on the open-book philosophy, this program takes the basic components needed to win at any game and applies them to the art of running a business.



The creator of this management philosophy, Jack Stack, initiated this program at Springfield Remanufacturing, a company engaged in rebuilding industrial engines. When Jack took the helm, he was steering a sinking ship that was accustomed to posting losses on the financial statements. (Gratefully, Barrett is kicking off our Great Game from a much healthier financial position.) Through open book management, Jack and the employees were able to forge a successful business that increased sales 5-fold and increased net worth by 200 times in 10 years. Given our record of superior execution and healthier financial standing, we do not expect this rate of improvement. However, we do expect to improve our operating performance for our customers.

One quote from the book sums up the benefits of The Game quite nicely: "When a company plays the Great Game of Business, all the employees... know exactly what they contribute, what they cost the company, and how

they depend on one another to be successful. That's because they're all working from the same scorecards—the income statement, the cash flow statement... Everyone starts thinking and acting as owners." Our employees will also benefit financially from these results through the gain-sharing program.

The three main components of The Great Game are:

- **Know and Teach the Rules**

It is tough to play a game if you don't know the rules.

Plan the business.

- **Follow the Action and Keep Score**

The only way to know the score is to follow the action and keep tally.

Communicate results.

- **Provide a Stake in the Outcome**

Providing an incentive keeps the players in the game.

Reward for performance.

Companies both big and small, including many household names, have successfully adopted the concepts of The Game to improve quality. Barrett has a track record of embracing quality initiatives to drive continuous improvement of operating performance (order accuracy, inventory accuracy, etc). With our January kickoff of The Game, we are embracing another outstanding initiative to drive our performance, and the resulting distribution of profits, to new heights. 🚀

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