

the great game of business by jack stack

The Great Game of Business by Jack Stack: Unlocking the Power of Open-Book Management

the great game of business by jack stack is more than just a book; it's a revolutionary approach to running a company that empowers employees, drives engagement, and ultimately boosts business performance. Jack Stack, the founder of SRC Holdings, introduced this management philosophy to transform struggling businesses by treating the company like a game where everyone plays to win—together. If you're curious about how transparency, financial literacy, and shared accountability can change the way organizations operate, this method offers compelling insights.

Understanding the Philosophy Behind The Great Game of Business by Jack Stack

At its core, the great game of business by jack stack promotes ****open-book management****, a style where financial and operational data is shared openly with employees at all levels. Unlike traditional management that keeps numbers locked away in executive offices, this approach invites everyone to understand the company's financial health and their role in its success.

Jack Stack's story is inspiring: he took a nearly bankrupt manufacturing company, SRC Holdings, and turned it into a thriving enterprise by involving employees in every aspect of the business. This transparency not only motivated the team but also created a culture of ownership and accountability.

What Is Open-Book Management?

Open-book management means sharing key financial data with employees and educating them about what those numbers mean. This approach:

- Breaks down silos between management and staff
- Encourages employees to think like owners
- Aligns individual goals with company objectives
- Motivates teams to improve productivity and profitability

By understanding the company's financials, employees can see how their daily decisions impact the bottom line, fostering a sense of purpose and connection.

The Role of Financial Literacy in Business Success

One of the pillars of the great game of business by jack stack is teaching financial literacy to everyone in the organization. When employees grasp concepts like profit and loss, cash

flow, and key performance indicators (KPIs), they can make better-informed decisions.

Jack Stack emphasizes that financial education isn't just for the accounting department—it's a vital tool for every worker. This democratization of knowledge breaks down fear and misunderstanding around numbers, making finance accessible and meaningful.

Implementing the Great Game of Business in Your Organization

While the philosophy sounds straightforward, putting the great game of business by Jack Stack into practice requires commitment and strategy. Here's how companies can start adopting this transformative approach.

Step 1: Share the Numbers Transparently

Begin by sharing relevant financial information with your team. This might include revenue figures, expenses, profit margins, or sales data. Transparency builds trust and provides a clear picture of where the company stands.

To keep things manageable, focus on a few key metrics that are easy to understand and directly tied to employees' roles. The goal is to make the numbers meaningful, not overwhelming.

Step 2: Educate and Engage

Next, invest in financial training sessions to help employees comprehend the data. This can be done through workshops, simple dashboards, or even gamified learning experiences. The more comfortable your team is with financial concepts, the more likely they are to contribute ideas that improve business outcomes.

Encourage questions and discussions around the numbers. When employees feel involved, they become more engaged and proactive.

Step 3: Create a Competitive but Collaborative Environment

Jack Stack's method frames the business as a "game" where everyone competes to improve results but also collaborates to win as a team. This involves setting clear goals, tracking progress openly, and rewarding achievements.

Some companies implement scoreboards or leaderboards that display performance metrics

in real-time. Celebrating wins and analyzing setbacks together strengthens team cohesion and drives continuous improvement.

Benefits of Adopting the Great Game of Business

Many organizations that have embraced the great game of business by Jack Welch report remarkable outcomes that go beyond financial gains.

Increased Employee Engagement and Morale

When employees understand how their work impacts the company, they feel valued and motivated. Open-book management cultivates a culture of transparency and mutual respect, which boosts morale and reduces turnover.

Improved Business Performance

Transparency and shared accountability often lead to smarter decision-making. Employees on the front lines can identify inefficiencies or opportunities quickly, contributing to higher productivity and profitability.

Empowerment and Ownership

The great game of business fosters a sense of ownership. Workers no longer see themselves as mere cogs but as stakeholders in the company's success. This mindset drives innovation and commitment.

Common Challenges and How to Overcome Them

While the benefits are clear, companies may face obstacles when implementing the great game of business.

Resistance to Transparency

Some leaders hesitate to share financial data, fearing mistakes or leaks. To overcome this, it's essential to build trust gradually and emphasize the advantages of openness.

Financial Literacy Gaps

Not all employees come with a background in finance. Tailor training to different learning styles and use simple, relatable examples to make concepts stick.

Maintaining Momentum

Sustaining engagement over time can be tough. Regular updates, ongoing education, and celebrating milestones help keep the game alive and exciting.

Real-World Examples of the Great Game of Business

SRC Holdings' turnaround story remains the flagship example, but many other companies across industries have adopted the great game of business principles to great effect.

For instance, in manufacturing, retail, and service sectors, open-book management has helped organizations boost profits, improve communication, and foster innovation. Employee stock ownership plans (ESOPs) often complement this approach by giving workers a tangible stake.

Tips for Leaders Interested in Jack Stack's Approach

- Start small: Pilot open-book management with a single department before scaling
- Be patient: Cultural change takes time; consistent communication is key
- Involve employees: Encourage feedback and participation in setting goals
- Use technology: Tools like dashboards can simplify data sharing and tracking

By embracing the great game of business by Jack Stack, leaders can create workplaces where everyone feels invested in the company's future—turning everyday work into a shared mission and a rewarding game.

The principles Jack Stack shares are not just about numbers; they're about people, purpose, and passion for building better businesses together. Whether you're a small startup or an established enterprise, there's much to learn from the great game of business—and many reasons to put its lessons into play.

Frequently Asked Questions

What is the main concept behind 'The Great Game of Business' by Jack Stack?

The main concept is open-book management, where employees are given access to the company's financial information and are encouraged to think and act like business owners to improve overall company performance.

How does Jack Stack suggest companies can motivate employees using 'The Great Game of Business'?

Jack Stack suggests using financial transparency and involving employees in business decisions and goal-setting, which increases engagement, accountability, and motivation by making employees feel like true stakeholders.

What role do 'MiniGames' play in 'The Great Game of Business'?

'MiniGames' are short-term, focused challenges designed to engage employees in specific business improvements, helping to create momentum, foster teamwork, and drive measurable results quickly.

Can 'The Great Game of Business' be applied to small businesses, and how?

Yes, it can be applied to small businesses by sharing financial data openly, educating employees about business metrics, and involving them in goal-setting and problem-solving to create a culture of ownership and continuous improvement.

What are the benefits of implementing 'The Great Game of Business' according to Jack Stack?

Benefits include increased employee engagement, improved financial performance, better communication, a stronger company culture, and enhanced accountability across all levels of the organization.

How does 'The Great Game of Business' address company transparency and trust?

The book promotes radical transparency by sharing financial and operational data with all employees, which builds trust, breaks down silos, and aligns everyone towards common business goals.

Additional Resources

The Great Game of Business by Jack Stack: A Deep Dive into Open-Book Management

the great game of business by jack stack stands as a seminal work in the field of open-book management and employee engagement. Since its initial publication, it has influenced countless organizations seeking to transform their corporate culture by fostering transparency, accountability, and shared financial literacy. Jack Stack, the author and a successful entrepreneur, presents a compelling argument that businesses can perform better when every employee understands the financial dynamics and is motivated to contribute to the company's success. This article offers a comprehensive examination of the principles laid out in *The Great Game of Business*, its practical applications, and its ongoing relevance in today's competitive corporate landscape.

Understanding The Great Game of Business by Jack Stack

At its core, *The Great Game of Business* is more than just a business book—it is a philosophy and a management system centered on open-book management (OBM). Jack Stack, who helped turn Springfield Remanufacturing Corporation (SRC) from near bankruptcy to profitability, shares his experience and methodology that demystifies financial statements for employees at all levels. The premise is straightforward yet revolutionary: employees perform better when they are treated as partners and given insight into the company's financial health.

Open-book management, as advocated by Stack, involves sharing key financial data such as profit and loss statements, cash flow, and operational metrics with the entire workforce. This transparency builds trust and empowers employees to make decisions aligned with the company's goals. *The Great Game of Business* outlines not only the benefits of this approach but also the challenges organizations may face in implementing such a culture shift.

Key Principles and Features of The Great Game of Business

The book introduces several foundational concepts that have since become synonymous with successful open-book management:

- **Financial Literacy for All:** A cornerstone of the system is educating employees on how to read and understand financial reports. This breaks down barriers between management and staff, fostering an ownership mindset.
- **Scorekeeping and Transparency:** Regular sharing of financial results keeps teams informed and accountable. This can include weekly scoreboards or dashboards reflecting key performance indicators.
- **Employee Involvement in Decision-Making:** By understanding the numbers, employees can contribute ideas that directly impact profitability and efficiency.

- **Incentive Alignment:** Profit-sharing plans or gainsharing schemes ensure that employees benefit from the company's success, motivating them to perform at their best.
- **Game-Like Engagement:** Stack uses the metaphor of a game to make the financial aspects engaging, competitive, and understandable, turning business operations into a collective effort.

Comparing The Great Game of Business to Traditional Management Styles

Traditional management often relies on hierarchical decision-making and limited financial disclosure, which can inadvertently create silos and disengagement. In contrast, The Great Game of Business promotes inclusivity and transparency, which can lead to more agile and responsive organizations.

For example, in conventional companies, employees may be unaware of how their daily tasks impact the bottom line, resulting in a lack of motivation to improve processes. Conversely, Stack's open-book approach equips employees with the knowledge to identify inefficiencies and opportunities for cost savings.

However, this model is not without challenges. Some organizations may struggle with the cultural shift required to embrace transparency fully. There is also the risk of overwhelming employees who are unfamiliar with financial terminology. The Great Game of Business addresses these potential pitfalls by emphasizing education and gradual implementation.

Implementing The Great Game of Business: Practical Insights

The book provides a roadmap for companies interested in adopting open-book management, highlighting steps that can ease the transition and maximize the benefits.

Step 1: Educate and Train Employees

Financial education is the foundation. Workshops, training sessions, and simple, jargon-free explanations help employees gain confidence in understanding company metrics. This phase often includes teaching basic accounting principles, profit and loss statements, and cash flow concepts.

Step 2: Develop Scoreboards and Financial Transparency Tools

Creating accessible and visually engaging scoreboards allows employees to track progress against goals in real time. These can be physical boards in common areas or digital dashboards. The key is to make the data understandable and actionable.

Step 3: Foster a Culture of Open Communication and Accountability

Encouraging dialogue around financial results and business strategies helps reinforce the game mentality. Regular meetings where teams discuss performance, challenges, and plans create a shared responsibility for outcomes.

Step 4: Align Incentives with Business Goals

When employees see a direct link between their efforts and financial rewards, motivation often increases. Gainsharing plans, bonuses tied to company performance, or other incentive structures are recommended to sustain engagement.

Pros and Cons of The Great Game of Business Methodology

As with any management approach, The Great Game of Business has its strengths and limitations.

Advantages

- **Enhanced Employee Engagement:** Transparency and involvement typically boost morale and ownership.
- **Improved Financial Performance:** Organizations often see increased profitability as employees identify cost-saving opportunities.
- **Better Communication:** Open discussion of business metrics can break down silos and foster collaboration.
- **Attracts and Retains Talent:** Companies with transparent cultures and profit-sharing often appeal to motivated employees.

Potential Challenges

- **Cultural Resistance:** Shifting from secrecy to openness can meet resistance from management or staff.
- **Training Demands:** Financial education requires time and resources, which some companies may find difficult to commit.
- **Risk of Information Overload:** Not all employees may want or need in-depth financial details.
- **Implementation Complexity:** Aligning incentives and establishing effective communication channels can be complex.

The Great Game of Business in Today's Corporate Environment

In an era where transparency and employee empowerment are increasingly valued, The Great Game of Business by Jack Stack remains highly relevant. The rise of remote work, digital collaboration tools, and data-driven decision-making align well with the principles of open-book management.

Moreover, companies facing rapid change or competitive pressures may find that engaging employees as true partners provides a strategic advantage. The model encourages agility, innovation, and continuous improvement by making everyone accountable for the company's financial health.

Technology has also facilitated the implementation of Stack's ideas. Modern software can automate real-time financial reporting and enable broader access to data without compromising security.

Case Studies and Success Stories

Several organizations have publicly shared their success with The Great Game of Business framework. For instance, SRC, the company led by Jack Stack, transformed from near failure to industry leader by embracing open-book management. Other companies across manufacturing, services, and even non-profits have reported increased profitability, better employee retention, and stronger corporate cultures after adopting these principles.

Final Thoughts

The Great Game of Business by Jack Stack challenges conventional management wisdom by placing financial transparency and employee engagement at the center of organizational success. While it demands commitment and cultural adaptation, the potential rewards in performance and workplace satisfaction are substantial. For companies willing to embrace openness and education, this approach offers a compelling blueprint for sustainable growth in a complex business world.

[The Great Game Of Business By Jack Stack](#)

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the great game of business by jack stack: *The Great Game of Business* Jack Stack, Bo Burlingham, 2013-07-04 In the early 1980s, Springfield Remanufacturing Corporation (SRC) in Springfield, Missouri, was a near bankrupt division of International Harvester. Today it's one of the most successful and competitive companies in the United States, with a share price 3000 times what it was thirty years ago. This miracle turnaround is all down to one man, Jack Stack, and his revolutionary system of Open-Book Management, in which every employee understands the company's key figures, can act on them and has a real stake in the business. In Stack's own words: 'When employees think, act and feel like owners ... everybody wins.' As a management strategy, 'the great game of business' is so simple and effective that it's been taken up by companies from Intel to Harley Davidson.

the great game of business by jack stack: The Great Game of Business, Expanded and Updated Jack Stack, Bo Burlingham, 2013-07-16 In the early 1980s, Springfield Remanufacturing Corporation (SRC) in Springfield, Missouri, was a near bankrupt division of International Harvester. That's when a green young manager, Jack Stack, took over and turned it around. He didn't know how to manage a company, but he did know about the principal, of athletic competition and democracy: keeping score, having fun, playing fair, providing choice, and having a voice. With these principals he created his own style of management -- open-book management. The key is to let everyone in on financial decisions. At SRC, everyone learns how to read a P&L -- even those without a high school education know how much the toilet paper they use cuts into profits. SRC people have a piece of the action and a vote in company matters. Imagine having a vote on your bonus and on what businesses the company should be in. SRC restored the dignity of economic freedom to its people. Stack's open-book management is the key -- a system which, as he describes it here, is literally a game, and one so simple anyone can use it. As part of the Currency paperback line, the book includes a User's Guide -- an introduction and discussion guide created for the paperback by the author -- to help readers make practical use of the book's ideas. Jack Stack is the president and CEO of the Springfield Remanufacturing Corporation, in Springfield, Missouri. The recipient of the 1993 Business Enterprise Trust Award, Jack speaks throughout the country on The Great Game Of Business and Open Book Management.

the great game of business by jack stack: *The Lean Practitioner's Field Book* Charles Protzman, Fred Whiton, Joyce Kerpchar, Christopher Lewandowski, Steve Stenberg, Patrick

Grounds, 2018-09-03 While there are numerous Lean Certification programs, most companies have their own certification paths whereby they bestow expert status upon employees after they have participated in or led a certain number of kaizen events. Arguing that the number of kaizen events should not determine a person's expert status, *The Lean Practitioner's Field Book: Proven, Practical, Profitable and Powerful Techniques for Making Lean Really Work* outlines a true learning path for anyone seeking to understand essential Lean principles. The book includes a plethora of examples drawn from the personal experiences of its many well-respected and award-winning contributors. These experts break down Lean concepts to their simplest terms to make everything as clear as possible for Lean practitioners. A refresher for some at times, the text provides thought-provoking questions with examples that will stimulate learning opportunities. Introducing the Lean Practitioner concept, the book details the five distinct Lean Practitioner levels and includes quizzes and criteria for each level. It highlights the differences between the kaizen event approach and the Lean system level approach as well as the difference between station balancing and baton zone. This book takes readers on a journey that begins with an overview of Lean principles and culminates with readers developing professionally through the practice of self-reliance. Providing you with the tools to implement Lean tools in your organization, the book includes discussions and examples that demonstrate how to transition from traditional accounting methods to a Lean accounting system. The book outlines an integrated, structured approach identified by the acronym BASICS (baseline, analyze, suggest solutions, implement, check, and sustain), which is combined with a proven business strategy to help ensure a successful and sustainable transformation of your organization.

the great game of business by jack stack: *Spielregeln für Game Changer* Kerstin Friedrich, 2020-02-21 Stellen Sie sich einmal folgendes Szenario vor: Sie sind Trainer einer Fußballmannschaft und Ihre Spieler laufen 90 Minuten über den Platz, ohne den Spielstand oder die exakte Zielvorgabe zu kennen. Klingt absurd? In vielen Unternehmen ist das Alltag. In Zeiten der digitalen Transformation müssen Unternehmen ihre Führungskultur und -modelle hinterfragen und ändern. Dabei wünschen sich viele Führungskräfte, dass sich alle Mitarbeiter für den Erfolg des Unternehmens einsetzen und daran auch noch Freude haben. Wenn es jedoch darum geht, die Mitarbeiter am Spiel zu beteiligen, Transparenz zu schaffen und ihnen Raum für kreative Ideen und deren Umsetzung zu geben, behalten viele Führungskräfte doch lieber die vollständige Kontrolle und lassen ihre Mitarbeiter blind über das Spielfeld laufen. Kerstin Friedrich zeigt auf, wie man die Führung weitgehend dem System überlässt. Dabei werden Elemente der Sozial- und Sportpsychologie sowie die Kräfte der Gamifizierung genutzt. Mit dem Ansatz „Scoreboard Management“ schafft sie die Grundlagen für jede Form von organisatorischer Transformation und Strategiewechsel: Alle Mitarbeiter lernen, das Geschäftsmodell und das Zusammenwirken einzelner Abteilungen im Wertschöpfungsprozess zu verstehen, die kritischen Engpässe zu erkennen und wichtige Kennzahlen zu interpretieren, den Einfluss ihres täglichen Handelns auf das Gesamtergebnis abzuschätzen sowie ihre eigenen Ideen für Prozessoptimierungen und höheren Kundennutzen einzubringen und zu realisieren. Durch radikale Transparenz im Unternehmen können Mitarbeiter mehr Verantwortung übernehmen und Teams sich selbst besser organisieren. Das Buch stellt das theoretische Hintergrundwissen bereit, beschreibt eine konkrete Methode und ermöglicht die direkte Anwendung in der Praxis durch klare Handlungsanweisungen und viele praktische Beispiele.

the great game of business by jack stack: *Scaling Up* Verne Harnish, 2016-05-09 Es ist über ein Jahrzehnt her, dass Verne Harnish Bestseller *Mastering the Rockefeller Habits* in der ersten Auflage erschien. *Scaling Up* ist die erste große Neubearbeitung dieses Business-Klassikers, in dem praktische Tools und Techniken für das Wachstum zum branchenführenden Unternehmen vorgestellt werden. Dieses Buch wurde geschrieben, damit jeder – vom einfachen bis zum leitenden Angestellten – gleichermaßen zum Wachstum seines Business beiträgt. *Scaling Up* konzentriert sich auf die vier Haupt-Entscheidungsbereiche, die jedes Unternehmen angehen muss: People, Strategy, Execution und Cash. Das Buch beinhaltet eine Reihe von neuen ganzseitigen Arbeits-Tools, darunter der aktualisierte One-Page Strategic Plan und die Rockefeller Habits Checklist™, die bereits von

mehr als 40.000 Firmen in aller Welt für ein erfolgreiches Scaling Up verwendet wurden. Viele von ihnen schafften ein Wachstum auf \$10 Millionen, \$100 Millionen oder gar \$1 Milliarde und mehr – und konnten den Aufstieg sogar genießen! Verne Harnish hat bereits in viele Scaleups investiert.

the great game of business by jack stack: A Stake in the Outcome Jack Stack, Bo Burlingham, 2002-04-30 The First Management Classic of the New Millennium! A bold experiment is taking place these days, as leading-edge companies turn upside down the management paradigm that has dominated corporate thinking for more than one hundred years. Southwest Airlines is perhaps the most visible practitioner, soaring through economic downturns while its competitors slash their budgets and order massive layoffs, but you can find other pioneers of the new approach in almost every industry and market niche. Their secret: a culture of ownership that allows them to tap into the most underutilized resource in business today—namely, the enthusiasm, intelligence, and creativity of working people everywhere. No one knows more about building a culture of ownership than CEO Jack Stack, who's been working on one for the past twenty years with his colleagues at SRC Holdings Corporation (formerly Springfield ReManufacturing Corporation). Along the way, they've turned their company into what Business Week has called a "management Mecca," attracting thousands of people representing hundreds of businesses to SRC's home in Springfield, Missouri. There the visitors learn how to incorporate the ideals and values of SRC's remarkable corporate culture into their own organizations—and then they go back and do it. Now, in *A Stake in the Outcome*, Stack offers a master class on creating a culture of ownership, presenting the hard-won lessons of his own twenty-year journey and explaining what it really takes to build for long-term success. The pioneer of "open-book management" (described in the best-selling classic *The Great Game of Business*), Stack and twelve other managers began their journey in 1982, when they purchased their factory from its struggling parent company. SRC grew 15 percent a year, while adding almost a thousand new jobs, and the company's stock price rocketed from 10 cents to \$81.60 per share. In the process, Stack discovered that long-term success required constant innovation—and that building a culture of ownership involved much more than paying bonuses, handing out stock options, or setting up an employee stock ownership plan. In a successful ownership culture, every employee had to take the fate of the company as personally as an individual owner would. Achieving that level of commitment was extraordinarily difficult, but Stack realized that the payoff would be enormous: a company that was consistently able to outperform the market. *A Stake in the Outcome* isn't about theory—it's about practice. Stack draws from his own successes and failures at SRC to show how any company can teach its employees to think and act like owners, including how to implement an effective equity-sharing program, how to promote continuous learning at every level of the organization, how to fire up employees' competitive juices, how to broaden the concept of leadership and delegate responsibility for the business, and how to build a workforce that is fast on its feet and ready to take advantage of every opportunity. You'll also learn about other companies that have succeeded in building cultures of ownership—and the lessons they can teach the rest of us. Written in Jack Stack's straightforward, witty, no-beating-around-the-bush style, *A Stake in the Outcome* is like having a one-on-one session with a master entrepreneur and business innovator. It shows managers and executives of companies both large and small how to build a ferociously motivated workforce that is energized and committed to meeting and overcoming the most daunting challenges a company can face.

the great game of business by jack stack: Business [REDACTED], 2003 [REDACTED]

the great game of business by jack stack: The Heineken Story Barbara Smit, 2014-11-06 Heineken is known all around the world, but few of the drinkers who eagerly watch the foam rise in their glass have heard of the business ploys, marketing tricks and extraordinary characters that transformed the Dutch family business into a global brand. Taking us on a journey from a small brewery in Amsterdam in 1864 to the present day, *The Heineken Story* tells the remarkable and sometimes controversial true story of one of the world's largest brewing companies, and of Alfred 'Freddy' Heineken, the singular business man who secured its position. From spectacular takeovers and inspired marketing campaigns, to a kidnapping that brought in the largest ransom ever paid for

an individual, this is a gripping account of the battle for the international beer market. Barbara Smit has experience writing on family drama, marketing and consumer culture, and in *The Heineken Story* she has put together a narrative that is meticulously researched, and fizzing with competition, personalities and betrayal.

the great game of business by jack stack: *Essentials of Supply Chain Management* Michael H. Hugos, 2010-06-04 Fully revised and expanded, the Second Edition contains valuable tips, techniques, illustrative real-world examples, exhibits, and best practices. This handy and concise paperback will help you stay up to date on the newest thinking, strategies, developments, and technologies in supply chain management. Michael Hugos presents the core concepts and techniques of supply chain management in a clear, concise, and easily readable style for those desiring an introduction to the subject or for those wanting to refine their understanding and application of supply chain issues. The case studies and executive insights are very useful in illustrating how to effectively employ supply chains to enable companies to accomplish their business goals. -Perry J. Gaid, Vice President of Purchasing, OneSource Facility Services, Inc. My company is involved in both manufacturing and distribution. Mr. Hugos's book provides a valuable framework of concepts and techniques that people at all levels of the company can use to organize and improve our supply chain management capabilities and tie them to our business strategy. -Grant Watkinson, Ph.D., President, Coastwide Laboratories, Inc. Praise for the First Edition An excellent introduction into supply chain management . . . a book you should own and loan out to others frequently. -Supply Management In clear and concise prose, this lean book outlines the most crucial tenets and concepts of supply chain management. -Supply Chain Management Review The Wiley Essentials Series-because the business world is always changing...and so should you.

the great game of business by jack stack: *That's a Great Question* Greg Bustin, 2024-06-26 Every great achievement starts with a question. If questions wield such enormous power, why do our peak question-asking years top out around age four? What are the contributing factors? More important, what steps can we take to re-learn and apply this valuable leadership skill? Whether you're an aspiring leader or a seasoned executive, this book will give you the confidence to embrace the counterintuitive truth: when you overcome the urge to tell and instead ask a question, you put yourself in control by gently guiding the conversation. This book examines: • The 7 types of questions, when to use them, when to avoid them • The framework for asking great questions • A speedy way to raise your questions to a new level of insightfulness • More than 1,000 questions in 20 categories essential to business and life High-performing leaders create an environment where questions are welcomed because asking great questions changes conversations. And when you change the conversation, you can change a colleague's performance and an organization's culture.

the great game of business by jack stack: *The Fifth Discipline Fieldbook* Art Kleiner, Bryan Smith, Charlotte Roberts, Peter M. Senge, Richard Ross, 2011-03-04 This book is for people who want to learn, especially while treading the fertile ground of organizational life. The idea of a learning organization has become increasingly prominent over the last few years. This book's predecessor, *The Fifth Discipline*, helped give voice to that wave on interest by presenting the conceptual underpinnings of the work of building learning organizations. Since its publication in 1990, Peter Senge et al. have talked to thousands of people who have committed themselves to the idea of building a learning organization. However, many of them are still not certain how to put the concepts into practice, asking questions like 'What do we do Monday morning? How do we navigate past the many barriers and roadblocks to collective learning? How do we discover exactly what kind of learning organization we wish to create? How do we get started?' No one person has THE answers to these questions, but there are answers. It is time for a 'fieldbook' - a collection of notes, reflections and exercised 'from the field'. This volume contains 172 pieces of writing by 67 authors, describing tools and methods, stories and reflections, guiding ideas and exercises and resources which people are using effectively.

the great game of business by jack stack: *Check* Charles Protzman, Fred Whiton, Joyce Kerpchar, 2022-12-30 Lean is about building and improving stable and predictable systems and

processes to deliver to customers high-quality products/services on time by engaging everyone in the organization. Combined with this, organizations need to create an environment of respect for people and continuous learning. It's all about people. People create the product or service, drive innovation, and create systems and processes, and with leadership buy-in and accountability to ensure sustainment with this philosophy, employees will be committed to the organization as they learn and grow personally and professionally. Lean is a term that describes a way of thinking about and managing companies as an enterprise. Becoming Lean requires the following: the continual pursuit to identify and eliminate waste; the establishment of efficient flow of both information and process; and an unwavering top-level commitment. The concept of continuous improvement applies to any process in any industry. Based on the contents of *The Lean Practitioners Field Book*, the purpose of this series is to show, in detail, how any process can be improved utilizing a combination of tasks and people tools and introduces the BASICS Lean® concept. The books are designed for all levels of Lean practitioners and introduces proven tools for analysis and implementation that go beyond the traditional point kaizen event. Each book can be used as a stand-alone volume or used in combination with other titles based on specific needs. Each book is chock-full of case studies and stories from the authors' own experiences in training organizations that have started or are continuing their Lean journey of continuous improvement. Contents include valuable lessons learned and each chapter concludes with questions pertaining to the focus of the chapter. Numerous photographs enrich and illustrate specific tools used in Lean methodology. *Check: Identifying Gaps on the Path to Success* Transactional Processes contains chapters on implementing Lean, Kanban systems, line balancing, Heijunka-leveling, and the +QDIP process plus case studies of machine shop and transactional implementations. The implementation model describes the different approaches to Lean, compares them to Toyota, and explains each implementation model.

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