

CHARLES A. COONRADT  
WITH LEE NELSON

FOREWORD BY LAWRENCE V. JACKSON  
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# Introduction

By Lee Nelson

My first real contact with the main principle discussed in this book occurred one afternoon when the manager of the Safeway store I was working for took me into the back room and showed me three four-by-eight foot wooden bins filled to overflowing with empty pop bottles. I was just beginning my first after school job.

The manager explained that the bottles needed to be sorted into cases before they could be picked up by the various vendors. He said there were so many bottles in the bins because the adult clerks hated to “work bottles” and avoided the task whenever possible. That was why I was being given the job—as a sixteen year old kid I was at the bottom of the pecking order.

The manager showed me where the empty cases were stored, which bottles could be combined in the same cases, which had to be kept separate, and where the cases of empties needed to be stacked.

Just when I thought I knew all there was to know about the new task and was ready to go to work, the manager said, “It takes most clerks one hour to do a bin. I hope you can do that well.”

He looked at his watch. I looked at mine.

“Let me know when you finish the first bin.” He turned and walked away.

Suddenly my work took on a new meaning. Working the bottles was not just another job that needed to be done. A standard had been set by which performance would be measured with exactness. The manager was keeping score on me. I was keeping score on myself.

My palms began to sweat. I looked at the bins of bottles with new interest. The manager, like my basketball coach, had put me into a game and turned on the scoreboard. I flew at the bottles.

An hour and ten minutes later I finished the first bin, frustrated at my clumsiness, but confident that if I persisted I could beat the magic sixty-minute barrier—the accepted standard in my new working world.

I became the regular bottle worker, and a record was kept on how long it took me to work each bin of bottles. After a month I worked three bins of bottles in one hour—three times the acceptable rate set by my fellow workers. The manager was pleased. The other workers talked about it. I believed I was possibly the fastest bottle worker in the entire Safeway chain. I was proud. Maybe the other workers knew more than I did about checking, cutting meat, or trimming lettuce—but I knew more about working bottles and could do my job twice as fast as anyone else in the store.

The manager of the night stocking crew heard about the kid with the fast hands and arranged for me to be assigned to him as soon as school was out. The night shift worked from 11 p.m. until 8 a.m., and my hourly wage was increased from \$1.33 to \$2.42 per hour.

Bill Cunningham, the manager of the night crew, was naturally competitive, both on and off the job. Every task was a race to see who was the best and the fastest.

My eyes couldn't follow Bill's price marker as it flew over the cans. He could throw six soup cans at a time onto the shelf, three in each hand, the labels all facing forward when the cans came to rest. On Tuesday nights when we washed and waxed the floors, Bill's mop could perform more tricks than a witch's broom. He learned that in the Navy.

Bill challenged me to try to keep up with him, which appeared an impossible task. But I tried and every week got a little closer. It

seemed every task was timed and measured, including the tearing up of boxes for the incinerator. Speed and accuracy were the game, and we kept score. Some of the other night crew members didn't like to race with Bill and me. They thought we were too "gung ho." They seemed to prefer watching the clock instead of beating it.

Nothing felt better than to walk out of that store into the morning sunshine, my body winding down after a night of running full speed in an effort to keep up with or beat Bill. And when Bill would say in parting, "Big load coming in today. Wear your running shoes tonight," it was music to my ears. I felt like an athlete getting ready for the big game.

I went on to finish college, marry, and begin a career in business and writing. In college and future jobs the things I had learned at Safeway didn't seem to apply. There was a difference between beating records and beating people. Being fast wasn't necessarily a desirable quality if you weren't doing the right thing. Sometimes I sensed a lack of direction, even confusion, among my fellow workers. And I was at a loss as to how to apply in different situations the principles that had worked so well at Safeway.

Then I met Chuck Coonradt, a professional businessman, who had taken the principles that had motivated me so effectively at Safeway and applied them to all types of business situations, achieving phenomenal results.

Chuck is the founder of The Game of Work, a company that teaches executives how to turn business into a game by keeping score. Chuck has figured out how to do for all kinds of businesses what those managers at Safeway did for me. There is no doubt in my mind that Chuck is the world's leading measurement expert.

As a sports enthusiast and former college football player, Chuck has observed that people will pay for the privilege of working harder than they will work for pay. Think about it—we call it recreation.

"In the absence of clearly defined goals, people are forced to concentrate on activity and ultimately become enslaved by it," says Chuck. He continues, "Most businesses pay for attendance when they need to be paying for performance and productivity. Most



business people don't keep score, don't measure performance as effectively as they do in recreation.”

As Chuck began to tell me about his experiences with many companies, I realized that he was onto something big, something very American, something vital to the success of every business. Chuck has discovered the missing link of all the goal-setting rhetoric of the '60s and '70s. I was amazed at his track record. This stuff really works.

A March of Dimes telethon director developed a simple tracking system, based on dollars raised instead of people contacted—a tracking system that could be updated every hour throughout the telethon, providing continuous feedback. With the new system in place, donations increased from \$78,000 to \$110,000 in one year. Within three years the telethon went to well over \$200,000 a year.

A local beverage distributor began to measure the number of cases delivered per gallons of gas consumed in delivery trucks; he experienced an immediate 22 percent decrease in delivery costs.

A manufacturing firm, within six weeks of introducing a measurement technique in a key manufacturing process, reduced the amount of scrap or wasted material from two bins a day to two bins a week, resulting in an annual savings of over \$30,000.

An advertising salesman introduced several of Chuck's measurement techniques and four months later received the largest commission check in his six-year history with the company. He came into The Game of Work program with a goal to increase sales thirteen percent, and ninety days later he increased the goal to forty-seven percent and eventually achieved a fifty-five percent increase the first year.

A small grocery store improved its shelf-stocking efficiency thirty-three percent, from thirty to forty cases per man-hour with the adoption of one simple measuring technique.

A building supply company reduced inventory from \$290,000 to \$165,000, freeing \$115,000 in operating capital, and at the same time increased the company's ability to fill orders.

A wholesale lumberyard decreased the number of man-hours per invoice from 4 to 1.9 for an annual savings of \$147,000.

A materials handling equipment company reduced the number of days to process an invoice from 22 to 4.5 with the adoption of one simple measuring technique, resulting in a dramatic reduction in outstanding accounts receivable.

A communications firm realized a \$3.4 million profit the first year after Chuck applied his measurement expertise. The year before, the company had realized a \$1.7 million profit and had never realized more than a \$2 million annual profit.

A trucking company reduced maintenance costs by \$125,000 a year by charting an item as simple as the number of miles between breakdowns.

Two brothers who were dentists knew they had to do something to increase their production and thought the answer might be to buy into a dental franchise. Their average monthly production totaled about \$17,000 a month. After their first month of consulting with The Game of Work, they were glad they stayed where they were, having had an increase to about \$36,000 with the same staff, same doctors, same location.

A young dentist with a staff of two (front desk and chair assistant) had been practicing several years but was unable to break past \$10,000 in monthly production. After only four weeks in Chuck Coonrad's program, his production increased to \$14,900. Two months later they had the same staff, the same patients, and the same office space, but they were producing over \$16,000 a month and were climbing for a new goal of \$20,000.

An older dentist was ready to retire in a few years but was not sure how that would ever happen. He said he was already so busy he just couldn't see himself producing more than \$30,000 a month without moving to a larger building. The Game of Work began monitoring and measuring his business, and he saw tremendous improvement within the first two months. The third month, his total production was over \$50,000.

## **Success**

By following the principles in this book, you can achieve the same kind of dramatic success that these people have achieved. Paul J. Meyer, founder of SMI International, said that “success is the progressive realization of worthwhile, predetermined personal goals.” Napoleon Hill said that “success is the pursuit of a worthy ideal.” Success is results. That’s what we’re in business for. In sports, success is measured in touchdowns, in winning the Lombardi Trophy, the NBA title, or the Stanley Cup.

If you haven’t looked at yourself as a sports entity before, it’s time you did. You really are like an athlete in that you have certain talents, abilities, and energy that you market for money and recognition. You are a participant in the game of work, whether you like it or not, and this book is not only about making the cut, but about choosing to become a superstar.

In addition to being responsible for your own growth and development, there may be others whose productivity you are responsible for. If so, the principles discussed in this book are even more important to you. You are a Coach as well as a Player. Think about how the motivational principles of athletics can apply to your business, and you will have a slight edge as you read this book.

In business, people earning \$90,000 a year are *not* three times better than those earning \$30,000 a year. They just have a slight edge. They do a few things better. Often the slight edge is nothing more than a better understanding of what their strengths are.

## **Your Scouting Report**

For the NFL teams and coaches that make the playoffs most often, one of the keys to their success is the elaborate scouting reports they maintain on not only professional and college athletes but on high-school players as well.

Let’s discuss you, your talents, and your abilities. Let’s build a scouting report. In the space on the next page, list the talents and abilities you market for money. List the important ones first.

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_
8. \_\_\_\_\_
9. \_\_\_\_\_
10. \_\_\_\_\_

Now list the things you have done over the years to improve your talents and abilities. Include schooling, seminars, subscriptions to trade journals, and so on. Beside each list the approximate cost.

- |                           |       |
|---------------------------|-------|
| 1. College                | Cost: |
| 2. Post-graduate studies  | Cost: |
| 3. Seminars and workshops | Cost: |
| 4. Books                  | Cost: |
| 5. Trade journals         | Cost: |
| 6. Other _____            | Cost: |
| _____                     | Cost: |
| _____                     | Cost: |

Your training may have covered:

1. Know-How or skills; what you have learned to do.
2. Energy; your ability to roll up your sleeves and keep your nose to the grindstone day after day.
3. Time; not how much you have, but how well you organize it to make it work for you.

4. Imagination; that creative spark, coming up with the ideas nobody else has thought of.
5. Planning and Goal Setting; how well you set goals and develop workable plans to achieve those goals.
6. Communication Skills; how well you present your ideas and suggestions to others so they are willing to accept and carry out your suggestions.
7. Decision-Making Ability; how well you gather and assimilate facts to make good decisions.

If you could have any one of these talents or abilities in rich abundance, which would it be? Which one, if developed to perfection, would be most useful to you? Of course, you would probably like to see your abilities in all these areas improved, but there is probably one area where you need the most help right now. Which is it?

Write it down here:

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Albert Einstein said he developed about 10 percent of his potential. What would you guess is your percentage of developed potential right now in the area you selected? What seminars or classes could you take to improve the above talent or ability? How much would that cost in time and money?

You know how much you have invested in this book, and that is only a fraction of what a reputable seminar or college course would cost, yet the principles presented in this book have brought immediate and remarkable improvement to thousands of people. They have worked for others, and they will help you improve in any area you desire.

## Goals

Here's something you must consider: All organizations rise or fall on the personal goals of the individuals in that organization. What are your goals? Only three percent of Americans are independently wealthy; they can live off the income from their investment capital. The next ten percent live comfortably, the

way most of us would like to live. And sixty percent barely make a living, from one paycheck to the next. The last twenty-seven percent need support from others or the government just to survive. What is the difference between these groups? The top three percent have written, specific goals. They keep score. The next ten percent have goals generally in mind, but they are not specific and written. The rest have no goals. (See David C. McClelland, *The Achieving Society* [New York: Free Press, 1967]. This has also been verified by subsequent studies over several decades.)

Obviously, the achievement of goals involves a lot more than just writing down goals. Otherwise there would be a lot more than three percent in that top group. This book will teach you the precise principles that will help you reach your goals.

The Game of Work is one of the most effective tool to come into American business. The application of measurement and goal setting is not new. But the application of it through the Game of Work is. It has not worked in the past because it has typically been used as punishment or evaluation. The bad kids in study hall had to report regularly, the good kids got free time. When our business has problems, we send in the auditors and increase the frequency of measurement. But when we ask them to leave the measurement in place, they typically reply, “We’ll take it with us, and if you mess up, we’ll bring it back.” Our measurement and accountability have been viewed too often in a punitive fashion. Early on, we rejected Dr. Edward Deming’s offer to the American management system and had to send him to Japan for validation before we began to understand how to diagnostically use his measurement system. Also, we have in the past typically reviewed and measured just activity—how fast, how long, how much work did we get involved in. We have not tied measurement to results. And more important, the key to the Game of Work is tied up in the exciting application of the results to resources ratios, which gives everyone that managerial return on investment—that stewardship for results.

The history of performance appraisals has been, in my opinion, as Shakespeare wrote, “much ado about nothing.” We have attempted to adjust the idea of appraisal in a number of ways. In 1892, Frederick

Taylor, father of scientific management, said the most important job we have is to determine what a fair day's work is. We have made attempt after attempt to do that. In the 1940s a performance appraisal was the appraisal of the person, and we set goals for unimportant things. In the '50s we talked about management by objective and achievement scales that became a paperwork jungle. Unfortunately, the size of our program was measured by the size of the rings in our binder and not by the results we produced. In the '60s we began using a behavioral approach that said if we do certain things the results surely will follow. But inevitably they didn't. And then we got into performance management, and we still didn't have an understanding of where the goal lines were. In the '70s we began to listen. Finally, Deming's revolutionary Japanese approach—a numbers-based, quality, people-oriented approach—came back to haunt us, and our ignorance began to cause anguish in the American management system. The measurement of quality began to quantify areas we once thought were immeasurable. And we began to get the measurement down to the worker, not just to the quality control inspector. In the '80s the synthesis was beginning to come through. Peter Drucker's mentality first expressed in his book "Managing for Results" is finally bearing fruit. Our experience with all of the other sophistications and complications has brought us full circle to caring about people and letting them care about us. That's the power in the Game of Work.

## **In Conclusion**

Before you go on to the first chapter, get out of your chair, walk into the bathroom, and look at yourself in the mirror. Say, "I am a Player." Say it a couple of times. Set your mind to the idea that you are a true competitor in the game you have freely chosen, and that through your choices in implementing the principles in this book, you will become a winner at The Game of Work.

# 1

## The Game of Work

“People will pay for the privilege  
of working harder than they will work  
when they are paid.”

—Chuck Coonradt

In the frozen food business, people are hired to work in refrigerated warehouses in terrible working conditions at near zero temperatures. But the unions and OSHA have done much to make conditions bearable. Companies are required to provide insulated clothing and boots. In fact, an entire industry provides clothing specifically for companies with refrigerated warehouses. These companies are required to provide hot drinks within so many feet of cold work areas. Workers must have a ten-minute break every hour. It's tough to get people to work in those kinds of conditions. People dislike working in the cold.

Yet whenever a winter snowstorm passes over my home in the mountains, followed by clearing skies and plunging temperatures, there is a sudden jump in employee absenteeism, particularly among young workers. Instead of staying home to avoid the freezing temperatures, they migrate up the local canyons to test the new and famous powder snow at Alta, Snowbird, Deer Valley or Park City.



Equipped with thousands of dollars' of equipment, they gladly take a reduction in pay for the day off and buy an expensive lift ticket to spend the day outside in subfreezing temperatures.

There are no hot-drink vending machines on the slopes, nor have I ever heard of a skier demanding a ten-minute break every hour. People really will pay for the privilege of working harder than they will work when they are paid.

Consider deer hunting. Every year during the third week in October, hundreds of thousands of men drag themselves to work Monday through Thursday. They are slow and lethargic, saving energy for the weekend. Then on Thursday afternoon, it's as if every one of them takes some kind of magic energy pill. Their eyes open wide. They stay up all night cleaning rifles, sharpening knives, waterproofing boots, and loading the camper with hundreds of dollars' worth of food. Friday morning they spend five or six hours driving along the roughest roads in the world, often in snowstorms. The next morning, the same men who on workdays have trouble fixing a bowl of cold cereal are up at 4 a.m. fixing a huge breakfast of bacon, eggs, fried potatoes, juice, and hot drinks.

After breakfast they wander out into a freezing blizzard, hoping for a chance to drag a dead deer through places they wouldn't carry their dying friend—all the time pretending the meat they might get is an economical investment to cut future grocery bills. Those hunters pay for the privilege of working harder than they will work when they are paid.

But why? Why do people put up to ten times as much energy and effort into their avocations as into their vocations? Why will people pay for the privilege of working harder than they will work when they are paid? There are several reasons.

First, in recreation goals are clearly defined: Shooting a deer; winning a game; beating your previous time. The desired result is clear and easily measured.

I've always wanted to play the Pebble Beach Golf Course in Carmel, California. That's where they hold the annual Pro-Am tournament.

Let's assume I finally make it to the course.

“I’m here to play,” I say. “Where is a map of the course?”

“We don’t have a map of the course anymore,” says the attendant at the door.

“How do I know where to play? Where’s the first tee?” I ask.

“Well, we changed,” she says. “With property values so high we have converted half the course into condos. As a result, we’ve changed the rules some. There’s no longer a first tee.”

“Well, do you have a second tee?”

“We don’t have a second tee, either. In fact, we don’t have any tees anymore.”

“Uh, well, what about the greens?”

“Don’t have those either.”

“Are the boundaries gone too?”

“Yes, except that it’s off limits to hit a ball into somebody’s yard.”

“How do I play?”

“Well,” she says, “we’ve analyzed why people play golf, and the big reason is exercise. Here’s a pedometer. Go out and walk 6,700 yards wherever you wish. You won’t need a caddy because you only need to take along one club. Stop and swing it when ever you wish, a minimum of seventy times or until you feel like you’ve had the normal amount of exercise for an eighteen-hole game of golf.”

“You’re kidding!” I say.

“But the activity is still the same,” she continues. “You still get the exercise, you still swing the club (you can even throw one if you want to), and you don’t ever have to go look for a lost ball.”

Can you imagine someone actually saying that? Or can you imagine going out on the soccer field and hearing someone say, “Listen, mostly this game is running and exercise. We don’t want to do all the accounting, so we just took the goals out. You can run around kicking the ball for forty-five minutes, then we’ll take a break. Then you can run around another forty-five minutes. After that you can go home and tell everyone how well you exercised.”

If you took the measurements out of the New York Marathon, there is no way in the world you’d ever get nearly fifty thousand

people to stand and wait two hours on the Brooklyn Bridge in the predawn hours for a chance to run twenty-six miles.

Second, in recreation the scorekeeping is better because it's (1) more objective, (2) self-administered, (3) peer audited, (4) dynamic, and (5) it allows the player to compare current personal performance with past personal performance as well as an accepted standard.

In recreation, everybody knows how to keep score. In business, however, sometimes the strokes don't count. Frequently workers don't understand the scorekeeping system. Sometimes nobody cares. Frequently there is too little objectivity in business scorekeeping.

I play golf with a handicap of eighteen. If I break 85 on eighteen holes I'm in heaven. But sometimes I play with friends who claim handicaps of eight or ten. If they hit 85, they are losing and are disappointed.

In golf you get realistic feedback that you can relate to your own past performance. If you were getting feedback on your golf game comparing you to Jack Nicklaus, you would soon become discouraged and quit because you could never win. But accurate feedback related to your own past performance usually gives you enough positive reinforcement to make you want to keep playing, to keep improving, to beat your own past performance standards. You win frequently enough to want to keep playing.

Have you ever met a runner who couldn't tell you how fast he runs his miles? Anybody can be a jogger—just shuffle along and you've got it. But a runner must run miles in less than eight minutes. Every serious runner keeps score. If you consistently run eight-minute miles, then you really feel good about yourself when you finish a workout averaging 7:40-minute miles. And if you break seven, that's all you can talk about all day. You don't feel bad because you didn't break the four-minute mile, or because you are not running marathons in two hours. You feel great because you are measuring yourself against your own past performance and winning. If you ran your last marathon in 4:10, then you feel great when you break four hours. You don't feel let down if you didn't

make 2:40. You feel like a winner because you are not comparing your performance to some unrealistic standard.

Consider that a volunteer civic tennis tournament, sponsored by a local television station every summer that draws 2,700 participants, has only four people keeping score. In a professional golf tournament with 140 participants, there are three people keeping score, and they sit in a tent and never see a stroke. Why? Because the scorecards are self-administered and peer audited.

In recreation, the scorekeeping enables you to receive immediate and realistic feedback. You know at all times how you are doing.

Imagine that you are on the golf course playing for twenty dollars a hole. You have two holes left to play and you're behind, so you talk your opponent into pressing the bet—double the bet on the last two holes in an effort to catch up.

You step up to the tee and blast the ball over the fence. You don't have to wait until the next six-month interview with the golf pro to know you blew it. You have been keeping your own score on every hole and know exactly where you stand.

You feel bad, not because you didn't play as well as Jack Nicklaus, but because you didn't play up to your personal expectations corresponding to your handicap.

Scorekeeping is an effective form of motivation if it is objective, self-administered, and peer audited.

Third, in recreation feedback is more frequent. Every day, everybody needs to know whether they are winning or losing. What do you think would happen if the commissioner of pro football walked onto the field at the beginning of the annual Super Bowl game to determine the best football team in the world, and said to the players, "We're going to be more businesslike in our approach to football today. We're not going to keep score. The commissioners are just going to watch the game, then meet and decide which team played the best. We'll let you know what we decide within three months." The commissioner would have to run for his life!

Fortunately, in most recreational activities you don't have to depend on a boss or supervisor to tell you how you are doing. You know what the score is as the game progresses, and nobody can change that just because they don't like you. The feedback is accurate and frequent—you know where you stand every time you throw the ball. And everybody knows how to keep score.

Feedback is the breakfast of champions. People who want to get ahead, who want to win, who want to improve and get the job done—these people want feedback. If you don't think feedback is important, go count the mirrors in your house.

If you want to improve the quality of performance in any area, you simply improve or increase the frequency of feedback. If you have a problem and you are getting a quarterly report, change it to a monthly report. If that doesn't do the job, turn it into a weekly or daily report. By increasing the frequency of your feedback, you have more opportunities to catch and eliminate problems of a solvable size.

Fourth, in recreation participants feel they have a higher degree of choice. Think about the words that imply a lack of choice—words frequently used in business. Words like “have to,” “should,” “must.” How many times have you heard someone say, “I have to go play tennis?”

I'm a tennis player, and I don't think golfers get much exercise. They hit the ball, get in the cart, get out of the cart, hit the ball again, and get back in the cart. Racquetballers don't think tennis players get much exercise. We stand around, only half of the serves count, and we chase the ball half of the time. Handballers say real players don't need racquets to beat up on a little bitty ball. Part of the reason for liking a recreational activity is the free choice you have in electing to do it.

Managers must ask themselves if they are using the principle of choice when giving out assignments to employees. Are people being allowed to perform in areas where they have natural interests and abilities, or is their business like the Army where bakers are ordered to drive trucks? When people feel that they have no choice

in what they are doing, they lose their enthusiasm, and performance suffers.

Fifth, in recreation they don't change the rules in the middle of the game. Imagine that you are playing pool in a strange town and winning. You just put in the eight ball when somebody announces that it didn't count because you didn't say "Molly Mumford" before it went in the hole. Obviously you are upset because someone changed the rules on you. That doesn't happen in sports. If the basketball goes through the hoop, you get two points, three if you are shooting from outside the three-point line. Those rules were established during the off season, not in the middle of a game. In business, however, rules are frequently changed in the middle of the game.

One time I sat down with a regional sales manager for a light-bulb manufacturer. We were talking about scorekeeping and maintaining a high motivational level among the salespeople.

"We have a good scorekeeping system," he said. "Our people get regular reports listing their point accumulations, yet the system doesn't seem to motivate our people."

"That sounds strange," I said, because it appeared to be a good scorekeeping system.

Then he said, "I guess the thing they are upset about is the Annual National Quota Adjustment."

"What?" I said.

"Annual National Quota Adjustment," he repeated matter-of-factly, as if I ought to be familiar with the term.

"Tell me about it," I said.

"If the whole company," he explained, "does 125 percent of quota, then we depreciate the value of everybody's points back down to the 100 percent level."

"It's obvious to me," I said, "that your people can't count on a stroke being a stroke. You are changing the rules in the middle of the game."

Consider a grocery store where the meat manager has just been chewed out by the store manager for not making enough money on the meat.

“We’re going to fix this,” says the store manager to the meat manager. “We’re going to pinch every nickel and dime in this department, and we are going to start making some money!” The meat manager nods in agreement.

Mrs. Jones comes in the store an hour later with a bad ham. She goes back to the meat manager, who has just had the rules laid down about watching the pennies. The meat manager gives her a hard time about exchanging the ham. She gives up and goes to the store manager, who says, “No problem, Mrs. Jones. I’ll take you back and explain to that stupid meat manager of mine how we are going to have customer satisfaction around here.” The store manager has changed the rules in the middle of the game.

Now, if they changed the rules in a football game, the referee saying after a touchdown that the ball carrier got into the end zone too easily, so the touchdown would be worth only four points, what do you think would happen?

Changing the rules in the middle of the game adds to the uncertainty of the game. Good managers seek to minimize uncertainty. Workers, like athletes, perform better when they know where they stand, when they know the score. A feeling of certainty creates a sense of security about working conditions. Managers cannot eliminate all uncertainty, but by avoiding changing the rules in the middle of the game, they can go a long way toward minimizing uncertainty.

In the workplace, when expectations are clearly defined and uncertainty is minimized, it is easier for people to have the satisfaction of meeting expectations.

What do you think happens when these five principles are applied in the working world—when we apply the motivation of recreation to work? What if the enthusiasm for your accomplishments was as great in your organization as it is your bowling league or the neighborhood bridge tournament?

There’s a productivity crisis in America. We hear about it every day. Yet while our workers become less productive, recreational interests and abilities are growing by leaps and bounds.

If the office air conditioning goes off on a hot day, and if it's 100 degrees outside, soon the temperature of the office gets up to about 80 degrees. People start tugging at their collars, saying "Boy, it's tough working in here. We'd better go home early."

We all agree that it's tough to work when the temperature gets up to 80 degrees. But the minute we step outside where it's 100 degrees, somebody says, "What do you think, golf or tennis?"

The principles that lead to motivation in recreation can be applied to business with remarkable results. In this book I will uncover and define those principles, then teach you how to apply them.

Professional athletes are paid to play. But the enthusiasm and the power of their involvement come from the elements of the game, not the amount of the paycheck. Each of us is paid to play as well. But we can increase our enthusiasm, we can increase our enjoyment, we can increase our self-fulfillment by implementing the principles of the Game of Work. In this book you will find the way to win at your personal Game of Work. I guarantee it.