# OPEN BOOK LEADERSHIP®

## OBL® · Every leader reads the numbers. Every team owns the outcome.

**OPEN BOOK LEADERSHIP® (OBL®) is the GRITT approach to running a business with the numbers visible to every layer, not just the executive team.** When teams understand the financials, they make better decisions, take more ownership, and hold themselves accountable to results.

THE IDEA IN ONE SENTENCE

*You cannot ask a team to think like owners while showing them nothing that owners see. OPEN BOOK LEADERSHIP® is the price of admission for accountability.*

WHY IT WORKS

## Financial fluency is the missing operating layer.

Most companies teach the numbers to the top ten percent, then wonder why the other ninety percent do not act like owners. Frontline decisions, supervisor conversations, and daily choices at every level are where the P&L is actually made. OBL® puts the same financial vocabulary in every seat so those decisions land the same way.

THE FOUR PILLARS

### Shared Financial Vocabulary

Every layer reads a P&L and cash statement the same way. Comprehension verified, not assumed.

### One-Page Operating Scoreboard

The numbers that run the business, on a single page any leader can defend and any operator can act on.

### Weekly Numbers Rhythm

A five-minute conversation every leader runs. Same shape at frontline, supervisor, and executive levels.

### Leader-Led Coaching

Leaders move from reviewing the numbers to teaching them. The muscle stays in the company after we leave.

WHO IT IS FOR

ESOPs installing ownership behavior. Family-owned companies preparing the bench for growth. PE-backed leadership teams that need financial fluency across every layer. Multi-site operators codifying one shared scoreboard across locations.



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THE THREE PHASES

# Diagnose. Install. Sustain.

Every phase ends with a leader-led working session and a number that lives in the business after we leave. No slide decks that disappear on the drive home.

PHASE 1 · WEEKS 1–4

## Diagnose

- Baseline financial vocabulary at every layer
- Map which numbers each layer sees or avoids
- Read the operating rhythm and scoreboard
- Identify the two fastest quick wins

PHASE 2 · WEEKS 5–10

## Install

- Deliver the Profit & Cash® simulation to leadership
- Cascade financial fluency to supervisors and frontline
- Launch the one-page operating scoreboard
- Run the first weekly numbers rhythm live

PHASE 3 · WEEKS 11+

## Sustain

- GRITTPulse® reinforcement between sessions
- Quarterly leader-led refreshers
- Coach the coaches: leaders teach the numbers
- Scoreboard reviewed monthly by leadership

WHAT CHANGES

# Five outcomes we track and report.

1. **Shared vocabulary.** Frontline to executive, verified by comprehension check.
2. **Every supervisor** running a weekly numbers huddle inside thirty days.
3. **One-page scoreboard** live and reviewed monthly by leadership.
4. **Documented margin or cost improvement** traced to a frontline or supervisor decision.
5. **A leadership bench that teaches the numbers, not just reviews them.** The muscle stays with your team after the engagement ends.

GB

DELIVERED BY GRITT OPERATORS

**Practitioners who ran the plays before they taught them.**

OBL® was built inside PFSbrands, a 100% employee-owned company that scaled from a home office in 1998 to $100M+ across thirty states. Every practice in this program was tested in a real ESOP business before it was ever taught to a client.

START HERE

A 30-minute scoping call. We look at where the numbers are opaque today and name the fastest 90-day win. No deck, no commitment.



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