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**Gung
Ho!**[®]

PARTICIPANT WORKBOOK

**Ken Blanchard
Sheldon Bowles**

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INTRODUCTION

In the book *Gung Ho!*, Ken Blanchard and Sheldon Bowles introduce us to an invaluable tool that outlines ways to inspire us to change how we lead people. This video is designed to complement their book and provide a visual presentation for implementing the three principles of Gung Ho!

You will learn the three essential principles of Gung Ho!:

- The Spirit of the Squirrel—Worthwhile Work
- The Way of the Beaver—In Control of Achieving the Goal
- The Gift of the Goose—Cheering Each Other On

By implementing these principles, you will gain greater commitment and contributions from your employees because of increased pride, ownership, and enthusiasm that will permeate your organization.

Congratulations, as your participation in this valuable session will forever change the way you think about management and the leadership of your most valuable resource—your people.

Gung Ho, friend!

OVERVIEW: THE THREE PRINCIPLES OF GUNG HO!

Spirit of the Squirrel—Worthwhile Work

- Knowing we make the world a better place
- Everyone works toward a shared goal.
- Values guide all plans, decisions, and actions.

Way of the Beaver—In Control of Achieving the Goal

- A playing field with clearly marked territory
- Thoughts, feelings, needs, and dreams are respected, listened to, and acted upon.
- Able but challenged

Gift of the Goose—Cheering Each Other On

- Active or passive, congratulations must be TRUE.
- No score, no game, and cheer the progress.
- $E=mc^2$ —Enthusiasm equals mission times cash and congratulations.

KEY LEARNING POINTS: SPIRIT OF THE SQUIRREL—WORTHWHILE WORK

Synopsis

After Peggy spent the afternoon observing squirrels, Andy asked her, “Why do these squirrels work so hard?” She replied, “Because they are motivated.” “Why?” asked Andy. “They have a goal. They’re motivated because if they don’t store up food, they won’t survive the winter. They’ll die,” Peggy stated. Andy said, “They’re motivated because the work is important. It’s beyond important. It’s worthwhile.”

Spirit of the Squirrel—Worthwhile Work

1. Knowing we make the world a better place
 - It’s the understanding, not the work.
 - It’s how the work helps others, not the units dealt with.
 - The result is self-esteem—its power ranks up there with love.
2. Everyone works toward a shared goal.
 - Goal sharing means buy-in, not announcing. Trusting team members and putting them first leads to support for goals.
 - Goals are marker posts you drive into the future landscapes, defining where you are and where you want to be. They focus attention productively.
 - The manager sets critical goals. The team can set the rest. (People support best that which they help create.)
3. Values guide all plans, decisions, and actions.
 - Goals are for the future. Values are now. Goals are set. Values are lived.
 - Goals change. Values are rocks you can count on. Goals get people going. Values sustain the effort.
 - Values become real only when you demonstrate them in the way you act and the way you insist others behave.
 - In a Gung Ho! organization, values are the real boss.

SPIRIT OF THE SQUIRREL WORKSHEET

INSTRUCTIONS: Briefly describe your current job in the space below. Include what you know about the company, its goals, the employees, and your own role in the company. Then, using what you have just learned, write down your thoughts on how you can begin using the values embodied in the Spirit of the Squirrel. Examples are provided.

Organization-Specific Job Description

Example: The company is a manufacturer of small home appliances. It has two factories in town and is the city's third largest employer. I am the manager of quality control for the toaster division.

1. Knowing we make the world a better place

Example: Home appliances make difficult tasks easy and improve the quality of life for millions of people.

2. Everyone works toward a shared goal.

Example: In my department, we are trying to make sure that no defective or unsafe toaster leaves the factory.

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3. Values guide all plans, decisions, and actions.

Example: We take pride in our work and take our role as “safety net” for the company very seriously.

KEY LEARNING POINTS: WAY OF THE BEAVER— IN CONTROL OF ACHIEVING THE GOAL

Synopsis

As Andy and Peggy watched the beavers repair their dam, Peggy noticed that they were hard workers but there seemed to be no “head beaver” directing the work. Andy said, “They’re all independent contractors. They’re doing worthwhile work, saving their lodge, but each beaver is in control of achieving the goal.”

Way of the Beaver—In Control of Achieving the Goal

1. A playing field with clearly marked territory
 - Goals and values define the playing field and rules of the game.
 - Leaders decide what position team members play but then have to get off the field and let the players move the ball.
 - Freedom to take charge comes from knowing exactly what territory is yours.
2. Thoughts, feelings, needs, and dreams are respected, listened to, and acted upon.
 - You can’t be in control unless the rest of the organization supports you and doesn’t tear you, or your work, apart.
 - Golden Rule of Management: Value individuals as people.
 - Information is the gatekeeper to power. Everyone needs full, open access to information. Managers must be willing to give up the levels of control they’ve worked a lifetime to get hold of. It’s tough to be boss without being bossy.
3. Able but challenged
 - Production expectations should be within capacity and skills, but if you undershoot, you’ll insult.
 - Nothing drains self-esteem faster than knowing you’re ripping off the system, not contributing. If people can’t do a fair day’s work for a fair day’s pay, you demean them.
 - Gung Ho! requires a stretch—work that demands people’s best and allows them to learn and move ahead into uncharted territory.

WAY OF THE BEAVER WORKSHEET

INSTRUCTIONS: Briefly describe one of the duties for which your department is responsible. Then, begin to list ideas under the following categories: What I do best and What employees do best. After coming up with 5–10 ideas under each heading, think about and write a brief mission statement that describes how you can best take advantage of the ideas under each list. Examples are given.

My Department Is Responsible For

Example: My department must inspect and approve over 100 toasters each day. If we allow defective toasters to be shipped to consumers, we will damage the image of the company and potentially put the company in a position to be sued.

Things I, as Manager, Do Best

Example: I can track our record of mistakes and achievements.

KEY LEARNING POINTS: GIFT OF THE GOOSE—CHEERING EACH OTHER ON

Synopsis

“They must be honking a message, Andy. But it’s not a warning and it’s not tied into switching the lead.” “If it’s not a warning, what’s the opposite?” I thought a minute. “That everything is going well?” “Even better. What’s even better?” “That everything is great? Fantastic? Terrific?” “Of course,” said Andy. “They are cheering each other on. Just listen to them.”

The Gift of the Goose—Cheering Each Other On

1. Active or passive, congratulations must be TRUE.
 - Congratulations are affirmations that who people are and what they do matter, and that they are making a valuable contribution toward achieving the shared goals and purposes.
 - Telling people what a great job they’ve done or presenting an award is an active recognition of their contribution. Passive congratulations are such things as stepping aside and letting a team member go forward with a tricky, complicated, and important project without exercising some sort of control or even offering advice.
 - You can’t overdo TRUE congratulations: Timely, Responsive, Unconditional, and Enthusiastic.

2. No score, no game, and cheer the progress.
 - At football games, fans don’t sit mute as the ball is moved down field, waiting for the touchdown before cheering. Cheer the progress, not just the results. Measurement (score) shared with everyone generates excitement.
 - The congratulations should be more spontaneous than planned, individual than blanket, specific than general, and unique than traditional.
 - Stop focusing on problems and start looking for those who are making positive contributions.

3. $E=mc^2$ —Enthusiasm equals mission times cash and congratulations.
- Worthwhile work and being in control of achieving the goal—that’s a mission.
 - Cheering each other on brings enthusiasm to work.
 - Cash comes first—you need to feed material needs (food, clothing, etc.) before you can feed the spirit with congratulations.

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ACTION PLAN WORKSHEET

INSTRUCTIONS: Using what you have learned about Gung Ho!, use this worksheet to plan out a timetable for implementing the Gung Ho! principles in your workplace.

Spirit of the Squirrel—making sure people know their work is worthwhile

Date of implementation: _____

First Step: _____

Second Step: _____

How to get employees involved: _____

Way of the Beaver—making sure people are in control of achieving their goal

Date of implementation: _____

First Step: _____

Second Step: _____

How to get employees involved: _____

Gift of the Goose—cheering each other on

Date of implementation: _____

First Step: _____

Second Step: _____

How to get employees involved: _____

NOTES

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