

FOR  
EVALUATION  
PURPOSES  
ONLY

Gung  
Ho!

SUCCESSING  
*in a*  
CHANGING WORLD



LEADER GUIDE

**Ken Blanchard**

**Sheldon Bowles**

THE KEN BLANCHARD COMPANIES

**AUTHORS**

Ken Blanchard  
Sheldon Bowles

**PROJECT MANAGER**

Krisa Brillantes

**INSTRUCTIONAL DESIGN**

Krisa Brillantes  
Rob Brillantes

**PRODUCTION MANAGER**

Tara Wallace

**LAYOUT AND DESIGN**

Tara Wallace  
Beverly Haney

**PRODUCTION**

Carla deBose

**PROOFING**

Linda Hulst

Patrice DeVeau Simpson

**PRINTING**

IKON Office Solutions

**FOR  
EVALUATION  
PURPOSES  
ONLY**

The materials in this program have been designed to develop certain and specific knowledge and skills. Our staff has spent a significant amount of time and effort writing and testing these materials to ensure that they are effective for their purpose. The Ken Blanchard Companies maintains full and exclusive rights to these materials through all applicable copyright laws. No redesign, editing, or reproduction of these materials is permitted without written permission of The Ken Blanchard Companies.

If you desire to customize or adapt these materials for your organization or to discuss a licensing agreement, please contact your Learning Materials product specialist at 800 728-6052. The Ken Blanchard Companies maintains a staff with extensive capabilities to assist you in meeting your needs.

All changes, adaptations, or licensing rights to these materials must be requested and approved through The Ken Blanchard Companies in writing.

Thank you!

**Ken<sup>THE</sup>Blanchard**  
COMPANIES

125 State Place, Escondido, CA 92029 USA

**San Diego** 760 489-5005 • 800 728-6000 • Fax 760 489-8407

**London** 44 208 540 5404 **Toronto** 905 568-2678 • 800 665-5023

[www.kenblanchard.com](http://www.kenblanchard.com)

## ***Table of Contents***

### ***Training Preparation***

|                                     |   |
|-------------------------------------|---|
| Introduction .....                  | 3 |
| Training Session Checklist .....    | 4 |
| Tips for Transferred Learning ..... | 5 |
| Session Agenda .....                | 6 |
| Optional Session Agendas .....      | 7 |

### ***Training Session***

|   |    |
|---|----|
| Introduction .....                            | 11 |
| The Three Principles of <i>Gung Ho!</i> ..... | 12 |
| Spirit of the Squirrel .....                  | 13 |
| Spirit of the Squirrel Exercise .....         | 15 |
| Spirit of the Squirrel Action Plan .....      | 17 |
| Way of the Beaver .....                       | 18 |
| Way of the Beaver Exercise .....              | 20 |
| Way of the Beaver Action Plan .....           | 22 |
| Gift of the Goose .....                       | 23 |
| Gift of the Goose Exercise .....              | 25 |
| Gift of the Goose Action Plan .....           | 27 |
| Closure .....                                 | 28 |
| Session Evaluation .....                      | 29 |

### ***Appendix***

|                                   |    |
|-----------------------------------|----|
| Sample Invitation Memo .....      | 33 |
| Pretraining Survey .....          | 34 |
| Session Evaluation Form .....     | 35 |
| Sample Follow-Up Memo .....       | 36 |
| The Ken Blanchard Companies ..... | 37 |
| Learning Materials .....          | 39 |
| Notes .....                       | 40 |

**FOR  
EVALUATION  
PURPOSES  
ONLY**

**FOR  
EVALUATION  
PURPOSES  
ONLY**



**TRAINING  
PREPARATION**

**FOR  
EVALUATION  
PURPOSES  
ONLY**

## *Introduction*

In the book *Gung Ho!*, Ken Blanchard and Sheldon Bowles introduce us to an invaluable leadership process, outlining methods to inspire people to change the way they lead. This video program and its accompanying materials are designed to complement their book and provide a visual guide for implementing the three principles of Gung Ho. This program can also be used in conjunction with the companion video *Gung Ho! The Dramatic*—which brings the book to life on video.

Participants attending this training session will learn the essential principles of the Gung Ho theory:

- 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

Before conducting this training session, we encourage you to view the video and read through this guide at least twice to become comfortable with the format and subject matter. Whenever possible, incorporate your own experiences and examples to help illustrate the principles of Gung Ho. Moreover, ask participants for their examples to contribute to the training. This will ensure that your participants gain the most from their training experience.

## *Training Session Checklist*

### **Pework**

- Create an Invitation Memo (see appendix).
- Make copies of the Pretraining Survey (see appendix) to evaluate the needs of your participants. This survey will allow you to design the training session to emphasize areas or topics of importance.
- Send prework materials (Invitation Memo and Pretraining Survey) to participants one to two weeks prior to the training session and ask that the survey be returned to you at least five days before the training session.
- Collect completed Pretraining Survey and measure the current status of participants.

### **Meeting Preparation**

- View the video and read through this guide at least twice to become comfortable with the format and subject matter.
- Determine your training objectives.
- Choose different ways of training to ensure transfer of information.

### **Session Materials**

- Video—*Gung Ho! Succeeding in a Changing World*
- Leader guide
- Participant workbooks
- Copies of the Session Evaluation Form for each participant (see appendix)
- Paper and pens/pencils
- Flip chart, flip-chart paper, and markers

### **Location**

- Create a relaxed environment.
- Make sure all participants have a good view of the visuals.
- Ensure that there is enough light for taking notes while viewing the video.
- Provide an adequate writing surface for participants.
- Check for good acoustics.
- Verify that your room is accessible and equipped for participants with disabilities.

### **Video Equipment**

- Make sure that the VCR is properly connected to the monitor.
- Test the VCR and check the monitor for picture, color, and volume.
- Make sure that the tape is rewound before the session.
- Check all other equipment for proper operation.

### **Follow-Up**

- Create a follow-up memo (see appendix).

## *Tips for Transferred Learning*

Keep in mind the following tips when teaching adults. You may want to review these tips and use them when planning the session.

### ***Adults learn when they feel that they need to learn.***

Discuss ways the session will help participants improve job performance by learning how to motivate their teams.

### ***Adults learn through practical application.***

Use the exercises found in this leader guide or create your own to give participants an opportunity to practice skills they can take back to their jobs. Also, provide reinforcement tools such as copies of the book *Gung Ho!* and the participant workbook for your participants to take back to their jobs for continued and reinforced learning.

### ***Adults learn by solving realistic problems.***

Discuss and analyze actual on-the-job situations. Allow participants to solve real-life problems by using what they have learned.

### ***Adults learn in an informal environment.***

Design your training room to be as informal as possible. Avoid classroom-style seating. If appropriate, encourage participants to wear casual clothing. Encourage discussion and interaction that allow participants to feel more comfortable.

### ***Adults learn by different training methods.***

Vary your training methods. Combine discussions, roleplays, case studies, self-evaluations, and action planning in your training session. Using a variety of methods reinforces your message and promotes participation.

### ***Trainers learn through follow-up methods.***

Follow-up methods are crucial when determining the success of transferred training. Feedback from your participants' team leaders; follow-up surveys or training sessions; three-, six-, and nine-month skill-testing sessions; etc.; can help you evaluate the information being used on the job.

## *Session Agenda*

This session agenda has been provided to help guide you through your Gung Ho! Succeeding in a Changing World training session. You can also follow the optional agendas, modify them, or create your own agenda to meet the needs of your participants. This four-hour session can also be extended to a five-hour session by allowing more time for the exercises and action planning.

### *Four-hour Session*

| <i>Activity</i>                              | <i>Time</i> | <i>Page</i> |
|--|-------------|-------------|
| <b>Introduction</b>                          | 15 minutes  | 11          |
| <b>Spirit of the Squirrel</b>                |             |             |
| Show First Video Segment and Review/Discuss  | 30 minutes  | 13          |
| Spirit of the Squirrel Exercise              | 20 minutes  | 15          |
| Spirit of the Squirrel Action Plan           | 15 minutes  | 17          |
| <b>Break</b>                                 | 10 minutes  |             |
| <b>Way of the Beaver</b>                     |             |             |
| Show Second Video Segment and Review/Discuss | 25 minutes  | 18          |
| Way of the Beaver Exercise                   | 20 minutes  | 20          |
| Way of the Beaver Action Plan                | 15 minutes  | 22          |
| <b>Break</b>                                 | 10 minutes  |             |
| <b>Gift of the Goose</b>                     |             |             |
| Show Third Video Segment and Review/Discuss  | 30 minutes  | 23          |
| Gift of the Goose Exercise                   | 15 minutes  | 25          |
| Gift of the Goose Action Plan                | 15 minutes  | 27          |
| Closure                                      | 15 minutes  | 28          |
| Session Evaluation                           | 5 minutes   | 29          |

## Optional Session Agendas

### Option 1

Hold four short sessions that focus on one principle at a time. Allow time between each session to work on implementing each principle in the workplace.

#### 1st Session

- Watch the entire *Gung Ho! Succeeding in a Changing World* video
- Complete Spirit of the Squirrel Exercise and Action Plan
- End session; prepare for Way of the Beaver

#### 2nd Session

- Report on Spirit of the Squirrel progress
- Watch and review video—Way of the Beaver segment
- Complete Way of the Beaver Exercise and Action Plan
- End session; prepare for Gift of the Goose

#### 3rd Session

- Report on Way of the Beaver progress
- Watch and review video—Gift of the Goose segment
- Complete Gift of the Goose Exercise and Action Plan
- End session; confirm all three principles

#### Final Session

Report on Gift of the Goose progress and celebrate entire leadership process.

### Option 2

Complete the entire *Gung Ho!* companion video series.

#### 1st Session (2–4 hours)

- *Gung Ho! The Dramatic* video (See the Two- and Four-hour Sessions in the *Gung Ho! The Dramatic* Leader Guide.)

#### 2nd Session (4 hours)

- *Gung Ho! Succeeding in a Changing World* video (See the Four-hour Session on the previous page.)

**FOR  
EVALUATION  
PURPOSES  
ONLY**

**FOR  
EVALUATION  
PURPOSES  
ONLY**



**TRAINING  
SESSION**

**FOR  
EVALUATION  
PURPOSES  
ONLY**

## REFERENCE

**At a Glance****Time Required:**

- 15 minutes

**Material Needed:**

- Flip chart

**Objective:**

- To introduce participants to each other and create an environment conducive to learning

**Introduction****Introduce Session**

1. Introduce yourself to the group and ask participants to introduce themselves and briefly explain their jobs/roles.
2. Describe the agenda for this training session and outline the training goals.

**Introduce Gung Ho!**

1. Distribute participant workbooks and encourage participants to take notes in their workbooks.
2. Refer participants to workbook page 2 and make these points:

*During the session, you will begin to learn the three leadership principles for creating a Gung Ho spirit in yourself and your organization:*

- *Spirit of the Squirrel—knowing your work is worthwhile*
- *Way of the Beaver—being in control of achieving the goal*
- *Gift of the Goose—cheering each other on*

*These aren't typical leadership catch phrases; but by the end of this session, these phrases will have new meanings for you. Before we get started, let's take a few minutes to discuss our personal thoughts on motivated employees.*

4. Refer participants to a flip chart with these two headings:  
*Drawbacks of Unmotivated Employees*  
*Benefits of Motivated Employees*
5. Ask participants to brainstorm for ideas that fit under each heading and then list at least 5–10 ideas under each heading in their workbooks.
6. Emphasize this point:

*Obviously, we would all prefer motivated team members to those who don't care. But, getting team members to care about their work is not always easy. Gung Ho provides us with three important principles for motivating our team and increasing overall productivity.*

### *The Three Principles of Gung Ho!*

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

**FOR  
EVALUATION  
PURPOSES  
ONLY**

## REFERENCE

**At a Glance****Time Required:**

- 30 minutes (22-minute video segment and 8-minute discussion)

**Materials Needed:**

- Video—Gung Ho! Succeeding in a Changing World
- Participant workbooks

**Objective:**

- To view the first segment of the video about *Spirit of the Squirrel* and discuss the idea of “worthwhile work”

**Training Options for Discussion:**

- Option A—Facilitator leads large-group discussion.
- Option B—Break into small teams, assign a key point to each team, and have teams report out to large group.

***Spirit of the Squirrel*****Show Video**

View the first segment of the video (approximately the first 22 minutes of the video).

**Discuss *Spirit of the Squirrel***

1. Refer participants to workbook page 3.
2. Read or ask a participant to read the 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.”*

3. Review the following key points:

*The Spirit of the Squirrel—Worthwhile Work means*

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

### **Discuss Key Points**

1. Ask participants to identify examples of their own or Ken's that illustrate the key points of Spirit of the Squirrel and explain how they demonstrate worthwhile work. Provide your own experiences and examples to help illustrate the key points. Ask participants to record examples in their workbooks.

### **Knowing we make the world a better place**

#### *Ken's examples*

- *The front-desk staff at Ken's company realized they did more than answer the phone and greet visitors, so they renamed their positions to "Directors of First Impressions."*
- *Sid, the cab driver, provided an experience for customers by having a clean cab, being well-dressed, and handing out his mission statement.*
- *Theresa from the Orlando Marriott gave a personalized wake-up call with weather information and itinerary.*

### **Everyone works toward a shared goal.**

#### *Ken's examples*

- *Walt Disney built Cinderella's castle first so the people building the rest of the park would remember they're in the "happiness" business.*
- *Disney's shared goal is that everyone leaves with the same smile that they came in with. Employees do what it takes to make that a reality.*

### **Values guide all plans, decisions, and actions.**

#### *Ken's example*

- *Johnny, a 19-year-old employee at a grocery store, wondered how he could make a difference bagging groceries. He decided to put copies of his favorite sayings in his customers' grocery bags. His actions led to similar good deeds by other employees.*

## REFERENCE

**At a Glance****Time Required:**

- 20 minutes

**Materials Needed:**

- Participant workbooks—*Spirit of the Squirrel Worksheet*

**Objective:**

- To apply the *Spirit of the Squirrel* principle to the workplace

**Facilitation:**

- Have participants work in pairs throughout this exercise to ask questions, share insights, and record responses.

**Participant Workbook Key Points and Questions****1. Knowing we make the world a better place**

- Understanding the impact of our work, not focusing just on the work itself
- Knowing how our work benefits others
- Having pride in what we do results in self-esteem

Q: How does your work make the world a better place?

**Spirit of the Squirrel Exercise****Introduce the Exercise**

Make these points:

*Why do squirrels work so hard?*

*The answer, when we think about it, is obvious. They are working to store enough food to survive the winter. They know their work is worthwhile. They're all working toward a shared, common goal, and they all value the contributions of one another.*

*Using the Spirit of the Squirrel Worksheet on pages 4–7, I'd like you to think about your own workplace.*

**Identify Organizational and Individual Roles**

1. Refer participants to workbook page 4 and make this point:

*If you know your organization's mission or purpose, record it here. If not, take your best guess based on what you know. Also, describe your individual role in the organization. You will use this information as a framework for completing the rest of the worksheet.*

2. Allow 5 minutes for participants to work with their partners and complete the first page of the worksheet.

**Examine Key Point #1—  
Knowing We Make the World a Better Place**

1. Ask this question:

*What does it mean to make the world a better place? Review the points on page 5 and answer how your work makes the world a better place.*

2. Allow 5 minutes to answer the question.

**REFERENCE**

**2. Everyone works toward a shared goal.**

- Goal sharing means buy-in, not announcing. Trusting team members and putting them first lead to support for goals.
- Goals get people going. They 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.)

Q1: How are goals set in your team?

Q2: Are your individual goals aligned with your team's goals?

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

- Goals are for the future. Goals are set. Values are now. Values are lived.
- Goals change. Goals get people going. Values are rocks you can count on. 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.

Q1: What are your team's stated values?

Q2: How are your team values lived day to day?

**Examine Key Point #2—  
Everyone Works toward a Shared Goal**

1. Ask these questions:

*What is a shared goal? How are goals set with your team? Are individual goals in alignment with the team's goals? What about the organization's goal? Review the key points on page 6 about shared goals and work with your partner to answer the questions.*

2. Allow 5 minutes to answer the questions.

**Examine Key Point #3—  
Values Guide All Plans, Decisions, and Actions**

1. Ask these questions:

*What are your team's stated values? How are your team values lived day to day? Review the key points on page 7 about values and work with your partner to answer the questions.*

2. Allow 5 minutes to answer the questions.

3. Have participants share their responses.

4. Emphasize this point:

*By completing these worksheets, you've begun the process of applying the Spirit of the Squirrel in your workplace.*

**FOR  
EVALUATION  
PURPOSES  
ONLY**

## REFERENCE

**At a Glance****Time Required:**

- 15 minutes

**Materials Needed:**

- Participant workbooks—*Spirit of the Squirrel Action Plan*

**Objective:**

- To plan how to begin implementing this principle in the workplace

**Desired Results:**

- Team members can describe how their work makes the world a better place.
- Individual goals are derived from team goals.
- Team values are a part of your team's culture. Team members can state the values from memory and actively hold each other accountable for behaving according to those values.

***Spirit of the Squirrel Action Plan*****Create Action Plans**

1. Make these points:

*We're going to create an action plan for implementing the Spirit of the Squirrel principle in the workplace. By expecting change and having an action plan in place to deal with it, we will be much better prepared to embrace changes when they occur.*

2. Refer participants to workbook page 8 and review the desired results. Ask participants to evaluate where they are in relation to these results and create an action plan to get there.
3. Give each participant about 10–15 minutes to complete the Spirit of the Squirrel Action Plan worksheet.

*Use this action plan worksheet to begin implementing Spirit of the Squirrel in your workplace.*

**Share Action Plans**

1. Have participants share their plans with the rest of the group.
2. When all participants have finished, read or paraphrase the following to the group:

*By completing this action plan, you can start implementing the first principle of Gung Ho—Spirit of the Squirrel—in your workplace.*

*Now, let's take a look ahead at the second principle of Gung Ho—Way of the Beaver.*

## REFERENCE

**At a Glance****Time Required:**

- 25 minutes (17-minute video segment and 8-minute discussion)

**Materials Needed:**

- Video—Gung Ho! Succeeding in a Changing World
- Participant workbooks

**Objective:**

- To view the second segment of the video about Way of the Beaver and discuss the idea of “being in control of achieving the goal” as a group

**Training Options for Discussion:**

- Option A—Facilitator leads large-group discussion.
- Option B—Break into small teams, assign a key point to each team, and have teams report out to the large group.

**Way of the Beaver****Show Video**

View the second segment of the video (approximately the next 17 minutes of the video).

**Discuss Way of the Beaver**

1. Refer participants to workbook page 11.
2. Read or ask a participant to read the 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 by saving their lodge, but each beaver is in control of achieving the goal.”*

3. Review the following key points:

*The Way of the Beaver—In Control of Achieving the Goal means*

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

**Discuss Key Points**

1. Ask participants to identify examples of their own or Ken’s that illustrate the key points of Way of the Beaver and explain how they demonstrate being in control of achieving goals. Provide your own experiences and examples to help illustrate the key points. Ask participants to record examples in their workbooks.

### **A playing field with clearly marked territory**

#### *Ken's examples*

- *A river without banks is a large puddle.*
- *The coach of a team defines the boundaries, sets up the positions, and makes the game plan; but when it's time to play, the coach gets off the field and the players take over. They have the equipment, the plan, know the boundaries, and make decisions on the field.*

### **Thoughts, feelings, needs, and dreams are respected, listened to, and acted upon**

#### *Ken's examples*

- *Those who are truly in control of their work are in an organization that values them as people. Ken talks about the traditional pyramid being necessary for setting vision, values, and goals; but we need to invert the pyramid and put the people doing the work in control.*
- *Ducks and Eagles—ducks quack and complain and are unempowered; eagles soar above the crowd. Ken met a “duck” at a rental car agency. When a \$50 fee was mistakenly charged, she responded, “I didn’t do it. It was the computer. Quack, quack.” Ducks usually have duck bosses—the head mallard.*
- *Seeing Eye Dog School—they throw out the completely disobedient and the completely obedient. They want thinking dogs that won’t walk into a busy intersection when it is not safe. Bring your brains to work!*

### **Able but challenged**

#### *Ken's examples*

- *When Ken taught at the university, he used to give out the final exam on the first day of class. Help people win. Prepare them. Train them. Help them. Don’t always evaluate them.*
- *At Saturn Car Company, Billy Graham and the Saturn employees challenged themselves to deliver above-and-beyond customer expectations. In addition to getting the car that Jane and Milt wanted, Saturn employees created an experience that Jane and Milt will never forget.*

## REFERENCE

## At a Glance

**Time Required:**

- 20 minutes

**Materials Needed:**

- Participant workbooks—Way of the Beaver Worksheet

**Objective:**

- To apply the Way of the Beaver principle to the workplace

**Facilitation:**

Have participants work in pairs throughout this exercise to ask questions, share insights, and record responses.

### Participant Workbook Key Points and Questions

#### 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.

Q1: Who or what is the boss in your organization?

Q2: Describe a time that demonstrates how values were/are the boss in your organization.

## Way of the Beaver Exercise

### Introduce Exercise

Make these points:

*Way of the Beaver presents us with the idea that the people who do the work are the ones who best know how to do it. Leaders should guide team members and reinforce goals but not tell them how to do their jobs.*

*Simple, right? Sometimes it is hard to let team members take control over their jobs. This exercise will help us work out how we will handle these situations.*

*Using the Way of the Beaver Worksheet on pages 12–15, I'd like you to think about your own workplace.*

### Identify Key Responsibility Area

1. Refer participants to workbook page 12 and give the following instructions:

*Describe one of the key responsibilities that your team provides for the organization. You will use this information as a framework for completing the rest of the worksheet.*

2. Allow 5 minutes to complete the first page of the worksheet.

### Examine Key Point #1— A Playing Field with Clearly Marked Territory

1. Ask these questions:

*Who or what is the boss in your organization? In Gung Ho organizations, shared values are the boss, and they guide team member behavior at all times. Describe a time that demonstrates how values were/are the boss in your organization. Review the points on page 13 and answer the questions.*

2. Allow 5 minutes to answer the questions.

REFERENCE

**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.

Q1: How safe is it for team members to express their opinions honestly to you and to each other?

Q2: What can you do in the next month to increase the level of trust and respect among team members?

**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.

Q1: Are the goals for your team achievable? Do they "stretch" the team?

Q2: How do people get trained and developed in your organization?

**Examine Key Point #2—**

**Thoughts, Feelings, Needs, and Dreams Are Respected, Listened to, and Acted Upon**

1. Refer participants to workbook page 14 and ask these questions:

*How safe is it for team members to honestly express their opinions to you and to each other? What can you do in the next month to increase the level of trust and respect among team members? Review the points and work with your partner to answer the questions.*

2. Allow 5 minutes to answer the questions.

**Examine Key Point #3—**

**Able but Challenged**

1. Ask these questions:

*Are the goals for your team achievable? Do they "stretch" the team? It's important to have achievable, but challenging, goals. How do people get trained and developed in your organization? Review the points on page 15 and work with your partner to answer the questions.*

2. Allow 5 minutes to answer the questions.

3. Have participants share their responses.

4. When all participants have finished, make this point:

*By completing this worksheet, you've begun the process of applying the second principle of Gung Ho—Way of the Beaver—in your workplace.*

## REFERENCE

## At a Glance

**Time Required:**

- 15 minutes

**Materials Needed:**

- Participant workbooks—Way of the Beaver Action Plan

**Objective:**

- To plan how to begin implementing this principle in the workplace

**Desired Results:**

- Values and goals are clear. Team members act confidently within their well-defined playing field. The team leader stays on the sidelines, out of the way of peak performers.
- Team members are constantly checking that their goals are aligned with their peers' goals. Individual goals are derived from team goals.
- Team members are open and honest with their praise and redirection of each other and their team leader. Dreams for the team are shared.
- Customers consistently rate your team's performance as beyond expectations. Customer feedback is gathered, and results are shared with team members regularly.
- Team members feel a lively partnership with their team leader, based on mutual trust and respect.

## Way of the Beaver Action Plan

**Create Action Plans**

1. Make these points:

*We're going to create an action plan for implementing the Way of the Beaver principle in the workplace. By expecting change and having an action plan in place to deal with it, we will be much better prepared to embrace changes as they occur.*

2. Refer participants to workbook page 16 and review the desired results. Ask participants to evaluate where they are in relation to these results and create an action plan for implementation.
3. Give the participants 10–15 minutes to complete the Way of the Beaver Action Plan.

**Share Action Plans**

1. Have participants share their plans with the rest of the group.
2. When all participants have finished, read or paraphrase the following to the group:

*By completing this action plan, you're on your way to implementing the Way of the Beaver in your workplace.*

*Now, let's take a look ahead at the third and final principle of Gung Ho—Gift of the Goose.*

## REFERENCE

## At a Glance

**Time Required:**

- 30 minutes (22-minute video segment and 8-minute discussion)

**Materials Needed:**

- Video—Gung Ho! Succeeding in a Changing World
- Participant workbooks

**Objective:**

- To view the third segment of the video about Gift of the Goose and discuss the idea of “cheering each other on” as a group

**Training Options for Discussion:**

Option A—Facilitator leads large-group discussion.

Option B—Break into small teams, assign a key point to each team, and have teams report out to large group.

**Reference:**

TRUE

T = Timely

R = Responsive

U = Unconditional

E = Enthusiastic

*Gift of the Goose***Show Video**

View the final segment of the video (approximately the last 22 minutes).

**Discuss Gift of the Goose**

1. Refer participants to workbook page 18.
2. Read or ask a participant to read the 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.”*

3. Review the following key points:

*The Gift of the Goose—Cheering Each Other On means*

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

FOR  
EVALUATION  
PURPOSES  
ONLY

**Discuss Key Points**

1. Ask participants to identify examples of their own or Ken's that illustrate the key points of Gift of the Goose and explain how they demonstrate cheering each other on. Ask participants to record examples in their workbooks.

**Active or passive, congratulations must be TRUE.**

*Ken's example*

- *Watching the couples in the restaurant "in love" vs. married and reading a book at the table, the difference is the frequency in which they catch each other doing things right. The demise of the relationship is when one gets yelled at for not doing things right enough.*

**No score, no game, and cheer the progress.**

*Ken's examples*

- *Shamu at Sea World—Shamu was rewarded for performing the behavior approximately right. To train Shamu to jump out of the water and over a rope, they gave him food every time he just swam over the rope (versus under), and then they kept raising the rope.*
- *Ken's grandson, Kurtis, learning to walk—the family gave him positive feedback for just standing up, then for taking a step, then for walking. When teaching him to talk, they encouraged him for saying the word approximately right, then for saying it right, and then for saying "please."*

**E = mc<sup>2</sup>—Enthusiasm equals mission times cash and congratulations.**

*Ken's examples*

- *Retail store that did a survey and received positive results about culture, environment, and managers but had a high turnover rate and was ranked lowest in pay and benefits. People leave for unmet needs.*
- *SAS—Scandinavian Airline Systems in Stockholm, Sweden. Their vision equaled beating the competition and focusing on customers. When an employee left her station to help Ken process his Swiss Air ticket, she was given the first "Employee of the Moment" award. She received flowers from the president of the company, had an article written about her in their newsletter, and the company threw a party in her honor.*

## REFERENCE

## At a Glance

**Time Required:**

- 15 minutes

**Materials Needed:**

- Participant workbooks—Gift of the Goose Worksheet
- Flip chart

**Objective:**

- To apply the Gift of the Goose principle to the workplace

**Facilitation:**

- Have participants work in pairs throughout this exercise to ask questions and share answers.

### Participant Workbook Key Points and Questions

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 offering advice.
  - You can't overdo TRUE congratulations—Timely, Responsive, Unconditional, and Enthusiastic.

Q1: What are the barriers to effective praising in your organization? Why do these barriers exist?

## Gift of the Goose Exercise

### Introduce the Exercise

Make these points:

*If any of you have ever been near a field or a lake where geese gather and have heard their call as they fly overhead, you have probably made a simple observation. To hear many, even hundreds, of geese honking in unison truly is one of the inspiring sounds of nature. This is the Gift of the Goose—the gift to make noise that uplifts other people and encourages them to keep doing their best.*

*Using the Gift of the Goose Worksheet on pages 19–21, I'd like you to think about your own workplace.*

### Examine Key Point #1— Active or Passive, Congratulations Must Be TRUE

1. Ask these questions:

*What are the barriers to effective praising in your organization? Why do these barriers exist? Review the points on page 19 and work with your partner to answer the questions.*

2. Allow 5 minutes to answer the questions.

**REFERENCE**

**2. No score, no game, and cheer the progress.**

- *At soccer games, fans don't sit mute, waiting for a goal to be scored before cheering. They cheer as the ball is moved down field. Cheer the progress, not just the results. Measurement (score) shared with everyone generates excitement.*
- *The congratulations should be more spontaneous than planned, more individual than blanket, more specific than general, and unique rather than traditional.*
- *Stop focusing on problems and start looking for solutions and those people who are making positive contributions.*

Q1: *How can progress toward your goals be measured and tracked?*

Q2: *What are one or two ways the team can celebrate progress toward accomplishing goals?*

**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 the workplace.*
- *Cash comes first—you must feed material needs.*

Q1: *What are some ways that team members can encourage, motivate, and reward each other?*

**Examine Key Point #2—**

**No Score, No Game, and Cheer the Progress**

1. Refer participants to the workbook page 20 and ask these questions:

*How can progress toward your goals be measured and tracked? Once you can track progress, what are one to two ways the team can celebrate progress toward accomplishing goals? Review the points on this page and work with your partner to answer the questions.*

2. Allow 5 minutes to answer the questions.

**Examine Key Point #3—**

**$E = mc^2$ —Enthusiasm Equals Mission Times Cash and Congratulations**

1. Refer participants to workbook page 21 and make this point:

*We don't often take the time to congratulate or encourage each other. Let's brainstorm some ways in which team members can encourage, motivate, and reward each other.*

2. Allow 5 minutes to brainstorm. Record all ideas on a flip chart and then have participants list 5–10 ideas in the workbooks.

3. Make these points:

*Unexpected praising or perks can do wonders to pick up the morale in an organization. We all like to hear we're doing a good job. It's important that team members let each other know how they're appreciated.*

*Now, let's work on your action plans for Gift of the Goose. Choose one idea from the flip chart that you would like to implement in the workplace.*

## REFERENCE

## At a Glance

**Time Required:**

- 15 minutes

**Materials Needed:**

- Participant workbooks—*Gift of the Goose Action Plan*

**Objective:**

- To plan how to begin implementing this principle in the workplace

**Desired Results:**

- Team members regularly offer congratulations to each other that are timely and sincere, both formally and informally.
- Stories that celebrate team accomplishments and values are told and retold. New stories are generated every week.
- Celebrations, unique to the team and to their goals, are held. Team members are actively involved in celebrations.
- Other organizations' members compliment you about your team, how well they work together, and how their peak performance helps the organization.

## Gift of the Goose Action Plan

**Create Action Plans**

1. Make these points:

*We're going to create an action plan for implementing the Gift of the Goose principle in the workplace. By expecting change and having an action plan in place to deal with it, we will be much better prepared to embrace changes when they occur.*

2. Refer participants to workbook page 22 and review the desired results. Have participants evaluate where they are in relation to these results and create an action plan to get there.
3. Give the participants 10–15 minutes to complete the Gift of the Goose Action Plan.

**Share Action Plans**

1. Have participants share their plans with the rest of the group.
2. When all participants have finished, read or paraphrase the following to the group:

*By completing this action plan, you've started down the path of implementing the Gift of the Goose in your workplace.*

## REFERENCE

**At a Glance****Time Required:**

- 15 minutes

**Materials Needed:**

- Participant workbooks—*Gift of the Goose Action Plan*

**Objective:**

- To share and celebrate

**Facilitation:**

- Celebrations—A quick and easy celebration has been provided for you in this leader guide, but feel free to come up with some alternative celebrations.

**Closure****Share**

1. Make these points:

*Now that you've taken some time to work on your action plans, use them! Once you begin implementing Gung Ho principles in the workplace, you'll begin to notice some amazing changes.*

2. Ask each participant to share with the entire group something from his or her action plan that he or she is going to do differently at work because of what was learned today.

*Gung Ho is about making a difference doing the right work, in the right way, for the right reward. Gung Ho yourself and everyone around you.*

**Celebrate**

Have participants extend their right arm in front of them. Then have them place their right hand behind their left shoulder. Tell them to give themselves a pat on the back and say, "Good job." Have them give their partner a pat on the back, too!

## REFERENCE

**At a Glance****Time Required:**

- 5–10 minutes

**Materials Needed:**

- Session Evaluation Forms

**Objective:**

- To evaluate the training session

**Session Evaluation****Evaluate and Close**

Give the following instructions:

*This evaluation is designed to assess the effectiveness of this training session. It will help us determine what areas we need to improve for future sessions. Please take a few minutes to complete the evaluation and return it to me.*

*Thank you for your participation. Gung Ho, friends!*

**FOR  
EVALUATION  
PURPOSES  
ONLY**

**FOR  
EVALUATION  
PURPOSES  
ONLY**

**FOR  
EVALUATION  
PURPOSES  
ONLY**



**APPENDIX**

**FOR  
EVALUATION  
PURPOSES  
ONLY**

## Sample Invitation Memo

An invitation memo should be personalized and sent to each participant one to two weeks prior to the training session (along with a pretraining survey).

(Today's Date)

TO: (Participant's Name)

FROM: (Trainer's Name)

RE: Gung Ho! Training Session

Each year in the United States alone, thousands of new graduates enter the workforce, hundreds of new management theories are born, and numerous how-to management books are published. Yet, for all this accumulated business knowledge—the right numbers, the right tools, the right methods—the unanswered question on business productivity remains the same: How does a team increase the productivity of its members?

In their book *Gung Ho!*, Ken Blanchard and Sheldon Bowles take a giant leap toward solving that question. Our upcoming training session is based on the video version of their book. The video *Gung Ho! Succeeding in a Changing World* provides powerful insight for putting these management principles to work and illustrates how using these guiding principles can help any organization become more productive.

During the session, you will learn how to use the following Gung Ho principles:

- Spirit of the Squirrel—ensuring that employees know their work is worthwhile
- Way of the Beaver—ensuring that employees are in control of achieving the goal
- Gift of the Goose—ensuring that we are cheering each other on

To help us get the most from our training session, please take the time to complete the enclosed Pretraining Survey and return it to me by \_\_\_\_\_ (date). Your honest response to these questions will help us place emphasis on critical areas.

Please mark your calendar so that you can attend this very important training session.

Thanks!

## *Pretraining Survey*

Read each question and write your answers in the space provided. Be prepared to discuss your answers at the training session. This survey is a learning exercise only and not a test.

1. How happy are you with the current motivational level of your team?

---

---

---

2. To what extent does everyone on your team know and understand team goals?  
Explain why or why not.

---

---

---

3. What values guide your team?

---

---

---

4. How do you respond when a team member has an idea or suggestion?

---

---

---

5. How do you measure the effectiveness of the people on your team?  
Explain why you think it is successful.

---

---

---

## Session Evaluation Form

Please circle the number that best describes your evaluation of the training session.

|   | Strongly Agree | Agree | Uncertain | Disagree | Strongly Disagree |
|---|----------------|-------|-----------|----------|-------------------|
| This training program concentrates on how to motivate employees.                      | 5              | 4     | 3         | 2        | 1                 |
| This training program helped me understand the importance of motivated employees.     | 5              | 4     | 3         | 2        | 1                 |
| As a result of this program, I am more confident in my ability to motivate employees. | 5              | 4     | 3         | 2        | 1                 |
| The objectives of the program were clearly presented.                                 | 5              | 4     | 3         | 2        | 1                 |
| Opportunities to ask questions and discuss issues were sufficient.                    | 5              | 4     | 3         | 2        | 1                 |
| The session was well organized.   | 5              | 4     | 3         | 2        | 1                 |

The best part of this program was \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

This program could be improved by \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

Additional comments \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

I would recommend this session to others (circle one).      **Yes**      **No**

## Sample Follow-Up Memo

A follow-up memo should be personalized and sent to each participant one to two weeks after completion of the training session(s). By following up in this manner, you provide participants with the opportunity to review and use what they learned during training in their work environment.

(Today's Date)

TO: (Participant's Name)

FROM: (Trainer's Name)

RE: Gung Ho! Training Session

Recently, you attended a training session in which we talked about implementing the Gung Ho principles of motivating your team and increasing overall productivity. During the session, you learned the three key principles of Gung Ho:

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

If you would like to continue your own self-study regarding these principles, you are welcome to contact me or (name/department) for use of the *Gung Ho!* video or to obtain additional copies of the *Gung Ho!* book to distribute to all of your team members, as well as other materials available to support the three principles.

Our hope is that you have been able to put the ideas you learned to work within your area. If you have any questions, please contact me at extension (###).

Gung Ho, friend!



At The Ken Blanchard Companies, we believe that people are the source of business success. Despite growing competition, downsizing, or upsizing, training people to be the best they can be is the underlying strength of successful organizations. Beyond budgets or products, nothing allows you to compete more aggressively than people who are committed to organizational goals.

Since 1979, we have proudly designed and delivered some of the most effective training products on the market. However, we believe that training products or programs alone do not create adequate or lasting change in organizations. Knowing that the power of training is unleashed only when it is tied to vision, we have developed a foundation for sound management that links training with business strategy.

The Ken Blanchard Companies offers innovative solutions through six business units to better serve you.

**Blanchard Learning Materials** offers an extensive line of books, training videos, audiotapes, assessments, and other performance-support training products for individuals and organizations. **800 728-6052**

**Blanchard Performance Systems** provides improved employee and organizational performance through high-impact training. **800 236-0499**

**Blanchard Center for Professional Development** offers public workshops and training-for-trainer programs in our core technology areas including Situational Leadership® II, Building High Performing Teams®, Situational Self Leadership, Raving Fans® and Gung Ho! **800 447-8749**

**Blanchard Solutions Group** delivers consulting services in the areas of strategy, purpose, vision, cultural change, leadership development, and customer loyalty that create sustainable results. **800 795-4283**

**Blanchard International Group** offers translated and culturally adapted training products and programs for companies with global needs. **800 728-6000**

**Blanchard Speakers** provides outstanding keynote and conference speakers who specialize in a wide range of leadership, customer service, team building, and organizational-development topics. **800 278-2896**

**FOR  
EVALUATION  
PURPOSES  
ONLY**

# Learning Materials

Additional products are available to support the Gung Ho! principles. Please call your Learning Materials product specialist for more information.

**Call today!**

**Learning Materials** offers an extensive line of training resources for individuals and trainers in the following areas:

- Leadership/Management
- Change
- Team Building
- Diversity
- Customer Service
- Personal Development
- Performance Consulting/  
Accelerated Learning

Plus, a wide array of assessments!

**800 728-6052**

G  
U  
N  
G  
H  
O!

**Gung Ho!** hardcover book GH-0001 \$19.95

**Gung Ho!** book on audio GH-0010 \$13.00

**NEW** **Gung Ho! The Dramatic** training video

A video of this book is now available. Meet Andy Longclaw and Peggy Sinclair and see how, together, they strive to save a failing plant by utilizing the *powerful* Gung Ho! principles. Seeing this wonderful story unfold truly inspires people to change the way they think about leadership. Already a best-seller! Great when used with *Succeeding in a Changing World*.

**Preview** GH-0026 S&H only!

**Rental** GH-0027 \$225.00

**Purchase** GH-0025 \$895.00

**Gung Ho! Succeeding in a Changing World** training video

Multiple-copy discount available. Please call your Learning Materials product specialist for pricing.

**Preview** GH-0021 S&H only!

**Rental** GH-0022 \$175.00

**Purchase** GH-0020 \$795.00

**NEW** **Gung Ho!** Public Workshop

Every day, thousands of uninspired employees trudge to work, often dooming their companies to failure with their lack of enthusiasm. This workshop, based on the best-selling book by Ken Blanchard and Sheldon Bowles, provides unique insights into what can be done to motivate employees. It creates a learning experience that provides managers with the knowledge, skills, and motivation to build a Gung Ho! organization. This highly interactive workshop helps participants put Gung Ho! principles in action—individually, in work teams, in families, and in the community.

Please call for dates and locations.

\$800.00

Prices listed are for the United States only. Please call for international pricing.

**Blanchard Learning Materials • 800 728-6052**

*Notes*

**FOR  
EVALUATION  
PURPOSES  
ONLY**