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**Gung
Ho!**

SUCCESSING
in a
CHANGING WORLD



**PARTICIPANT
WORKBOOK**

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

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THE Ken Blanchard
COMPANIES

125 State Place, Escondido, CA 92029 USA
San Diego 760 489-5005 • 800 728-6000 • 760 489-8407
London 44 208 540 5404 **Toronto** 905 829-3090 • 800 665-5023
www.kenblanchard.com

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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 ourselves and others. This video program and its accompanying materials are 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 witness increased pride, ownership, and enthusiasm that will permeate throughout your organization.

Congratulations! Your participation in this session will forever change the way you think about management and leadership of the most valuable resource of an organization—people!

Gung Ho, friend!

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*

Drawbacks of Unmotivated Employees

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Benefits of Motivated Employees

Spirit of the Squirrel

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."

Worthwhile Work

Record examples that illustrate the key points.

1. Knowing we make the world a better place

2. Everyone works toward a shared goal.

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

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.)

How are goals set in your team?

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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.

What are your team's stated values?

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How are your team values lived day to day?

Spirit of the Squirrel—Action Plan

Use the action plan worksheet on the following page to begin implementing the Spirit of the Squirrel in the workplace. First, review the desired results listed below. Evaluate where you and your team members are in relation to these results and create an action plan to get there!

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.

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Action-Planning Steps

Desired Results _____

Completion Date _____

STEPS	TIME NEEDED	WHO
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Notes

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Way of the Beaver

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.”

In Control of Achieving the Goal

Record examples that illustrate the key points.

1. A playing field with clearly marked territory

2. Thoughts, feelings, needs, and dreams are respected, listened to, and acted upon

3. Able but challenged

1. A playing field with clearly marked territory

- Goals and values define the playing field and rules of the game.
- Leaders decide which 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.

Who or what is the boss in your organization?

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

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.

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

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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.

Are the goals for your team achievable? Do they “stretch” the team?

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How do people get trained and developed in your organization?

Way of the Beaver—Action Plan

Use the action plan worksheet on the following page to begin implementing the Way of the Beaver in the workplace. First, review the results listed below. Evaluate where you and your team members are in relation to these results and create an action plan to get there!

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.

Action-Planning Steps

Desired Results _____

Completion Date _____

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Gift of the Goose

"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?" he asked.

Peggy 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."

Cheering Each Other On

Record examples that illustrate the key points.

1. Active or passive, congratulations must be TRUE (Timely, Responsive, Unconditional, Enthusiastic).

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

3. $E = mc^2$ —Enthusiasm equals mission times cash and congratulations.

Gift of the Goose Worksheet

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.

T = Timely

R = Responsive

U = Unconditional

E = Enthusiastic

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

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.

How can progress toward your goals be measured and tracked?

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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.

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

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Gift of the Goose—Action Plan

Use the action plan worksheet on the following page to begin implementing the Gift of the Goose in the workplace. First, review the desired results listed below. Evaluate where you and your team members are in relation to these results and create an action plan to get there!

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.

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Action-Planning Steps

Desired Results _____

Completion Date _____

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