

What's possible...

...in your business

Fix your people problems by unleashing the power of *Gung Ho!* and watch your profits grow!

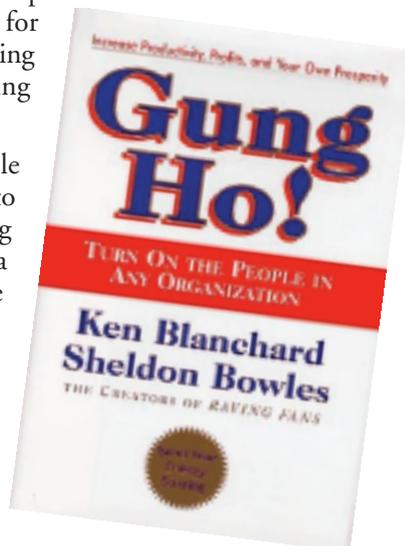
Author, Ken Blanchard, is a management expert who sold over 19 million copies of his books in 27 different languages.

Teamed with master entrepreneur Sheldon Bowles, they tell the story of inspirational business leaders Peggy Sinclair and Andy Longclaw. The story follows Andy and Peggy's success from Peggy's first day as General Manager of a small manufacturing plant, Walton Works, all the way to the White House.

Gung Ho! leads you step by step through Andy's formula for boosting enthusiasm, increasing performance and creating astonishing results.

Gung Ho! is an invaluable resource for you who want to stay on top and make big changes in today's ultra competitive markets. The *Gung Ho!* success story can be your company's story.

Here's our summary and interpretation of this business classic...



The *Gung Ho!* Story

From the first day in her new job, Peggy is given an ultimatum. She's been given just four months to achieve a dramatic turnaround. If the numbers don't improve, the plant will shut down and hundreds of workers will be jobless – including Peggy!

While other departments in the business flounder, Peggy notices Andy Longclaw's department, the finishing department. Andy has by far the highest levels of productivity.

Peggy asks Andy his secret.

Andy says it's *Gung Ho!* which makes his department different, taught to him by his Grandfather.

"Gung Ho" has military connotations, but is the Chinese phrase - "working together in harmony".

The three core ideas of *Gung Ho!* are simple:



1. **Do worthwhile work guided by goals and values – Andy's father calls it "THE SPIRIT OF THE SQUIRREL"**
2. **Put workers in control of the work they do. This is about "THE WAY OF THE BEAVER"**
3. **Cheer each other on, which is "THE GIFT OF THE GOOSE"**

The Spirit of the Squirrel



As it was animal behaviour which inspired Andy's grandfather and his *Gung Ho!* philosophy, our intrepid duo head to the country on Andy's motorbike. Peggy's not sure about the motorbike!

The first week, Andy asks Peggy to watch a group of squirrels gathering nuts "what do you think about the squirrels?"

Peggy notices: "How hard they work - if everybody at the plant worked as hard as the squirrels, they could turn the situation around quickly! But why do squirrels work so hard?"

The squirrels perform worthwhile work. Squirrels gather food not only for themselves but also for others for the winter.

3 Elements of Squirrel Wisdom...

To release the work ethic you see in squirrels, use these 3 elements...

1. Work has to be understood as important



Workers have to understand their work is important and worthwhile. This is a job for the leader. For example: securing a brake pedal on a child's bicycle is important – not just as another unit finished, but also in terms of safety for the child.

People want to make a difference. People want to know they perform important work. Not just 'profitable' work. Show your people how, what they do, is valuable.

The key to making this happen is sharing worthwhile information, so people understand why things are done a certain way and what part their work contributes to the whole.

2. There are well understood shared goals

Everyone needs to work toward a shared goal. Goals are meaningless unless the people who do the work are committed to the goals.

What's possible...

Goal sharing doesn't mean merely announcing it. It means involving your people into setting the goals.

To help, Andy points out two types of goals:

1. **result goals** - where you want to be, whether in terms of units finished, or accounts collected
2. **value goals** – the impact you want to have on the lives of your team members, customers, suppliers and your community



3. Values matter too

Without a sense of purpose you risk running an organisation where self-interest rules... ..**In a Gung Ho! organisation, values are the real boss.**

- Goals are future – Values are now
- Goals are set – Values are lived
- Goals change – Values consistent
- Goals inspire – Values sustain effort

Values become real only when you demonstrate them in the way you, as a leader, act. And the way you insist others behave.

The Way of the Beaver



A few weeks later, Andy takes Peggy to watch a group of beavers rebuilding their dam after heavy rain. Peggy is still unsure about the motorbike!

Peggy quickly realises how the phrase "busy as a beaver" began. She finds the beavers, like the squirrels, tireless in their work. Andy asks Peggy, "Who is in charge?" Peggy is unable to come up with an answer, but she suggests:

"The beavers operate like independent contractors. They decide for themselves how things should be done."

Andy makes a powerful point:

"An organisation where employees believe they perform worthwhile work but management requires them to follow prescribed methods won't reach its highest potential..."

Nothing kills *Gung Ho!* faster than chipping away at people's self-esteem by insisting things be done the boss's way."

The Way of the Beaver shows how people need to work as their own boss and control their own jobs.

Peggy wonders...

"So what prevents this from slipping into chaos?"

1. A clearly defined playing field and parameters

By setting key goals and values, your company defines the playing field and the rules of the game.

Your team needs a clear understanding of the company's overall purpose and their positions within it.

Managers decide who plays which position, but then they must get off the field and let the players move the ball. The players, in turn, understand as long as they follow the rules, they can go anywhere within the lines.



Your people then have the liberty and the responsibility to work at their highest potential. Setting limits on how far your employees can go also gives them the freedom to move.

2. Workers feeling respected and empowered

Beavers respect each other. They can't control their own destinies if everything they do gets ripped apart. One beaver doesn't hide a good tree from other beavers.

What can you do to share what's available to get the job done? Andy suggests accurate and up-to-the-minute information on everything really helps.

Just like beavers, people in your organisation must support and respect each other if they want to succeed.

It's tough to be a boss without being bossy!

- Thoughts, feelings, needs, and dreams are respected, listened to, and acted upon
- Golden Rule of Management: Value individuals as people
- Information is the gatekeeper to power. Everybody needs full open access to information
- Managers must be willing to give up the levers of control they've worked a lifetime to get hold of

3. Able but challenged:

Beavers have work they CAN do, they build dams with trees and mud. The Way of the Beaver requires work which is **achievable, but still challenging.**

Stretch!

- Production expectations should be within capacity and skills
- Nothing drains self-esteem faster than knowing you're 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 which demands people's best and allows them to learn and move ahead into uncharted territory

The Gift of the Goose



...the final piece in the puzzle, means encouraging one another.

Back in the countryside, Peggy is getting used to the motorbike. Andy decides it is time to take Peggy into the marshes to watch geese. Peggy hears them before she sees them.

"So why all the honking?" Andy asks...

..."they are cheering each other on!" Peggy replies.

Gung Ho! in Action: A Visit to the Finishing Department

Peggy is astonished that none of her division managers have ever visited Andy's department, although it's clearly the most productive in all of Walton Works.

So Peggy decides to take her 17 plant division managers on a tour.

During the visit an intensity of purpose is in the air. A loudspeaker announces yet another finishing department success! People ring bells and a loud cheer goes out.

One middle-aged worker told them: **"it's not hard work when you're enjoying it"**. He went on to explain the difference between the finishing department and other places where he worked....

..."the last place I HAD to go to work. Here I GET to go to work".

Goose wisdom...

People who set out to accomplish something they believe is worthwhile need to contribute to how the work gets done.

1. Give congratulations. Not just cash!

To motivate, congratulations offer more potential than cash.

The amount of available cash is limited, but managers have an unlimited supply of congratulations.

Unfortunately, we seldom create opportunities to congratulate each other. It's hard to imagine union leaders demanding: "We want more congratulations!" Yet, many staffing problems actually have spirit issues at their core.

You can't overdo TRUE congratulations.

2. Cheer the progress

Andy teaches Peggy you can't overdo genuine congratulations. THE GIFT OF THE GOOSE involves no score, no game but much cheering.

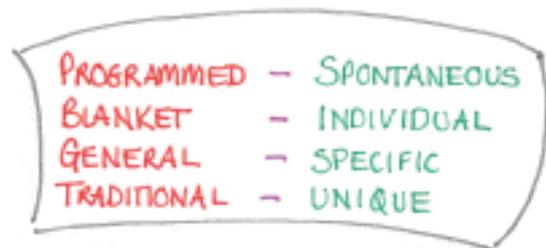
At football games, fans don't sit mute as the ball is moved down the field, waiting for the goal before cheering. Measurement (scores) shared with everyone generates excitement.

- When sharing congratulations, using the scale below, the farther to the right, the more effective:

T TIMELY
R RESPONSIVE
U UNCONDITIONAL
E ENTHUSIASTIC



MORE EFFECTIVE



3. E=mc²

The gift of the goose uses Einstein's E=mc² with a twist!

Enthusiasm = mission x cash and congratulations

- Worthwhile work and being in control of achieving the goal – feels like we're on a mission
- Cheering each other on brings enthusiasm to work
- Cash comes first – you need to feed material needs, (food, clothing, shelter) before you can feed the spirit with congratulations

Using Gung Ho!...

"The Spirit of the Squirrel and the Way of the Beaver provide the spark," observes Andy. "The Gift of the Goose is like throwing gasoline on the spark".

What's possible...

...in your business

The three core ideas of *Gung Ho!*...

THE SPIRIT OF THE SQUIRREL



1. The work has to be understood as important
2. It has to lead to a well-understood, shared goal
3. Values must guide all plans, decisions, actions

THE WAY OF A BEAVER



1. A clearly defined playing field and parameters
2. Workers feeling respected and empowered
3. Able but challenged

THE GIFT OF THE GOOSE



1. Give Congratulations
2. Cheer the Progress
3. $E=mc^2$... Enthusiasm = Mission x Cash & Congratulations

Thanks to Peggy, Andy and *Gung Ho!* the numbers at Walton Works turned around. Walton Works also received national attention as the White House recognised it as a model workplace. Everyone enjoyed the success. There were profit-sharing bonuses as well as many active and passive congratulations heaped upon all the people there. And...Peggy now enjoys the motorbike!



See for yourself...

Now you know the simple secrets of *Gung Ho!* I hope you can see your way of putting them into action! Please let us know how you get on and we'll happily cheer you on! And please go buy a copy of the book *Gung Ho!* It's short, powerful and a good read. Go on then!



Your thoughts...

Your Actions (next steps)

1.

2.

3.