

Gung Ho!® Overview

Energizing Your Organization's Culture by Design

How well is your organization performing? Are your employees satisfied with their jobs and their relationships with their leaders? Is your corporate culture helping or hindering the creation of an upbeat, values-based, high performing organization?

“Corporate culture” is multidimensional, but it can be defined as the behavioral norms (implicit or explicit) of an organization based on the values, beliefs, attitudes, and priorities of its leaders and members. Few organizations deliberately create or design their culture; instead, it usually evolves from the values of top management or the founders of the organization.

Culture change is a long-term process, not a stand-alone training program. It is a critical component to purposefully creating an organization that builds competitive advantage and economic resilience.

Gung Ho!® is a proven method for culture change. The Gung Ho! process assists organizations in letting go of behaviors, systems, processes, and policies that no longer support the organization's vision, values, and direction. The Gung Ho! process helps organizations create a values-driven culture of excellence that is supported by passionate, energized people who love what they do and whose goals are aligned with those of the organization.

The Bottom Line on Corporate Culture

Research demonstrates the power of an energetic, enthusiastic corporate culture. Organizations that encourage people and have created an engaged workforce are

- 50% more likely to have higher than average customer loyalty
- 38% more likely to have above average productivity
- 27% more likely to have higher productivity
- Likely to provide a 22% higher return to shareholders and, in some cases, more than double that of organizations with poorly defined cultures

Sources: Gallup Organization; T.E. Deal and A.A. Kennedy; Built to Last by Jerry Porras and Jim Collins

The Award-Winning Program

In October 2000, *Human Resource Executive* magazine recognized Gung Ho! as one of the Top Ten Training Programs of the year. The program builds on the principles of the best-selling book *Gung Ho!*® by Ken Blanchard and Sheldon Bowles.

To accelerate the creation of a Gung Ho! culture, the process begins with a two-day workshop for senior management. This allows the executive team members to understand the concepts of Gung Ho! and modify their own behavior and systems, making the initiative visible and credible to other people in the organization.

Blanchard® research clearly shows the importance of a common experience and shared commitment—such as that of in-house work teams. The first step is to share the Gung Ho! Quotient scores with work team members. By utilizing the Gung Ho! Quotient (GHQ) instrument, which measures the organization's practices that support a strong culture, company leaders compare their organization's practices with those of high-performance, values-based organizations.



Training Design Options

Gung Ho! Keynote Presentation—

The keynote presentation focuses on the *Gung Ho!* book and its three principles. The keynote presentation can either stand on its own or introduce the two-day workshop, thus making a three-day workshop.

Keynote Objectives

- Introduce the three principles of Gung Ho!—the Spirit of the Squirrel, the Way of the Beaver, and the Gift of the Goose
- Explain the potential impact for leaders wanting to introduce Gung Ho! to their organizations
- Identify gaps between the practices of a Gung Ho! organization and the participant’s organization, using the GHQ
- Introduce Gung Ho! workshops, customized process consulting, and the Gung Ho! videos

Gung Ho! Workshop

The two-day workshop is aimed at leaders and managers that have supervisory responsibility. The Gung Ho! process focuses on changing an organization’s culture, so participants gain the knowledge, tools, and motivation to improve their organization’s systems and practices.

The workshop starts with prework, which typically requires about two hours to complete. Participants will

1. Read *Gung Ho!*
2. Complete, and have their direct reports complete, the Gung Ho! Quotient instrument
3. Complete the prework booklet and define their personal values and purpose

Workshop Objectives

After completing this program, participants will be able to:

- Discover their team’s Gung Ho! Quotient and use that information to improve their organization’s systems and practices
- Clarify their personal purpose and values, and ensure their alignment with the organization’s purpose and values
- Provide praise and encouragement toward the achievement of stated goals
- Develop an action plan for making Gung Ho! a reality within their leadership sphere of influence

Workshop Process

Purpose and Values: Discussions build on participants’ prework. Alignment between personal purpose and values and those of the participants’ organization is explored. The Gung Ho! Quotient Profile combines leader and team member scores on the Purpose and Values items. Participants create action plans by analyzing the profile data and then committing to “closing the gaps” between current organizational behavior and best practices.

Worthwhile Work—Spirit of the Squirrel: A key concept explored—Performance-Values Matrix is a powerful model for ensuring that organizations recognize both performance accomplishment and modeling company values. The module closes with Gung Ho! Quotient Profile analysis and action planning.

In Control of Achieving the Goal—Way of the Beaver: The “Win as Much as You Can” experience validates the importance of trust in teams. The systems analysis activity helps participants develop insight into ways that their current systems may be preventing peak performance. The module closes with Gung Ho! Quotient Profile analysis and action planning.

Changing an organization's culture is a long-term process, and it can require two to five years to complete.

Cheering Each Other On—Gift of the Goose: On the surface, this principle seems easy to implement. However, if the cheering is not founded on the three previous modules, the impact is short-lived. In this module, participants learn the power of feedback, analyze their company's reward and recognition systems, and experience the magic of storytelling to celebrate the heroes in their company culture.

Creating a Plan for Change: The session ends with participants creating a plan for change based on their Gung Ho! Quotient Profile, building on the action plans they have completed during the workshop. A celebration of key learnings sends participants back to their work teams feeling confident that they know the steps needed to create a Gung Ho! culture.

Implementation Process

The Gung Ho! implementation process takes six to twelve months. Completing each of the implementation workbooks will take one to two months, depending on the frequency of team meetings and the depth of the action planning based on the results of the Gung Ho! Quotient. In some cases the implementation takes longer, depending on how prepared and willing a team or organization is to implement Gung Ho!

Implementation Materials

The program materials are designed to facilitate the implementation of Gung Ho! within a work group after the workshop. They provide specific and practical information and processes for implementing Gung Ho! more thoroughly than the workshop alone can cover in two days. These materials are not intended to replace or recreate the two-day workshop and can only be purchased by people who have attended a Gung Ho! workshop.

Consulting

Customized Process Consulting is for organizations that have enjoyed the Gung Ho! Keynote Presentation or Public Workshop and are committed to the long-term improvement of their organization. This process is for leaders who seek to create a plan that is tailored to their organization. Customized Process Consulting can include a one-day session with an internal or external trainer, or encompass an ongoing, long-term relationship with one or more Blanchard consultants.

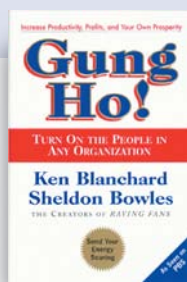
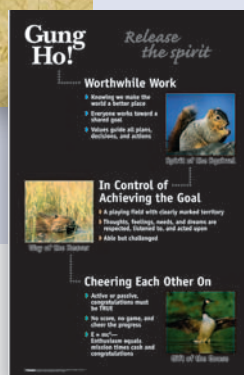
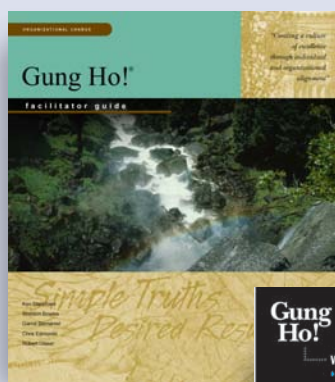
Additional Blanchard products can be introduced as needed. The format is determined jointly by Blanchard representatives and the organization.

Objectives

- Provide and implement action plans for leading a change effort, using other Blanchard materials and/or training
- Further identify gaps between a Gung Ho! organization and the participants' organization, using other Blanchard materials and/or training
- Apply tools and resources tailored to the organization

Best Practice Process

Leaders attend a public or in-house workshop to learn the principles of Gung Ho! and prepare to implement Gung Ho! with their team members. After attending the workshop, a leader purchases an implementation Leader Guide Set and an implementation Team Member Workbook Set for each team member. The use of these materials requires no additional training for the leader other than the workshop itself.



Strengths and Advantages of Gung Ho!

- Establishes accountability for creating and sustaining the desired culture
- Ensures a vision, purpose, and values that people can relate to
- Energizes individuals about their job and their purpose
- Increases organizational alignment and focus, encouraging a sense of community
- Aligns three aspects of an organization: its values, performance expectations, and reward systems
- Allows for creativity and fun
- Obtains data from measurement and assessment tools to be used for monitoring change and change effectiveness

Outcomes and Deliverables

AWARENESS

Participants will

- Understand the need to build unity and cooperation
- Recognize the consequences of increased communication, trust, and empowerment
- Understand the importance of unleashing the power and potential of people
- Identify personal and organizational values and clarify those values
- Identify systems that support values and value-driven performance
- Understand the effectiveness of personal and organizational alignment

SKILLS

Participants will

- Create action plans for individuals, teams, or the organization
- Analyze internal systems and practices
- Use the Gung Ho! Quotient to provide a current organizational snapshot
- Draft individual and group value statements
- Identify and create specific goals and action steps for individuals
- Set SMART goals
- Begin to create alignment and direction to support the culture shift

Audience

- Senior Executive Team: The best approach for creating a Gung Ho! culture is to have an in-house workshop for senior management before others in the organization are trained in the Gung Ho! process. This gives the senior executive team the opportunity to understand and experience Gung Ho! and thus begin to change their own behavior. The modeling of Gung Ho! practices is vital to the success of the initiative; it makes the concepts visible and credible to other people in the organization.
- Leaders and Managers: The two-day kickoff is aimed at leaders and managers that have supervisory responsibility. Gung Ho! focuses on changing an organization's culture so those who attend the workshop will have the authority (and the motivation!) to modify and improve their organization's practices.

Delivery Options

- Organizational Consulting and Visioning
- Impact Mapping and Goal Alignment
- Diagnostic Tools and Assessments
- Keynote Speeches
- Online Learning
- On-site and Remote Delivery
- Seminars and Public Workshops
- Training for Trainers

Ordering and Information

In the United States
760 489-5005 or 800 728-6000

In Canada
905 568-2678 or 800 665-5023

In the United Kingdom
44 208 540 5404

All Other Countries
760 839-8070

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