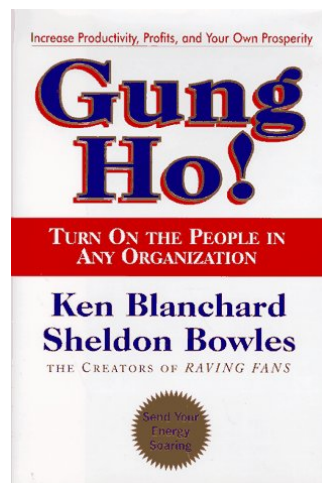


Gung Ho!

Increase Productivity, Profits,
and Your Own Prosperity



By
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The Big Idea

From a classic story about a plant called Walton Works #2, here are invaluable management lessons on increasing productivity by fostering high morale. It will work for any type of organization! Based on three core ideas: work must be seen as important, workers must be in control of their own production, and managers must cheer workers on. This is a tried and tested Native American recipe for surefire success. Follow the step-by-step game plan to implementing each idea, and boost your company's profit, energy, enthusiasm and performance!

Introduction

The day Andy Longclaw died in 1994, Peggy Sinclair promised to spread his grandfather's teachings about Gung Ho. She walked into a Denny's Restaurant, and by a wonderful coincidence, met Ken Blanchard and Sheldon Bowles, the authors of this book. They wanted to learn from her about these brilliant yet simple ideas which earned Walton Works #2 recognition in the White House Rose Garden as a role model for workplaces in America.

The Gung Ho Story

Peggy Sinclair was made General Manager of Walton Works #2, and was given a tight timetable of only four months to achieve a dramatic turnaround in performance for the whole plant. If there were no improvement in the numbers, the boss Old Man Morris would have to close the plant down, and hundreds of workers would become jobless.

Among all the departments in the plant, it was the finishing department that had the highest productivity and level of enthusiasm. The head of the department was Andy Longclaw. Peggy Sinclair did what wise managers do; she chose to learn from one of her best people. As a good judge of character, she promptly fired one of her Division Managers who was clearly prejudiced against Andy Longclaw for being of Native American descent.

The Gung Ho Game Plan

- The Spirit of the Squirrel
- The Way of the Beaver
- The Gift of the Goose

Andy and Peggy established a routine of heading out to the country to observe the animals that inspired Andy's grandfather and his Gung Ho philosophy. One of the first lessons she learned was from observing squirrels - the value of Worthwhile Work.

Workers have to understand their work is important, not in terms of units produced, but how it can affect people's daily lives. Squirrels work hard to store away food for the winter otherwise they will not survive. People needed to understand that securing a brake pedal on a child's bicycle for instance was important in terms of safety for the consumer. They shouldn't merely see this act as another unit finished.

Wisdom in a Nutshell from The Spirit of the Squirrel:

- First, the work has to be understood as important.
- Second, it has to lead to a well-understood and shared goal
- Third, values have to guide all plans, decisions, and actions.

Two types of goals:

- Result goals – Statements set out where we want to be, whether in terms of units finished, shipped, or accounts collected.
- Value goals – Statements that set the impact we want to have on the lives of our team members, our customers, our suppliers, and our community.

The Spirit of the Squirrel**Worthwhile Work**

Knowing we make the world a better place.

- It's the understanding, not the work.
- It's how the work helps others, not units dealt with.
- Result: self-esteem – an emotion whose power ranks right up there with love and hate

Everyone works toward a shared goal.

- Goal sharing means making people buy in to the idea, not merely announcing it. Trust and putting team members first lead to support for goals.
- The manager sets critical goals. The team can set the rest. People support best that which they help create.
- Goals are marker posts you drive into the future landscape between where you are and where you want to be. They focus attention productively.

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.

The Way of the Beaver

In Control of Achieving the Goal

The Way of the Beaver describes the individual's relationship to the organization, from two sides. The first side was the individual taking charge, while the other was the organization allowing and encouraging individuals to do so. Peggy learned these key insights while observing beavers at work in the pond behind Andy's cabin. The beavers respected each other. They left branches laid by other beavers where they were. People in an organization need to emulate how beavers respect each other and do not rip apart others' hard work.

There was also no apparent boss among the beavers as they worked together. The beavers decided for themselves how things would be done.

NOTHING KILLS GUNG HO FASTER THAN NARROW-MINDED,
MANAGEMENT CHIPPING AWAY AT WORKERS' SELF-ESTEEM BY
INSISTING THINGS SHOULD BE DONE THE BOSSES' WAY.

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.

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 rip you, or your work, apart.
- Golden Rule of Management: Value individuals as persons.
- 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. It's tough to be boss without being bossy.

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.

The Manager's Role

These are the words of Andy Longclaw to Peggy Sinclair on her role of general manager, wisdom that the best managers know instinctively:

Attitude is something you can control. Your attitude will reflect on everyone else. Remember you are on stage. You have to give a performance.

The Visit to the Finishing Department

The day finally arrived when the seventeen plant division managers would take a tour through the finishing department. It was astonishing to Peggy Sinclair that this department was the most productive in all of Walton Works #2 yet her division managers had never tried to discover what it was that made the place work. It had never occurred to them to take a look at what was right under their noses the whole time.

After their tour, she instructed, in order to prevent any interdepartmental rivalry they were to stay away from the finishing department. In contrast to the rest of the dead atmosphere in the plant, this department had team members who were sharp, and the intensity of purpose was really in the air.

Andy explained that every morning one of the things they do is to huddle and cheer. They huddle to go over the work for the day, and then just like a sports team, pile hands on top of each other and let out a victory yell.

One middle-aged man told them,

IT'S NOT HARD WORK WHEN YOU'RE ENJOYING IT.

The Gift of the Goose

Cheering Each Other On

At the finishing department, a loudspeaker would announce "Shipping M317 at 100, on time for \$12,750", and a loud cheer from the workers would go up. It was a very specific and public congratulations to note that job order M317 was shipped on time, was 100% perfect, and the plant took in \$12,750 of revenue.

Then the man stated another difference about the finishing department where he worked,

THE LAST PLACE I *HAD* TO GO TO WORK, HERE I *GET* TO GO TO WORK.

At the Hutchison Marsh, Peggy observed the Gift of the Goose. Here the hundred thousand geese represented one thing: Enthusiasm. They honked incessantly to each other, in a kind of language that seemed like they were cheering each other on. The geese were giving each other loud encouragement.

In relation to people at the plant, Peggy realized it didn't matter who does the honking, it doesn't necessarily need to be the managers cheering the workers on. Everyone can cheer. It was pretty much like a football game or any sports event. Everyone is excited when they see the progress of the game, and the score going higher and higher on the board.

Peggy rallied her division managers not just with shared goals but also under a common enemy: the people at head office who were going to close the plant down. This was part of her strategy to quickly unite them as a team, a flock of geese honking "We'll show those guys at head office we're good!"

Andy explained how the Gift of the Goose brings enthusiasm to the Spirit of the Squirrel and the Way of the Beaver:

THE DRIVING FORCE BEHIND PEOPLE AS THEY PURSUE A MISSION IS
A REASON FOR DOING WORK -THE NEED TO BE FULFILLED.

People are so focused on cash rewards, but no manager can ever run out of his unlimited supply of congratulations available.

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 mission.
- Telling people what a great job they've done or presenting an award is an active congratulation. 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, Enthusiastic

No score, no game, and cheer the progress.

- At football games fans don't sit mute as the ball is moved down the field, waiting for the touchdown before cheering. Cheer the progress, not just the results. Measurement (score) shared with everyone generates excitement.
- The farther congratulations are to the right on the scale below, the better (more effective) they are:

Programmed	→ Spontaneous
Blanket	→ Individual
General	→ Specific

Traditional → Unique

- Stop focusing on problems and the guilty party (police behavior) and start looking for those responsible for things gone right (coach behavior)

$E=mc^2$ (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, shelter) before you can feed the spirit with congratulations.

Peggy saw that when she honked true congratulations on the shop floor, team members began honking back. They told her what a great job she was doing, how they were all solidly behind her.

The Longhorn Award

How Andy Longclaw Stretched the Gung Ho Timetable

Andy had devised a clever surprise, a plan to extend their timetable for improvement to a year. He wrote for the Walton Weekly Advertiser on the side, so he was able to run a story announcing that Timothy Longhorn Anderson, son of Walton Works founder and the current Chairman of the Board, would be receiving a medal of honor come July 4th. The award was to be presented by the Workers' Council (something Andy created just that morning) and the Mayor. This in effect would postpone Old Man Morris from shutting down the plant, giving Peggy Sinclair more time to work at making the place Gung Ho.

In six months since she assumed her position as General Manager, the numbers had turned. Little by little the enthusiasm spread throughout the plant. There was a Polaroid camera that they used to document team members doing good work. It became an excellent productivity tool. Color copies were made and posted everywhere. Underneath the photograph would be a statement that explained exactly what type of good work the team member was caught doing.

It took the entire plant three years to achieve Andy's certified Gung Ho level of performance. Walton Works #2 received national attention, and the White House recognized 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 at Walton Works #2.

The Last Word

The Gung Ho story can be your organization's story, whether you are a school, a business, a hospital, or a government agency. Choose to be Gung Ho, in your work and in your life!

Teach the Spirit of the Squirrel, the Way of the Beaver, and the Gift of the Goose to your colleagues, friends, and family, and work your way slowly to the highest levels of excellence you can achieve. Work worth doing becomes work done well.

Gung Ho, friend!