

Gung Ho!® Overview

Creating a Culture of Excellence through Individual and Organizational Alignment

The Power of Corporate Culture

Corporate culture is the glue that binds a company together and the energy that propels it forward. It has been described as “the moral, social, and behavioral norms of an organization based on the beliefs, attitudes, and priorities of its members,” and as simply as “the way things get done around here.”

In reality, many organizations don’t consciously attempt to create a certain culture, it simply evolves based on the values of top management or the founders of the organization. Yet organizations with strong, identifiable, enduring cultures create work environments with uncompromising values and a sense of purpose.

Corporate culture is not just another management fad. It can be a critical component to purposefully creating an organization that builds competitive advantage and economic resilience.

The Process

Gung Ho!® is about culture change. The process assists organizations in letting go of behaviors, systems, processes, and policies that no longer support the new vision and direction. Gung Ho! assists organizations in creating a culture of excellence supported by passionate, energized people that love what they do.

Often organizations are so committed to their existing systems that they get in the way of their own organizational change efforts. Creating change takes a strong commitment from everyone in the organization. Gung Ho! is based on the best-selling book coauthored by Ken Blanchard and Sheldon Bowles. The process is focused on changing an organization’s culture in order to create a fully engaged workforce and to maximize productivity, effectiveness, and innovation.

Gung Ho! is a proven, award winning process for changing and improving organizational culture. In 2000, *Human Resource Executive* magazine recognized Gung Ho! as one of the Top Ten Training Programs of the year.

Values and Purpose: Your personal purpose and values are the foundations of your work. They drive the way you operate and behave, and are a critical component influencing your performance at work. This section assists individuals in clarifying their personal purpose and values by creating a purpose statement. It also helps create alignment between personal and organizational purpose and values, a key to influencing and improving the corporate culture.

Spirit of the Squirrel: The spirit of the squirrel is about worthwhile work. Knowing how your work makes the world a better place brings meaning to work and contributes to the organization’s purpose. In order to make this happen, SMART goals play a key role in defining activities. In this section, individuals learn to set Specific, Motivating, Attainable, Relevant, and Trackable goals in order to focus energy and define key outcomes. This process ensures that everyone’s goals are linked to the organization’s strategic goals and initiatives.

Way of the Beaver: This section is about being in control of achieving the goal. It provides a developmental process that begins with an individual’s first contact with the organization and continues until he or she becomes a Self Reliant Achiever. An integral part of this process is the

The Bottom Line on Corporate Culture

A 15-year research study conducted by T.E. Deal and A.A. Kennedy found that firms with strong cultures had stock returns of nearly double that of the benchmark S&P 500 Index during the period of 1982–1998.

–*Industrial Management* 3/01/01

A WorkUSA 2000 Survey polling 7,500 respondents revealed that organizations with highly committed employees provide 36% higher returns to stockholders than those with employees who have average commitment.

–*HR Focus* 4/00

analysis of the organization's systems, including feedback, training, recognition, information, and accountability.

Gift of the Goose: This third principle is about feedback and letting people know how well they are doing. People have different needs at different learning stages, and knowing what type of feedback and recognition will be most motivating for them is a key component of the Gung Ho! process. Providing appropriate feedback means identifying performance indicators and setting performance standards.

Creating a Plan for Change: This module allows you to create a plan to begin the work of change in your organization. The process begins with the action items that are needed to complete the task and assigns responsibility, priority, and timelines for completion.

Strengths and Advantages of Gung Ho!®

- Creates involvement and buy in for change throughout the organization
- Creates accountability for creating and sustaining the culture
- Provides a vision that people can relate to
- Energizes individuals about their job and their purpose
- Increases organizational alignment and focus
- Aligns performance expectations, values, and reward systems
- Brings the organization up to speed quickly
- Taps the uniqueness and power of all individuals
- Creates a sense of community
- Allows for creativity and fun
- Includes measurement and assessment tools
- Creates an environment where even small changes can have dramatic impact
- Provides data, through assessments, for creating change
- Provides specific methodology for creating change
- Uses an in-depth yet simple process

Desired Results

Knowledge and Awareness Outcomes

- Understand the importance of building unity and cooperation
- Recognize the importance of increased communication, trust, and empowerment
- Understand the importance of unleashing the power and potential of people
- Become aware of the components of SMART goals
- Understand how to create cultural change
- Get people to see their worth, the worth of their work, and the reasons for contributing more
- Understand the importance of systems in the change process
- Become aware of personal and organizational values and clarify those values
- Identify systems that support values and value-driven performance
- Understand the importance of personal and organizational alignment
- Become aware of the power of clear purpose and values

Skill Outcomes

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

The Power of Engaged and Aligned Employees

Numerous research studies have proven the power of corporate culture in creating positive results for organizations. In fact, organizations with a defined culture and 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 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

Organizational Outcomes

- Individuals recreate their spheres of influence
- Systems and practices encourage collaboration
- Communication improves
- Best practices are established and monitored
- Action plans are created and implemented at the individual, department, team, and organizational levels
- Identify and create improvement efforts for core systems and processes
- Employee retention improves
- Innovation and individual energy are harnessed
- Culture change successfully occurs
- Organizational alignment improves
- Customer loyalty improves

Delivery Options

- Organizational Consulting
- On-site Training
- Assessments
- Facilitation Training
- Public Workshops
- Customization
- Impact Mapping Consultation

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