

Facilitator's Guide: Implementing *STAR:Office* Sessions

STAR
SUPPORT. TRANSFORM. ACHIEVE. RESULTS.



Office

Facilitator's Guide to Implementing STAR:Office

A STAR Workplace is a radical, commonsense rethinking of how we work and live. In a STAR, people stop simply “putting in” time or worrying about getting in at a certain time. Instead, they focus on results and only results. The contents of this guide will help you transform your organization, bringing about a change that will create the ultimate in accountability, while also giving everyone the freedom to live their life to the fullest.

Welcome to the future of work.

Disclaimer: A STAR Workplace challenges all of our assumptions about what work looks like. At the same time, companies still have to comply with local, state and federal labor laws.

Table of Contents (IN THIS DOCUMENT)

License Agreement	v
The STAR migration step by step	
CHAPTER 5	
Manager-only Session	87
Manager-only Session pep talk	87
Manager-only Session overview	87
Manager-only Session script	89
Manager-only PowerPoint (separate document)	
Addendum	
Manager-Only Tips Handout	

License Agreement

Please carefully read the following terms and conditions.

These terms and conditions are automatically accepted by using the STAR facilitation guides, including handouts and slides. By licensing the STAR facilitation guides you warrant that you are 18 years of age or older, and agree to the following binding terms and conditions as provided in this agreement and which govern the use of the STAR facilitation guides.

This Agreement is made on this day by and between CultureRx LLC (“CRX”) and the Licensor (“you” or “Licensor”) as user of the STAR facilitation guides, including any handouts and slides (collectively, “Product(s)”). CRX may, in its sole discretion and at any time, modify or change these terms and conditions governing the license of its Product.

Definitions

As used hereunder, the terms listed below have the following definitions:

“Products” includes, without limitation, the STAR facilitation guides, all of their respective contents.

“User” means any individual person or single entity accessing any Product provided to the Licensor under this Agreement.

“Instance” means each unique manifestation of a Product, in whatever form or format, intended for use by Licensors.

OWNERSHIP

The Products are proprietary to CRX, which retains exclusive title and ownership of the copyrights and other intellectual property rights in the Products. Except as otherwise expressly stated and separately and mutually agreed the nature of all commercial transactions between You and the CRX are in the form of a Product use license, notwithstanding the use on the CRX’s or CRX’s partners’ websites, e-mails, marketing collateral and other materials of descriptions and words referring to a commercial transaction between you and the CRX.

CRX’s rights are protected by the federal and state copyright, trade secret, and other intellectual property laws of the United States and international treaty provisions. You have no ownership rights in the CRX Products. Except as expressly described herein, no part of the Products may be modified, copied, or distributed in hard copy, electronic or machine-readable form without the prior written consent of CRX. All rights not expressly granted to You herein are expressly reserved by CRX. Any other use of CRX’s Products by any person or entity is strictly prohibited and a violation of this Agreement.

RESTRICTIONS ON USE/LICENSE OF PRODUCTS

CRX is granting you a limited, non-exclusive, non-transferable license to use a specific Product in whole or in part. Each Product transaction is governed by the terms of a single, specific License Agreement and does not extend to any other Product. By using/licensing the Products, You agree to use these Products for your own personal or business use and are not purchasing

the Products for resale to others or for any other commercial purpose. Any copying, resale, assignment, transfer, or sublicense of Products licensed under this Agreement without the express written consent of CRX is prohibited, void and will automatically terminate the License granted under this Agreement. **You agree that you shall NOT use the Products or portions thereof to provide consulting work or services to any third party. CRX acknowledges that the Products were developed in part through federal grant funding and agrees, commensurate with federal funding policies, that the Products may be used by You with a third party for research purposes without violating the above restrictions.**

The Products shall not be separated for use for more than one company, including any company's parent, subsidiary or affiliate. Licensor is responsible for the compliance of all of its Users with this License Agreement.

PRODUCT DESCRIPTIONS

CRX attempts to be as accurate as possible. However, CRX does not warrant that its Product descriptions or other content on its website or a website of any CRX partners or other marketing collateral is accurate, complete, reliable, current or error-free.

DISCLAIMER OF WARRANTIES AND LIMITATION OF LIABILITY

PRODUCTS ARE PROVIDED BY CRX ON AN "AS IS" AND "AS AVAILABLE" BASIS. CRX MAKES NO REPRESENTATIONS OR WARRANTIES OF ANY KIND, EXPRESS OR IMPLIED, AS TO THE OPERATION OF ITS WEBSITE OR THE INFORMATION, CONTENT, MATERIALS, OR PRODUCTS. YOU EXPRESSLY AGREE THAT YOUR USE OF THE CRX'S SITE AND PRODUCTS IS AT YOUR SOLE RISK.

TO THE FULLEST EXTENT PERMISSIBLE BY APPLICABLE LAW, CRX DISCLAIMS ALL WARRANTIES, EXPRESS OR IMPLIED, INCLUDING, BUT NOT LIMITED TO, IMPLIED WARRANTIES OF MERCHANTABILITY AND FITNESS FOR A PARTICULAR PURPOSE. CRX DOES NOT WARRANTY THAT ITS SITE OR PARTNER'S SITES, ITS SERVERS, EMAIL SENT FROM CRX, PRODUCT DOWNLOADS, OR PRODUCTS DELIVERED ON PHYSICAL MEDIA ARE FREE OF VIRUSES OR OTHER HARMFUL COMPONENTS. CRX WILL NOT BE LIABLE FOR ANY DAMAGES OF ANY KIND ARISING FROM THE USE OF ITS SITE OR PRODUCTS, INCLUDING, BUT NOT LIMITED TO DIRECT, INDIRECT, INCIDENTAL, PUNITIVE, AND CONSEQUENTIAL DAMAGES.

CERTAIN STATE LAWS DO NOT ALLOW LIMITATIONS OF IMPLIED WARRANTIES OR THE EXCLUSION OR LIMITATION OF CERTAIN DAMAGES. IF THESE LAWS APPLY TO YOU, SOME OR ALL OF THE ABOVE DISCLAIMERS, EXCLUSIONS, OR LIMITATIONS MAY NOT APPLY TO YOU, AND YOU MIGHT HAVE ADDITIONAL RIGHTS.

GENERAL

REGARDLESS OF WHETHER ANY REMEDY SET FORTH IN THIS AGREEMENT FAILS OF ITS ESSENTIAL PURPOSE, IN NO EVENT WILL CRX BE LIABLE FOR ANY LOST PROFITS, LOST SAVINGS, OR OTHER INCIDENTAL, INDIRECT, SPECIAL OR CONSEQUENTIAL DAMAGES, ARISING OUT OF ANY USE OR INABILITY TO USE THIS PRODUCT OR THE BREACH OF THIS AGREEMENT, EVEN IF ADVISED OF THE POSSIBILITY OF SUCH DAMAGES. SOME STATES DO NOT ALLOW THE LIMITATION OR EXCLUSION OF LIABILITY FOR INCIDENTAL OR CONSEQUENTIAL DAMAGES SO THE ABOVE LIMITATION OR

EXCLUSION MAY NOT APPLY TO YOU. LICENSOR ACKNOWLEDGES AND AGREES HEREIN THAT IN THE EVENT OF ANY DISPUTE BETWEEN THE LICENSOR AND CRX THAT THE ONLY AMOUNT OF DAMAGES THAT CAN BE AWARDED HEREIN ARE LIMITED TO THE AMOUNTS THE LICENSOR HAS ADVANCED OR PAID TO CRX FOR THE LICENSE OF ITS PRODUCTS.

THIS IS THE COMPLETE AND EXCLUSIVE STATEMENT OF THE AGREEMENT BETWEEN THE PARTIES RELATING TO THE LICENSE OF CRX PRODUCTS. YOU ACKNOWLEDGE THAT YOU HAVE READ THIS AGREEMENT, UNDERSTAND IT AND AGREE TO BE BOUND BY ITS TERMS AND CONDITIONS, THIS AGREEMENT IS TO BE GOVNERENED EXCLUSIVELY BY MINNESOTA LAW. ANY DISPUTE BETWEEN THE PARTIES TO THIS AGREEMENT SHALL BE LIMITED EXCLUSIVELY TO THE LEGAL JURISDICTION OF HENNEPIN COUNTY, MINNESOTA. THE PARTIES EXPRESSLY AGREE TO LIMIT JURISDICTION OF ANY DISPUTES TO ARBITRATION TO BE CONNECTED IN HENNEPIN COUNTY, MINNESOTA AND IN ACCORDANCE WITH THE UNIFORM RULES OF ARBITRATION.

If you have any questions about our License Agreement, please contact us via email at info@gorowe.com.

Disclaimer: The Products may be made available alongside or in conjunction with other materials similar in purpose to the Products, including but not limited to cTRAIN, weSupport, and Employee Supportive Behavior Activities. This agreement grants no rights and provides no license to such materials, and a separate license may be needed.

The STAR Migration Step by Step

Phase 1: Pre-Migration

- ✓ Read *Why Work Sucks and How To Fix It: The Results-Only Revolution*
- ✓ Review Pre-migration section of facilitator's guide
- ✓ Communicate the overall migration schedule to the organization
- ✓ Conduct Leadership Education session
- ✓ Conduct weSupport Training and Behavior Tracking Round #1

Phase 2: Migration

Kickoff

- ✓ Review Kickoff section of facilitator's guide
- ✓ Run the Kickoff

Sludge Session

- ✓ Read Sludge Session section of facilitator's guide
- ✓ Run Sludge Session
- ✓ Run Sludge Eradication Activity

Culture Clinic

- ✓ Read Culture Clinic section of facilitator's guide
- ✓ Run Culture Clinic
- ✓ Go Live
- ✓ Run Do Something Scary Activity

Managers-Only Session

- ✓ **Read Managers-Only section of facilitator's guide**
- ✓ **Familiarize yourself with Managers-Only Forum PowerPoint slides**
- ✓ **Run Managers-Only Session**
- ✓ **Conduct weSupport Behavior Tracking Round #2**

Phase 3: Learn and Evolve

All-team Forum

- ✓ Read All-Team Forum section of facilitator's guide
- ✓ Run All-Team Forum

CHAPTER 5

MANAGER-ONLY SESSION

Manager-only Session: A Pep Talk

Now that you've gone live, your people are out there putting the Guideposts into action. Managers, however, might not be faring so well. We've often found that STAR can be the real test of a manager. Can they change their language? Can they change their behavior? Can they model STAR? Can they let go?

The Manager-only Session is a safe, supportive place for managers to lose their minds about this change. Some of them will be farther along than others. Some might be overwhelmed and stressed. Your job as facilitator is to give them the moral support they need, while also providing practical tips and tools for managing in a STAR.

Working in your favor is that many managers will have already seen an improvement in the engagement, morale and productivity of their people. STAR causes a buzz. The challenge for some managers is how to ride this wave of energy without feeling lost.

Managers also have a lot of genuine logistical concerns to work through. The company's employee manual is packed with rules and regulations about attendance, vacation and sick time, and so forth. If employees have unlimited time off as long as the work gets done, then what do we do with our vacation request forms? For managers who have hourly employees, there are also challenges in having those employees track their time without being measured by time.

Have faith. Just as Culture Clinic helped employees figure it out for themselves, this session gives managers the chance to work it out for themselves. And they will.

Manager-Only Session: Overview

The manager-only session is a necessary checkpoint at the critical 'go-live' stage. It's at this stage of the change that managers feel the need to issue workplace guidelines like 'core hours'. You will be a mentor and guide as they move into their new role as managers (performance support, work and family support).

Listen for comments and questions that suggest the implementation of guidelines. Be keenly aware that this is the point at which many managers will unintentionally begin establishing guidelines which will inhibit or prevent the migration of the team. Continue to praise language and conversational elements that support the STAR workplace.

This session is very free-flowing and includes on-the-spot coaching, confidence-building situational role-plays and review of management practices using the new framework.

You will be expected to:

- ✓ Hold true to the STAR philosophy.
- ✓ Coach on the fly
- ✓ Influence without authority
- ✓ Lead to discovery
- ✓ Be unwavering in your own belief about the change.
- ✓ Be confident but not arrogant.
- ✓ Educate but not humiliate or shame.
- ✓ Adapt when necessary based on participant reactions.
- ✓ Be both a teacher, and mentor.

The Manager-Only Session is highly participative.

Time: You will have 2 hours.

Session Participants: All managers who have at least one direct report participating in the move to STAR workplace.

Session Logistics:

- ✓ Meeting room for 15 – 25 participants
- ✓ U-shape set up preferable
- ✓ Laptop
- ✓ Whiteboard
- ✓ Whiteboard markers

What you need to be armed with:

- ✓ PPT
- ✓ Handouts
- ✓ WeSupport Tracking findings

Session Outline for Facilitator:

1. Welcome
2. Progress Check-in
3. Wins and Challenges
4. Orthodoxies
5. Identify Specific Situations/Meeting behavior

6. Scenarios and discussion of how to handle them
7. Review of Tips
8. Questions and Coaching
9. Wrap-up

Manager-Only Session: YOUR SCRIPT

SLIDE 1: STAR

SAY: Welcome to your STAR Manager-only Session! I'm _____ and I'll be leading you through the session today.

We are well underway in our journey to a STAR workplace and want to take this opportunity to check-in with the management team about progress.

In STAR managers will focus on performance support and personal and family support. This support will show up in everyone shifting their mindsets toward results versus time spent and activities.

Everyone will be operating within the STAR workplace definition: Each person is free to do whatever they want, whenever they want (schedule control), as long as the work gets done (performance).

Facilitator note:

This is a great place to share feedback on the weSupport Tracking and get managers' take on what they have learned. [See weSupport Tracking Zip File found in the [STAR Toolkit materials](#)]. Be sure to praise their effort. If you have aggregated the weSupport Tracking for the group of managers, share the total number of supportive behaviors logged over the period and pass out handouts for the group results.

Ask questions to elicit discussion (examples): What have you learned about the support you provide? Is it easier to provide family/personal support, or performance support? What things were you doing that were surprising to you? What things do you want to work on? Have you learned more about employees personal and family needs? Have you been having performance conversations with you employees?

SAY: Moving ahead with STAR, we will ask you to do another round of weSupport Tracking. [See weSupport facilitator's guide found in the [STAR Toolkit materials](#).]

We are going to take a few minutes to talk about your feelings and concerns to date as well as the wins and challenges you are experiencing so far. From there, we will identify specific situations and collectively work to find solutions.

You have a unique role in this change. As managers, you are learning about a STAR workplace so you can experiment with your own way of working and living, while at the same time you are learning how to be an effective manager of the STAR workplace.

This information is confidential and proprietary to Results-Only, LLC and shall not be reproduced or otherwise disclosed to anyone without written permission of Results-Only, LLC. Saint Paul, MN 55105.
© 2011 Results-Only, All Rights Reserved

SLIDE 2: MANAGEMENT STYLES

SAY: First we're going to go over the difference in management styles between a traditional and STAR workplace.

The attributes in a traditional workplace show a style where Management has tight control over how people spend their time and is less about support and more about hierarchical power.

The attributes in a STAR Workplace show a more supportive management style; one where managers have authority over things like overall results, but do not control where and when people do work.

Now let's talk about any wins, challenges and feelings you are having right now.

SLIDE 3: WINS/CHALLENGES

DO Make one column on the board titled "feelings/concerns," one column titled "wins" and one column titled "challenges." Write their comments on the whiteboard.

Once their comments have been captured, review the list to see what, if any specific situations have been listed in the challenges column that are not in your scenario cards.

Make a note of this so that you can cover this challenge during the scenarios activity.

ASK: In general, how are you feeling about the change?

Facilitator's note:

You will likely get words like 'excited, nervous, uneasy, or confident'. Some participants may say something like 'this is nothing new; we've always operated this way'. If you get a reaction like that, ask them how they are feeling in terms of spending time on this change if they feel it's already status quo. Examples might be 'irritated, bored, or angry'. Note these words too.

SAY: All of your feelings are valid. You are all at a different place in your journey, whether you feel you are already there and have been there, or struggling to understand how you are going to manage your staff in the STAR workplace.

Now let's talk about any wins you've experienced so far.

ASK: Have you noticed any team or individual wins for yourself or your employees in the past few weeks? What methods of supervisor support have you been using? What are some wins with supervisor support?

Facilitator's note:

Encourage managers to share any wins they have seen. The teams have just gone live, but often managers see progress before the go live point. Ask if they've noticed any changes in their employees, or if they've made any changes themselves during the time that they have been learning about the STAR workplace.

SAY:

What you're seeing is great – it's very common to be experiencing wins during the journey as employees begin shifting their mindsets. It's important to note and celebrate wins often to encourage your employees to keep moving towards the STAR workplace.

As you know, offering performance support is critical at this juncture.

ASK:

Have you been having performance conversations with your employees? Do you feel that they understand their individual and team goals? Are their goals measurable?

Facilitator's note:

Often managers are used to managing by measuring Time + Physical Presence = Results. There is a trap here; they have been relying on the fact that if people are at the workplace and they can see them that they are actually doing work. This is a false assumption.

Encourage managers to work closely with employees to determine appropriate measures for their work. They do not need to do this work alone; their employees must be part of this process.

ASK:

Good. Now let's talk about the challenges you are facing. So far, what challenges have you or your employees experienced while trying to adopt the STAR workplace? What challenges are you having supporting your employees with the change?

Facilitator's note:

Remember to note any challenges that you know are not in your scenario/situation practice activity. You will need to work with these challenges, too but open them up for discussion at the end of the activity.

SAY:

Those are very real and common challenges. We will work together today to begin solving those challenges using the STAR workplace mindset.

SLIDES 4 - 13: ORTHODOXIES

SAY:

We are now going to examine common orthodoxies – beliefs – and how they play out in words and behaviors.

Remember, each of these orthodoxies is a deeply held belief . . . and it's the belief that drives the culture.

You will all be working on letting go of these beliefs over the next few months so that the STAR Workplace – one that is focused on results – takes hold.

Facilitator's note:

Go through each orthodoxy and discuss how the particular 'belief' does not fit into the STAR Workplace mindset – one where each person has complete control over their time and feels supported from both a performance and personal perspective.

SLIDE 14: MEETINGS

SLIDES 15 - 21: SCENARIO PRACTICE

SAY: We are now going to review specific scenarios that are often surfaced during the initial "go live" portion of the migration.

Facilitator's note:

Go through each scenario. Have a group discussion on how the specific scenario would be handled in a STAR Workplace. Look for traditional beliefs to seep in and direct managers to look out the STAR lens.

You can also discuss and solve the challenges that are listed on the board that you captured during the wins and challenges section.

This is where you can use guided discovery – and coaching – to nudge managers into the future state of management style – one that makes a STAR Workplace effective.

What follows are the possible situations and advice on what makes a discussion productive or unproductive.

ASK: Situation #1: An employee asks you if he/she can have every Friday 'off' to take his/her mother to a weekly doctor appointment. What should you do?

Facilitator's note:

Productive Discussion: Participants talk about how the STAR workplace is based on performance and not time in the office. If performance is there, then the employee doesn't have to worry about their time. If the results aren't there, then the manager should focus on giving performance coaching and support. When managers focus on performance, employees feel more supported on a personal/family level.

Unproductive Discussion: Managers join in chorus of complaining that no one is "available" anymore.

ASK: Situation #2: A manager from another team says, "Whenever I'm trying to get help, I can't find anyone around from your team." What should you say?

Facilitator's note:

Productive Discussion: Participants talk about diagnosing what the complaining manager needs. Has the manager from another team articulated what they need? Has the manager tried e-mailing or calling the people who have the answers? How can we make sure the complaining manager gets what he or she needs in the future?

Unproductive Discussion: Participants feed into the complaint by complaining about their own issues with people being "available." They feel the need to apologize for their team's behavior.

ASK:

Situation #3:

An employee from another team approaches you and says, "Now that your team is in a STAR workplace, I can't get them to come to my meetings." What should you ask?

Facilitator's note:

Productive Discussion: Participants dig into whether or not the expectations for the meeting are clear. Participants question whether their meetings will still have value in a STAR workplace and what they can do to make them valuable. They support their employees' decision.

Unproductive Discussion: Participants talk about how every meeting really isn't optional, and how some meetings need to be mandatory.

ASK:

Situation #4:

A peer from your management group says, "My employees can be part of the STAR workplace, but not me." What should you do?

Facilitator's note:

Productive Discussion: Participants support the change. They talk about how it's for everyone and not just their employees. STAR is about performance. Every workplace should be about that.

Unproductive Discussion: Participants don't support the change. They say that they're fine with their employees enjoying more "flexibility" but they are going to work in the old ways to make sure work gets done.

ASK:

Situation #5:

Situation: You're concerned that your employees will not be as attentive to the client. What should you do?

Facilitator's note:

Productive Discussion: Participants talk about trust, clear communication and expectations, and customer satisfaction measures. Participants talk about how they will

reinforce the importance of performance in addition to empowering their employees to take care of the client with the best service possible.

Unproductive Discussion: Participants don't mention trust or expectations. They focus instead on language that 'rules by fear' and talk about their employees like they're children incapable of making common sense decisions.

ASK:

Situation #6:

You hear some of your peers talking about how their employees don't seem to be online or on IM at night as much as they were before the move to a STAR workplace. What should you say?

Facilitator's note:

Productive Discussion: Participants talk about how they can coach each other to ask the question "Am I receiving the results I expect from my employees?" They remind each other that time in the office, online, on IM, etc. doesn't matter in a STAR workplace – simply that results are being achieved within the timeframe, and at the level, agreed upon between manager and employee.

Unproductive Discussion: Participants make reference to employees that are online or on IM at night as being more dedicated.

ASK:

Situation #7:

Your employee expresses that he/she doesn't feel you support the STAR workplace. What should you say?

Facilitator's note:

Productive Discussion: Participants have the courage and the self-awareness to question whether or not they are doing everything they can to support this change both from a performance and personal/family perspective.

Unproductive Discussion: Participants use their employees' doubts as proof that a STAR workplace can't work.

ASK:

Situation #8:

An external customer remarks to you, "So I hear [department] is trying that STAR thing – with people not working as much, can I still expect the level of service I've received in the past?" What should you say?

Facilitator's note:

Productive Discussion: Participants demonstrate understanding that a STAR workplace is not your typical "flexible" work arrangement. They focus on the fact that customer service levels will stay the same or get better in a STAR workplace. They display that they will not back down in the face of these negative comments or anxiety from clients.

Unproductive Discussion: Participants want to brainstorm ways to justify Sludge like this.

ASK:

Situation #9:

You're receiving feedback from customers that they're not getting the results they need from your employee. What should you do?

Facilitator's note:

Productive Discussion: Participants know to focus on the work, not the time spent working or the amount of time in the office. They are clear that this is a performance issue and is not likely caused by the move towards a STAR workplace.

Unproductive Discussion: Participants use negative feedback as an excuse to opt out of STAR.

ASK:

Situation #10:

Some of your employees feel that they want to continue letting everyone know where they are because that's the polite thing to do. What should you do?

Facilitator's note:

Productive Discussion: Participants demonstrate understanding that they need to foster a STAR mindset in their employees. They display that baby steps like this might help some employees move toward the future state, but also understand that over time, this behavior must lessen and eventually disappear for an authentic STAR workplace to be created.

Unproductive Discussion: Participants think everyone should be doing this out of "common courtesy" – even people who are moving more quickly to the STAR mindset and don't see the need to tell people where they are. Participants talk about writing a guideline to mandate this.

ASK:

Situation #11:

Your employee asks if she can take the day off on Wednesday to move. Then she asks if she should take a vacation day. What should you say? Bonus: What's wrong with what happened in this scenario?

Facilitator's note:

Productive Discussion: Participants stand up for the idea that employees have unlimited paid time off as long as the work gets done. They understand that 'vacations' can still be taken, but it's the submission of time that conflicts with a STAR workplace.

Unproductive Discussion: Participants show reluctance to let go of old policies and procedures like personal days, "PTO buckets" and so forth. They blatantly don't understand that people don't need to submit vacation time for one day.

ASK:

Situation #12:

Your employee was sick on Tuesday and worked off-site. Should he submit a sick day?
Bonus: Your employee was sick on Tuesday and didn't do any work. Should he submit a sick day?

Facilitator's note:

Productive Discussion: Participants know to focus only on performance and personal/family support.

Unproductive Discussion: Participants focus more on what work looks like (in the office, 8-5) than what the sick employee is getting done.

ASK:

Situation #13:

You hear a manager lamenting that a STAR workplace isn't for everyone and that they want to take some people "off of STAR". What should you do?

Facilitator's note:

Productive Discussion: Participants adamantly state that STAR IS for everyone. They understand that a STAR workplace is something that cannot be 'taken away'. A STAR workplace is about focusing on performance while supporting employees' personal and family pursuits.

Unproductive Discussion: Participants start reverting. They start questioning if a STAR workplace is for everyone.

ASK:

Situation #14:

You haven't seen one of your employees for 4 days. You know he had cross-functional meetings to be attending, but you're not sure if he's been attending them. You're nervous. What do you do?

Facilitator's note:

Productive Discussion: Participants talk about trust. They talk about the fact that if you haven't heard from the customer, you need to trust that things are happening the way they should. They also talk about communication and weekly/bi-weekly check-ins with employees.

Unproductive Discussion: Participants talk about how you should always see an employee at least 3-4 times a week, the customer must not be getting what they need, and then they begin writing a guideline for how you must be in the office for X number of days each week.

Now direct everyone's attention to the challenges they came up with at the beginning of the session. Try to get through all scenarios and additional challenges.

ASK:

How would you solve the challenge X using a STAR Management style?

This information is confidential and proprietary to Results-Only, LLC and shall not be reproduced or otherwise disclosed to anyone without written permission of Results-Only, LLC. Saint Paul, MN 55105.
© 2011 Results-Only, All Rights Reserved

Facilitator's note:

Guide the discussion using the STAR mindset. Keep the conversation 'productive'. You can do this by reiterating the STAR foundational elements in terms of performance support and personal/family support (performance and schedule control).

SAY: You've done a great job today wearing the hat of a STAR workplace manager.

Focusing on performance is the foundation of a STAR workplace. When you focus on performance versus time in the office, your employees will feel supported both from a personal and family perspective as well.

SLIDES 22, 23, 24, 25: LEADING IN A STAR WORKPLACE, PERFORMANCE, SCHEDULE CONTROL AND PERSONAL FAMILY SUPPORT TIPS

SAY: I will be providing a handout with Tips for you to follow during your journey as a Leader of STAR.

First we will go over a few of the most important tips.

DO Go over the tips on the slides.

ASK: What questions do you have about the Tips we've reviewed?

Facilitator's note:

Answer any questions they have.

DO Provide each manager a copy of the document titled: Tips for Managing in a STAR Workplace (in the addendum). You can either pass this out, email it, or post it on an internal site.

SAY: This session is about ensuring you are able to manage in the new environment.

ASK: What questions do you have before we wrap up today?

Facilitator's note:

Listen for comments and questions that suggest the implementation of guidelines. Be keenly aware that this is the point at which many managers will unintentionally begin establishing guidelines which will inhibit or prevent the migration of the team. Continue to praise language and conversational elements that support the STAR workplace.

SAY: The next few weeks are about evolving to a STAR workplace. You and your employees are armed to take on the challenge. The next formal check-in will occur at the Forum.

The Forum is your opportunity to further explore the wins and challenges with your team. At these sessions, CultureRx will provide additional on-the-spot coaching and encouragement to help everyone continue moving towards the STAR workplace.

Thank you for your participation today. We'll see you at the Forum.

Addendum

Manager-Only
Tips Handout

TIPS FOR MANAGING IN A STAR WORKPLACE

Overview

Congratulations! You and your employees are on an exciting journey to a STAR workplace – a workplace where each person feels supported from both a performance and personal/family perspective and everyone thrives.

The journey to a STAR workplace takes time. You will find yourselves going back and forth between old and new behaviors. This is expected. Your awareness of the new behaviors you're working to create will keep you moving forward.

STAR Definition – a 'flipped look' for 'Go-Live':

As long as the work gets done, people are free to do whatever they want whenever they want

General Rule of Thumb: If the work is not getting done, focus on performance – not **when** or **where** the work is happening.

TIPS

The following tips will guide you as you evolve to a STAR workplace:

Performance Support:

- Focus on providing performance support every day. Act immediately when a performance issue is brought to your attention. Provide immediate and consistent recognition for success at all levels around results for both individuals and the team.
- Focus conversations on activity that is directly linked to performance goals.
- Talk about results rather than schedules or random activities.
- Share what you've learned and successes with your peers. Use a performance-focused approach to planning, and ask your employees to do the same

Schedule Control:

- Give your employees the freedom to test out different options for how they do work.
- Allow employees to optimize their own work patterns based on the needs of the business and activities outside of work.

Personal and Family Support:

- Avoid creating new policies and guidelines that lock workers into fixed processes, rules or schedules that do not allow them to use common sense to manage work and personal pursuits. This practice will give them the personal and family support they need to live healthy and productive lives.

- Be realistic about what your employees should resolve and what you should take responsibility for.

Managing employees and business needs can feel challenging at times.

Ask yourself:

1. Are my employees meeting the expected outcomes of the position (i.e., managing deadlines and deliverables)?
2. Are the clients' needs being met (internal/external)?
3. Is the employee 'available' (i.e., attending meetings where appropriate, responding to e-mails and voice-mails, managing client expectations)?

Avoid the Trap: Typical Productivity Drainers

- Sitting in traffic when you could be working
- Wasting time in unproductive meetings
- Drive-bys or impromptu/unplanned meetings
- Thinking that effective management requires physical presence on a daily basis
- Cubicles
- Counting/tracking hours
- Core hours
- Minimum or maximum hours guidelines
- Watching the clock

MANAGEMENT CALL TO ACTION

- Challenge your assumptions about how scheduling needs to work.
- Model Authenticity – express your fears and concerns (i.e. I'm scared to death people won't show up to work or that resident needs won't be met or safety will suffer).
- Express humility about your fear and uncertainty.
- Communicate early and often.
- Model and reinforce positive behaviors.
- Evaluate your own perceptions/beliefs about how work needs to happen.

COMMIT TO CHANGE

Do: Be part of the change. Challenge your own practices.

Avoid: Saying "the way we've always done it works best"

BE PREPARED

Do: Set clear and measureable performance goals for your employees.

Avoid: Assuming that expectations are always clear; communicate often.

CHANGE STARTS WITH YOU

Do: Think about how your employees see you in terms of your reaction to change. Be aware of the cues you are giving off. Make sure that you are managing your own stress during this time, while helping others manage theirs.

Do: Make it safe for your employees to share their thoughts and feelings with you.

Avoid: Using your employees as your sounding board. If you need to voice resistance to the change, or challenge the way things are being done, talk your peers, STAR Coordinator or STAR Facilitator.

A MESSAGE TO STAR LEADERS:

As leaders in your company, it's critical to remain as focused as possible throughout this transformation process. Continuing to focus on the business is the essence of an outcome-based work environment - STAR. You may see your employees cope with the change in many different ways. In the early stages, employees may feel uncomfortable, nervous and self-conscious. They will be watching leadership closely to see if their commitment is just 'lip service'. They will all be at different levels of readiness for change – everyone perceives the readiness sessions differently.

Employees resist change when they:

- Don't feel in control
- Think expectations are unclear
- Don't understand the need for change
- Are doubtful of the success of the change
- Can't write themselves into the story
- Think there are negative outcomes for them personally
- Feel the change is irreversible
- Don't trust leadership or their leaders appear misaligned
- Have had little involvement in the outcome

We know that you would like to help your employees through this anxiety but aren't always able to provide them with the answers they need. It's important that you continue to engage with your team members. Interact with your employees at least once a week and commit to the following:

- Share with your employees that you can relate to what they are feeling and communicate about what you are doing to work through your own resistance.
- Develop a positive point of view about STAR. This will help show your commitment to the transformation effort.
- Identify the benefits of the change for each impacted group and for the Company.
- Use open-ended questions to elicit concerns and questions. (i.e. "What questions do you have?", "What is helping you to work through this change?", "What can I do to help?")
- Ask your team members to come up with solutions to a business problem you are facing - keeping people focused on resolving even small, everyday issues can provide a sense of accomplishment.

- Recognize and celebrate success - personally thank people who are continuing to deliver high-quality results during this time of change.

KEY BEHAVIORAL INDICATORS OF A SUCCESSFUL STAR WORKPLACE

STAR means:

- I'm focused on results, not time
- I have real conversations with my employees about how they are going to manage to their goals
- I trust my employees to manage their work and personal responsibilities
- I am clear about what I expect from my team
- I carefully plan expectations and allow my employees to manage to these expectations
- I communicate effectively with my team members about the work that needs to get done
- My employees focus on the client
- My employees do not need an excuse to balance their work with personal pursuits and responsibilities
- I support my employees and colleagues by what I say and do
- I provide performance, personal and family support
- I value my time and the time of my employees
- I utilize the best of myself and the best of the talent around me to accomplish goals
- I am committed to doing my best everyday
- I celebrate my employees' accomplishments both at work and outside of work