

# 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.

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## 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 6

### PHASE 3: LEARN AND EVOLVE

#### Learn and Evolve: A Message

By the time you're in the final phase of migrating into a STAR much of the work has been done. By this point your teams have been changing the way they think about work, eradicating Sludge, and working hard to adapt their behavior to focus on results instead of time.

The next part of the process is designed to give you multiple opportunities to work with different segments of your organization in order to ensure that STAR sticks. Keep in mind that you are overcoming years and years of inertia. The traditional workplace may have been broken, but it's all we've known for a long time. As you work through the Learn and Evolve phase you might get frustrated with what people say. You might think, "We covered that already!" Just know that the change doesn't happen overnight. Even the most committed among you are going to have their moments. If you continue to be strong you'll be able to help them through. Patience and understanding are the watchwords for this phase.

There are two keys to successfully sustaining STAR:

**Keep people talking.** Because STAR is change it requires a lot of socializing. It seems obvious, but anything you can do to encourage interaction, the better off you'll be. Keep those conversations flowing. Get people excited and talking about STAR. If they're talking they're learning.

**Find your champions.** Some people will have internalized STAR more thoroughly (though not necessarily faster) than others. You'll know these people because they'll stand out. They are the ones who go out of their way to help others adapt. Reward those people with your time and attention. They are the ones who are fighting the good fight when you're not around.



## ALL-TEAM FORUM

### Forum: A Pep Talk

The Forum is basically a review session. Teams get a chance to quickly cover material they have been working through for the past few months. They'll be reminded about Time, Belief and Judgment; play around with their experiences eradicating Sludge, and share wins and challenges they've had in the practical applications of the Guideposts.

By now the team should have internalized the meaning and messages in the Guideposts and many of them will have completely embraced STAR. Even if they are struggling with some of the logistics their beliefs about work have been forever changed.

Other team members might not be as far along. Your goal in this session is to help those people, but more importantly to encourage the team to give them the help they need. As a facilitator you need to bring your energy and confidence to the room, but solve their problems for them. They have been doing that themselves and they need to continue to do so for you to fully evolve your organization into a STAR organization.

### All-Team Forum: Overview

Your goal is to guide and coach participants based on where they are in the development of the STAR Workplace.

The Forum provides the opportunity for you to re-energize and re-focus the group towards making the guideposts and definition come true.

The Forum is highly participative and FUN. People will have a lot to share and many questions.

**Time:** You will have 2 hours.

**Session Participants:** Leaders, managers, and team members.

Session Logistics:

- ✓ Meeting room for 10 – 100 participants
- ✓ Projector/sound
- ✓ Projector Screen or White Wall
- ✓ Laptop
- ✓ PPT slides

What you need to be armed with:

- ✓ White board or flipcharts/Markers
- ✓ Laptop and LCD projector
- ✓ PPT
- ✓ Laptop/Projector
- ✓ DSS/S Forum Results

Forum Outline for Facilitator:

1. Welcome
2. Three Impediments
3. Definition
4. Sludge-fession
5. Guideposts and 1-10 scale (20 min for all the above items)
6. Wins (10 min)
7. Challenges (30 min)
8. Wrap-up and Next Steps

## All-Team Forum: YOUR SCRIPT

### SLIDE 1: STAR

**SAY:** Welcome \_\_\_\_ team! You have been “live” in a STAR workplace for a few weeks. Hopefully you have been trying some new things and challenging old beliefs.

The agenda for today is pretty straightforward: we want to remind you of where you are headed, hear what great things you have already experienced, and help you work through some of the challenges you have encountered.

First let’s look at the Do Something Scary/Supportive poll results. You made a total of \_\_\_\_ submissions to the DSS Forum, which shows your group has been working hard to create a STAR work environment. Nice work!

**ASK:** How did it feel to “Do Something Scary” and take more control over your time? Did you notice people providing more support for each other? Does someone want to share what they did or observed and how it went?

Facilitator’s note:

Use poll results and questions like those above to elicit discussion about progress toward creating a work environment where people are more supported and have more control over their work time.

### SLIDE 2: STAR DEFINITION

**SAY:** Let’s review the definition of a STAR workplace.

Facilitator’s note:

Read the definition out loud, putting emphasis on ‘each person’ and ‘as long as the work gets done’.

**SAY:** This is the definition we are working to make true. In the STAR workplace, you are supported both from a performance and personal/family perspective.

**ASK:** On a 1-10 scale, with 1 being ‘Nothing has changed. I have no freedom. I am miles from this being true for me’ and 10 being ‘I’m there! I have complete control over how I spend my time. I feel supported from both a performance and personal/family perspective’, where are you now?

Facilitator’s note:

Have people hold up their fingers. Take note of where people are falling – you will see most of them between five and 10. You may see some below five.

**SAY:** It looks like most of you are reporting over five. This is good!

I also see some of you are falling below five. Today we will be working on some of the challenges you are having so that you can continue to work toward being a 10.

### SLIDE 3: TRIANGLE

**SAY:** Here are the three impediments we are trying to remove from the environment.

In a minute, we will be reviewing the Guideposts and STAR workplace definition again. Remember, the Guideposts are the framework to help us get to a place where the three impediments are completely removed.

Everyone has different job responsibilities and required outcomes, but everyone can work in an environment free of Judgment, the Power of Time and old Beliefs about how work should happen.

### SLIDE 4: SLUDGE-FESSION

**SAY:** At your Culture Clinic session, we had a Sludge-fession activity. We would like to check in again and see how the Sludge Eradication is going in the team.

What kinds of Sludge comments are you hearing within the team? What kinds of Sludge comments are you hearing outside the team? What kinds of Sludge comments have you caught yourself saying? Have you noticed Sludge outside of work?

Facilitator's note:

Take this time to coach on Sludge Eradication. Reiterate that this language that judges how people are spending their time is not tolerated in a STAR workplace. It's not supportive language. You will notice that Sludge is getting removed and people are using the Sludge Eradication Strategy.

**SAY:** It sounds like the Sludge has been reduced, but there's still some out there. That is to be expected. It will take months for all of the Sludge to be completely removed from the team environment, and even then, you will still encounter Sludge from other teams and people from outside of work. Continue to focus on performance/results and continue to eradicate Sludge as you encounter it.

We're going to take a moment to review the Guideposts. You saw these at the Kick-Off and the Culture Clinic session. We'll continue to review them in each Forum session you attend. It is a good way to self-reflect and ask yourself if you are moving in the right direction. In other words, are the Guideposts becoming true for you?

As you watch the Guideposts again, keep the following things in mind: Are these true for me? How often are they true? On a scale of 1-10, you will be asked to rate how

true you feel the Guideposts are in your life with 1 being none of the Guideposts are ever true for me; and 10 being I live every Guidepost every day.

## SLIDES 5, 6, 7: GUIDEPOSTS

### SLIDE 8: STAR

**ASK:** On a scale of 1-10 (1 = none of the Guideposts are ever true for me; 10 = I live every Guidepost everyday), how do you rate yourself?

#### Facilitators Note:

Have participants hold up fingers with their rating. Notice where people are falling – above or below five. Most will be over five.

**SAY:** Great! We have people who've rated themselves over 5 and a few that are under 5. That is normal. This is a journey, and no two people will follow the same path, so we expect to have a range with every team.

The goal is to increase that number. Each time we get back together, we hope you are experiencing more and more of the Guideposts.

As with any change, it is critical to celebrate your wins along the way.

#### Facilitator's note:

You can leave the STAR logo slide up for the remainder of the Forum session.

**ASK:** What positive changes have you experienced as a result of the STAR workplace migration so far?

**SAY:** What a great way to show support for each other [if appropriate here].

#### Facilitator's note:

Here are a couple of examples:

I was able to take my child to school in the morning and did not feel guilty about arriving at work after 8 a.m.

We reduced our weekly team meeting from 1.5 hours to 1 hour and only schedule it when we really have items to discuss; otherwise, we send update notes to the team.

**DO** Walk around the room and encourage people to share. Reinforce how great the smallest of wins really are. When possible, tie them back to the 13 Guideposts to and

support for performance/personal/family to reinforce that the team is moving in the right direction.

Facilitator's note:

Be sure to leave most of the second hour to discuss/coach challenges.

**SAY:** These are all excellent wins! You've come a long way in a very short period of time and this is not an easy change.

You are probably experiencing challenges in your journey –and we're going to work on those challenges right now.

First, we're going to play a game to help us power-rank the top 10 challenges employees are facing in the journey to a STAR workplace. In order to rank the top challenges we are going to play a game called '35'.

Facilitator's note:

The principle behind this game is that people learn best when they create the content.

**DO** Give each person an index card.

**SAY:** I'm passing out a 3x5 card to each of you and I'd like you to write the biggest challenge you are having in your journey to a STAR workplace.

Facilitator's note:

You can give them an example like 'the biggest challenge is removing Sludge'. Give them a minute or two to write the challenge.

**SAY:** When you are done writing your challenge, hold up your card so I can tell when everyone is done.

Facilitator's note:

Watch for everyone to finish.

**SAY:** Look at your card and then emotionally detach yourself from the challenge because you are going to send the idea out into the world, and let the most common challenges rise to the top and the least common fall to the bottom.

Here's how we're going to proceed. Stay seated while I give you instructions.

**DO** Pick someone from the audience to come up and stand next to you so you can show them how the activity will work.

Facilitator's note:

Have a blank 3x5 card in your hand for demonstration purposes.

**SAY:** When I say 'go', you are all going to walk around the room trading your cards – really shuffling them. We are going to move quickly so the cards get really shuffled up.

Then I will say 'Stop, pair up'. Pair up with someone near you. If we end up with an extra person, that person should join a pair.

You are going to have 7 points to use to rate the cards. Use whole numbers when you rate (not decimals!) the challenge on the 3x5 card.

Together read both cards and decide how you want to score the cards. Remember, you get to distribute 7 points.

**DO** Choose someone near you and offer an example.

**SAY:** [Name] and I are going to demonstrate. [Name's] card says 'the biggest challenge is finding a parking spot when I come in after 9am'. My card says 'the biggest challenge is setting measurable goals'.

Facilitator's note:

The examples are not really on the cards you are demonstrating. Use this example or one like it.

**SAY:** Now we have to rank these. We've decided to give my card 6 points, and [name's] card 1 point. When you've decided how to divvy up the points, turn the cards over and put the point value on the back.

When you are done ranking during each round, hold your card up in the air so I know you're done and ready to move to the next round.

When all cards are in the air, I will say 'go' again, you will shuffle the cards, I will say 'stop, pair up' and you will do the same rating activity. We are going to do this 5 times or 5 rounds. After you've finished your 5th round, head back to your seat.

**ASK:** How many points could one card potentially get?

Facilitator's note:

The answer is 35. Five rounds x 7 possible points.

**SAY:** Good! Let's get started.

Facilitator's note:

Go through five rounds.

**SAY:** Go ahead and sit down with the card you have. Add up the numbers on the back.

Facilitator's note:

When they are finished, start counting down from 35 -- the maximum score an idea can get -- asking participants to look at the score on the card they ended up with. You keep counting down until someone has a card with that number of points, say 31 -- and that's the top idea generated and evaluated by the group of people. Keep counting down until you have identified the top challenges.

**DO**

Write the top 10 challenges on a flip chart or whiteboard.

Facilitator's note:

If you have a small group -- 50 participants or less -- do the top 5 challenges.

**SAY:** Great job! Here are our top ten (or five) challenges. Now we're going to solve them.

Facilitator's note:

Break up the room into 10 (or 5) groups. Assign each group one of the top challenges.

**SAY:** It is your mission at each table to solve the challenge using the 'STAR workplace' mindset. You will have 5 minutes to come up with a solution. Then, a spokesperson from your table will report out to the rest of the group.

Facilitator's note:

Use the report-out to foster discussion about the solutions to the challenges. Ask if anyone has additional ideas to the challenge other than what was presented. There are many ways to solve issues and challenges in a STAR workplace. No one answer is correct. The important thing is to have the people come up with their own solutions -- coach and guide them if they veer away from the essence of the STAR workplace principle. Also, for some of the challenges, but not necessarily all of them, ask what a supervisor or coworker can do to show support for some of these challenges. 'What would a supportive coworker do to help someone solve this challenge?'

**SAY:** You did a great job today solving challenges using the STAR workplace mindset. You'll want to continue doing this as challenges come up. Know that you have the answers inside you. Talk to each other and keep performance top of mind.

Thanks for coming, sharing best practices and solving issues. This is your last STAR session. You are well prepared to continue evolving to a STAR workplace. Continue focusing on results while you support each other towards common goals.