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

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

iv

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 LIMIATIONS 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 POSSIBLITY OF SUCH DAMAGES. SOME STATES DO NOT ALLOW THE LIMIATION 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 2

PHASE 2: MIGRATION

Set the Change in Motion: A Message

Phase 2 forms the heart of the STAR transformation. The Kickoff, Sludge Session and Culture Clinic team session are fun, harrowing, inspiring, scary and absolutely essential. The migration wakes people up to the real reasons why work and life can feel unmanageable, but the experience also gives people the tools to make the change. We'll be blunt. You are about to challenge every belief people have about what work. You are also about to offer an alternative that for some people will sound too good to be true. But the magic of STAR is that once you start introducing these ideas into your workplace they take on a life of their own. This isn't a change that happens in a conference room under your control. You are planting the seed, introducing the idea virus, and then the people make the change happen.

There are two keys to a successful migration:

Stand strong. There are some Guideposts that everyone can agree on. The idea that people have the freedom to work any way they want doesn't sound like a radical idea. The idea that every meeting is optional will give some people fits. Or they won't believe it. People will fight Sludge Eradication. In the Culture Clinic there will even be people who resist changing how they use email and calendar programs. Your job as facilitator is to be the person who never backs down.

Momentum. The sessions are designed to be intentionally short. If you keep people in the room with these ideas for hours on end you'll lose energy. Keep the presentations upbeat and positive and moving forward. Fire them up and then set them free.

TEAM KICKOFF

Kickoff: A Pep Talk

You are about to wake up your entire organization. People are going to see the truth about the workplace, why they waste time in meetings, why they struggle to get in at 8 am just to get credit for being "on time", why they are robbed of the chance to be innovative, creative and effective. Most important, your people are going to learn that they are the ones who are holding each other (and themselves) back. The entire culture of the workplace is broken and it's everyone's responsibility to fix it.

What works in your favor is that everyone already knows the truth. People may not have a language for why work is broken, but deep down they know it is. They know that the traditional, eight-to-five workplace is counterproductive, draining, and demoralizing. Everyone knows it.

One of the great things about running a Kickoff is the relief and even joy people will demonstrate when you start telling them the truth. Because instead of coming in there with the flavor of the month, you're going to address them like a real person. You're going to straightforward and human, and even if they resist, they're going to be grateful that at least you didn't give them more lies.

Still, this a challenging day. There might be some dark moments as well, as people come to realize that the workplace treats them like children and robs them of the ability to control their lives, to spend time with their families, to take care of themselves, and to realize their dreams. So it's important to make it fun. You'll use every bit of energy you create.

As for the content of the session, we have laid it out in a way that takes people from abstract ideas about why the workplace in general is broken to why their own attitudes about work are broken. When you're talking about the Flexibility Trap, for example, people can blame the company or their boss. It's not on them. But by the time you're talking about Time, Belief and Judgment some people in the room will start to realize that they're responsible. The dream state of STAR starts to feel not only like something they'd like to have, but also something they have to have.

A final thought: keep your cool in the Q & A. Just like the leadership training session, you've just stirred some strong emotions. It's a strange truth about the workplace, but even if people are miserable, it's more frightening to move into the unknown. You may see people fight the benefit of this, even if rationally they know it's a good change. Emotionally they are going to struggle. There will be questions at the end of the kickoff, but the key is to remember that all of these questions are ways people are showing their beliefs. Keep the Q & A short and positive and if you don't know the answer to a

question, that's okay. These questions will resolve themselves in time. And remember that even though you've shaken their assumptions, they are still going to do their work.

Team Kick-off Overview

Your goal is to get employees jazzed up about creating a STAR workplace:

- ✓ The difference between the current work environment and STAR
- ✓ The difference between STAR and 'Flexible Work Options'
- ✓ How the change is going to happen based on the Triangle (Time, Beliefs, Judgment)
- ✓ The Guideposts

You are a LEADER of adaptive change. Refer to works by Ron Heifetz (ie., Leadership on the Line) to ground yourself in your role as a social change agent. People are going to be very uncomfortable and want you to ease their pain. You will know this pain is a necessary component of the change. You are comforting the disturbed (employees) and disturbing the comforted (managers).

You will be expected to:

- ✓ Endear yourself to the audience – develop allies.
- ✓ Hold true to the STAR philosophy.
- ✓ Be unwavering in your own belief about the change.
- ✓ Be confident but not arrogant.
- ✓ Educate but do not humiliate or shame.
- ✓ Adapt when necessary based on participant reactions.
- ✓ Be both a teacher and mentor.

Time: You have two hours. You will develop your own pacing as you do multiple sessions.

Session Participants: Employees usually love the idea of a STAR Workplace – they want to have the freedom and autonomy to work the way that makes sense. Some will be openly adamant about not believing their manager is 'on board'. You will need to reassure them EVERYONE is part of the STAR workplace, and everyone, even their manager, is going through the change. Expect 1/3 to understand STAR, 1/3 to be on the fence, and 1/3 to openly and strongly oppose your ideas.

Session Logistics: Since these sessions are usually large (50+ participants) classroom style works. Be sure you have an aisle in the middle. This allows you to get closer to those in the back row.

What you need to be armed with:

- ✓ Laptop with PPT on desktop
- ✓ Wireless clicker
- ✓ Positive attitude; energy and confidence.
- ✓ Whiteboard or flip chart
- ✓ Whiteboard or flip chart markers
- ✓ LCD projector
- ✓ Screen

Kickoff: YOUR SCRIPT

SLIDE 1: KICKOFF

    Facilitator's note:
This slide is displayed as participants enter the room.

SLIDE 2: STAR

SAY:

Welcome to your STAR Leadership Education Session! I'm _____ and I'll be leading you through the session today.

STAR stands for Support. Transform. Achieve. Results.

It is an innovative process for creating an effective and productive work culture.

STAR guides teams to find ways to decrease unnecessary work, increase productivity, and increase everyone's control over their time.

STAR also includes coaching for managers on how they can support their employees more effectively.

SLIDE 3: STAR DEFINITION

Facilitator's note:
Read the definition a couple of time emphasizing 'each person' and 'as long as the work gets done'.

Plan Ahead. You will need to talk with leadership at your organization to learn more about why STAR is appealing and the problems or issues that leadership hopes it will solve. The reasons may include a desire to be more innovative, to increase recruitment and/or retention, to improve productivity, to push the culture to catch up with the way work is really happening now (in a 24/7, global economy), or something else. Managers and employees will want to hear why STAR is happening and the explanation should be authentic to be convincing and give people the courage to trust that these changes are "for real." If possible, have top leadership share a positive message about STAR either at this point.

SAY:

Senior leadership at [your company] is interested in STAR because [insert the reasons your company is interested in rolling out STAR here.]

SLIDE 4: BULLET POINTS

SAY: The STAR initiative is based on both academic research and real-world experience. The initiative was jointly developed by CultureRx – the organization who created the Results-Only Work Environment, ROWE -- and a research team of psychologists, sociologists, and occupational health scholars who have studied many workplaces and the various ways that work affects health and personal life.

CultureRx is a team of organizational change agents who have re-shaped the culture of several companies using the proven ROWE migration process.

But, there's more to the STAR initiative than just these sessions we'll be migrating you through.

Both the research and our own experience points to the importance of 2 elements of workplaces with regard to implementing a change such as this:

The first element is Supportive Supervisor Behavior.

Part of STAR is that managers support their employees by fully accepting that they can do whatever they want, whenever they want, and that this will look different for each person depending on their family commitments and responsibilities in their personal lives.

Most managers try to be supportive of their employees, but you probably have never had any training or a chance to think about and discuss what that would look like.

The second element is employees' sense of control over the time and timing of their work.

Together, we'll be getting everyone focused on the key results they're driving toward and   help them let go of outdated or ineffective work practices and expectations. Everyone will experience a greater sense of control over their work and lives.

SLIDE 5: TYPICAL WORKPLACE

SAY: There are many elements of work culture that span all companies, regardless of industry, size, or geographic location. There are some things occurring at [your company] that are typical of the traditional work environment.

Before STAR, we used to look at the problems of the typical workplace and shrug.

Too many meetings? Long hours? Frequent interruptions? That's life, right?

The best we can do is try to make the most of those meetings, to get as much out of our people during those long hours, and hope that all those interruptions didn't get us too far off track.

SLIDE 6: "FACE TIME"

SAY: Most people complain about the typical workplace, but don't do anything about it. The reason is because it's what we're used to. We grew up with offices and 'face time' and core hours because that used to be the only way to do business.

Today, thanks to technology, we have alternatives. But let's take it a step further. The "alternatives" that technology give us (like telecommuting) are actually part of a new norm.

The global, 24/7 economy means that the world is always on. The demands of work and life outside work never stop. Life doesn't fit neatly into a 40-hour workweek. The laptop is colliding with the punch clock.

Part of migrating to STAR involves taking an honest look at our assumptions   about work.
Let's begin by asking a basic question: is how we work today really the best way for people to get things done?

Forcing people to be in a place when they could be making other, better choices, causes presenteeism. Presenteeism is when you're physically present, but mentally you are someplace else. You may be surfing the internet, making plans for dinner, daydreaming about your next vacation, or chatting with co-workers because you don't feel like doing work at the moment.

SLIDE 7: COLLISION OF 1950's WITH TODAY

SAY: Let's be honest. Is that how people really do their BEST work?

Of course, some people get work done in a cube environment. But is this where they'll do their BEST work?

In their lives outside work people use mobile phones, laptops, and other technologies to shop, organize events, find friend and form social networks. They have power and choice.

Facilitator's note:
The point here is to lead people to discovery. They may think because there's some flexibility everything is good. They may be operating under the belief that certain people need to be in the office, or certain people need structure, or certain people need to be managed face to face, or they need people around 'just in case'. You will be guiding

them throughout the session to help them realize how ineffective and old-fashioned this behavior is.

SLIDE 8: JUST TRUST ME

SAY: We all know that building trust in a work culture is key to helping people feel valued, supported and attached to the organization. Leaders/managers often say the right words – "I trust you" - but their behaviors don't match. Sometimes the words are even written on the walls of corporate lobbies or plastered in the elevators.

It's hard to 'be the future' when the present has a foundation of mistrust. The right words might be there – whether they are on the walls or coming out of leaders' mouths – but if the behaviors don't match the words; people have   a hard time TRUSTING.

In fact, in the focus groups that were conducted, employees told us that leaders here say the right things but don't always follow through. This is not a criticism, but line of sight to the underlying perception about trust in your culture.

People know what trust is and what it is not and it must be present for STAR to be created and to thrive.

Facilitators Note:
The STAR initiative will strengthen the level of trust among everyone in the environment and ensure that trust is fostered in a way that improves workplace culture. You can use examples to show how mistrust is masquerading as trust in the environment.

SAY: Say to a participant or two:

"I really trust you – you do good work. But I've noticed you've been coming in later and later . . ."

"I trust you! But didn't you go to the dentist last month?"

SAY: Comments like this are not about the work, and make people feel like management doesn't trust them to take care of their own work/life demands and make the right decisions about where/when to do work in a way that makes common sense.

In order to begin building trust, people need to have the authority and autonomy to manage work and personal pursuits without management intervention.

SLIDE 9: DEMANDS/CONTROL

SAY: Today, people have many, many demands in their lives. Demands include things people need to do in their lives and things people want to do.

ASK: What types of things do you need to do in your lives each week?

Facilitator's note:
You will get responses like: grocery shopping, sleeping, picking up kids from daycare, laundry, taking care of aging parents.

ASK: What types of things do you want to do each week?

Facilitator's note:
You will get responses like: exercise, golf, spending time with friends and family, gardening, reading or going to a movie.

SAY: Today, we have many demands in our lives but not very much control over how we use our time.

We often hear people say "There's just not enough time in the day." This causes stress. We aren't going to do anything with the demands side of the equation – those are going to stay the same. But we can change the level of control you have.

Our goal through STAR is to raise the level of control you have over your lives to the highest possible level so that you can meet the demands both at work and in your personal lives.

SLIDE 10: THE FLEXIBILITY TRAP

SAY: When companies try to help employees juggle work and life demands, they often implement flexibility programs like flextime, telecommuting or a 4-day workweek.

There are three challenges with how companies have implemented traditional flexibility programs:

1) Limited Flexibility – traditional flexibility options revolve around Monday through Friday 8:00 to 5:00. They often provide some leeway with start and end times, and employees soon realize they went from being stuck inside one confined box and went right into another.

Work and life aren't predictable – they don't follow a schedule, which is something we heard from your employees. If that unpredictability isn't handled correctly, it can lead to burnout and some of your employees are already feeling that.

2) Limited Access - There is no standard regarding flexibility here at [your company] – it's all perceived as special favors or exceptions, allowing flexibility here, but not there. If you have a manager that "allows" flexibility, you're in luck! If not, too bad.

Traditional flexibility arrangements are doled out one by one – to the select few – which creates hostility and resentment, not the inclusive environment we know [your company] is trying to create.

3) Career Trade-Offs – there are many beliefs we have about the way work needs to happen. And when people don't fit into our molds of what those beliefs are, quite often, we judge them.
This is why people who work in a "non-traditional" manner are stigmatized in companies. We heard about some of the things here at [your company] that you're expected to do if you're going to get promoted, like ensure you're putting in enough hours. With STAR, results are all that matter.

SLIDE 11: DEFINITION

SAY: A STAR workplace is a place where each person can do whatever they want whenever they want, as long as the work gets done.

Facilitator's note:
It's helpful to say the definition a couple of times, emphasizing 'each person', and 'as long as the work gets done'. Participants may react in two different ways. Some will think this is exactly the right definition of work. Others may feel threatened – especially managers that like to have people around them and enjoy 'managing by walking around'.

SAY: This does not mean Slacker-Only Work Environment or Take More Time Off and Don't Get the Work Done Work Environment. It doesn't mean hanging out on the internet all day, doing nothing and getting a paycheck.

A STAR workplace is solely focused on RESULTS. It's about getting crystal clear about what you are getting paid to deliver to the organization, and then doing what you say you are going to do.

It drives accountability at all levels.

ASK: With the STAR definition being true, do you believe you would feel supported by managers to meet personal and family demands at the same time?

Facilitator's note:
Participants will answer that employees will feel more supported with this definition, but they are still wary of how this could possibly work. You will now be moving into an activity. It's okay to leave the last PowerPoint slide up during this exercise.

SAY: We are now going to do a short activity to demonstrate what gets in the way of making the definition of STAR real.

ACTIVITY: Socially Acceptable/Unacceptable

Purpose: To demonstrate how certain excuses are more acceptable than others when people are trying to manage work and family conflict. With STAR, where supervisors are supporting both performance and work and family needs, excuses are not divided by acceptable and unacceptable.

Set up: For this activity you will need a flip chart, or a whiteboard divided into two columns. To get started write at the top of one column 'Socially Acceptable' and on the top of the other column 'Socially Unacceptable'.

SAY: Let's examine something else about the traditional work culture that's not effective.

Because it's easy to get stuck in the 8 to 5, Monday through Friday mentality, there are certain activities we're "allowed" to do within the traditional workday. Other activities are frowned upon. Still others are unthinkable.

We're now going to do an activity that explores the deeper problem of trying to achieve flexibility in a traditional work environment.

The purpose of the activity is for participants to understand the current assumptions under which we all work.

DO Split the room down the middle to identify two teams (Team A Socially Acceptable and Team B Socially Unacceptable). Ask for a volunteer from each team.

Ask Team A (Socially Acceptable Team) volunteer to go to the white board and write "Socially Acceptable". Ask Team B (Socially Unacceptable Team) volunteer to go to the white board and write "Socially Unacceptable".

Facilitator's note:
This is one of those places where a sense of fun is essential. This is as much a game (a competition, if you will) as it is an exercise. Coax your volunteers to lead their team for the "best" answers. Also, as with the role plays, don't let anyone hijack the purpose of the game and start justifying why there are "good reasons" for some activities are socially acceptable and some aren't. Ask the participants to stick to the spirit of the game.

DO Ask the Socially Acceptable Team to give you a socially acceptable excuse for leaving the workplace between the hours of 8:00 a.m. and 5:00 p.m. Monday through Friday. (Possible answers may include the following: funeral, doctor appointment, sick child, etc.)

Ask the Socially Unacceptable Team to give you a socially unacceptable excuse for leaving the workplace between the hours of 8:00 a.m. and 5:00 p.m. Monday through

Friday. (Possible answers may include the following: shopping, hangover, movie, not wanting to work, etc.)
Continue asking each team for additional examples until each list has about 8 examples.

ASK: How long does it take to participate in the following activities?

Doctor's appointment (answer: about 2 hours)
 Movie (answer: about 2 hours)
 Funeral (answer: about 2 hours)
 Grocery shopping (answer: about 2 hours)

SAY: Even though all of these things take 'about 2 hours,' people feel guilty doing some of them during 'traditional work time' (socially unacceptable) and fine doing others (socially acceptable).

ASK: If I want to go to a movie, or get my haircut during 'work hours', what am I going to tell my boss or co-workers?

Facilitator's note:
Possible answers: I have a doctor's appointment, I'm going to a funeral.

SAY: Right – I'm definitely not going to give my real answer because that would be socially unacceptable.

ASK: If you're going out to get your haircut during work hours, do you still have to get your work done? (Answer: YES)

If you're going to a movie during work hours, do you still have to get your work done?
 (Answer: YES)

Facilitator's note:
This activity illustrates the distinct line that exists between socially acceptable and socially unacceptable activities during traditional work time.

DO Draw a line down the center of the whiteboard. Review the definition of a STAR.

ASK: With STAR, where each person gets to do whatever they want, whenever they want as long as the work gets done, would this line between socially acceptable and socially unacceptable excuses still exist? (Answer: NO)

Facilitator's note:
If people are hesitating, prompt them by rephrasing the definition. "If everyone had complete control over their time and the work was still getting done, would there be these distinctions?"

Some people will take "you can do anything you want" to mean that you have permission to act illegally or unethically. If this comes up, tell people that a STAR does not mean individuals abandon morals or ethics or the organization suspends their values or their core identity.

DO Reinforce "No" by erasing the line on the whiteboard.

SAY: In a STAR workplace, how you spend your time is always acceptable as long as the work gets done.

Facilitator's note:
This is a key concept. You might want to pause here or even repeat this line again.

SAY: We've seen how in a traditional work environment "flexibility" is a myth. Let's compare that with what flexibility means in a STAR.

SLIDE 12: STAR VERSUS FLEXIBLE WORK ARRANGEMENTS

SAY: With STAR, no permission is needed to do what you need to do at any time. In traditional flexibility programs, permission is required to be "flexible".

With STAR, options are unlimited, making the workplace fluid. But in traditional flexibility programs, there are limited options – making the work environment inflexible.

With STAR, employees manage when and where the work gets done. But in traditional flexibility programs, managers control who gets to be flexible, and what that flexibility looks like.

With STAR, everything is based on the WORK that needs to get done. In traditional flexibility programs, it's all about tracking hours.

STAR is all about clear goals and expectations. But in the traditional work environment, flexibility requires policies and guidelines around time, not the work, or what people need to feel supported in their lives.

In STAR, people are focused on the work that needs to get done, and nothing else. In the traditional workplace, where people are looking for flexibility, it's all about time off.

Now we're going to talk about how we're going to do this – how we're going to reshape how work happens.

First, we will talk about the three impediments that are keeping the work culture stable – really, stuck in the workplace of the 50's.

SLIDE 13: TRIANGLE

SAY: To help you set this change in motion, we're going to talk about three impediments that exist in Traditional Work Environments all over Corporate America that we need to challenge in order to be a STAR culture.

These three things are the Power of Time, the Beliefs we have about the way work needs to happen, and Judgment.

Initially, these impediments may not sound unique. However, it is critical to understand that it is the interconnectedness of the impediments that truly creates the essence of the traditional work culture and, in turn, inhibits our ability to move to a truly STAR workplace.

SLIDE 14: TIME

SAY: Let's start with Time. Time has power. It dictates when we do things, where we do things, and sometimes how we do things – inside and outside of the work environment.

In a STAR Environment, we're taking power away from TIME and moving that power to RESULTS!

ASK: We're going to move to an activity to illustrate the power time has over us. How many of you can change a tire?

Facilitator's note:
When people raise their hands, ask each person how long it takes them to change the tire. Select one person who says around 10 minutes (person A), and someone else who says around an hour or two (person B). Direct these two participants to come to the front of the room.

SAY: to Participant B (with exaggerated enthusiasm):

"Wow! Participant B! Great job changing that tire! You worked hard for (insert time)! Wow! You sound like the kind of person who turns on the lights in the morning and stays so late you turn them off at the end of the day. What dedication! What commitment! Don't think I didn't see you toiling over that tire. I saw the sweat rolling off your brow. As your manager, I am so impressed that I'm presenting you with this plaque and bonus!"

to Participant A (with exaggerated disappointment and concern):

SAY: "Participant A . . . is something wrong? Everything okay at home? What's up with you lately? I saw you finish with your tire in 10 minutes and then take a long lunch. Did you change it right? Did you follow all the steps? Did you check your work? Really? Well, if you're changing tires that fast then clearly we're not giving you enough work! We can't just have people changing tires and then going off and doing whatever."

Facilitator's note:
Transition to asking Participants about the game.

ASK: to Participant A: You saw how I praised Participant B for taking forever to change that tire. What does that tell you about what I value? What are you going to do next time you need to change a tire?

Facilitator's note:
Possible answer: "I'm going to make sure I stretch it out/take at least 2 hours."

SAY: to room: Even though Participant A has the ability to change the tire in 10 minutes, he/she is going to spread it out as long as possible, completely undermining efficiency.

Meanwhile, Participant B, who, quite frankly, sucks at changing tires, is being rewarded. He/she is going to take even longer next time.

ASK: What is the outcome of changing a tire?

Facilitator's note:
Initially people will go directly to the activity, saying 'the time is changed'. But what you want to encourage is for them to see the outcome which is: "Get the car back on the road" or "Drive away".

SAY: If we were focused on the outcome of getting the car back on the road instead of the activity of changing the tire, who would we be rewarding? Who got to the outcome in the fastest, most efficient manner? Participant A!

So now I'm going to reward Participant A with a plaque and a bonus – great job! You got that car back on the road in no time and the customer was extremely satisfied – keep up the good work!

ASK: Participant B: What are you going to do next time you need to change a tire if I am now rewarding person   A for being so efficient and ignoring you for taking 2 hours?

Facilitator's note:
Prompt until you get an answer like "I'll probably ask Participant A to give me some tips on my tire changing!"

SAY: Exactly! Two things happen with STAR. First, people stop looking like they're working and they actually drive results. Second, teamwork happens more naturally as focus shifts from time and hours to outcomes.

Facilitator's note:
Transition out of game. Send participants back to their seats.

SAY: Let's give a big hand to our tire changers!!

SLIDE 15: REWARD OUTCOMES

SAY: In a more traditional work environment that focuses on time spent, activities drive the outcomes –lots of activity looks like lots of great work!

In STAR, everyone will start with the OUTCOME, and that outcome will determine which activities are essential to get you there.

In STAR, managers will reward the OUTCOMES employees achieve, not the activities, or time spent on effort.

Facilitator's note:
It's common for managers to want to reward activity or 'effort'. If people continue to get rewarded this way, they have no incentive to drive for results, rather just talking about how hard they work and showing a lot of activities based work gets them rewarded.

SLIDE 16: BELIEFS

SAY: Now let's talk briefly about the second thing that exists in the traditional workplace that we need to challenge – the beliefs we have about the way work needs to happen.

The beliefs we have about the way work needs to happen have been formed over years and years. Think about your own experiences: watching the way your parents, or people around you, worked when you were very young, getting your first job and being told by your manager how and when the work would happen, and then going from job to job hearing the same kinds of instructions about how the work would happen.

Today, people still believe that work happens in a cube in an office building, 8:00 to 5:00, Monday through Friday. We may believe that the more hours someone works, the more dedicated and promotable he/she is. We believe in exempt and non-exempt statuses, full-time and part-time, etc. The list of beliefs we have about how work needs to be structured and take place is endless.

STAR will challenge these beliefs and many more. In fact, these beliefs will eventually rest in our grandchildren's history books in the chapter titled, "How Work Used to Happen".

SLIDE 17: JUDGMENT (SLUDGE)

SAY: Now, let's focus on the third thing that needs to be challenged: Judgment.

Human beings judge everything – including other people. They judge others by their attire, hair, driving, cooking, speech, financial well-being, occupation, and even their child-rearing skills. These judgments happen automatically in our heads, and sometimes they come out of our mouths: "Who taught HIM how to barbecue steaks – I'm a much better cook!" or "I could do a better job parenting than she can!"

When people get into the corporate work environment, the judgments people make about others can sometimes get pretty nasty. People are trying to find ways to climb the corporate ladder faster, show their commitment, etc. and often the way they do that is through judgmental language about how others use their time.

That language in the work environment is called Sludge. It sounds something like this:

"Boy, those smokers sure get a lot of breaks!"
"I wish I could take a 2-hour lunch everyday like Stacy."
"Have you seen Chris coming in late all the time – wish I had his job!"
"Those people with kids always get to leave early – they should just go part-time."
"It's 11:00…nice of you to make it into the office today!"
"John never shows up to this meeting…he must think he's way too important!"

This language has no place in a STAR Environment. This language doesn't have anything to do with the work. When it's spewed into the environment, it makes people feel guilty, frustrated, disrespected, angry, and not trusted.

It's time to get rid of it once and for all!

You and your teams will be learning more about Sludge AND how to eradicate it in your Sludge Session.

SLIDE 18: DEFINITION OF STAR

SAY: Now that you know the definition of STAR Environment and the things we're going to work on removing to create a STAR workplace, it's time to paint a picture of what the environment looks and feels like.

The following series of statements, which we call Guideposts, become TRUE as STAR evolves.

Some of them might seem radical and unachievable. We will talk about your reactions in a minute so sit back, relax, and enjoy as the environment is described for you.

SLIDES 19, 20, 21: GUIDEPOSTS

SLIDE 22: STAR LOGO

Facilitator's note:
After showing participants the guideposts, you are going to ask them some questions about what they have seen. People are going to have a range of reactions. Some will raise practical concerns. Others will react more emotionally. Keep the discussion going and don't get hung up on finding the right answer to any objection. Search for those feeling words that people have, be they positive or negative.

ASK: What were your favorite guideposts? What guideposts made you anxious or nervous?

SAY: The Guideposts describe what STAR looks and feels like when an authentic STAR exists. They will be the statements the team will use to determine if the environment is moving toward one where each person feels supported both at work and in their personal lives.

SLIDE 23: OUR PROCESS

SAY: I am now going to review the activities you will be participating in over the next few weeks.

SLIDE 24: PROCESS ROAD MAP

SAY: Today you are in your Team Kickoff Session.

A couple of weeks from now you will be attending the Sludge Session with your team where we will work on eliminating toxic language, Sludge, from the environment.

Then, a couple of weeks after that you will participate in Culture Clinic with your team. There, we will be getting into the nuts/bolts of how STAR will work for the team.

You will be experimenting with your new ideas for about 4 weeks. I will be staying out of your way during that time.

Then I will return for your Team Forum where we will celebrate wins and solve for challenges.

You will also see that managers and supervisors are having a session of their own to talk about managing differently in a STAR workplace and they will do some activities –

called weSupport -- that help them reflect on their current practices and implement these ideas.

ASK: What questions do you have?

SLIDE 25: STAR

SAY: Thank you for participating in the STAR Team Kickoff Session today. We're looking forward to your next session, Sludge.

In the meantime, I hope you'll begin having discussions among yourselves about the change and how it will help all of you create the STAR Workplace.

Addendum

Leadership Education/Team Kickoff
Guideposts
Guideposts What They Mean/Don't Mean

GUIDEPOSTS

People at all levels stop doing any activity that is a waste of their time, the customer's time or the company's money.

Employees have the freedom to work any way they want.

Every day feels like Saturday.

People have an unlimited amount of paid time off as long as the work gets done.*

Work isn't a place you go, it's something you do.

Arriving at the workplace at 2:00 pm is not considered coming in late. Leaving the workplace at 2:00 pm is not considered leaving early.

Nobody talks about how many hours they work.

Every meeting is optional.

It's okay to grocery shop on a Wednesday morning, catch a movie on a Tuesday afternoon, or take a nap on a Thursday afternoon.

There are no work schedules.

Nobody feels guilty, overworked or stressed out.

There aren't any last minute fire drills.

There is no judgment about how you spend your time.

*In STAR, non-exempt or hourly employees track time/time off in accordance with the Department of Labor guidelines.

GUIDEPOSTS – WHAT THEY MEAN/DON'T MEAN

People at all levels stop doing any activity that is a waste of their time, the customer's time or the company's money.

What it means:
People do not spend time in unproductive meetings
People manage communication effectively and with respect for other people's time
People automatically edit their work and remove low priority tasks

What it doesn't mean:
People are skipping critical process steps
People are avoiding critical client interaction
Necessary work is being deemed unnecessary just to get out of work

Employees have the freedom to work any way they want.

What it means:
Autonomy exists at all levels regardless of job or title
People are where they need to be, when they need to be there
The office is a tool, not the default location for work
It all counts – not just during core hours, Mon-Fri, on-site

What it doesn't mean:
Permission is needed to make choices to work smart
Not getting back to clients in a timely fashion
Never coming on-site

Every day feels like Saturday.

What it means:
Everyday integration of work and personal pursuits without regard to time, place, or schedule – only results
People are in complete control of their own time each day, every day

What it doesn't mean:
No work gets done because everyone is taking "time off"
No work gets done because I'm pretending everyday is Saturday, so I don't have to work but I still get a paycheck
Because I generally do not work on Saturdays, now I don't have to work… ever

People have an unlimited amount of paid time off as long as the work gets done.*

What it means:
Focus on results, not time on the books
People managing energy so they feel rested and energized, instead of talking about feeling burned out or overworked
Exempt employees do not need to track time off

What it doesn't mean:
Everyone on permanent paid vacation
People taking advantage of others by taking more time off and leaving all the work for the rest of the team
Nobody gets a vacation
People always out sick and not doing any work

Work isn't a place you go, it's something you do.

What it means:
Everyone is working where and when they work best
More time working; less time in traffic or other time-sucking activities
Reduction in lost productivity due to presenteeism
Employees trusted to protect sensitive information regardless of location
Collaboration and communication become more focused and effective

What it doesn't mean:
People NEVER coming on-site
The breakdown of collaboration and relationships
People demanding home offices and PDA Phones
Sharing company secrets with competitors
Rapid increase in worker's comp claims

Arriving at the workplace at 2:00 pm is not considered coming in late. Leaving the workplace at 2:00 pm is not considered leaving early.

What it means:
Focus on results, not time on the clock
The time on the clock is not an indication of work starting or stopping
No permission needed to come and go regardless of day/time

What it doesn't mean:
People aren't working as hard as they should
People are out for themselves with no regard for co-workers, clients, or volume of work
Everyone is going to 'slack off' and not put in enough hours
People with kids aren't as dedicated or promotable

Nobody talks about how many hours they work.

What it means:
Nobody brags or even mentions how many hours they work
Managers focus on outcome and efficiency, not hours
Recognition is outcome-based, not activities based

What it doesn't mean:
People milking the system to put in as little time/effort as possible
The complete breakdown of capacity planning
Going against the Department of Labor guidelines

Every meeting is optional.

What it means:
Employees are questioning the time spent in meetings and making decisions based on whether a particular meeting
is necessary or the right way to drive results
Time spent in unproductive meetings is greatly reduced
Meetings are not the 'default' to getting work done or collaborating
When people opt-in to a meeting they're fully present and undistracted by other priorities
Reoccurring meetings are greatly reduced or non-existent
Meeting time is not filled up. Decisions happen faster.

What it doesn't mean:
People declining ALL meetings
People declining meetings that will drive outcomes
People becoming disrespectful of client needs
People making decisions that they can't be trusted to make

It's okay to grocery shop on a Wednesday morning, catch a movie on a Tuesday afternoon, or take a nap on a Thursday afternoon.

What it means:
People are getting more of what's important done

Managers are focusing on setting clear and measurable goals on a continuous basis versus as an event
There are no surprises or ambiguities at Performance Evaluation time
Natural cross-training and an 'I've got your back' teaming mentality develops
Teams meet client needs in a seamless fashion and client satisfaction goes up

What it doesn't mean:
Employees ignoring business needs to have fun
Clients not being served in a timely fashion
Employees taking on an 'entitlement' attitude

There are no work schedules.

What it means:
Flexibility does not need to be managed; it manages itself
Working hours are expanding, not hours worked
Employees and teams are making good decisions about how they spend their time, and are meeting the needs of the business in a fluid manner
Managers do not dictate 'core hours'

What it doesn't mean:
The whole team decides to work 5 p.m. - 11p.m. at night
Complete chaos – where is everybody?
Complete breakdown of business process and continuity

Nobody feels guilty, overworked or stressed out.

What it means:
People are taking care of the needs of the business and their lives so they feel better about everything
Innovation and loyalty thrive
People are motivated by an environment in which the foundation is one of trust and openness versus fear and control
People are taking care of their health and well-being and getting more rest so they can think clearly and make better decisions in all areas of their lives

What it doesn't mean:
People become apathetic and unmotivated
People working less and less to reduce stress

There aren't any last minute fire drills.

What it means:
A workforce culture that is proactive rather than reactive
No more crying wolf – importance is not measured by avoidable heroic efforts
A real fire doesn't need a drill because teaming and collaboration are fluid, focused and proactive all the time
Planning is the norm

What it doesn't mean:
Business emergencies never happen
Decisions are made without appropriate buy-in or available resources
A workforce that's static

There is no judgment about how you spend your time.

What it means:
Time is a negotiable, non-renewable commodity
Respect for the work and the people doing it
Ultimate trust between manager/employee and employee/employee
A workforce that's focused on the bottom line
People are where they need to be when the need to be there

What it doesn't mean:
People disrespecting management
A total breakdown of company values
Confusion and lack of purpose and direction

*In STAR, non-exempt or hourly employees track time/time off in accordance with the Department of Labor guidelines.