

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 Different 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 4

CULTURE CLINIC

Culture Clinic: A Pep Talk

Culture Clinic is the session where people figure out how to their workplace's tools and processes in a STAR environment. How do I use voice mail? How do I use my calendar program? I know how to remove Sludge, but when do I use my out-of-office reply message on my e-mail?

The Culture Clinic is also the time for groups to work through the fears and questions that have been building since Kickoff. Your role as a facilitator already started to change in the Sludge Session. In the Kickoff you were the person who was bringing people the truth. By now they have taken this truth and are making it their own. Your job now is to make sure the old ideas don't creep back in, but you're less of an active participant. Instead you're helping them stay strong as they embrace this new reality. People have to figure this out for themselves. If they don't do it themselves, then it's not STAR. They are figuring out for themselves how to work with each other when you can no longer count on work being defined by eight-to-five, in an office, with constant meetings. So they will have lots of questions, but your job isn't to answer them so much as to create a space where they can answer them on their own.

The STAR Feud is the key to this session, because in the Feud people get to work out in their own words the logistics of a STAR. In a way we've come full circle from the beginning of the migration. At the beginning of migration people are uncomfortable with the idea of a STAR. It feels strange and new. They don't trust it, mostly because the workplace has never trusted them. So they throw out all kinds of logistical questions. They can't imagine that the work will get done under this new way of thinking. Now, during STAR Feud, they understand the thinking behind STAR, so when they revisit the logistical questions, they have the mentality to figure out how to make it work. So they will take a worry like people will stop coming to my meetings and turn it on themselves. They will start thinking, "How can I make this meeting more effective?" Or, go to even deeper, "Do I even need to have this meeting? I don't have face-to-face meetings with my overseas partners and the work gets done. Maybe I don't need to meet with people at all."

There are no right answers to these questions. The only right answer is the answer that drives results. No matter how insane a situation sounds (I'm going to move to Alaska and work from there), if you can still drive results then it's perfectly sane. Remember that we've removed all those barriers to what is socially acceptable and what isn't. If it's good for the business and gives people control over their time, then it's acceptable. The Culture Clinic is where they prove to themselves that it's possible.

Culture Clinic Overview

Your goal is to prepare participants to operate in a day to day fashion using the STAR philosophy – including definition and guideposts.

Culture Clinic further exposes how our traditional beliefs drive our day to day behaviors about work. And, the robust discussion during STAR Feud exercises everyone's ability to make common sense decisions in the new work culture that focuses on results. This includes increasing control over time while at the same time supporting each other to perform.

You will be expected to:

- ✓ Hold true to the STAR philosophy.
- ✓ Drive towards the outcome of both individual and group decisions.
- ✓ Lead groups and individuals to discovery.
- ✓ Facilitate solving group-specific work challenges
- ✓ 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 Culture Clinic session is highly participative and FUN.

Time: You will have 2 hours.

Session Participants: All employees participating in STAR in small teams.

Session Logistics:

- ✓ Meeting room for 15-25 participants
- ✓ U-shaped set up preferable
- ✓ Projector (Projector Screen or White Wall
- ✓ Whiteboard or flip chart
- ✓ Whiteboard markers or flip chart markers

What you need to be armed with:

- ✓ Laptop
- ✓ PPT slides*
- ✓ STAR Feud Questions

- ✓ Two bells (purchase 2 call bells from office supply superstore)
- ✓ Do Something Different/Supportive Handout of ideas for things to do
- ✓ Do Something Different/Supportive poster showing how the poll works

Culture Clinic Outline for Facilitator:

1. Set-up
2. Introduction
3. Review agenda
4. Impediments
5. Session Outcomes
6. Sludge-fessions
7. Guideposts
8. Guideposts with real-life examples
9. STAR Feud
10. Do Something Different game
11. Wrap-up

Culture Clinic: YOUR SCRIPT

This script will go slide by slide and guide you through how to lead the session. Let's begin!

SLIDE 1: STAR CULTURE CLINIC

SAY: Welcome to your Culture Clinic! I'm _____ and I'll be leading you through the session.

At the end of the session you will 'go live' in a STAR workplace. That means you will be taking the things you've learned and putting them into action.

SLIDE 2: THREE THINGS

SAY: There are three things I'd like you to think about today as we prepare to go-live:

You are part of a team. This means you are not alone on an island trying to make this change happen. You're going through this journey with your team and you will be able to count on each other for support.

Have an open mind. Some of the things we'll be talking about today will cause you to think "That could never happen here" or "I could never do that". Open your mind to the possibilities today – think instead "How will I make that work?" or "How will our team work together to make that happen?"

Be courageous. As you go live in this new environment, there are many things you'll be doing that will be uncomfortable...bucking the status quo of how work normally happens at your company. To do these things, you'll need to have the courage to step out of your comfort zone.

SLIDE 3: TRIANGLE

SAY: Let's take a moment to review the triangle.

In the Sludge session we began the interrupting the triangle between Judgment and Beliefs. It's Sludge Eradication that assists in the elimination of the power time has over us and begins the 'rewiring' process of throwing out our old/traditional beliefs about the way work needs to happen.

Today we will dive deeper into our beliefs and identify ways to continue removing the three impediments and effectively create a STAR workplace.

Then we'll have some time to further our discussion by talking through some concerns and problem-solving some potential challenges.

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Let's review the definition of STAR.

SLIDE 4: DEFINITION OF STAR

Facilitator's note:

Show the definition and read it out loud.

SAY: By the end of today's session, you will be armed with the knowledge you need to venture into a STAR workplace, or 'go live.' You will start operating in a way that is noticeably against the culture of the more traditional workplace.

You won't be automatically accepting every meeting that you get invited to anymore; you won't be conducting as many drive-bys; you will be trying to eliminate fire drills instead of being part of them; you'll maximize your time and efforts; you'll hone in the priorities; you won't be judging others for the ways they're using their time.

You will be trying out new behaviors and work styles for a few weeks, and then we'll be back for Forums to hear from you what's working well, and what things are still challenging.

SLIDE 5: SLUDGE-FESSION

SAY: As you know, Environmental Sludge Eradication is a critical component to the creation of a STAR workplace.

Facilitator's note:

During the Sludge-session you will be able to celebrate peoples' attempts to use the eradication strategy (Is there something you need?), as well as hearing (sometimes humorous) confessions about how people got trapped in sludge.

ASK: I'd like to hear how you are doing with Sludge eradication.

Who has a Sludge-fession to share?
Have you heard any sludge out there?
Have you spewed any sludge yourself?
What about self-sludge?

Facilitator's note:

Sometimes it can take some prompting to get people to confess to Sludge. Use the 'ask' questions to prompt people to share. By all means, keep it light. You're checking in with people but not checking up on them.

If no one wants to share you can offer up an example of your own or pick a comment type of Sludge, like calling people out for coming in “late,” or people not being green on IM. If neither of these work you can get the ball rolling by asking if anyone had a Sludge-y thought but didn’t say it out loud.

Reinforce the stories where they have done a good job eradicating or when they’ve had challenges. Give positive feedback and coaching where appropriate.

SAY: You’re doing a great job eradicating Sludge. It will take a while to completely remove this type of language from the STAR workplace. It’s deeply engrained in how the culture operates. You will be changing how the culture operates by removing this language.

Let’s take a look at your Sludge Eradication poll results. You made a total of ___ submissions to the Sludge poll, which shows your group has been working hard to eradicate sludge over the past 2 weeks. Nice work!

ASK: How did it feel as you participated in the Sludge poll? Did it change how you thought about work, or how you worked? What did you learn about yourself?

SLIDE 6: STAR

SAY: In our STAR Kick Off session, you saw a series of statements we called Guideposts. These guideposts painted a picture of the STAR workplace. They will become reality as your STAR evolves.

ASK: What guideposts do you remember?

Facilitator’s note:

If no one volunteers, prompt the group with statements like “Every meeting is optional” or “Everyday feels like Saturday.”

SAY: The Guideposts are another critical element to realizing a STAR workplace. Let’s review them again. This time, we’re going to show you how the Guideposts came to life in other workplaces. Also, think about the meaning of each statement for you, and questions you may have about them and how you are going to make them real at [Company].

Facilitator’s note:

What you want participants to do while watching the Guideposts is to think about what questions they need answered in order to move forward with creating a STAR workplace.

SLIDES 7,8,9: GUIDEPOSTS

SLIDE 10: STAR

ASK: After seeing the Guideposts again, what questions do you have or need answered before we end the session today?

DO: Write questions on the whiteboard or flip chart.

SAY: You've created a great list of questions. You will be answering these questions for yourself when we play the STAR Feud later in this session.

Facilitator's note:

Most questions they have will be answered in the Feud. If they ask a question that you feel should be answered immediately, take care of it. One question might be "how do we track vacation time or PTO?"

Example Answer:

Non-exempt employees in STAR will use PTO to track time to achieve 40 hours. If non-exempt employees are tracking time and reaching 40 hours by working in a non-traditional fashion (8-5 Monday-Friday) they would not need to keep track of their PTO. For example, if I do not work for one day (Tuesday) but put in a total of 40 hours spread over the other days, then Tuesday is not a vacation day.

Exempt employees do not need to track PTO as long as the work is getting done. You will work through this in more depth during Feud.

SAY: Okay – let's move to an activity that is going to help you gain more control over your time, and enable you to solve issues and challenges using the STAR mindset.

Facilitator's note:

The purpose of the Feud is to create a friendly competition between teams which, in turn, eliminates fears and inhibitions related to hierarchy or traditional roles. This is a critical point in the migration because teams begin to understand the value of working together differently in a STAR workplace. As a facilitator, you will need to closely guide the conversation to ensure teams do not implement "ghost guidelines." In other words, you want the teams to truly enter STAR with the belief that work can happen anywhere and at any time – as long as the results are achieved. It is important that teams do not establish parameters about the way in which work needs to happen such as establishing core hours or rules around how many days per week each employee needs to be 'at the office'.

The following directions are a guide for you. You will need to closely monitor the conversation and adjust sequence as it fits the conversation.

SAY: As we play the Feud, keep in mind that the answers about how the STAR workplace will operate are come from YOU.

Facilitators Note:

How to play the Feud:

- Introduce the Feud game to the team.
- Split the group into two teams.
- Ask each team for a team name and write the team names on the whiteboard.
- Place bells on the table.
- If you're conducting this meeting at a U-shaped conference table people can simply pass the bells around the table. This is the optimal way to set up the game.
- Explain how Feud works.

SAY:

I am the host and have a pile of questions and scenarios that tend to surface in a STAR workplace. I will read a question and the person that rings the bell first will give his/her answer. After you give your answer, you can ask your team to weigh-in before giving me your final answer.

Once you give your final answer, I will ask the other team if they agree with your answer. If they agree, you get a point. If they don't agree, they have the opportunity to steal. If they get the right answer, they get a point.

There is no definitive correct answer, but I will be the final judge of the most STAR-like answer. And I will be able to guide you there.

Facilitator's note:

As the team weighs in on the answer, robust discussion will ensue. This is your opportunity to listen to where teammates may be getting stuck on what a Star workplace will be. It's also an opportunity to prompt participants to practice solving issues and challenges together.

SAY:

Of course, as your host, I will be available to guide the discussion, but the overall goal is for you to collectively determine the best answer. This is also where you can practice working as a team to solve the challenges and questions that come up with STAR. As you go live, you will be working together to clarify results, coordinate work, etc. and these discussions can start now with this activity.

ASK:

What questions do you have about the game?

Facilitator's note:

Answer any logistical questions they have about bell-ringing and so forth. If they want hints about what is a "right" answer versus a "wrong" one, tell them that the game will make itself clear enough once they begin. Feud questions are in the addendum.

DO

Begin the game with the following scenario #1 "You've decided to work off-site on a Wednesday...".

After one contestant has rung the bell and given an answer, have them ask the rest of their team what they think of the answer. Do they agree or disagree – if they disagree, why? What should the answer be?

Facilitator's note:

Play off the banter in the room to determine which question/scenario to ask about next. A suggested order is listed below; however, it is critical to monitor and adjust the activity based on the discussion in the room.

For example, if the team has been tossing around things about their calendar or voice-mail, you would go to the set of questions about colors in the calendar program and outgoing voice-mail messages.

Or, if the team starts talking about what to do when customers are looking for someone who is off-site, go to the scenario "Is John in today?" with its three possible answers.

As the team banter and answers questions, cross off questions on the whiteboard (elicited earlier in the session after the Guideposts) that they're answering and point out that they've done a good job coming up with those answers themselves.

If the banter ever hits a lull and the answer to a question hasn't been determined yet, prompt the team with a question or another similar question/scenario to get them going again. If the team is moving toward an answer that wouldn't be consistent with STAR, bring them in another direction with a question or 'what-if scenario'.

For example, with STAR, you don't need to tell anyone where you're working from or where you are at any given moment. Teams often move in the direction that 'it's just common courtesy to let people know where you are.' If that is the conclusion they reach, you could say something like "You can definitely do that, but that means you need to do the same thing on the weekend and at night – tell people where you are or where you're going to be" or "Do you tell people where you are every moment on a Saturday or Sunday?"

Telling people where you are only happens from 8am – 5pm Monday – Friday. This reinforces the traditional work culture.

The Feud game should take about 40 minutes.



When it's time to wrap up Feud, congratulate the team on the great job they've done answering so many of their whiteboard questions. Remind them that this is how they'll solve challenges over and over in a STAR workplace.

Facilitator's note:

If you were unable to get to all the questions on the whiteboard and you have time left, ask the participants what they think the answers are now that they've solved other issues and challenges during the Feud. If you do not have time, you can bring the challenges forward to Culture Clinic or encourage them to have discussions on their own to come up with answers using the STAR mindset.

Some people might want to know if their managers should be consulted on what is the absolute right answer for some of their concerns. Some managers in the room might want to suggest that guidelines and policies might help reduce the chaos. Stand firm. The way to create a STAR workplace is for people to answer these questions themselves, person by person, team by team.

SAY:

You've just been introduced to a very different philosophy about how and when work will happen. Let's take some time to answer questions.

The STAR framework is powerful and you can and should begin making changes as soon as you leave this room. We'll end this session by each person making a commitment to "Do Something Different" and "Do Something Supportive".

While the changes you each make are critical, it can also be helpful to have the team reflect together on how you work now and how you might work even more effectively as we move forward with STAR.

Let's discuss some topics for brainstorming and discussion. We can begin with the concerns you raised before the Feud game and then include some other challenges in the existing workplace that you could begin to tackle with STAR.

These are not issues that STAR creates – they are issues that we've heard may be already occurring, and the question for you all is whether or how the ideas we've been talking about might help move things forward. Let's talk about some of these.

Facilitator's note:

Choose questions that seem like a big concern and one that will involve coordination across the group rather than an individual change. Ask questions like "How could we address this?" or "How should the team think about this challenge in a STAR workplace?"

SAY:

Based on the type of work your group does you may want to discuss other concerns using the STAR mindset. Here are some questions you can use to prompt further discussion or add your own:

1. Are meetings as productive and efficient as we'd like? How could they be better?

2. How do we feel about workloads, given the business reality these days? Any low-value work we can get rid of? What are we doing now but not getting credit for?
3. Examples: Training other employees or contractors, working on communications within or across groups, giving feedback, etc.
4. How will we stand out/be rewarded, now that we won't be rewarding face time?
5. Are we happy with what we're doing in regards to documentation?
6. How can we set expectations about availability and response time, within our team or work group?
7. How can we set expectations about availability and response time, with clients or others?
8. Because each of us has specialized skills and knowledge, how do we back each other up (if not available for short or longer term)?

SAY:

You did a great job working using the STAR mindset to work out both team and individual challenges.

Once you leave the session today, you are 'going live' to create a STAR workplace.

You've learned a lot in your STAR sessions, and you are going to start putting all of that knowledge into practice now. This means re-shaping parts of the traditional workplace culture that have been around for a very long time.

The culture can either be perpetuated or changed by the people in it. YOU are all in a position to take action now – to challenge those pieces of the culture that don't support a STAR workplace.

Remember, if you continue operating the same way you are today, the new culture will not take shape. Think about what you are going to do differently, starting tomorrow, to nudge the culture forward.

In order for the new culture to emerge, it's vital that co-workers are supportive of each other. We determined supportive co-worker behaviors in the Sludge Session.

Managers will be showing support as well. Part of their support will require them to work with all of you to get clear on measurable goals and expectations – your commitments to your company and what you're expected to deliver. This is performance support which will enable you to focus on what's most important both at work and in your personal lives.

Now we are going to help you get started by playing a game called Do Something Different/Do Something Supportive.

DO

Hand out the list of Do Something Different/Supportive behaviors – located in the addendum.

SAY:

You will all be choosing one Different activity and one Supportive activity. Each of these behaviors listed contains the description of an action that would be considered “scary” or make you uncomfortable in a traditional work environment.

In a STAR workplace, these actions are completely socially acceptable as long as the work gets done.

Please review your behavior and take a moment to consider if this action is scary for you. If it is, please be prepared to share it with the group. If you pick a behavior that’s not scary for you, your teammates can help you pick one that is.

Facilitator’s note:

You are going to have everyone share their Different behavior. If time is running out, pick a few people to share. Have fun with this. If someone has picked a card that the group doesn’t think is scary for that person, have them suggest a different behavior.

SAY:

Let’s see what you’ve picked. We’re going to go around the room and have you read your Different/Supportive behavior.

Great! Those actions sound like they could be a challenge. Just know that in a STAR workplace, it’s up to you how to use your time. As long as the work gets done any of those actions is perfectly okay. And if the work isn’t getting done, remember that we’re supposed to focus on the work, not the time.

Facilitator’s note:

Reaffirm that their challenge in the coming weeks is to stick to that commitment. Also let them know that when they’re done with the Different activity they are free to do more than just one Different or Supportive activity from the list.

SAY:

You will be completing your Different behavior in the next couple of weeks. When you’re done, feel free to try out other behaviors on your list. Try a variety of Different/Supportive behaviors.

Facilitator’s note:

It is useful to give people a chance to see what changes others are making and to share their own experiences. This can be accomplished with an intranet site with sections for sharing Different and Supportive behaviors, with a simple poster in a break room, or in other ways. Change the instructions below to fit your plans.

SAY:

We have another tracking activity to help your group continue to create a STAR work environment.

For the next two weeks we want you to track your experiences together using the Do Something Different Forum. (show example poster/handout).

To help you think of things to do, we have a list with ideas for ways to support co-workers (Do Something Supportive), and ways to take more control over your work time and processes (Do Something Different). Although we suggest ideas to get the ball rolling, feel free to post anything else you or others are doing to create a STAR workplace.

When you have finished your activity(s), record your results. This activity will be short and easy, so we encourage you to take a minute to participate and see what people are doing!

We're excited for you to get out and do new things to create a STAR work environment!

ASK: Are there any questions about this activity?

SAY: We have reached our outcome for the session. You are now armed with what you need to know to start creating a STAR workplace. You can begin practicing what you've learned immediately.

Managers, we have a special Managers-Only Session scheduled just for you to help navigate your new role in STAR.

For the next few weeks you will be trying out new behaviors and supporting each other during the change. After you've experimented for a few weeks, we will be back for Team Forums.

At the team forums you will share the wins and challenges you are experiencing with STAR. We will help you navigate challenges.

ASK: What questions do you have?

Facilitator's note:
Answer any final questions.

SAY: Great job everyone. See you in a few weeks.

NOTE: Feud questions and Do Something Different/Supportive behaviors in the Addendum.

Addendum

Culture Clinic

STAR Feud Questions

Do Something Different Behaviors

Do Something Supportive Behaviors

STAR FEUD QUESTIONS:

You receive a meeting invite from a VP, but you don't understand the outcome or your role in the meeting. What should you do?

You're at a meeting that is totally unproductive. What should you do?

With STAR, how will you deal with different time zones when scheduling phone meetings with overseas coworkers? Is it okay to set up a meeting at 7am or 9pm mountain time?

A colleague in the Finance department comments "So how is that STAR thing going where you don't have to work as much as the rest of us?" What is your response?

In a STAR workplace, how will project managers continue to get timely updates?

You want to continue letting everyone know where you are between 8-5 M-F because it's common courtesy. If you do this, what part of a traditional work environment are you reinforcing? [Facilitator's note: we want them to discuss common courtesy...what is the difference between courtesy, monitoring each others' behavior, and authentically supporting one another? We want to be sure they have this discussion].

You decide to work in a location other than the office building on a Wednesday. How do you communicate this to your team and customers?

What should your voicemail say when you are working in a location other than the office building?

How do you mark your calendar when you are working in another location other than the office building?

What should your voicemail say if you're not working?

When would you use your out of office reply?

You do not do any work on a Thursday. Should you submit vacation time?

How are you 'available' when you're not working? (How do I get "down time" in a STAR workplace?)

If a customer needs a request met immediately and their normal contact is not in the office, what should you do?

Someone stops by your office/cube looking for someone else, who is not in their office/cube. They ask "Is so and so in today?" What is your response?

If an emergency or 'fire drill' comes your way, but you feel it's something that can wait until you're finished working on something more important, what do you say? Manager bonus: what do you do if a client calls you and demands a sooner delivery time after they've already negotiated a deadline with your employee?

Why is it inappropriate to indicate contact information or your whereabouts on your office/cube whiteboard? What behavior does it reinforce?

If you do not get a response from a coworker after leaving a voice mail or e-mail and a decision needs to be made, what do you do?

Why is it inappropriate to say "I'm taking a STAR day"?

How do managers evaluate performance in a STAR workplace?

How do you know if a teammate is pulling their weight? What do you do if you feel they are letting the work slip?

How do you determine capacity or work distribution in a STAR workplace?

You want to grocery shop on a Tuesday morning. How do you make that happen?

In a STAR workplace does comp time exist or make sense? Why or why not?

A project manager wants to set up re-occurring weekly meetings to touch base. You feel this is a waste of time and there's a better way to keep updated and movement on the project. What do you do?

DO SOMETHING DIFFERENT

Circle and commit to one Different activity on the list. After you complete your activity, feel free to do any other activities on the list.

I will leave the office at 3pm one day next week without saying anything to anyone. I will not engage in Sludge Anticipation.

I will make my next haircut appointment for a time during traditional work hours. I will not engage in Sludge Justification or Sludge Anticipation.

I will pick a weekday next week and not set my alarm clock. I will wake up naturally.

I will question a meeting invitation until the results we're trying to drive are crystal clear. If the outcome isn't clear, then I will decline the meeting.

For the next two weeks, I will not make reference to how many hours I work to anyone at work or outside of work.

I will pick a weekday next week and do my grocery shopping before 3pm.

I will pick a weekday next week and not come into the office until after 10am. I will not engage in Sludge Justification or Sludge Anticipation.

In the next week, I will remove one meeting from my calendar that is a waste of time.

In the next week, I will find and remove one reoccurring meeting from my calendar that is not necessary.

I will skip rush hour one day next week. Regardless of whether I choose to work or not work during that time, I will not inform anyone.

Next week, I will leave at a time that is not my usual departing time without telling anyone why.

I will pick one day next week and go to a matinee movie without engaging in Sludge Justification/Anticipation.

In the next two weeks, I will spend a half a day when I would normally be "at work" and do something that I like to do outside of work. I will not submit personal or vacation time.

In the next two weeks, I will pick a weekday and not work that day. I will not submit vacation or personal time.

I will attend all of my meetings for one full day without opening my laptop.

I will do my work for one full week wherever I want – inside or outside the building. I will not go into my office.

I will not indicate my whereabouts on my cube wall.

DO SOMETHING SUPPORTIVE

Circle and commit to one Supportive activity on the list. After you complete your Supportive activity, feel free to do any other supportive activities on the list.

I will look for ways to train and support others in their work.

I will give recognition to a coworker or a coworker's supervisor for helping train another.
I will offer to be a coworker's backup if needed.

I will volunteer to go to a meeting and report back to the group about action items.

I will make a concerted effort to improve documentation so that we are all working as efficiently as possible.

I will help a coworker prioritize tasks at their request.

I will offer to take on something for an overwhelmed coworker.

I will express empathy, understanding, or offer help when a coworker shares a family or personal challenge.

I will celebrate a coworker's family or personal successes.

I will offer to cover for someone who is experiencing a personal or family issue.

I will share a family or personal priority with a coworker.

I will share ideas or advice with coworkers about how I manage my own work and family or personal priorities.

I will bring up STAR in conversations with co-workers at least once a week.

I will work to get STAR on staff meeting agendas.

I will bring up a new idea that would improve our team's/unit's performance.

I will start a discussion about how we can work more effectively with off-shore resources.

I will start a discussion about how we can work more effectively with clients.

I will volunteer to help solve any problems or issues that arise as we move forward with STAR.

I will bring up a discussion of what our priorities are as a team.

At a team meeting I will bring up setting up backups as a team.

I will start a discussion about expected availability and response time for our group.