

# STAR IMPLEMENTATION (SAMPLE)

The STAR implementation process will help teams make a shift in their expectations, attitudes, and behaviors around the rules and regulations that have operated in corporate America for decades. Together, we will help them overcome the antiquated rules around time, beliefs and workplace language, and in turn, position them to more effectively drive the business.

Our process is not the typical “teach and train” program of all-day seminars, workbooks, and tests. The STAR implementation process consists of a series of experiential team and one-on-one management coaching sessions spread out over a four-month period. Between sessions, employees work on specific activities that will enable them to change the behaviors and emotions that will allow them to evolve to a STAR environment.

Activity	Participants	Time	Roll Out	Activity	Participants	Time	Roll Out
STAR Announcement	All	1 day	Week 1	CultureClinic – GO LIVE	All	2 hours	Week 7
Leadership Education	Managers	2 hours	Week 1	Manager-Only Session	Managers	2 hours	Week 7
weSupport Training and Behavior Tracking (SBT) #1	Managers	2 weeks	Weeks 1 & 2	Manager SBT #2	Employees & Managers	2 weeks	Weeks 8 & 9
Kickoff	All	2 hours	Week 3	Forum Location A	All	1.5 hours	Week 11
Sludge Session	All	2 hours	Week 5	Forum Location B	All	1.5 hours	Week 11
Sludge Eradication	Employees	2 weeks	Week 6				

May							June							July							August						
S	M	T	W	TH	F	S	S	M	T	W	TH	F	S	S	M	T	W	TH	F	S	S	M	T	W	TH	F	S
2	3	4	5	6	7	8			1	2	3	4	5					1	2	3	1	2	3	4	5	6	7
9	10	11	12	13	14	15	6	7	8	9	10	11	12	4	5	6	7	8	9	10	8	9	10	11	12	13	14
16	17	18	19	20	21	22	13	14	15	16	17	18	19	11	12	13	14	15	16	17	15	16	17	18	19	20	21
23	24	25	26	27	28	29	20	21	22	23	24	25	26	18	19	20	21	22	23	24	22	23	24	25	26	27	28
30	31						27	28	29	30				25	26	27	28	29	30	31	29	30					

## STAR ACTIVITIES

The Implementation Process includes three phases, each with its own set of training sessions.

### Phase 1: Prepare for the Change

*Outcome: Facilitators and researchers learn the unique aspects of COMPANY's culture that will maximize migration interactions with employees. The COMPANY Leadership Team is prepared to effectively lead their functional unit into a STAR workplace.*

#### Leadership Education

The Leadership Team will be exposed to the STAR philosophy and business case in an interactive education session. Because their attitudes and behaviors will set the tone for success, it is critical that the Leadership Team take this time to understand and prepare for behaviors and outcomes relative to the adaptive change process.

#### weSupport Training

Managers will complete a computer-based training that will provide them with information about the relationship between work and non-work and how this relationship can affect health and performance for them and their employees. At periodic intervals, supervisors will complete a short quiz assessing what they have learned and providing you with feedback.

#### weSupport Behavior Tracking #1

This activity, which each manager will complete twice, is designed to help leaders reflect on and increase the support they provide for employees' work performance and family and personal lives. Each trial of weSupport Behavior Tracking is completed with an iPod Touch device and lasts for two weeks. The activity involves setting goals, counting supportive supervisory behaviors, and tracking progress toward goals. After each trial, managers will receive group and individual feedback about results.

### Phase 2: Set the Change in Motion

*Outcome: The team "goes live" with the framework they need to begin operating in a STAR workplace.*

#### STAR Kickoff—groups of up to 100

In this session, participants will learn all about STAR – what it is, how it works, and why it is important for COMPANY. This session is fun, interactive, and motivational, and it involves an extensive Q&A portion.

#### Sludge Eradication Session—groups of up to 30

In this facilitated session, participants will be broken into small groups to learn about **Sludge**, a divisive force that seeks to maintain order and hierarchy associated with outdated workplace rules and norms. Teams learn to recognize, identify, and eradicate Sludge. Sludge Eradication is the catalyst that causes the culture to overcome inertia and begin evolving from traditional to "Results Only." The Sludge sessions involve team participation and interaction.

### **Sludge Eradication Activity**

Employee activities will help people apply what they have learned in their actual work environment. After the Sludge session, employees will spend two weeks in the first group activity focused on eradicating Sludge. Employees will record each time they use the “Sludge Eradication Strategy,” which is a planned positive response to hearing Sludge. Team members work together to eliminate Sludge from the work environment.

### **Culture Clinic—groups of up to 30**

In this interactive session, participants continue their education in small groups and will learn how to:

- Operate effectively within a counter-culture environment.
- Resist implementing traditional guidelines within the counter-culture.
- Solidify their feelings as part of a new team or community.

At the end of this session, employees have the **framework** they need to begin operating in a STAR workplace.

#### *Go Live*

Immediately following CultureClinic sessions, teams begin operating in a STAR workplace by solving workplace issues using the tools and knowledge from earlier STAR sessions. Allowing teams to manage through ambiguity during the period after Go Live has proven to be critical in adopting behaviors that will create a Results-Only focus. This period is filled with self-discovery, team discovery, and intense problem-solving using a STAR mindset.

### **Do Something Different Activity**

This second employee activity helps people apply what they have learned in training in their actual work environment. After the Culture Clinic, employees will spend two weeks in the second group activity focused on Doing Something Different. Employees will track new things they have done to better support their co-workers or to take better control over work time.

### **Manager-Only Check-In—groups of up to 25**

The manager-only session is a necessary checkpoint at the critical go-live stage. It’s at this stage that managers feel the need to issue workplace guidelines. This session includes on-the-spot coaching, situational role-plays to build confidence, and review of management practices using the new framework.

### **weSupport Behavior Tracking #2**

In this second trial of weSupport Behavior Tracking, managers will use results from trial one to set new goals. As before, managers will then use an iPod for two weeks to count supportive supervisory behaviors and track progress toward goals. Managers will receive group and individual feedback about results, and evaluate their level of improvement in supportive supervision across the two behavior tracking trials.

### **Phase 3: Sustain the Change**

*Outcome: Employees will report increased productivity, job satisfaction, reduced stress, and improved morale. Managers will report a shift in their ability to plan effectively and communicate goals and expectations.*

#### **Team Forums—groups of up to 75**

Four to six weeks after Go Live, teams come back together to share wins and challenges that they are experiencing in a STAR workplace. At these sessions, facilitators provide on-the-spot coaching and encouragement to keep managers and employees focused in the right direction. Robust discussions keep old beliefs and behaviors from creeping back in.

#### **CONTACT**

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