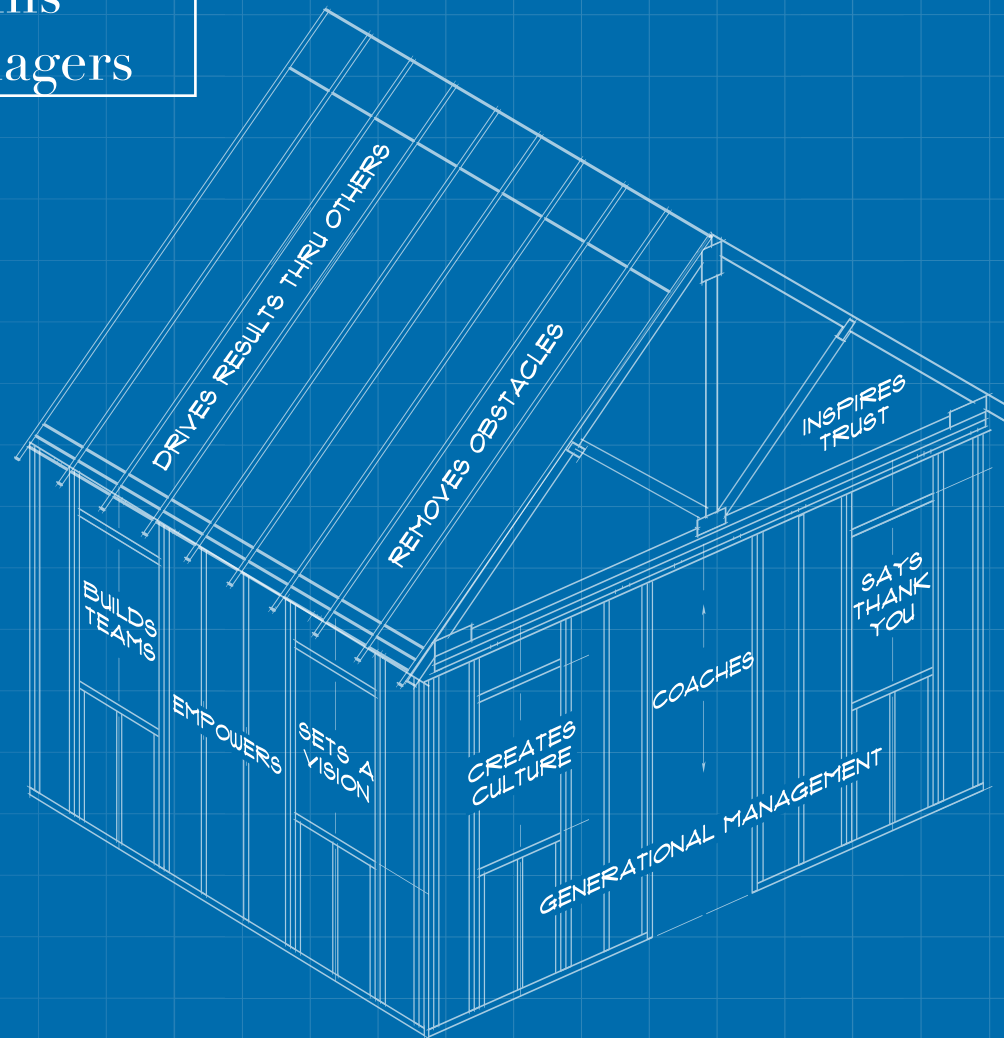


## CAREER BLUEPRINT

# The 10 Skills of STAR Managers





# 10 Skills of STAR Managers Blueprint

1 thru 5

TRAIT	STAR vs. DOPE	KEY POINTS
<p>1. Interviewing, Identifying Talent &amp; Hiring</p>	<p><b>The DOPE Manager...</b> is more concerned with coming off as an authority figure during the interview process, showing his control. He rushes through the hiring process, more concerned with getting short term results than patiently searching for and finding the candidate that will drive long term results.</p> <p><b>The STAR Manager...</b> takes hiring very seriously and puts forth a great deal of effort to identify, analyze and select the right employees. Once selected, she ensures candidates are on the road to success through executing on a proactive on-boarding plan.</p>	<p>Use online and offline resources to identify solid candidates, looking for those that have a track record of driving results and developing STAR traits. Leverage behavioral interview questions to probe and observe whether a candidate is the best for the job and have a structured plan to transition the new hire onto your team.</p>
<p>2. Building your Team Vision</p>	<p><b>The DOPE Manager...</b> gets caught up in developing a simple and aligned vision and goals but often is unable to follow-through in attaining milestones set.</p> <p><b>The STAR Manager...</b> masters developing goals and a team vision but goes one step further by focusing her team on accomplishing them through continual reference and accountability.</p>	<p>Set a clear team vision and goals that are simple, aligned and repeated so that they are effectively internalized by your team.</p>
<p>3. Getting Buy-In, Support and Trust</p>	<p><b>The DOPE Manager...</b> skips ahead to directing his team instead of learning about them as individuals and making sure trust and support exists. He is more likely to follow a "because I said so" methodology instead of getting genuine buy-in.</p> <p><b>The STAR Manager...</b> knows that she must first build trust within her team (both in her as a manager and amongst her employees) before getting the team to perform at it's potential. She builds strong working relationships and gets buy-in before moving forward with initiatives.</p>	<p>Build a trusting environment amongst your team where strong working relationships are present and each individual buys-into and supports team goals, while striving to reach the team's vision.</p>
<p>4. Building your Team's Culture</p>	<p><b>The DOPE Manager...</b> lets the individuals on his team or the pressures of the job dictate the type of work environment his team exists in. He selfishly pursues what is in his best interests and makes the team follow him, leading them to be less engaged and unfocused.</p> <p><b>The STAR Manager...</b> understands the importance of an optimal team culture. She works hard to develop as sense of team and shows her team how their goals align with those of the team. She serves as an example for the culture she wants to create and instills in her team a sense that they are making an impact.</p>	<p>Create a positive team culture where everyone is fully engaged and is flexible in times of change. Be willing to serve as an example to your employees and make sure your focus is "the team" and not yourself.</p>
<p>5. Developing your Team Through Coaching</p>	<p><b>The DOPE Manager...</b> views coaching as a means to terminate employees. He offers little assistance beyond exposing employee issues and criticizing methods.</p> <p><b>The STAR Manager...</b> uses coaching to help employees improve. Besides uncovering skill vs. will issues, she guides her direct reports down a pathway to improvement, consistently addressing issues head-on instead of letting employees continue to fail.</p>	<p>Proactively leverage effective coaching tactics based on facts and observations in regularly schedule short-term coaching sessions, periodic performance reviews and during informal feedback opportunities. Remember to engage in two-way coaching.</p>



# 10 Skills of STAR Managers Blueprint

6 thru 10

TRAIT	STAR vs. DOPE	KEY POINTS
6. Empowering your Team	<p><b>The DOPE Manager...</b> inappropriately threatens employees to get them to improve so they avoid consequence. He sees money as the primary driver for employee engagement and dangles it in front of employees to get better results.</p> <p><b>The STAR Manager...</b> not only motivates employees but creates an environment where this motivation is internalized and converts into empowerment, leading her team members to proactively take action and move closer to attaining goals.</p>	<p>Motivate your team and leverage techniques to convert external motivation into internal empowerment, harnessing this power to build momentum, increase engagement and foster innovation.</p>
7. Removing Obstacles	<p><b>The DOPE Manager...</b> is great at identifying obstacles but sees them as things that are out of his control, so he conditions his team to accept them as realities of the job. When he does make an effort to remove an obstacle, he stops fighting for his team if he receives any push back, exploring to his team that he "tried."</p> <p><b>The STAR Manager...</b> pushes aside her ego and rolls up her sleeves to do anything to make her team succeed. She sees that one of her primary responsibilities is to remove obstacles that stand in the way of her team reaching its full potential.</p>	<p>Remove obstacles that are preventing your team from succeeding. Leverage creative solutions and building an ecosystem of support to eliminate both large and small obstacles, ensuring you follow-through to completion and use successfully removed obstacles as a motivational tool.</p>
8. Team Recognition	<p><b>The DOPE Manager...</b> takes credit when good things happen and skirts blame. He doesn't augment company recognition programs with his own and is selfish about giving up his own money to recognize his team's efforts.</p> <p><b>The STAR Manager...</b> says thank you often. She takes more than her share of the blame and less than her share of the credit, instead recognizing the efforts of her team and rewarding STAR behavior by her employees. She celebrates big and small wins and tailors the recognition to the person being recognized.</p>	<p>Thank your employees often and in a way that they most value it. Leverage structured and spontaneous ways to recognize your people remembering to recognize the right things while taking the blame for bad results and giving credit to your team for good results.</p>
9. Managing People of Different Generations	<p><b>The DOPE Manager...</b> treats all employees the same, not taking advantage of the wisdom more experienced employees have. He maintains control and communicates in a way that makes sense to him, assuming that his employees will adapt accordingly.</p> <p><b>The STAR Manager...</b> values the strengths of employees of different generations. She adapts her style to create better relationships with older employees and those of her generation alike. She does not uphold an ego or desire to prove that she deserves to be a manager, despite her young age.</p>	<p>Be cognizant of the differences between each generation. Use each generation's strong points to benefit the team and adapt your management style to best match the generations your employees are part of. Ask their opinion, explain the "why" behind your decisions and never pull the "I'm your boss" card.</p>
10. Driving Results Through Others	<p><b>The DOPE Manager...</b> shies away from risk, instead relying on comfortable methods to drive results. He doesn't mind the person and instead just focuses on the numbers, depreciating the passion of his employees.</p> <p><b>The STAR Manager...</b> knows that just like as an individual contributor, as a manager her effectiveness will be judged by the results of her team. She actively elicits passion in her employees and develops their skills so they can succeed.</p>	<p>Your effectiveness as a manager is judged according to how well your team performs. Build the skill and passion of your employees while managing momentum and fostering consistency.</p>