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For questions or to see our schedule call Anita Ricker at 423-318-2740 or e-mail: anita.ricker@ws.edu or visit our website at www.ws.edu/ibi
S*T*A*R LEADERSHIP

Strategy * Tactics * Action * Results

Most managers are asked to do things that they have never been trained to do. This includes: recruiting, planning, organizing, delegating, training, time management, delegation, communication, dealing with problem employees and conflict resolution, coaching, team building, creating and managing a budget, business financials, and creative problem solving. What is the financial impact on your organization of having untrained managers leading untrained employees?

Where do managers come from?
Most managers come from one of four sources.

1. Promoted from within. They were good at their job so they were promoted to a higher level job requiring different skills.
2. Recruited from without. They were either a manager from another company, or have experience that might make them a good manager. They may not have had any training in their previous job. The fact that they have experience may or may not be applicable.
3. Seniority based. The employee who has been around the longest gets their turn at being the manager. While it’s true a person can learn from experience, it isn’t necessarily so.
4. Family member. Many managers get their position because they are related to the owner or general manager.

What do managers do?
Most managers do the following things:

1. Attendance monitor, making sure everyone is at work on time.
2. Paper shuffler, submitting reports, and doing paperwork.
3. Meeting attendee, sitting in company meetings.
4. Rule enforcer, making sure everyone follows company rules, policies and procedures.

How much training does the average company provide?

1. According to Mark Van Buren, director of research for the American Society for Training & Development (ASTD), “It is clear that a firm’s commitment to workplace learning is directly linked to its bottom line. Investments in work-force training can predict a company’s future financial performance, including its total stockholder return.”
2. ASTD examined the average annual training expenditures of 575 U.S.-based publicly traded firms. Firms in the top quarter of the group invested an average $1,595 per employee in training. Firms in the bottom quarter invested an average $128 per employee. Firms in the top quarter had 24 percent higher gross profit margins and 218 percent higher income per employee than firms in the bottom quarter.

Cornerstones of Teamwork (Working Together)
- 6 Reasons for using a team building process
- Team Purpose & Mission
- Team Goals & Characteristics
- Four Stages of a Team
- Team Conflict – Causes & Strategies
- Procedures for Problem Solving & Decision Making
- Team Building Actions
- Coaching, Motivating, Modeling Behavior
- Building Team “Self-Esteem”
- Rewards, Penalties, Parties

Resolving Conflict (It’s a Strategy)
- Not all Conflict is bad
- Conflict Management Model
- Using Personality Profile to determine strategy
- Conflict Management Styles
- Determining the right course of action
- What to do if your plan doesn’t work
- Danger signs to look out for
- How to start the healing process

Business Financials (What Every Supervisor NEEDS to Know)
- Managerial Accounting vs. Financial Accounting
- Income Statement / Formulas
- Balance Sheets
- Asset Cycle
- Cash Flow Formulas
- Cost of Goods Sold
- Direct & Indirect labor Costs
- Decisions that Impact on Bottom Line
- Operating Costs & Break-even Analysis
- Budgeting

Time Management (Improve Your Outlook)
- Work Time & Personal Time
- Budgeting
- Operating Costs & Break-even Analysis
- Direct & Indirect labor Costs
- Decisions that Impact on Bottom Line
- Cost of Goods Sold
- Cash Flow Formulas
- Asset Cycle
- Balance Sheets
- Income Statement / Formulas
- Managerial Accounting vs. Financial Accounting

Breaking Down Barriers – Building Bridges
- What are the barriers to communication, cooperation & teamwork
- The games we play determine the results we get
- Changing the paradigm
- Having Fun while getting the job done
- Building a support network
- Deciding to be great
- Encouragement and acknowledgement
- Understanding and caring for each other
- What about those who refuse to play?
- Who said YOU had to be the boss?

Definition of Insanity = “Doing the same thing over and over expecting different results.” Or, as Zig Ziglar says, “If you keep on doing what you have been doing, then you will keep on getting what you have been getting.”

If you are not satisfied with the results you have been getting, then you need to do something different; Something better; Something like S*T*A*R Leadership.
3. Furthermore, firms in the top half had an average stockholder return the following year of 36.9 percent, while firms in the bottom half had an average stockholder return of 19.8 percent.

4. According to Irv Tenson, director of human resources for Electronic Data Systems Corp., training is "clearly a business decision, the people we have are an asset, but they are also an investment. The better prepared they are, the better prepared we are [as a company]."

5. Training is so necessary that it's now seen as a requirement rather than a benefit.

6. A study released earlier this year by ASTD "Recruiting and Retaining Employees: Using Training and Education in the War for Talent," showed that training and development is essential in order to attract and retain talented employees.

Is there a better way to train managers to become leaders?

Yes…There is a training model that has been developed to maximize the effectiveness of the manager/leader. It is called S*T*A*R LEADERSHIP.

First, let’s review why some training courses are not effective.

1. There is too much information crammed into a short period of time. The manager who returns to work after this program either doesn’t know where to start, or has already forgotten half of what was taught.

2. The training wasn’t relevant to the manager’s job, which rendered it meaningless.

3. The training program was just a big infomercial to get you to buy more expensive training programs.

4. The material wasn’t very good or the instructor wasn’t very good. Either way the training wasn’t very good.

5. The lessons were theoretical without specific application. Some training classes will tell you what to do, but not how to do it.

The only thing that affects your customers are your employees.

The only thing that affects your employees are your leaders.
What makes S*T*A*R Leadership better?
1. S*T*A*R is an acronym for Strategy, Tactics, Action and Results. This program teaches managers how to think strategically, act tactically, take action and get results.
2. S*T*A*R Leadership is delivered in half day sessions once a month to provide “measured development” and “spaced repetition”. Each class includes lecture, interaction, role-play and other activities. Each participant is provided with a textbook and handouts. Special corporate training videos are shown during each class session.
3. Each subject is taught from a strategic point of view of how to have a tactical implementation. Each participant has to create an action plan on how they will implement the lesson over the following month. They must provide documentation of their results at the end of the month. Copies of these reports are provided to their upper management on a quarterly basis.
4. There are homework assignments every month to prepare the student for the next month’s session. This is not a program about knowing, it a program about doing. They have to put their lessons into practice.
5. Students have a final project where they will act as an internal consultant for your company. They will identify an area or process at your company they can improve that will either generate more revenue or reduce expenses. This will be done with the company’s permission and oversight. The student will present their findings during a formal presentation with the leadership of the company. Knowing that they will have to present a business case (including business financials) to senior management encourages students to focus on the training and maximize their effectiveness.

How much does it cost?
1. There is a cost for doing something. Yes, there is a commitment of time and money.
2. There is a cost for doing nothing. There is more money lost by indecision than there is by making a decision.

A better question is what is the rate of return on my investment in training?
The final project that each of your employees completes at the end of the program will propose a direct impact on your bottom line by either reducing expenses or increasing revenue. This will be the true value of the S*T*A*R Leadership program for your organization.

Can S*T*A*R Leadership be customized for my company?
1. Yes, it can be modified to meet your specific needs. Customized training programs can be taught on-site with customized materials.
2. S*T*A*R Leadership is also offered in an open forum with employees from other companies. Many times, participants learn from each other as they share their different experiences.

Most business problems are management problems. Most management problems have training solutions.

Is S*T*A*R Leadership right for your company?

Only you can decide for certain. Start by asking yourself the following questions?

1. What business problems am I facing?
2. What is causing those problems?
3. What is the cost of not fixing the problems?
4. What is the cost of fixing the problems?
5. Is it worth it to fix my business problems?

TEAM BUILDING
Successful organizations today are developing team building activities to intensify their operations for quality improvement and increased profitability in the face of intense world-wide competition and corporate downsizing.

S*T*A*R Leadership Teambuilding is a ground-based, low obstacle course event designed to build teams through all four stages of team development. Participants will engage in a number of activities specifically designed to improve communication skills, resolve conflicts, solve problems and develop trust.

Participants will learn to:
• Develop teamwork in a competitive organizational culture
• Understand the relationship between team activities and business profitability
• Integrate passive or aggressive individuals into the team
• Understand teamwork as a strategy to improve communication and enhance trust
• Understand how positive teamwork results from effective team players
• Understand team leadership and its impact on individual behavior
• Help develop a culture which encourages teamwork

All activities can be applied on the job to produce tangible results.

Challenging Chinese Checkers teaches team members concepts of Lean Manufacturing while reducing “7 Waste” of operations.
The “Squawking Chicken” is an example of a S*T*A*R Leadership activity-based game that is informative and fun.