

The STAR Workplace Model

Driving High Performance
and
Workplace Engagement



Strong Research Foundation

- § Ongoing study of performance excellence and workplace engagement
- § Scientific, academic approval
- § > 60 studies linking workplace practices to organization outcomes – www.workplacestars.com/research.pdf
- § Four Drive Theory: P.R. Lawrence, N. Nohria (Harvard)

Predicting an Organization's Future with Remarkable Accuracy

STAR Workplace

- § A STAR Workplace **is about excelling in every area** from performance excellence to an organization's commitment to its most important assets - its workforce.
- § A STAR Workplace **yields real benefits**, including improved workplace engagement, better staff retention, reduced recruitment costs and greater financial performance.

Success *can be* measured

Three Dimensions of a STAR Workplace

Stewardship – Doing the right things to be the best and to defend the long term viability, financial health and well-being of the organization and its people.

Engagement/Passion – The conditions within the organization that encourage staff to bond and learn and that promote commitment to those being served, observed by the effort staff put into exceeding expectations.

Service – An authentic commitment cascading down from senior management to the frontline for creating positive service experiences for each other and those being served.

STAR Workplace Audit Focus

Performance Excellence

Tracks staff views of product and service quality

Workplace Engagement

Predicts manager & staff commitment and effort

Lead indicators of organization results,
illuminate a clear path forward for enhanced success

Definition of Outcomes

Workplace Engagement Outcome: This is an **end result** or indicator of manager or staff **bonding** and **learning**.

Performance Excellence Outcome: This is an **end result** or indicator of **organizational performance** (production, quality, efficiency).

Four Drive Theory

- **Acquire and Achieve** is the drive to seek, take, control and retain objects and personal experiences. This drive is insatiable. It fuels competitive behaviors.
- **Bond and Belong** is the drive to form relationship with others and develop mutual caring commitments. It motivates cooperation.
- **Challenge and Learn** is the drive to satisfy curiosity and to understand ourselves and the world around us. This drive creates a knowledge gap that motivates learning.
- **Define and Defend** is a self-protective drive. It involves defending relationships, acquisitions and belief systems. The drive to defend is reactive and is triggered by perceived threats.

There is nothing more practical than a good theory. Lewin 1945



**Using the Performance
Excellence Construct as a
Leading Indicator**

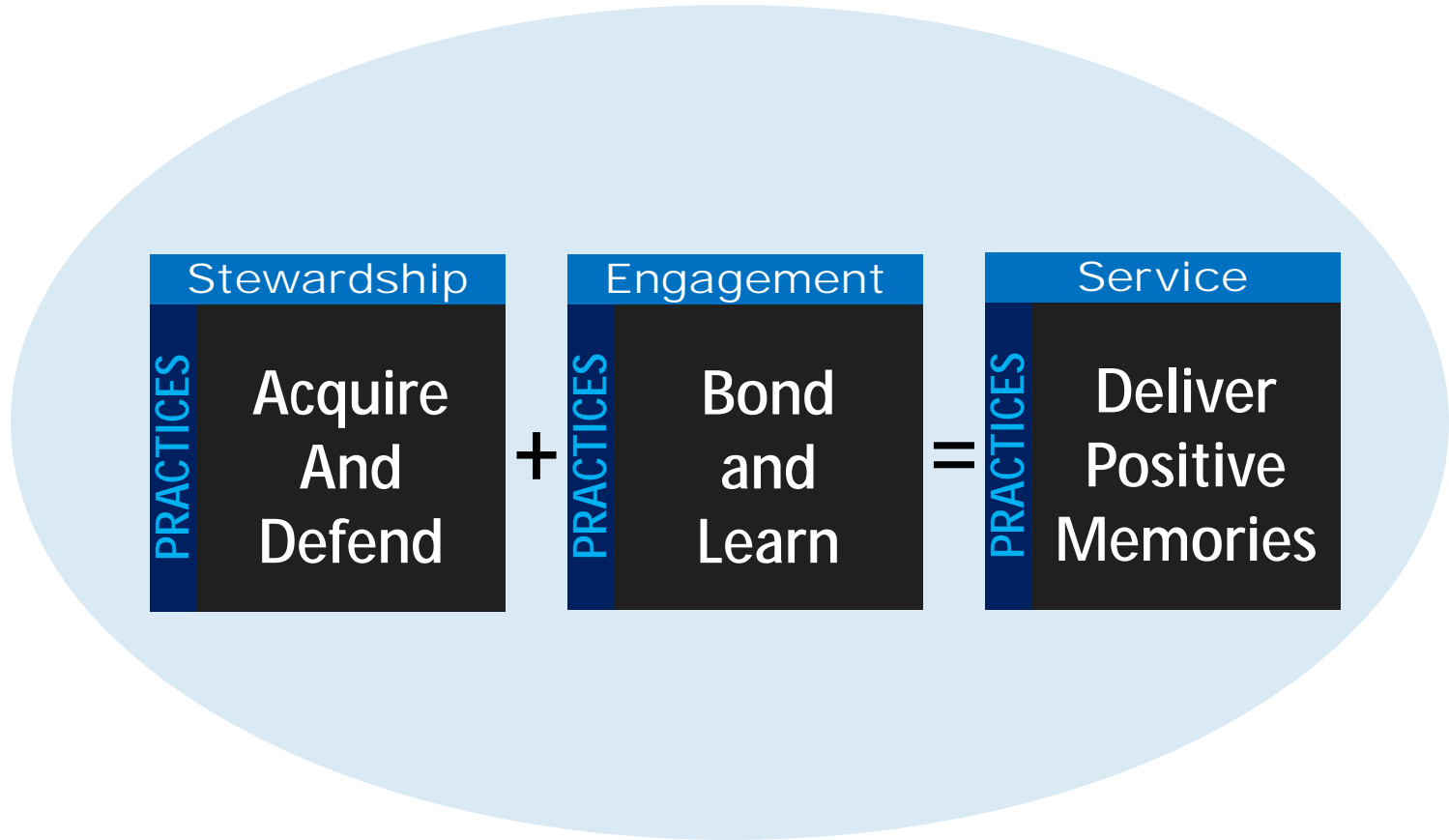
Performance Excellence Defined

The extent to which an organization is strongly committed to high levels of **customer service** *and* **product quality** *and* *relies upon* **continuous improvement** *practices to achieve* **superior organizational results**

Definition of Practice

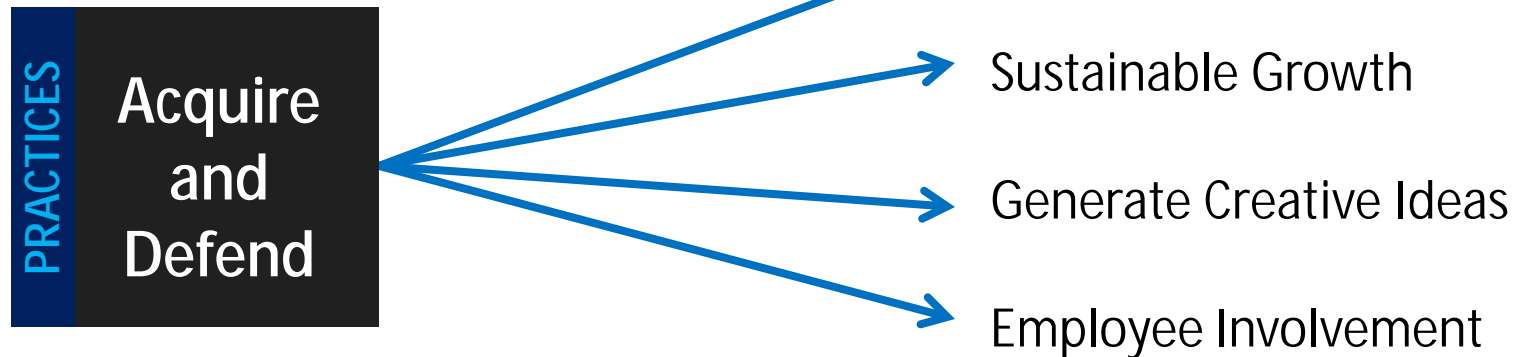
Practices: The established (formal or informal) **policies** and **procedures** that guide day-to-day operations

Performance Excellence



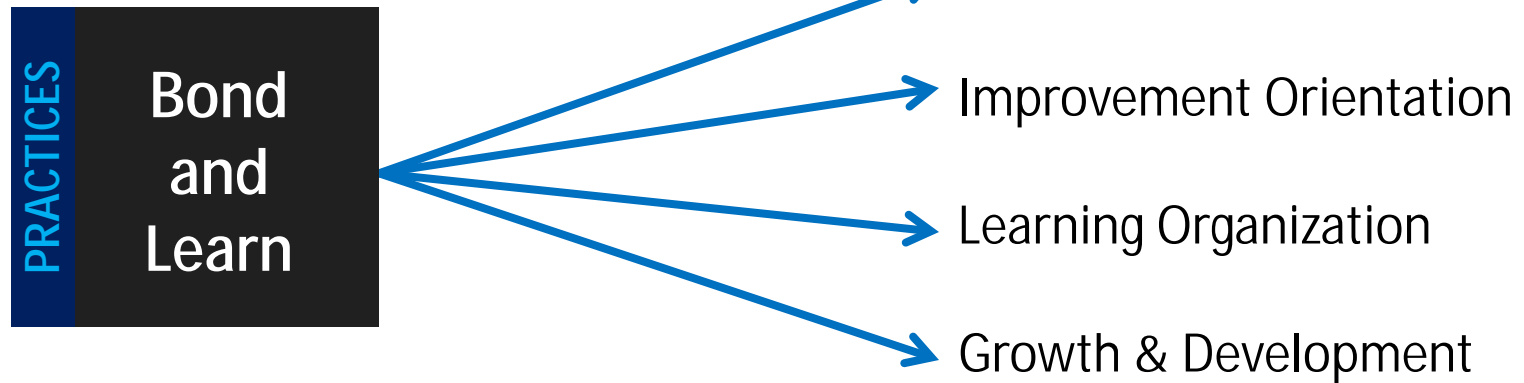
Tracks staff views of product and service quality

Stewardship Practices



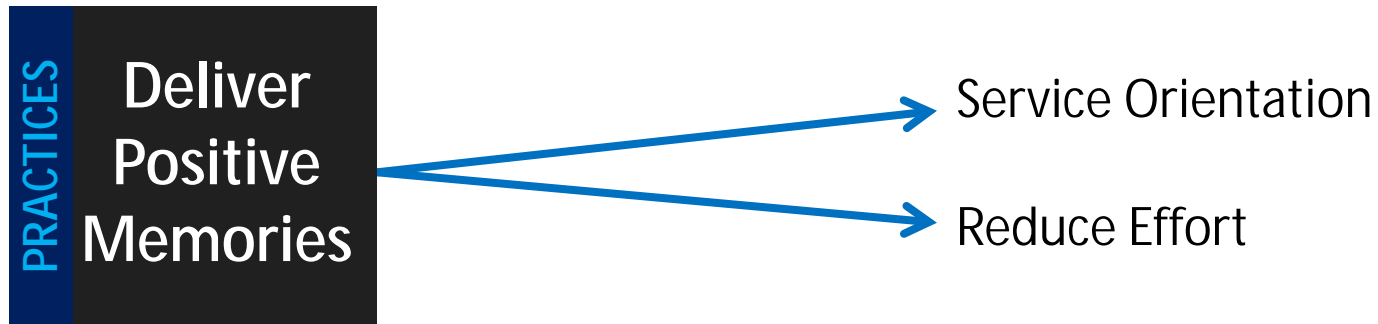
Engaged managers care more, perform better, inspire

Engagement/Passion Practices



Engaged employees care more, perform better, stay longer

Service Practices



Clients care more, remain loyal, refer others



**Using the Workplace
Engagement Construct as a
Measure of Employer of Choice**

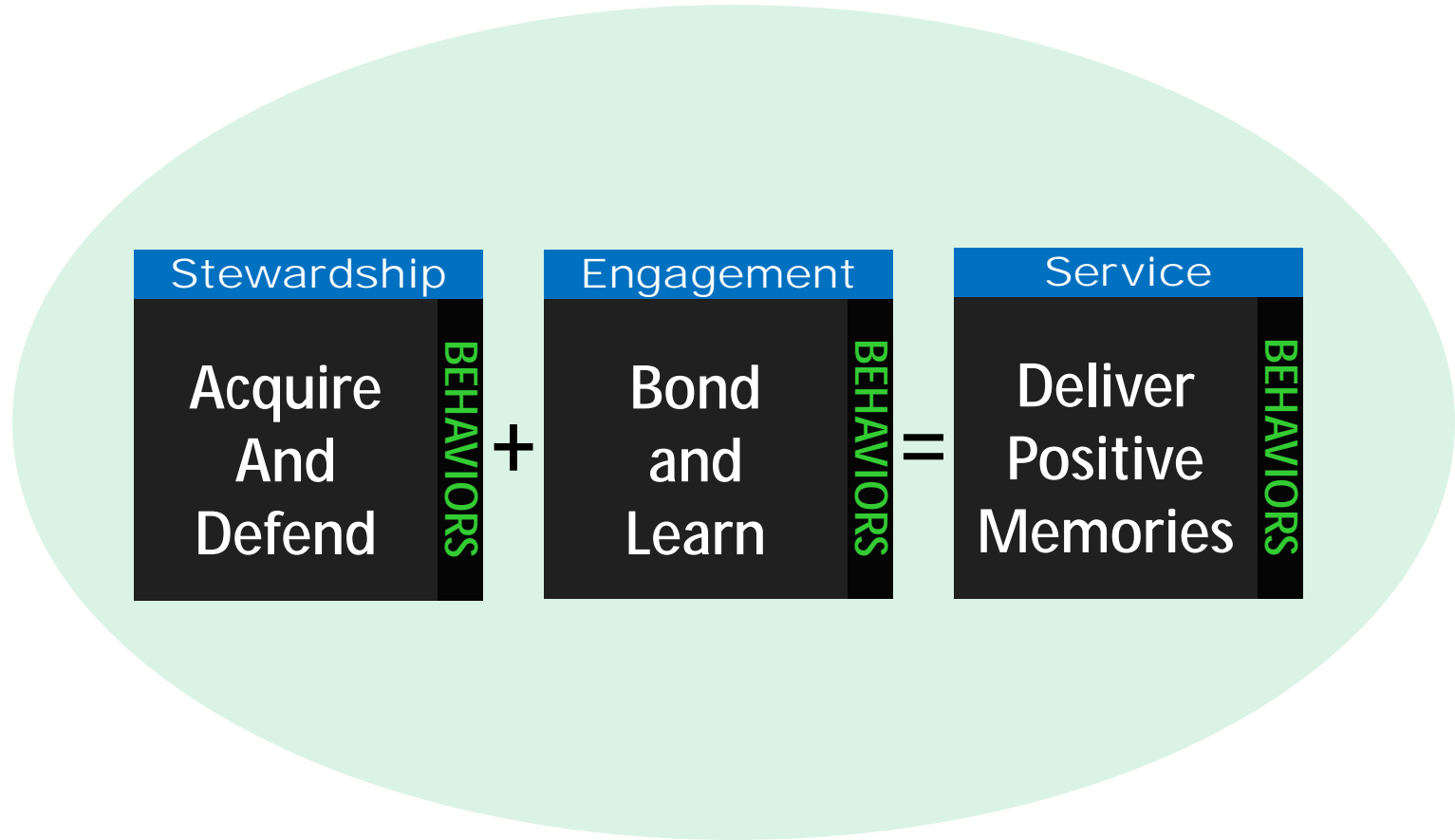
Workplace Engagement Defined

The extent to which managers are **motivated** to **acquire** and **defend** the organization, where staff are **highly engaged** to **bond and learn** And both in concert create **positive client experiences** that result in **increased stakeholder value**

Definition of Behavior

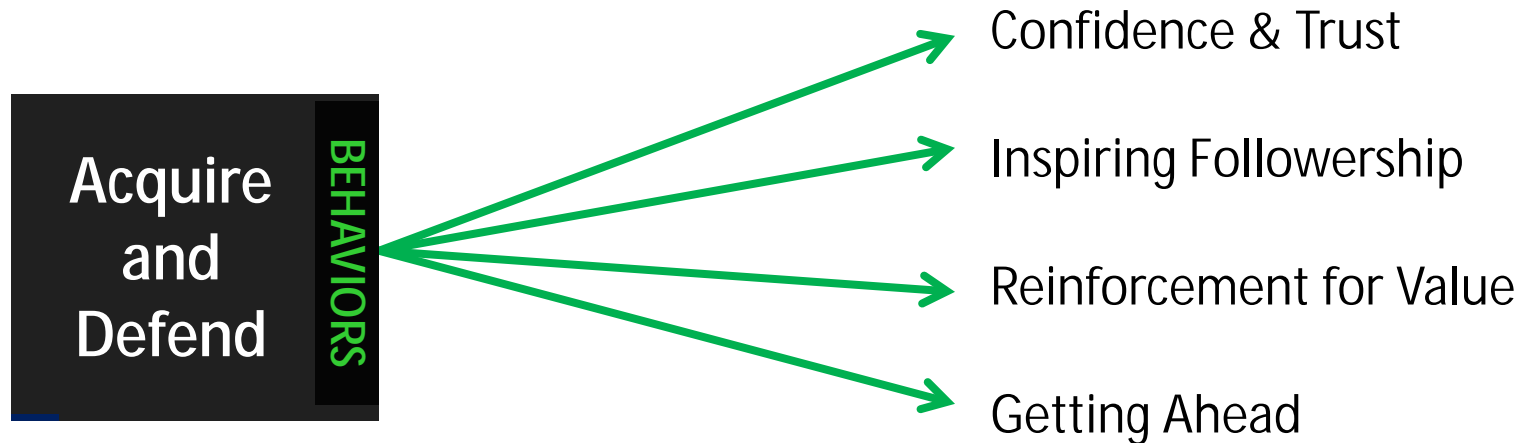
Behaviors: These are the **observable actions** of an individual or group of individuals.

Workplace Excellence



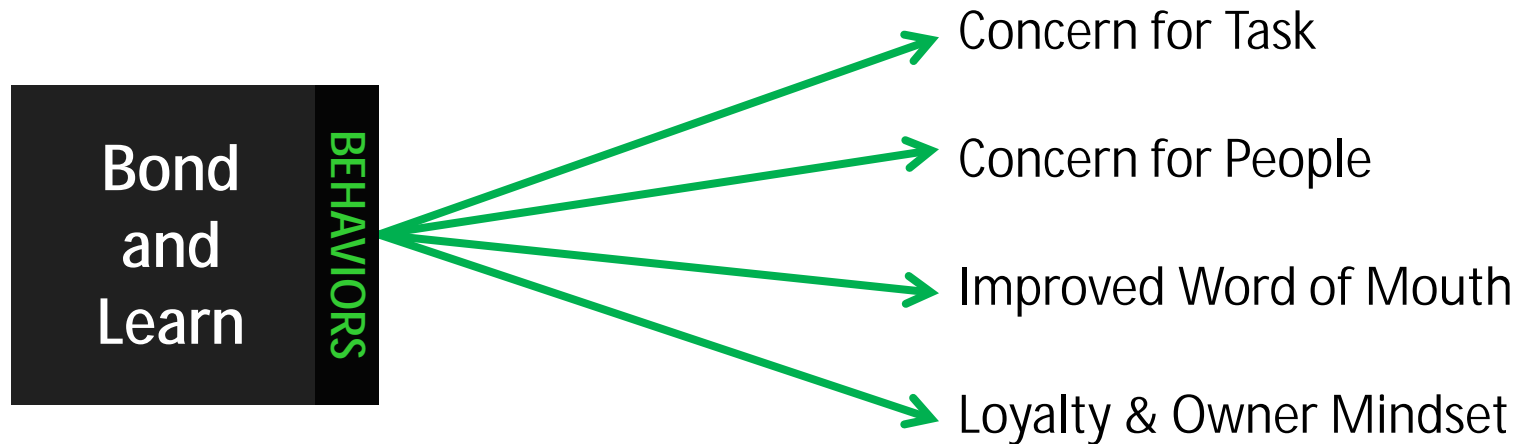
Predicts manager & staff commitment and effort

Stewardship Behaviors



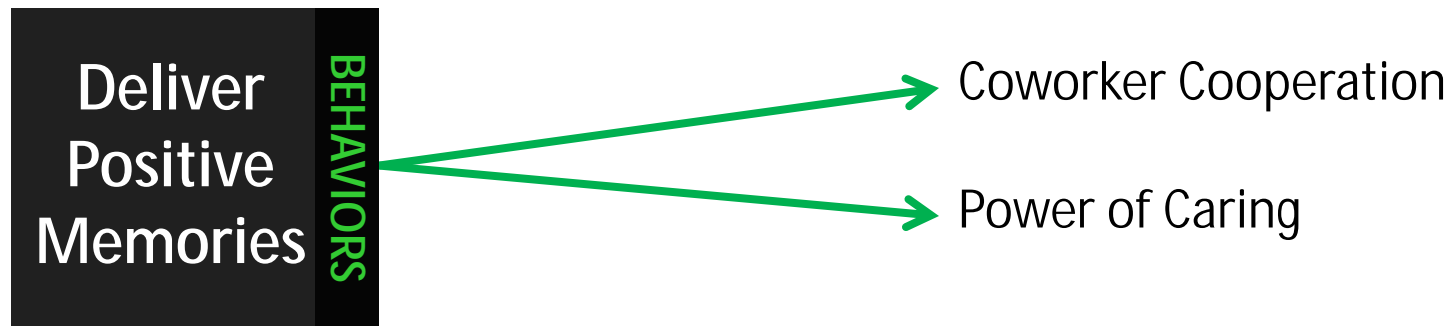
Engaged managers care more, perform better, inspire

Engagement/Passion Behaviors



Engaged employees care more, perform better, stay longer

Service Behaviors



Clients care more, remain loyal, refer others

Key Assumptions

- § A high performance organization and workplace engagement are **complementary goals**, and **both** are **necessary for maximizing success**
- § Achieving performance excellence and workplace engagement involves **different practices** and **behaviors**
- § **Performance excellence** is strengthened through support for customer orientation, quality emphasis, training and employee involvement
- § **Workplace engagement** is strengthened as leaders build confidence and trust among staff, display recognition and respect, support growth and development, and match work assignments to abilities and interests
- § **Performance excellence** + **workplace engagement** creates a **synergistic effect**, unleashing energy to further drive overall performance



Bob Ebers, M.A.
Founder
Workplace Stars

- § 30+ yrs in HR, L&D, and as an organization improvement consultant, trainer and coach
- § Extensive experience using a data-driven approach to create high performance and workplace engagement
- § Visionary for Workplace Stars and Knowing Point
- § Founder, Organization Development Network Long Island

www.workplacestars.com

Connect with Us



Access our Expertise



Need assistance? Call (888) 402-0088 or email info@workplacestars.com