The SuperSTAR Leadership Model WORKBOOK
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Overview

We are happy you’ve made the decision to become one of the elite leaders of the SuperSTAR league! As you’ve probably noticed, great leaders are few and far between. Most dream of becoming the best, but they aren’t willing to work for it. They hope that luck alone will launch them to the top. The truth is – you shouldn’t bet on a lucky break. But, you should bet on becoming all you’re meant to be. It’s not about shaping yourself into something you were never made to be or learning skills that feel far from who you are, it’s about a choice.

Does that sound different than other strategies you’ve been told to believe? Well, The SuperSTAR Leadership Model invites you to ignite the leader in you that longs to come to life. With the help of a self-assessment, you will identify your strengths and weaknesses, while paving your path to improvement. This 31-day course builds upon a leader’s potential by using nine key performance drivers, designed to distill leadership skills. In this series, you will become more aware of your own abilities, you will answer questions and reflect on past experiences, and you will transform in extraordinary ways. Whether you’re a soon-to-be manager or a self-proclaimed legendary leader, we walk you through how to:

• Bring out the best in your team.
• Create a team camaraderie that inspires stellar performance.
• Influence team members to capitalize on their capabilities.
• Hire the best people.
• Deal with conflict constructively.
• Motivate employees to excellence.
• Capture a team’s heart and spirit.
• Tap the creative abilities of a team.
• Execute goals and plans brilliantly.
• Establish a position as a talented SuperSTAR leader.
• Achieve superb results.

Our passion for genuine, revolutionary leaders inspired The SuperSTAR Leadership Model. For this reason, we know that skimming the pages, checking the boxes, and going through the motions won’t get you the results you really want. If you’re looking for detours that are short on substance, this isn’t the roadmap for you. The SuperSTAR Leadership Model is made for individuals that want to thoughtfully and intentionally pursue their limitless leadership potential. This series explores what it takes to make it to the top, are you ready for the ride? Read on! Work hard! And reap the rewards you really want! We are happy to be along for the journey!

Rick Conlow
Doug Watsabaugh
About the Authors

Rick Conlow
CEO/Senior Partner

Rick Conlow is a Principal Consultant with WCW Partners. Rick has helped organizations reduce complaints by 57 percent, improve profits by 20 percent, increase sales 30-218 percent, and win 35 quality service awards. Rick’s hands-on, practical experience as a General Manager, VP, Training Director, Program Director, and National Sales Trainer and Consultant, has helped him to drive these results.

With extensive experience in sales and leadership, Rick provides coaching, training and consulting services to a variety of industries. He delivers memorable and engaging “Live Action” programs, which are tailored and customized through WCW’s patented “Partnering Process.” “Live Action” allows for immediate application to current business objectives and needs. With the “Peer-Partner Process,” sustainable results are achieved through focused action planning and measurement.

Rick also presents to both small and large audiences. Through experiential presentations, groups are challenged to hear, learn and take action today! His programs and presentations include:

- BEST Selling!
- Excellence in Supervision!
- Excellence in Management!
- The Greatest Success Secrets of All Time!
- The SuperSTAR Leadership Model: Good Boss, Bad Boss – Which One Are You?

Rick is also the author of ten books, some of which include: Excellence in Management, Excellence in Supervision, Achieving Supervisory Excellence, Returning to Learning, and GoalPower.

Doug Watsabaugh
COO/Senior Partner

Doug values being a “regular person,” with his feet on the ground and head in the realities of the daily challenges that his clients encounter. His heart for and experience with clients in difficult situations set Doug apart from other sales-performance and leadership-development consultants.

Before starting his own business, Doug served as the Director of Operations for a national training institute, he was a Manager of Organizational Development for a major chemical company, and Doug coordinated worldwide training and organizational development for the world’s third largest toy company.

Doug has co-authored two books with John E. Jones, Ph.D., and William L. Bearley, Ed.D.: The New Fieldbook for Trainers and The OUS Quality Item Pool. Doug and Rick Conlow have co-authored six additional books, in addition to The SuperSTAR Leadership Model: Good Boss, Bad Boss – Which One Are You?

Doug’s a member of the American Society for Training and Development (ASTD), the Minnesota Quality Council, and The National Organization Development Network.

Doug’s father taught him the value of hard work and it paid dividends: Doug funded his college education playing guitar and singing with a rock ‘n’ roll band, experiencing a close call with fame when he played bass in concert with Chuck Berry. Not bad for a guy who admits to being “a bit shy.” While Doug’s guitar remains a source of enjoyment, it pales in comparison to his “number one joy and priority- his family.”
Personal Skill Review

INSTRUCTIONS
This instrument helps you to think about your current skills as a leader based on the core competencies leading to SuperSTAR leadership. Please read each statement carefully, and then rate yourself, using the scale below, in terms of how frequently you engage in the practices described.

5 = I do this VERY FREQUENTLY.
4 = I do this FAIRLY OFTEN.
3 = I SOMETIMES do this.
2 = I do this ONCE IN A WHILE.
1 = I RARELY OR NEVER do this.

Select a number from the scale and write it next to each item to indicate how frequently you:

Make a Commitment to BE A SUPERSTAR LEADER

_____ 1. Study to develop a clear, personal understanding of what excellent leadership looks like.
_____ 2. Maintain relevant (current and targeted) leadership development goals for yourself.
_____ 3. Periodically assess your skills and progress towards your leadership development goals.
_____ 4. Continuously take steps to improve your leadership skills based on your development goals.

____ Total - Making a Commitment to be a SuperSTAR Leader

Set Clear Goals and Expectations

_____ 5. Establish clear performance expectations for your employees.
_____ 6. Show effective planning skills.
_____ 8. Effectively work with your team to develop a common vision for the future.
_____ 9. Consciously work to create a positive work environment for your employees.
_____ 10. Motivate others effectively.
_____ 11. Give others effective performance feedback.

____ Total - Setting Clear Goals and Expectations

Communicate Positively and Proactively

_____ 13. Communicate effectively with people from diverse backgrounds.
_____ 14. Treat all people fairly, with dignity and respect.
_____ 15. Create a positive communication climate by managing your personal behavior.
_____ 16. Show consideration for others.
_____ 17. Listen effectively to understand others.
_____ 18. Pay careful attention to the different views held by your team members.
_____ 19. Work well with others.
_____ 20. Confront others in a skillful manner.

____ Total - Communicating Positively and Proactively
Coach for Excellence

22. Coach others in developing their skills.
23. Monitor the task performance of your employees.
24. Delegate tasks appropriately.
25. Keep job roles clear.
26. Provide formal coaching in one-on-one meetings.
27. Push for “bottom line” results.
28. Coach informally “on the job.”

Total - Coaching for Excellence

Give Positive Feedback and Rewards

29. Give others appropriate recognition for their accomplishments.
30. Catch your employees doing something right and recognize them for it.
31. Share words of praise and recognition for progress and accomplishment.
32. Reward good performance.
33. Recognize and reward employees who develop new skills.
34. Create promotions and incentives to recognize superior performance.
35. Give others appropriate recognition for their accomplishments.

Total - Giving Positive Feedback and Rewards

Deliver Effective Training

36. Orient new employees well.
37. Stay up to date in your professional field.
38. Plan effectively to meet the training and development needs of your employees.
39. Use a variety of internal and external resources to provide training for your employees.
40. Provide effective “on the job training.”
41. Periodically assess the training and development needs of your team.
42. Regularly reinforce the training you’ve provided to your employees.

Total - Delivering Effective Training

Manage with Flexibility

43. Adapt your leadership to the needs of each individual on your team.
44. Plan “how” to lead each employee based on their skill and commitment.
45. Provide more direction to employees who are less experienced.
46. Calibrate the amount of direction and support to meet the needs of employees.

Total - Managing with Flexibility

Create Incentives and Fun

47. Create incentives to focus employee’s performance on important performance goals.
48. Plan rewards that generate maximum value to employees for job accomplishments.
49. Maintain an upbeat environment where your employees can enjoy their work together.
50. Promote effective teamwork.
51. Create a positive, fun place to work.

Total - Creating Incentives and Fun
Focus on Continuous Improvement in Quality and Service

- 52. Plan for continuous improvement in product and service delivery.
- 53. Regularly assess your product and service delivery to find opportunities to improve.
- 54. Use employee suggestions well.
- 55. Receive feedback effectively.
- 56. Solve problems skillfully.
- 57. Take reasonable risks.
- 58. Create useful ideas and procedures.
- 59. Make things happen.
- 60. Control costs effectively.
- 61. Accept constraints effectively.
- 62. Manage change effectively.
- 63. Coach employees to solve problems effectively.
- 64. Set the tone for innovation in your workgroup.
- 65. Encourage your employees to be innovative.
- 66. Celebrate employee efforts to “innovate” even when they fail.

**Total - Focusing on Continuous Improvement in Quality and Service**

Hire the Best People

- 68. Hire people who meet the needs of the organization rather than those who are “like me.”

**Total - Hiring Effectively**
**Scoring Sheet**

**INSTRUCTIONS**
Total (add) your scores for each of the 10 leadership dimensions above and place the score for each dimension in the table below.

<table>
<thead>
<tr>
<th>Items</th>
<th>Leadership Dimension</th>
<th>Score</th>
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<tr>
<td>1 - 4</td>
<td>Make a Commitment to Be a Superstar Leader</td>
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<td>5 - 12</td>
<td>Set Clear Goals and Expectations</td>
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<td>13 - 21</td>
<td>Communicate Positively and Proactively</td>
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<td>22 - 28</td>
<td>Coach for Excellence</td>
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<td>Give Positive Feedback and Rewards</td>
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<td>Deliver Effective Training</td>
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<td>47 - 51</td>
<td>Create Incentives and Fun</td>
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<td>52 - 66</td>
<td>Focus on Continuous Improvement in Quality and Service</td>
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<tr>
<td>67 - 68</td>
<td>Hire Effectively</td>
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</tbody>
</table>
Interpretation Key

Use the scale for each leadership dimension to place your score within the interpretation key. Place a check mark into the range where your score falls.

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<tr>
<th>Leadership Dimension</th>
<th>Score</th>
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<td>LEADERSHIP STRENGTH □ STRONG COMPETENCE □ DEVELOPMENT RECOMMENDED □ AREA THAT NEEDS IMMEDIATE WORK</td>
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<td>Setting Clear Goals &amp; Expectations</td>
<td>32 – 40</td>
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<td>LEADERSHIP STRENGTH □ STRONG COMPETENCE □ DEVELOPMENT RECOMMENDED □ AREA THAT NEEDS IMMEDIATE WORK</td>
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Interpretation Guide

Compare your score to the pertinent descriptions below; use the comments to guide your pursuit in each area.

<table>
<thead>
<tr>
<th>Score</th>
<th>Suggestions for Action</th>
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<tbody>
<tr>
<td>LEADERSHIP STRENGTH</td>
<td>Your scores indicate that you are using these critical leadership self development tenets routinely. Remember that we are constantly changing, as is the world around us. Never remain static. It’s frequently said that if you aren’t growing, you’re going backwards. Read the related pages for a review of your current strengths. Look for ideas and inspiration to make the area of strength even more powerful for you as a leader.</td>
</tr>
<tr>
<td>STRONG COMPETENCE</td>
<td>The skills contained in this section are familiar to you and are a primary source of your current effectiveness. Study this area and complete the daily application to add additional depth and richness your current leadership strengths. After you’ve reviewed the entire section and completed the application, go back to any areas where you rated yourself a “3” or below and develop additional plans to deepen your knowledge further apply these skills. Remember, knowing is important. But, unless you regularly DO the leadership actions contained here, they are not impacting your followers.</td>
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<tr>
<td>DEVELOPMENT RECOMMENDED</td>
<td>If your total score for this area is in the “development recommended” range, there is significant opportunity for you to learn and improve your leadership impact. Re-read this section and commit to the leadership actions for practice and review over a 3 – 6 month period of time. Focus on increasing your use of the items where you rated your use higher (e.g., 3-5). In other words, build on your relative strengths. And, identify the ones where you scored yourself lowest and commit to doing those leadership actions frequently over an extended time. (e.g., 3 – 6 months). Remember, the value of these actions is not up for debate. They have already been proven. Your challenge is to practice these and make them part of your regular leadership repertoire.</td>
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<tr>
<td>AREA THAT NEEDS IMMEDIATE WORK</td>
<td>If your score places you in the “needs immediate work” range for this section you have significant opportunity to grow as a leader. Whether you are new and less experienced in the role of leader/manager, or simply haven’t “bought” these concepts as important to your success, you have much to gain by learning about and applying these concepts and skills fully. Between us and you, your attention to developing here may be the difference between your success and failure as a leader.</td>
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</table>

* NOTE: WHEN REVIEWING YOUR SCORES WITHIN EACH LEADERSHIP DIMENSION, IDENTIFY ANY BEHAVIORS WHERE YOUR RATING WAS A 1 OR 2. PAY PARTICULAR ATTENTION TO THESE AREAS FOR DEVELOPMENT. OTHERWISE, THEY MAY UNDERMINE YOUR CURRENT EFFECTIVENESS AND FUTURE POTENTIAL.
Action Planning

1. A. List competency areas that are clearly growth opportunities for you.

   B. Choose two or three that would give you the biggest “bang for the buck.”

<table>
<thead>
<tr>
<th>MY CURRENT AREAS OF GROWTH OPPORTUNITY</th>
<th>AREAS IN WHICH IMMEDIATE IMPROVEMENT WOULD HELP ME THE MOST RIGHT NOW</th>
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2. What's in it for you to grow in these areas?

3. What have you tried before? What worked?

4. What resources are available to support you in these developmental opportunities?

5. What are your intended first steps?

6. Who needs to know about this?

7. How will you enlist others to help you?
SuperSTAR Leadership Development

Introduction
Below, you will find a summary of the items contained within each of the 9 SuperSTAR Leadership Elements, plus those associated with “Making a commitment to be a SuperSTAR Leader. You will also find the page number and associated content descriptions within the book, The SuperSTAR Leadership Model. This portion of this leadership assessment tool is to give you some additional guidance and direction to help you with your current assessment and future development. At the end of this document you’ll also find our contact information for your use and reference.

Make a Commitment to BE A SUPERSTAR LEADER
1. Study to develop a clear, personal understanding of what excellent leadership looks like.
2. Maintain relevant (current and targeted) leadership development goals for yourself.
3. Periodically assess your skills and progress toward your leadership-development goals.
4. Continuously take steps to improve your leadership skills based on your development goals.

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<td>• Why 50% of Leaders Fail</td>
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<td>• Our Research:</td>
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<td>• How effective is Management Today?</td>
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<td>• How does this effect employee satisfaction and engagement?</td>
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<td>• What do leaders need to do?</td>
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<td>Day 2 Application</td>
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<td>37</td>
<td>Day 3 Application</td>
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6. Show effective planning skills.
8. Effectively work with your team to develop a common vision for the future.
9. Consciously work to create a positive work environment for your employees.
10. Motivate others effectively.
11. Give others applicable performance feedback.

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<td>• Taking Positive Action</td>
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**Give Positive Feedback and Rewards**

29. Give others appropriate recognition for their accomplishments.
30. Notice your employees doing something right and recognize them for it.
31. Share words of praise and recognition for progress and accomplishment.
32. Reward good performance.
33. Recognize and acknowledge employees who develop new skills.
34. Create promotions and incentives to recognize superior performance.
35. Give others appropriate recognition for their accomplishments

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**Deliver Effective Training**

36. Orient new employees well.
37. Stay up-to-date in your professional field.
38. Plan effectively to meet the training and development needs of your employees.
39. Use a variety of internal and external resources to provide training for your employees.
40. Provide effective “on-the-job training.”
41. Periodically assess the training and development needs of your team.
42. Regularly reinforce the training you’ve provided to your employees.

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**Lead with Flexibility**

43. Adapt your leadership to the needs of each individual on your team.
44. Plan “how” to lead employees based on their individual levels of skill and commitment.
45. Provide more direction to employees who are less experienced.
46. Calibrate the amount of direction and support to meet the needs of employees.

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Create Incentives and Fun
47. Create incentives to focus employees’ performance on important performance goals.
48. Plan rewards that generate maximum value to employees for job accomplishments.
49. Maintain an upbeat environment where your employees can enjoy their work together.
50. Promote effective teamwork.
51. Create a positive, fun working environment.

Focus on Continuous Improvement in Quality and Service
52. Plan for continuous improvement in product and service delivery.
53. Regularly assess your product and service delivery to find opportunities for improvement.
54. Use employee suggestions appropriately.
55. Receive feedback effectively.
56. Solve problems efficiently.
57. Take reasonable risks.
58. Create useful ideas and procedures.
59. Make things happen.
60. Control costs efficiently.
61. Accept constraints efficiently.
62. Manage change willingly.
63. Coach employees to problem solve effectively.
64. Set the tone for innovation in your workgroup.
65. Encourage your employees to be experimental.
66. Celebrate employee efforts to be creative.

Hire the Best People
67. Hire people effectively.
68. Hire people who meet the needs of the organization rather than those who are “like me.”
Section 1: Make a Commitment to Be a SuperSTAR Leader

DAY 1: SUPERSTAR LEADERSHIP
- Watch the first DVD
- Read pages 9-26
- Fill out the reflection questions on page 26

DAY 2: WHAT MOTIVATES PEOPLE, REALLY?
- Read pages 27-30
- Fill out the reflection questions on page 30

DAY 3: THE HIGH-PERFORMANCE FORMULA
- Read pages 31-36
- Fill out the reflection questions on page 37
- Call to Action!

Sometimes bad bosses can achieve stated goals. What makes a good boss, a SuperSTAR leader, is someone who can achieve or even EXCEED goals while motivating their team and nurturing long-term positive results. 50% of your success as a SuperSTAR leader will be due to being self-aware, being willing to notice when you need improvement in a certain area, and noticing how you interact with your employees. Remember: in order for your people to be better, YOU need to be better. The High Performance Formula requires Clear Expectations, Competence, Commitment, and a supportive environment. That can only be achieved if you are aware of your actions, goals, and effectiveness as you go through the SuperSTAR Leadership Model.

CALL TO ACTION:
1. Show good, productive employees some recognition and appreciation today. Something as simple as “Great job on that report!” will make an employee feel that their work is appreciated and noticed.

2. If there is a specific issue which has repeatedly come up due to lack of clarification, have a quick meeting about it. Clearly state what the expectations are with this issue, and after the meeting send out a quick email that reviews that information. Write down a summary of that meeting here:
3. Reach out to your employees to find out what non-work factors may be affecting their performance. By being the one to reach out, employees will be more likely to come to you if circumstances in their lives change in ways that may affect their work. If you know these things ahead of time you can plan accordingly, rather than figuring it out once it has already become a problem. What sorts of answers did you get that you expected?

What answers surprised you?

4. Having tried actions 1-3, on which skills do you still need improvement, and which actions need to be tweaked to better fit your workplace?

What worked really well?
Section 2: Set Clear Goals & Expectations

DAY 4: PERFORMANCE MANAGEMENT
- Read pages 41-46
- Fill out the reflection questions on page 46

DAY 5: GIVING FEEDBACK
- Read pp 47-49
- Fill out the reflection questions on page 50

DAY 6: DEALING WITH PERFORMANCE PROBLEMS
- Read pages 51-57
- Fill out the reflection questions on page 58
- Action!

When is the last time you have given someone positive feedback related to goal progress or achievement? How often do you do this? Think of a time you received critical feedback from your boss? How was it delivered and handled, and how did it make you feel? How did it affect your performance? Keep these questions in mind as you address the next application of the SuperSTAR leadership lessons.

CALL TO ACTION:
1. Make a list of team goals.
2. Choose three employees who could improve their performance. Make specific goals for each employee.
3. Write out how you would give feedback to each of these workers based on how they compare to the current Team Goals.

4. Tailor the feedback to their personalities and what approach seems to get the best response from them. Write down what sort of body language and tone of voice you plan on using with each person. What are some words you will avoid? What words will you make a point to use? Practice each person’s interview out loud to make sure your words, tone of voice, and body language will all help get your message across while encouraging their participation.

5. Hold a meeting with each person privately. Write down their reactions, responses, and what seemed to have a positive impact. Did a certain approach, word, or phrase seems to trigger a positive or negative reaction for each person? Write it down so you remember and can go over it again later and figure out whether or not to use or avoid it in future meetings.
Section 3: Communicate Positively & Proactively

DAY 7: COMMUNICATING RESPECTFULLY
- Read pages 61-64
- Fill out the reflection questions on page 65

DAY 8: EFFECTIVE PEOPLE SKILLS
- Read pages 66-74
- Fill out the reflection questions on page 74

DAY 9: MENTAL MODELS
- Read pages 75-80
- Fill out the reflection questions on page 80

DAY 10: HANDLING CONFLICT
- Read pages 81-84
- Fill out the reflection questions on page 84
- Action!

As a leader, can I focus on THEIR world rather than expecting everyone to focus on MINE? When I want to motivate someone I need to focus on THEM and what THEY want. People who are not like each other tend to have a hard time working well together. This means that when you communicate with each of your team members BE GENUINE, but try to interact on THEIR level without being patronizing, and without giving up honesty. Try some mild mirroring (speaking more quietly with soft-spoken employees, for example) while making sure to communicate the meat of what you have to say.

CALL TO ACTION:
1. Keep track of how often you address someone by name. How often did you address people by name in the last week?

   How about the last two days?

   How do you think your employees would rate you now in terms of giving them basic recognition? How would they rate you in effective listening?

2. Think of an employee who is very different from you. Make a list of three things that you have in common.
3. Now, have a conversation with this employee and bring some of those topics up. This will help build rapport and will open the door for the employee to come to you with their concerns. After you have the conversation, write down your reactions. What did you discover about the employee that you didn’t know before? How has that changed the way you see them?

4. Keep track of when you summarize an employee’s explanation with empathetic phrases like “If I understand correctly” or “What I hear you saying is...” rather than presumptuous phrases like “So what you’re saying is...”

5. Hold a team meeting and ask your employees to ask questions and discuss problems. Then have everyone brainstorm solutions to the problems. Get them involved with making their workplace better! List the solutions they came up with, and put a star next to the ones you found particularly helpful and interesting. Act on the solutions.

6. Think of an employee who needs a talk about performance. Using the he outline on page 113, write out a Constructive Confrontation.
Section 4: Coach for Excellence

DAY 11: INFORMAL COACHING
- Read pages 87-90
- Fill out the reflection questions on page 90

DAY 12: FORMAL COACHING
- Read pages 91-97
- Fill out the reflection questions on page 97

DAY 13: COACHING IMPROVEMENT
- Read pages 98-101
- Fill out the reflection questions on page 102
- Action!

Informal coaching takes many forms. The fact that it can be as simple as Managing By Wandering Around (remember Tom Peter on page 87?) means that you have a huge range of choices on putting informal coaching into action! Formal coaching is also important, and if you don’t think you have time to do it now, you need to MAKE the time. Formal coaching doesn’t need to be one-on-one. Just as with informal coaching, you have many great options to choose from to fit into your schedule, and your workplace’s culture. The most important thing in coaching is to BE CONSISTENT. You can start with one or two simple, easy coaching techniques, and after consistently applying them you can add a couple more. Your employees will respond best to coaching that is clear and consistent, rather than a one-shot dazzling meeting with no clear follow-up.

CALL TO ACTION:
1. Keep track of each time you openly praise an employee.
2. Page 89 explains the Emotional Bank Account. Make a withdrawal/deposit chart showing the your EBA with your boss, with a good employee, and with an employee who needs improvement. A withdrawal would be things like tardiness, rudeness, yelling, and failing to recognize success. A deposit would be things like compliments, finishing a project early, small talk, and recognizing good work. Rank each transaction with a “value” between 1-10, with 1 being minor and 10 being incredibly important. For example, small talk may be a +2 deposit, while tardiness may be a -7 withdrawal.

### Emotional Bank Account: Your Supervisor to You

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### Emotional Bank Account: You to Your Employee

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3. Of the eight steps outlined on pages 95-96, which do you think will be the easiest? Which do you think would be the most challenging for yourself?

4. List a few ways you would tweak the outline for your specific position and base it on your inventory on page 97.

5. Pick one outstanding employee and one employee who needs improvement. Outline a one-on-one meeting you would have with each of them, writing down what you want to discuss and what you want to accomplish. In the meeting, make sure to write down any ideas they come up with. Refer to ASK on page 95.

   Outstanding Employee:

   Struggling Employee:
Section 5: Give Positive Feedback & Rewards

DAY 14: PRINCIPLES OF RECOGNITION
☐ Read pages 105-107
☐ Fill out the reflection questions on page 108

DAY 15: INFORMAL RECOGNITION
☐ Read pages 109-112
☐ Fill out the reflection questions on page 112

DAY 16: FORMAL RECOGNITION
☐ Read pages 113-116
☐ Fill out the reflection questions on page 116
☐ Action!

Recognition can come in many forms, and the most important aspect is that it shows appreciation of a team member’s situation as well as what you feel they bring to the company. Informal recognition is the easiest to apply. If there’s someone new you need to take the time to explain more things to them. This shows that you empathize with the fact that they’re in unfamiliar territory and you are there to help. If someone is more experienced ASK them for input more often. This shows that you value their wisdom and want them more involved in the company.

An example of formal recognition would be rewarding your top sales person with dinner for them and a date to a nice restaurant, or giving $25 gift cards to all team members for exceeding their goals that quarter.

Here are some other ideas on how to use positive feedback to motivate your employees:

CALL TO ACTION:
1. Give yourself a 24 hour deadline on positive feedback. Don’t wait days to thank someone for going the extra mile or finishing a difficult project.

2. Recognize the two people you picked for the last question on page 112. Write down their reactions. What went well? What needed improvement?
3. What form would YOU want formal recognition to take when given to you? List the types of recognition you want to use for three employees. How do they differ based on the employee’s personality, interests, etc?
Section 6: Deliver Effective Training

DAY 17: TAKING TIME TO TRAIN
- Read pages 119-123
- Fill out the reflection questions on page 123

DAY 18: THE STAR TRAINING PROCESS
- Read pages 124-127
- Fill out the reflection questions on pages 128

DAY 19: TRAINING PRINCIPLES
- Read pages 129-131
- Fill out the reflection questions on pages 132-134
- Action!

Whether or not you “have time” to train, the truth is that you don’t have time NOT to train! The time you save by training employees and refreshing goals, rules, and expectations is worth it. Having a quick refresher on the proper way to do things, getting rid of bad habits, and most importantly, letting experienced employees share their experiences and mistakes with other team members, can be invaluable for your team. Remember to STAR: Start positively, Train and educate, Activity, and Review. Keep the meeting interesting, and have a lot of interactive parts to it, like brainstorming, or learning by doing.

CALL TO ACTION:
1. Set up a meeting with YOUR supervisor once you have written down the answers to the activities on page 123. Discuss the logistics (financially, scheduling, etc) of implementing or improving training. Write down some of the solutions and ideas you both came up with.

2. Briefly describe how you would implement each training method on page 132. If it would not work for your situation, explain why. See if you can tweak it or come up with a better solution.

Role-playing
Discussion

Flipchart/Chalkboard/Whiteboard

Presentation

Simulation

Q&A Session

Reports

Recaps

Testimonies

Brainstorming

Videos/DVDs

3. Create a training plan for your team. Make sure to follow the adult learning tips from page 133.
Section 7: Lead with Flexibility

**DAY 20: THE PHILOSOPHY**
- Read pages 137-138
- Fill out the reflection questions on page 139

**DAY 21: THE PRACTICE**
- Read pages 140-146
- Fill out the reflection questions on page 146
- Action!

Manage with flexibility. Realize who needs a push, more listening, kid gloves, or even needs you to get in their face. How does each person respond and how do you get the best results from each person? This isn’t something that you figure out in a day, but the better you know your team the sooner you can put flexible leadership into action.

Remember to be genuine. You’re not putting a “technique” on someone: you’re trying to work with them in the best way possible for their personality and your style. If people see you are trying to respond to their preferences (having give and take) people will WANT to do a good job for you. Think back to the Babe Ruth story on the first DVD you watched, about how he changed the way the crowd responded to him by showing that he was kind to a child.

SO it’s not about getting these “techniques” down so much as knowing how to address each individual.

Remember: NO ONE IS PERFECT, and obsessing over perfection is a way to put yourself in a rigid management style rather than a goal-oriented, adaptable management style that allows you to roll with the punches and make the best out of each situation.

**CALL TO ACTION:**
1. Make a commitment to “take a moment and think” (page 142). Keep track of each time you find yourself doing that rather than “reacting” to a problem.

2. Review your employee-skill analysis list and recommended strategies that you completed on page 146. How do they compare to how you have been managing them up to now?
Section 8: Create Incentives & Fun

DAY 22: PRINCIPLES OF INCENTIVES
- Read pages 149-154
- Fill out the reflection questions on page 154

DAY 23: FUN IN THE WORKPLACE
- Read pages 155-159
- Fill out the reflection questions on page 159
- Action!

Incentives are really important, but some CEO’s will care less about things like incentives and motivation. It isn’t easy to deal with such a situation, but your hands aren’t going to be tied for EVERYTHING. You can still make sure you deal with people the best way you can. So maybe you can’t do incentives, but you can make sure you’re recognizing people for their good work. When someone does something positive, really make sure you’re letting that person know.

There are cheap incentive ideas, like making awards on the computer for small things: “Most cheerful,” “Speedy award,” “production award,” and “best idea award” just to name a few. Start small and infrequent and gradually make it more regular as you figure out what helps and what doesn’t. Be consistent and don’t suddenly stop.

CALL TO ACTION:
1. Set up a meeting with your supervisor and go over your incentives plan. What changes did you two end up making, if any? What ideas was your supervisor most excited about? What was your supervisor’s reaction to your decision to have an incentives plan?
2. Which of the ideas on pages 156-157 would work for your team? Write down how you would apply each idea and which you would be most interested in using.

Name your teams.

Create a banner or logo for every team.

Get polos, t-shirts, caps, etc. that are embroidered with team names.

Design a colorful goal board for tracking results.

Train employees on how to be an effective team member or leader, as well as the tasks, processes, and measurement tools of effective teams.

Award team participation or milestones with fantastic prizes.

Track results and distribute awards for progress and achievement.

3. Come up with a long-term incentive plan (quarterly or monthly) and a short-term one (weekly/biweekly) that work well together. The goal is to keep people interested in the long-term incentive plan by engaging them consistently with the short-term one. Brainstorm some ideas here to get started:
Section 9: Focus on Continuous Improvement

DAY 24: PROACTIVE PLANNING
☐ Read pages 163-166
☐ Fill out the reflection questions on pages 166-168

DAY 25: PROBLEM SOLVING
☐ Read pages 169-172
☐ Fill out the reflection questions on page 172

DAY 26: INNOVATION
☐ Read pages 173-176
☐ Fill out the reflection questions on page 176
☐ Action!

In order to continue to improve in your business, it is important to constantly evaluate the strengths and weaknesses of both you and your team. This gives you a jump-off point to decide where and how you need to make some changes, and where you should continue to do great work. Be proactive by getting things done early, rather than waiting to be asked to get certain things done. You should encourage your employees to solve certain problems if they do not specifically require your actions. Coach them through the process, but give them the chance to come up with the solution. This will not only build your employees’ skills, but save you from having to solve every problem on your own. When the employee comes up with an innovative way to solve a problem, openly praise them. You want to encourage innovation from your employees.

CALL TO ACTION:
1. On page 166 we advise you to “gain input and involvement from others to help expand your information and creativity.” Write down some of the input you’ve gotten.

   How did the input from others differ from your own ideas? How did their unique perspectives help you in your Proactive Planning?

2. Take action on your Day 25 SuperSTAR Leadership Application. What were the immediate results?
What seemed to work and what didn’t work?

What would you do differently next time or with the next problem?

2. Create an incentives plan rewarding innovation. Jot down some ideas here:
Section 10: Hire the Best People

DAY 27: RECRUITING AND HIRING WINNERS

☐ Read pages 179-188
☐ Fill out the reflection questions on page 188
☐ Watch the second DVD for examples and a refresher of what we have covered so far
☐ Action!

By hiring winners, you can prevent turn-over and the loss to efficiency that comes with it. You can start by being very clear about your expectations for the job, just as you would be with a current employee. By considering the applicant based on their ability to do the job you clearly described, you will have fewer surprises and better pools of applicants for second and third interviews.

CALL TO ACTION:
We found a lot of managers fail at hiring the best workers, so here are some things to help you hire winners:

1. Make a list of questions for an interview, whether for an existing position or a new one. Use the sample questions from pages 184-185 for guidance.

2. Have job descriptions filled out ahead of time so applicants will be clear on what they would be expected to do in the job.

3. Identify 3-5 goals that a new employee will be expected to reach for the first 90 days.

4. Talk to your HR department to double-check that you understand the company’s requirements for hiring.
Section 11: Put It All Into Practice

DAY 28: SUPERSTAR LEARNINGS
- Watch the second DVD
- Watch the third DVD
- Read pages 191-192
- Fill out the reflection questions on page 193

DAY 29: SUPERSTAR ACTION PLANS
- Read pages 194-197
- Fill out the reflection questions on pages 197-198

DAY 30: EXECUTION EXCELLENCE
- Read pages 199-203
- Fill out the reflection questions on page 203

DAY 31: IN SUMMARY- THE SUPERSTAR LEADERSHIP PRESENCE
- Read pages 204-210
- Action!

The biggest factor in an employee’s performance is their manager. As such, a leader needs to bring out the best in their employee, rather than brow-beat them into following directions. The employee must be motivated to do an excellent job and be recognized for their great work! You can only be a SuperSTAR Leader by putting the things you have learned into action. Sitting by and waiting for change is neither productive nor proactive. And if you notice certain actions don’t have the desired effect, analyze what happened and try a different approach until you get the results you want. Remember that being consistently excellent will have a much bigger, long-term effect than doing something good once or twice. Be a great leader by having integrity and caring about your people. When people feel you care about them and are honest, they will want to do a great job for you.

CALL TO ACTION:
1. In the second DVD Rick emphasizes that you should have a list of your goals, even if it’s only a few pages. Write down your goals and some action plans to achieve them now that you have completed the SuperSTAR Leadership Curriculum.

2. Look at your responses to the questions on page 193 (Day 28’s SuperSTAR Leadership Application). Of those that you actually implemented, what form did they take? What were the results? If you did them multiple times, how did you tweak your methods to improve their impact?
3. In the final DVD Rick talks about finding your purpose. Write down your purpose in life in general, and as a manager. How do they fit together? Examine your goals and action plans from question #1 above.

4. Think about Rick’s story about Dave from Bloomington and his twice-yearly employee feedback sessions on how employees think the workplace can be improved. Do your own version of that.
   A. Meet with employees as a group (by department if that is easier), and write all of their feedback down on a flip-chart. Do not respond to the feedback, just write it down.
   B. Summarize the feedback with phrases like “What I hear you guys saying is...” to give employees a chance to further clarify their suggestions.
   C. Tell the group that if they have more suggestions or would like to talk further, that you will have set office hours. Employees may come in one-on-one or in small groups, whichever makes them feel more comfortable.
   D. After writing down all of that feedback, hold another large group meeting that shows all of the feedback and suggestions, and explain which ones will be implemented and which ones will not and your reasons why.

5. Write down the feedback and suggestions you got. Which ones did you implement? How did your employees respond to being asked for feedback?
Taking Action

For further review and success in executing your SuperSTAR Leadership skills, reread “Putting it all into Practice” - pages 269-297 (Days 28-31). Good Luck and Good Leadership!

For More Information Visit WCW Partners Online: WCWPartners.com

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About SuperSTAR Leadership

*The SuperSTAR Leadership Model, Good Boss or Bad Boss—Which One Are You?* identifies key habits of the best and worst bosses. This thirty-one-day book uses nine key performance drivers to evaluate and help leaders more quickly increase results and sustain them. With the expert navigation of Rick Conlow and Doug Watsabaugh, you will identify your weaknesses, strengths, and path to improvement. Each evaluation and activity within this manager’s bible distills your leadership skills, perfecting you into a SuperSTAR leader. Do you want to earn more money for your company? Do you want to electrify your department? Do you want to increase customer loyalty, sales, and productivity while simultaneously decreasing turnover, improving innovation, and having fun? It is not impossible. You can have these results and be a SuperSTAR Leader with the nine strategies of The SuperSTAR Leadership Model.

Find it online at: http://wcwpartners.com/superstar-leadership-model/

About WCW Partners:

WCW Partners is a performance-improvement company. Based in the Minneapolis/St. Paul, Minnesota, we work with clients in a variety of industries worldwide to help them excel in sales, service and leadership. We facilitate business growth and vitality through four practices - sales and customer retention improvement, organization development, leadership development, as well as innovation and communications strategy.

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