



Utilization of The Star Model™ as an Onboarding and Leadership Development Tool

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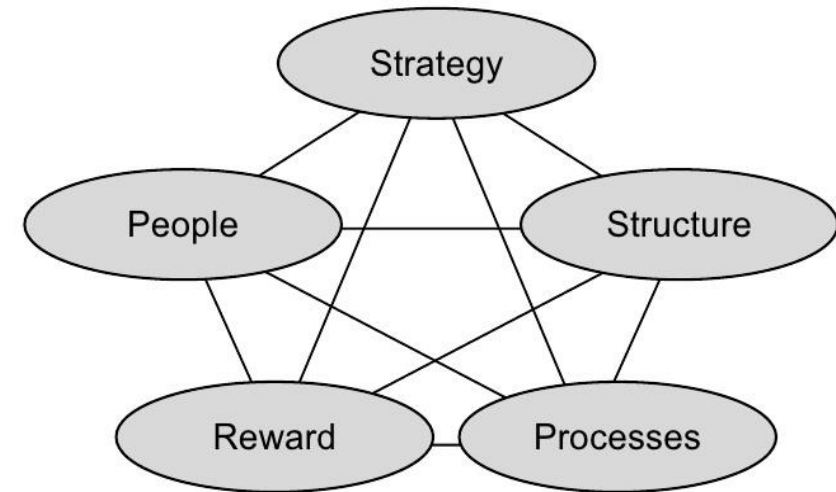
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Background



- ▶ Mission Driven - Adults and children transforming their lives through employment and life skills training.
- ▶ Offers participants a year-long, phased, incentive-driven program leading to safe, affordable housing and a stable, life-sustaining job

The Star Model (Galbraith, 2002)



Purpose

- ▶ Organization
 - ▶ Develop leaders and ensure organization stays mission-driven
 - ▶ Enhances customer service internally and externally
- ▶ Student
 - ▶ Gain useful experience in:
 - ▶ leadership development
 - ▶ evaluation
 - ▶ assessment
 - ▶ address a community need

Scope

Establishing the “why” personally and professionally

Project will serve entire StepUp Team and support 600 participants

Executive Director and DEOL Student Meetings

Approach

Ensure that the Student is Grounded in the Mission of the Organization

Staff Retreat

- Leadership Moment and Storytelling
- Psychogeometrics Activity

New Board Orientation

- Review of Past Orientation and Recommendations Presented
- New Training Developed and Implemented

Strategic Planning

- Review of Strategic Plan
- Discussion of Feedback from Staff
- Tool for Updating Strategic Plan and Reporting Progress

Work Plan

Objective	Task	Sub-Task	Begin Date	End Date
Mission and Vision Overview				
	Begin introduction to StepUp	Face-to-face meeting with Executive Director	November 2018	January 2019
		Participate in tour, dinner, and LifeSkills class for participants		January 2019
		Share feedback with Executive Director		January 2019
Staff Retreat	Create a staff retreat	Appendix A	January 2019	March 2019
	Identify activity to administer at training	Leadership moment	February 2019	March 2019
		Hire co-facilitator for Psychogeometrics training and negotiate price	February 2019	March 2019
		Implement training		March 2019
		Compile evaluation feedback and share with Executive Director and trainer		April 2019
		Executive Director will provide update to student consultant on feedback from staff and board	April 2019	May 2019
		Student consultant will assist Executive Director in writing an update		May 2019

Work Plan – continued

New Board Orientation	Identify new and innovative ways to conduct new board orientation training	Review materials and notebook with Executive Director	March 2019	May 2019
		Research and provide a proposal for revision	April 2019	May 2019
		Develop an agenda for new board orientation with changes	April 2019	May 2019
Strategic Plan Review	Assist Executive Director in reviewing feedback on strategic plan and updating progress	Review the strategic plan	January 2019	May 2019

Risks and Constraints

Risk Description	Mitigation Plan (what to do to avoid or lessen the risk occurring)	Contingency Plan (what to do if the risk occurs)	Impact (what the impact will be to the project if the risk occurs)	Likelihood of occurrence (e.g., %, or high/medium/low)
Lack of participation and engagement from employees due to scheduling conflicts	Executive Director sends invitation to activities and lessens their workload during this period	Offer an opportunity for virtual training or distribution of materials	Low morale and lack of team support	Medium
Lack of funding for additional activities	Ensure that Executive Director has reviewed budget	Adapt training to ensure that costs remain low	Less activities and less opportunities for innovation	Low
Inability to find a co-facilitator	Brainstorm a list of potential trainings and trainers	Revise retreat and trainings to include interactive activities	Lose of opportunity to do personal development	High

Constraints

- ▶ The project activities were conducted in White Memorial Church.
 - ▶ Free to the organization
- ▶ The projector and screen had to be manually set up.
- ▶ Activities were based on a timeline from the previous year, continued for consistency.

Quality Assurance Plan

Observe

Becoming Grounded in the Organization

- Reviewed organization's mission, vision, values and strategic plan
- Student attended StepUp participant programs

Plan

Scope Development and Goal Setting

- In-person meetings to determine milestones, timelines and outcomes
- Feedback from student and Executive Director were discussed and project requirements were determined

Do

Implementation and Execution

- The Star Model™: People
- Retreat Activities and Evaluation



Quality Assurance Plan

Check

Assessment and Project Completion Status

- Project goals and milestones were met
- Opportunities for staff engagement and events, ongoing
- DEOL curriculum materials and cohort presenters utilized successfully

Act

Next Steps

- Opportunities to revise activities, invite additional speakers and continue engagement
- Continuous review of the strategic plan and input from staff to ensure new ideas and innovation



Results and Benefits

- ▶ Opportunities embraced by staff and new board members
- ▶ Replication and spread of activities
- ▶ Clear assessment of progress and adherence to the strategic plan
- ▶ Evaluation results were positive
- ▶ Supported organizational restructure and team diversity
- ▶ Clarity of roles and increased knowledge of what each individual can deliver

Evaluation Results – Staff Retreat

19 Open-ended Evaluations Submitted

Great opportunity to improve communication

Opportunity to learn more about our team

Leadership moments were helpful.

Longer Staff Retreat

Psychogeometrics was new and innovative.

Reflection

- ▶ Personal Growth and Flexibility
- ▶ StepUp Team Welcomed Student Expertise
- ▶ Participant Interaction
- ▶ Connection to the Mission



Areas for Future Study

- ▶ Onboarding and Leadership Development Trainings
- ▶ Facilitation Opportunities
- ▶ Deeper Dive into Psychogeometrics
- ▶ Additional Applications of the Star Model
- ▶ Strategic Planning Resource
- ▶ Stay involved with StepUp!



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