



Five Star Leadership®

# Five Star Workshop™

Building Leadership Skills  
for Better Teamwork



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# Introduction

- Goal of the program
- Background of development
- Change process



# Introductions

- Break up into pairs
- Find out four items from your partner
  - name,
  - their organization's name and purpose,
  - their partner's role in the organization, and
  - what leader now or in history they admire most for their leadership
- Introduce them to the group using that information when we get back together



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# Overview

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# Evidenced-based Content

- Testing Process: anonymous via SurveyMonkey®
- Empowering leadership questionnaire (ELQ)
  - Self-reported
  - Direct-reports participation
- ELQ Questions
- ELQ Scoring



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# Why are Behaviors Important?

- Five behaviors identified: Inclusion, Respecting, Rewarding, Improvement, Modeling
- These affect Leader-member Exchange (LMX)
- LMX quality correlates with Outcome quality
- **Leaders who lead with these five behaviors have better team member outcomes.**



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# Inclusion

- **Inclusion** is consulting with members about important task issues and delegating decisions and effort regarding the task.
- **Participation Questions:**
  1. In your role at work, think of a recent time you had new work for a member. How did you communicate the new work to the member? For example, you needed a sales team member to start calling on a new account. Did you send a memo, or what?
  2. At work, when you and your supervisor are planning for next year, how are goals set?



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# Respecting

- **Respecting** behavior is the leader showing concern for a member through attentiveness, expressing appreciation, empathizing, being courteous and considerate, being accountable and professional.
- **Participation Questions:**
  1. In group meetings at work, does everyone show respect? How is respect shown or not shown?
  2. When in one-on-one discussions with your team members, has there been a time when mutual respect was not shown, and if so, describe that and the outcomes?





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# Rewarding

- **Rewarding** is popular with team members as they like to be rewarded both formally and informally for their effort. Reward can be money, but intangible recognition by the leader of a job well done is important as well.
- **Participation Questions:**
  1. What is your opinion of your organization's formal reward program? Can it be better, and if so, how?
  2. What are the barriers to changing the reward structure through formal change or informal additions and modifications?



# Improvement

- **Improvement:** a good leader assists each team member in improving their knowledge and skills to succeed at the tasks at hand as well as succeeding overall at work and in their personal lives.
- **Participation Questions:**
  1. What is the best way to ensure team members participate in improving their in-role skills?
  2. Do you remember a time when you or a team member wanted to improve but was not organizationally supported for that improvement? If so, was there something that could have been done differently and how?



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# Modeling

- **Modeling** has two dimensions, **acting in ways** that lead by example to exemplify the type of person they would like their team members to be both at work and in life, and **showing the way** in how to get the tasks completed successfully. Each of the five behaviors is important individually and when all are implemented, the improvement in goal achievement can be dramatic.
- **Participation Questions:**
  1. What does your supervisor 'model' for you and their other team members that you either follow or not? Why or why not?
  2. Is there some aspect of your team member's work that you are very good at and show them how to do that work? How does that work out?



# Team Change Goals

1. What are the three top changes you need for your team (e.g. more sales, better customer service, lower turnover).
2. For each of these changes, what is the largest impediment to change (e.g. no budget, wrong people in place, no time).
3. Doing what you are doing now, what percent chance for each do you see in succeeding with change?



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# Current Leadership Behavior Check

- For each behavior, write a short paragraph to include:
  1. How often you use the behavior now.
  2. Provide an example of how you consistently use the behavior.
  3. Identify some process in your team leadership where you could probably use the behavior but currently do not or do so rarely.
  4. How does this change support at least one of the Team Change Goals?

See the example for Inclusion in your Workbook



# Implement Change

- For each behavior, set goals for change in the behavior. These should be SMART goals with specific descriptions of
  1. what the new status will look like,
  2. on what basis is the measurement,
  3. what barriers there are to attainment,
  4. why this behavioral change is relevant to the team goals discussed earlier, and
  5. in what time-frame will the change occur.
  6. See your Workbook for an example using SMART



# Tactics for Meeting Goals

- For each SMART goal, write a list of the things you will DO to accomplish the goal.
- Example for Rewarding:
  1. I will canvas other managers for what they have done in the past and are doing now that are above and beyond our formal award structure.
  2. Etc.



# Monitoring and Follow-up

- One way to track would be a monitoring and follow-up worksheet. At each check-in date, you ask if you:
  1. Still consider the goal as written what you still want, or do you want to change it. If you want to change it, then it is fine to do so. This is likely to occur mostly around “time-frame” as things don’t always happen as fast as desire.
  2. Had any progress at that point. This can be a column after the final date as a diary.
  3. Have learned anything about the behavior and its implementation. This can also be a column as a diary.





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# Questions, Comments, or Concerns?

- Thank you!