

# STAR METHOD

– Linking career passion and work performance with business goals –



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## CLIENT SOLUTIONS

### CareerPerformanceStrategies STAR Solutions

We welcome the privilege to work together to make the people side of your business one of your strongest assets! Contact us to develop and implement a solution for you or your organization!

Each client solution is presented using the STAR method:

**S**ituation  
**T**ask Challenge  
**A**pplication  
**R**esults



### TARGETED PERFORMANCE MANAGEMENT - CONSTRUCTION INDUSTRY

**Situation:** Carrie has worked for a construction company for 5 years. She is enthusiastic, sociable, loyal, and well-liked by field employees. However, she is disorganized, often tardy and less productive than co-workers due to her socializing pattern. The company is a family owned business with 120 employees, with no formal performance management process. Tom, Carrie's manager, knows he could not ask for a more loyal employee; he realizes though that Carrie needs performance improvement. Carrie feels that Tom does not value her teamwork contributions.

**Task Challenge:** To implement a performance management process with career development for all employees. Create a performance and development plan that is a shared commitment between Carrie, Tom and the organization.

#### Application:

1. CPS used action consulting model including data collection, diagnosis, forward action and evaluation of the company performance management process. Gathered data using online objective feedback survey and focus groups.
2. Developed an on-line performance management tutorial and toolkit for managers and employees, aligned with the company performance management cycle, forms, tutorials, checklist and worksheets.
3. Delivered onsite workshops for employees and managers on the PMP process and virtual toolkit.
4. Instructed Tom to use the Performance Management module to review how to give constructive feedback, reviewing the case scenarios provided. He then used the STAR model worksheet, *Situation-Task-Action-Results*, to prepare for the development discussion with Carrie.
5. Tom suggested that Carrie set performance goals using the SMART worksheet. He showed Carrie how to utilize the virtual coaching services to develop a BestFit career strategy and then suggested that Carrie attend an interpersonal communication and time management class.
6. Carrie completed the Development Commitment worksheet contained in the Virtual Career Center focusing on three behavior targets. She utilized CPS coaching services to help with her commitment plan.
7. Monthly development discussions were held between Tom and Carrie for progress tracking, behavior change reinforcement and for derailment indicators.
8. Carrie was offered the opportunity to work with an external coach for three months to provide insight into her work style strengths and blind spots to continue forward action progress.

**Results:** Established performance management process within a construction industry with 80% of the employee's performance plans completed on time. Carrie made progress working with the external coach and decreased tardiness by 90%. She attended several offsite professional conferences for business managers where she established a valuable external network. Her retention is probable.

*Contact us to develop and implement a solution for you and your organization!*

