

# 2024-2025 STAR Program

Change management proposal for US employee adoption

Kevin V. Stackhouse  
339 E Hector Street, Conshohocken, PA, 19428  
(215)-435-3505

[Portfolio - Kevin Stackhouse](#)

# STAR Program overview

## Key objectives

- Use Nike's STAR Method for interviewing candidates to focus on professional growth as the incentive for change participation and change adoption/resistance
  - **Situation:** Identify *servant leaders* who are primed to lead the change activity and provide initial tools to spearhead adoption
  - **Task:** Determine gaps in end user understanding, continuity issues from the earlier process to the newer process, and the best way to reach impacted audiences
  - **Action:** Execute the best way(s) end users can adopt the new way of working (communications, learning opportunities, or additional research into potential impacts)
  - **Result(s):** Monitor mitigation results to business outcomes (transactional health metrics, data-driven root cause analyses, etc.)

## Strategy and tactics (assumes November 11, 2024 start)

- Build initial tools/template and socialize with people leaders (~December 2)
- Leaders identify STARs (~December 9)
- Notify first cohort of STARs (~December 12)
- STAR onboarding (Provided by Change Manager [~December 16])
  - Brief, 30-minute orientation and Q&A
  - Provide toolkit with templates and objectives for each phase of the STAR process
  - Provide Access to the STAR MS Team Hub
- Project execution (See Slides 4 – 7 [~December 17])
  - Change Management provides guidance and quality assurance throughout the process
- Promotion (Ongoing)
  - Identify upcoming projects where current STARs can nominate new STARs

# S: Situation (Identifying the specifics)\*

What Change Management gives	What STARs give	What COMPANY gets (Deliverables)
Work with leaders/stakeholders to identify STAR candidates	Not applicable	<ul style="list-style-type: none"> <li>STAR framework and selection criteria (measures ability for candidate and prior performance markers)</li> <li>Situation briefing document (outlines the ERP solution and requirements for STAR support)</li> </ul>
STAR onboarding	STAR participation in onboarding	<ul style="list-style-type: none"> <li>30-minute onboarding meeting</li> <li>Access to MS Teams STAR hub (holds repository of tools)</li> <li>STAR toolkit (with tools and templates listed below)</li> </ul>
Historical context into the reason for the change (Previous tickets/incidents, process gaps, data issues, etc.)	Historical context into how the area impacted by the project ran previously and unique areas of potential end user resistance	<ul style="list-style-type: none"> <li>Stakeholder analysis document (including digital literacy)</li> <li>Change Journal, or CIA (Previous use, new use, nice to have, additional considerations, and gaps)</li> </ul>
Solutions/recommendations to STAR-identified change impacts	Mitigations to change impacts (communications/learning, etc.)	<ul style="list-style-type: none"> <li>Engagement plan template</li> </ul>
Facilitate conversation between project/engagement leaders and STARs	Drive impacted end user perspective during engagement	<ul style="list-style-type: none"> <li>Stakeholder engagement SOP (prepared by Change Manager [will be updated with continuous improvement findings after each project])</li> </ul>

\*Each step outlined above can be modified for each specific engagement, with consideration for timing and STAR availability



# T: Task (Determine impacts and mitigations)\*

What Change Management gives	What STARs give	What COMPANY gets (Deliverables)
Key decision-making meeting facilitation/invitation	Attendance in key decision making meetings	<ul style="list-style-type: none"> <li>Mitigation strategy documentation</li> <li>Continued use of the Situation phase change journal</li> </ul>
Key messaging development	Key messaging delivery	<ul style="list-style-type: none"> <li>Communications best practices SOP (prepared by Change Manager [will be updated with continuous improvement findings after each project])</li> <li>Engagement kick-off memo (What impacted end users will see/do during the process)</li> </ul>
Provide resources for end user feedback	Collect pertinent feedback from impacted end users	<ul style="list-style-type: none"> <li>End user feedback loop (format will be based on STAR's earlier stakeholder analysis and Change Manager's recommendations)</li> </ul>
Key decision making meeting facilitation/invitation	Attendance in key decision making meetings and escalation of major impacts unaccounted for by the engagement teams	<ul style="list-style-type: none"> <li>Mitigation strategy roadmap (Communications/learning strategy)</li> </ul>

\* As a best practice, Change Management recommends STARs use existing meeting cadences to address mitigations

# A: Action (Execute mitigations)\*

What Change Management gives	What STARs give	What COMPANY gets (Deliverables)
Communication facilitation and quality assurance	Communication delivery (or facilitates for another leader's delivery)	<ul style="list-style-type: none"> <li><b>Example deliverables (included in STAR toolkit):</b> Go-live communication, go-live toolkit, FAQs, meeting briefings, additional stakeholder mobilization, testing notifications, articles, podcasts, SharePoint site, MS Teams HUB, digital signage</li> </ul>
Learning facilitation and quality assurance	Learning delivery (or facilitates for another leader's delivery)	<ul style="list-style-type: none"> <li><b>Example deliverables (included in STAR toolkit):</b> End user training documentation (with attestation capabilities), quick reference guides, videos, SOPs, FAQs, Day-in-the-life content, process flows documents</li> </ul>
Metrics development discussions for the Result(s) phase	Determine metrics for the Result(s) phase	<ul style="list-style-type: none"> <li>Transactional health metrics (for process or system)</li> <li>Performance health metrics (for people/groups/cohorts)</li> </ul>
OPTIONAL: Testing and additional ITSM support	Testing mitigation delivery	<ul style="list-style-type: none"> <li>Testing-specific communications and learning materials (see above)</li> </ul>
OPTIONAL: Cutover support	Cutover mitigation delivery	<ul style="list-style-type: none"> <li>Cutover-specific communications and learning materials (see above)</li> </ul>

\*Understanding STARs may have varying comfort levels in delivering “mitigations,” “quality assurance” is a catch-all term to account for the support Change Management may provide, up to and including drafting the materials for the STAR’s approval/editing

# R: Result(s) (Monitoring and continuous improvement)\*

What Change Management gives	What STARs give	What COMPANY gets (Deliverables)
Suggested metrics based on resources	Confirmed metrics based on resources	<ul style="list-style-type: none"> <li>Metrics dashboard (in program of STAR's choosing [i.e., Excel, SharePoint site, MS Teams, etc.])</li> </ul>
Forum facilitation for end-user engagement	End user engagement facilitations and issue escalation	<ul style="list-style-type: none"> <li>Project/engagement hub for dynamic end user questions, concerns, incidents (anything not needing a service ticket)</li> </ul>
Identification of major issues and post-launch defects to the STAR	Escalation of major issues/defects to the appropriate stakeholder and any necessary follow-up	<ul style="list-style-type: none"> <li>Root cause analysis workshop (Optional)</li> <li>Go-live to Close midway check-in article (Optional)</li> </ul>
Additional mitigation recommendations	Mitigation of major issues and post-launch defects	<ul style="list-style-type: none"> <li>Additional mitigation (Optional)</li> </ul>
Collated feedback into a living document	High-level feedback and results of project	<ul style="list-style-type: none"> <li>Lessons learned (concluding documentation and best practice sharing)**</li> </ul>

\*At the end of the engagement, STARs are given a summary sent to their managers, highlighting their contributions. The STAR is Cc'd and have an accolade they can use for performance review and their resumes

\*\*Change journals from the Situation phase of an engagement can be used for future business cases and technology enhancements along with tickets/incidents



# STAR Program: The value

- At the end of each engagement, STARs can share how they contributed to COMPANY's overall growth goals
- Investment in existing human capital instead of additional tools to maximize cost
- Cohesive transition from **learner** to **trainer** to **doer**
- STAR Program becomes part of COMPANY's culture (it is not an exclusive club, but a practice/business standard people automatically associate with a rollout: *"You're launching a new way of working, then you need to consult a STAR!"*)
- STARs guide the change they want to see, asking what effective use of a new tool, or way of working, looks like for those impacted
- Repeatable results that build upon themselves and transfer problem-solving skills across departments/disciplines
- COMPANY has applicable, best-in-class examples of change management for future STARs
- Everyone at COMPANY is a *STAR!*