

Star Performers: How to Hire, Develop and Keep Them

ABSTRACT

This session is based on the groundbreaking research of Dr. Robert E. Kelley, Carnegie Mellon University professor and author of the best-seller **“HOW TO BE A STAR AT WORK: Nine Breakthrough Strategies You Need to Succeed.”**

Over a seven-year period, Dr. Kelley and his colleagues led nearly 1,000 **knowledge workers** at AT&T’s Bell Labs through a unique development process—with outstanding results. Program participants noted such dramatic improvements in their personal productivity that the program was featured in a Harvard Business Review article, “How Bell Labs Creates Star Performers.” The research story has also been reported in IEEE’s *Spectrum*, and *Fast Company*.

The objectives of the session are to:

1. Understand the definition of star performance and the profile of those who add significant value to their organizations.
2. Identify the specific challenges in finding and developing star performers.
3. Learn appropriate interview techniques to identify high-potential hires.
4. Understand and identify solutions for the retention challenges provided by star performers.

SESSION DESIGN

We use a combination of short lectures, large group facilitation with thought-provoking questions, small group discussions, and various application activities to achieve the objectives. The sessions are highly engaging, supplemented with appropriate audio-visuals, and are facilitated by the best consultants in the business.

Examples of Activities/Discussions

- A. Participants identify skills they are seeking when hiring knowledge workers, and brainstorm questions they can ask to discern skill level. Facilitator provides additional expertise to the discussion.*
- B. Participants practice asking questions in brief mock interviews.*
- C. Facilitator presents common retention challenges among knowledge workers, and participants identify practical and effective tools/techniques they can use to increase retention.*
- D. Participants analyze the breadth and depth of a specific employee’s perspective and identify ways to help that person broaden perspective in areas that are important to the business.*

Participants will walk away from the session with useful questions to ask during the interview process, as well as with practical ideas on how to develop, and ultimately, retain those employees who bring the most value to the business.

SESSION LENGTH/TARGET AUDIENCE

The session can be delivered effectively to meet the above objectives in a 3-hour format.

Managers of technical staff (knowledge workers), and human resources staff who support technical staff, would benefit from the presentation.