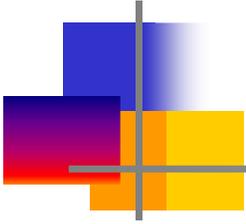


Highly Successful Teams, Inspired Leadership, and Improved Personal Productivity

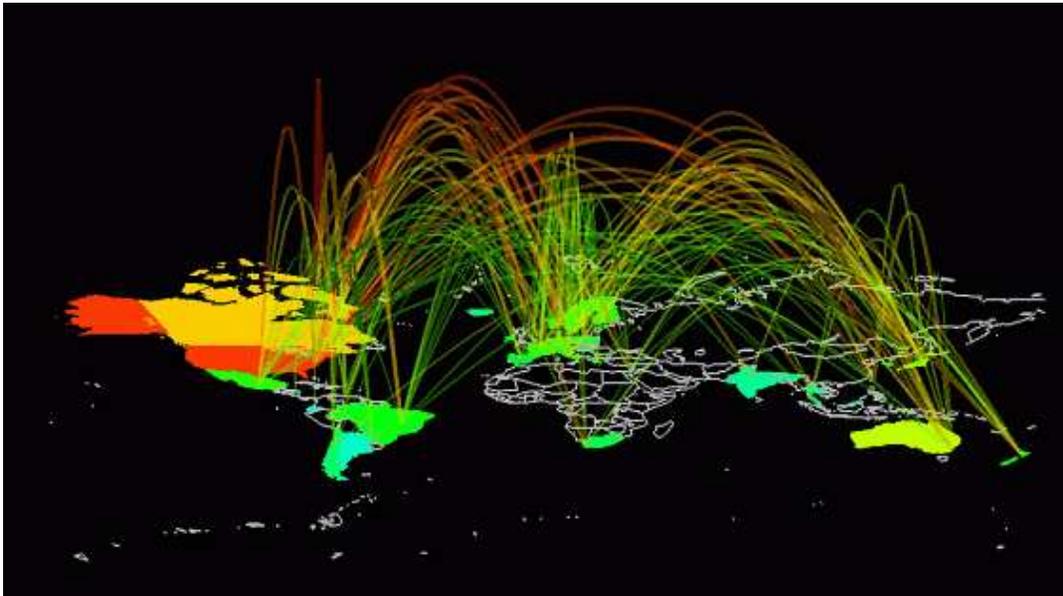
George M. White

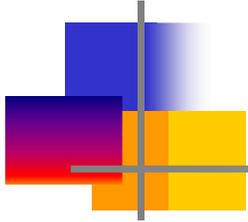
3 April 2003

Personal Improvement: *How to be a Star at Work*



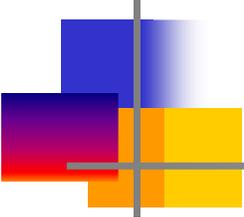
- Bell Labs
 - Where the study started...





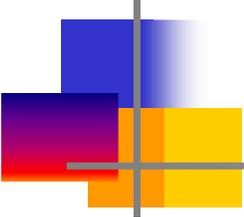
Bell Labs – 10X employees

- Hired the best and brightest from the most prestigious universities
- Only a few lived up to their apparent potential for brilliance
- Most developed into solid performers of mostly average productivity
- Star performers outproduced and outperformed their peers by a wide margin



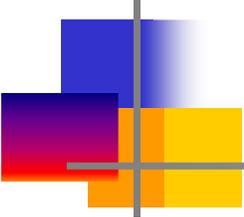
Key Questions

- What separates the star from the average performer?
- Are star qualities innate, or can they be learned?
- Could a program be designed to turn average performers to stars?



Dogs that didn't Bark!

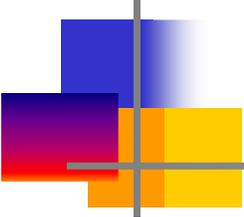
- Star performers are smarter than average performers (have higher IQs, are better problem solvers, or are more creative)
- Star performers are more driven and ambitious than others
- Star performers have more leadership skills than others
- Clean desk people are more likely to be star performers than messy desk people
- Detailed time management and organizational systems are keys to high productivity
- Star performers work longer hours and harder than average performers
- Star performers are successful primarily because they play organizational politics



Study of Productivity

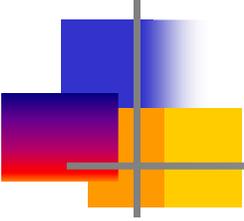
- Original research
 - Bell Laboratories
 - 3M
 - Hewlett Packard
- Follow-on research
 - Analog Devices
 - Fore Systems
 - Air Touch
 - Shell Oil
 - Kimberly Clark

Robert E Kelley
Carnegie Mellon University



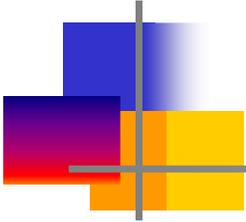
Measuring Star Quality

- 45 factors organized into four main categories
 - Cognitive factors
 - IQ, logic, reasoning and creativity
 - Personality factors
 - self confidence, ambition, courage, personal control of destiny
 - Social factors
 - interpersonal skills and leadership
 - Work & organization factors
 - worker's relationship with boss, job satisfaction, and attitudes towards pay and other rewards



Measuring Star Quality

- Surveys, case histories, interviews with employees and hiring managers
- Biographical information and personnel material



Key Findings

- Data showed no appreciable differences between stars and non-stars
 - cognitive, personal, psychological, social, work or organizational
- Most engineers come to the workplace with more than enough potential to be Stars
- Taking initiative and networking are the two most important success factors.