

# COURSE THREE: MAKING THE TRANSITION

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## BY THE END OF THIS COURSE, YOU WILL:

- Analyze where your chapter is in adopting The Road: The Journey to Excellence.
- Using the STARS model, you will identify the situation that best describes your chapter/colony.
- Identify challenges and opportunities based on your STARS situation.

## STEPS:

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### 1. REFLECT AND RESPOND

Take a few minutes to think about your role with change and the current state of your chapter.

BEGIN HERE

### 2. READ

Spend a few minutes reading about the STARS Model adopted from *The First 90 Days* by Michael Watkins.

READ NOW

### 3. REFLECT

Complete the Reflection Questions in this packet.

RESPOND NOW

## REFLECT AND RESPOND:

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Over the last two weeks you were expected to meet with several people to learn more about your chapter's experience with The Road: The Journey to Excellence. This course will focus on leadership strategy and what approach you should take to maximize your success. Before you get started, take a minute and answer the following questions.

RESPOND NOW

## READ:

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In the previous course, we shared an excerpt from the book *The First 90 Days* by Michael Watkins. The book focuses on the business sector and strategies for new leaders to get up to speed faster and smarter. In the book he says, "Leaders in transition usually rely on the skills and strategies that worked for them in the past; after all, their previous successes are what propelled them to the new opportunity. That's a mistake. Executives in transition must gain a deep understanding of the situation at hand and adapt to that reality."

Watkins developed the STARS Model - a framework for assessing business situations and helping new leaders figure out how to tailor their strategies (and themselves) accordingly. To help you develop a strategy, we have adopted the model to Delta Tau Delta and here is what our "STARS" acronym is - Start Up, Turnaround, Accelerated Growth, Realignment, and Sustaining Success.

Start Up - Colonies or groups that have been established within the last four years and are assembling the capabilities for achieving sustainable success.

Turnaround - Colonies or chapters that are focused on improvement, saving the chapter, and acknowledge serious change is necessary.

Accelerated Growth - Chapters that are thriving in size (typically growth of more than 15% year and trying to provide a beneficial and meaningful experience).

Realignment - Reenergizing a previously successful chapter that now faces problems.

Sustaining Success - Chapters with a strong record of higher performance and accomplishments on the national and campus level.

## WHAT'S YOUR SITUATION:

		FEATURES	CHALLENGES	OPPORTUNITIES
S	Start-Up	Colonies or groups that have been established within the last four years and are assembling the capabilities for achieving sustainable success.	<ol style="list-style-type: none"> <li>1. Building the strategy, structures, and systems from scratch without a clear framework, boundaries, or prior experience to draw on.</li> <li>2. Recruiting high-quality members.</li> <li>3. Recruiting and welding together a high-performing team.</li> <li>4. Making do with limited resources.</li> </ol>	<ol style="list-style-type: none"> <li>1. You can do things right from the beginning.</li> <li>2. People are energized by possibilities.</li> <li>3. There are no rigid preconceptions.</li> </ol>
T	Turnaround	Colonies or chapters that are focused on improvement, saving the chapter, and acknowledging serious change is necessary.	<ol style="list-style-type: none"> <li>1. Reenergizing demoralized members and other stakeholders (e.g., student life staff, advisors, etc).</li> <li>2. Making effective decisions under time pressure.</li> <li>3. Making necessary, though painful decisions, around membership and/or finances.</li> </ol>	<ol style="list-style-type: none"> <li>1. Everyone recognizes that change is necessary.</li> <li>2. A little success goes a long way.</li> </ol>
A	Accelerated Growth	Chapters that are thriving in size (typically growth of more than 15% year/year) and trying to provide a beneficial and meaningful experience.	<ol style="list-style-type: none"> <li>1. Putting in place structures and systems to permit scaling.</li> <li>2. Integrating many new members into the brotherhood.</li> </ol>	<ol style="list-style-type: none"> <li>1. The potential for growth helps motivate people.</li> <li>2. People will be inclined to stretch themselves.</li> </ol>

R	Realignment	Reenergizing a previously successful chapter that now faces problems.	<ol style="list-style-type: none"> <li>1. Convincing members that change is necessary.</li> <li>2. Carefully reconstructing the executive and administrative board and refocusing the organization.</li> </ol>	<ol style="list-style-type: none"> <li>1. The chapter has pockets of strength which can be leveraged.</li> <li>2. People want to see themselves as successful.</li> </ol>
S	Sustaining Success	Chapters with a strong record of higher performance and accomplishments on the national and campus level.	<ol style="list-style-type: none"> <li>1. Living in the shadow of former leaders.</li> <li>2. Playing good defense before embarking on too many new initiatives.</li> <li>3. Finding ways to take the chapter to the next level.</li> </ol>	<ol style="list-style-type: none"> <li>1. A strong team may already be in place.</li> <li>2. People are motivated by their history of success.</li> <li>3. A foundation for continued success may be in place.</li> </ol>

## REFLECT:

When you feel confident with your level of knowledge about the STARS Model, take a few minutes to complete this course with the reflection questions.

RESPOND NOW



THE JOURNEY AHEAD IS  
**YOURS FOR  
THE TAKING**

