

# The STARS Model

Your ability to correctly diagnose and assess the problem you are trying to solve is critical to your success. Here are some examples of defining the problem, common turnarounds, and what you need to obtain success. Use this as a guide and create your own.

		START UP	TURNAROUND	ACCELERATED GROWTH	REALIGNMENT	SUSTAINING SUCCESS
PROBLEM		Assembling the capabilities to get a new business off the ground.	Saving a business or initiative widely acknowledged to be in serious trouble.	Managing a rapidly expanding business.	Re-energizing a previously successful organization that now faces problems.	Preserving the vitality of a successful organization and taking it to the next level.
		Building the strategy, structures, and systems from scratch.	Re-energizing demoralized employees and other stakeholders.	Putting in place structures and systems to permit scaling.	Convincing employees that change is necessary.	Living in the shadow of the former leader and managing team he or she created.
CHALLENGING		Recruiting and building a high performing team.	Making effective decisions under time pressure.	Integrating many new employees.	Carefully restructuring the top team and refocusing the organization.	Playing good defense before embarking on too many too initiatives.
		Making do with limited resources.	Going deep enough with painful cuts and difficult personnel choices.	The potential growth helps to motivate people.	The organization has significant pockets of strength.	Finding ways to take the business to the next level.
OPPORTUNITIES		Energize people by the possibilities.	Everyone recognizes that change is necessary.	People will be inclined to stretch themselves and those who work for them.	People want to continue to see themselves as successful.	A strong team may already be in place.
		Having no rigid preconceptions.	A little success goes a long way.			People are motivated to continue their history of success.

Source: Watkins, M. (2003). The first 90 days. Harvard Business Review Press.