notion

STAR®
MANAGER

CASE STUDIES
& RESEARCH

Operational Coaching® supports Virgin Atlantic to become the world's 'Most Loved' travel company

Virgin Atlantic empowers their leaders and teams to take on the world. They've partnered with Notion to create a coaching culture and develop communication skills by adopting an enquiry-led approach to support their teams to be at their best.

Using Operational Coaching® every day, their teams are applying new skills to help them deliver their ambition to become the 'Most Loved' travel company and sustainably profitable.

virgin atlantic

Results So Far:

115 participants have completed the STAR® Coach programme, to date with new learners joining every month. This date shows the measurable impact already being achieved.

- A **significant** increase in the time leaders spend coaching in the flow of work **+129%**
- A **29%** increase in management capability
- RoI already **exceeding £13m**
- 570+ individual examples of impact captured *ranging from improvements in engagement, productivity, inclusivity and collaboration within their workspaces, better relationships, process impovements and many others.*

+129% Coaching

Doing -47%

+29% **Management Capability Improvement**

Successes Captured To Date
570

ROI Captured To Date
$13m

In the words of managers on the programme:

"STAR® has transformed my approach to leadership...I ask better questions, listen actively, and guide my team toward their own solutions."
Paul Deeks
Certifying Engineer

"I'm far more confident."
Sasha Martin
Customer Service Supervisor

"I've been promoted."
Julian Botha
Crew Performance Manager

"I'm a much better leader and my team's productivity is increasing."
Federico Maccari
Manager in Revenue Management

"STAR® has given me more time back. Do it, it's fun!"
Jonathan Clayton
Team Leader

"Colleagues are solving their own issues rather than coming to me."
David Simpson
Area Manager

Read the full case study: STARmanager.global/Virgin-Atlantic-Case-Study

OPERATIONAL COACHING® IMPROVES MANAGEMENT EFFECTIVENESS AT UNIVERSITY OF WARWICK

As part of their 2030 people strategy, University of Warwick, one of Europe's top 20 universities, is rolling out the scientifically proven STAR® Manager programme to all 2,500 leaders and managers across the University to embed an Operational Coaching® style of management.
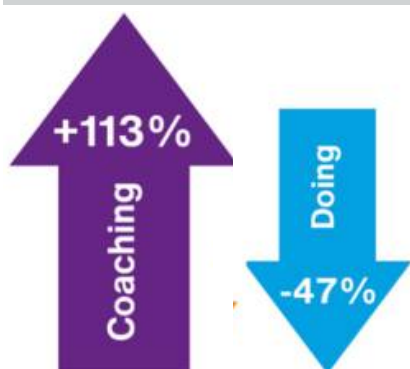
The programme has been deployed across 588 and managers to date, and within the first year, it has already delivered a 19 x return on investment (RoI) – a figure that continues to grow weekly.

UNIVERSITY OF WARWICK

Results So Far

% change recorded in the Domains of Leadership

+113% Coaching
-47% Doing

100% of managers are recording benefits

Total Number of Success Captured to Date	Total ROI Captured to Date
1110	**$12.2m**

+20%

Management Capability Improvement

Anna Chapman, Head of Leadership Development at University of Warwick, said:
"STAR® Manager is allowing us to take a transformational, scalable approach to management development, empowering our leaders to collaborate with their teams.
It recognises the power of coaching and will enable us to embed coaching behaviours across managers and leaders at all levels to underpin an Operational Coaching® style of management.

Following a successful pilot, we've seen our managers develop the confidence and ability to encourage performance improvement in their direct reports, provide constructive feedback, hold challenging conversations with positive outcomes, listen effectively and reclaim time to spend or more impactful activities – all by learning to incorporate coaching-related behaviours into their day-to-day management style."

The programme is also achieving external recognition

staff development forum
SDF Awards 2024 'Developing Excellent Practice Award'
The University of Warwick – Operational Coaching® Skills for Managers
Silver Award

UHR
UHR Awards 2025
We have been SHORTLISTED for a UHR Award for Excellence in HR
SHORTLIST

100% of completed learners now use an 'enquiry-led' approach (the STAR® Model) as part of their typical management style

Read the full case study: www.STARmanager.global/UoW-Case-Study

If you could transform the performance of <u>all</u> of your managers in the next 6 months, what benefits would that generate for your organisation?

BACKGROUND

After over a decade of working with organisations across all sectors, Notion's Operational Coaching® approach came to the attention of the UK Government as a potential *"advancement in the science and practice of management"* that could "positively affect productivity".

In an open competition, Notion was awarded Innovate UK funding by the Department for Business, Energy and Industrial Strategy (BEIS) for an extended academic research project to assess the measurable impact of their award-winning, blended management development programme STAR® Manager.

DELIVERED BY: **EVALUATED BY:**   **SPONSORED BY:**

notion   LSE THE LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE   Department for Business, Energy & Industrial Strategy   UKRI Innovate UK

The groundbreaking trial included 62 organisations across 14 sectors, and the results were independently analysed and evaluated by the London School of Economics.

THE PRIMARY OUTCOME

The number of participating managers made this a statistically significant academic study.

The **primary outcome** was the proportion of time during the average working day that managers spend 'coaching' others versus the time spent 'leading', 'managing' or 'doing' work. Managers were asked to report how much time they spent in each of these domains at the start and at the end of the 6-month study.

By the end of the study period, the primary outcome showed a **statistically significant difference** between the managers who had been on the STAR® programme and those in the control group who had not had access to it. **Managers using STAR® were now spending 70% more time coaching** and also spending some **more time leading too**. The impact of this shift had other positive benefits for the organisations involved (detailed over the page).

By contrast managers without access to STAR®, **decreased** the amount of time coaching by 14% and faced with the COVID-19 crisis, their default response was simply to 'do' more.
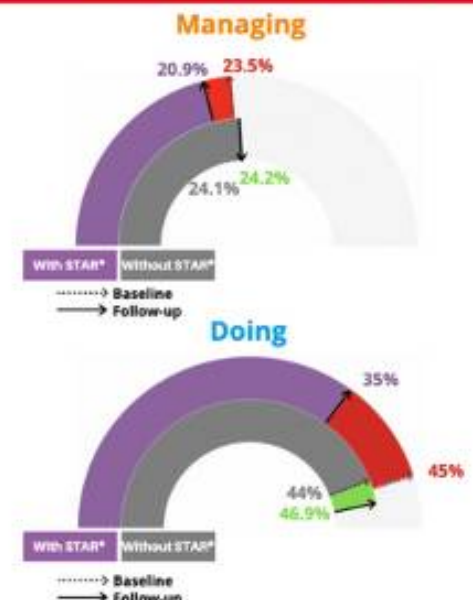
© notion limited

STAR®

RESULT — Agree next steps, Outcome, Way forward
STOP — Stop, Step back, check or change State
Result
Stop
Think
Ask
THINK — Is this a coachable moment?
ASK — Powerful questions & Actively listen

Managers on the STAR® programme increased their time spent coaching by **70%**

Coaching
24.3%
14.4%
14.7%
12.6%
With STAR®   Without STAR®
----> Baseline
——> Follow-up

Leading
19.7%
17.2%
17.2%
16.2%
With STAR®   Without STAR®
----> Baseline
——> Follow-up

...and spent less time 'managing' and 'doing'

Managing
20.9%   **23.5%**
24.1%   24.2%
With STAR®   Without STAR®
----> Baseline
——> Follow-up

Doing
35%
44%
46.9%
45%
With STAR®   Without STAR®
----> Baseline
——> Follow-up

ADDITIONAL OUTCOMES

A total of 35 variables for managers and 14 variables for organisations were analysed. The study identified positive trends in several other important, productivity-related outcomes at the 6-month follow-up point for managers and organisations who had had access to STAR® compared with the non-participating managers and organisations (the 'Control Group'), including:

- Higher increase in Gross Asset Value
- Increased skill levels in **all 9 mangement competencies**
- Increased levels of recruitment
- **Improved staff retention**
- **74 x learner ROI**

Managers on the STAR® programme also documented in their *Success Trackers* **£19 million of potential benefits**. This equates to an **average of 74 x ROI** per participating manager including fully built up costs.

Despite the pandemic, 63% of managers continued their STAR® Manager journey beyond the formal closure of the 'study measurement window'. This is testament not only to the value they were deriving from the programme, but also to the capability of the interactive virtual programme itself to stimulate learner engagement and momentum.

> 66 *STAR® has enabled our managers to promote a* ***growth mindset*** *- ask more powerful questions and focus on coaching rather than just managing. This has given them* ***more time*** *to think strategically, drive process improvements, deliver projects and lay the foundations of our continued growth and evolution.* 99
>
> HR Manager at Amino Technologies

IN SUMMARY

The study found that when leaders and managers use the STAR® model to help them adopt an Operational Coaching® style of management they begin to 'tune in' to the opportunities around them more often and are then able to ask better and more insightful questions of themselves and others. This in turn contributes to a change in organisational culture which invites curiosity, debate and new dialogue, stimulating a response to ongoing change that is altogether more proactive and which can lead **to increases in employee engagement, productivity, innovation, collaboration, performance and organisational growth** .

Higher Increase in Gross Asset Value

With STAR® +66%
Without STAR® +25%

Increased skills in all 9 management competencies

Including interesting trends in 3 of the key skills for Operational Coaching®

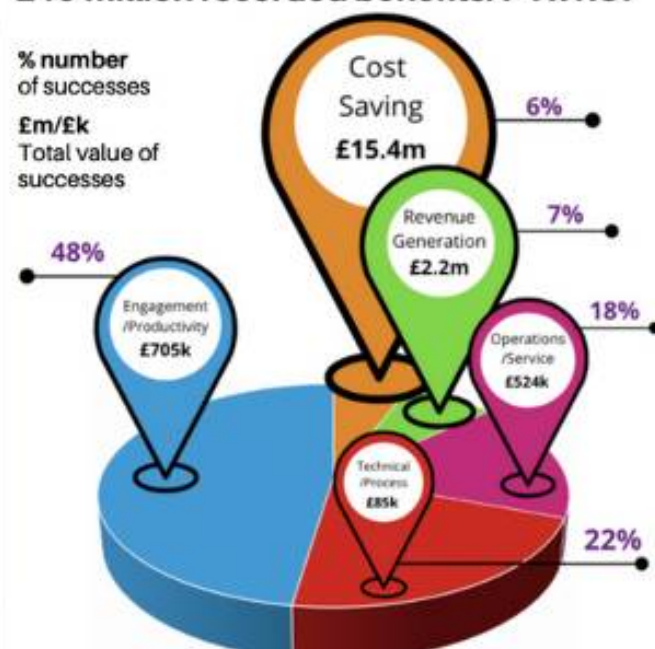|	With STAR®	Without STAR®
Excellent Listening Skills	↑	↔
Powerful Communication Skills	↑	↓
Handling Challenging Conversations and Feedback	↑	↔

Increased levels of recruitment

+ 9%
0%
- 3%

Improved staff retention

0%
- 7%
- 32%

With STAR®   Without STAR®
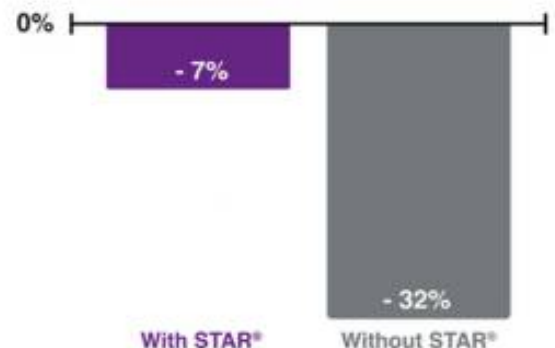
£19 million recorded benefits: 74 x ROI

% number of successes

£m/£k Total value of successes

Cost Saving £15.4m — 6%

Revenue Generation £2.2m — 7%

Operations /Service £524k — 18%

48% — Engagement /Productivity £705k

Technical /Process £85k

22%

STARmanager.global/DBT
or scan the QR code

Book Informal Meeting

Schedule a meeting with Notion at a time to suit you.

Schedule Meeting

Video Access to Scientifically Proven Approach to Increasing Productivity

Access to a **short video walkthrough** and **2-page summary PDF** of the published academic study evaluated by the London School of Economics for the UK Government, showing **how Operational Coaching®** can drive productivity at scale.

Watch the Video

LSE The London School of Economics and Political Science

Department for Business, Energy & Industrial Strategy

The Answer is a Question: The Missing Superpower that Changes *Everything* and Will Transform Your Impact as a Manager and Leader

THE ANSWER IS A QUESTION

Buy the No.1 bestseller The Answer is a Question, and learn more about the academic study into Operational Coaching® and the STAR® Model.

Buy the Book

notion

Notion is a multi-award winning management performance consultancy. We're on a mission to unleash the potential of everyone by helping every workplace to have an EPIC® (Engaging, Productive, Inclusive, Collaborate) coaching culture built by certified STAR® managers.

Established in 2000 we've had the privilege of working with managers and leaders in over 40 countries and with leading organisations from every sector, including:

Notion are the creators of the STAR® Model and Operational Coaching®

The STAR® Manager programme has been proven to transform managers' performance in as little as 6-months in a major academic study across 62 organisations in 14 sectors. The study was evaluated by LSE on behalf of the UK Government *

LSE THE LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE ■

Department for Business, Energy & Industrial Strategy

* A video explainer and 2 page pdf of the study outcomes can be watched/downloaded from this link:
https://starmanager.global/lse-uk-government-notion-summary-video-and-case-study/

For case studies and client testimonials visit: https://starmanager.global/successes-2/

AS SEEN IN   BBC   Harvard Business Review   Forbes   FAST COMPANY   THE TIMES   HRD   The Telegraph   Newsweek

Notion
12 Hamilton Terrace
Leamington Spa
CV32 4LY, UK

+ 44 (0)1926 889885
+ 1 833 826 5527

hello@STARmanager.global

STARManager.global

notion-STARmanager