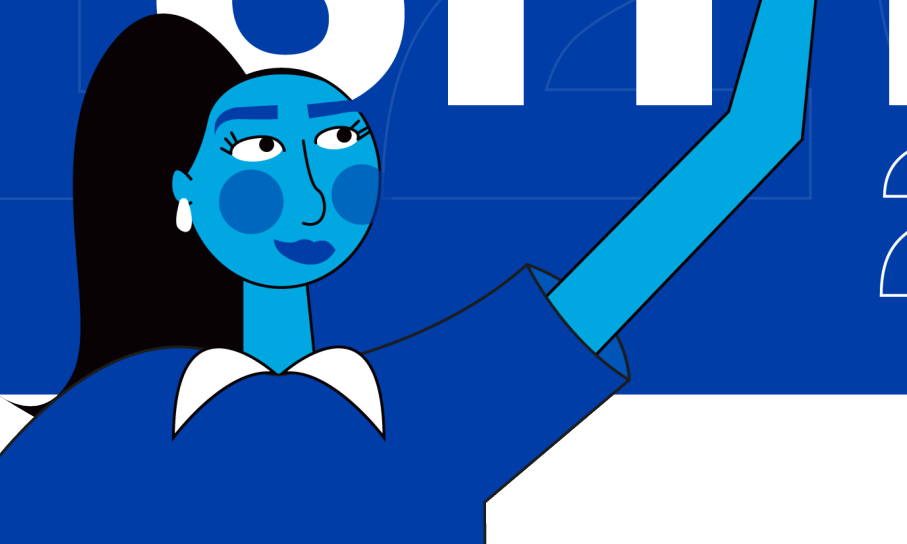


SHINE



SHINE

2023



OUR MISSION

INSPIRE THE

EXCEPTIONAL

DEFEAT THE BAD

AND THE BORING

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Star values

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Working within the Shine framework

What benefits will this bring?





HELLO



This is a framework to help us understand what we expect of each other and to encourage open performance conversations.

We love having a flat structure with no hierarchy but it is more important than ever that we all:

Know and understand our values

Do great work in our teams at a consistent level

Ensure we are helping everyone to reach their full potential



WHAT IT IS

A tool kit you can use to help you

A framework that can be flexed to suit the needs of different people and their managers

A way of setting the right behaviours

Outlines what we expect of our people and reinforces our values

WHAT IT ISN'T

A technical guide

A replacement for coaching and on the job training

A cure for poor ATD

A one-size-fits-all approach

Linked to your remuneration



IT'S NOT TOP DOWN

We see personal development at the7stars as a 2-way street. We want our people to be proactive and take responsibility for their development.

We will meet that proactivity head on, by facilitating and supporting our people to develop careers that are rewarding, motivating and beneficial for both themselves and the agency.





EVERYTHING WE DO IS ANCHORED TO OUR VALUES

Doing the right thing is a foundational principle of the7stars. It has been since day 1.

It's core to how we behave with our people, our partners, and our clients.

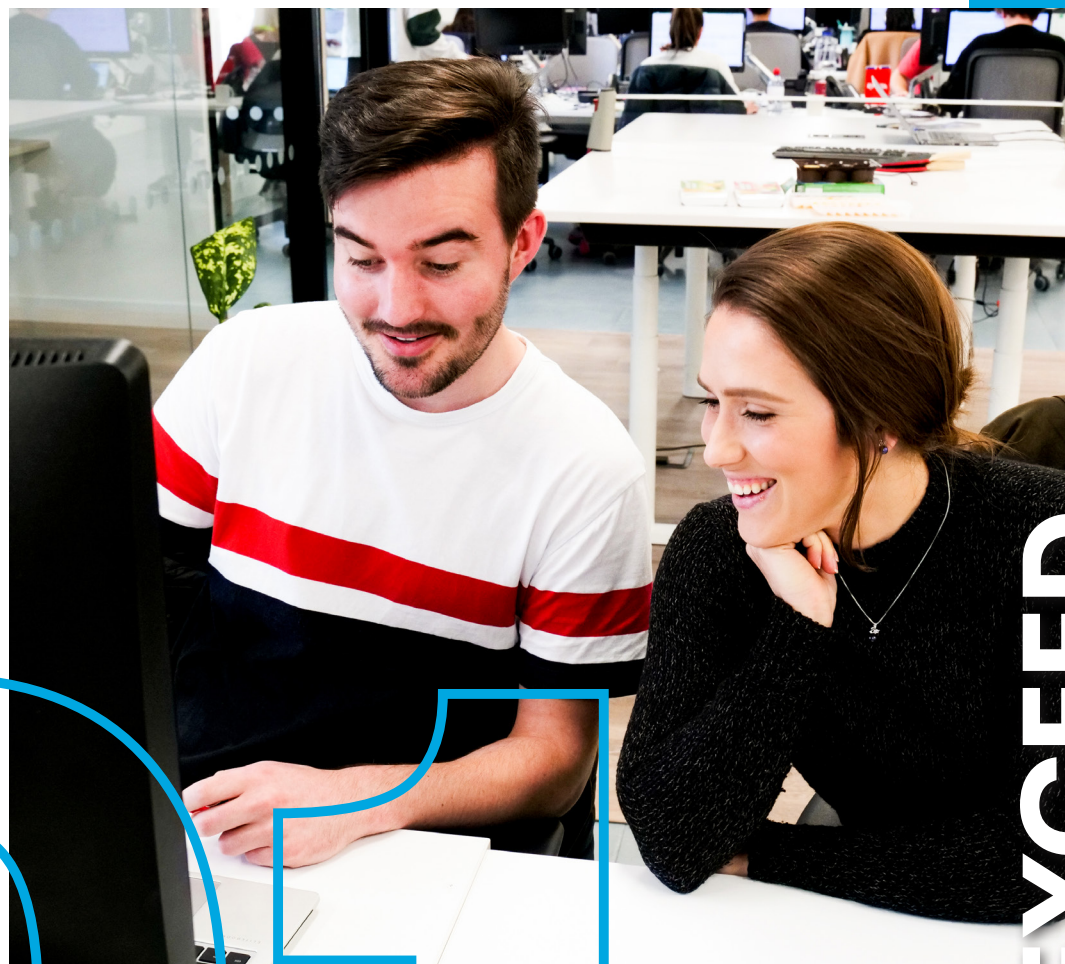
We demonstrate this in how we trade with transparency, plan with neutrality and the profit we give back to the7stars foundation.





SHINE VALUES





EXCEED EXPECTATIONS

DO YOU...

Deliver to client briefs and objectives – challenging them and getting them to do new and different things?

Go the extra mile to help your clients reach their objectives?

Play a role in a Leadership Team?

OR HAVE YOU...

Got poor SLA scores or client complaints?

Failed to hit client deadlines?

Done the same thing month on month without challenging the status quo?

QUESTIONS FOR YOU TO ASK...

When have I done this?

Any examples?

What have I personally contributed outside of my day job, asking – what can I do to help?

Have there been instances or occasions where I felt I could have done more but weren't able to? Why?

What have I done to provide the space and opportunity for this individual to live this value?

QUESTIONS FOR YOUR MANAGER TO ASK...

When have I witnessed this person doing something great?

Have I fed back on this?

Have I not only fed back, but rewarded and thanked brilliant performance?

What examples can I give of times when they have demonstrated this attitude or when they have not?

What Leadership Team work has this individual demonstrated - have I asked the Lead for feedback?



CLIENTS COME FIRST

DO YOU...

Build long-lasting relationships with your clients?

Have a can-do attitude even when a brief is a tough one?

Deliver thought leadership, challenge briefs and think ahead?

Think about wider agency initiatives and how they might help drive your client's business forward?

Look to find creative ideas and solutions for meeting your client's objectives?

Have built a relationship with your client outside the day to day? For example; what's their dog's name, favourite football team...

OR HAVE YOU...

Showed carelessness and lack of ATD in client work?

Just focused on doing what's always been done?

Prioritised the wrong thing, like a media jolly?

QUESTIONS FOR YOU TO ASK...

What do my clients say about my overall contribution to their business?

When have I excelled at putting my clients first? Any examples?

What was the last thing I did that added real value to my client's business?

Have I shared my ideas for client service with others in my team/ other teams?

QUESTIONS FOR YOUR MANAGER TO ASK...

Is this a relative strength for this individual?

How can I help this person to get even better at servicing clients?

What client feedback can I directly attribute to their output?

What lessons can be learned from to help further improve client servicing?

How can we work together to export great practice to the rest of the agency?

Are we able to write up a pithy case study, could it be entered for an Orbit award?

Have they demonstrated an understanding of the7stars products and how they will elevate our media planning/ buying for our clients?



PEOPLE ABOVE PROCESS

DO YOU...

Take an active part in shaping your training and learning plan?

Speak up in the company meeting and play an active role in Values Weeks?

Recruit and manage people in a positive way?

Regularly attend conferences, webinars, media owner presentations and talks to ensure that you are always learning?

Take the time to understand the intricacies of other team members' roles so you can adapt your working ways?

OR HAVE YOU...

Ever put 'me' before team?

Not spent enough time coaching your team?

Not fulfilled your potential?



QUESTIONS FOR YOU TO ASK...

What training have I been on recently?

What did I learn?

What did I take into my day-to-day way of working?

How am I using this learning to input into client work and output?

Am I sharing this with my team in coaching conversations?

What training would I love to go on and why?

QUESTIONS FOR YOUR MANAGER TO ASK...

Does this individual jump on opportunities and make big ideas happen?

Does this person find new and different ways to add value to the agency?

Are they a fast thinker, adaptive to change?

Do they work with Supernova and 13 Minutes to help bring solutions to clients that meet their needs?

DO YOU...

Come up with brilliant ideas and ways of working that clients love?

Provide the highest level of service to clients that's right first time every time?

Learn and adopt new tech and find smarter ways of working?

Pick up the phone to get quick solutions with clients and media owners?

OR HAVE YOU...

Witnessed clients chasing for work?

Started to miss deadlines?

Showed occasional lack of proactivity?

Not been as proactive as you should have been?

QUESTIONS FOR YOU TO ASK...

What was an occasion where I have leaned into new technologies to elevate client work?

What was the big idea that I made happen super quickly to take advantage of something tactically?

What ways have I used data, insight and strategy to make my campaigns more effective?

QUESTIONS FOR YOUR MANAGER TO ASK...

Do you jump on opportunities and make big ideas happen?

Do you find new and different ways to add value?

Do you work well across teams to integrate thinking across the agency?

Are you a fast-thinker who adapts to change well?

THINK SMART ACT FAST





BE AN ENTREPRENEUR

DO YOU...

Make sure that the business is getting the most out of you?

Feel like you are always growing and getting better?

Hate complacency and churning out the same work again and again?

Always have an eye out for the next big thing?

Understand how the7stars makes money and what part of your role contributes to this?

Look out for last minute deals, proactively putting things forward for client?



OR HAVE YOU...

Showed a lack of enthusiasm for new biz or new initiatives?

Showed complacency with your work?

QUESTIONS FOR YOU TO ASK...

What skills do I have that I would like to deploy but aren't given the opportunity to?

What are my real stretch goals and how am I achieving them?

Have I got examples of times that demonstrate the work I do is adding value to the business?

Have I challenged every media buy, getting the very best value for my clients?

QUESTIONS FOR YOUR MANAGER TO ASK...

Do they work well in an entrepreneurial environment, or do they struggle without rules?

Do they enjoy and benefit from the freedom to develop themselves?

Do they help to shape the future of the7stars?

RESPECT EACH OTHER AND HAVE FUN

DO YOU...

Always take a share of team workload?

Go out of your way to share information and learnings with clients and the team?

Share your skills – so the team around you can become more skilled at the things you are brilliant at?

OR HAVE YOU...

Sometimes been dismissive to colleagues?

Failed to fist-bump the reception team?

Not helped onboard new people, or not attend company events?

QUESTIONS FOR YOU TO ASK...

Am I a team player that doesn't leave anyone behind?

Do I ensure that learnings and outcomes are being shared with the wider teams and clients?

How do I help to coach the team by sharing my skills with my team mates?

QUESTIONS FOR YOUR MANAGER TO ASK...

Do they help the rest of the team?

Are you making sure everyone is OK before you leave the office?

Are you great at working as a team or do you work in a silo?

What skills do you have that you can help train the team on?



DO THE RIGHT THING

DO YOU...

Challenge people who use language that is intimidating or could be seen as a micro aggression?

Believe that it's all our responsibility to create an environment that is warm and welcoming for all?

Know the importance of supporting those less fortunate than ourselves - both in the local and global communities?

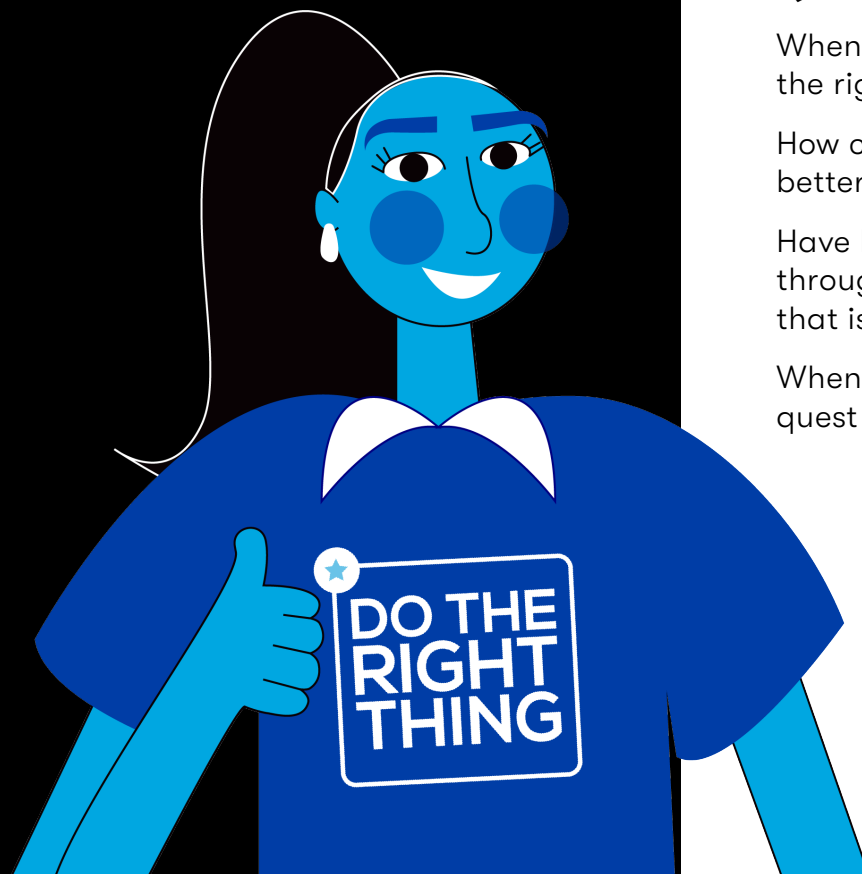
Help to support the Foundation and its ambition to improve the lives of young people in the UK?

Care for the environment by making sustainable choices where possible?

OR HAVE YOU...

Turned a blind eye to something that you know doesn't seem right?

Not considered how both the7stars and its clients can help to do good for the planet?



QUESTIONS FOR YOU TO ASK...

When have I lived up to the challenge of do the right thing?

How could I have welcomed a new starter better, making them feel that they belong?

Have I contributed to giving back, either through the Foundation or to another cause that is close to my heart?

When have I supported the DoGooders in our quest to make us a more sustainable agency?

QUESTIONS FOR YOUR MANAGER TO ASK...

Does this person use the right tools to help ensure our clients' plans and strategies are doing the right thing? (Carbon Calculator on plans or using the Anti-racism charter when exploring media owners)

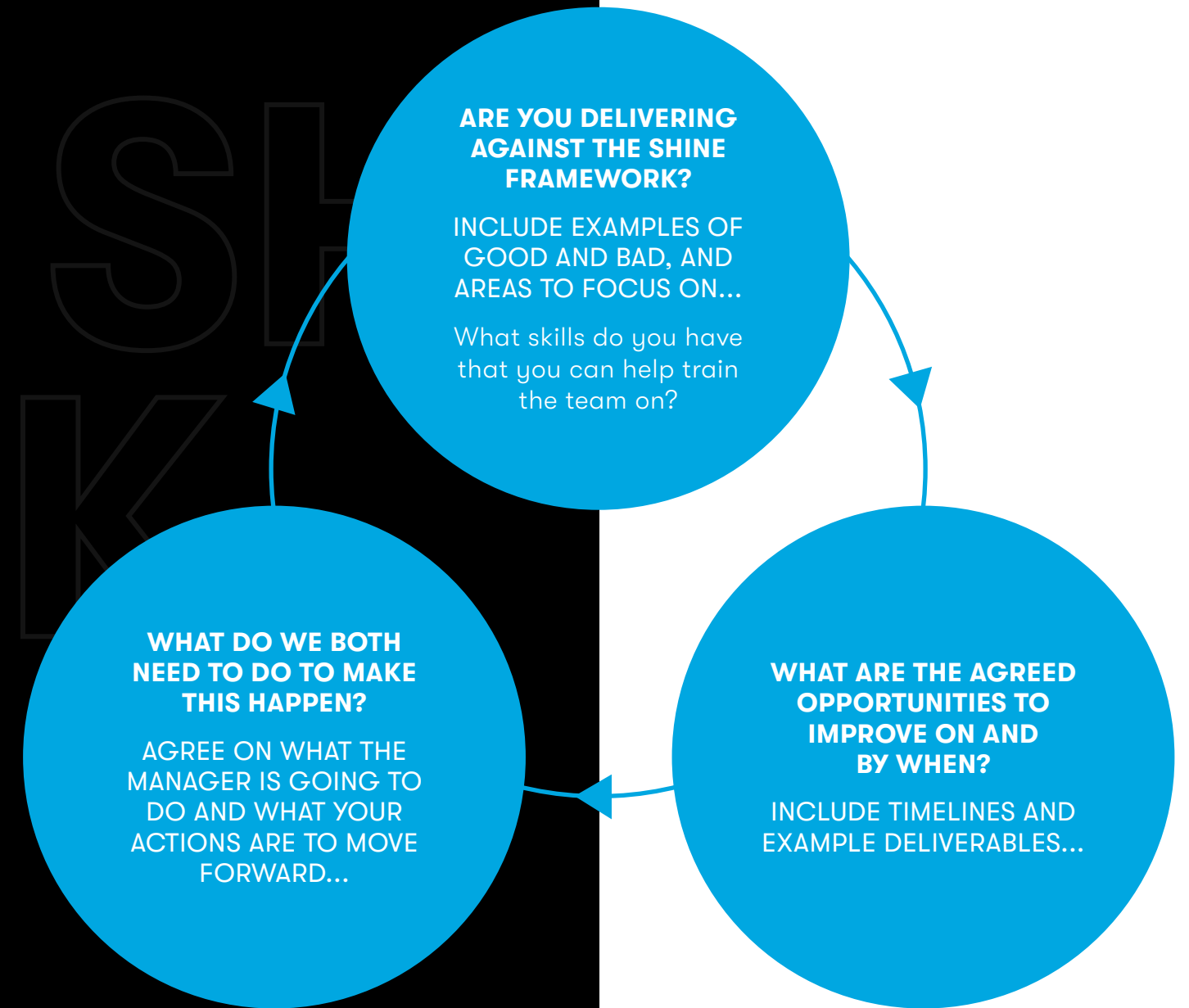
Have I witnessed this person being a strong ally to another member of the agency or agency community?

Do I believe that this person has challenged themselves to create standout work driven by transparency and neutrality?

Have I observed positive behaviours and fed back in a timely fashion?

Is this person part of any Leadership Teams that have supported this value?

WORKING WITHIN THE SHINE FRAMEWORK



LET'S TALK ABOUT IT!

GUIDELINES FOR CAREER CONVERSATIONS

Having regular conversations with your manager can be a valuable way of checking in on your workload and wellbeing (asking for any extra support if needed), as well as having more focused conversations around your personal development and how you are performing in your role.

We've set out some guidelines to help with these conversations alongside the suggested questions related to our values already set out in this booklet.



TOP TIPS!

- Pay attention to the whole message
- Provide feedback and clarify points
- Block out distractions
- Know your objectives
- Make eye contact
- Clear communication
- Listen, then respond in the moment
- Have personal goals, aspirations & ambitions
- Don't interrupt
- Be planned, organised & prepared
- Show them you are listening
- Live the Shine values

1:1'S AND CHECK IN'S

HOW OFTEN: Weekly

Weekly 1:1's with your manager can be used to discuss any work-related queries and updates. You can also use this time to discuss how you are doing, check in on your wellbeing and give / receive any feedback from the week previously / ahead.

QUESTIONS FOR YOU TO ASK:

How am I feeling?

How was the last week?

What are my priorities this week?

Do I have everything I need to complete this week's tasks?

Is my workload manageable?

Is there a task / situation I have completed recently that I'd like feedback on

Is there anything coming up that I would like advice on?

Do I have any feedback for my manager?

QUESTIONS FOR MANAGERS TO ASK:

Is there anything specific you would like to talk about today?

How has the past week gone?

How are you doing against your objectives / tasks?

Do you need any more support from me?

Is there anything blocking you from completing a task?

How are you managing your time?

How are you progressing against deadlines?



PERSONAL DEVELOPMENT CONVERSATIONS

HOW OFTEN: Monthly

Development conversations can be useful to better understand what your career path looks like and what you need to focus on to reach your goals. Understanding where your passions and motivations lie can support you to grow in your career. It is also a good opportunity to share feedback.

QUESTIONS FOR YOU TO ASK:

What feedback have I had recently, how can I use this to develop further?

What are my personal values? Am I living these regularly?

What part of the job do I enjoy the most? What's inspiring, motivating and gives me energy?

What part of the job do I find most challenging? What drains my energy?

What would I like to focus on?

What skills do I want / need to develop?

Do I understand the opportunities available to me at the7stars?

What does my career path look like?

Is there any training I can attend to support with my development?

Are there any projects I can get involved in to gain some more exposure and experience?

QUESTIONS FOR MANAGERS TO ASK:

What are you passionate about?

What are your values / what do you care about? How can you bring this into your role at the7stars?

What is your career priority right now?

Where do you see your career going in the future?

Is there anything you need from me to support you getting to where you want to be?

Is there any training you would find beneficial?

What are your areas of focus over the next month (and beyond)?

PERFORMANCE CONVERSATIONS

HOW OFTEN: Annually / Bi-Annually

Understanding how you have been performing over the last 6 -12 months is a great opportunity to celebrate your successes as well as highlighting potential development areas. It is helpful to think back over the last 6 – 12 months and identify any themes to discuss and provide feedback on.

QUESTIONS FOR YOU TO ASK...

Do I understand what is expected of me?

Am I regularly living the7stars values? Do I have examples?

What has gone well in the past 6 months - year?

What am I the most proud of?

What areas do I want to improve?

What progress have I made towards my goals and objectives?

Am I struggling with a particular aspect of the job?

Do I feel comfortable asking for support when needed?

What training do I need to achieve my goals?

QUESTIONS FOR YOUR MANAGER TO ASK...

What have you achieved in the past year that you are really proud of?

What's gone well?

What are you enjoying most at work?

What examples can you give for living the7stars' values?

How do you feel you are tracking against your objectives / goals?

What goals did you meet? Not meet?

Is there anything you are finding challenging?

Are there any skills gaps or development areas that you've identified for yourself?

What 2-3 things will you focus on for the next few months to help you grow and develop?

Do you have any feedback for me, is there anything I can be doing to develop / support you?



WHAT BENEFITS WILL THIS BRING?

TO ME...

Increased confidence and higher performance

Personal growth – know where you want to go and what you need to do to get there

A safe space for you to get the constructive feedback and guidance you need to be successful in your role

An opportunity to celebrate your successes and achievements

Your manager can be a huge support

An opportunity for you to bring up things that might be difficult to discuss day to day

Remember any conversation you have can be a good opportunity to discuss how you are doing overall and to share any potential concerns you have about your wellbeing.

TO YOUR MANAGER...

Supports the team's development and can unleash the potential of the people they manage

Potential issues can be resolved early

Can improve motivation and focus by providing more support and clarity

Builds stronger relationships between teams

TO THE AGENCY...

Happier teams working in a productive and supportive environment

Stickier client relationships with higher client service scores

An agency that is inspiring great work for our clients

GO AND SHINE

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