The differences between college and work are many. You are moving from a world that has been highly structured, flexible, focused on development and personally supportive to a world that is more competitive and less structured with higher expectations.

The following nine behaviors have been identified as crucial to being considered a star performer at work.

1. **Initiative**
   - **Includes**
     - Seek out responsibility above and beyond the expected job description
     - Undertake extra efforts for the benefit of coworkers or the larger group
     - Stick tenaciously to an idea or project and follow it through to successful implementation
     - Willingly assume some personal risk in taking on new responsibilities
   - **Steps**
     - Do your current work well
     - Ask who benefits from your work
     - Stay close to the critical path
     - Determine the probability of success and the cost of failure

2. **Knowing Who Knows** - Proactively developing dependable pathways to knowledge experts who can help complete critical path tasks, share knowledge and minimize knowledge deficit
   - **Supporting Factors**
     - Knowledge itself
     - Organizational support
     - Technical/physical environment
   - **Network Nodes**
     - Mental models of networking: understand different ideas of how the network is supposed to work
     - Get network in place before you need it
     - Networking etiquette: small courtesies and considerations are critical
     - Do your homework
     - Do a self-study on as much of the general subject area as possible

3. **Managing Your Whole Life at Work** - Develop a portfolio of talents and work experiences so that value to the company increases; know your strengths and weaknesses
   - **Lessons**
     - Know yourself well
     - Know the kind of work you do best and that you want to do
     - Take control of your own career path by developing a plan to connect yourself to the work you enjoy most and to connect that work to the company's critical path
   - **Adopt a system that helps you:**
     - Plan the entire project
     - Schedule your time
     - Keep track of your progress
     - Store and retrieve important information
     - Provide for a backup plan if problems arise
- Communicate your progress and results to important others
  - Core self-management skills
    - Find out what the critical path is for the organization and get on it by adding value
    - Choose work where you can leverage yourself, your talents, get into flow, and experience job satisfaction
    - Regularly review your personal productivity and devise ways to increase personal effectiveness and efficiency
    - Borrow shamelessly – techniques and methods for better self-management
    - Don't fear experimentation; try new approaches
    - Make compelling case to management for changing job description and regulations that limit productivity
    - Adopt behaviors that allow minimization of interruptions with separating from the group
    - Work to avoid time-killer crises by planning for problems – building mistake-recovery time into the projects; write up personal damage-control plan
    - Develop procrastination-busting work habits – to-do lists, priority plans, building enjoyable assignments around drudge tasks
  - Learn to accept occasional unproductive days, even weeks of slump
  4. **Getting the Big Picture** - See in a larger context and through the eyes of the critical others
  5. **Followership** - Be actively engaged in helping the organization succeed while exercising independent, critical judgment of goals, tasks, and methods; work cooperatively even through differences
  6. **Small-L Leadership in a Big-L World** - Employs expertise and influence to convince a group of people to come together and accomplish a task; help create vision, create trust
  7. **Teamwork** - Taking joint "ownership" of goal setting, activities, and accomplishments; help build team, deal with conflict, and solve problems
  8. **Organizational Savvy** - Navigate competing interests to promote cooperation, address conflicts, and get things done; communicate with individuals and groups, avoid conflicts and make allies out of enemies
  9. **Show-and-Tell** - Selecting information to pass along, developing effective format for persuading a specific audience; selecting the right message