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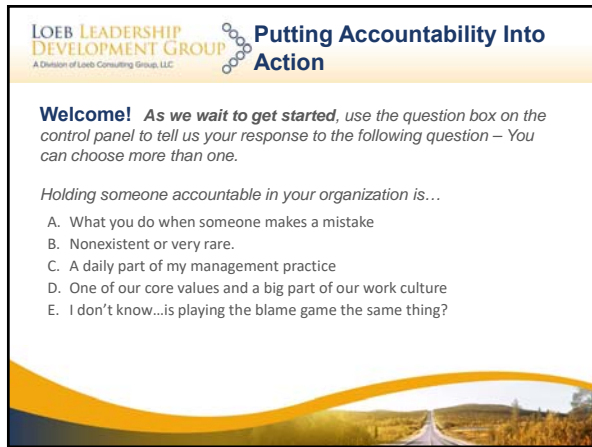
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**LOEB LEADERSHIP DEVELOPMENT GROUP**  
A Division of Loeb Consulting Group, LLC

## Introduction and Welcome!



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## Proud Woman Owned Business



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## How do Employees Feel?

*In your opinion, what is the biggest obstacle at your organization to encouraging employees to take greater responsibility? \**

Fear of being held responsible for mistakes or failures	38%
Problem already ingrained in the organization's culture	18%
Lack of incentives or deterrents in organizational processes	14%
Senior management's indifference	14%
Reluctance to make decisions that might impact one's career	9%
Don't know	7%

\* American Management Association: *Fear of Failure Drumps Workers to Shirk Responsibility*. 2013 survey of 562 senior-level business, human resources, management professionals and employee contacts.

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## How do Employees Feel?

**What steps may be taken to encourage greater responsibility in the workplace? \***

Support a culture where well-reasoned risk-taking is encouraged	53%
Include accountability as a criterion in performance reviews and goal setting	53%
Demonstrate taking responsibility at the most senior level	51%
Give recognition to employees who take responsibility	47%
Provide training in decision making and problem solving to build confidence in taking responsibility	46%
Establish taking responsibility as key corporate imperative/value	42%
Does not apply	3%

\* American Management Association: *Fear of Failure Prompts Workers to Shirk Responsibility*  
2013 survey of 562 senior-level business, human resources, management professionals and employee contacts.

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## Accountability IS...

*The obligation of an individual or organization to account for its activities, accept responsibility for them, and to disclose the results in a transparent manner.\**

\* Business Dictionary

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## Accountability is NOT...

*The consequence for poor performance or the act of looking for someone to blame.*

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## The Value...

Organizations that have an "Accountability" Culture have...

- ✓ Increased employee performance
- ✓ More employee engagement and involvement
- ✓ Ongoing professional and organizational development
- ✓ Increased competency and commitment
- ✓ More creativity and innovation
- ✓ More agile organization and workforce
- ✓ Better business results than competitors



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## Focus on "Job"

Organizations with a low "Accountability" Culture...

**Doing the Job**

- ✓ Individual Focused
- ✓ Individual Responsibilities
- ✓ Task-Based
- ✓ Managed/Directed
- ✓ Minimal Professional Development

Rewards/Comp based on execution of Job Description



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## Sound Familiar?


That's not in my job description.

I warned you that this would happen – here's a copy of the email I sent you.

What do you want us to focus on quantity or quality? We can't do both.

If you told me that was important I would have made it a higher priority.

It's the IT department's fault.



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## Accountability Mindset

- I am working with IT to get that report automated.
- I should have spoken to Robert before the meeting about the numbers instead of blindsiding him.
- What could I have done better on that project?
- It will be month end next week so let's speak to Finance this week.
- Can we brainstorm on some ways to deliver on both initiatives in this tight timeframe?

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## Principles

- Holding employees accountable means recognizing and rewarding excellent performance and delivering consequences for sub-par performance.
- Success is measured by doing the job **AND** delivering results. (Job is not done if results have not been achieved.)
- Results are clearly defined. Resources and support are identified.
- Failure with accountability is a learning experience
- Giving, Receiving and Encouraging Feedback is the foundation of managing accountability.
- Lead by Example

A diagram consisting of five human icons arranged in a circle, with arrows pointing from each icon towards a central human icon, representing a collaborative or feedback loop.

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## Taking Action...

1. Set Clear Expectations
2. Focus on Results
3. Provide and Encourage Feedback
4. Shift from "Problem Solver" to "Solution Facilitator"
5. Model Accountability Daily

**Accountability is built on Feedback**

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### Four C's of Setting Clear Expectations

**Clarity**

- It starts with you. Consider factors for success, context and Who, What, Where, When, Why and How?
- Articulate clearly to team members

**Communication**

- Find communication style and method that is mutually productive
- Use tools to monitor progress
- Engage and check-in as often as necessary

**Consistency**

- Consistent application of setting expectations establishes a Managerial "habit" which becomes part of your daily routine.

**Commitment**

- Seek agreement and commitment on plan of action
- Use tool to monitor progress and adjust as needed
- Reaffirm commitment as needs evolve/change

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### Focus on Results

**Achieving the Result**

- ✓ Organizational Focus
- ✓ Team/Group Goals
- ✓ Outcomes/Results
- ✓ Self-Monitoring
- ✓ Ongoing Development

Rewards/Comp based on execution of Job toward achievement of results

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### Accountability in Action

**Doing the Job**      **Accountability in Action**      **Achieving the Result**

Managing Accountability means you are setting the expectation that the job is not done until the result is achieved.

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## Focus on Results

What does final result look like?  
When should the result be completed?  
What metric will be used to measure the performance?  
Who are the stakeholders?



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## Feedback

- Allows employees to know where they stand
- Primary mechanism for enforcing and assessing accountability.
- Easier if you have set clear expectations, defined results and the method of measurement
- Should be Targeted and Just-In-Time
- Is as VITAL for high-performers as those that are struggling
- Feedback should be encouraged between staff and teams
- Is a two way street.



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## Get Out of the Way



- ♦ Allow employees to make mistakes and fix them.
- ♦ Coach them on how to give feedback to peers and then have them do it!
- ♦ Use Action Register or other Tool to have them self-monitor their activities
- ♦ Come from a "Solution" mindset rather than a "Problem" one
  - How can we do this differently?*
  - What is the outcome we are looking for?*
  - How can you get back on track?*



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## Problem vs. Solution

**Problem Solver**

Jane Jane's Manager  
Joe has not given me the report.

Jane's Manager Joe's Manager  
Can you speak with Joe about getting the report to Jane?

Jane's Manager Joe  
Joe - what's happening with getting Jane the report she asked for?

**Solution Facilitator**

Jane Joe  
Joe when will you be able to give me the report? We agreed you would send it this morning.

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## Be the Change...

- Own Your Commitment to a Result no matter the outcome.
- Tell the Truth – "I made a mistake." "I should have spoken to you first."
- Reflect: Ask yourself, "What am I doing to contribute to the problem and/or success?"
- Learn from mistakes and successes and make it part of your engagement with your team.

*"A personal choice to rise above one's circumstances and demonstrate the ownership necessary for achieving desired results."  
-- The OZ Principle*

**Accountability starts with you.**

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## Tools

- Action Register
- RACI Matrix
- Use Goal Setting Tools (SMART, GROW, WOOP)
- Five Behaviors of a Cohesive Team

**Use Performance Management System to make performance notes!**

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## Action Register

Date Opened	Action Item	Owner	Priority	Due Date	% Complete	Status
10/2/17	Obtain API documentation from Vendor	Jane Doe	High	10/31/17	100%	COMPLETED
10/10/17	Test connectivity with vendor systems	Wendy Nunes	High	11/1/17	25%	IN PROGRESS
10/17/17	Complete User Acceptance Testing	Tania Jones	High	11/15/17	0%	NOT STARTED

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## RACI Matrix

<b>R</b>	<b>Responsible</b> Who is/will be doing this task? Who is assigned to work on this task?
<b>A</b>	<b>Accountable</b> • The person who is ultimately accountable for the project or task being completed appropriately • Responsible person(s) are accountable to this person
<b>C</b>	<b>Consulted</b> • People who are not directly involved with carrying out the task but who are consulted • May be stakeholder or subject matter expert
<b>I</b>	<b>Informed</b> Those who receive output from the task or need to be informed and updated

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## Setting Goals

**Models**

<b>S</b> pecific	<b>G</b> oal	<b>W</b> ish
<b>M</b> easurable	<b>R</b> eality	<b>O</b> utcome
<b>A</b> ttainable	<b>O</b> ptions	<b>O</b> bstacle
<b>R</b> ealistic	<b>W</b> ill	<b>P</b> lan
<b>T</b> ime bound		

Best for:

<b>Goal Setting</b> • Best all purpose goal setting tool • Great for small and large goals • Develops a good goal setting "habit"	<b>Coaching Employee</b> • Good for coaching employee on a new task or objective • Explores options for achieving result • Seeks and assesses will to complete	<b>Anticipating Challenges</b> • Great to work through goal with lots of potential challenges. • Utilize <i>"If this happens ...then I will do that"</i>
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## Five Behaviors of a Cohesive Team

Designed for intact teams and work groups. It harnesses the power of Everything DiSC along with the practical The Five Dysfunctions of a Team model.

<b>RESULTS</b>	<b>Focus on Achieving Collective RESULTS</b> The ultimate goal of building greater trust, conflict, commitment, and accountability is one thing: the achievement of results.
<b>ACCOUNTABILITY</b>	<b>Hold One Another ACCOUNTABLE</b> Where everyone is committed to a clear plan of action, they will be more willing to hold one another accountable.
<b>COMMITMENT</b>	<b>COMMIT to Decisions</b> When team members are able to offer their options and debate ideas, they will be more likely to commit to decisions.
<b>CONFLICT</b>	<b>Engage in CONFLICT Around Ideas</b> Where there is trust, team members are able to engage in unfettered, constructive debate of ideas.
<b>TRUST</b>	<b>Trust One Another</b> When team members are genuinely transparent and honest with one another, they are able to build vulnerability-based trust.

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## Putting it all Together

Choose all the statements that reflect what you want to do to put accountability into action:

**I commit to:**

- Setting clear expectations with my team
- Become more results focused in setting expectations
- Foster a "feedback" mindset as part of our daily interactions.
- Break "manager dependency" encouraging to handle mistakes and manage results.
- Lead by example by asking for feedback and admitting mistakes or missteps
- Use a new or explore a new tool to help team self-monitor

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## QUESTIONS?



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**Coming up**

***Be A Better Boss...***

November 15<sup>th</sup>      Tracking Performance

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**Thank You!**



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