Welcome!

As we wait to get started, use the question box on the control panel to tell us your response to the following question – You can choose more than one.

Holding someone accountable in your organization is…

A. What you do when someone makes a mistake
B. Nonexistent or very rare.
C. A daily part of my management practice
D. One of our core values and a big part of our work culture
E. I don’t know…is playing the blame game the same thing?
Introduction and Welcome!

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How do Employees Feel?

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

- Fear of being held responsible for mistakes or failures: 38%
- Problem already ingrained in the organization’s culture: 19%
- 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%

2013 survey of 562 senior-level business, human resources, management professionals and employee contacts.
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 51%
- 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 a key corporate imperative/value 42%
- Does not reply 3%


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

Accountability is NOT...

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

Focus on “Job”

Organizations with a low “Accountability” Culture...

- IndividualFocused
- IndividualResponsibilities
- Task-Based
- Managed/Directed
- MinimalProfessionalDevelopment
- Rewards/Comp based on execution of Job Description

Sound Familiar?

That's not in myjob 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 it was important I would have made it a higher priority.
It's the IT department's fault.
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?

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.

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
Clarity
- Articulate clearly to team members.

Communication
- Find communication style and medium that is mutually productive.
- Engage team 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 to plan of action.
- Use tool to monitor progress.
- Reaffirm commitment as needs evolve/change.

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

Accountability in Action

Doing the Job
- Accountability in Action

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

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.

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?
Problem vs. Solution

Problem Solver
Joe has not given me the report.
Can you speak with Joe about getting the report for Jane?

Solution Facilitator
Joe – what's happening with getting the report for Jane?

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.

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!
**Sample Action Register**

<table>
<thead>
<tr>
<th>Date Opened</th>
<th>Action Item</th>
<th>Owner</th>
<th>Priority</th>
<th>Due Date</th>
<th>% Complete</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>10/2/17</td>
<td>Obtain API documentation from Vendor</td>
<td>Jane Doe</td>
<td>High</td>
<td>10/31/17</td>
<td>100%</td>
<td>Completed</td>
</tr>
<tr>
<td>10/10/17</td>
<td>Test connectivity with vendor systems weekly</td>
<td>Wendy Nunes</td>
<td>High</td>
<td>11/1/17</td>
<td>25%</td>
<td>In Progress</td>
</tr>
<tr>
<td>10/17/17</td>
<td>Complete User Acceptance Testing</td>
<td>Tania Jones</td>
<td>High</td>
<td>11/15/17</td>
<td>0%</td>
<td>Not Started</td>
</tr>
</tbody>
</table>

**RACI Matrix**

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

**Setting Goals**

- **Specific**
- **Measurable**
- **Attainable**
- **Realistic**
- **Time bound**

**Wish**
- **Outcome**
- **Plan**

**Goal Setting**
- Best all-purpose goal setting tool
- Great for small and large goals
- Develops a good goal setting “habit”

**Coaching Employee**
- Good for coaching employee on a new task or objective
- Explains options for achieving result
- Seeks and assesses will to complete

**Anticipating Challenges**
- Greatly works through goal with lots of potential challenges.
- Utilize “If this happens, then I will do this...”
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.

Focus on Achieving Collective RESULTS
Where teams are able to engage in unfiltered, constructive debate of ideas.

Hold One Another ACCOUNTABLE
Where everyone is committed to a clear plan of action, they will be more willing to hold one another accountable.

Commit to Decisions
When team members are able to offer their options and debate ideas, they will be more likely to commit to decisions.

Engage in CONFLICT Around Ideas
Where there is trust, team members are able to engage in unfiltered, constructive debate of ideas.

Trust One Another
When team members are genuinely transparent and honest with one another, they are able to build vulnerability-based trust.

Focus on Achieving Collective RESULTS
The ultimate goal of building greater trust, conflict, commitment, and accountability is one thing: the achievement of results.

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

QUESTIONS?

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Coming up

Be A Better Boss…

November 15th  Tracking Performance

Thank You!