HARDWIRING ACCOUNTABILITY INTO THE WORKPLACE

DUAL ROLES OF LEADERS

EFFICIENCY
LOYALTY

Management holds teams accountable to their processes.

Designed by Teams

Created by Process

Measured by Outcomes

EFFICIENCY
LOYALTY

People who are loyal to you ask for two things:

Empathy - Responsiveness

Teamwork

EFFICIENCY
LOYALTY

Leadership builds:

Efficiency + Loyalty

Management creates:

Current Performance

Identifier

Future Potential

Emotional Expense

EMPLOYEE VALUE EQUATION

Current Performance + Future Potential - 3 x Emotional Expense

Change Mindsets

Change Reality

Quit

BMW Drive
DISCUSSION

- List at least ten examples of emotional expensiveness?
- How do these things take away value in the workplace?
- What is the most costly type of emotional expense?

PERSONAL ACCOUNTABILITY

The mindset that results happen because of one's actions, not in spite of them.

Accountable people believe that they choose their own destiny.

REALITY CHECK

<table>
<thead>
<tr>
<th>COMMITMENT</th>
<th>Definition</th>
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<tbody>
<tr>
<td>COMMITMENT</td>
<td>The willingness to do whatever it takes to get results.</td>
</tr>
<tr>
<td>RESILIENCE</td>
<td>The ability to stay the course in the face of obstacles and setbacks.</td>
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<td>The acceptance of the consequences of our actions, good or bad.</td>
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REALITY CHECK

RESILIENCE

The ability to stay the course in the face of obstacles and setbacks.

• Great problem-solver
• Overcomes barriers
• Creative in their use of resources
• Doesn’t stop at the first sign of difficulty or challenge
• Persevering

TOOLS OF RESILIENCE

1. Resilience Buddies
2. Resiliency Boards

REALITY CHECK

OWNERSHIP

The acceptance of the consequences of our actions, good or bad.

• Doesn’t blame others or circumstances for the results or their happiness
• Can readily account for own impact into results good or bad
• Uses “I” often
• Has both a healthy sense of pride and guilt

REALITY CHECK

CONTINUOUS LEARNING

The perspective to see success and failure as learning experiences to fuel future success.

• Each experience is examined with reflection
• Accountability doesn’t end with an apology, it ends with amends and restitution
• Challenges and failures are seen as opportunities for growth
• Converses easily about their role in the results and adjustments

PERSONAL ACCOUNTABILITY DEVELOPMENT

CHALLENGE
EXPERIENCED ACCOUNTABILITY
FEEDBACK
SELF-REFLECTION
SENSE-MAKING MENTORING
Challenges within current role:
- Projects
- Task changes
- Hefty development plans
- Lateral job movement

Delegation is key to using challenge to develop personal accountability.

Focus on follow-up:
- Consistent focus on performance against the challenge
- Measurement, facts, reality
- Keep choices and consequences visible, shining the spotlight on them
- Make success or failure a more public experience to create moments of truth

Holding up the mirror:
- What is going well, what to work on next
- Multiple sources: leaders, peers, customers, market, environment
- Remove protection, allow failure
- Let people learn from “natural” consequences

Let them do the heavy-lifting:
- Keep coaching short, allow for time to reflect
- Ask important questions, provide time for them to give it some thought and report back
- Focus on questions that reveal the individual’s part and role in the outcome
- Allow pain and discomfort, it’s great fuel for self-reflection

Someone to process and learn with:
- Provides reinforcement of accountability, no collusion
- Gently raises trends to keep the focus squarely on the individual’s development
- Ensures that lessons follow from one experience to the next
- Modeling of accountable leadership

Hiring for Accountability
Interview Questions
Situation Design
Benign Reference

COACHING FOR ACCOUNTABILITY

THE THREE APPROACHES...

REALITY CHECK

Use of questions and self-reflection techniques to guide learning and behavior change.

- Recreating Mindsets
- Facilitating the recognition of reality
- Supporting the coachee as they achieve lasting behavior change
- Ends in commitment to action

QUESTION BEHIND THE QUESTION

“Why doesn’t anyone tell me anything?”
“Why do they keep changing?”
“When will they get it?”

ADAPT FROM JOHN MILLER’S "QBQ" BY JOHN MILLER

WHAT? HOW? “I” ACTION

CHANGE SEQUENCE

1. AWARE
2. ACCEPT
3. ACT
4. BUILD
5. BLEND
6. CONSEQUENCE
What works?
What inspires?
What isn't working yet?
What's possible?
What's missing?

Feedforward
Marshall Goldsmith

• Be very clear about the results that are required from teams.
• Be incredibly honest about a team’s results.
• Lead the team through a thorough accounting of their contributions to the results.
  • “I chose” “I denied” “I assumed” “I did” “I didn’t” “I needed to have” “I acted”
• Identify how the team specifically contributed and how they can then commit to what they will do differently in the future.

“Accounting for” Technique

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Leading Accountability

Tools for Hardwiring Accountability
The Power of "And" - Thinking Inside the Box

1. Identify the goal or goals.
2. What are the constraints or competing needs?
3. Box it out.
4. Replace "or" with "and."
5. Problem solve.

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Negative Brainstorming

- Have each person identify their biggest concerns of their reason for "why it won’t work."
- Write the list on a tablet in front of the group.
- Label the list of concerns: "Risk."
- Identify the probability for each risk — high, medium or low.
- Identify the impact of each risk — high medium or low.
- Choose those risk with highest impact and/or highest probability.
- Have the team identify risk mitigation strategies for each chosen concern.

Accountable Action Planning

With the team:
1. Identify what the team would like to improve in their workplace (sheet 1).
2. Have the team identify those things that they are willing to do to make those changes happen (sheet 2).
3. Have the team identify what others can do to support the team in making it happen (sheet 3).
4. Set goals and develop action plans.
5 Keys to Successful Coaching

1. ABC – Always Be Coaching
3. Empathy, not sympathy.
4. Begin with commitment.
5. There are always “mulligans.”

Accountability Tool Kit

• Participant Guide
• PowerPoint Slides
• Accountability White Paper
• Team Meeting Discussion Guide
• 1:1 Agenda
• Recorded Webinars
• Coaching Videos
• Virtual Training

Wrap Up

1. Write down the most important things you learned today that you want to remember.
2. Note 5 things you are committed to do leaving today’s session.

QUESTIONS?

WANT MORE?