

**Accountability and
a Responsibility-based Workplace**
With Bob Moore, CMC

*NC WORKFORCE DEVELOPMENT
PARTNERSHIP CONFERENCE*

EXCELLING IN A HIGH PERFORMANCE CULTURE
1:30 – 2:30 SESSION



WELCOME TO . . .

**ACCOUNTABILITY AND A RESPONSIBILITY-BASED
WORKPLACE**

A Key to a High Performance Culture





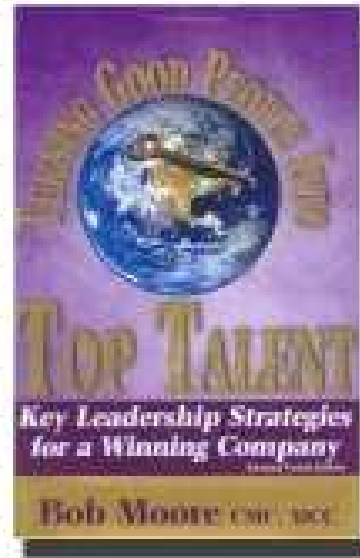
A Key to a High Performance Culture

WHY ARE YOU HERE?

- 1. GATHERING INFORMATION**
- 2. SEEKING SOLUTIONS**
- 3. BOTH**

How to make it worthwhile?

Turning Good People Into Top Talent: Key Leadership Strategies for a Winning Company



Session Overview

1

- **Benefits for managers of making the shift**

2

- **Ten questions top team must answer YES**

3

- **Seven steps to transform your organization**

High Performance Is Not An Option

Stakeholder
demands


Economic and
Marketplace
pressures

**It Takes Top Talent
Who Will Be
Personally Accountable**

“It is easy to dodge our responsibilities, but we cannot dodge the consequences of dodging our responsibilities.”

- Sir Josiah Stamp





Have you heard someone say . . .

Who dropped the ball?

When are *they* going to do it right?

When is someone going to train me?

Why do we have to go through all this change?

What is this costing \$\$\$ the organization?

Instead What if We Heard. . .

What can I do to solve the problem?

How can I contribute?

What can I do to develop myself?

How can I adapt to the changing world?

Levels of Personal Accountability



Accountability is . . .

An Attitude
and Attribute

Requires a
climate where

Individuals
can determine

goals and
objectives

best way to
achieve them.

An Accountability Culture

- Results are *owned* by EVERYONE



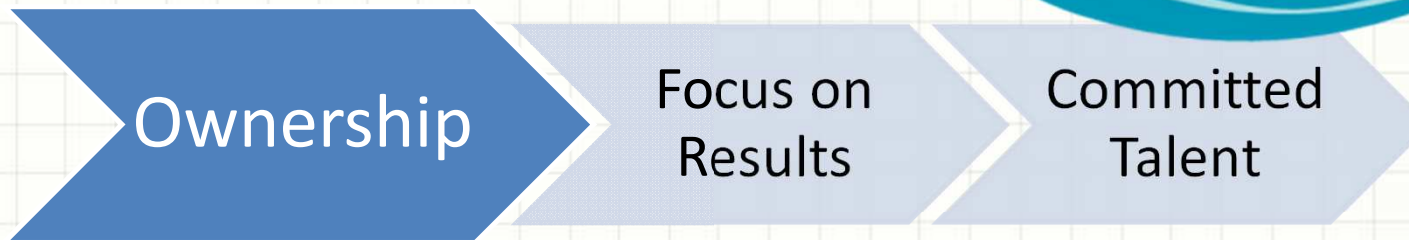
- *Controlled* by NO ONE



Accountability Defined . . .

**Owning the consequences of your choices
in delivering the agreed to results
and
helping other people do the same.**

Accountability implies. . .



Accountability has become. . .

Most perplexing
people Issue

Complain,
“If only people
would be
accountable.”

Amazingly,

to get workers
to become
accountable

Organizations
implement
practices which

interfere with
personal
accountability.

Deming's Red Bead Experiment



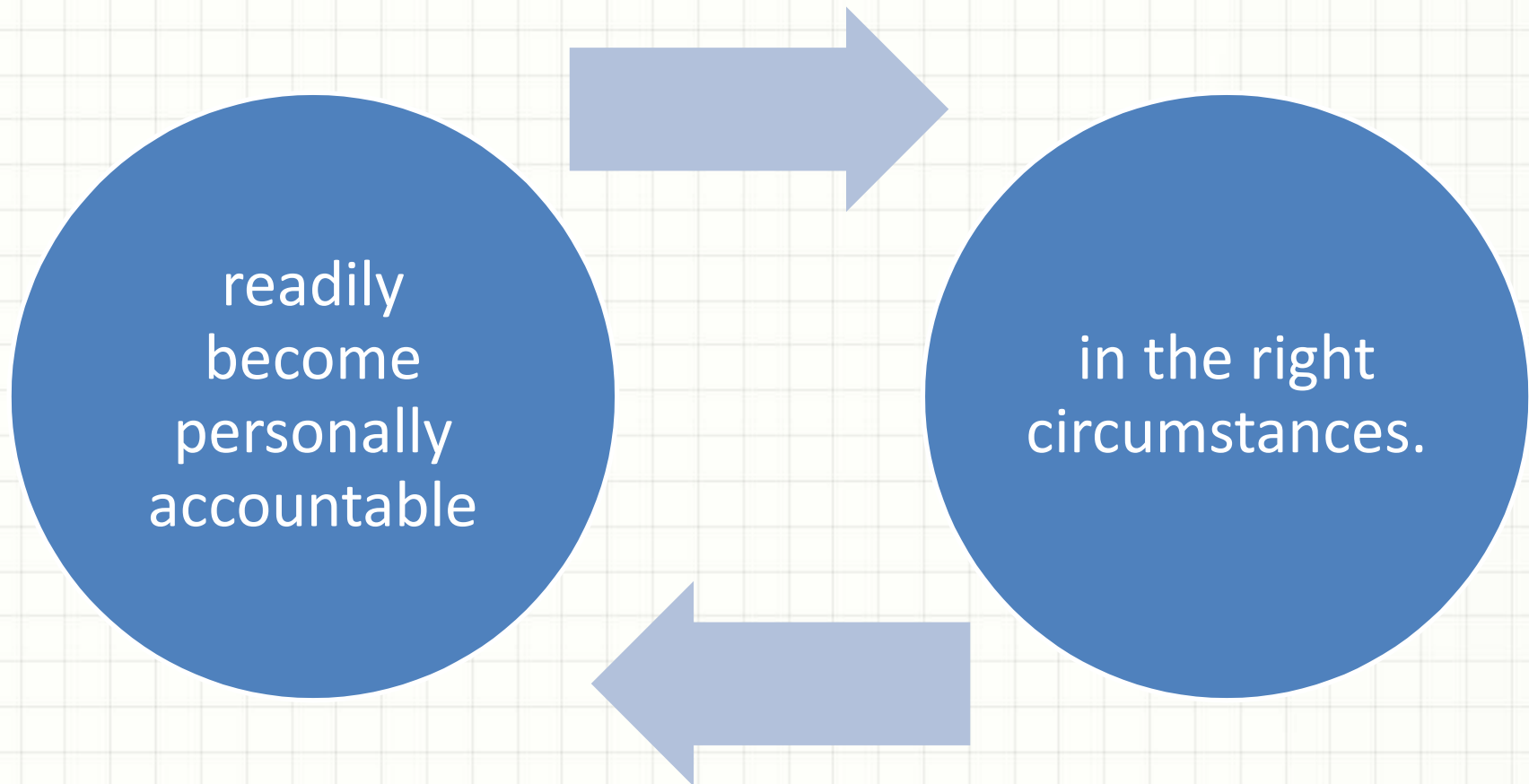


We Have Met The Enemy . . .

"We has met the enemy, and he is us!"

by Walt Kelly, in Pogo comic strip

Top talent/knowledge workers



The Ten Critical Questions

Top management must agree on...

Responses determines if timing

Is right to embark on journey

Accountability Includes

- A personally accountable organization has personally accountable employees.
- Who have a personally accountable team leader
- With personally accountable top management

High Performance

Lead people to lead themselves

Focus on the vision...what we
want to create

Recognize diversity of perception
– whose reality?

Act from managerial courage

Consistently model the system of
accountability

Critical Questions for Culture Shift

1. High priority to allocate time/resources?

2. Free from conflicting projects?

3. Sponsor to see it through?

4. Committed to operating values?

Critical Questions

5. Senior leaders prepared to deal with those not willing to build trust?

6. Leaders willing to empower employees share power/ideas)?

7. Allow employees time: think, meet, and discuss?

The Critical Questions

8. Are employees technically competent?

9. Leadership to sponsor process of transformation?

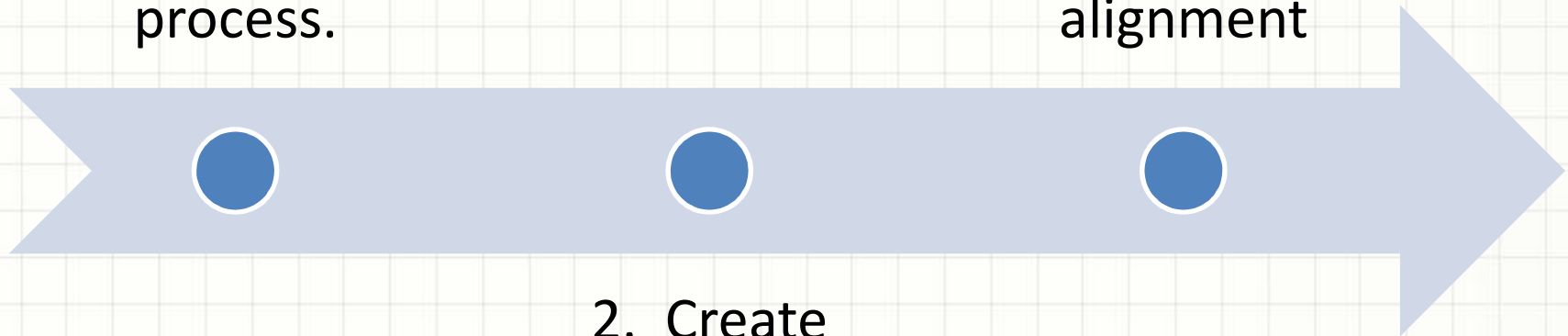
10. Committed to staying with decision?

Seven Critical Steps

1. Senior team supports process.

3. Benchmark culture and alignment

2. Create transformation plan.



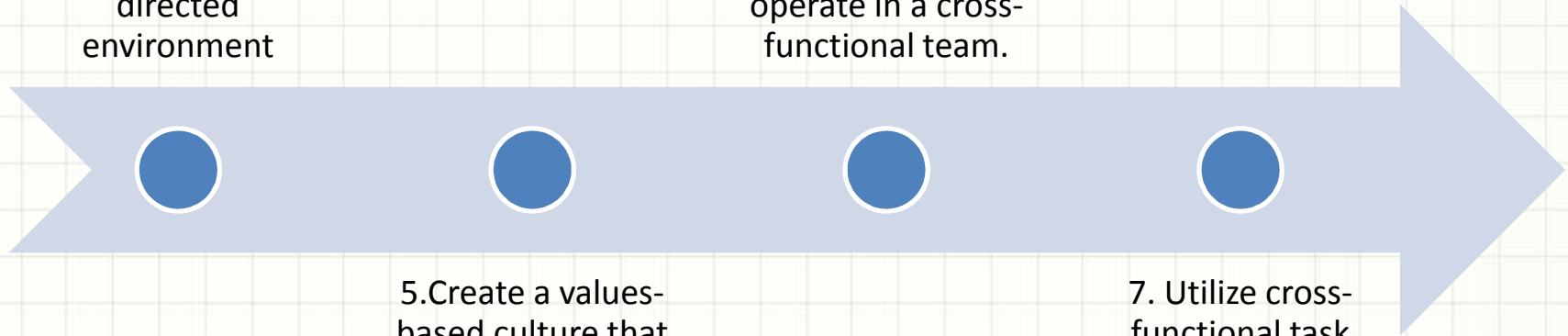
Seven Critical Steps

4. All managers support the transformation process, build trust, and create self-directed environment

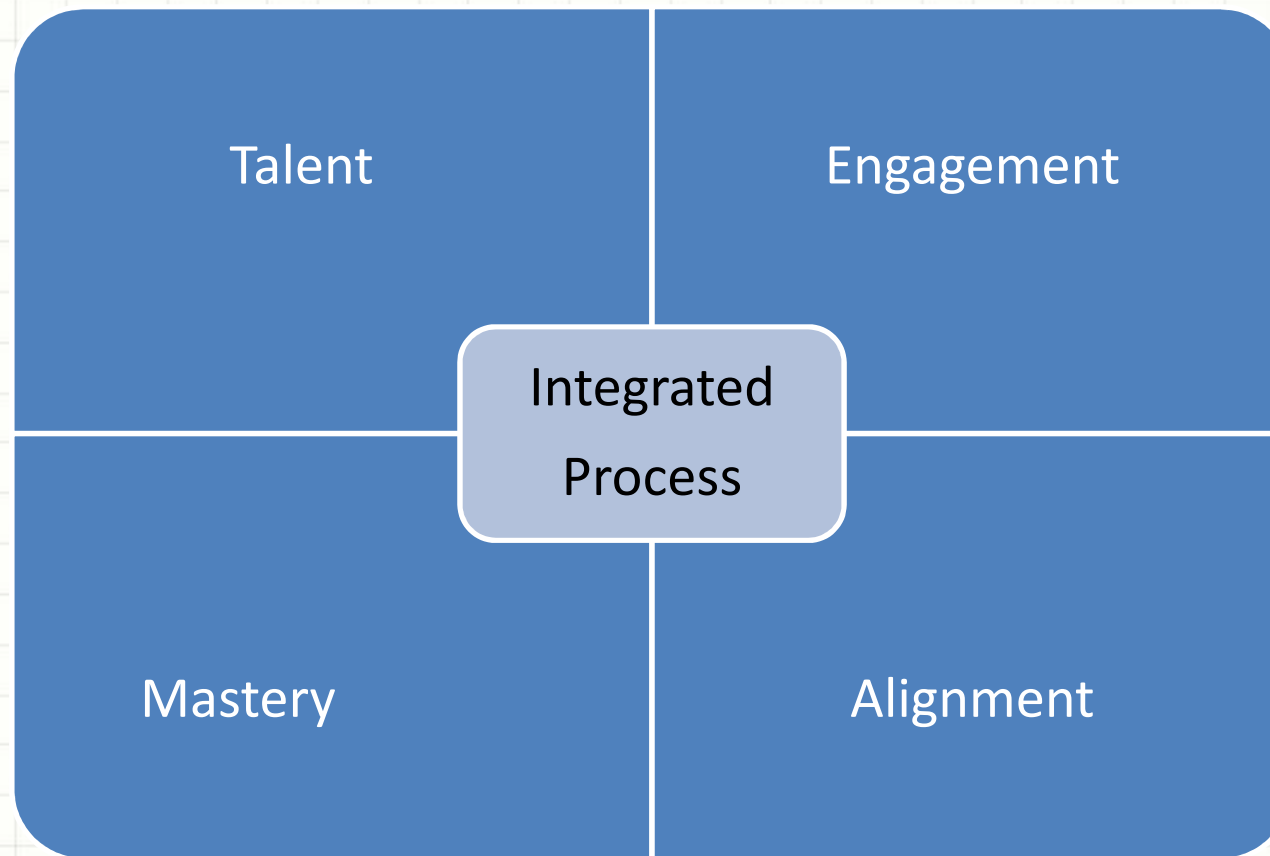
6. Provide opportunity to operate in a cross-functional team.

5. Create a values-based culture that influences trust-building behaviors.

7. Utilize cross-functional task teams to redesign processes, systems, and structures.



Where to Begin?





T-E-A-M: Integrated Process

T- Talent Matched to Job Accountabilities

Required Action: Benchmark Key Jobs



T-E-A-M: Integrated Process

Engaged and empowered for optimal performance

Required Action:

Implement Coach-Based Management



T-E-A-M: Integrated Process

A- Aligned with Strategy & Accountabilities

Required Actions:

Performance management vs. Performance Appraisal

Integrated with strategy

T-E-A-M: Integrated Process

M- Mastering Essential Skills

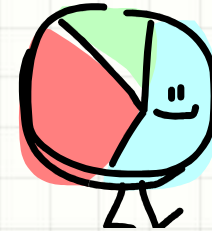
Essential skills—Required to achieve accountabilities.

Mastery—ultimate personal development level

**Required Actions: Establish culture of continuous learning,
your only sustainable competitive advantage**

Engagement is not enough!

It Takes



- ***Passionate* Top Talent**
- **Fully Engaged**
- **Aligned With The Strategy**
- **Mastering Essential Skills**

T-E-A-M Summary

T- Talent Fit

E- Engaged/Empowered

A- Aligned with Strategy & Accountabilities

M- Mastering Essential Skills

Benefits to Manager to Make Shift

Better Use of Time

Less Stress/Enhanced Fulfillment

Do What The Job Requires



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