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

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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

- Prevention
  - Fix the Problem
  - Find/Create Solutions
  - Own the Problem
  - Acknowledge Reality
  - Wait and Hope
  - Make Excuses
  - Blame Others
  - Unconscious/Unaware
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 . . .

Owing 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 readily become personally accountable in the right circumstances.
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
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.
2. Create transformation plan.
3. Benchmark culture and alignment
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?

- Talent
- Engagement
- Mastery
- Alignment

Integrated Process

T- Talent Matched to Job Accountabilities

Required Action: Benchmark Key Jobs

Engaged and empowered for optimal performance

Required Action:
Implement Coach-Based Management

A- Aligned with Strategy & Accountabilities

Required Actions:
Performance management vs. Performance Appraisal

Integrated with strategy

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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