Creating A Culture of Accountability

Jeffrey Howe
Dovetail Partners, Inc.
THE CHALLENGE?

Source: www.carusoblog.typepad.com
PEOPLE

OR, PERHAPS....
So... How Do We Get Motivated, Empowered, Accountable People??
COMMUNICATION
COLLABORATION
CONFLICT RESOLUTION
GOOD COMMUNICATION

CLEAR EXPECTATION
CLEAR AGREEMENTS
CLEAR OUTCOMES
COMMUNICATION

CLEAR EXPECTATIONS: THE COMPANY

THE PLAN!
Vision

**Vision**
- Where are we going?
- Who are We?
- What is our competitive model?

**Mission**
- Who do we serve?

**VALUES!!**
- How Do We Behave?
WRITTEN VALUES

For Example: WE VALUE...

- PEOPLE
- CREATIVITY
- TIMELINESS
- HONESTY (Speak the Truth W/O Blame or Judgment)
- INTEGRITY (Do What You say You’re Going to Do)
- TRUST (Ability & Commitment)
- SHOW UP (Be Fully Present)
- OPEN TO POSSIBILITIES (Not attached to Certain Outcomes)
- ETC. (Hundreds of Values Statements exist in English language)
Strategies

What Are We Trying to Accomplish This Year?

- Marketing Strategies
- Operational Strategies
- Financial Strategies
- Human Resource Strategies
Marketing Plan

- Whom Do We Want to Sell To (and how much)? (Market)
- How Do we Reel Them In? (Marketing Mix)
- What is our Story? (Marketing Message)
Operations

How Do We Provide What We Sell?

What Resources Do we Need To Excel?
  - Labor?
  - Materials?
  - Equipment?
  - Capital?

How do we Improve?
Finances

What Are the Impacts On Profitability of The Sales and Operational Expectations and Implementation??

How are WE Doing??

How Do we Do Better???

Faster?? Slower?? Steady as she goes??
Clear Expectations: For the Company...

- Written Vision, Mission ✓
- Written VALUES Statements ✓
- Written Annual Business Plans ✓
COMMUNICATION

CLEAR EXPECTATIONS: THE INDIVIDUAL
CLEAR AGREEMENTS

- Agreed on Job Descriptions for Individuals (versus work instructions for processes or equipment)
- Agreed on Job Descriptions within TEAMS (especially leadership)
- Agreed on wage and incentive system
GOOD JOB
DESCRIPTIONS...

- Position Title
- Clear and AGREED on Purpose of Position
- Clear and AGREED on 3-5 Major Roles & Responsibilities (R&R)
- Anticipated % of Time per R&R
- Clear and AGREED on CONDITIONS OF SATISFACTION (COS) for a job well done
- Defined major tasks to meet each COS
DATE

POSITION TITLE: (e.g. President)

PURPOSE OF POSITION:

The “Purpose” of a position is the primary reason the position exists.

For Example:
Coordinate all functional areas of the company to ensure happy customers, happy employees and happy stakeholders.

MAJOR ROLES & RESPONSIBILITIES, and percentage of time:

“Major roles and responsibilities” are 4-7 primary areas that an individual is responsible for that encompass more than 5% of that individual’s time, on average over the course of the year.

Examples include:
1. Develop, implement, and monitor progress toward the annual plan – 10%
2. Lead the executive team in meeting plan goals and objectives – 10%
3. Identify, train, and train leaders for the functional areas of the organization – 25%

CONDITIONS OF SATISFACTION for each Role

“Conditions of satisfaction” are measures of how you can tell you’ve successfully met your responsibilities.

Examples for role #1 above might include:
   a. The plan is completed by December 1st.
   b. The plan includes complete monthly budgets, by product line or facility.
   c. The leadership team reviews progress toward plan at least monthly and is adjusting activities appropriately.

TASKS

“Tasks” are the specific actions you take to meet the conditions of satisfaction.

Example tasks for condition of satisfaction “c” above might include:
• Schedule monthly team meetings to review progress on plan.
• Facilitate monthly planning meeting.
• Send out AGENDA 48 hours in advance of plan review meeting.
• Identify a monthly scribe to complete ACTION-DECISION REGISTER.
COMMUNICATION

CLEAR ACCOUNTABILITY: E.G. PERFORMANCE REVIEWS
CONSTRUCTIVE REVIEWS

VALUES – HOW WE ARE EXPECTED TO BEHAVE ✓

JOB DESCRIPTION – WHAT WE ARE EXPECTED AND HAVE AGREED TO DO ✓

CLEAR PROCESS

CLEAR OUTCOMES
  - Next Steps
  - Impact on Wages & Incentives
CLEAR PROCESS!
CONFLICT RESOLUTION

View Conflict as a Source of Creativity

X + Y → Z
Growing Edge Facilitation

Mobius Model

RECOGNITION
- Present
- Missing

WELL-BEING
- Present
- Missing

RESPONSIBILITY
- Accountability
  - Who
  - What
  - When

POSSIBILITY
- Conditions of Satisfaction

ABILITY
- Action Plan
  - Strategic
  - Creative

COMMITMENT
- Time
- Energy
- Resources

Developed by Productive Design, Inc. and William Stockton, PhD
Anger/Blame Cycle

- **Recognition**: What's wrong?
- **Responsibility**: Who is to blame?
- **Ability**: What they should do.
- **Possibility**: Parking lot
- **Commitment**: They should confess their mistake.
- **Well-being**: I don't trust them.
- **History**: We've done this before.

Developed by Productive Design, Inc. and William Stockton, PhD
## Resolving Conflict

### Training
- Conflict Style
- Control Dramas
- Personality Types

---

### Growing Edge Facilitation

#### The Four Fold Way

<table>
<thead>
<tr>
<th>Role</th>
<th>Style</th>
<th>Heals through</th>
<th>Shadow</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Healer</strong></td>
<td>Pays attention to what has heart and meaning</td>
<td>“Celebrates Individuals”</td>
<td>Victim/poor me</td>
</tr>
<tr>
<td><strong>Teacher</strong></td>
<td>Stay open to possibilities – not attached to one outcome</td>
<td>“Asks the enlightening question”</td>
<td>Interrogator</td>
</tr>
<tr>
<td><strong>Visionary</strong></td>
<td>Speak the truth without blame or judgment</td>
<td>“Creates Possibilities”</td>
<td>Aloof</td>
</tr>
<tr>
<td><strong>Warrior</strong></td>
<td>Show up – physically, emotionally, mentally &amp; spiritually</td>
<td>Heals through “singing”</td>
<td>Intimidator</td>
</tr>
</tbody>
</table>

Based on the work by Angeles Arrien, PhD and James Redfield
COLLABORATION
CLEAR ACCOUNTABILITY
WHAT IS YOUR REPORTING STRUCTURE?

DOES EVERYONE KNOW? REALLY??
Traditional Approach
OUTCOME?

LITTLE-TO-NO COMMUNICATION
INDIVIDUALS FEEL ISOLATED
PROTECTED TERRITORIES DEVELOP (SILOS)
RELIANT ON FEW INDIVIDUALS (1?)
PROCESSES TEND TO BE ITERATIVE
Collaborative Approach
OUTCOME

LOTS OF COMMUNICATION
INPUT FROM MANY INDIVIDUALS
MEASURE TWICE – CUT ONCE
Key to Collaborative Teams:

- Team Management Tools
  - Agenda (CLEAR EXPECTATIONS)
  - Clear Ground Rules for Operating as Team (CLEAR AGREEMENTS)
  - Action-Decision Register (CLEAR OUTCOMES)
  - Clear Roles as Team Member (e.g. Facilitator, Scribe as well as Job Description)
So, Key To Creating a Culture of Accountability...

- CLEAR EXPECTATIONS ✓
- CLEAR AGREEMENTS ✓
- CLEAR OUTCOMES ✓
- COMMUNICATION ✓
  - Common Tools
  - Common Language
- COLLABORATION ✓
- CONFLICT RESOLUTION ✓
Vision
Strategies
Marketing
Operations
Finance
IN THE END

It’s Everyone’s Job to Make the Company Better!
Everyone Holds Everyone Accountable
QUESTIONS?

Dr. Jeff Howe
jeff@dovetailinc.org
www.dovetailinc.org
651-261-6391