Building Accountability into Your Culture

Presented by
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LI20
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10:30 AM
Accountability is an essential part of leadership and management. In fact, without it, there is no way to establish credibility and trust among team members. It is so important that employees are held accountable for their work, individually and as part of a team. It is only when everyone in an organization is held accountable does accountability become part of a culture. But, it does not stop there — creating the culture is one thing, but maintaining it is another. This session will discuss ways to use expectations, reviews, incentives and your company values to maintain a culture of accountability.

Objectives:
- Discuss the value of a firm culture that embraces accountability.
- Identify effective ways to hold people accountable.
- Explain how to leverage the employee feedback loop to emphasize accountability.
Accountability

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**.
Clear Expectations

Say what you mean, mean what you say.
“My Mom never keeps her grounding promises.”

What you do speaks so loud that I cannot hear what you say.

Ralph Waldo Emerson
What does CULTURE have to do with it?

The best kind of culture is a Culture of Accountability where people demonstrate high levels of ownership to think and act in the manner necessary to achieve organizational results. The defining characteristic of this kind of culture is that people voluntarily assume their own accountability.
I’ll just do it myself.

Dear everyone, just a reminder, work starts at 8:30AM sharp.
The rules don’t apply to him/her.

Communication is Key

Annual Reviews – are they enough?
One on One Meetings

• Is there anything we should START doing as a team?
• Would you like more or less direction from me on your work?
• Do you feel you’re getting enough feedback on your work? If not, where would you like more feedback?
• Is there an aspect of your job where you would like more help or coaching?
• How could we improve the ways our team works together?

Understanding What Matters

• A day off?
• A Gift Card?
• A bonus?
• A shout out?
• A lunch away from the office?
• Some focused time?
Recognition

Bonusly
Understanding RPRS

GWC
5 Dysfunctions of a Team
Inattention to RESULTS
Avoidance of ACCOUNTABILITY
Lack of COMMITMENT
Fear of CONFLICT
Absence of TRUST
Absence of Trust

- Conceal weaknesses
- Hesitate to Communicate
- Don’t Offer Help
- Jump to Conclusions
- Fail to Recognize Another’s Skills
- Waste Time & Energy
- Hold Grudges
- Avoid Spending Time Together

Ethical - Based Trust

Vulnerable - Based Trust
**Fundamental Attribution Error**
Why we often see others differently than ourselves

<table>
<thead>
<tr>
<th>Undesirable</th>
<th>Desirable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Character</td>
<td>Luck</td>
</tr>
<tr>
<td>Environment</td>
<td>Talent</td>
</tr>
</tbody>
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We Make **Choices** and **Act**
As a **Result** of
How We **Perceive** and
**Interpret** the **World**.
Where does our perception of the world come from?

- Family
- Friends
- Personal Experiences
- Values
- Others
Foundation
Vulnerability
Takes time, but can be accelerated
Maintained over time
Teams that fear conflict…

- Boring meetings
- Create negative environments
- Avoid controversial topics
- Ignore every opinion & perspective
- Waste time & energy
The Conflict Continuum

Productive, Idea-based Conflict  
Wasteful Conflict

No Conflict  Fine Line  Personal Attacks

Conflict Resolution Model

Individual Obstacles
- Self-Esteem
- Values
- Skills

Relationship Obstacles
- Legacy Event
- Organization
- Politics

Environmental Obstacles
- Physical
- Politics
- Mood

Informatonal Obstacles
- Facts
- Perspectives
- Opinions

Issue Definition

- Company culture
- Acceptance
- Experience
- Mood
- I.Q.
Good conflict

Uncomfortable

Norms

Fear
Inattention to RESULTS
Avoidance of ACCOUNTABILITY
Lack of COMMITMENT
Fear of CONFLICT
Absence of TRUST

- Low clarity direction & priorities
- Excessive analysis
- Lack of confidence & fear of failure
- Revisiting discussions & decisions
- Second-guessing
Commitment Clarification

- Team leader lists decisions
- Team members review decisions
- Team members write decisions down
- Team decides communication plan

Cascading Communications

24 – 48 hours
Commitment

Clarity

Buy-in
Inattention to RESULTS
Avoidance of ACCOUNTABILITY
Lack of COMMITMENT
Fear of CONFLICT
Absence of TRUST

Avoidance of Accountability

- Resentment
- Encourage mediocrity
- Miss deadlines
- Unnecessary burden
- Leader only source of discipline
Embracing Accountability

- Accountability
- Peer pressure
- Team leader confront difficult issues

Inattention to RESULTS
Avoidance of ACCOUNTABILITY
Lack of COMMITMENT
Fear of CONFLICT
Absence of TRUST
Inattention to Results

- Lose achievement-oriented employees
- Encourage individualism
- Become easily distracted
- Stagnate, and fail to grow
Focusing on Results

Accomplish
Prioritize
Clarify
Quickly Communicate

Inattention to RESULTS
Avoidance of ACCOUNTABILITY
Lack of COMMITMENT
Fear of CONFLICT
Absence of TRUST
Invulnerability
False Harmony
Low Standards
Ego/Self Over Team

Focus on Collective Outcomes
Confront Difficult Issues
Demand Debate
Force Clarity & Closure
Be Vulnerable

Focus on Collective Outcomes
Confront Difficult Issues
Demand Debate
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THANK YOU!

Debbie Foster
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Your opinion matters!

Please take a moment now to complete the evaluation.

Thank You!

Association of Legal Administrators