

Building a Culture of Accountability

A leader's guide for optimizing team engagement and impact

HRLA of Eastern Connecticut

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Executive Summary

Presentation Goals



- Create a context for understanding the impact of Accountability
- Examine the leadership link to Accountability
- Explore the key dimensions of an Accountability mindset
- Define strategies for overcoming barriers to Accountability
- Provide tools for sparking the Accountability conversation
- Think, Share, Learn & Laugh



Creating A Context



- Personal Accountability not only drives engagement but also job satisfaction
- Doing more than is expected well and with a good attitude is not an unreasonable organizational expectation
- Personal Accountability is a mindset that acknowledges that people are counting on you (and paying you) to do the right thing
- Personal Accountability is a critical building block of leadership
- All leaders must be role models for Accountability



5 Universal Truths About Personal Accountability

1. Personal Accountability is a willingness after the fact to own the results of your actions and behavior
2. Personal Accountability is the engine that drives engagement and team success
3. Everyone has a responsibility to ensure clarity of expectations
4. Mutual understanding and clear agreements drive desired outcomes
5. The “*it’s not my job*” mindset is a universal barrier to Personal Accountability

Expanding The Context – Workplace Behaviors



Victim



Critic



Bystander



Navigator

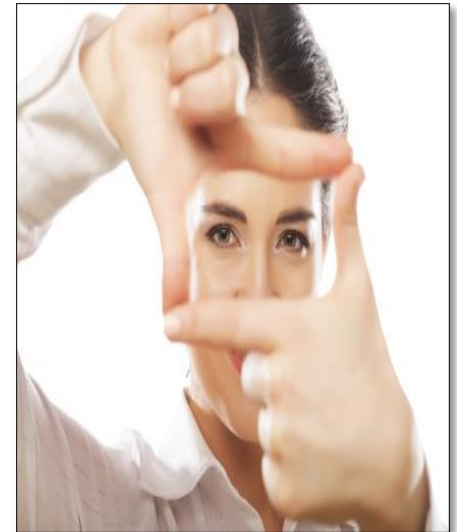


Gaining Your Perspective

Group Brainstorm Activity



- What attitudes and behaviors come to mind when you think about the word Accountability?
- What are some examples of Accountability in action?
- How is Accountability linked to your organization's strategy & success?



Accountability, A Macro View



**Leadership
Accountability**

**Personal
Accountability**

**Team
Accountability**

Creating A Development Baseline



The Navigator Inventory 2.0

1. Review all statements carefully
2. Circle the number on the rating scale that best describes you
3. Tally your score
4. Select 1 statement as a development opportunity
5. Be prepared to discuss your insights



The Accountability Continuum

A Look at Personal Accountability



Creating a Foundation of Understanding



▪ Role Clarity Factors:

- Can identify stakeholders
- Understands what's expected
- Receives frequent feedback
- Can identify support resources
- Can identify success measures

▪ Purpose Factors:

- Trusts in leadership
- Role linked to org. mission
- Strong sense of community
- Feels opinion matters
- Positive behaviors reinforced



Creating a Foundation of Understanding



▪ Ownership Factors:

- Accepts responsibility
- Demonstrates commitment
- Proactive and responsive
- Always follows through
- Solution oriented

▪ Behavior Factors:

- Optimistic
- Adaptive / resilient
- Takes pride in work
- Demonstrates initiative
- Positive role model for others



Tapping Your Wisdom

Group Brainstorm Activity



- What value does Accountability create for you, your stakeholders and your organization?
- What barriers might get in the way of an Accountability Mindset?
- What are some solutions for overcoming these barriers?



Creating Clarity & Mutual Understanding



Six Key Questions

1. What are my key deliverables?
2. Who am I responsible to?
3. What is their desired outcome?
4. What are the key timelines?
5. What support resources are available?
6. Am I absolutely clear on what's expected of me?

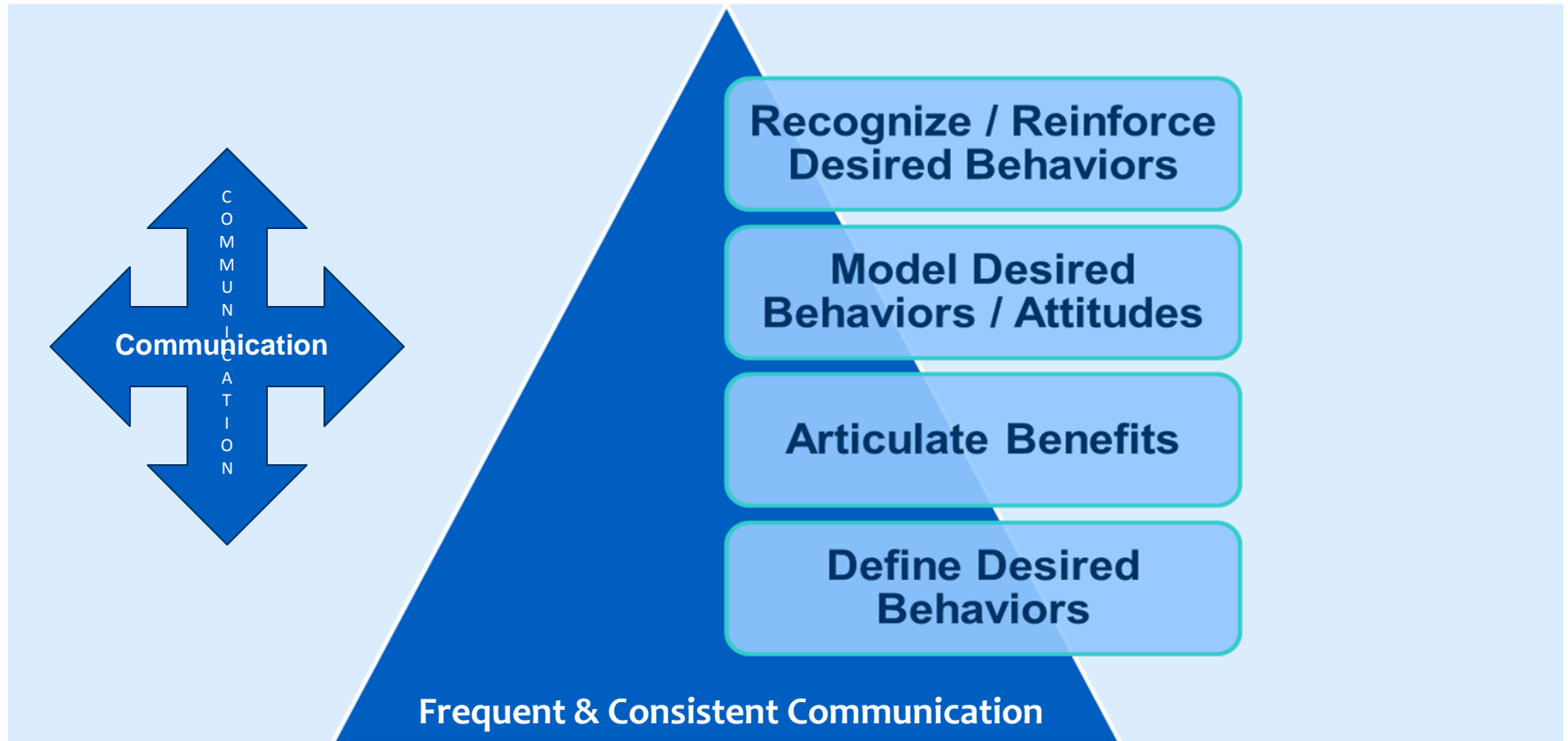


Reminder: Everyone is responsible for ensuring mutual understanding

Seizing The HR Opportunity



4 Organizational Strategies For Building A Culture of Accountability



Sparking The Accountability Conversation

5 More Things You Can Do Tomorrow



1. Initiate a conversation your senior leadership team about their perception of accountability and how it impacts organizational outcomes. Engage the remaining leadership team in a parallel conversation to expand clarity, consensus and buy-in.
2. Assess existing leadership behavioral norms and consider what impact they have on fostering a culture of accountability.
3. Solicit input from employees about their view of accountability and its impact on team success. Also ask them to define behaviors that embody an accountability mindset.
4. Emphasize continuous improvement and define small momentum builders that allow you to create traction. Remember, *Rome wasn't built in a day.*
5. Encourage your team / colleagues to define current barriers and solutions for building a culture of accountability.

Bonus Question: What else can you do to seize the HR opportunity?



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Key Words:

Learning Resources

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**“No prizes for predicting
rain, only for building arks”**

- Lou Gerstner

