

Creating A Culture of Accountability

***Rob Cooke
AUMA Convention
September 2015***

So What Is Accountability?

- Accountability is the acknowledgment and assumption of responsibility.
- Accountability is the responsibility of employees to complete the tasks they are assigned, to perform the duties required by their job.
- Accountability is the obligation of an individual to account for his/her activities, to accept responsibility.

Or to put it more simply:

We want people to do what we want and expect.

What gets in the way of this happening?



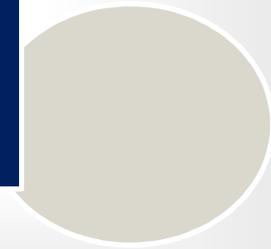
They don't know what is expected or what you want



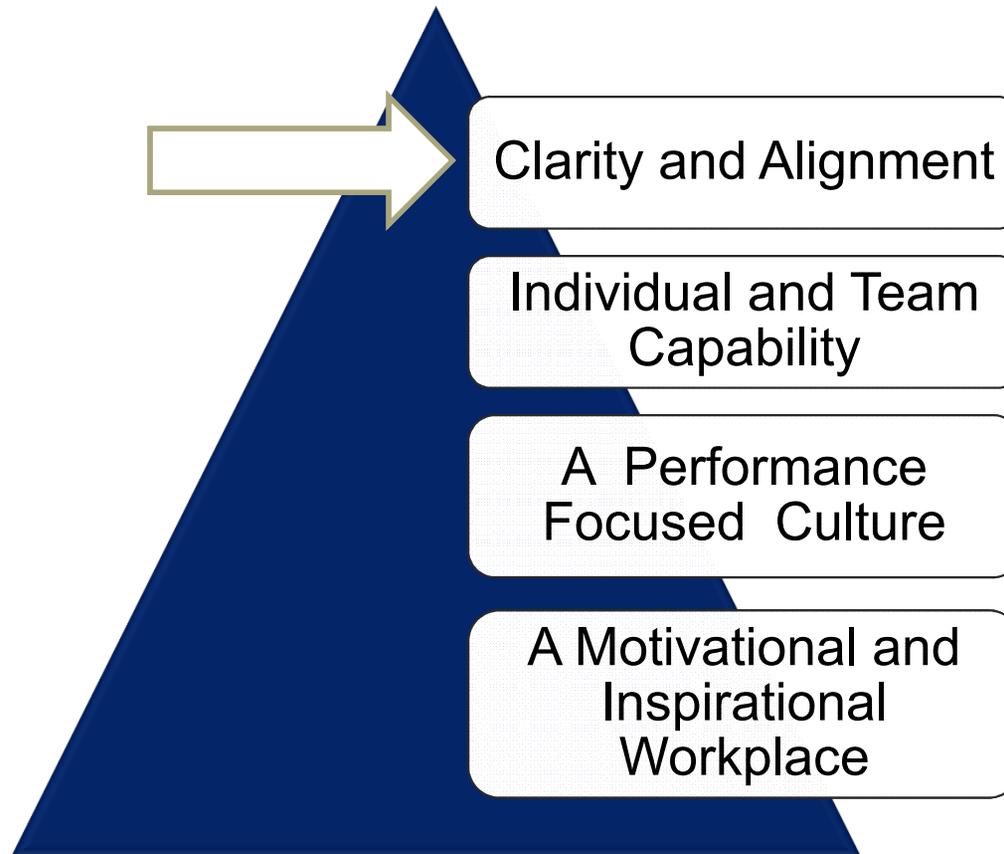
They don't have the capability or capacity



They are not motivated or inspired to do it



Your Role as a Leaders is to Ensure:



Creating Clarity and Focus

We cannot expect people to fully execute their responsibilities if they don't receive clear and consistent messages from their leaders about what is important.

There is no greater frustration for employees than having to constantly navigate the politics and confusion caused by leaders who are misaligned

Patrick Lencioni, The Advantage



Be more innovative!

Increase accountability!

Increase community engagement

Enhance customer service!

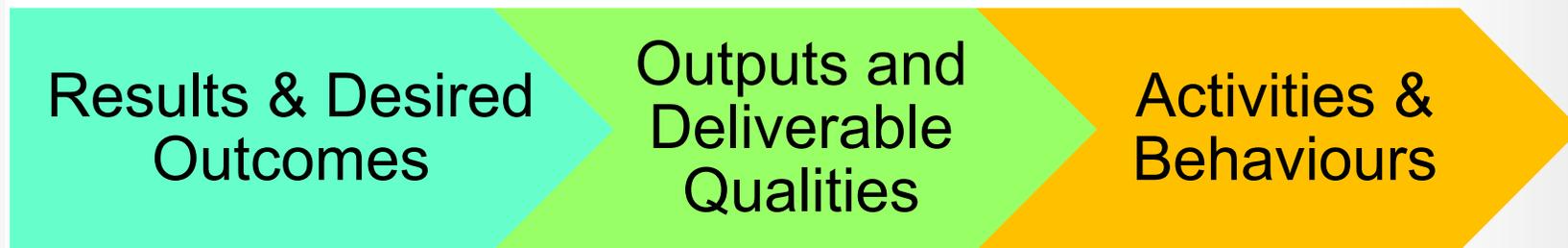
Clarifying Expectations

- Are you crystal clear on what you are looking for and expect?
- Is there consistency in how this is communicated?
- Do you follow-up regularly to ensure actions are supporting expectations?

If you are not 100% clear and consistent imagine how clear your people are.

You should not be surprised if you don't get what you expect

Clarifying Expectations



Praise from
Council and
Citizens

Quality, Cost,
Service level,
Timeliness

Customer
interactions,
routines



They don't have
the capability or
capacity to do it.

Capability Factors

1. Lack of capacity – most people today have more work than they can handle
Help leaders redefine their priorities and to postpone, delegate or abandon lower priority activities
2. Insufficient skills e.g. insufficient communication, decisions making, problem solving or planning skills
Provide feedback, identify development needs, arrange training, coaching, etc.
3. Lack of adequate support or resources – technical, financial, people
Probe to understand what is required and where the blockages are.

Creating Capacity by Getting Control of Your Time

Busy-ness has become a badge of honour

There is little correlation between busy-ness and accomplishment

- The ability to multi-task is a myth
 - Attention is a limited capacity resource
 - Multi-tasking is the enemy of focused attention
 - Plan your day to minimize multi-tasking by carving out blocks of time for specific activities. E.g. answering emails
- Creating 'flow time' is essential and requires rigorous time blocking
 - Flow time is the period of uninterrupted focus and concentration
 - Block it off – phone and email off, door closed
- Take breaks every 90 minutes to refresh the brain
- Digital distraction must be managed
 - Start by setting aside certain times during the day when the device is off



“What will be your greatest challenge in accomplishing this?”

“What can I do to help you be successful?”



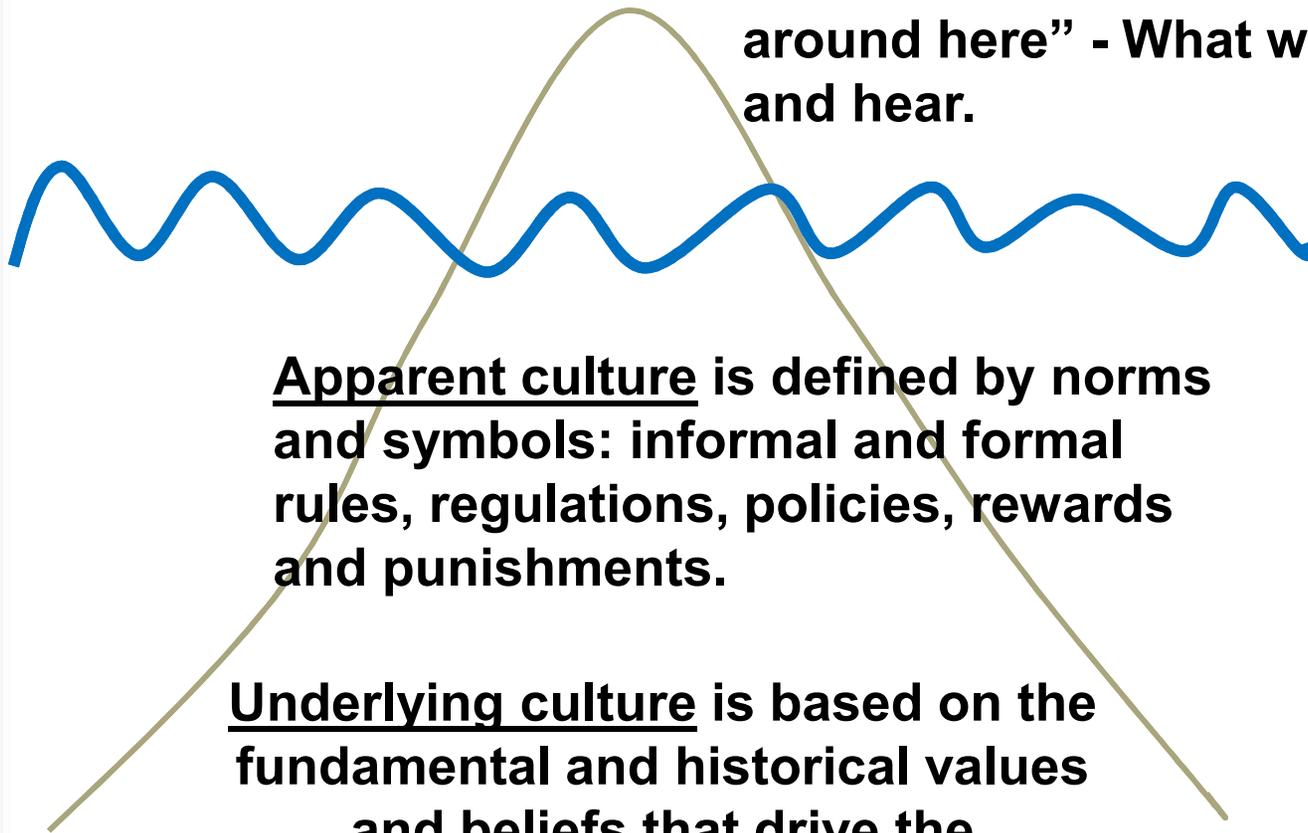
Our culture is not right!
It is preventing excellence.

Understanding Organizational Culture

Visible culture is the visible day-to-day habits and behaviours which demonstrate “how things work around here” - What we see, feel and hear.

Apparent culture is defined by norms and symbols: informal and formal rules, regulations, policies, rewards and punishments.

Underlying culture is based on the fundamental and historical values and beliefs that drive the organization.



Exploring Your Organization's Culture

What current behaviours and habits are you seeing in your organization today that are facilitating excellence and accountability?

What current behaviours and habits are you seeing in your organization today that are hindering excellence and accountability?

Shifting Culture is all about:

- What YOU communicate about desired behaviour
- How YOU role model the desired behaviours
- What YOU pay attention to and measure
- How YOU reward desired behaviours
- Who YOU recruit, promote and excommunicate

Culture change starts at the top

How Leaders Create A High Performance Culture

- Ask for deliberate and conscious action - ensure people are not on auto pilot
- Have short early verbal conversations
- Encourage 'intentions' not questions: Resist the urge to provide solutions
- Provide feedback and support

David Marquet, Turn the Ship Around

Leaders need to decide what specific behaviours and habits they are going to demonstrate and reinforce and be deliberate in their actions .



People are not
motivated or
inspired

(and would much rather be doing something else!)

What Inspires People?

- Challenging work
- Recognition
- Achieving full potential
- Sense of Accomplishment
- Personal growth

Motivators and Inhibitors

Frederick Herzberg 1952

Motivators

Challenging work
Achieving full potential
Accomplishment
Recognition
Personal growth
Learning

*It is hard to overestimate
the power of these
motivators*

Inhibitors

Status
Compensation
Job security
Working conditions
Supervisory practices

*Bad hygiene causes
dissatisfaction but good
hygiene....?*

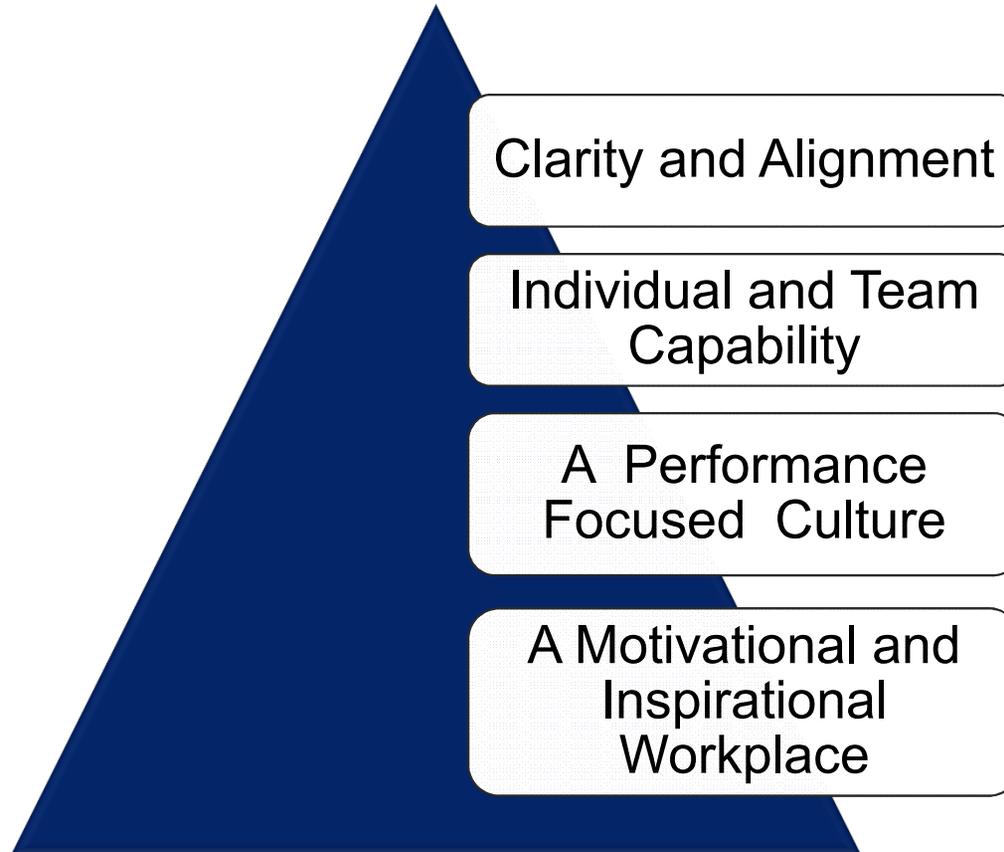
*It is hard to overestimate the power of these
motivators*

What motivates people in your organization?

Creating An Inspirational Workplace

1. Show how peoples work adds value and contributes to organizational success.
2. Demonstrate how they are making a difference and have wide reaching impacts that extend into community.
3. People are tired of being told what to do. Don't lecture, listen.
4. Create a sense of ownership to inspire trust and a desire to go above and beyond.
5. Give people autonomy and flexibility and give them space.
6. Show respect and admiration for work well done not just recognition.

Your Role as a Leaders is to Ensure:



If you are not getting what you want from your people, you need to look in the mirror and recognize that the responsibility for change rests with you!



It's About You

“That one can truly manage other people is by no means adequately proven, but one can always manage oneself”

Peter Drucker

You need to step back from your day-to-day grind and do some work on yourself.

It's About You

“Personal transformation must precede organizational transformation”

Bill O'Brian CEO Hanover Insurance

***Do you have the courage and conviction
to execute on what it takes
to create a true culture of
accountability?***

ANY
QUESTIONS?

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