All Hands on Deck!

A leader’s guide to optimizing team engagement

Northeast Leadership Conference

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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
“Example is not the main thing in influencing others, it’s the only thing”

- Albert Schweitzer
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

Disclaimer: These behaviors are not age specific, only the pictures are
Understanding the Detour Behaviors

**VICTIM:**
- **What They Feel** – Shock, Grief, Loss, Anger, Disbelief, Frustration
- **What They Do** – Avoid, Resist, Sabotage, Challenge Progress
- **What They Say** – I can’t believe this is happening, Poor me, They don’t understand or value me

**CRITIC:**
- **What They Feel** – Anger, Resentment, Insecurity, Entitled
- **What They Do** – Blame, Act-out, Overreact, Disrupt
- **What They Say** – This place isn’t what it used to be, they don’t know what they’re doing
A Closer Look @ The 4 Behaviors

**Bystander:**
- **What They Feel** - Frustration, Disengaged, Removed, Out of touch with reality
- **What They Do** – Show-up unprepared, Avoid, Resist, Manipulate, Ignore, Unplug
- **What They Say** – It’s not my job, I’m too busy, This is just another management fad

**Navigator:**
- **What They Feel** – Energized, Collaborative, Focused, Optimistic, Hopeful, Empowered
- **What They Do** – Own their jobs, Help others, Support progress, Focus on solutions
- **What They Say** – Let’s try this, We can do it, We’ve been successful before, It’s up to us
Tapping Your Wisdom

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Group Brainstorm Activity

- How do the Detour behaviors impact team morale?
- How do the Detour behaviors impact team success?
- What’s the cost of not addressing the Detour behaviors?
4 More Things You Can Do Tomorrow

1. Utilizing the four behavior model, assess the profile of your core team for purposes of defining the behavioral mix and associated challenges and opportunities. Using the same assessment process, define the behavioral profile of your leadership peer group.

2. Encourage all leadership personnel to explore how the four behaviors play out among the leadership team including the impact that each behavior has on morale and employee engagement.

3. Solicit feedback from all team members on how the four behaviors affect their personal satisfaction and individual success.

4. Encourage open communication around the four behaviors including candid feedback on how the negative behaviors play out among the team. Ask team members to explore their success and failures over the past year or so and to explore how the four behaviors have influenced theses outcomes.
Gaining Your Perspective

- 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 workplace success?
The Case for Accountability

- Organizations with high levels of accountability and engagement outperform those with low levels of accountability by 202%.
- Disengaged employees cost U.S. employers $500 billion annually.
- Highly engaged and accountable teams have a 37% lower absenteeism rate.
- Highly engaged and accountable teams have 70% fewer safety incidents.
- Organizations with highly engaged employees see 203% high customer loyalty.
- Disengaged employees are twice as likely to be looking for a new job.

Source: The Gallup Organization
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 Accountability

And its link to Engagement
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
Self-Reflection Questions:

- Is there a task within my current work that is currently unclaimed in which I could take ownership?

- What value would taking ownership create for me and others?
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
What value does Accountability create for you, your stakeholders and your team?

What barriers might get in the way of an Accountability Mindset?

What are some solutions for overcoming these barriers?
“Very great change starts from very small conversations, held among people who care”

- Margaret Wheatley
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. How is my success measured?

Reminder: Every member of your team / organization should be able to answer these questions with ease.
Four Organizational Strategies for Building a Culture of Accountability

- Define Desired Behaviors
- Articulate Benefits
- Model Desired Behaviors / Attitudes
- Recognize / Reinforce Desired Behaviors

Communication

Please see *Building a Culture of Accountability Organizational Roadmap Sample* for more specifics.
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 leadership opportunity?
Leadership Learning Resource

Visit:
www.workchoicesolutions.com

Key Words:

Learning Resources

Please be sure to check out my 2019 articles:

- The Three Dimensions of Leadership Trust
  - The Kindness Connection
  - The State of Leadership 2020

To learn more, please contact me at 860-242-1070 or by email at
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“The one thing leaders cannot do is nothing. They cannot wait for trends to pass them by, and they cannot wait for millennials to start behaving like baby boomers”

Jim Clifton - CEO, Gallup, Inc.