Creating A Culture of Accountability

Mark E. Green
Accountability is the underlying BIG PROBLEM at the root of myriad persistent, annoying, expensive, and unresolved symptoms.
The Coaching Perspective
Accountable

1. Subject to giving an account: answerable
2. Capable of being explained: explainable

- Merriam-Webster Dictionary Online
Why the CEO Gets Fired

Data from Leadership IQ - 2015

- MISMANAGING CHANGE: 31%
- IGNORING CUSTOMERS: 28%
- TOLERATING LOW PERFORMERS: 27%
- DENYING REALITY: 23%
- TOO MUCH TALK, NOT ENOUGH ACTION: 22%

Source: Leadership IQ

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Accountable Behaviors

1. Being Anticipatory and Proactive
Accountable Behaviors

2. Being Results-Oriented
Accountable Behaviors

3. Engaging in Disciplined Planning
Accountable Behaviors

4. Holding Yourself and Others to High Expectations
Non-Accountable Behaviors

1. Finger Pointing
Non-Accountable Behaviors

2. Withholding Information
Non-Accountable Behaviors

3. Tolerating a “Non-Green” Status
Non-Accountable Behaviors

4. Being Slow to Respond to Changing Conditions
Why the CEO Gets Fired

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BIG IDEA:

There Are Three Types of Accountability
Three Types of Accountability

1. Leading By Example:
   “Do I regularly exhibit accountable behaviors myself?”
Three Types of Accountability

2. Role Accountability:

“Does every employee have outcomes clarity?”
Three Types of Accountability

3. Process Accountability:

“Are accountability elements built into our leadership, planning, and execution processes?”
How to Implement Role Accountability
Role Accountability

What are the results you are paid to deliver through your role?
Role Accountability

Role Accountability Card Process

- Focus on **Results**, not Activities
- Create by Role, Not by Person
- What your role funded to deliver?
- Prioritize, then Identify the #1 KPI
- Share & Discuss as a Team
Role Accountability

Role Accountability Card Example

Operations Leader (COO)

KPI – Gross Margin $$

• Gross Margin
• Customer Satisfaction
• “A” Players on Operations Team
The Upward Spiral of Momentum and Growth
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