

WHO'S ON FIRST?



CREATING A POSITIVE ACCOUNTABILITY CULTURE ON YOUR CAMPUS

With Roxi Bahar Hewertson, CEO Highland Consulting Group, Inc.
Creating a Better World...One Leader at a Time

ACCOUNTABILITY MODEL
FOR
INDIVIDUAL, TEAM, AND ORGANIZATIONAL SUCCESS

DEFINE

Expectations & Learning



Commit to mutual understanding and agreement = Partnership

DEFINE – What are the Expectations and Learning success?

- ✓ **Why** are we doing this?
- ✓ **Who** is accountable for what and to whom?
- ✓ **What** are the expected results?
- ✓ **When** is it due?
- ✓ **What other** information or additional resources/learning are required?

Assigning Work

- Set clear expectations and goals
- Assign roles and appropriate resources
- Reconcile priorities and priority conflicts

Accepting Work

- Ask questions to ensure clarity
- Commit to goal

DELIVER – How will performance be Measured?

- ✓ **How** is success going to be measured?
- ✓ **What** are the checkpoints for progress?
- ✓ **What** are the quantitative measurements/metrics?
- ✓ **What** are the qualitative measurements/metrics?

Assigning Work

- Measure progress and results
- Provide support and maintain appropriate oversight
- Ensure execution

Accepting Work

- Take ownership
- Drive toward results
- Ask for help and/or resources when needed

DEBRIEF – What is the impact of this person's/team's Performance?

- ✓ **What** is the actual impact – results?
- ✓ **What** are the consequences + or – to the individual or team?

Assigning Work

- Review results and provide constructive feedback
- Tie results to performance

Accepting Work

- Take responsibility
- Ask for feedback

IMPORTANT ACCOUNTABILITY QUESTIONS

- 1. Have we had an explicit conversation about expectations?**
- 2. Do we establish measurement/metrics that we have agreed to and for which the individual or team is prepared to be accountable?**
- 3. How do I acknowledge performance?**
- 4. Have I kept MY promises to the individual or team?**

BOTTOM LINE

- We ALL need to know what is expected of us.**
- We ALL need to know how success is measured.**
- We ALL need to receive information about our performance good or not.**

When true accountability is the norm, there is solid trust among the engaged people, higher morale and a much higher rate of quality results. Without true accountability the reverse is true.

RECOGNITION

Recognition is the simple act of acknowledging, approving, or appreciating a behavior, an action, a service, or an attitude. Anytime you treat someone like a worthwhile human being can be considered recognition. You can give recognition to a staff member, supervisor, colleague, customer, family member, or friend.

6 RECOGNITION FACTS:

1. Recognition builds trust.
2. Recognition is an investment in your most valuable resource and it improves performance.
3. People need appreciation to be happy in their jobs.
4. It's everyone's responsibility especially the leader's.
5. One size does not fit all - people are motivated differently at different times.
6. Managers think they give it 90% of the time, but staff think they get it 10% of the time.

6 BARRIERS TO GIVING RECOGNITION People think:

1. It takes too much time.
2. It costs money.
3. It will make staff "soft."
4. It's only good for super stars and highly extraordinary results.
5. It's understood and doesn't need to be openly stated.
6. People who have never received it often don't know how to give it.

6 Principles FOR GIVING Recognition WELL..be:

1. Specific - - what did they do
2. Timely - - soon after they did it
3. Sincere - - from the heart and "I statements"
4. Personal - - meets the needs of the receiver not the giver
5. Proportional - - matches what they did
6. Often - - enough so it's not a foreign concept