Bridging Minds
CMC Global Conference - Astana

The Accountability Culture – What it is and Why it Matters

September 2017
Drivers of Effectiveness

Accountability

Effectiveness

.74**
What is Accountability?

Accountability

an obligation for which one can be held to account for one’s results and one’s actions by a specified other
Accountability is very different from Responsibility.
Accountability

Felt Accountability (mean 8.93)

Clarity of Accountability (mean 6.99)

Effective Managers™ Benchmark, 2016
Accountability

- **Whether or not** clear accountabilities are set, managers are going to take on, or “feel” accountability.
- The question is not whether managers will feel accountable, they will!
- The question is whether managers will feel accountable for the right things.
Why does Accountability Matter?
The Vision

Strategy development is one thing...

The Result

Strategy execution is another.
Organizational Churn

- Most organization have a strategic plan.

- 70% fail to achieve their strategic goals. Why?

From Forbes:
According to the research of Dr. Kotter, which has been validated by several other studies, approximately 5% of all organizations implement their strategies successfully, and 70% of strategic initiatives fail to meet their objectives. The remaining 25% have some middling success but do not meet the full potential of the strategy devised.
Research Findings

- 36% of managers identify that work does not flow smoothly across their organization.
- Almost 50% of managers experience conflicts with their accountabilities in different areas of their work.

2013 – Effective Managers™ / Telfer School of Business research program
Research Findings

- Only 9% of managers say they can rely on colleagues to do what they say they will do all of the time.

- Efforts to resolve the resulting conflicts are handled badly two times out of three
  - resolved after a significant delay (38% of the time)
  - resolved quickly but poorly (14%)
  - left to fester (12%).
Organizational Churn
The Solution is not obvious.

Are we treating the symptoms or the disease?
Managers only spend 55% of their time doing value-added work.

_Telfer / Effective Managers™ Research Data, 2013_
The Research

- Managers are not able to focus on their value-added work – work that only they, with their capability, in their positions, can do.
  - Day to day work and continuous improvement
  - Projects or change initiatives
  - Managerial leadership
Clarity of Accountability

CLARITY of Accountability

leads to

CLARITY of Action AND CLARITY of Interaction
Culture of Accountability

- An **Accountability and Authority** framework sets the foundation for:
  - “how we manage here”
  - “how we collaborate here”
The CEO Role

No Accountability Culture?

- The organization will start to drift
- Lack of focus
- Decisions are made decisions in an inconsistent way
- Collaboration suffers

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The CEO Role

Accountability Culture:
- Consistency of action
- Consistency of interaction
- Communication
- Collaboration
- Focus
The Consultant Role

Change or Program Readiness:

- Financing
- Financial Reporting
- Infrastructure
- Technology
- Inventory and delivery systems
- Supply Chain
- And so on

What is the readiness of the managerial work force?
The first step is to understand the current state.
The next step is to do something about it.
Implementation Approach

External Consultant Facilitation

Internal Team Facilitation (with Consultant Training)

Internal Team Facilitation

CEO

Vice Presidents

Directors

Managers

Round 1

Round 2

Round 3

Effective Managers™ Global Partners
Closing

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