



# ACCOUNTABILITY

How to Create a Culture of Accountability

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# ACCOUNTABILITY

## The A Word

What does Accountability mean to us?

How do you hold each other accountable?  
Rate your organization 1 – 10.



# ACCOUNTABILITY

The A Word.

# ACCOUNTABILITY

- Accountability is about **alignment** and **mutual ownership**.
- It should be natural for people to hold ourselves and each other accountable if we have a high performance culture.

# EMPLOYEE ENGAGEMENT

- Companies with engaged employees outperform those without by 202%!
- Highly engaged employees are 38% more likely to have above-average productivity!

# ACCOUNTABILITY IN A COMPANY

- Taking personal responsibility for your success and the success of the organization
- Accountable individuals demonstrate
  - The willingness and humility to admit you don't understand something or cannot achieve a goal or need assistance
  - The courage to ask tough questions of peers when they are not acting in the best interests of the organization



# CULTIVATING ACCOUNTABILITY

- Create a Standard
- Radical clarity
- Alignment

# CREATE A STANDARD

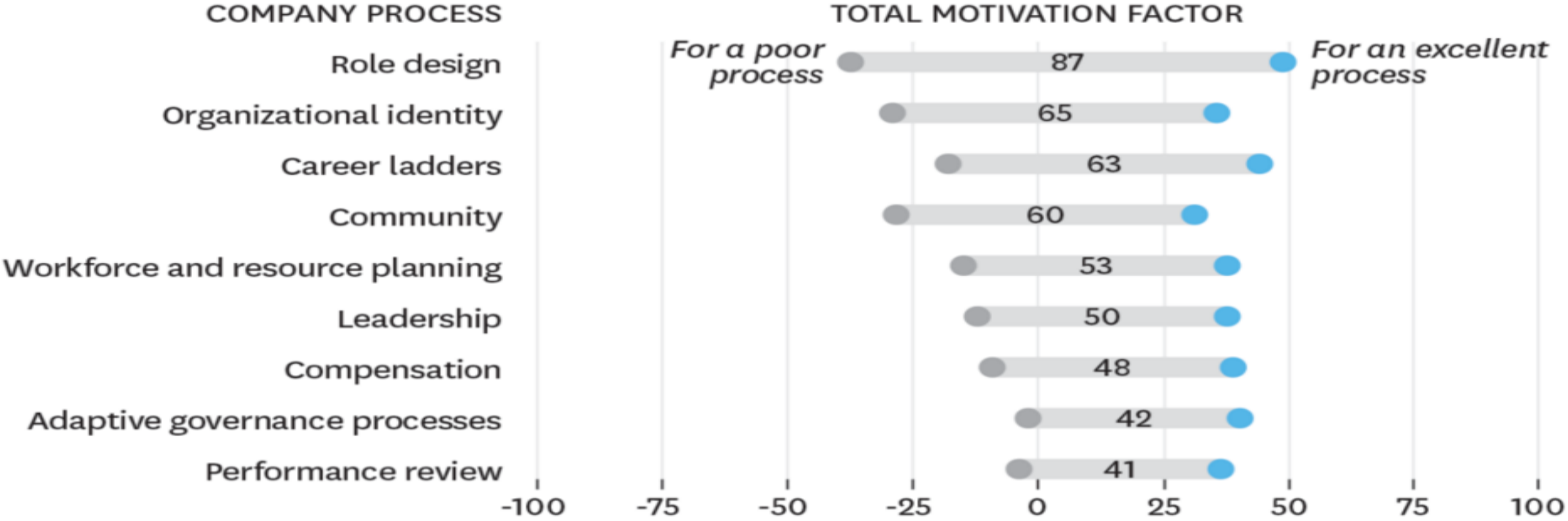
- Part of a leader's job is to cast the vision and create a standard.
- Then hold the line

# RADICAL CLARITY

- Everyone knows what success looks like and has set expectations for their job & responsibilities
- 99% of highly engaged employees report that they “know what is expected of them at work”.

# Employee Motivation Varies Widely Depending on Company Processes

In many cases, the difference between a well-designed and poorly-designed process is more than 50 points in motivation.



SOURCE PRIMED TO PERFORM

# SETTING EXPECTATIONS

- Do your job descriptions align with what your people do?
- Is there a clear organizational chart?
- Do you have standard operating procedures and reliable training?
- Are managers trained on how to conduct employee check-ins?

# ALIGNMENT

- Through clarity and shared purpose, we establish alignment
- However, individuals think about jobs and companies in terms of stories
- Stories can quickly become misaligned, leading to toxic employees



# CAUSES OF MISALIGNMENT

Accountability vs. Blame

What causes misalignment?



# COMMON CAUSES

- Injustice between employee and company
- Accountability vs. Blame

A blurred background image showing several people in a meeting or office setting. The image is out of focus, with a soft, light-colored glow. The people are wearing business casual attire. The overall tone is professional and collaborative.

# INJUSTICE BETWEEN EMPLOYEE & COMPANY

# EMPLOYEE JOURNEY

We did not  
deliberately hire toxic  
employees.

Did we?

YOUR NAMEHERE

## PERSONAL DATA

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PLACE AND DATE OF BIRTH: Someplace, Italy | dd Month 1912  
ADDRESS: CV Inn 19, 20101, Milano, Italy  
PHONE: +39 123 456789  
EMAIL: name.surname@gmail.com

## WORK EXPERIENCE

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- Current** | Trader at ENOI s.p.a., Milan  
**JAN 2009** | Physical Natural Gas Trading  
Provided analysis of spreads, in particular time and location spreads, with emphasis on trading opportunities on the curve, also taking into account the availability of storage facilities. Became familiar with logistic implications of physical gas trading and developed knowledge of continental virtual hubs for gas exchange.
- JUL-OCT 2008** | 1<sup>st</sup> year Analyst at LEHMAN BROTHERS, London  
Commodities Structured Trading  
Developed spreadsheets for risk analysis on exotic derivatives on a wide array of commodities (gas, oil, precious and base metals), managed blotter and secondary trades on structured notes, liaised with Middle Office, Sales and Structuring for bookkeeping.
- SUMMER 2007** | Summer Intern at LEHMAN BROTHERS, Capital Markets  
Received pre-placed offer from the Exotics Trading Desk as a result of very positive review. Rated "truly distinctive" for Analytical Skills and Teamwork.

## EDUCATION

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- JULY 2008** | Master of Science in FINANCE, Bocconi University, Milan  
110/110 *summa cum laude* | Major: Quantitative Finance  
Thesis: "Sublinear and Locally Sublinear Prices" | Advisor: Prof. Erio CASTAGNOLI  
GPA: 28.61/30 | [Detailed List of Exams](#)
- JULY 2006** | Undergraduate Degree in LAW and BUSINESS ADMINISTRATION  
110/110 *summa cum laude*, Bocconi University, Milan  
Thesis: "Portfolio Strategies with Target Prices" | Advisor: Stefano BONINI  
GPA: 29.85/30 | [Detailed List of Exams](#)
- FALL 2005** | Exchange Semester at University of Southern California, Los Angeles  
GPA: 3.875/4 | [Detailed List of Exams](#)
- JULY 2003** | Liceo Classico "E. Danti", Matera | Final Grade: 100/100

## SCHOLARSHIPS AND CERTIFICATES

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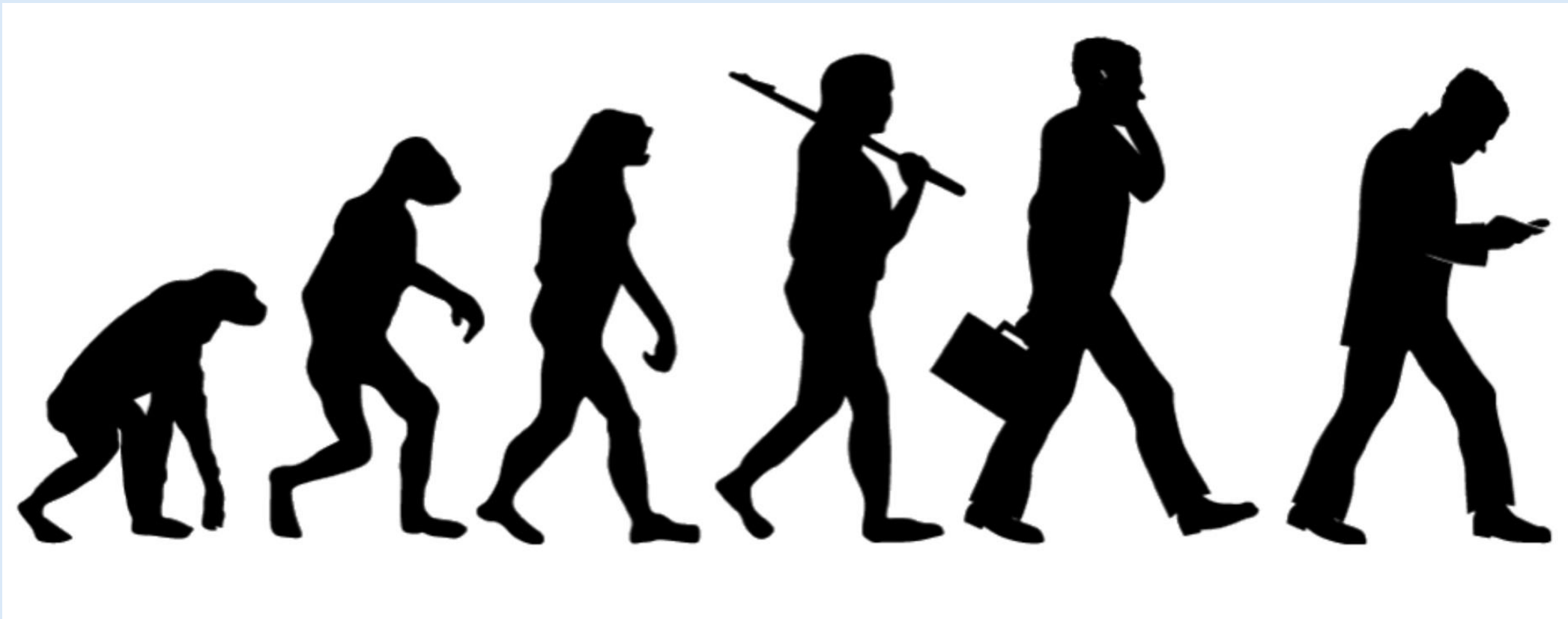
- SEPT. 2006** | Scholarship for graduate students with an outstanding curriculum (€30,000)  
**JUNE 2006** | GMAT®: 730 (Q:50;V:39) 96<sup>th</sup> percentile; AWA: 6.0/6.0 (89<sup>th</sup> percentile)

## LANGUAGES

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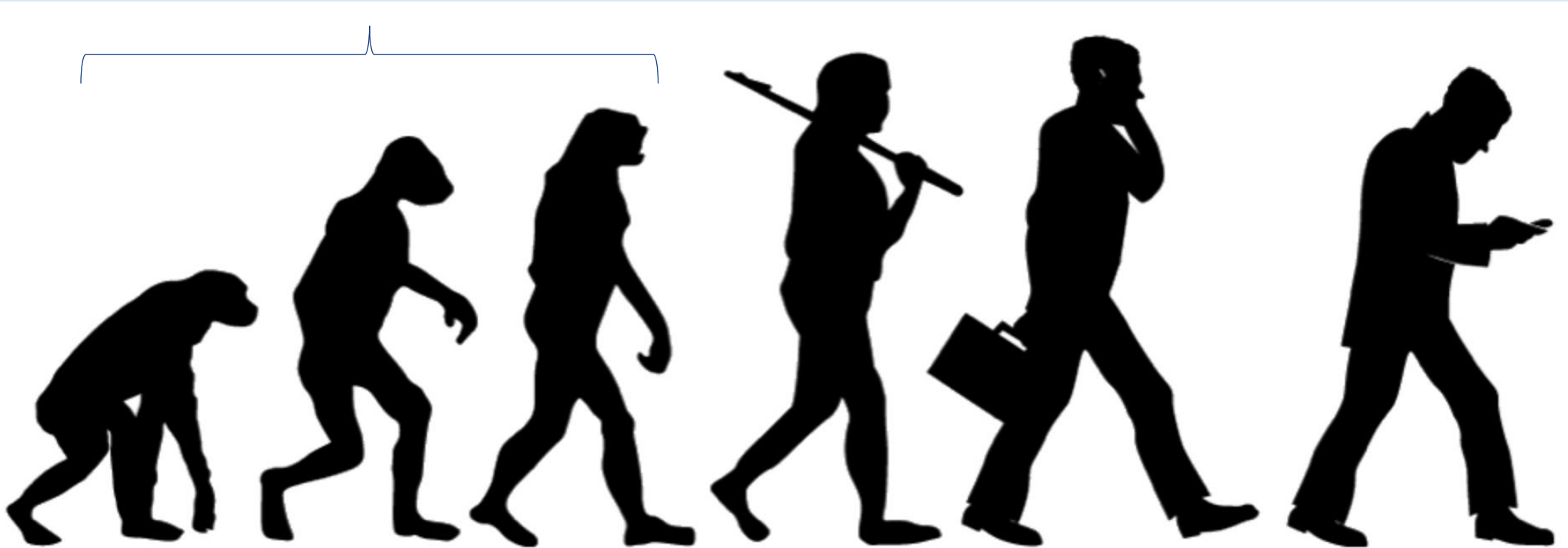
ITALIAN: Mother tongue  
ENGLISH: Fluent  
FRENCH: Basic Knowledge

# TOXICITY EVOLVES



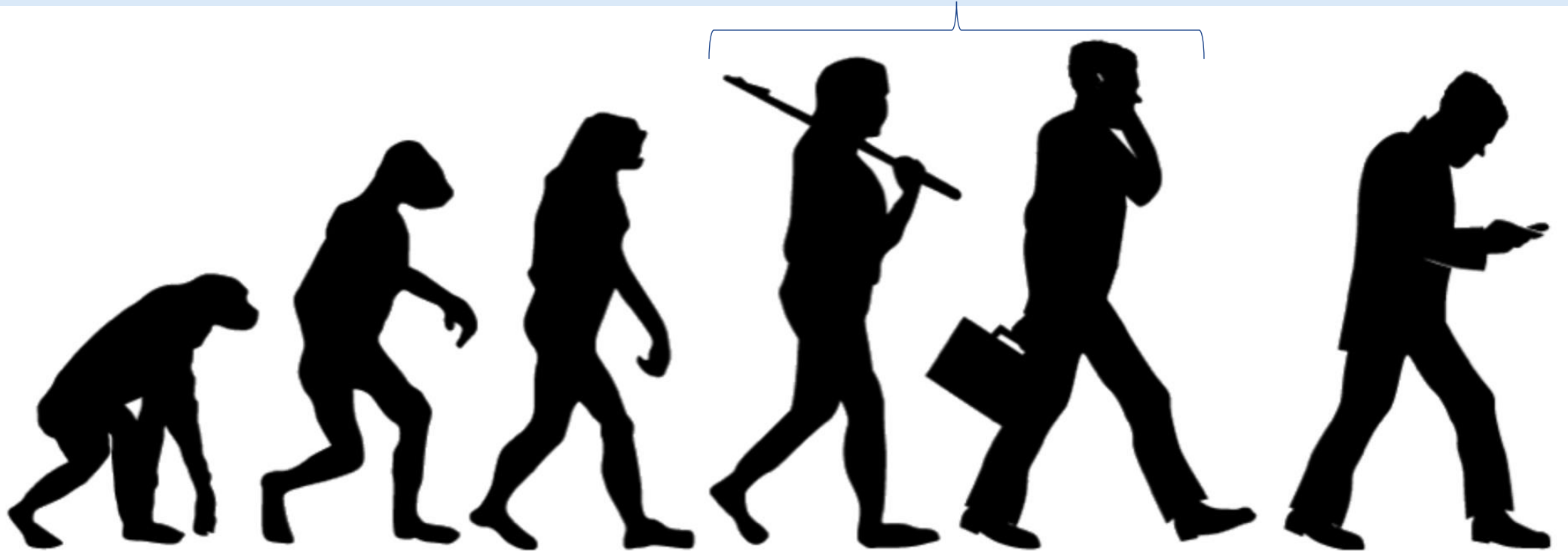
# TOXICITY EVOLVES

**New Employee:** I am so excited to be here. I hope I can contribute in a meaningful way.



# TOXICITY EVOLVES

**Engaged Employee:** I think I know what I am doing. I will be successful here.

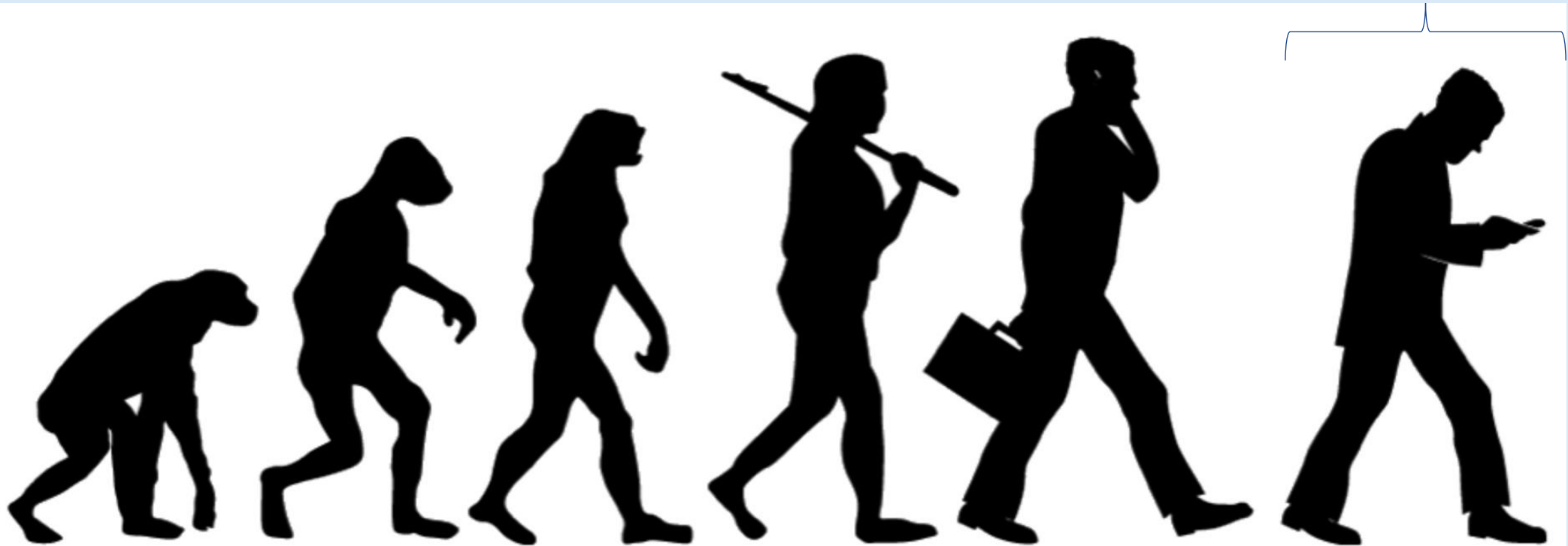


INJUSTICE



# TOXICITY EVOLVES

**Toxic Employee:** These people are idiots. I can't believe they run the company.





# DISCUSSION

Share a story about a misalignment you have experienced.

What do you think the other party's story was?



# TYPES OF INJUSTICES

- No promotion
- Inconsistencies in expectations by managers
- Disagreements on decision making
- Shutting down of ideas
- Miscommunication
- Another toxic employee
- Others?



# ACCOUNTABILITY VS. BLAME

# ACCOUNTABILITY VS. BLAME

- What is the difference between **Accountability** and **Blame**?

# ACCOUNTABILITY VS. BLAME

- **Accountability** is assigned to an **action**
- **Blame** is assigned to a **person**

# CULTURES OF BLAME

- Blame is assigned to a person
- Two Sides
  - It is your fault
  - It is NOT your fault

# CULTURES OF BLAME

- If you have a culture of blame, you can change your culture by changing your people

# CULTURES OF ACCOUNTABILITY

- Accountability is assigned to an action
- If you have a culture of Accountability, you can change things by changing actions



## ACCOUNTABILITY

- Use “I” statements
- Focus on facts
- Keep it simple
- Keep it safe
- Collaborate on a solution
- Follow up

## BLAME

- Use “You” statements
- Assume or judge
- Are passive aggressive
- Ambush in public
- Expect others to read their mind
- Leave it be

# DISCUSSION

- Where are we currently placing blame?
- Where have we been holding people accountable?

Accountability is focused on the **Why & What**  
not the **Who**.



# THE MISALIGNMENT CURE

# TWO CURES

- Coaching
- The Watershed



# COACHING

# COACHING

- Collaboration is key
- Suspend judgement
- Leverages the employees' strengths and natural abilities
- People will display more ownership of a solution if they are involved in its creation



# ACCOUNTABILITY IN PROCESS

## Part One

- What are you going to do?
- When can we check back in?



# ACCOUNTABILITY IN PROCESS

## Part Two

- Did you do what we agreed?
- Why not?
- What are you doing to do?
- Are there any resources you need from me?
- When can we check back in?

# ACCOUNTABILITY IN PROCESS

## Repeat

- Did you do what we agreed?
- Why not?
- What are you doing to do?
- Are there any resources you need from me?
- When can we check back in?

# DISCUSSION

- What if someone isn't interested or 'still' isn't getting the work done?

# DISCUSSION

- What are a few key 'best practices' when having these conversations?

# COACHING

- Ramp up the conversation
- Ask more questions
- Have employee draft a plan

# BEST PRACTICES

Behavior-based

Give constant feedback

Share the 'Why' or 'Impact'

Directly address concerns



# ACCOUNTABILITY IN PEOPLE

- NOTE: Sometimes we just need grace
- Look for a pattern
- Use best judgement on when to approach the person
- Examine what is happening in their 'world'

# ACCOUNTABILITY IN PEOPLE

## Part One

- What happened?
- What's going on?
- Concern vs. Judgement
  - I noticed this and it's something you've never done before
- What can 'we' do to better this?



# ACCOUNTABILITY IN PEOPLE

## Part Two

- We talked about 'X' and nothing has changed.
- What can 'we' do?
- What will you do?

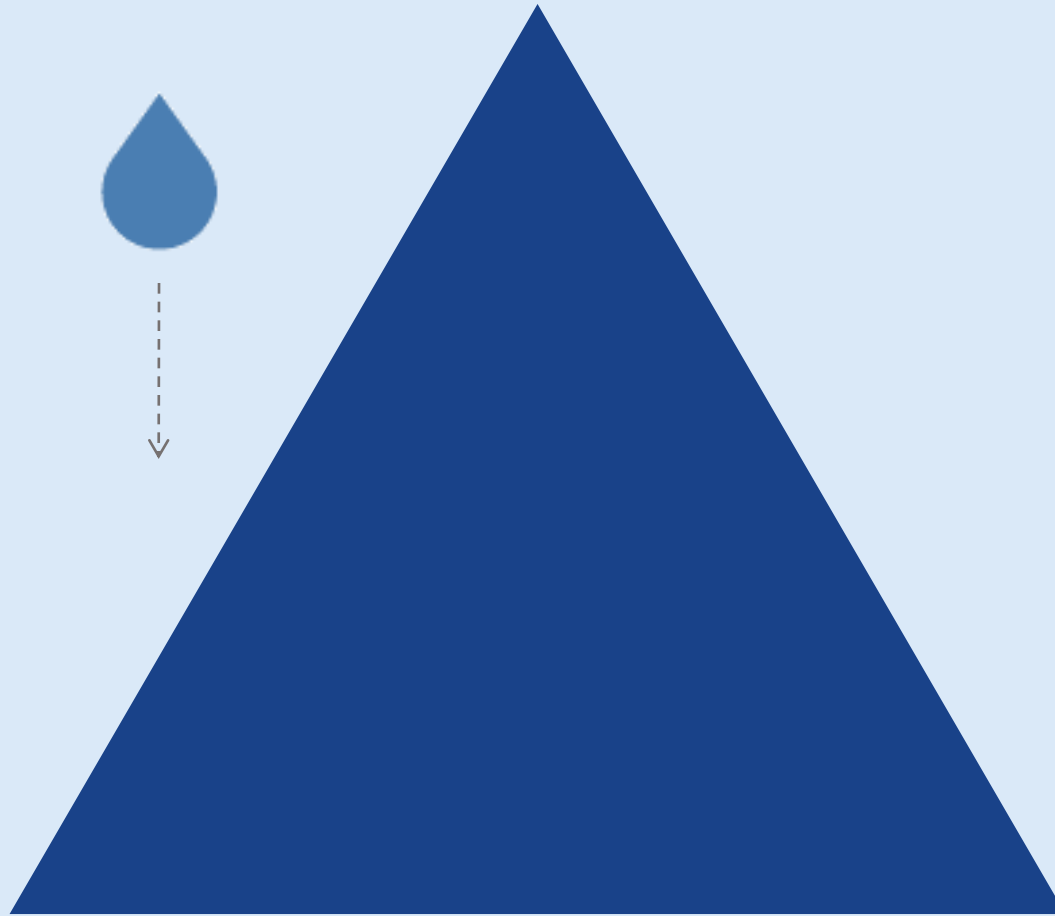


# THE WATERSHED

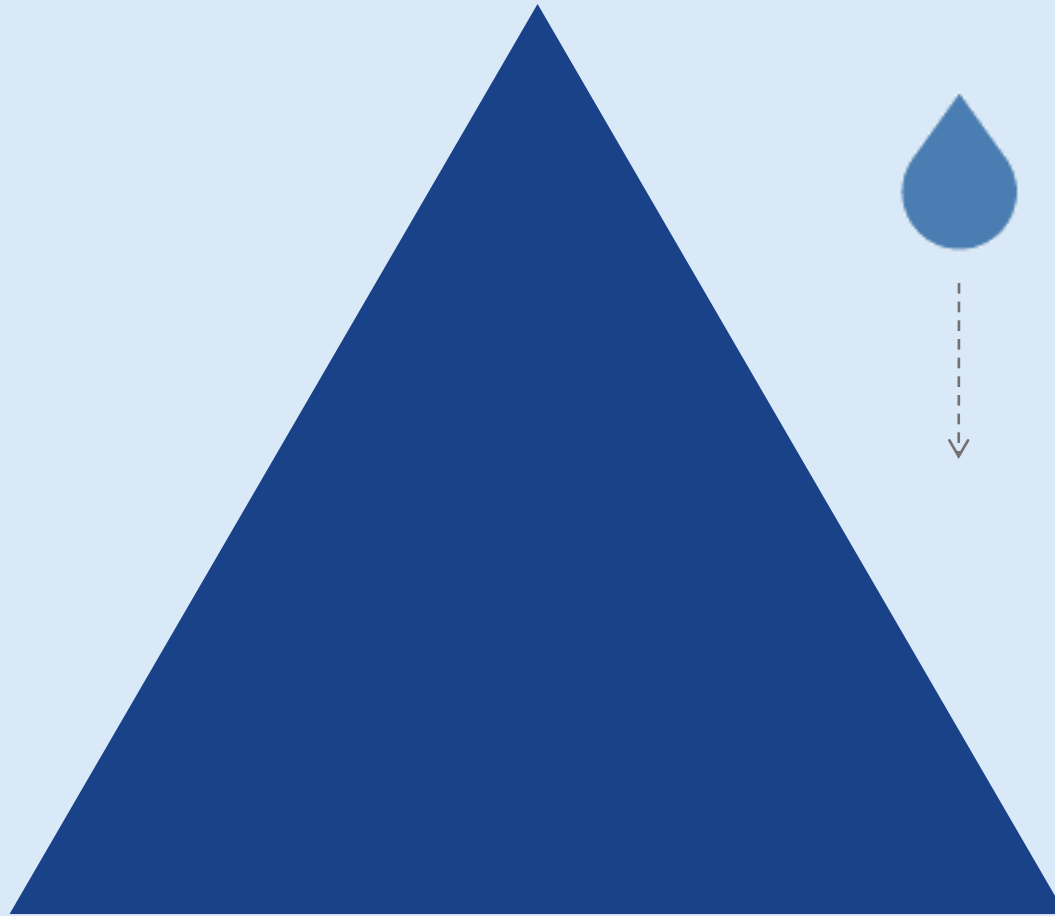
# MISTAKES WE MAKE WITH TOXICITY

- We **overestimate** their value to the company
- We **underestimate** the damage they are causing

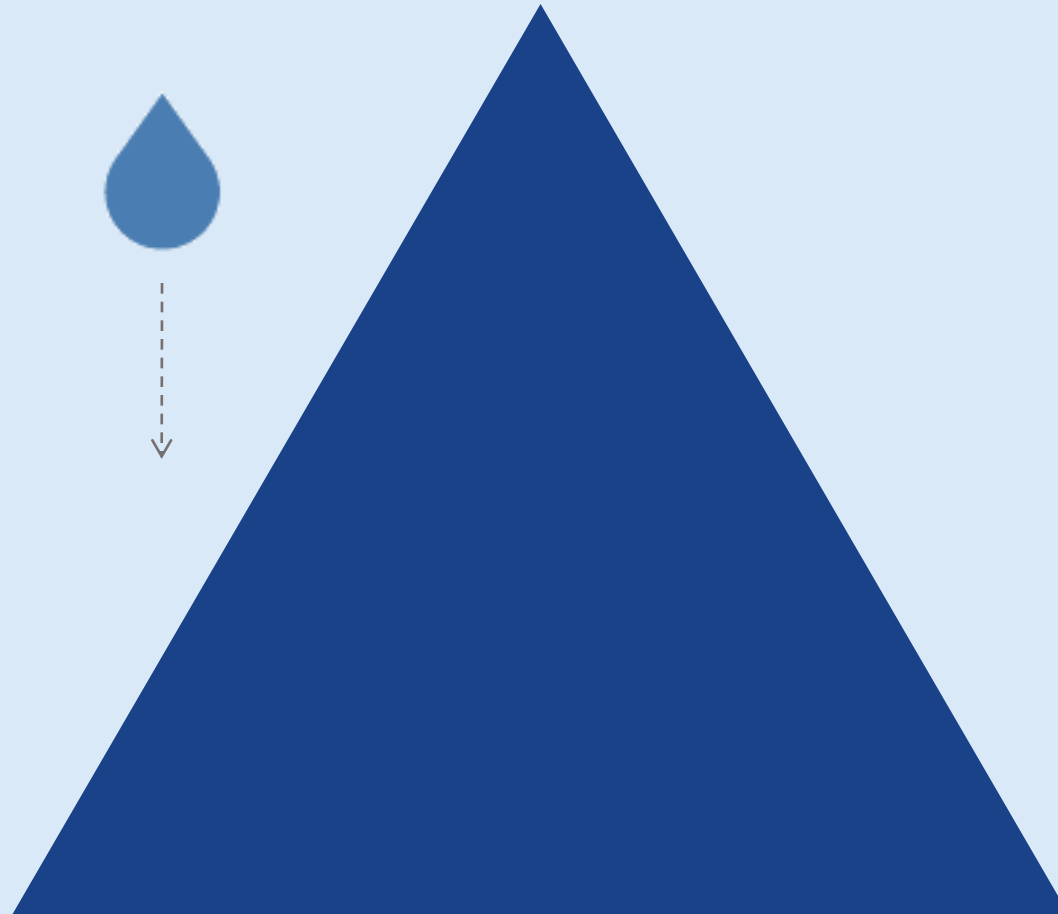
# THE WATERSHED



# THE WATERSHED

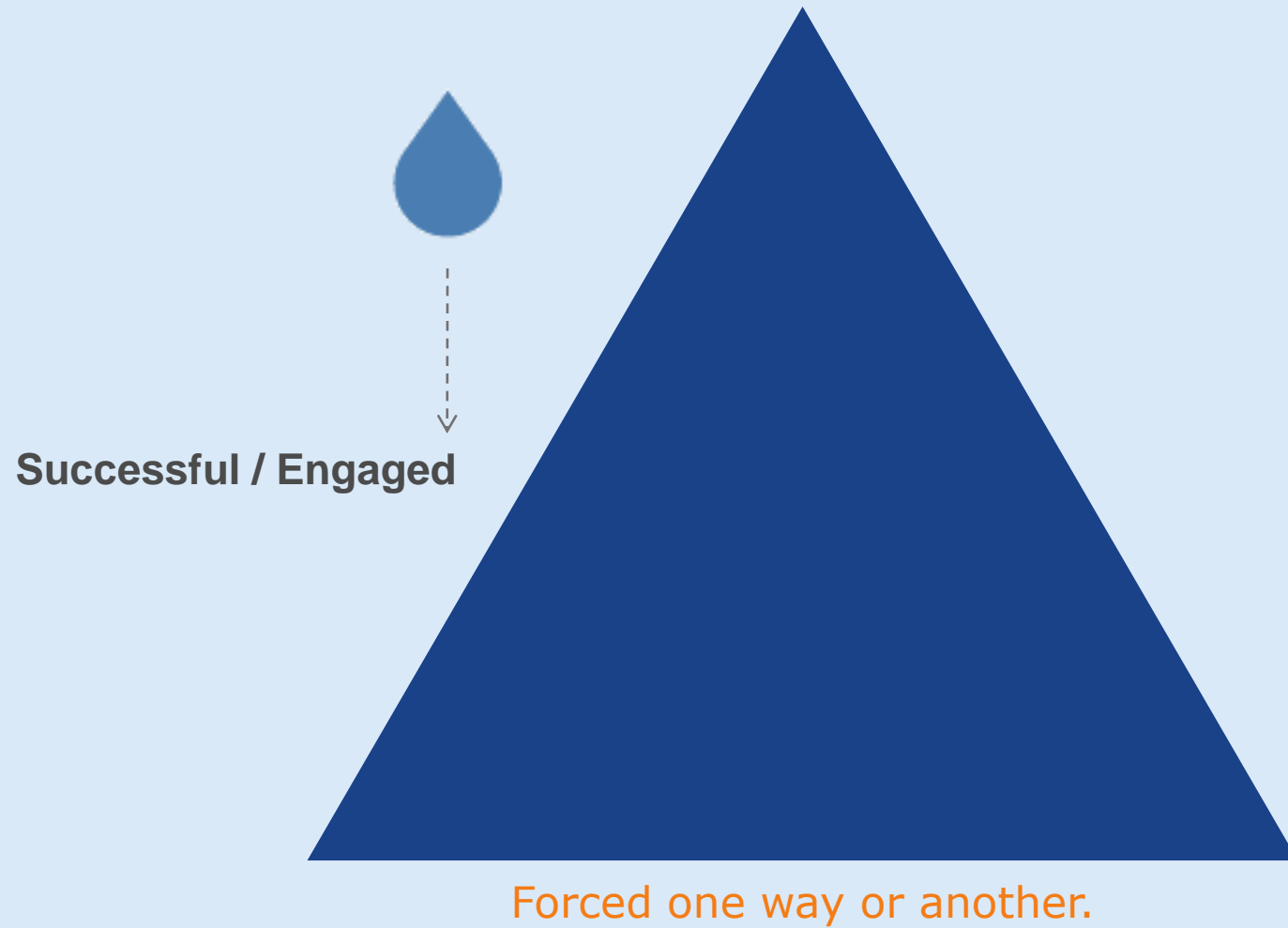


# THE WATERSHED

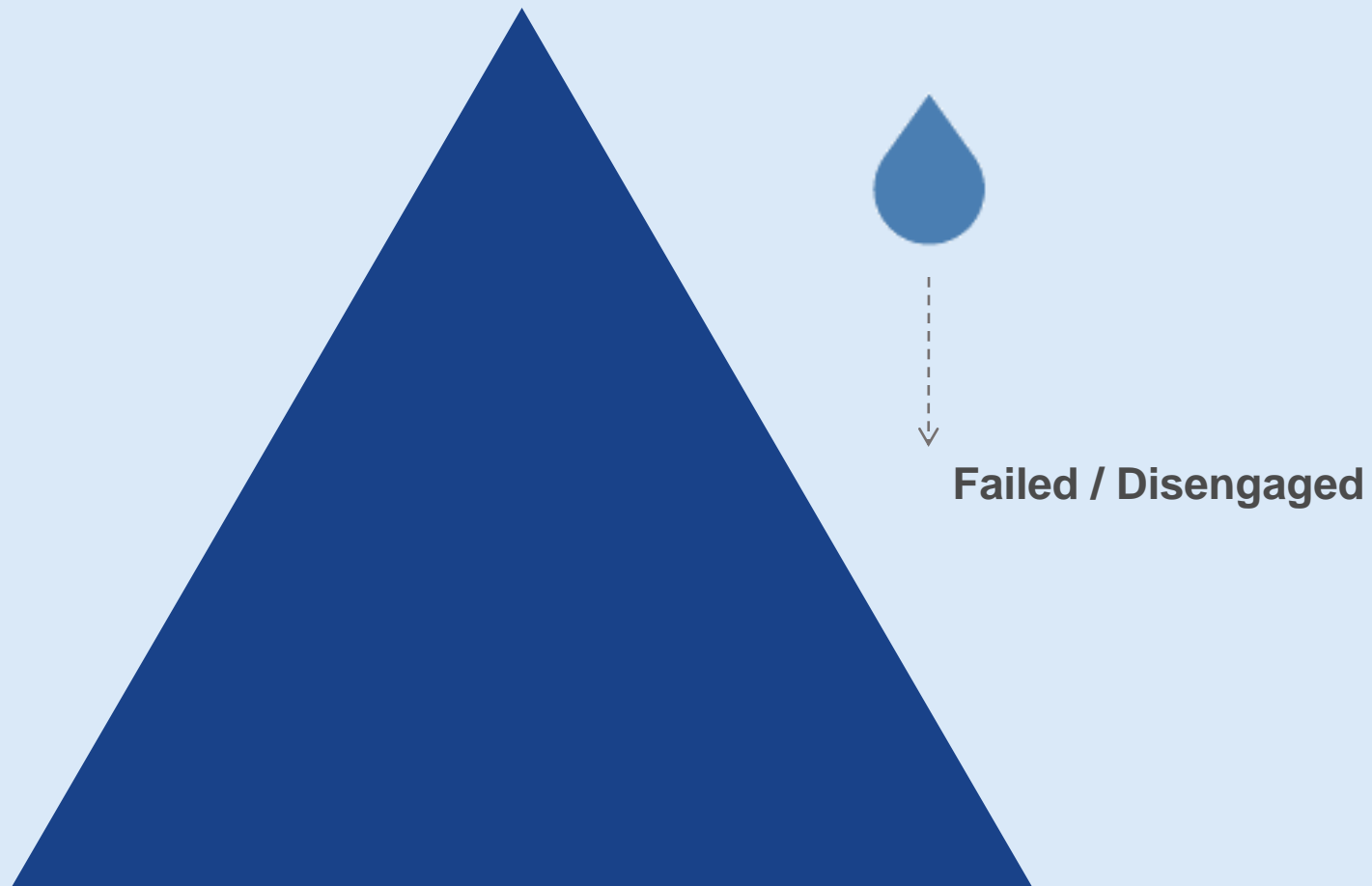


Forced one way or another.

# THE WATERSHED



# THE WATERSHED





# THE WATERSHED



led / Disengaged

# TIPS FOR FIRING

- Be **clear**: employees should see it coming
- Be **calm**: do not get mad
- Be **quick**: do not lecture or try to change the person
- Be **diligent**: consider liability / legal issues, but do not act litigious



# TAKEAWAYS



QUESTIONS?

# CONNECT WITH US



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f



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**Handle: [@PPLCentric](https://twitter.com/PPLCentric)**