



**Accountability for Results:
Creating a Culture of Ownership,
Accountability, & Continuous Improvement**
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We use data and a scientific approach to talent optimization to help individuals, teams, and organizations *achieve more.*

*Leadership Development
Coaching/Consulting
Assessments/Diagnostics
Teambuilding/ Team Development*



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**Balancing the Leadership Scales:
Maximizing Both Team & Individual Productivity**



- ✓ Part A – Personal Excellence: The Daily Habits & Behaviors of Leadership Success
- ✓ Part B – Building Trust & Influence: The Keys to Powerful & Positive Workplace Relationships
- Part C – Accountability for Results: Creating a Culture of Ownership, Accountability, & Continuous Improvement

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Part A Review: Seven Daily Habits

<i>Point toward your "true north"</i>	<i>Be a perpetual learner</i>
<i>Check your mindset</i>	<i>Extend grace</i>
<i>Play big</i>	<i>Role model the way</i>
<i>Focus on the big rocks first</i>	

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Defining Trust

Trust is the degree to which one has confidence in the capabilities, integrity, and intent of another.



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Learning Outcomes

- Articulate the importance of building a culture of accountability and focusing on continuous improvement
- Model accountability behaviors for your team
- Lead your team in a manner that creates opportunities for accountability
- Recognize and break down barriers that stand in the way of creating a culture of accountability
- Effectively identify when and to whom to delegate tasks and responsibilities
- Engage your team in creating a continuous improvement mindset

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Accountability
*Focused on **outcomes**.*

Responsibility
*Focused on **tasks**.*



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A focus on responsibilities can lead to...

- Blame
- Lack of alignment of effort
- A myopic view of one's work

We may miss the forest for the trees



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Creating a culture of accountability is about...

- Building up the concept of ownership
- Thinking about the ultimate outcomes
- Aligning efforts within and across a team

As a leader, you succeed when your team succeeds



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Story Time

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The Power of Accountability

 Accountability is a motivator	 Accountability builds trust
 Accountability increases performance	 Accountability makes your job easier

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The Numbers Tell the Story

- 82%** of managers acknowledge they have limited to no ability to hold others accountable successfully
- 91%** of employees say that holding others accountable is one of their company's top leadership development needs
- 69%** of employees don't feel they're living up to their potential at work

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The Accountability Roadmap: It Starts with You

-  Be clear on the expectations of your role, including boundaries and metrics
-  Be honest with yourself and others about your capabilities
-  Approach problems with an agile mindset
-  Question your own assumptions and constantly challenge yourself
-  Delegate effectively

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Creating an Accountable Team

-  Be clear on the expectations of others' roles, including boundaries and metrics
- What do I need done?
- Why does it matter?
- What are the constraints and boundaries?
- What are the parameters of success?
- What are we agreeing to?

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Creating an Accountable Team

Be clear on the expectations of others' roles, including boundaries and metrics

There was a team made up of four people: Everybody, Somebody, Anybody, and Nobody. This team had an important job to do and Everybody was asked to do it.

Everybody was sure Somebody would do it, Anybody could have done it, but Nobody did it.

Somebody got angry about that because it was Everybody's job.

Everybody thought Anybody could do it but Nobody realized that Everybody wouldn't do it.

Everybody blamed Somebody when Nobody did what Anybody could have done.

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Creating an Accountable Team

Ask for honesty from others about their capabilities

Create an environment of psychological safety

Provide coaching, support, and learning opportunities

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Creating an Accountable Team

Encourage new approaches to solving problems

Don't prescribe methods when prescription isn't required

Encourage the sharing of ideas

Seek to understand and share the reasons for the current state

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Creating an Accountable Team

Evaluate performance and provide regular feedback

- Acknowledge progress towards goals, not just their achievement
- Check the path so you can clear the path
- Measure results against expectations and intended outcomes

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Jobs that Can Often Be Delegated

- The job can be completed more effectively and efficiently by others
- Risks of failure of the job are low, but it consumes lots of bandwidth
- The job provides others with an opportunity to grow and develop in the direction of their desired career path

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Jobs to Consider before Delegating

- Requires or would benefit from access to confidential information
- Have a high risk of failure and/or carry significant risk
- Require your specialized expertise
- Require complex coordination or decision-making

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Choosing a Delegate

- Who has the necessary KSAs?
- Who has expressed interest?
- Who has the capacity?
- Who has development or career aspirations aligned with the development opportunities the job provides?



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Breakout!

Think about some jobs you have now that are taking a lot of your time or energy.

- Why haven't you delegated those jobs?
- What are the obstacles?
- What conditions would need to exist for you to delegate those jobs?

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Preparing Your Team for Success

1. Ensure expectations are clear.
2. Set milestones and check-in points.
3. Monitor work and progress toward a state of competency.
4. Identify and implement solutions to problems.
5. Gradually reduce oversight.
6. Delegate a formal or informal mentor.



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Barriers to Accountability



Fear of loss of status or opportunity

How it manifests

"If I make a mistake or don't hit my goals, I might get written up or fired"

How to address it

Discuss the consequences of failure to remove doubt

Focus on creating learning opportunities

Validate the current path and progress toward the goal

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Barriers to Accountability



Lack of clarity around expectations

How it manifests

"I don't know what I'm supposed to do" or "It's not my job"

How to address it

Clearly define roles and expectations

Agree on metrics and measures of success

Check for understanding

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Barriers to Accountability



Lack of motivation to succeed

How it manifests

"This is good enough" or "I can't do it"

How to address it

Learn what motivates each individual

Seek opportunities to showcase strengths while continuing to grow

Check for job fit

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Your Brain:
Friend & Foe

Amygdala
Responsible for habits and routine
Low energy usage



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Your Brain:
Friend & Foe

Prefrontal Cortex
Responsible for reasoning,
analyzing, and evaluating
High energy usage



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Hacking Your Brain

Dopamine is released
It feels good!

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Focus on Continuous Improvement

- Talk about it constantly.
- Ask for ideas. Brainstorm.
- Try new things.
- Balance iteration and innovation.

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After Action Reviews

Provides a means of assessing and evaluating performance

- Completed soon after conclusion of the project or job
- Incorporates perspectives from a range of stakeholders
- Focuses on action and opportunities to learn

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Three Core Questions

1. What went well? What should we keep doing or do again?
2. What did not go well? What should we stop or avoid doing?
3. What would we like to do differently next time?



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Focus on the Goal

After Action Reviews are *not* about laying blame or assigning fault.

Focus on taking a structured approach to reviewing outcomes of a team's or an individual's efforts.

Define and plan actions that can be taken to improve future performance.

Document lessons learned.



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After Action Review Tips & Reminders

- Complete the process as soon as possible after completion of the project or job.
- Invite those most deeply involved to participate, regardless of their level in the organization.
- Allow enough time to capture and analyze all of the necessary feedback.
- Set ground rules in advance: Avoid judgement, focus on systematic and process issues, promote the open exchange of ideas, and determine concrete actions and changes.

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Putting the Pieces Together



Accountability Starts with You
Model the way.

Your Team Wants to Be Accountable
Without accountability, success feels empty, and growth is elusive.

Accountability is a Personal Choice
You are accountable for helping your team work through barriers, but you can't make someone accountable.

Focus on Performance
Accountability naturally leads to continuous, ongoing improvement, which naturally leads to continued success and achievement.

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Additional Reading

How to Actually Encourage Employee Accountability by Ron Carucci (Harvard Business Review, November 23, 2020)

To Hold Someone Accountable, First Define what Accountable Means by Paul Frisch and Cary Greene (Harvard Business Review, June 28, 2016)

Crucial Accountability by Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler, and David Maxfield (McGraw-Hill, 2013)

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Resource Page
for You!

<https://bit.ly/3LvDnzz>



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