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COMPLEXITY, AMBIGUITY AND VOLATILITY | LEADING IN THE NEW NORMAL

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Leadership and the Art of Holding Yourself and Others Accountable

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What is the culture we are creating in our organizations?

1. Reward
2. Punish
3. Tolerate

Management Progression

Research Shows…

- Lack of leadership and unclear responsibilities
- Managers fail to be forthcoming and proactive

Accountability Review

1. I believe people know what is generally expected of them.

   Yes Þ No Þ

2. My first reaction to someone not meeting expectations is to judge them as not properly motivated or lazy.

   Yes Þ No Þ

Accountability Review

3. When someone does not meet their targets, do you respond by being more demanding of them?

   Yes Þ No Þ

4. I impose consequences to staff that are generally punitive.

   Yes Þ No Þ

Accountability Review

5. I am the gatekeeper of progress and quality. Without me, progress would slow.

Yes Þ No Þ

If you answered yes to most of these questions, you and your staff would benefit from a different way of approaching accountability.

Truths about Accountability

- Assumptions and consequences

Truths about Accountability

- Success vs. failure

Research Shows…

- High levels of mistrust with leadership

Judging Mindset vs. Learning Mindset

- Is our intent to judge the person or for us and them to learn?

Marilee Adams, "Change Your Questions, Change Your Life."

Judging Mindset

- Assigns responsibility rather than working together
- Places blame

Marilee Adams, "Change Your Questions, Change Your Life."

Judging Mindset

- The response to being judged is to avoid or defend behavior.
- Those that are drawing back or avoiding will not ask for help or in any way expose their weaknesses, out of fear.

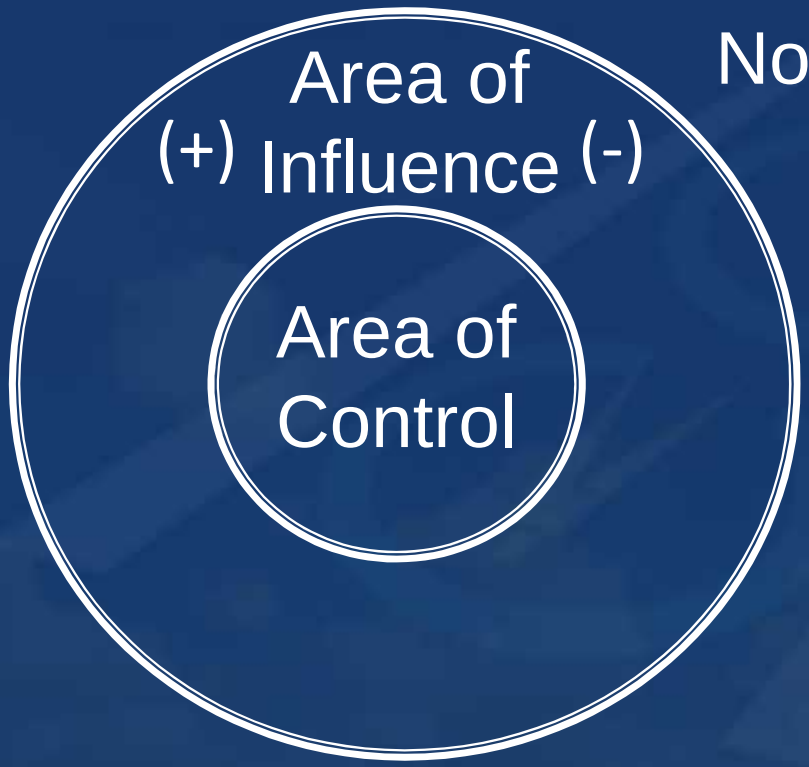
Marilee Adams, "Change Your Questions, Change Your Life."

Learner Mindset

- Optimistic, “can-do” approach
- Focus on possibilities and a positive future
- When someone struggles, understand why they are struggling first

Marilee Adams, “Change Your Questions, Change Your Life.”

Spheres of Influence



No Control

"When frustration rises, most people do more of what they are already doing, which creates a cycle of increased frustration."
– *Definition of insanity*

Steps to Creating Engaged Accountability

- Setting expectations
- Getting commitment
- Measure progress
- Provide feedback
- Link to consequences
- Evaluate effectiveness

Research Shows…

- Varying levels of clarity concerning responsibilities
- Range from ‘some’ to ‘complete’ ambiguity

Steps for Setting Clear Expectations

1. Be clear about what you want
2. Ask clarifying questions up front
3. Avoid managing the “how”
4. Assist in removing obstructions and overcoming obstacles
5. Manage the outcome

How People Succeed in Meeting Expectations

- Expectations are clearly articulated
- Expectations are realistic
- Expectations are agreed to and committed to by both parties
- Priority of expectations is understood
- It is clear what good performance looks like
- The manager works together with the employee to understand obstacles

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