THE ART OF ACCOUNTABILITY

WHAT IS ACCOUNTABILITY?

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- _____ and acceptance of responsibility
- _____ of falling short of that responsibility
- _____ towards progress

Blame = _____

Accountability = _____

ACCOUNTABILITY SUCCESS STORY (FROM OZ PRINCIPLE)

"Schering-Plough recently recalled almost sixty million of its inhalers because some of them did not contain the necessary active ingredients for alleviating asthma attacks.

Critics like Dr. Sidney Wolfe, director of Public Citizen's Health Research Group have called it bad management and sloppy manufacturing.
Long known for its disciplined manufacturing, Schering-Plough began surprising analysts, share-holders, and eventually customers in recent years with a growing number of product recalls, FDA fines, and sanctions."

"Apparently, management poured money into marketing and sales for blockbuster products such as Claritin while delaying plant upgrades and over-relying on the past strength of manufacturing systems.
Fortunately, Schering-Plough's executives are demonstrating the sort of courage we'd like to see from all corporations. CEO Richard Kogan told shareholders, "I am taking full responsibility for resolving these matters in a timely manner and securing the FDA's confidence."

He launched a manufacturing improvement program, formed a worldwide quality operations unit to address quality issues, implemented technology upgrades, added hundreds of quality control people and scientists to make the changes last, and established a review board composed of former FDA officials to oversee FDA compliance."

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ACCOUNTABILITY STORY #2

It all started at the Teradata Corporation, a company founded in a garage in Los Angeles and now a division of NCR. Teradata strove to fill a niche in the computer database market unserved by larger companies such as IBM.
After two years, they finally sold the first Teradata computer to a Fortune 500 company headquartered on the East Coast. That accomplishment prompted quite a celebration among Teradata's fifty-two employees, who had worked together as a veritable family and was about to ship its first product.

On the Saturday morning scheduled for shipment of the computer, all the employees and their families gathered at the Teradata facility, a renovated warehouse that had replaced the garage in which the company had begun its operations, to give it a rousing send-off. Even the American Van Lines driver who was contracted to deliver the shipment got caught up in the festivities as he climbed into the cab of his eighteen-wheeler.

As the contract driver pulled out of the parking lot with the shipment, the Teradata families formed a parade route to cheer his departure. The driver felt he had joined the Teradata team, even if only for this one haul, and he felt a strong sense of ownership and pride over the role he was playing in Teradata's first major achievement.

Almost eight hours into his trip, the American Van Lines driver pulled into his first weigh station only to discover that his load was five hundred pounds over the legal limit.
He knew the overweight problem would require additional paper processing and approvals that could create a full day's delay and prevent Teradata from meeting the promised delivery date. At this point, you can imagine how easy it would have been for this driver to fall Below The Line, blaming the company for the overweight problem.

After all, it wasn't his fault. You can also imagine how easy it would have been for the driver to check into a motel to await further instructions. However, the driver stayed Above The Line by choosing to own the situation. Only he could save the delivery date. Recognizing the reality of his situation and owning the circumstances, he quickly moved to Solve It. In minutes he turned the truck around and drove to the nearest truck stop where he dismantled the truck's front bumper, removed its extra water containers and spare chairs,And then hid all the apparatus in a nearby ditch under some brush.

He recalled thinking of the risk of losing the hidden items; after all, he would be held accountable by the company that owned the rig, but such thoughts quickly evaporated. He accepted the risk knowing it was the only way to get the shipment delivered on schedule.

When he returned to the weigh station, the truck checked in fifty pounds under weight. With a sigh of relief and a great deal of pride and satisfaction in his accomplishment, he drove on to the East Coast where he delivered The Big One on time. He had done it!

After hearing about the driver's experience, the people at Teradata celebrated his See It, Own It, Solve It, Do It attitude by, among other things, incorporating his story into the company's new employee orientation program as a parable to reinforce the power of working Above The Line.

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From pages 136-137 of Oz Principles

THE THREE TOOLS FOR EXTREME OWNERSHIP

1. THE LAWS OF COMBAT

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2. THE STEPS TO ACCOUNTABILITY

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3. THE ACCOUNTABILITY QUESTION

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GIVING FEEDBACK:

1. Start on a **positive note**
2. **Make an observation** about the behavior and **describe the impact** of the behavior
3. **Invite them to share** their experience
4. **Listen** (to understand) and **acknowledge** (validate feelings)
5. **Ask** ("what else can you do to achieve the result you desire or overcome the circumstances that are impacting you?"
6. **Suggest a plan** of action and ask how you can best support them in making the change

RECEIVING FEEDBACK:

1. Stay calm
2. Listen and acknowledge
3. Ask for specifics
4. Own your role
5. Stay open
6. Align on next steps and what support you need

ROLE PLAY SCENARIO:

Tim is a middle-aged, carefree and charismatic leader for a tech company based out of Chicago. Tim serves as the Director of Operations and although he is a fun person to be around and maybe grab drinks with, he is a less than ideal person to report to.

You are new to your role as the VP of Operations and Tim is now one of your direct reports. During your first 90 days with the organization, you held many one on ones with various people in the organization and the consensus from people who report to Tim is that he is not good at Admin related tasks, developing others, and creating or executing any sort of business strategy.

Because of his good people skills, Tim has a lot of influence and is well liked except for by his direct reports. His team's performance numbers have been dwindling and Tim's shortcomings are becoming more evident now than ever before.

Michelle is a high performer in the organization and a rising star who currently reports to Tim and mentioned that after repeated attempts of addressing her concerns with Tim directly, nothing has changed.

Apparently, Tim is constantly late to meetings, does not follow up with tasks delegated, and has been avoiding holding other people on the team accountable for their poor performance.

Michelle mentioned that she will have no other choice but to look for other jobs if Tim's behavior and performance does not change soon. She likes him as a person but as a leader, his inability to make tough decisions, have tough conversations, and follow up on commitments is eroding the trust that the team has in him.

WHAT IS THE ONE THING YOU CAN DO TO HOLD YOURSELF AND/OR OTHERS ACCOUNTABLE MOVING FORWARD?

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