

Creating a Culture of Accountability

Taking Ownership of Your Success at Work

Rian Nilsen, SPHR, IPMA - SCP
HRMD HR Services Division



PRESENTATION GOALS

- ◉ Define what accountability and ownership means and why it's important
- ◉ Discuss the importance and connection of values and vision to ownership
- ◉ Identify strategies for personal ownership – from the employee and leadership perspective
- ◉ Discuss how personal accountability builds or weakens ownership
- ◉ Discover ways to build and strengthen a culture of accountability

DEFINITIONS

- ◉ Accountability: the quality or state of being accountable; especially an obligation or willingness to accept responsibility or to account for one's actions
- ◉ Ownership: the act of possessing and being psychologically tied to something; cognitive; affective, emotional connection

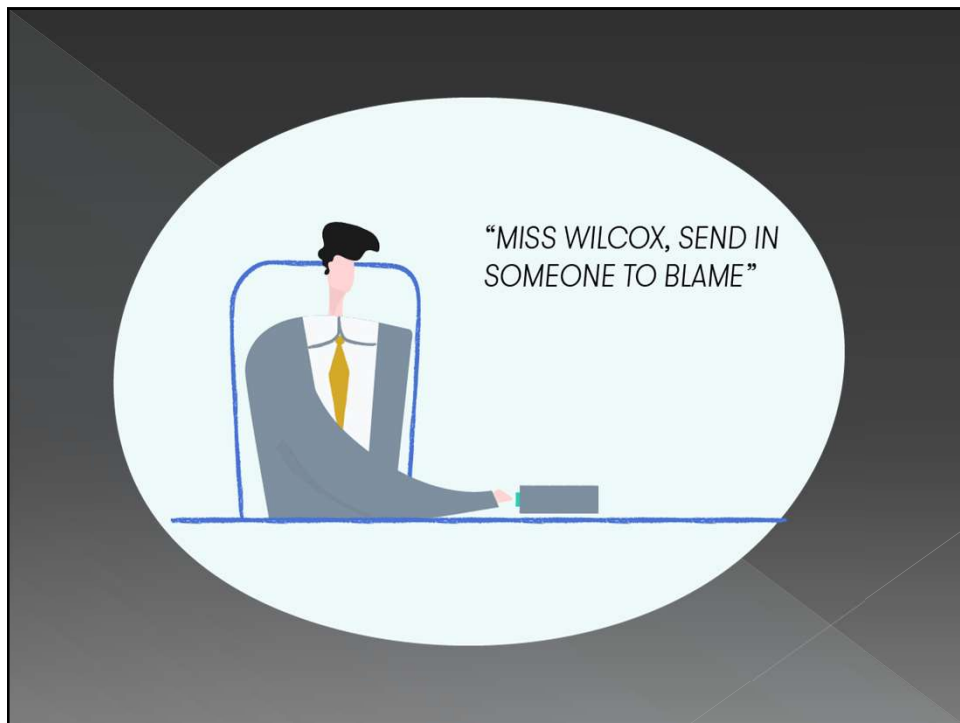
The WHY

- ◉ Managers increasingly report a perceived lack of employee accountability
- ◉ Employees feel there is a lack of leadership accountability
- ◉ Coworkers report their colleagues aren't accountable to one another, the work, or the organization



Accountability cultures have...

- ◉ Improved performance
- ◉ Greater employee participation and involvement
- ◉ Increased feelings of job proficiency
- ◉ A heightened commitment to the work at hand
- ◉ Added creativity and innovation
- ◉ Higher employee morale and job satisfaction; deeper employee engagement



MANAGERS ASK THEMSELVES

- ◉ When did my performance expectations not match the results?
- ◉ What could I have done differently to attain my expectations?
- ◉ Do I continue to enforce the missing element(s) in my work?

“Great management can only be attained by those who are able to manage themselves before managing others... Without accountability, the ability to manage doesn't exist. Great management is holding yourself and those around you accountable to deliver results.” - **Greg Llopis**

“Accountability means people can count on one another to keep performance commitments and communication agreements.”

- Mark Samuel,
The Accountability Revolution

xenium 

ACCOUNTABILITY STRATEGIES

- Model accountability, collaboration, and trust within your leadership team
- Clearly defined roles and accountabilities
- Hire accountability values
- Provide ongoing communication skills training
- Practice recognition and improvement
- Use the Guiding Principles or your own department's values

WHAT DOES IT MEAN TO OWN IT?



OWNING SOMETHING MEANS

- ◉ Experiencing the possessing and being psychologically tied to something
- ◉ Owning is not just cognitive but also affective – being able to see something as “mine”

THIS IS IMPORTANT... HOW?

- Personal ownership
 - > is desired by many employees
 - > Improves their job satisfaction
 - > Improves work behavior – in performance and organizational citizenship
- One study suggested that
 - > Ownership triggers a “mindset of possession” that persists over other areas
 - > It impacts personal and work life

POLL

- When was the last time there was a discussion of the Mission/Vision at your organization?
 - > Less than a month
 - > 6 months ago
 - > More than a year
 - > What Mission/Vision?

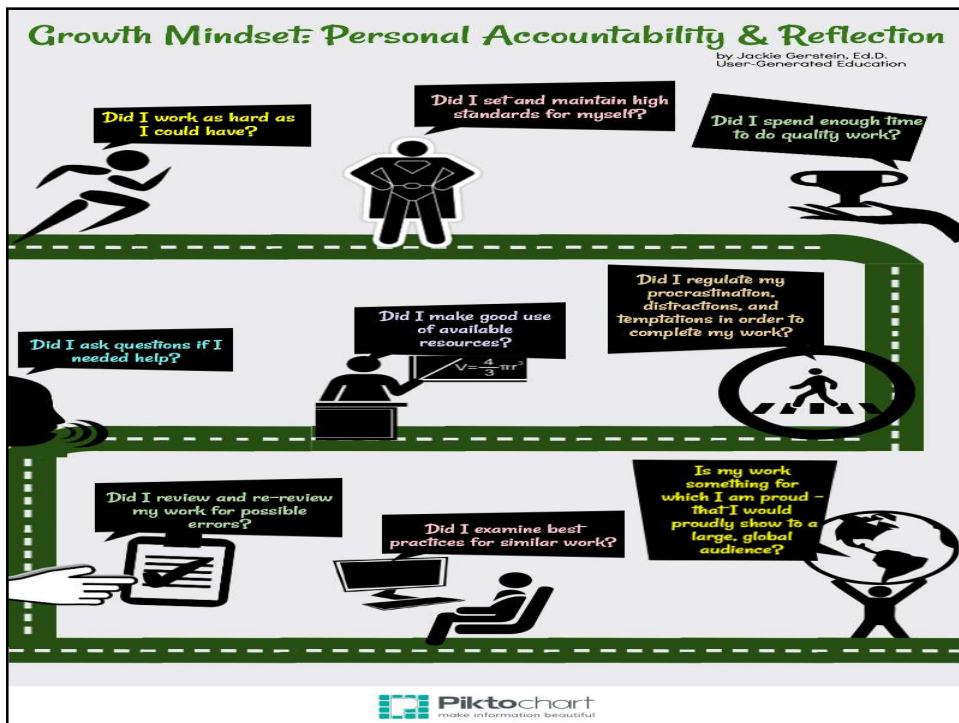
FIRST STEP TO TAKING OWNERSHIP

- Mission and Vision
 - > If you don't have one, get one or if you have one, don't assume every knows it
 - > Communicate early and often
 - > Ask for ongoing feedback about the mission/vision is being lived out

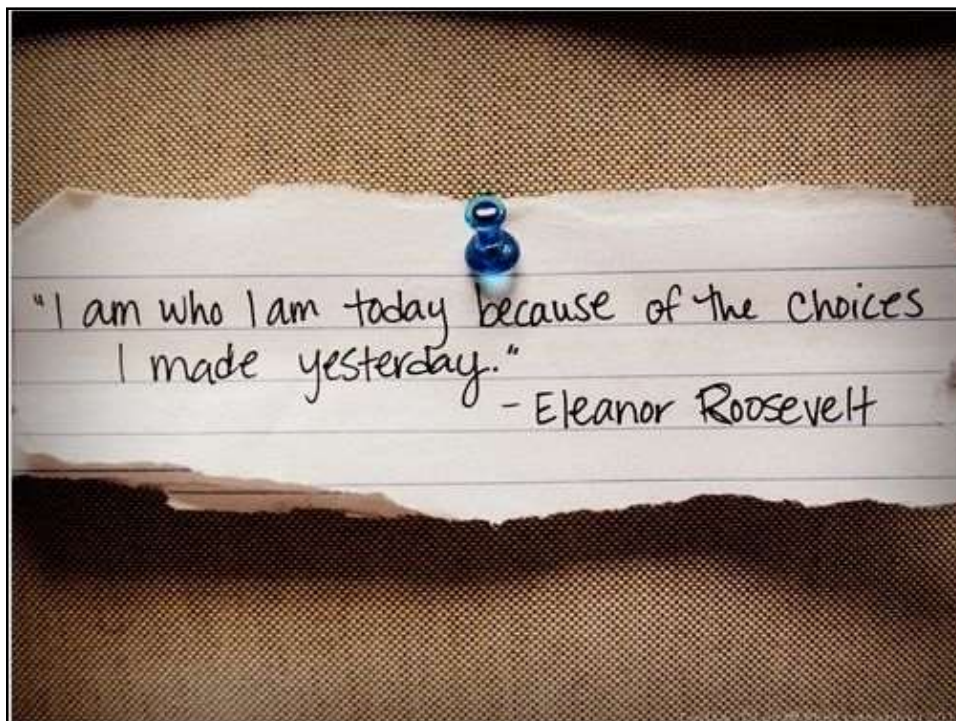
NEXT STEPS

- Involve everyone in goal setting and planning
- Don't forget to explain the "Why"
- Let them choose the "How"
- Delegate Authority – not just work
- Trust before you have to
- Encourage them to problem solve
- Acknowledge, acknowledge





CULTURAL ACCOUNTABILITY



Human Resources Management
Department, HR Services Division

Rian Nilsen

HR Specialist, Sr.

Rian.nilsen@traviscountytx.gov

hrservices@traviscountytx.gov

512-854-4820