The Cornerstone of Successful Wellness Organizations

Focus for Today

- What is accountability?
- What is getting in the way?
- How to implement a culture of accountability?
- Wrap-up / Q&A

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What is Accountability?

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A simple definition…

Accountability is doing what you agree to do

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Why Even Bother?

- Employee engagement
- Why employees leave
- Training for managers & leaders
- Trust factor
- Impact of unengaged employees

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The ideal culture is when...

Every team member sees all other team members and the organization as a whole, as a resource to reach their personal goals and these personal goals are in alignment with the organization's goals.

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What is the reason your organization exists?

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Culture in your organization

Culture is not making a nice place to work.

It is creating a place where people can grow and in turn the company will grow.

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What Do You Do All Day?

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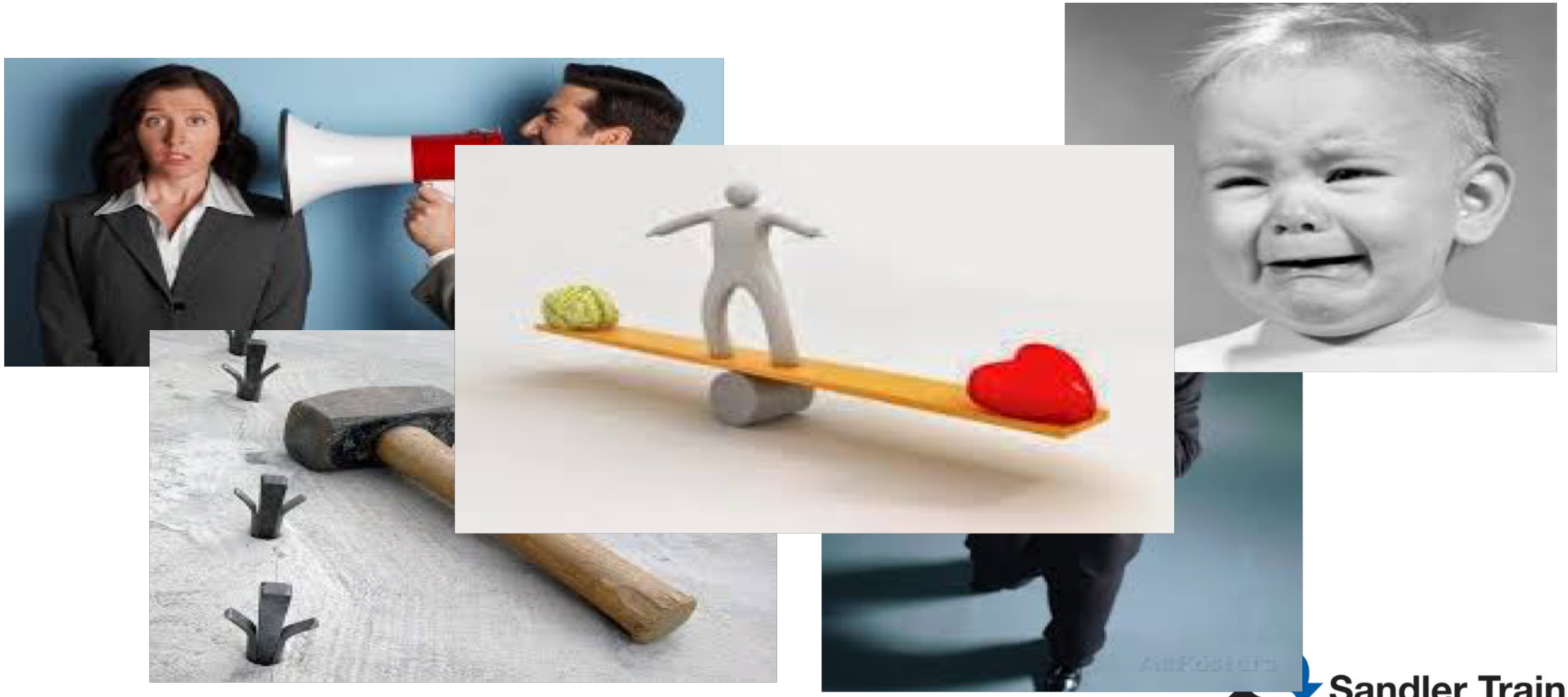
Accountability for Managers…



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Accountability for Managers…

Creating clarity for yourself and your direct reports around goals (yours and theirs), the path to achieve those goals (your and theirs), and the consequences triggered by failing to stick to the path

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Accountability: What Gets in the Way?

- You are hesitant
- Your people aren't quite sure
- You aren't quite sure
- Remember why people do what they do

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Motivation: The Why

- Extrinsic
  - External Rewards
  - Money, Fame, Grades, Social Recognition, Praise
  - Receiving something for goal achievement

- Intrinsic
  - An internal form of motivation to achieve a goal
  - Personal satisfaction or accomplishment
  - Essentially, the behavior itself is its own reward

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Issue #1:

Hesitancy / Avoidance in Holding People Accountable

Sandler Rule:

People work harder for their reasons than for yours

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Common Accountability Myths

"Too Much Time"

"Big Brother"

"Veteran Team"

Accountability- Commonalities

- Lack of consistent standards
- Assumption that all is well
- Lack of belief that it's necessary
- Fear it won't work
- Fear of conflict
- Fear it will lead to turnover
- Fear of finding "trouble"… that you'll have to fix
- Fear of demoralizing the "team"

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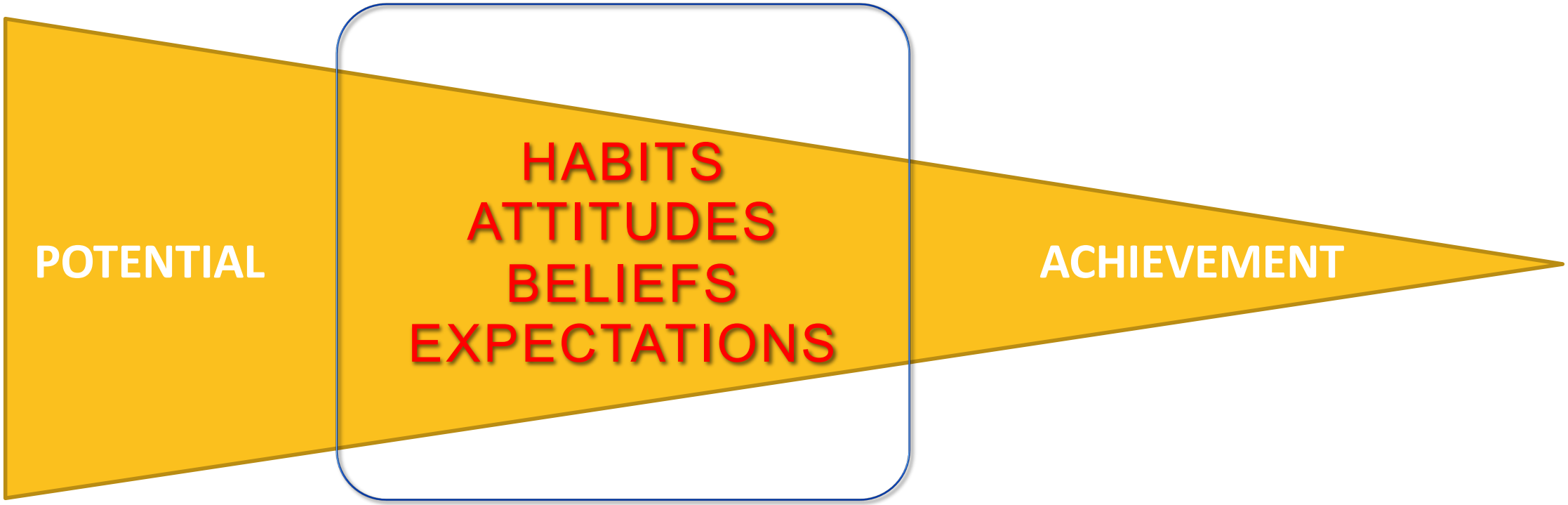
What Prevents Potential?



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Issue #2:

Not knowing how to hold people accountable – or to what

Sandler Rule:

No mutual mystification

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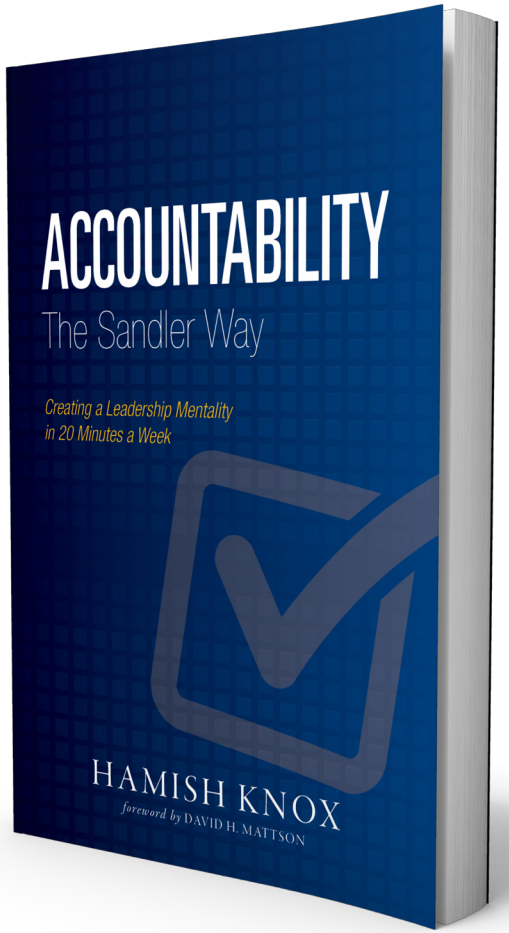
Accountability- Key Steps

1. Start with the mountaintop
2. Path to the mountaintop
3. The consequence principle
4. Implementation



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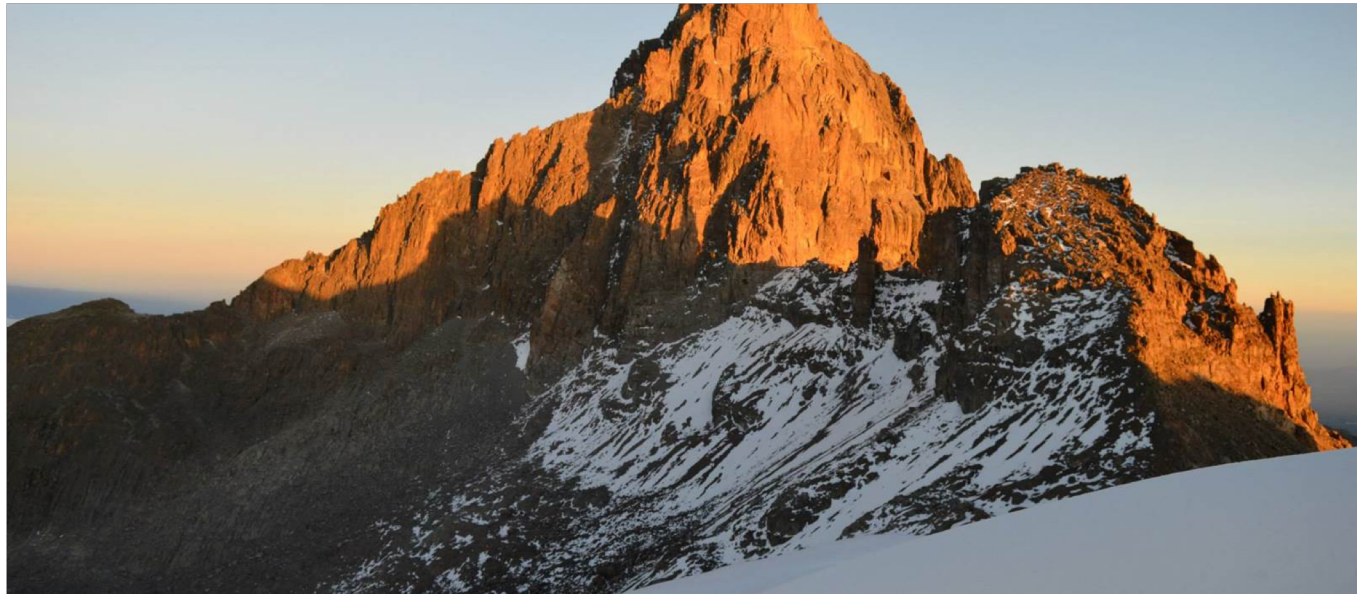
Accountability: Mountaintop

- Goals and objectives
  - Long-term, Short-term, Daily
  - “People don’t argue with their own data”
  - SMART Goals
  - Not just numbers
  - Model the behavior



Accountability - Path (Their Path)

- Why that goal?
- What specific behaviors (and how many) are needed?
- How will you track?
- What can I do to help/support?
- What happens if…?

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Accountability: Consequences

- Individual / Team Consequences
- Inclusive Consequences
- Consequence Ladder:
  - 1st offense: Make up numbers/activity
  - 2nd offense: Verbal
  - 3rd offense: Written
  - 4th offense: 2nd Written
  - 5th offense: PIP

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Accountability: Implementation

1. Develop your goals – it starts with YOU
2. Implement personal accountability program first
3. Preview: Champions & Processors
4. Team meeting: Introduce & Establish consequences
5. Hold all individual meetings - SAME week
6. Be prepared for common challenges
7. 66 Days to form new habits

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Accountability: Key Questions

1. Is the program be excuse-proof?
2. Are monthly targets managed weekly?
3. Do team members have the tools they need?
4. Will you stick with the program when it hurts?

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Issue #3:

Creating and committing to a plan

Sandler Rules:

Manage behavior, not results

Manage individuals, Lead the team

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Want to win a prize?

- Grab a business card
- On the back
  - M – I – S

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