



# Accountability for Leaders:

## A Manager's Guide to Making it Happen

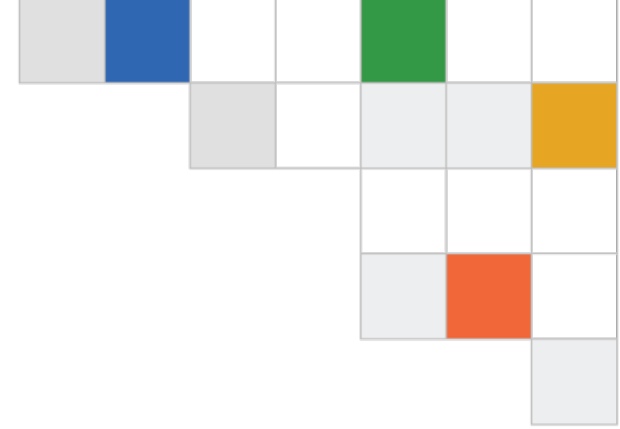
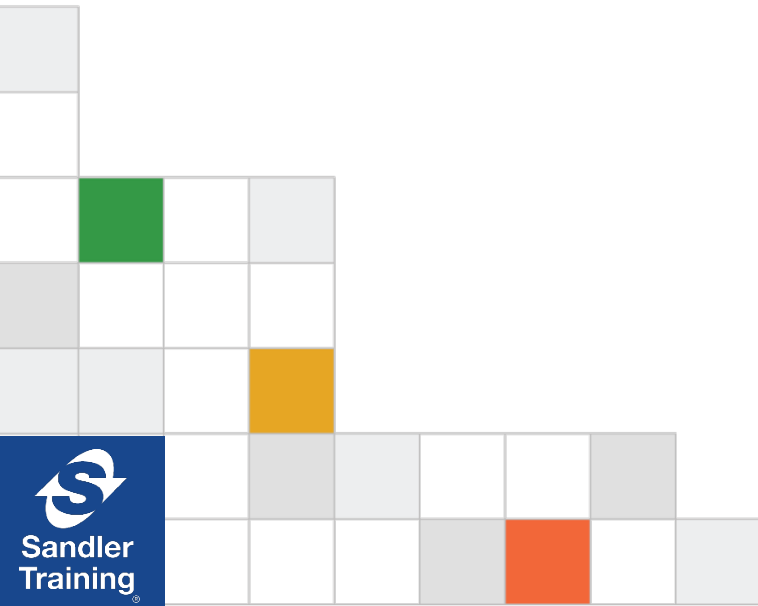
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# Accountability is...

Doing what you agree to do

Getting on the same page – Who/What/When



# Accountability is...

## QUESTIONS:

- What kind of accountability measures does your company have in place?
- What accountability measures do you have for your teams/direct reports?



# Myths & Misconceptions

- The "Big Brother" Myth
- The "Too Much Time" Myth
- The "Veteran Team" Myth
- The "Turnover" Myth



# The “Big Brother” Myth

## Pillar One – The Need for Approval

*Management is not a place to get your emotional needs met.*

### Four Key Questions:

1. Is Your Accountability Program Excuse Proof?
2. Do you Set Accountability Targets Monthly – and Manage Them Weekly?
3. Do You Give Your Team Members the Tools They Need?
4. Do You Stick with the Program – Even When It Hurts?



# The “Big Brother” Myth

## Pillar Two – The Impact on Productivity

How employees feel about their role in maintaining a program

- Who are your “Top Performers?” Are they tracking against targets?
- Your Bottom Performers & Productivity



# The “Big Brother” Myth

## Bottom Line:

Getting over The “Big Brother” Myth of accountability requires Two Actions:

1. Learning to plant your feet & lower your need for approval
2. Not accepting excuses from your team about how your accountability program will negatively impact their productivity



# The “Too Much Time” Myth

This myth comes primarily from the Leaders themselves

They tend to enjoy being both a **Fire Chief** and a **Primary Arsonist** when it comes to managing their teams!

What they fail to grasp is that the *ONLY* value they have as a leader is their *TIME*.

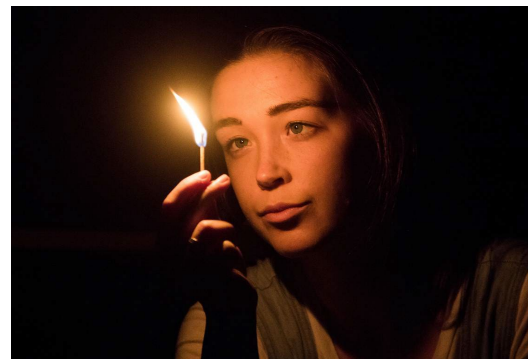




# The “Too Much Time” Myth

## Are You a Fire Chief?

- Spend their days doing tactical coaching, focused only on the problem at hand
- No strategic coaching to ensure the larger issue never comes up again
- Takes more time in the moment; saves it in the future



## Are You a Primary Arsonist?

- When they don't have any fires to fight, they start ones of their own with the team so they can swoop in to the rescue
- They don't have time for accountability – they are too busy putting out fires

Arsonist Managers have trouble creating self-sufficient teams



# The “Too Much Time” Myth

## EXERCISE:

*Write down 3 ways you could make your team more self-sufficient ... And add a date by which you will start training them!*



# The “Too Much Time” Myth

## Bottom Line:

- Accountability only takes too much time to manage if you’re running around fighting OR setting fires for your team.
- Commit to making your team self-sufficient and you’ll find plenty of time for an accountability program!



# The “Veteran Team” Myth

*“We have a veteran team who knows what to do.”  
We don’t need to hold them accountable.*

## Managers are afraid of 2 Things:

1. Turnover
2. Irrefutable evidence that their veteran teams don’t know what to do



# The “Veteran Team” Myth

## EXERCISE – Check Your Gut:

*Write down the top 3 things you expect each team member to do each day/week/month to meet your job performance expectations.*

*Without sharing your list, ask each team member to write down what they believe to be their top 3 are...compare!*



# The “Veteran Team” Myth

## Bottom Line:

- The fact that your team members have a lot of experience doesn't mean that they are consistently completing the behaviors you expect them to perform
- OR that they are using the same system to accomplish those behaviors
- Inconsistency results in inefficiency



# The “Turnover” Myth – They’ll Leave!

This fear is driven by lack of ‘bench strength.’

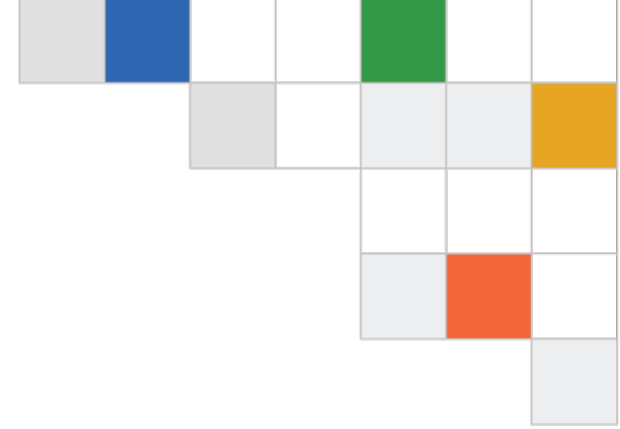
You WILL have turnover when you implement real accountability

- those that leave were going to leave anyway
- didn’t have the guts to quit when they mentally checked out

You’ll notice an increase in morale & productivity

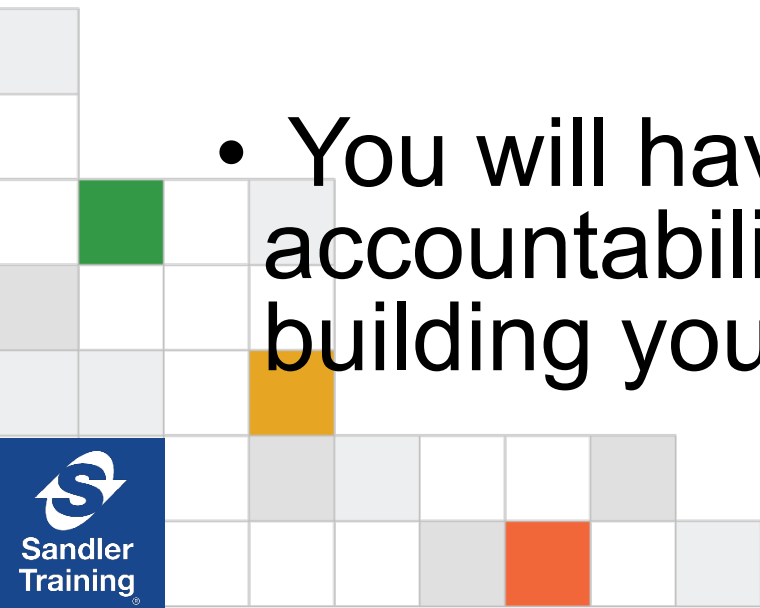


# The “Turnover” Myth – They’ll Leave!



## Bottom Line:

- Employees who leave because you choose to implement an accountability program with their input, would have/should have left anyway
- You will have turnover when you implement accountability; however, you can reduce the pain by building your bench strength





# Myths & Misconceptions

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# The Four “C’s” of Accountability

1. Clarity
2. Consequences
3. Consistency
4. Commitment



# Performance Synergy





**What is one Attitude, Behavior, and Technique you learned today?**



***Thank You!***

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