



# Module 5 Accountability



Nombre:

*“Accountability is a personal choice to overcome circumstances and demonstrate personal responsibility and commitment for the achievement of key results. It is the engine behind every initiative that requires flawless execution. Without personal accountability and empowerment, efforts to execute with excellence result in disappointment and frustration.”*

*When people take ownership of their actions and decisions, they take the necessary initiatives for the success of the organization; in addition, by connecting it with their own success, they get the necessary drive to achieve a **culture of accountability and flawless execution.**”*



## Objectives

At the end of the module, participants will be able to:

- Execute behaviors that allow increase of their sense of Accountability to obtain better results in their role.
- Use the Accountability methodology to:
  - Recognize / accept the facts / reality
  - Take ownership
  - Finding solutions
  - Make things happen
- Be an accountability role model; demonstrate and reward accountability behaviors in your team, being consistent with your actions.
- Act as a conscientious leader to advance the accountability ladder, and diffuse that culture to your work teams.
- Develop individual and team plans that generate an accountability culture in the organization.



## Agenda

### 1. The Beginning: Why initiate this change journey?

- 1.1. Self-assessment.
- 1.2. Stages of the Victim Cycle.
- 1.3. Benefits and consequences.
- 1.4. Current and expected employee at Smurfit Kappa.

### 2. The path from Guilt and Blame to Accountability

- 2.1 Difference between fault and accountability.
- 2.2. Difference between “doing the job” and “achieving the result”.
- 2.3. Drucker Results Focus Model.
- 2.4. What are result areas?
- 2.5. Results Orientation.

### 3. Awareness: see it and face it

- 3.1 Creating Awareness.
- 3.2 Feedback to increase awareness and accountability.
- 3.3 Self-assessment exercise: Seeing it
- 3.4 Benefits of “realizing it”.

### 4. Owning it.

- 4.1. Self-assessment “Owning It”.
- 4.2. Exercise: What do I need to own?

### 5. Courage to solve it.

- 5.1. Solving it.
- 5.2. Consequences of not solving it.
- 5.3. Means to solve it.
- 5.4. Plan to solve it.

### 6. Commitment for doing it.

- 6.1. Take the last step: Commitment and action.
- 6.2. The “Now” habit in action.

### 7. Discipline for success: maintain the Accountability approach.

- 7.1 Create a habit to stay in the accountability zone.
- 7.2. Design improvement actions:
  - a) Review systems.
  - b) Mantain discipline.
  - c) Consolidation

### 8. Bring to SKNA a culture of Accountability

- 8.1. Create and maintain an Accountability culture.

### 9. Commitment for implementation.

## Reviewing lessons learned from previous modules

1. Reflecting on all of the topics and information that you have worked on throughout the program, which do you consider are your five main learnings?

- a) \_\_\_\_\_
- b) \_\_\_\_\_
- c) \_\_\_\_\_
- d) \_\_\_\_\_
- e) \_\_\_\_\_

2. Describe five situations in which you have effectively applied some of the concepts you learned in the previous modules:

- a) \_\_\_\_\_
- b) \_\_\_\_\_
- c) \_\_\_\_\_
- d) \_\_\_\_\_
- e) \_\_\_\_\_

3. Point out three concepts that you have not put into practice so far and that you consider may be useful when you use them.

- a) \_\_\_\_\_
- b) \_\_\_\_\_
- c) \_\_\_\_\_

Mention the three main changes you’ve observed in your direct reports, team members and/or other people’s behavior with which you have some kind of work relationship, as a result of implementing the information you’ve received in this training program:

- a) \_\_\_\_\_
- b) \_\_\_\_\_
- c) \_\_\_\_\_

4. From your point of view, what do you need to further strengthen the application of the acquired knowledge?

- a) \_\_\_\_\_
- b) \_\_\_\_\_
- c) \_\_\_\_\_



## 1. The Beginning: Why start the journey of change?

Describe below if you think it's necessary to make any changes to your current job performance to achieve better results. Choose two main aspects.

1

2

### 1.1. Self-assessment

Instructions: Rate your performance with the questions below. Think about how you act normally, not how you'd like to do it, and be very honest in answering. Ask someone in the group who knows you, to act as your coach, have them rate your performance in the next column; you'll also rate his or hers.

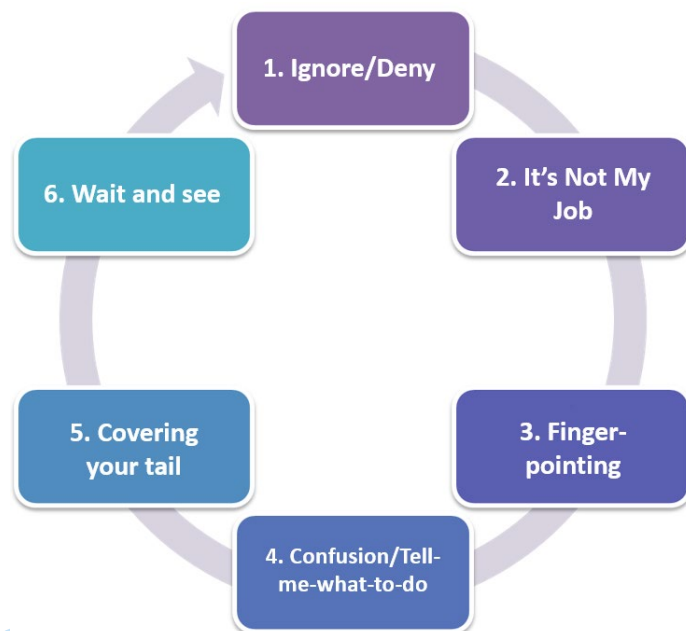
#### Rating Scale

1	2	3	4	5
Never	Rarely	Sometimes	Usually	Always

Behavior		Me	1	2	3
1.	You feel trapped by your circumstances.				
2.	You feel like you have no control over your current circumstances.				
3.	You don't listen when others tell you that you could have done more to get better results.				
4.	You've found that you point and blame others.				
5.	When it comes to problems you focus on what you can't do and not what you can do.				
6.	You don't deal with your problems.				
7.	People come to you to tell you that they have been victims of other people.				

8.	You resist asking yourself in-depth questions about your own responsibility.		
9.	You feel like you're being treated unfairly and you can't do anything about it.		
10.	You feel like you often take a defensive stance.		
11.	You spend a lot of time talking about what you can't change (for example, about your boss, shareholders, the economy, the government).		
12.	You say your confusion didn't allow you to take action.		
13.	You avoid people, meetings, and situations where you need to report your responsibilities.		
14.	You tend to say things like: <input checked="" type="checkbox"/> "It's not my job" <input checked="" type="checkbox"/> "There's nothing I can do about it" <input checked="" type="checkbox"/> "The only thing we can do is wait and see what happens" <input checked="" type="checkbox"/> "Tell me what you want me to do" <input checked="" type="checkbox"/> "I would have done things very differently"		
15.	You waste time and energy talking bad about the boss, colleague or someone else.		
16.	You waste time making up stories to justify your lack of action.		
17.	You tend to say that someone "took advantage of you" as an excuse.		
18.	You see the world with pessimism.		

### 1.2. Stages of the Victim's Cycle



#### 1. Ignore/Deny

It begins by ignoring or denying that there is a stage in which the problem is pretended to be unknown, we are not aware of it, or we decide to deny it.

People or organizations that are neither capable nor willing to see what is really going on around them will be on the brink of catastrophe and will only recognize the magnitude of their problems once they have suffered the damage. It's also called the "unconscious-incompetent stage": I don't know what I don't know.

Pretending you don't know or ignoring the problem will keep you in the Gray Zone and affect your ability to get results.

#### 2. It's Not My Job

This is used to justify lack of action, transfer guilt and evade accountability. This stage reflects an awareness that something needs to be done to get results, but it also denotes undeniable resistance to getting involved.

People who assume this victim attitude seek to escape what they perceive as an additional effort that is not adequately rewarded, and from personal sacrifice that produces no benefit. They ask themselves, why should they take on this additional responsibility?

#### 3. Finger-Pointing

In this stage people deny their share of accountability for achieving mediocre results and try to transfer blame to others. It means blaming everyone but themselves.

#### 4. Confusion/ Tell-Me-What-To-Do

At this subtle stage of the victim's cycle, people claim to be confused to evade their responsibility, because if they do not understand the problem or the situation, they certainly cannot be expected to do anything about it. It's a stage of co-dependency. From this stage arises the phrase: "Tell me exactly what you want me to do and I will."

**Green Zone Approach:** As accountability takes root further and people move to the Green Zone, within the organization there is a shift from "tell me what to do" to "this is what I'm going to do, what do you think?": it's a truly deep and effective approach to getting results.

#### 5. Covering Your Tail

It's the penultimate stage of the victim's cycle, people are still looking for imaginary protection in the Gray Zone, making up stories crafted to explain why they're not guilty if something goes wrong. These stories are usually fabricated after the fact. However, many people make their stories before the results are produced, anticipating failures.

#### 6. Wait and See

When you choose to wait to see if things get better, you don't stay in the victim's cycle, but problems can only get worse. This stage sometimes becomes a clogged drain in which possible solutions accumulate as a result of a lack of action.

### 1.3. Benefits and consequences

#### Benefits of focusing on accountability:

- Achieving results in a timely way
- Optimal use of resources
- Cost reduction for the person and the organization
- Maintenance and improvement of internal and external clients
- Maintaining good relationships
- Improved productivity
- Increased trust and the image of someone trustworthy is created
- Evidence of high commitment to others and to one's own existence
- Stress Reduction
- Healthy emotional life
- Positive impact on the economy of the person and the organization

#### Consequences of not focusing on accountability:

- Lack of results in a timely manner
- Waste of resources
- Increased costs for the person and the organization
- Loss of employment or clients
- Appearance of interpersonal conflicts
- Work tensions are triggered
- Affects productivity
- Loss of self-confidence and creation of an undependable image for the person
- Evidence of little commitment to others and to one's own existence
- Increased stress
- Emotional exhaustion that can lead to low immune system and illness
- It can affect the economy of the person and of the organization

What consequences have you had when you've neglected your focus on accountability at SKNA?

### 1.4. The current and ideal associate at SKNA

What is the current associate at SKNA like?

How do you think the ideal associate should be like? what characteristics should he/she have?

Characteristics of the ideal employee at SKNA	Me	Coach	Leader	Staff

#### Assessment Scale: Effectiveness Level

Very Low	Low	Regular	Effective	Highly Effective
1	2	3	4	5

## 2. Path of Guilt to Accountability

### The Path to Accountability

#### Blame and Victim

1. The Beginning: Why start this change journey?
2. From the cycle of guilt to individual accountability
3. Finding the courage to See it and face it
4. Daring to Own It
5. Wisdom to Solve It
6. Commitment to Do It

#### Accountability, responsibility and results

7. Discipline for Success
8. Accountability Leadership
9. Bringing an Accountability culture to SKNA

### Victim Zone and Lack of Accountability

There is a very thin line separating success from failure; the great companies from the normal ones.

In the Victim Zone there is the making of excuses, blaming others, confusion, and attitudes of helplessness, while in an Accountability approach we find a sense of reality, acceptance, commitment, solutions to problems, and determined acts.

While losers languish as victims and resort to stories to explain why their efforts didn't work, the winners lie in an Accountability approach, endowed with a sense of commitment and a great capacity for work.



### 2.1 Difference between guilt and accountability

What does Accountability mean to you? Write your own definition.

#### Accountability Principles

- Recognize and respond to one's and others' concerns.
- Improve without limits, performance within time and other resources assigned in your current role.
- Timely report of irregularities that are caused, voluntarily or involuntarily.
- Plan all of the different actions that make up a general activity, in time and form.
- Assume the consequences that omissions, actions, expressions and feelings generate on the person, the environment, the lives of others and the resources allocated to the assigned role.
- Promote healthy principles and practices to produce, manage and use the tools and materials given to the current position.
- Spread these principles to all of your team members in order to apply them.

### NOTAS

#### Phrases and actions denoting focus on results

"Excuse-itis" Phrases	Accountable Affirmations
1. We have always done it this way.	
2. That is not my job.	
3. I didn't know you needed it right away.	
4. It is not my fault that it is so late.	
5. I don't work for that department.	
6. Nobody told me what to do.	
7. I am still waiting for approval.	
8. Someone should have told me not to do it.	
9. Don't blame me, it was the boss's idea.	
10. I did not know.	
11. I forgot.	
12. I would have done it if you had told me it was important.	
13. I'm too busy to do it.	
14. Someone told me to do it in an incorrect way.	
15. I thought someone had already told you.	
16. Why didn't you ask me?	
17. No one invited me to the meeting.	
18. I didn't receive that e-mail.	
19. My team members dropped the ball.	
20. If no one supervised my work, it is because it was not very important.	
21. I told them, but they ignored me.	
22. I told someone else to do it.	

### Victim vs. Accountable

#### Victim

The concept is linked to being tied down, immobilized, where we feel guilty about everything.

From a victim position, the person becomes paralyzed, a heavy burden is placed on himself that justifies to not move on, and the person experiences this consciously and sometimes unconsciously.

In this way, the person has created a story with which she covers herself completely so as not to act anymore, so as not to risk again, so as not to re-commit herself and begin to die physically and psychologically blaming everyone and everything.

On this side of the victim, life escapes and with it, the possibility of giving our gifts and talents to the world.

What is the emotion that you feel the most when you are on a victim state?

What do you get in return?

### 2.2 Difference between doing the job done and achieving the result



The first step in creating a culture of Accountability: is to clearly define the results in the organization. Nine out of ten companies do not have clearly defined results or have failed to communicate them widely.

People are responsible for doing their job, but they are not responsible for achieving the results. **Creating accountability requires that doing the work and achieving the results are the same**, and it means that the job is not finished until the result has been achieved.

### 2.3 Peter Drucker's Results Focus Model

#### Efficiency, Efficacy, Effectiveness

*"The success of the organization is achieved to the extent that people meet their objectives."*

*Peter Drucker*

*"Executives can be found at any level in the organization. They are defined by their effectiveness, not their level".*

#### Presumptions of the Results Focus Model

- Every supervisor or leader must be effective.
- An effective supervisor / leader is expected to induce the appropriate actions and promote necessary empowerment.
- Most people with talent (and not physical or manual skills) work in companies where they are effective, to the extent that they are able to **contribute with their talents to the results of those companies.**
- Leaders (executives) should not be closely supervised. You can support them, but they must be self-directed and their goal is to contribute to results, that is, to be effective.
- An effective executive must make decisions and not just execute those that others make.
- Being a director, boss or manager is not being an executive, if you do not have accountability for results or the authority to decide.

- A leader's Reality:
  - Is always involved in **matters that seem to matter only to others.**
  - Must act deliberately to control the course of events: **She/he makes the future.**
  - Is integrated into an organization: **they are effective to the extent that others use their work.**
  - Although they are within an organization, **the sense of their work is based on external events, which is where the results are made.**
  - **Effectiveness** is a sum of repeated actions, a habit, and **it can be learned.**
- Habits of people who are effective:
  - They rate their time based on obtained results.
  - Direct contribution to results areas, not to the job itself.
  - They lead and build with their strengths, not with their weakness.
  - They feed the opportunities and starve the problems.
  - They know there is no option to postpone what is important. Focus their contribution on a few areas of brilliant results.
  - They make effective decisions based on contrasting opinions, not on comfortable coincidences.

### 2.4 Effectiveness Assessment: How effective are you?

The following questions will help you recognize and evaluate your effectiveness at work.

What is the unique contribution of my position? Why is my position required?

What do the job description and organizational chart say?

What would change at SKNA if my position was eliminated?

What would change if I were highly effective in the position?

How would I know, without anyone telling me, when I perform effectively?

What authority does my position really have?

What can most easily improve my position?

How do I spend my time? How would I like to use it?

What should I focus primarily on for two or three years if I wanted to make the biggest improvements in my department? In my leader's area? In all SKNA?

### Accountable

On our accountable side we respond to any event, always with the intention of continuing to grow and contribute. We act thinking it's all up to us. We demand a high standard and are always willing to do our best. And so, we do. We never give up, after any fall we rise more strongly. We don't make up stories to justify ourselves. We always find a way to reach our goals. We seek our benefit and that of our community. By requiring an outstanding standard of living, we receive extraordinary rewards.

Reflect on the questions below and visualize...

If you were to spend more time in my life from my accountable side:

How many more goals could I achieve?

How much more could I grow?

How much more could I contribute?

## 3. Consciousness, Seeing It and Facing It

### 1<sup>st</sup> Accountability Dimension: Seeing It and facing it

#### Gaining Awareness

Seeing reality as it is, is not always easy and it doesn't happen overnight. However, you will get there much faster if you take one step at a time, firmly. When you start taking the first step to the Accountability Zone, remember this definition of Management that Jack Welch gave: "It's seeing reality right in the eye and then acting as quickly as you can." From a personal point of view, it is basically: "embrace your reality".

The first step in getting out of the victim's cycle is to recognize that you're stuck in a circle of denial. To do so, you must have the courage to accept the reality of your situation no matter how unpleasant or unfair it may seem. If you don't do this, don't expect to react effectively. The key is to have Courage.

### 3.1 Feedback to increase Awareness and Accountability

#### Suggestions for honest feedback:

1. Ask for feedback in an enabling environment (a comfortable and peaceful place without interruptions or distractions).
2. Say you want an honest opinion on a matter. Emphasize your genuineness and explain your motivation.
3. Be open to every opinion, even if you differ from what they tell you. Don't get defensive. Remember the importance of the perspectives you are asking for.
4. Listen carefully and ask for a detailed explanation; make sure you don't diminish any feedback you don't agree with.
5. Be sure to express your appreciation for the other person's time and help.

Item	Never	Rarely	Sometimes	Frequently	Always
1. You recognize when you get caught up in the victim cycle.					
2. You accept the fact that you contributed to the problem you are facing.					
3. You are willing to admit that you made mistakes that prevented you from getting results.					
4. You listen openly to those who offer different perspectives on the problem from your own.					
5. First you take into account what you do to slow your progress, instead of believing that others are preventing you from it.					
6. You seek to understand the problem with a wide variety of resources.					
7. You recognize existing problems and understand the consequences of not solving them.					
8. You test your vision of reality with other people when faced with a very difficult problem.					
9. You work consciously and actively to jump to accountability, objectively accepting reality.					
10. You acknowledge if and how you contributed to the lack of progress.					

### 3.2 Benefits of Seeing It

Some of the benefits of realizing it are:

- Timely response to customer requirements and needs
- Flexibility in action, breaking paradigms
- Innovation
- Lasting success and continuous improvement
- Personal satisfaction
- Resource Optimization
  - Improvement of personal and institutional image.

## 4. Own It

### 2<sup>nd</sup> Accountability Dimension: Owning It

#### 4.1 Owning it Self-Assessment

Identify a past or current situation where you feel victimized or abused. In the space below, describe why you have felt like a victim or like you've been taken advantage of:

##### Part 1. Victim version in a present or past situation.

1 \_\_\_\_\_

2 \_\_\_\_\_

3 \_\_\_\_\_

4 \_\_\_\_\_

5 \_\_\_\_\_

##### Assessment Questions

1. Can you mention the "other side of the story, the one that others would have?"
2. If a person were to go through a similar situation, and you would like to advise them not to make your mistakes, what would you say to them?
3. What facts could you have ignored?
4. Which of the facts you omitted would you include in your new story?
5. What else would you do if you faced such a situation again?

##### Part 2. Accountable version of a present or past situation: mention at least 5 accountable facts:

1 \_\_\_\_\_

2 \_\_\_\_\_

3 \_\_\_\_\_

4 \_\_\_\_\_

5 \_\_\_\_\_

*Accepting our circumstances gives us the strength to overcome the helplessness we feel as victims, allowing us to move forward and achieve more fulfilling results in life.*

*<<People who get great results quickly acknowledge their mistakes and accept the circumstances so they don't get caught up in the victim's cycle and work to improve>>.*

##### Powerful questions to Own it:

Situation: \_\_\_\_\_

1. Which facts have you decided to ignore or not accept?

2. What would you do different if you were facing this situation again?

3. What were your warning signs?

4. What could you have learned from previous similar to avoid or minimize the negative consequences?

5. Do you realize that your decisions, acts and behaviors prevented you from obtaining the results you wanted?



### 4.2 Reflection: What do I need to own?

What situations do you need to take care of?

IN MY LIFE	IN MY JOB

## 5. Solve It:

### 3<sup>rd</sup> Accountability Dimension: Courage to Solve It

#### 5.1 Solving It

**What does it mean to solve it?**

- Put into practice what was planned.
- Make sure the plan is carried out.
- Become “professionally skilled”.
- Prepare yourself for a life of constant change.
- Update your technical knowledge and continue preparing.
- Establish positive relationships with all people.
- Make sure you have the necessary tools to fix the problem.
- Anticipate what may happen.

**Solving It Self-assessment:**

Questions	Frequently	Sometimes	Never
1. Once you've made a decision, do you put it into action quickly?			
2. Do you stay committed to solving a problem even when things are difficult?			
3. Do you constantly ask yourself the question: What else can I do to get the results I want?			
4. Do you take the initiative to explore, search, and question yourself when you can't find solutions?			
5. Do you remain conscious, doubting your beliefs and assumptions about the way you do things?			
6. Do you establish new connections between existing circumstances and variables to achieve innovative solutions?			
7. Are you looking to discover new ways to approach your problems?			
8. Do you develop new skills to better cope with your circumstances?			

## 5.2 Consequences of not solving it

Simply accepting reality and the way you helped create your circumstances will do you little good if you don't address the real problems and remove obstacles from your path to results. To do so you must have wisdom. Not implementing it has several consequences:

- Wasting excellent ideas
- Missing opportunities for personal and organizational development
- Losing market share, customers, talent, relationships
- Entering a vicious circle that prevents progress
- Lack of consolidation of solutions

## 5.3 Means to Solve It

### 1. Stay committed

Continue to look for and find new, creative options. Use your creativity. Expand your focus and stop thinking about what can't be done. Avoid falling into the trap of giving up or stop trying when persistent problems arise, waiting to see if things get better on their own.

### 2. Persevere

You have to ask yourself the question: What else can I do? Continuous repetition of this question will make it possible for you to get creative solutions that will allow you to progress.

### 3. Think differently

As Einstein said, "We will not be able to solve our problems with the same thinking we used when we created them." Ask other people for different views than yours and try to understand them.

### 4. Expand your network, create new relationships

To find new ways to think about situations and get things done, you need to build new relationships, and ask people you hadn't considered before to create new relations with competitors, suppliers, or people from other areas.

### 5. Take initiative

Implementing it requires you to take full responsibility to discover solutions that give you the results you expect. These come after you've taken the initiative to explore, examine, and question whether you've done everything within your power to solve a situation.

### 6. Stay aware

It means paying attention to everything that may have to do with possible solutions, particularly those that we take for granted or have come to accept since "this is how things are done here." Doubt your beliefs and assumptions, and try to move to a new level of thinking that will take you out of your comfortable haven.

## 5.4 Plan to solve it

Based on what you've explored in the previous topics, determine in detail the specific elements you've decided to change.

What do you love?

What do you hate?

What do you really want?

What is your true passion?

What are you especially good at? What are your true talents?

What do you need to become a true authentic and complete leader at SKNA?

What do you have to do to make your life extraordinary?

What do you have to do to make your work extraordinary?

**My commitment and actions:**

Personal Level	Work Level

## 6. Commitment for Doing It

### 4th Accountability Dimension: Commitment for Doing It

*“You can’t run and fall asleep on your laurels: you have to run 24 hours a day and seven days a week.”*

### 6.1 Taking the last step: commitment and action

Only by combining the first three steps of Accountability with the fourth (Doing It) will you enjoy all the power and get the results you want.

Ultimately, personal accountability means making an absolute commitment to achieve results and get to implementation. Otherwise, you will never get the most important benefits that accountability offers: getting over your circumstances and getting the results you want.

Despite the benefits you receive when you apply the first three steps, you only get results when you take all four in a passionate, proactive and persistent way.

The Doing It (execution) step allows us to take accountability, not only for our activities and circumstances, but also to obtain results. When you combine the principles of accountability with the goal of achieving better results, you create a powerful beacon that will guide you in your personal and organizational activities. This type of responsibility appears when you have taken the four steps of Accountability. If you stop before executing or implementing, you may temporarily step out of the victim cycle and blame game, but you will never be able to stay in the Accountability Zone. If you don’t push yourself, it means that you are not really taking the appropriate level of accountability.

Execution means continually working to stay on an Accountability approach, avoiding the everyday situations and problems that can tempt you back into the victim cycle. As noted, accountability is a process and you can fall into the victim cycle no matter what step you are in. You require a lot of diligence, perseverance and vigilance.

You must also be willing to accept risks and take the giant step to get everything you want in your personal life and in your organization. The fear of failure can also limit you, as it builds a wall. You must break down all barriers and move towards success when you decide to take risks.

*Doing It means accepting your accountability to get the results you want, and move forward on them, no matter how or why you’re in the current situation.*

### Why aren't people able to get to "Doing It" (implementation and execution)?

This has been found to be due to a natural resistance to the risks we have to when we take responsibility for achieving results. Fear of failure can create a terrible burden that makes the final step virtually impossible, so it seems easier to take refuge in a false sense of security and apologize for avoiding the dangers associated with risk. If you are not willing to take the risks derived from taking action, you will surely fall into the cycle of the victim.

The line between Doing It (Implementation and Execution) separates the good companies from the best, the common people from the extraordinary.

### Self-Assessment of Commitment to Doing It (implementation and execution)

Item	Never	Rarely	Sometimes	Frequently	Always
1. You recognize that you can leave the place of victim.	0	1	3	5	7
2. You spend little time as a victim while working for the Execution.	0	1	3	5	7
3. You take your responsibility regardless of the results.	0	1	3	5	7
4. You take the initiative to define your responsibilities and commitment.	0	1	3	5	7
5. You invite others to define their responsibilities and commitment.	0	1	3	5	7
6. You are willing to take risks to be able to Execute it.	0	1	3	5	7
7. You don't quit, you don't allow yourself to be overcome by obstacles, and you don't expect things to get better automatically.	0	1	3	5	7
8. You constantly evaluate your progress when you have defined your personal and organizational goals.	0	1	3	5	7
9. You remain committed to getting results and doing whatever you must do, even if circumstances change.	0	1	3	5	7
10. You always commit to Seeing It, Owning It, Solving It and Doing It until you get results.	0	1	3	5	7

### 6.2 The habit "NOW" in action

#### Invictus (William Ernest Henley)

Out of the night that covers me,  
Black as the pit from pole to pole,  
I thank whatever gods may be  
For my unconquerable soul.

In the fell clutch of circumstance  
I have not winced nor cried aloud.  
Under the bludgeonings of chance  
My head is bloody, but unbowed.

Beyond this place of wrath and tears  
Looms but the Horror of the shade,  
And yet the menace of the years  
Finds and shall find me unafraid.

It matters not how strait the gate,  
How charged with punishments the  
scroll,  
I am the master of my fate,  
I am the captain of my soul.

#### Tips for implementation and execution (Doing It)

- The "Sunset Rule": respond to requests before the sun goes down.
- Encourage your team members to take risks, and to get personally involved feel accountable for the results.
- Generate a sense of urgency for execution, regardless of current condition, old habits or traditions.

***"Do what you can, with what you have, where you are."***

***Theodore Roosevelt***

## 7. Discipline for success: maintaining an Accountability approach and focus

### 5<sup>th</sup> Accountability Dimension: Discipline

#### 7.1 Creating the habit to remain in the Accountability Zone

Beginning to execute (Doing It) is important but not enough, discipline is required to consolidate implemented changes or improvements.

The truth about your habits:

1. You already have habits that you constantly repeat.
2. You're an expert at executing those habits (even if they're not what you want).
3. You run them automatically and most of the time you do it without thinking.
4. Now you need to generate new habits that drive you where you want to go, instead of detaining you from getting there.
5. The more you enjoy the process of repeating your new habit, the faster it will be imprinted into your mind.

*“ Action precedes motivation.”*

#### Maintaining Discipline

##### Tips to generate habits:

- Set specific implementation goals.
- Establish performance indicators and results measurement methods.
- Define actions for progress review and evaluation.
- Seek continuous improvement.
- Ask for feedback.
- Give constant feedback.
- Do the things you know are good for you, even if you don't like doing them.
- Infuse good and powerful emotions.
- If you start to lose your habit, resume your goals and start again.
- Repeat the agreed actions in spite of everything.
- Adjust your behavior to learn and persist.
- Repetition, repetition, repetition, repetition, repetition, repetition...

## 8. Bringing a culture of Accountability to SKNA

### 8.1 Creating and maintaining an Accountability culture

To create and maintain a culture of Accountability, the following six elements are suggested:

- A. Train all of your employees at all organizational levels.
- B. Talk about accountability and teach how to practice it.
- C. Ask questions.
- D. Reward accountability.
- E. Make everyone accountable.

#### A. Train all of your employees at all organizational levels

##### Recognizing people in the victim zone

Question	Never	Rarely	Sometimes	Frequently	Always
1. Have you seen people blame others for the problems at SKNA?					
2. Do you think that people do not accept responsibility for what they do or the way they do it?					
3. Do you see that people do not take the initiative to report on their activities and progress to achieve better results?					
4. Do you see that people do not take responsibility for finding a solution?					
5. Do people "hope" things get better on their own?					
6. Do you hear that people say that a situation is uncontrollable and that they cannot do anything to solve it?					
7. Do people "cover their backs" in case things go wrong?					
8. Do people seem to feel more responsible for their activities and efforts than for their results?					
9. Do you hear people say "it's not my department or my job" and do you see them waiting for someone else to solve the problem?					
10. Do you feel that people show a low level of commitment and acceptance when there are problems?					

**Step 1 – Understanding Accountability throughout the organization**

- First you have to understand how people define and practice accountability.
- If the perception of accountability is negative, a different perception must be generated.
- Show the waste of energy and time that is caused when operating from the victim.

**Step 2 - Developing a new vision of Accountability**

Elements of a new vision of accountability:

- Understand the victim's cycle and its damaging effects.
- Recognize when they have fallen into the victim cycle.
- Accept that they are caught up in the victim's cycle.
- Accept the definition of accountability and the need to take steps towards it.
- Relate better results with greater accountability.
- Know what it means to See It, Own It, Solve It and Do It.
- Understand what it means to operate with accountability.
- Accept accountability for results as a goal of the organization.

**Step 3. Make the new vision of accountability a new way of life**

For this, you must constantly encourage people to try to operate differently, replacing Victim attitudes with an Accountability mindset.

You achieve this commitment by:

- A deep, personal reflection.
- Constant feedback.
- Using the language of accountability.
- The use of concrete examples of accountability.

What do you think should be the new Accountability Vision for the organization, from your own personal accountability approach?

**B. Talk about accountability and teach how to practice it**

Let's focus on how we can - and should - include feedback into accountability training.

You should start by creating an environment in which people agree to offer honest, respectful, and timely feedback. Feedback must be clear, concise, and constructive. Think of the subtle difference between accusing someone of falling into the Victim Cycle, and helping them see the benefits of moving to an Accountability attitude.

Most people respond well to honest feedback, particularly when it does not come from an accuser or faultfinder, but from a guide or coach, who offers it within the context of the results, and does so sincerely.

If you are instructing others and giving them honest and timely feedback, be sure to apply the steps for accountability to your own behavior. Good instructors always set the standards for themselves that they want for others.

**C. Reward accountability**

- Consciously instill accountability at all levels.
- Change the system to support the culture of accountability.
- Recognize and reward accountability behaviors, attitudes, and practices.

*“We shape our buildings; thereafter they shape us.”*

*Winston Churchill*

**Culture-generating mechanisms:** in order to instill higher levels of accountability you should:

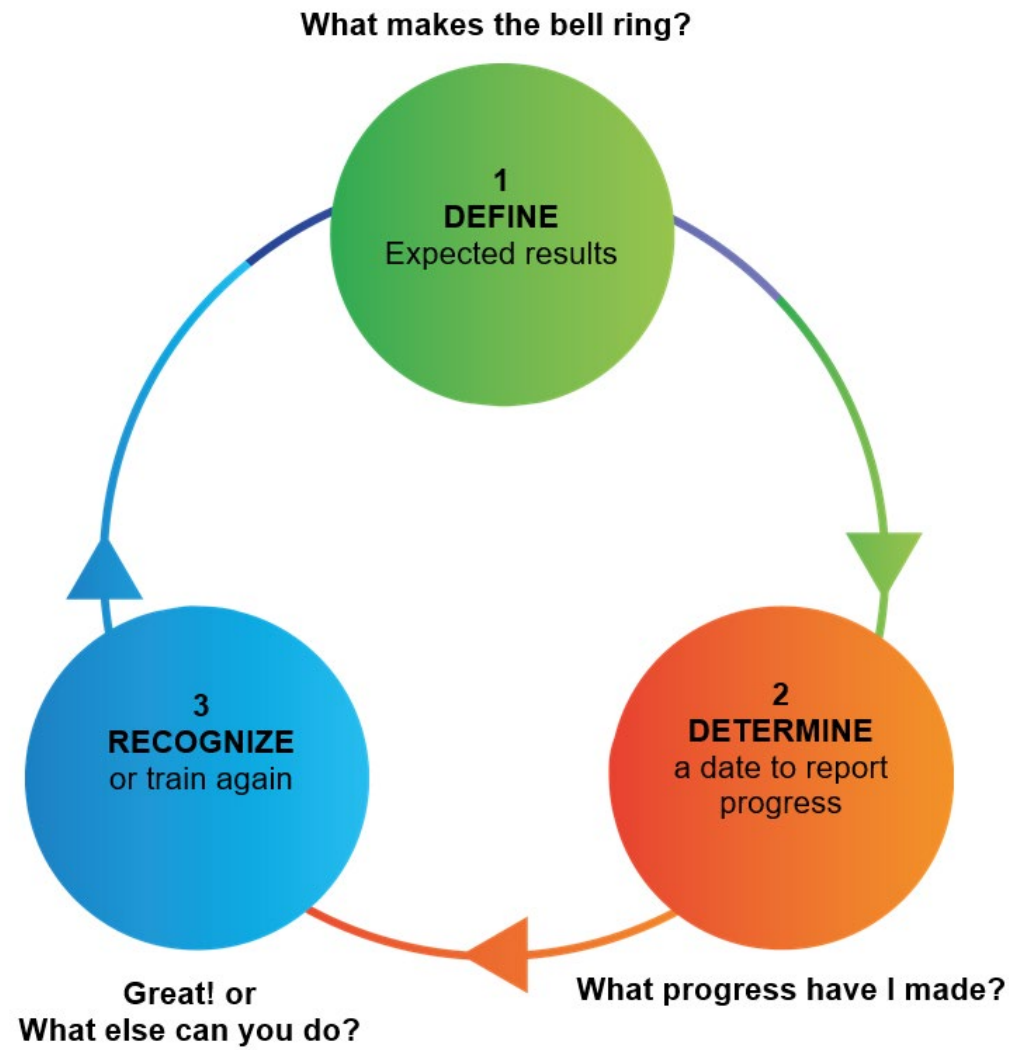
1. **Use Accountability terms:** Terms such as Accountability, Victim Cycle, Seeing It, Owning It, Solving it, Doing It, can become behavioral parameters for those who are familiar with the Accountability terminology. The language associated with the path of change and the victim's cycle can elicit the appropriate response in others.
2. **Tell inspiring stories:** If you tell stories in which you or someone has fallen into the Victim Cycle and then move on to Accountability behaviors, you will capture the attention of those who listen to you. These types of examples and concrete cases can be much more effective than any philosophical concept.
3. **Direct by “visiting”:** Anyone with a supervisory role can use the “Direct” strategy by visiting employees and taking the opportunity to teach them to move to an Accountability approach.
4. **Establish a method and language:** in meetings, conversations, and almost any work- and business-related activities, emphasize the need for people to include Accountability in all of their actions and thoughts.
5. **Develop role models:** it is necessary to identify and create examples for accountable attitudes and behaviors. They will set an example for everyone in your organization and you should congratulate them in public, whenever possible. Find and implement role models at all levels.
6. **Generate Accountability experiences:** Look for the opportunity to offer others experiences of Accountability, thus ensuring that you and others in the organization are never acting as victims. Additionally, everyone will assume higher levels of accountability.

If these mechanisms are used together to create an organizational culture, they can make a big difference, accelerate the progress of your organization to assume higher levels of accountability and, of course, obtain more satisfactory results.

**D. Make people accountable**

Remember Accountability's definition:

“A personal decision to overcome the circumstances and demonstrate the commitment necessary to obtain the desired results: Seeing It, Owning It, Solving It and Doing It”.



**Commitments for Implementation**

In order to effectively capitalize on all of the information you have received throughout these five modules, define the 3 competencies to be developed in your current role and area.

KEY AREAS TO REINFORCE OR DEVELOP	Modality	Planned Actions / Expected Results	Completion Dates
	70		
	20		
	10		
	70		
	20		
	10		
	70		
	20		
	10		

Participant Name: \_\_\_\_\_

Start Date: \_\_\_\_\_ Finish Date: \_\_\_\_\_

Supervisor Name and signature: \_\_\_\_\_

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